


Proposal for the Puerto Rico Department of Health



March 8, 2020

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Executive Summary

Thank you for inviting King & Spalding to submit a proposal to support the Puerto Rico Department of Health's (PRDoH) efforts to implement the Medicaid program improvement requirements adopted by Congress in the Consolidated Appropriations Act of 2020, P.L. 116-94. King & Spalding and the partners we have selected for this proposal are uniquely qualified to guide the Puerto Rico Medicaid Program in this initiative. Between us, we have unparalleled experience in helping our clients work with CMS to navigate the complex regulatory environments of the Medicare and Medicaid programs. We have a long history of partnering with Puerto Rico and its agencies, which distinguishes us from our competitors and will allow us to hit the ground running and meet the tight deadlines imposed by Congress. We also have deep knowledge of the Puerto Rico health system landscape and its intersections with federal healthcare policy. We are proud to submit this proposal to you which describes our team, our relevant experience and a budget for our services.

We have carefully evaluated the unique needs of the PRDoH with respect to the RFQ, and based on our analysis, we believe the most effective approach for addressing your stated needs requires consideration of three specific functions:

- The ability to interpret the specific requests and legal obligations placed on the Commonwealth and the PRDoH, identify and prepare appropriately responsive deliverables and successfully interact with Congress and the Centers for Medicare & Medicaid Services (CMS) regarding their approval of the same;
- The ability to provide the necessary analytics, auditing, and other capabilities to make detailed program recommendations and conduct the sophisticated analyses required by the Congressional request;
- And the ability to interact appropriately on the ground in Puerto Rico with the PRDoH and its personnel.

To do this, we believe it takes a multi-faceted approach with different subject matter experts, and our proposal encompasses this approach by using multiple partners working together seamlessly to provide all of the necessary resources. We assure you that we and our partners have analyzed the RFQ in detail and we have discussed how each of the team members will be deployed to deliver upon the 13 activities identified in the RFQ.

As the lead on this project, King & Spalding's role would be to evaluate the requirements from a U.S. legal perspective that PRDoH has to implement pursuant to the Congressional requirements posted in the appropriations statute, evaluate the product that is being produced to make sure it is compliant with all requirements of the statute, and ultimately, communicate with CMS and any other necessary contacts to ensure that the product is being received appropriately and approved by the federal agency.

We will engage three substantive partners, each of which will handle discrete aspects of the services:

- Nagnoi LLC – provide systems and data analytics services, external audit and review capabilities.
- FIDE LLC – provide strategic planning, health policy services, as well as implementation and project management support.
- Impactivo, LLC – provide on-the-ground project management services amongst all contractors operating within Commonwealth and services relating to benefits integrity incorporated in the RFQ.

We strongly believe that this combination of our highly-regarded Washington, D.C.-based team, which includes former members of Congress and CMS, working with the on-the-ground team consisting of three renowned consulting firms based in Puerto Rico that have experience working with the PRDoH gives us a unique advantage over other firms. Mark Polston will act as the firm's primary liaison with PRDoH to maintain a strong and collaborative relationship with you, and to ensure we are providing value to you in a meaningful and cost-effective manner. Mark will also convene and lead regular meetings with all team members performing work for PRDoH to discuss your needs and challenges and our service performance. We appreciate the opportunity to work with you on this project. We have outlined in our proposal the experience and capabilities of our firm and our partners on this project, which we believe will further showcase why we are best-positioned to represent PRDoH. Finally, we wish to note that our proposal is contingent upon the resolution of any potential legal conflicts that may arise from an engagement with the PRDoH.



King & Spalding LLP Experience

King & Spalding has an intimate and unique understanding of CMS and HHS. Prior to joining King & Spalding, Mark Polston served for several years as the Chief Litigation Counsel for CMS. In this role, Mark provided counsel on Medicaid issues to senior agency officials, including the CMS Administrator and the Secretary of HHS. His work there included providing advice and counseling on proposed regulations and sub-regulatory policies involving Medicaid financing as well as defending CMS's Medicaid enforcement activities in federal court. Mark's experience at CMS and HHS gives him unprecedented insight into the inner-workings of the agency which enables him to offer client solutions that align with agency policies.

Additionally, Preeya Pinto previously served as Deputy General Counsel, Principal Deputy General Counsel and Acting General Counsel of the United States Department of Health and Human Services (HHS). In these positions, she was legal advisor to the Secretary of HHS and supervised an office of more than 500 attorneys responsible for providing legal advice to the entire Department, including CMS, the Food and Drug Administration, the National Institutes of Health, the Centers for Disease Control and Prevention, and the Office for Civil Rights. She also counseled senior HHS officials on government ethics matters and congressional oversight and investigations of HHS programs.

MEDICAID

In addition to Mark and Preeya, our healthcare practice includes several practitioners with significant Medicaid experience. We have extensive knowledge of Medicaid program integrity systems, having represented clients in numerous self-audits, self-disclosures and refunds of Medicaid overpayments, and appeals of Medicaid program overpayment assessments. Our experience in assisting clients with the management of Medicaid-related compliance issues, such as audits, investigations and False Claims Act lawsuits, uniquely positions us to guide the PRDoH in designing, implementing and evaluating the new program integrity requirements imposed upon the PRDoH by Congress. Just as important, our firm also has a deep understanding of the Medicaid reimbursement and financing systems, which give us special insight into the issues that single State agencies face when working with CMS and Congress. For example, we have assisted hospital-system clients in working with State agencies to establish Medicaid UPL programs. We advise clients on the legal requirements for participating in the non-federal share of Medicaid financing through intergovernmental transfers and similar arrangements. And we are robustly familiar with the State plan amendment and § 1115 waiver processes, having litigated in these areas on behalf of several clients.

We also have a tremendous amount of experience in working with state Medicaid agencies, including program integrity divisions, and are familiar with appeal formats across the country. We serve as national contractor counsel to a national hospital company and are currently assessing individual state Medicaid payment issues and state administrative appeal procedures and related rules in numerous jurisdictions.

In addition to a broad and deep base of Medicaid work for numerous hospitals, our lawyers have served as regular outside Medicaid counsel to a large national pharmacy chain and have handled numerous Medicaid matters for two grocery chains with pharmacies and a chain of retail clinics. Representative Medicaid experience includes:

- Advising a hospital district in the development and implementation of a Medicaid supplemental payment/1115 Waiver program to provide enhanced Medicaid payments to hospitals and other providers.
- Examining, post-Armstrong, options for challenging a state's Medicaid rates and Medicaid DSH allotments on behalf of a large hospital system.
- Conducting a health regulatory analysis of state Medicaid treatment of payment associated with patients who are eligible for both Medicare and Medicaid payments for an international kidney dialysis provider, including analyzing



state and federal requirements associated with this patient class and evaluating relevant Medicaid managed care contract provisions relevant to the analysis.

- Providing a thorough assessment for a large hospital system of CMS's position that payments from private insurers for individuals who also happened to be eligible for Medicaid must be netted against uncompensated costs for purposes of Medicaid DSH.
- Representing a hospital district located in the coastal bend geographic region in Texas in the development and implementation of a recently approved Medicaid supplemental payment/1115 Waiver program to provide enhanced Medicaid payments to hospitals and other providers.
- Negotiating a settlement with 18 state Medicaid agencies and 18 state consumer protection agencies on behalf of a large retailer in connection with partially-filled prescriptions.
- Representing numerous clients in a variety of provider categories in connection with compliance deficiencies related to state Medicaid billing rules and remediation of such deficiencies.
- Representing in federal court a number of Florida hospital providers challenging CMS's interpretation of Florida's section 1115 waiver.
- Conducting a 50-state survey to dissect in each state the relevant subject matter responsibilities of the state Medicaid agency, state Medicaid program integrity division, state Attorneys General office, and related MFCU and consumer protection divisions.
- Providing guidance to several providers regarding the impact of CMS's proposed rule on Medicaid financing—also known as the MFAR rule. The MFAR rule, if adopted, would significantly change the manner in which states could utilize intergovernmental transfers (IGTs) to claim federal matching funds for medical assistance.
- Representing numerous clients in connection with Medicaid-specific voluntary disclosure protocols.
- Working with the California Hospital Association on the federal Rogers Amendment and negotiations regarding its implementation in California.
- Advising a large California health system on contracting with Medi-Cal managed care plans since the inception of the two-plan model.
- Representing multiple providers in connection with day-to-day counseling issues involving Medicaid fee-for-service and Medicaid Managed Care programs.
- Counseling a national hospital company on audit software to track unique Medicaid RAC audits in multiple jurisdictions and drafted appeal templates for Medicaid RAC disputes in numerous jurisdictions.
- Advising multiple providers on extrapolation defenses in Medicaid related audits and disputes.
- Providing healthcare operations and compliance advice to various units within Change Healthcare, including Medicaid compliance regarding valuation and off-shoring, and assisting the company with responding to subpoenas for protected health information.

Medicare/Medicaid Litigation

Our lawyers have handled numerous pieces of litigation that involve complex issues arising under the federal Medicaid and Medicare programs. This litigation takes many forms. For example, we bring affirmative litigation on behalf of hospital providers who seek to challenge Medicare and Medicaid payment decisions. We also defend clients in investigation and enforcement matters involving allegations that implicate the Medicaid program. All of these matters have one thing in



common which will benefit our engagement with the PRDoH—they require the firm to draw upon its deep knowledge of the complexities of the federal Medicaid program to counsel our clients. We are successful in these matters because our team—lead by the former Chief Litigation Counsel for CMS—brings unique insight and understating to their representation, enabling them to craft the winning argument that other firms with less experience would overlook. We intend to bring our creative and strategic legal skills to bear in advising the PRDoH on implementation of these new Congressional requirements. Representative Medicaid litigation experience includes:

- Received a favorable decision, worth tens of millions of dollars to our clients, on an issue of first impression regarding the meaning of “acute care” when applied to adolescent psychiatric patients who receive care under Oklahoma’s psychiatric residential treatment programs paid for by the state Medicaid program.
- Defended several hospitals, including an academic medical center, against claims that they conspired to obtain Medicaid matching funds. These investigations involve complex questions as to whether these providers, and local governments, have engaged in a scheme to use intergovernmental transfer (IGTs) to inappropriately claim federal matching funds for medical assistance which are then returned to providers through supplemental payments for uncompensated care.
- Representing state children’s hospital in litigation in connection with an investigation by the state’s Health & Human Services Commission Office of Inspector General related to allegations that the hospital overbilled Medicaid managed care payers for certain laboratory tests. Our work has consisted of negotiating through paper submissions as well as in-person meetings with the Office of Inspector General.
- Representing a large governmental entity and its eight clinic locations, in its investigation into potential false claims filed in connection with its Medicaid funded case management services.

GOVERNMENT RELATIONS

Our Government Advocacy & Public Policy team leverages bipartisan relationships to advise and advocate on a broad range of policy matters. The team includes five former members of Congress, a former general counsel for the House of Representatives, a former chief of staff for the House Democratic leader, a former assistant to the Senate Democratic leader, a former President Pro-Tem and Majority Leader of the Georgia Senate and a former mayor of Washington, D.C., along with many additional counsel and staff who have served in senior congressional and Executive Branch positions.

Our former members of Congress served on some of the most critical committees on Capitol Hill and have firsthand experience as decision-makers in the legislative process. They maintain and leverage close relationships with numerous current lawmakers and various caucuses, such as the Congressional Black Caucus and the Congressional Hispanic Caucus, in order to advance the agendas of our clients.

Our team has worked for key lawmakers and committees, including the House Appropriations, Armed Services, Budget, Energy & Commerce, Homeland Security, Judiciary, Rules, Veterans’ Affairs, Ways & Means and the Permanent Select Intelligence committees; and, in the Senate, the Banking, Housing & Urban Affairs, Finance, Homeland Security & Governmental Affairs, Small Business & Entrepreneurship and Select Intelligence committees, as well as the Senate Permanent Subcommittee on Investigations. Our former members of the Executive Branch have served in leadership roles in the White House, the Office of Management and Budget, the Department of Justice, the Department of Defense, the Department of State, the Central Intelligence Agency, the Federal Trade Commission, as well as with the United Nations.

Members of the GAPP team work closely with more than 1,100 colleagues across 21 offices worldwide in areas of international trade, arbitration, real estate and international project development and financing include additional former officials from the Internal Revenue Service, the Department of Treasury, the Food and Drug Administration, the Environmental Protection Agency, the National Highway Traffic Safety Administration, the Securities and Exchange Commission, the Financial Industry Regulatory Authority, the United States Trade Representative, the Department of Commerce, the Department of Health and Human Services, the Department of Energy and the World Trade Organization.



Nagnoi LLC Experience

Nagnoi, LLC is a leading business intelligence and healthcare analytics company with extensive software development, systems integration and reporting experience. We have served customers in the healthcare industry, both public and private for more than 18 years, with healthcare practice outreach in the United States and Puerto Rico. Some of Nagnoi's current and past clients include PRDoH, Puerto Rico Innovation and Technology Services (PRITS), InnovaCare Health, Triple S, Medical Card System (MCS), Allways Health Partners, University of Pittsburgh Medical Center (UPMC) to name a few, for which references are available upon request. Nagnoi was founded in 2002 by former Big Five consultants, and is a fully-private organization, with year over year growth since inception. Nagnoi has earned several prestigious awards, including but not limited to:

- 2011-2020 HEDIS® Certified Measures/Vendor
- 2019 Puerto Rico Partner/Company of the Year (by Microsoft)
- 2013 & 2014 Microsoft Health Partner of the Year
- 2012 Selected for Forrester Research BI Service Provider Short List
- 2011 Microsoft BI Partner of the Year (Worldwide)

Puerto Rico faces many challenges in the administration of the Puerto Rico Medicaid Program or SaludVital: federal funding limitations, new special requirements from Congress, high utilization of medical services, management of a population with a high incidence of chronic diseases, and a financial crisis of historical implications for the island. Nagnoi is committed to provide Puerto Rico with a world-class solution and services to comply with the special requirements set forth by Congress.

The objective of the solution presented by Nagnoi in this proposal is to provide the Medicaid Program with intuitive, flexible, and adaptive reporting and analytics to comply with the Congressional requirements established in Federal ACT: P.L. 116-94, Further Consolidated Appropriations Act, 2020 enacted in December 2019. In doing so, we will identify opportunities for cost reduction and quality maximization. This solution uncovers performance problems on the financial, operational and service delivery areas as well as non-compliance levels of the contracted carriers, its provider network, and patients of the program, including the Dual Eligible. This is crucial to execute effective contract management of the selected carriers in compliance with Congressional control protocols and requirements. Also, with that data, a corrective action plan(s) can be designed with the objective of achieving desired levels of performance, which leads to a proactive health model and program management. In addition, the PRDoH will be able to align financial goals and controls throughout the healthcare delivery branch, in order to maximize Federal and State funding initiatives in Congress.



Improve patient
experience and quality



Reduce Costs



Improve health for
the population



In particular, Nagnoi will deliver items 2, 8, 9, and 12 in the following manner:

COTS (Commercial Off-the-Shelf) Population Health and Quality Analytics software platform, configured with up to 15 defined measures and visualizations (Report or dashboard) included in the Medicaid and CHIP Scorecard (Items 2, 9 and 12) for PRDoH. These measures will be in the areas of:

- State Health System Performance
- State Administrative Accountability which includes PERM
- Federal Administrative Accountability

Nagnoi's Population Health and Quality Analytics solution consists of two main components: the Integrated Data Repository (IDR), OneX, as the data foundation to the NCQA-certified quality analytics and the reporting platform, STARSTrack. This solution is a comprehensive, modular, and integrated solution that allows for independent growth of each component while providing "connectors" to allow them work together in an orchestrated and synchronized way.

The platform can scale and expand by integrating additional data sources to meet the needs of the Program in the present and future, for instance to include the Medicaid and CHIP Scorecard measures requested by Congress as well as social determinants of health, as per the most recent Public Health 3.0: A Call to Action to Create a 21st Century Public Health Infrastructure report published by the Office of the Assistant Secretary for Health of the U.S Department of Health and Human Services (HHS). The solution can also be utilized for or support the All-Payers Claim Database or APCD initiative, as other states are already implementing.

Nagnoi's Population Health and Quality Analytics solution provides the data framework for information transparency through the reporting and analytics required to design, implement, monitor, and manage Puerto Rico's various initiatives within the Medicaid Program, including fiscal controls and quality initiatives today and in the future. Nagnoi's solution integrates and unifies government institution data assets and health plan/provider data and into a single, integrated, and cleaned data repository. The web-based solution is flexible, adaptable, and easy to use. It is designed to grow with Puerto Rico, and it is flexible enough to adapt to ever-changing market needs and government regulations. For example, the solution is adaptable to pharmacy and all Medicaid specialty populations: Behavioral Health, Developmentally Disabled, Long Term Care, and Dual Eligible. The platform is also NCQA certified and meets all applicable regulatory requirements: modularity under 2392, quality performance requirements under 2390, and enhanced funding under CMS's 7 conditions and standards.

Nagnoi is a recognized local company with all the capabilities, experience, knowledge, and accolades to succeed in this implementation. Below are several key factors that make Nagnoi solely qualified to provide this service:

- Nagnoi is the only company in Puerto Rico with a Healthcare Analytics platform that integrates data from different sources and calculates operational and quality metrics according to industry standards, such as CMS and NCQA (National Committee for Quality Assurance).
- Nagnoi is the only company from Puerto Rico with software certified (since 2011) by NCQA to calculate and submit the standard CORE set quality (HEDIS) measures contained within the Medicaid and Chip Scorecard criteria in the State Health System Performance element. This certified solution also allows measures modification or personalization according to the Program's needs as the final design is determined.
- Nagnoi is the only company in Puerto Rico that has the necessary experience with both the PRDoH and local contracted MCOs in quality measurement in the Medicare, Medicaid, and Commercial programs and pay-for-performance, serving more than 1.5 million lives. This is equivalent to approximately 50% of all insured lives on the island across all populations. This provides a unique knowledge of the local funding stream distribution throughout all programs and stakeholders which allows us to be a key player in identifying payments made under Puerto Rico's Medicaid program to managed care organizations which could be at high risk of fraud, waste or abuse.



- Nagnoi is the only company in Puerto Rico with similar relevant experience outside of PR, which helps bring best practices and ideas to improve the local program and regain Congress' trust.
- Given the financial crisis in Puerto Rico, especially after Hurricane Maria, and the recent earthquakes and following the policy of the Government of Puerto Rico to support local capable companies and the local economy, the government should strongly consider contracting with qualified local companies as a priority to generate jobs and capital investment, as well as export products and services that bring new money to PR. Nagnoi meets all of the requirements, in addition to being promoted by the DDEC with the decrees and incentives it offers.

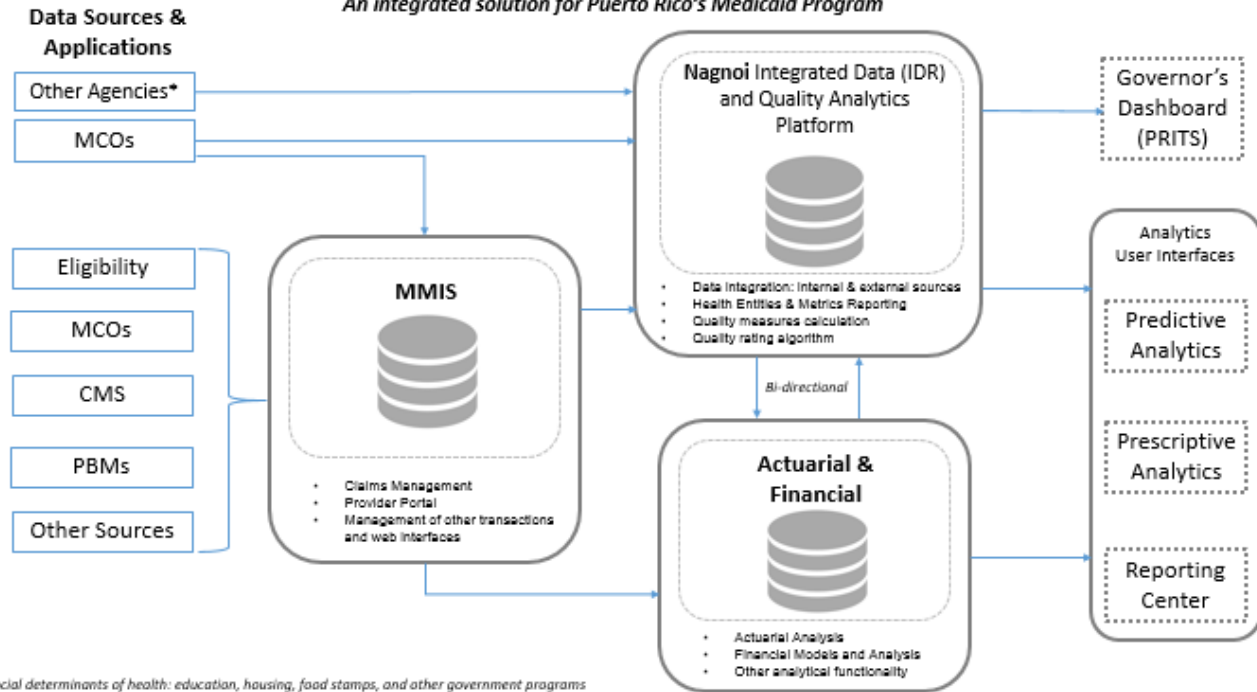
Nagnoi's value proposition also includes the following elements:

- To enable comprehensive state-wide health data analytics, MCO and provider quality metrics, and pay-for-performance as the cornerstone of Puerto Rico's new-healthcare model in order to produce improved outcomes while containing total costs and implementing Federal best-practices.
- Value-based MCO management has been independently¹ estimated to potentially produce savings ranging from \$45 million to \$104 million per year in Puerto Rico, based on PMPY cost containment, excluding potential savings from reduced healthcare expenditures due to improved population health.
- Once implemented, the system will also serve for disease vigilance and alerting as well as a system to facilitate research & development and clinical trials. For example, an IDR (Integrated Data Repository), which is part of the proposed platform, is created and populated with data as quality and other results are accumulated. This maximizes the value as health profiles are created along with other data elements (aggregated and detailed) to see patterns, trends, apply predictive modeling, and play the role of a Health Observatory to support policy on public health.

The following diagram presents a vision on how the key pieces of the Puerto Rico health informatics, including the Nagnoi Quality Platform, are complementary and can be integrated with the objective of supporting the new objectives of the Medicaid Program that started executing on November 1st of 2018. Three key pieces are depicted for the Puerto Rico health informatics model: the MMIS, the actuarial and financial modeling application, and the Nagnoi Analytics and Quality Platform. Each of these employ a specific function, although through integration, sharing output and results can extend the value of each component. Also, it is important to highlight that the Nagnoi platform produces outcomes that can be included in the Government's Performance Database and Dashboard, such as the quality of service that the Program is producing through the managed care model. This is of great interest to the Governor and all Puerto Rican citizens.

Complementary Analytical Components

An integrated solution for Puerto Rico's Medicaid Program



**Social determinants of health: education, housing, food stamps, and other government programs*

EXPERIENCE ON SIMILAR PROJECTS

Our customers trust Nagnoi with their most pressing data integration and analytics issues across multiple areas of the business. Since entering the market, Nagnoi's quality platform customer retention rate has been 100%. Overall as a company, we have a 91% customer retention rate within our healthcare practice. Typically, our customers increase the scope of the work contracted from year over year as our products and services prove their value, present a direct alignment with the customer's strategy, and impact their bottom line. Below are some highlights of our portfolio:

- Currently managing more than 2 million lives through our various solutions in PR and US
- Experience in submitting mandatory annual reports for NCQA and CMS on behalf of clients
- Experience managing audit protocols regarding quality reporting
- Nagnoi integrated more than 100 data sets from 10 government agencies, and built 124 indicators to monitor government performance. The indicators were created in data cards format using Nagnoi's data storytelling methodology converging analytical and human readable interpretations to appeal to multiple audiences and prompt public policy discussions and action. Topics included: public health and Medicaid program, education, public safety, economic development, and citizen services, among others.
- Current MCO customers have received over \$200M in additional revenue based on increased operational performance after acquiring the solution in the Medicare Advantage market

Nagnoi services and solutions have provided client organizations instant visibility into their data assets and performance metrics by facilitating the actionable data necessary for them to set the appropriate strategies and work plans in order to drive continuous improvement achieve defined milestones. In the process, the byproduct has been increased trust of regulators, auditors, partners and network providers. As such, through the combination of an innovative corporate strategic roadmap, a willing and flexible partner like Nagnoi focused on superb execution, combined with the appropriate technical



solution and team can achieve outstanding results. This same approach and strategy will be delivered to PRDoH Medicaid program as part of this proposal.

Nagnoi has recent experience developing state-based quality measures. For example, effective March 2018, MassHealth revamped its Medicaid program, transitioning part of its delivery system to provider-led organizations called Accountable Care Organizations, or ACOs. These entities have certain payments that are contingent upon operational goals, quality reporting and care outcomes. Nagnoi completed the development and configuration of the MassHealth ACO Quality Performance measures and reporting to support an important ACO in the state of Massachusetts. Additionally, Nagnoi has developed many custom state-based measures for existing customers in Puerto Rico and in the US, providing greater transparency and flexibility to monitor ongoing operational, fiscal and quality performance goals.

As part of the Nagnoi solution, Puerto Rico would also acquire functionalities that would enhance its operational capabilities and support growth by continuing to focus on the value provided by its services. The solution will provide instant visibility and up to date performance measure calculation results for the entire Puerto Rico Medicaid Program, with available breakdowns as applicable per each MCO and/or reporting population. Additionally, it will also include actionable reports that will enable PRDoH, MCOs and contracted network of providers to take the necessary actions, in the appropriate timeframe, to improve healthcare outcomes, which at the end of the day saves lives as well as money. Through its integration layer, the Nagnoi solution supports the dissemination of member level quality data throughout Puerto Rico's contracted network, while allowing Puerto Rico to leverage existing internal or external applications for increased provider adoption.

Puerto Rico will also be able to assess the performance of each of its MCOs and be able to compare them for similar population segments in order to drive and stimulate high-performing networks throughout its various service areas, or right-size networks as needed. By establishing a personalized Quality Rating algorithm based on specifically selected quality measures, Puerto Rico will be able to establish a mechanism to compare providers with similar practices that will drive improved performance and create the opportunity for the development of alternate payment methodologies that concentrate on quality, outcomes and value added, rather than volume of services. In doing so, Puerto Rico will be in a position to consistently demonstrate the value of its services.

In addition to Nagnoi's experience in government healthcare programs such as Medicare Advantage, Medicaid, Commercial and ACO programs, the company meets all current federal regulations for reporting in compliance with the Health Information Portability and Accountability Act (HIPAA), URAC, and the National Committee for Quality Assurance (NCQA). In addition to Nagnoi's experience in government healthcare programs such as Medicare Advantage, Medicaid, Commercial and ACO programs, the company meets all current federal regulations for reporting in compliance with the Health Information Portability and Accountability Act (HIPAA), URAC, and the National Committee for Quality Assurance (NCQA).



FIDE LLC Experience

FIDE LLC (FIDE) is a strategy and management advisory firm, with a unique multidisciplinary approach that integrates legal knowledge, public policy analysis, compliance, government relations and business development solutions for healthcare delivery services. Our areas of expertise include federal and local healthcare law and policy analysis to determine health program implications, impacts, systematic development, implementation & expansion opportunities. Additional areas of expertise include project management and regulatory compliance support, reporting, government best practices in a CMS regulated organization, as well as, health economic and effective market strategies. FIDE also develops strategic alliances for healthcare analytics and related economic payment models projects, including but not limited to health costs audits, pharmacy and clinical efficiency cost management, economic incentives alignment with payment reform.

FIDE will take an interdisciplinary approach to help the PRDoH Medicaid Program address its current challenges and capitalize on opportunities to improve the administration and operation of the Medicaid Program and its impact to the healthcare system. Specifically, FIDE can help the PRDoH with the compliance, implementation and project management support with the very rigorous new federal requirements, as set forth by Congress, HHS and CMS for Puerto Rico's Medicaid program administration. We will endeavor to work with our key staff and partners to improve the Medicaid program, and all efforts to maintain the programs in compliance with federal requirements

For the past 11 years, Luis Eduardo "Luigi" Pizarro-Otero, Esq. LLM, President & CEO of FIDE has been actively involve, as a health policy subject matter expert (SME) for Puerto Rico in Congress and the Federal Executive branch, which have tremendously improved outcomes of federal policy and increased funding through the Congressional venue with laws, such as the Patient Protection & Affordable Care Act, Pub.L. 111–148 (PPACA); the Health Care and Education Reconciliation Act of 2010, Pub.L. 111–152, 124 Stat. 1029 (HCERA) and practically all the subsequent legislative vehicles where significant funding has been allocated for Puerto Rico's healthcare system.

In that same time frame, Luigi has actively participated in numerous key rulemaking opportunities that have positively impacted Puerto Rico's healthcare system via the administrative venue to improve quality of care, access and funding through the Medicaid and Medicare program rules and regulation. Thus, FIDE has gained extensive experience in strategic planning, health policy analysis, legal and compliance knowledge, advocacy strategies and coordination, messaging and material development, comment drafting, in-person meetings, all which have resulted in positive policy discussions with officials from the Department of Health and Human Services (HHS), the Centers for Medicaid and Medicare Services (CMS) and Congress.

As a recent example, along with Hon. Rafael Rodriguez Mercado, MD, Puerto Rico Secretary of Health, Luigi participated in representation of the private sector and as a Puerto Rico health policy SME, in Congressional meetings held by joint public and private sector representation with members and key staff of the House Energy & Commerce, House Ways & Means Committee and the Senate Finance Committee, which resulted in the enactment of Federal ACT: P.L. 116-94, Further Consolidated Appropriations Act, 2020 enacted on December 20, 2019, allocating the \$5.7 billion in funds to the PR Medicaid Program for Fiscal Years 2020 and 2021. Due to his healthcare policy expertise, his role as Board Member of the Puerto Rico Chamber of Commerce and Chairman of the multi-sector Health Committee, Luigi's has been a longstanding active collaborator and supporter of the Puerto Rico Governor's Task Force for Healthcare Parity, which groups the main public and private stakeholders that jointly work together to improve Puerto Rico's healthcare system and funding.



Impactivo LLC Experience

Impactivo is a minority and woman owned small business based in San Juan, Puerto Rico that has developed relationships with PRDoH over the last decade by providing support under federal technical assistance contracts with HRSA and CDC and has experience carrying out complex projects under a sub-award agreement with Puerto Rico Medicaid to carry out a cooperative agreement CMS under an extremely tight timeline. Our firm works with leaders to make health and wellbeing accessible to patients and communities. We help health organizations make sense of health care data and design initiatives that improve health outcomes. Impactivo works in the health industries with specific expertise in management consulting services, research and development and other scientific and technical consulting services. Impactivo has subject matter expertise in preventive and primary care, health policy, population health, patient centered medical home, public health, medical neighborhood coordination, quality improvement and value-based payment.

We provide our clients with the most up to date knowledge and relevant tools to help them deliver outstanding outcomes in their programs and bottom line. We are great at what we do because we have in depth subject matter expertise of health and health care, skills in data and public policy analysts, greater knowledge of what truly makes a company productive, and the capacity to navigate the profit/public divide.

Impactivo has developed a targeted expertise in working with primary care, managed care and public health. We offer a range of services tailored specifically to these industries. Our services help our clients by enabling:

- Health Systems Research: Policy Analysis, Market Research, Needs Assessments and Surveys.
- Health Care Business Planning: Strategic Plans, Scenario Planning, Accreditations, Patient Centered Medical Home Recognitions and Deep Dives.
- Performance Improvement: Data driven decisions making infrastructure, quality improvement, indicator development and dashboard design.
- Governance and Board Structure Support
- Technical Assistance, Leadership Development and Training.
- Strategic Funding Capacity: Federal funding opportunities and revenue generation.
- Documentation and Publications.

Our team is fully bilingual and has worked with publicly traded health management organizations, multinational pharmaceuticals, hospitals, physician groups and community organizations in New York, Washington DC and Puerto Rico with outstanding results. Our team possesses in-depth knowledge of various models of healthcare payment and provider contracting. This understanding allows us to strategically advise our clients in identifying the specific pros and cons of different models with the goal of controlling costs and increasing quality and accountability. Members of Impactivo's staff are well versed on payment reform models and have gathered valuable information to best advise our clients in their negotiations. We also specialize in helping you succeed in accessing federal funds, crafting and implementing fundraising and development plans and negotiating contracts with insurance companies and other payers. More specifically, we translate research and policy to action while building systemic, operational and strategic funding capacity.



References

King & Spalding References

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We have worked with Mr. Ortiz over the last two years as it relates to King & Spalding's work with PREPA

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Ms. Reep is the former Vice-President for Finance for the Florida Hospital Association. King & Spalding has worked with Ms. Reep and the Florida Hospital Association over the past 10 years, serving as litigation counsel and providing guidance on complex Medicare and Medicaid regulatory issues. Ms. Reep can speak to the depth of knowledge that King & Spalding's attorneys have regarding federal regulatory healthcare requirements, including the federal Medicaid program and its variations as it is implemented across the country.

Impactivo References

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Nagnoi & FIDE LLC References

References for Nagnoi and FIDE LLC are available upon request.



Key Contact



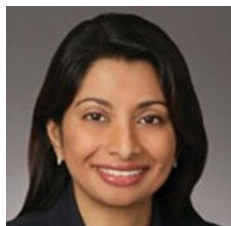
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Mark Polston is co-chair of the firm's Life Sciences and Healthcare Industry Group, which is comprised of 300+ lawyers across the firm. With over 20 years of experience, Mark leads the Medicare reimbursement litigation practice and advises hospitals and health systems on Medicare regulatory compliance issues, defends clients in healthcare fraud investigations and provides strategic advice on government reimbursement for hospitals. Clients and industry peers applaud Mark for his extensive Medicare and Medicaid experience, pragmatism and willingness to explore innovative solutions for healthcare providers in a real-world context.

As former CMS Chief Litigation Counsel, he defended CMS in reimbursement litigation, giving him unprecedented insight into the arguments that the government brings when it defends its policies. He was recognized as a *Law360* 2019 Healthcare MVP for challenging several Medicare reimbursement policies, resulting in significant financial impact to providers.

King & Spalding Team

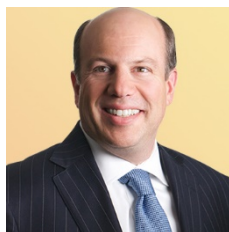


Preeya Noronha Pinto
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Preeya Noronha Pinto assists healthcare providers and manufacturers with the design and execution of complex reimbursement and payment strategies, including navigating and anticipating the complex and changing world of coverage, coding and payment, particularly with regard to emerging technologies. She also engages in healthcare regulatory and policy advocacy before government agencies and the U.S. Congress. A former Health and Human Services Acting General Counsel and Department of Justice litigator, Preeya helps healthcare clients seek regulatory and policy change and combat adverse government action arising from the Medicare and Medicaid programs, FDA regulation, fraud and abuse matters, and ongoing healthcare reform.

Drawing upon her extensive experience in government service, Preeya advocates with HHS agencies such as the CMS and the FDA, as well as more senior levels of the Executive Branch and the Legislature, to help clients maximize the success of their healthcare mission while maintaining compliant business practices.



Seth Lundy
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Seth Lundy represents prominent healthcare providers, suppliers, manufacturers and distributors in complex legal and regulatory matters and investigations. As Deputy Chair of our FDA and Life Sciences practice, identified by *Law360* as Life Sciences Group of the Year for 2016, Seth is widely recognized as a leading national authority on compliance with federal and state fraud and abuse and reimbursement laws. His practical, business-oriented approach earns accolades from sources including *Chambers USA*, *Best Lawyers* and *Super Lawyers*.

Seth's in-depth understanding of the industry allows him to work seamlessly with clients in managing obligations with federal and state regulators. He designs compliance programs; helps client to ensure that operations meet changing standards; defends clients in government investigations; performs internal audits; conducts corporate due diligence; and engages in civil, criminal and administrative litigation.

Seth is experienced in working with federal regulators and legislators to create, revise and interpret healthcare-related laws, regulations and policies. He also develops business and marketing strategies that respond to ever-changing federal regulatory schemes.



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Juliet M. McBride is a Partner in King & Spalding's Government & Regulatory (Healthcare) Practice Group whose principal area of practice is focused on advising national clients in the healthcare industry including hospitals, medical equipment and device suppliers, and laboratories on a wide range of matters. Juliet has extensive experience in reimbursement litigation and Medicare/Medicaid coverage, payment, and compliance issues.

Specific aspects of her health care industry experience include conducting reimbursement litigation before the Provider Reimbursement Review Board, an independent panel to which a certified Medicare provider of services may appeal if it is dissatisfied with a final determination by its Medicare contractor or by the Centers for Medicare & Medicaid Services, including recent successful mediation related to a hospital's graduate medical education reimbursement; advising national medical device suppliers on a broad range of Medicare and Medicaid coverage and reimbursement issues ranging from program enrollment challenges to defense of post-payment audits with a particular expertise in serving as regulatory counsel for acquisitions involving medical suppliers; maintaining relationships with various state and federal government contacts for purposes of compliance queries and advocacy communications on behalf of clients.

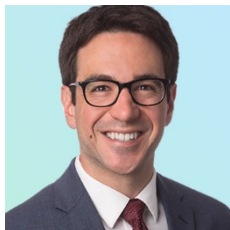


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Elizabeth Swayne is an associate in the Washington, D.C. office of King & Spalding and a member of the firm's Healthcare practice. Liz specializes in advising healthcare providers on a full range of Medicare and Medicaid litigation, investigation and regulatory matters.

Her practice focuses on counseling healthcare systems, hospitals, academic medical centers and medical equipment and device suppliers on issues such as: government investigations and False Claims Act litigation; Medicare reimbursement appeals before the Provider Reimbursement Review Board; Medicare and Medicaid enrollment, audit, reimbursement and billing issues; and healthcare transactions diligence related to entity changes in ownership.



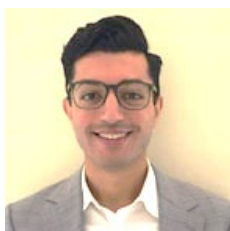
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Michael LaBattaglia is an associate in the Washington, D.C. office of King & Spalding and a member of the firm's Healthcare practice. Michael specializes in advising healthcare providers in Medicare and Medicaid reimbursement litigation, regulatory compliance, and antitrust matters.

His practice focuses on counseling healthcare systems, hospitals, academic medical centers and physician groups on issues such as: Medicare reimbursement appeals before the Provider Reimbursement Review Board; Medicare claims appeals before Administrative Law Judges; Medicare and Medicaid enrollment, audit, payment, and billing compliance; and clinical integration related to antitrust matters.

Before joining King & Spalding, Michael worked for four years at a public policy research firm where he performed evaluations of Medicare claim appeals contractors on behalf of the Centers for Medicare & Medicaid Services.



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Ahsin Azim is an associate in the Washington, D.C. office of King & Spalding and a member of the firm's Healthcare practice. Ahsin specializes in advising healthcare providers on a full range of Medicare and Medicaid litigation, investigation, and regulatory matters.

Ahsin's practice focuses on counseling healthcare systems, hospitals, academic medical centers, and physician groups on issues such as Medicare reimbursement appeals before the Provider Reimbursement Review Board; Medicare and Medicaid enrollment, audit, reimbursement, and billing issues; and hospital price transparency. He also maintains an active pro bono practice, focusing on immigration and family law.

Ahsin previously worked as a Management Consultant at Accenture and Accenture Federal Services where he served as a Use Case Lead, working with various stakeholders to gather functional requirements for state Medicaid programs and federal health IT initiatives (e.g., prescription drug monitoring programs and data provenance).



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Steven Kupka is a partner in King & Spalding's Government Advocacy and Public Policy group. Experience on the complexities of public policy at the federal, state, and local government levels, Mr. Kupka focuses his practice on international trade promotion, foreign regulatory issues and foreign asset recovery efforts with a particular emphasis throughout the Caribbean (Puerto Rico) and the Americas.

U.S. and foreign governmental entities turn to Mr. Kupka for specialized advice on myriad topics including infrastructure projects, regulatory compliance and enforcement issues. He also advises corporations on their advocacy efforts before Congress regarding legislative and regulatory issues and on various interagency rulings issued by the Office of Management and Budget.



Alicia O'Brien
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As a partner in the firm's Government Advocacy and Public Policy practice, Alicia O'Brien represents companies, organizations and individuals in investigations and enforcement actions by Congress, state attorneys general, the Department of Justice (DOJ), and other federal agencies and inspectors general. Alicia uses her extensive experience as a former senior official at DOJ, along with her successful private sector experience, to help clients in a wide variety of industries navigate these high-stakes matters.

Alicia has managed all stages of federal and state investigations, including multistate investigations. Alicia previously held senior leadership positions at DOJ as an Associate Deputy Attorney General in the Office of the Deputy Attorney General, and as a Deputy Assistant Attorney General in the Office of Legislative Affairs. In these capacities, she advised Department leadership on high-profile, sensitive matters, and managed the Department's responses to an exceptional volume of congressional oversight hearings and investigations, and parallel inquiries by inspectors general and other federal agencies. In addition, Alicia regularly prepared DOJ's most senior officials for numerous congressional hearings, member briefings, and other congressional engagement on a wide variety of oversight and policy issues. Alicia also played a key role in managing the Senate confirmation process for presidentially appointed Department nominees.

Throughout the course of her government positions and extensive advocacy for her clients in private practice, Alicia has developed valuable relationships with officials and senior advisors on both sides of the aisle and engages regularly with federal and state public officials on oversight, policy and regulatory issues.



Gov. Robert Ehrlich
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The Honorable Robert L. Ehrlich, Jr. is senior counsel in the Government Advocacy practice at King & Spalding. He advises clients on a broad array of policy matters and their interactions with the federal government. Having served as Governor, U.S. Congressman, state legislator, and civil litigator, he counsels clients on an array of government matters, with particular expertise in health care, finance, transportation, and economic development. He was an advocate for Maryland's world-renown technology economy, enacting policies that positioned Maryland as a national leader in education, biotechnology, health care, and minority business advancement.

Prior to serving as Governor, Congressman Ehrlich won four terms in the U.S. House of Representatives. In Congress, he served as a member of the House Majority Whip team, wherein he helped pass comprehensive tax relief, greater access to health care, federal education reform, and the first balanced budget in a generation. He also served in the Maryland House of Delegates from 1986 to 1994, representing Baltimore County. He served on the House Judiciary Committee and was instrumental in shaping state policy on tort reform, juvenile justice, and child abuse and neglect.



Daniel Coats
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Senator Dan Coats is a senior policy advisor in King & Spalding's Government Advocacy and Public Policy Practice Group. Senator Coats joined King & Spalding after serving as Director of National Intelligence from 2017 to 2019. A former member of Congress, Senator Coats represented Indiana in the United States Senate from 1989 to 1999 and again from 2011 to 2017. He served in the United States House of Representatives from 1981 to 1988, and as U.S. Ambassador to the Federal Republic of Germany from 2001 to 2005.

While in Congress, Senator Coats was a member of several high-profile committees, including the Senate Armed Services Committee, the Senate Select Committee on Intelligence, and the House Energy and Commerce Committee. He also was a member of the Senate leadership, serving as Midwest Regional Whip. In the Senate, Senator Coats focused on national security, health care, education and human resources issues. He was a strong advocate of a bipartisan approach to national security issues and joined with Democrats such as Senator Joseph Lieberman in pursuing several defense reform and transformation initiatives.



Daniel Lungren
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Dan Lungren is senior counsel in the firm's Government Advocacy and Public Policy group. As a former U.S. Congressman and California State Attorney General, he is widely respected as an individual of the highest integrity and ethics with strong personal relationships on both sides of the aisle. Dan's deep substantive knowledge and familiarity with the legislative and executive processes and people that make government work allows him to provide unique counsel to clients on a wide range of matters pending before Congress, the executive branch and state attorneys general across the country.

Hon. Dan Lungren served nine terms as a member of the U.S. House of Representatives and two terms as California's Attorney General. In the Congress he represented both southern California (including the counties of Los Angeles and Orange) from 1979-89 and northern California (including the county of Sacramento) from 2005-13. As a member of the House Judiciary Committee for eighteen years, Dan focused on the issues of crime, immigration and national security. In that capacity he was involved in the active oversight of the U.S. Department of Justice. Additionally, Lungren served on the House Intelligence and Budget Committees, was a senior member of the House Committee on Homeland Security and chairman of the Subcommittee on Cybersecurity and Critical Infrastructure.



Kendrick Meek
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Kendrick B. Meek currently serves as a senior advisor to a diverse group of companies in the healthcare, homeland security, agriculture, and financial services sectors, drawing upon strategic skills developed over a long tenure in politics, including his time in the U.S. House of Representatives, Florida State Legislature, and as Special Representative to the United Nations.

From 2002 to 2010, Mr. Meek represented the 17th Congressional District of Florida. During his time in Washington, Congressman Meek's open-minded and bipartisan outlook allowed him to navigate a broad cross-section of Congress in order to achieve results for his constituents. Building on a strong legislative record in the Florida Senate and Florida House of Representatives, Congressman Meek was able to secure a spot on the House Ways and Means Committee. In that capacity, he was successful in sponsoring and passing legislation focused on tax, trade and healthcare issues. He was the youngest Member of Congress to serve as Chairperson of the Congressional Black Caucus Foundation, and he was recently named Director Emeritus - one of only two former Members who has held this position.

Mr. Meek is also deeply steeped in matters related to homeland security and international affairs. In 2011, President Obama appointed him as Special Representative to the United Nations. While in Congress, he was appointed to the NATO Parliamentary Assembly and served on both the House Armed Services and Homeland Security Committees. In those roles, he traveled extensively throughout Europe, Africa and the Middle East, engaging with foreign leaders on international security and trade matters.

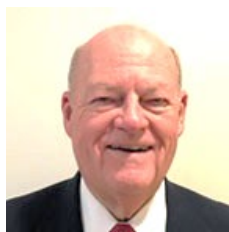


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George Crawford is a senior government relations advisor in King & Spalding's Government Advocacy and Public Policy Practice Group where he works with the firm's clients to develop and implement strategies to successfully achieve their legislative policy goals.

Prior to joining King & Spalding, George most recently served as Chief of Staff for House Democratic Leader, Nancy Pelosi (D-CA) where he was the principal advisor on policy, political and procedural matters. Before joining Ms. Pelosi's staff in August 2001, he worked on the House Rules Committee from 1983 to 2001 as professional staff for Chairman Claude Pepper (D-FL) and chief of staff for Chairman Joe Moakley (D-MA). His positions in the House give George a unique insight into the workings of the House Leadership, the Democratic Caucus and the operations of the Floor and Committees. On June 22, 2006, George received the McCormack Award for Excellence, which honors longtime employees of the U.S. House of Representatives.



Jim Miller III
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Former Office of Management and Budget Director and Chairman of the Federal Trade Commission Jim Miller III is a Senior Advisor in King & Spalding's Government Advocacy and Public Policy practice and an expert on public policy issues. He applies his deep knowledge of regulatory, economic, legal and political issues to benefit corporate clients around the world.

Jim's public policy experience spans more than 35 years. He is a former U.S. government official and economist who served as chairman of the Federal Trade Commission between 1981 and 1985 and as Budget Director for President Ronald Reagan between 1985 and 1988. He was the first administrator of the Office of Information and Regulatory Affairs and the executive director of Vice President George H. W. Bush's Presidential Task Force on Regulatory Relief. He was also appointed by President Bush to be a member of the Board of Governors of the U.S. Postal Service, where he was later elected chair.

Jim's breadth of experience gives his clients invaluable insight on a range of issues including federal/state regulatory programs, campaign finance, tax structure, industrial organization, antitrust, intellectual property, fiscal finance, federal/state spending, deficits and public choice. He has positioned himself as a subject matter expert and is frequently called upon by major news outlets to comment on public issues.



Kevin Futch
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Kevin Futch is a counsel in the firm's Corporate, Finance and Investments practice group. Kevin focuses on the development and financing of solar, hydro- and gas-fired power projects and utility / grid interconnection projects, as well as power industry-related acquisitions and restructurings. He has significant experience with generator-to-utility and utility-to-large consumer power purchase agreement (PPA) negotiations, and has advised project sponsors, governments and state-owned utilities on the development of power projects across Asia, Africa and Latin America. For the past year, Kevin has worked in Puerto Rico with PREPA on a daily basis, across all of King & Spalding's workstreams.



Nagnoï Team

Miguel Colom-Mena
Principal

Miguel Colom-Mena has over 20 years of experience consulting for Fortune 500 corporations in the United States as well as for local companies in Puerto Rico, including managing large, complex projects from a wide variety of industries such as healthcare, telecommunications, education, and government. He is the co-founder of Nagnoï.

Miguel has extensive experience envisioning, managing, and leading data warehouses and business intelligence projects for various industry segments, especially in health insurance. Through this experience, Miguel worked with customers executing projects in pay for performance programs such as the Stars Ratings program from the Centers for Medicare & Medicaid Services (CMS). He also has extensive knowledge of the Healthcare Effectiveness Data and Information Set (HEDIS®) quality measurement program from the National Committee for Quality Assurance (NCQA). Other areas of expertise include software process improvement, capability maturity model and function points, and infrastructure and communications. Today, Miguel is a member of various technology boards and committees helping shape industry standards.

Miguel holds a Bachelor of Science in Electrical Engineering and Applied Mathematics from Penn State University.

Nestor V. Figueroa
Principal

Nestor Figueroa has over 20 years of experience building Data Analytics solutions for Fortune 500 corporations for a wide variety of industries such as Healthcare, Education, and Government. He worked for nearly a decade as Principal Consultant in the iAnalytics Group of PricewaterhouseCoopers in New York, USA. He is the co-founder of Nagnoï. In 2010, Nestor received the distinction of Top 40 Under 40 by Caribbean Business Magazine, and in 2012 he was the recipient of The Fellowship for Entrepreneurial and Innovation Studies at the prestigious Massachusetts Institute of Technology (MIT).

Nestor holds a Bachelor's Degree in Industrial and Manufacturing Engineering from Penn State University and a Master of Business Administration from the MIT Sloan School of Management.



Rodolfo G. Velasco, MBA
Healthcare Solutions Manager

Rodolfo Velasco has more than 14 years of experience in the healthcare industry across various business areas and segments, including Medicare, Medicaid, and commercial. He was Stars Rating Manager/Director for five years at a managed care organization (MCO) managing over 170,000 lives. Under his leadership, the company improved its various contracts from as low as 2 Stars and at risk of sanctions by the CMS, to being the market leader in its service area in all segments while working in low-revenue counties with high D-SNP member proportion.

Rodolfo was also responsible for key projects such as P4P contracting with over 30 IPA groups and 3,000 PCPs; specialty network right-sizing; and medication adherence program for members in various therapeutic classes. Other healthcare experience included various key business areas: finance, premium management, business/product development, quality, provider network administration, sales and marketing. Rodolfo also played a key role as a co-designer/developer of Nagnoi's STARSTrack solution.

Rodolfo holds a Bachelor of Science in Marketing and International Studies from Indiana University Kelley School of Business in Bloomington, Indiana. He also has a Master of Business Administration with a concentration in Health Sector Management and Policy from the University of Miami in Coral Gables, Florida, where he graduated with Academic Excellence.

Kaitlin Olsen
Healthcare Services Manager

Kaitlin Olsen has over 15 years of R&D, product development, and operations experience across a wide variety of industries such as high-tech, consumer products, and industrial manufacturing. She has extensive experience managing large, complex programs and teams through the complete development cycle.

Kaitlin holds a Bachelor of Science Degree in Chemical Engineering from MIT and a Master of Business Administration from the MIT Sloan School of Management.

Alan Koo
Product Manager & Lead Technical Architect

Alan Koo is a Microsoft Certified Professional with more than 15 years of experience architecting data warehouse and business intelligence solutions for a wide variety of industries, especially Healthcare. He was awarded as a Microsoft Most Valuable Professional (MVP) for 6 years, a worldwide recognition for outstanding technical professionals and thought leaders, for his contributions in topics around SQL Server and Business Intelligence.

Alan holds a Bachelor's Degree in Computer and Systems Engineering from the Private University of the North, Trujillo, Peru. He also has post graduate studies in marketing.



Frank Hernandez,
PE, MEM
*Senior Healthcare
Consultant*

Frank Hernandez is Lead Engineer, Scrum Master and Architect of STARSTrack with over 13 years of consulting, product management and product development experience in both public and private sector industries. His experience includes business requirements definition, detailed design, database design, development and testing for custom applications, CRM and xRM applications, using state-of-the-art technology tools and following the Unified Modeling Language (UML) methodology. He has worked on several projects for customers in Puerto Rico (PR), the United States (US) and the Caribbean, including the PR Tourism Company, MCS, MMM, Eli Lilly (San Juan, PR), Pellerano & Herrera Abogados (Dominican Republic), IBM (North Carolina, US), PR Department of Health, SAP and TOLIC. Currently, Frank is the team leader of our product development team. He has been recognized as one of the emergent leaders by the College of Engineers and Surveyors of Puerto Rico (CIAPR) and former president of the Institute of Computer Engineers – CIAPR. He has taken several Microsoft business and technical trainings. He is certified as a Microsoft Certified Solution Developer and Microsoft Certified Technology Specialist - CRM.

Frank holds a Bachelor of Science in Computer Engineering and a Master of Engineering Management.

Manuel Baralt
*Information
Technology
Compliance Officer*

Manuel Baralt has 22 years of information technology management and consulting experience and 18 years of experience as an entrepreneur. Manuel has diverse expertise in the areas of Information Technology, Business Processes, Manufacturing, Engineering Designs, Project Management, HIPAA Security and Compliance. He provides an end-to-end knowledge asset and broad solution perspective.

Manuel has numerous skills and certifications in technical, process methodology, security and emergency response (under FEMA and Home Land Security) arenas, including but not limited to: ISO 9000 Certification, CIMPPLICITY RS/U (AIX O/S), CIMPPLICITY HMI (MS Windows NT 4.0 O/S), Microsoft Windows NT 4.0 Workstation and Server, Foundations of Integrated Product Development, Microsoft SQL Server 6.5, AFS Image Vision 3.0, Image Depot 1.5, CA UNICENTER TNG, CA UNICENTER AHD, AFS Image Vision 3.5, Interboro System Corporation, International Time Solutions, Motorola Canopy, and MS Sharepoint.

Mr. Baralt holds a Bachelor's Degree from Michigan State University in Mechanical Engineering.

David Ruiz
*Business
Development
Manager*

With over 25 years of experience in sales and customer engagement, David Ruiz has been consistently bringing value to the organizations he represents and the business partners it serves. Over the years he has won various recognitions such as: Xerox Gold, Silver President Club Awards, the Microsoft Circle of Excellence Award- awarded to the top five countries in the category of Year over Year Country Growth- among others.

David holds a Bachelor of Science in Business Administration from the University of Puerto Rico, Mayagüez campus.



Paulo Martinez
*Customer Success
Manager*

Paulo Martinez has over 20 years of experience working with customer's internal teams and stakeholders in designing and successfully implementing Information Technology business solution projects. Paulo has provided engagement management services for a variety of public and private sector organizations in different industries including: medical devices, health plans, insurance, educational publishing, professional services, and engineering industry. Paulo has consistently delivered projects with a high level of customer satisfaction having clear understanding of customers' business objectives and ensuring maximum level of end user adoption and great customer experience aligned to the business needs.

Paulo holds a Bachelor's Degree in Business Administration with a concentration Information Systems and Accounting from the University of Puerto Rico – Mayaguez Campus and a M.B.A. from the InterAmerican University in Puerto Rico.

Edwin Torres
*Data Architect and
Technical Lead*

Edwin Torres has over 10 years of experience as a data architect and technical leader with a business vision. He has consulted across numerous different industries and verticals including digital media, advertising, health, government, retail, education, and tourism. Edwin's technical areas of expertise include Business Intelligence, Business Analytics, Cloud Data Solutions, and Data Warehousing. In 2014, Edwin led a project for a media outlet for which Nagnoi was awarded with the recognition of Microsoft Partner of the Year 2014 in Latin America and The Caribbean.

Edwin holds a Bachelor's Degree in Computer Engineering from the University of Puerto Rico at Mayaguez.

Diana Ramírez
*Systems and
Business Analyst*

Diana Ramirez is a Senior Consultant/Project Lead with over 15 years of experience in the Information Technology field. Diana is experienced in managing projects, gathering business and user requirements, process modeling, database design, application/solution design and configuration, system testing, preparing training materials, and delivering end-user training in complex implementations in both private and public sectors. She has participated in several projects including Puerto Rico State Insurance Fund Corporation (CFSE) – Workers Compensation Business Intelligence & Analytics Solution, Puerto Rico Department of Education – Data Warehousing/Federal Compliance Reporting, and Government Development Bank (GDB) Business Intelligence Solution. Most recently, with the Puerto Rico Innovation and Technology Office (PRITS) Diana was responsible for the implementation of the Governor's Dashboard, a solution which consolidates government main indicators in a centralized Integrated Data Repository.

Diana holds a Bachelor of Science Degree in Systems Engineering and is an Oracle Certified Associate (OCA) Senior Oracle Developer.

**Eng. Jesus Niño-
Rada, PMP**
Technical Architect

As a computer engineer, Mr. Jesus Niño is a true believer in the power of data as the driver of businesses transformation. Jesus has more than 20 years of experience in wide range of industries and several countries, at unlocking value in data and determining the steps needed to create an environment where data is managed as a strategic asset.



**Roberto Lopez,
CPA/ABV, CGMA**

Mr. Roberto López is a senior level executive with experience in the areas of public accounting, health care financing, equipment leasing, corporate and institutional financing, warehousing, cash and risk management. Proven ability to improve operations, impact business growth and maximize profits through efficient finance management, cost reductions, internal controls and productivity/efficiency improvements. Highly qualified in general management, audits, business planning and staff development/leadership. Adept at interfacing with others at all levels to ensure organizational goals are attained.

**Luis Perez-
Moreno, MD MPH
MHSA**

Dr. Luis Perez-Moreno is Managing Principal at FARO, LLC a strategy and health analytics firm founded in 2016 that specializes in the design and development of population health, financial risk-share and audit management solutions. Dr. Pérez connects the dots between clinical and financial ROI for stakeholders across the health care ecosystem by leveraging its best in-class business intelligence and health economic modeling capabilities.



FIDE Team



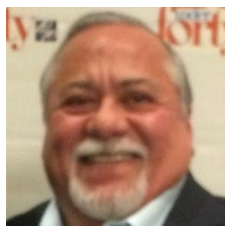
**Luis Eduardo
"Luigi" Pizarro-
Otero, Esq. LLM**
President & CEO

Luigi is the founder of FIDE LLC and uses a unique multidisciplinary approach that integrates legal knowledge, public policy analysis and business development solutions for healthcare delivery services. With more than 10 years of experience in the Managed Medicaid, Medicare, Medicare Advantage and all private health insurance segments, Luis provides strategic planning and business implications analysis, on a wide array of health care laws, regulations and policy issues.

Before launching FIDE, Luigi held several senior leadership positions in Managed Care Organizations, as Vice-President at MCS Healthcare Holdings LLC, in charge of company Corporate, Policy and Government Affairs services. Under his leadership, the company mitigated substantial legal, compliance, business and financial risks, in order to consistently achieve corporate goals at the federal and state levels, saving millions of dollars in healthcare costs. As part of his managed care experience, Luigi has also occupied key roles in the legal, as well as the strategy and product development departments to effectively navigate the healthcare market and implement federal and local healthcare reforms, such as the Patient Protection and Affordable Care Act (PPACA). Before the healthcare sector, Luigi was a lawyer at a successful civil-litigation boutique law-firm servicing national & local insurance companies, among other clients. He has been involved in the health and insurance fields for the past 12 years.

Luigi is in the Board of Directors of the Puerto Rico Chamber of Commerce and Chairman of its multi-sector Health Committee and as such has been an active collaborator of the "Puerto Rico Governor's Task Force for Healthcare Parity", which groups the main public and private stakeholders of the island's healthcare system participating in multiple meetings in Congress to advocate for equitable funding for Puerto Rico for the past 10 years.

Luigi is a trained healthcare lawyer and policy professional having completed a master's (LLM) in Health Care Law, from the Beazley Institute of Health Law & Policy, in Loyola University Chicago, School of Law. He also completed a BA in International Affairs from The Elliot School of International Affairs at The George Washington University in Washington, DC; and a Juris Doctor (JD) from the Inter-American University of Puerto Rico, School of Law. He is admitted to practice Law and Notary by the Supreme Court of Puerto Rico and the Federal District Court for the District of Puerto Rico. Currently, he is also pending approval to be waived-in to practice law in Washington, DC and recently completed post-graduate business education at the Harvard Business School in Boston, MA.



**Jose M. Pizarro-
Zayas, Esq**
Senior Associate

Former Assistant U.S. Attorney, United States Attorneys' Office, 1983-2014 (31 years) Practice in the fields of civil commercial litigation, bankruptcy, health law, and civil fraud. From 2010 to 2014, appointed as Chief, Civil Division, United States Attorneys' Office for the District of Puerto Rico supervising all civil affirmative and defensive litigation in which the United States and all its agencies in Puerto Rico were involved. In charge of the Affirmative Civil Enforcement Program, a program created by the United States Department of Justice to investigate and enforce civil laws to combat fraud, waste and abuse in all Federal government programs, including Federal health care programs. In the investigation and litigation of health care fraud and other health law matters he routinely interacts with the Office of Counsel for the Inspector General of the U.S. Department of Health and Human Services (HHS), investigators, agents and auditors of the HHS Office of the Inspector General, HHS Regional Counsel, CMS, and health care providers and contractors. Current practice area focused on health regulations and compliance.

Impactivo Team



Maria Fernanda Levis-Peralta, MPH, MPA, PCMH CCE, CFRE
CEO

Ms. Levis consults with primary care centers, physician groups, hospitals, pharmaceuticals, payers and governments on health systems, quality, policy, and financing. She specializes in health systems research, strategy development, policy analysis, Patient Centered Medical Home transformation, quality improvement, and structuring funding for health projects in New York, Washington DC and Puerto Rico. She has worked with Atrius Health (a Pioneer ACO) to document its practice transformation process; Blue Cross Blue Shield affiliate to design its clinical, financial, and operational quality and performance improvement data systems; and multiple FQHCs to transform their practices to improve quality, compliance, and net income. Ms. Levis has been instrumental in securing millions of dollars in federal grants for health centers, with a perfect track record of submitting successful proposals funded by HRSA's Bureau of Primary Health Care. As an expert in health reform, she has designed and implemented community health needs assessment and strategic planning methodologies integrating quality, value-based payment, and compliance to strengthen health center capacity and local delivery system leadership. She has also supported health centers in HRSA and FTCA Act compliance.

Ms. Levis has a Master's in Public Administration with a concentration in Health Policy and Negotiations from the Harvard Kennedy School and a Master's in Public Health from the Harvard School of Public Health. She also received instruction from major federal health reform leaders including Dr. Donald Berwick, Joseph Newhouse, Michael Porter, and Regina Herzlinger. Ms. Levis is a Robert Wood Johnson Foundation Fellow, a Harvard Center for Public Leadership Fellow, a Patient Centered Oriented Research Institute Principal Investigator and was recently selected to the National Leadership Academy for the Public's Health. As of December 2015, she achieved NCQA a Patient Centered Medical Home Content Expert Certification.



Rosemarie Day, MPP
CEO, Day Health Strategies

Rosemarie Day is a health reform pioneer who has worked through the value chain of the health care industry, from start-ups to major corporations to government. She has a passion for transforming organizations by connecting strategy to execution and developing strong teams. She has led through uncertainty and handled crises calmly and effectively. She works collaboratively with diverse groups to achieve groundbreaking results. Her goals include improving access to health care in the US and making health care more consumer-focused and patient-centered.

Rosemarie has bridged gaps between the public, private and non-profit sectors throughout her career to develop new possibilities. As a founding leader of the Health Connector in Massachusetts, Rosemarie played a significant role in launching the award-winning organization that established the first state-run health insurance exchange in the United States and brought the uninsured rate down to 2%, the lowest in the country. During her tenure, the Health Connector became a model for national health reform. Rosemarie holds an MPP from Harvard's Kennedy School and an AB from Stanford University.



David Rosenbloom,
PhD
Professor, Health
Law, Policy &
Management
Boston University

David is currently Professor of Public Health at the Boston University School of Public Health where he focuses on US and international health policy and issues relating to substance use disorders. His more than 40 year career spans the public, private, not for profit and academic health sectors. From 1975-1983, as Commissioner of Health and Hospitals for the City of Boston he was the city's public health officer and CEO of the city's public delivery system, including Boston City Hospital, 22 neighborhood health centers, and the emergency medical system. From 1984 to 1988 David was Vice President and then President of Health Data Institute, Inc, a company that pioneered the clinical analysis of medical claims data and developed managed care tools and techniques used throughout the country today. He has conducted, published research and led national community based demonstration projects in addiction prevention, treatment and policy. He has also led development of web/mobile based interventions to help individuals quit smoking, assess their risk for alcohol and drug related health problems, and reduce unhealthy drinking among veterans returning from combat. Trained in political science (MIT, PhD 1970) he conducted some of the first research on the development of the professional campaign management industry in the US, *The Election Men* (Quadrangle Press, NY, 1973) He was the founder and Director of Join Together, a program of BUSPH to assist communities throughout the country develop leadership and effective strategies to address addiction and gun violence problems. He served as a member of the National Advisory Council for NIDA from 1999-2003. David was a Director of the Spaulding Rehabilitation Hospital from 1984 to 2013 and Chaired its Board from 2006-2009. He co-founded and Chaired from 1989 to 1996 Community Medical Alliance, Inc. an HMO for people with catastrophic medical conditions. He was Chairman of Quitnet.com from 2000-2005 and has served as a Director of Stop Handgun Violence since 1995. In 2015 he helped found and serves as a Director of the Police Assisted Addiction Recovery Initiative. He is the current Board Chair of the Boston Foundation for Sight.



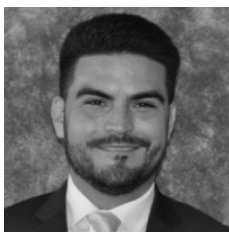
Ricardo Tonos
Senior Associate

Mr. Tonos is a senior consultant specializing in business intelligence, health insurance and finance. He has demonstrated the ability to solve business information of clients through the implementation of business intelligence solutions. He has extensive experience in optimizing both the business and technical side of clients operations including the areas of data warehousing and data management to improve operational efficiencies. He has a strong background in defining and driving operations, along with overseeing key strategic initiatives. He brings corporate management experience including business strategy, financial planning, contract negotiations, and people management. He has been business intelligence director for two of the principal managed care companies in Puerto Rico.



Josette Pagan
Senior Associate

Ms. Pagán Lluch is a multifacetic and conscious visionary leader proven as a strategic and results driven consultant with over 25 years of domestic and international experience in the private, public and non profit sectors. She specializes in media crisis management, problem solving, business development, public affairs and social advocacy. A decisive businesswoman, team-player and topnotch networker with a proven track record, Josette is an out of the box thinker that believes in evolving organizations through proactive, preventive and profitable strategies that achieve extraordinary results. However, if you happen to get into trouble, her brilliant media “crisis vanishment” expertise will get you back on the right track. Josette was recognized in 2012 by Worldwide Who’s Who for Excellence in Customer Service, is certified by the board of publicists of Puerto Rico, and is active member of: Association of Publicists of PR, Association of Sales & Marketing Executives of PR, Women’s Leadership Council of PR (Founding Member), National Association of Professional Women, International Women’s Leadership Association, PR Chamber of Commerce, PR3000 (World Economic Forum Partner), International Competitiveness Institute of PR, Women Who Lead and Mujer Emprende. She graduated from The American University in Washington D.C. and Spain in International Studies.



Alvin Quiñones, MPP
Senior Associate

Mr. Quiñones holds a Masters in Public Policy from The University of Chicago, a B.S. in Computer Science, and served four years in the United States Air Force as a Communications and Information Officer. Alvin has worked for government and as a consultant to governments. He has experience in managing multiple projects in the Health and Human Services sector, working most recently on Health Information Technology (HIT) projects and Electronic Health Records (EHR). His range of project experience includes health care fraud, waste, and abuse detection and recovery, Welfare to Work counseling services, process management, process modeling and re-engineering.



Karen Neoh, MPP
Senior Associate & Policy Consultant

Ms. Neoh’s professional career spans more than 18 years, working with healthcare professionals in Asia and the US. From economic policy analysis in a think tank, her interest evolved to focus on health, and has since immersed herself in healthcare – working in hospitals, academia, corporations, social enterprises and non-profits. As Associate Director of Health Economics and Market Access for Johnson & Johnson Medical Asia Pacific and engaging with teams across Asia, Europe and the global team, she was exposed to the breadth and depth of research of the core innovation team. To design meaningful solutions, Ms. Neoh asserted the need for health economics teams to be involved early in the process. At Harvard, she conducted research on healthcare financing, with a comparative analysis of health systems. Ms. Neoh holds a master’s in Health Policy and Management from Harvard University and a BSc in Economics from the London School of Economics.



Rosario Gonzalez, MD
*Senior Associate &
Healthcare Consultant*

Dr. Gonzalez holds a degree in medicine from the University of Puerto Rico; with a specialization in Pediatrics. Her greatest professional interest has been in the defense of patients' rights, community pediatrics and medical education. She has extensive experience in primary care, both in the forefront of patients and in an administrative role in the management of HRSA's primary health grants. She has served as a consultant to various boards of government and is on the directory of community organizations, which allows her to work directly with various groups at the community level, facilitating collaborative efforts among them. Her experience in medical education, both in teaching and in leadership positions, facilitates her work with various health professionals, to involve them in innovative practices to improve the health of underserved groups through education and prevention. She has been Associate Dean of the Departments of Academic Affairs and Student Affairs, President of the General Section of Pediatrics, Professor and Student Attorney at the University of Puerto Rico School of Medicine.



Adelaida Sanchez, JD
Project Manager

Ms. Sanchez is a Business, Commercial and Contract Lawyer with over 15 years of legal experience working at the legal department of private companies and as an independent legal advisor, providing peace of mind to growing businesses in North America, Europe and Asia at all stages of their life-cycle. She has worked extensively advising on contractual matters in the private sector, has broad and extensive knowledge in business law and is known for her strong attention to detail and precision. Complimenting her JD Degree, Alfi holds a Master's in Business and Corporate Law, and Diplomas in International Financial Reporting Standards - IFRS, Arbitration and Financial Management. She is admitted to practice in Regional and Federal Circuits and in the Supreme Court of Colombia since 2001.



Amilcar Colon, MS
Graphic Design

Amílcar Colón Pascual is a Licensed Professional Planner with a master's degree in Social Planning and Policies (MP) from the University of Puerto Rico and a bachelor's degree in Psychology from the same institution. He has more than 15 years of experience in the design and marketing industry and is a seasoned sports manager. He has led sports non-profit organizations for over 10 years and is committed to the transformation of community life through sports. Skilled in organizational development, strategic planning, creative direction, graphic design, business strategy, project management and program development, Amílcar brings to the table a diverse array of assets that have had a solid social, corporate and institutional impact throughout his career.



Preliminary Budget for Services

Based on the information provided in the RFQ, this preliminary budget represents an estimate and incorporates the need for immediacy and reflects the highly-skilled backgrounds of the people and resources required for the project. Through our understanding of the project scope, we have estimated the tasks and hours needed to complete each of the 13 activities required by the project. In addition to the overall estimated budget, we are providing the hourly rates for each of the proposed team members in a table below.

We understand this project is a high priority for the Commonwealth of Puerto Rico and the PRDoH, and in order for deliverables to be carried out as scheduled, we request an agreement on the project by April 8, 2020, otherwise we will have to revise our estimate. In addition, we would require a start-up fee to be negotiated with the PRDoH so that we can immediately deploy the resources necessary to move forward on this project under the tight deadlines required by law.

The estimated total budget (inclusive of any start-up fee) is \$15,089,000, which is broken down as follows by the respective teams:

- King & Spalding LLP: \$2,000,000
- Nagnoi LLC: \$10,017,000
- FIDE LLC: \$960,000
- Impactivo LLC: \$2,112,000

Please note that this budget covers only services that we have determined are required over the 18-month term of this engagement. The RFQ is unclear as to whether respondents are to submit bids for maintenance and follow-on services arising from the implementation of new systems, and we do not include a budget for such services with this proposal. For the Nagnoi budget piece as it relates specifically for RFQ items #2 (PERM), #9 and #12 (Medicaid and CHIP Scorecard measures and reports), which will be delivered via the implementation of a Commercial Off-The Shelf software product(s), i.e. "Nagnoi's Population Health and Quality Analytics Solution", the preliminary budget presented is to cover the deliverables as defined in the proposal up to a maximum period of 18 months from the contracting effective date. Licensing rights beyond the initial 18 month contracting period are contingent upon full payment of the established monthly subscription fees when due.

Name	Title/Role	Preferred Hourly Rate (USD)
King & Spalding LLP		
Mark Polston	Partner, Healthcare	\$1,015
Preeya Noronha Pinto	Partner, FDA & Life Sciences	\$965
Seth Lundy	Partner, FDA & Life Sciences	\$1,120
Juliet McBride	Partner, Healthcare	\$860
Elizabeth Swayne	Associate, Healthcare	\$735
Michael LaBattaglia	Associate, Healthcare	\$590
Ahsin Azim	Associate, Healthcare	\$500
Steve Kupka	Partner, GAAP	\$870
Alicia O'Brien	Partner, GAAP	\$775
Robert Ehrlich, Jr.	Senior Counsel, GAAP	\$1,540
Daniel Coats	Senior Advisor, GAAP	\$900
Daniel Lungren	Senior Counsel, GAAP	\$1,115
Kendrick Meek	Senior Advisor, GAAP	\$790
George Crawford	Senior Advisor, GAAP	\$1,375
Jim Miller III	Senior Advisor, GAAP	\$1,035
Kevin Futch	Counsel, CFI	\$955

Nagno LLC		
Miguel Colom	Principal	\$500
Nestor Figueroa	Principal	\$500
Dr. Luis Perez Moreno	Principal	\$500
Roberto Lopez	CPA Auditor	\$375
Paulo Martinez	Customer Success Manager	\$375
Kaitlin Olsen	Healthcare Services Manager	\$375
Rodolfo Velasco	Healthcare Solutions Manager	\$375
Alan Koo	Technical Architect	\$375
Jesus Nino-Rada, PMP	Technical Architect	\$375
Edwin Torres	Technical Architect	\$375
David Ruiz	Business Development Manager	\$250
Manuel Baralt	Compliance Officer	\$250
Frank Hernandez	Senior Healthcare Consultant	\$250
Roxanna Rosario	Senior Healthcare Consultant	\$250
Diana Ramirez	Systems and Business Analyst	\$225
Joralis Sanchez	Consultant	\$175
FIDE LLC		
Luis Eduardo "Luigi" Pizarro-Otero, Esq. LLM,	CEO & President	\$325
Jose M. Pizarro-Zayas, Esq	Senior Executive/Senior Associate	\$300
Paola Rivera, Esq.	Associate	\$150
Alvaro Moreno, Esq.	Associate	\$150
Impactivo LLC		
Rosemarie Day David Rosenbloom	International and U.S. Based Subject Matter Experts	\$500
Maria Fernanda Levis-Peralta	Senior Executive/Principal Associate/Scientist	\$340
Ricardo Tonos Josette Pagan Karen Neoh Alvin Quiñones Rosario Gonzalez	Senior Researcher/Senior Associate	\$235
	Researcher/Associate	\$185
Adelaida Sanchez	Project Manager	\$200
Amilcar Colon Gianni Algarin	Research Assistant/Analyst/Graphics	\$150
Ivette Fuentes	Clerical	\$125