EXHIBIT A-2

Statement of Work Template

Original ☒   Amended ☐

STATEMENT OF WORK FOR IT CONTINGENT WORKERS
BETWEEN
STATE OF MISSISSIPPI, Division of Medicaid
AND
GUIDESOFT, INC., d/b/a KNOWLEDGE SERVICES

12/6/2022

Grant Banks
Mississippi Division of Medicaid
550 High St. Suite 1000 Jackson, MS 39201

Authorization for work performed pursuant to this Statement of Work ("SOW") is granted under the terms of the Master Consulting Services Agreement between GuideSoft, Inc. d/b/a Knowledge Services and Mississippi Department of Information Technology Services.

- **Knowledge Services Posting Number:**   111628
- **IT Contingent Worker Name:**   Chris Smith
- **Vendor Name:**   Willow Healthcare Consulting LLC
- **Position Title:**   Consultant
- **Regular Hourly Bill Rate:** $167.99
- **OT Hourly Bill Rate** *(if applicable)*: $167.99
- **Original Number of Hours to be worked:**   5,520
- **Amendment 1: Number of hours to be worked:**   Click or tap here to enter text.
- **Amendment 2: Number of hours to be worked:**   Click or tap here to enter text.
- **Amendment 3: Number of hours to be worked:**   Click or tap here to enter text.
- **Original Total Cost of SOW:** *(Not to exceed)* $927,304.80
- **Amendment 1: Total Cost of SOW:** *(Not to exceed)*   Click or tap here to enter text.
- **Amendment 2: Total Cost of SOW:** *(Not to exceed)*   Click or tap here to enter text.
- **Amendment 3: Total Cost of SOW:** *(Not to exceed)*   Click or tap here to enter text.
- **Start Date of Service:**   1/5/2023
- **Original End Date of Service:**   1/5/2026
- **Amendment 1: End Date of Service:**   Click or tap to enter a date.
- **Amendment 2: End Date of Service:**   Click or tap to enter a date.
- **Amendment 3: End Date of Service:**   Click or tap to enter a date.
- **Work Location:**   550 High St. Suite 1000 Jackson, MS 39201

Vendor hereby acknowledges and agrees that Vendor's Contingent Worker (Contingent Worker) to perform under this SOW is based on that Contingent Worker's skill and expertise to efficiently supplement DOM staffing needs. As such, Vendor hereby agrees to prioritize all job duties enumerated within this SOW as the Contingent Worker's primary employment obligation. In response to this SOW and prior to DOM's acceptance and approval of Contingent Worker, Vendor shall provide DOM advance written notice disclosing any outside work that Contingent Worker is currently performing and/or intends to perform for clients other than DOM during the active term of this SOW. DOM shall review Vendor's notice of Contingent Worker's outside work to screen for conflicts of interest and provide a written response indicating DOM's approval or disapproval of the outside work.

In the event of DOM's disapproval of Contingent Worker's outside work, the Purchase Order and/or SOW under which the Contingent Worker is retained for service shall be subject to termination pursuant to Article 13 of the Knowledge Services Master Agreement if Vendor elects to assign Contingent Worker to perform the outside work.

For the faithful performance of the terms of this Statement of Work, the parties hereto have caused this Statement of Work to be executed by their undersigned authorized representatives.

Mississippi Department of Division of Medicaid	**GuideSoft Inc., d/b/a Knowledge Services**
Drew Snyder	*Katie Belange* Katie Belange (Dec 7, 2022 14:21 EST)
Authorized Signature	Authorized Signature
Drew Snyder	Katie Belange
Printed Name	Printed Name
Executive Director	Corporate Counsel
Title	Title
12/22/2022	1:07:07 PM CST	**Dec 7, 2022**
Date	Date

Vendor: Click or tap here to enter text.

_____
Authorized Signature

CHRISTOPHER L. SMITH
Printed Name

CEO
Title

12/7/2022
Date

STATE OF MISSISSIPPI JOB POSTING QUESTIONNAIRE – REQUEST A CONTRACTOR

Email completed form and direct questions to the SOMS MSP Team: Doreen DeLancy doreend@knowledgeservices.com Direct: 601.432.8123 Cell: 678.502.0617 CC: MSMSP@knowledgeservices.com	
dotStaff Job Posting ID#:	Provided by Knowledge Services

1. Position Overview

Posting Title	IT Strategy Consultant & CMS Compliance Specialist	**# of Positions**	1
Desired Career Level	SME	**Education Level**	Bachelors
Contract Start Date	Select Date ◉ ASAP	**Contract End Date**	1/4/2026
Project Name	Enter text here	**Requesting Agency**	MS Division of Medicaid
Work Location	Sillers Building and Remote		
Remote Option	Position requires 2 weeks per month onsite at DOM office in Jackson, MS, for 21 total onsite weeks in MS, plus attendance at the 3 conferences as listed below (for a total of 24 weeks traveling onsite/representing the Agency at conferences).		

2. Position Information

Shift Start Time	8	AM	**Shift End Time**	5	PM
Schedule Required	Mon - Fri ☒	**Other** *(Please specify)*	Enter text here		
Hours per Week	40	**Overtime?**	Occasional Overtime	*Answer "yes" even if OT will be rare.*	
On-Call Required	Yes	**On-Call Details**	See posting details		
Expenses Reimbursed	No	**Travel**	No	**Travel Frequency**	Occassional; In/Out of state
Criminal Background Check/Drug Screen Requirement			Standard Background Check		
If "other" please explain		Enter text here			

3. Position Description and Job Skill Set

Description of the job functions the contractor will be expected to perform.

Work with key Medicaid Agency stakeholders to develop and draft a comprehensive Agency IT strategy as well as completing annual updates to said documents, in alignment with federal rules, requirements, laws and regulations, including working with and complying with the Centers for Medicare and Medicaid Services (CMS) and the Office of the National Coordinator of Healthcare IT (ONC).

Work with key Medicaid stakeholders to design and plan the Agency IT strategy and enterprise IT environment (future state), ensuring compliance with rules, requirements, laws, and regulations.

Present and get approval for overall strategy and technical approach (future state) from the Agency, from the State, and from CMS.

Complete and receive approval for annual updates to the plan to ensure the Agency IT strategic plan accurately reflects any changes in strategy that may result throughout the prior year.

APD Development and presentation to CMS, including Agency IT technical strategy and required budgets, gaining CMS approval:

Develop technical IT strategy documentation (CMS Advanced Planning Documents, or APDs) for submission to CMS for Agency IT strategy and procurements for Agency IT enterprise systems, solutions, and personnel.

Develop associated proposed budgets for systems, solutions, and personnel in the CMS APD document as well as any updates thereto.

Multiple APDs will be developed at least annually and submitted to CMS (at least annually) for CMS approval. As a part of this CMS submission process, there will be multiple working sessions with CMS to present the APD documents and walk through the Agency IT approach, the IT strategy, the budget requests, and the overall document(s).

Evaluate vendor enterprise IT solutions

Review, meet with, and evaluate vendor enterprise IT solutions seeking the best enterprise IT solutions for the Agency, while meeting State, federal, and CMS and ONC IT requirements.

Participate in appropriate workgroups for knowledge sharing and best practices

Build and maintain a network of Medicaid IT industry experts and Agency staff in other States, allowing for the sharing of knowledge and best-practices between States.

Assist with the recruitment and procurement of staff, such as employees, contractors, consultants, and contract workers.

Assist with the development of procurements and follow the procurement process for staff, contractors, consultants, and contract workers.

Write and develop State enterprise IT procurement documents (Request for Proposals, or RFPs, Letters of Configuration, or LOCs, and other procurement documents) in coordination with the State, the Agency, and CMS, including compliancy with federal and State rules, regulations, requirements, and laws.

Develop business case for RFPs for presentation within the Agency and to the State (other Agencies, ITS Board, etc.)
Write and develop technical RFPs for enterprise IT solutions and services, based upon approved APDs.
Work closely with DOM procurement and State procurement staff on procurement process for RFPs and LOCs
Present and work with CMS for approval of the RFP.
Assist with the overall procurement process through vendor selection and contracting, including providing vendor oversight during solution implementation, if so required.

Other duties as assigned.

Applicants who do not meet ALL of the required skills/experience minimums may not be considered further.

Required Skills/Experience

Provide the **minimum** required skills and/or experience the contractor must possess to qualify for this position. These requirements will be transferred to the Score Sheet and candidates without these requirements reflected on their resume will NOT be presented to the manager for consideration.

Healthcare IT experience (8 years)

Strong experience in the development of CMS Advanced Planning Documents (APDs) with technical strategy, as well as associated budgets, with federal matching funds. (5 years)

Strong experience in the development and presentation of technical procurements, including development of business cases, RFPs, LOCs, etc. (5 years)

Strong experience in the presentation of APDs, RFPs, and technical documentation to CMS, gaining the formal approval of APDs, RFPs, and technical documentation from CMS (5 years)

Strong knowledge of State of Mississippi procurement processes (2 years)

Strong knowledge of Medicaid programs and Medicaid data (5 years)

Strong presentation and communication skills (2 years)

Experience with healthcare IT standards and healthcare interoperability, such as:

The Office of the National Coordinator of Health IT Health Level 7 Application Programming Interfaces (APIs), including the Fast Healthcare Interoperability Resources (FHIR) (1 year)
Clinical data such as HL7 Admit Discharge and Transfer (ADT), United State Core Data for Interoperability (USCDI), and the Consolidated Clinical Documentation Architecture (C-CDA) (3 years)
Healthcare claims and eligibility Electronic Data Interchange (EDI) standards (3 years)
Electronic Health Records and her data and workflows (5 years)

Preferred/Not Required
Provide any skills/experience that would be helpful for the candidate to possess but **not** required. *Examples*: *Previous supervisory experience, WebLogic experience helpful, etc.*
Experience working with non-technical business owners (5 years)
Experience with Protected Health Information (PHI), the Health Information Protection and Portability Act (HIPAA), and encrypting and protecting sensitive health information (5 years)
Experience managing complex IT implementations, including vendor oversight (5 years)
Experience reporting to and working with management on project status, risks, etc. (5 years)

4. Scoring Method	
Criteria	**Score Percentage** *Must equal 100%*
Resume Score	20%
Interview Score	45%
Cost Score	35%

Candidate Cover Letter

Please incorporate the completed form as the first page of the candidates resume in dotStaff™. This form is required for all Staff Augmentation positions with the State of Mississippi. If required fields on this form are not completed, candidate will be withdrawn from consideration.

*REQUIRED FIELD

*Posting Number: 111628

*Candidate Name: Christopher Smith

*Candidate is available for an in-person interview: Yes

*Candidate Currently Local: No

*Is candidate through a sub vendor: No

 ☐ **If yes, sub vendor name:** Click here to enter text.

Earliest availability to start if selected: 1/2/2023

Key engagements over the last two years: Mississippi Medicaid (DOM)

*Has candidate ever worked at the State of Mississippi: Yes

 ☐ **If yes, what department and division:** Medicaid

*Has your company verified candidate's education? Yes

*Has your company verified candidate's certifications? Yes

*Has your company verified candidate's work history for the past 5 years? Yes

Describe how past work experience relates to this position: Candidate has specific MS Medicaid experience, including working with technology and CMS APDs

Recruiter Notes: Click here to enter text.

Right-To-Represent included: Yes, attached separately

State of Mississippi
Right to Represent and Location Acknowledgement

Candidate Name	Christopher Smith
Vendor/Company Name	Willow Healthcare Consulting LLC
Job Posting #	111628
Job Posting Title	IT Strategy Consultant & CMS Compliance
State Agency	MS Medicaid
Location Requirement *(Insert requirement from job posting)*	Position requires 2 weeks per month onsite at DOM office in Jackson, MS, for 21 total onsite weeks in MS, plus attendance at the 3 conferences as listed below (for a total of 24 weeks traveling onsite/representing the Agency at conferences).

Above information to be completed by the Vendor

Right to Represent:

By providing my signature below or in response to your email I provide you with the **exclusive** right to represent me to the contract opportunity outlined within this document/email. I will not provide this consent to any additional vendors for this specific opportunity.

Location Requirement:

By providing my signature below or in response to your email I acknowledge and understand the specifics surrounding the location requirement outlined within this document/email. I confirm I will not inquire or request an alternative to this requirement.

Hybrid:

If this opportunity is Hybrid I understand and acknowledge this means I <u>must</u> report on-site as needed by the State agency.

Candidate Signature *(Must be original signature, do not type name)*
11/18/2022
Date Signed
Instructions:
Vendor is to complete all sections within the table. Cut and paste the location requirement from the job description regarding whether it's 100% on-site, hybrid or remote. Be sure to include all of the information provided regarding this requirement.
This acknowledgement can be provided via email, please cut/paste all of the document into the body of your email. Take a screenshot of the candidates reply with acknowledgement. Important: Be sure to include the date the candidate responded in your screenshot.
This acknowledgement must be submitted with every candidate. Submittals without this acknowledgement will be rejected.
You may insert your logo into the document if you prefer.

Christopher L. Smith, MBA   **chris.smith@willowhc.com**
Healthcare Architect and Technical Strategist   **Minneapolis, Minnesota**
612.298.5555   *www.linkedin.com/in/christopherlsmith*

Professional Profile:
Subject Matter Expert (SME) in architecture, strategy, systems, and infrastructure for Medicaid Agencies, Public Health, and Health Information Exchanges (HIE). Specialization in system interoperability, MITA and MITA Modularity, clinical data, and Agency interoperability and use of clinical (EHR data) and administrative data (EDI – claims and eligibility data).

Deep knowledge of healthcare technology, systems, and data interoperability, including clinical data and HIE, State Medicaid Agency infrastructure, and Medicare and Medicaid clinical and administrative systems. Examples include standards such as HL7, ADT, IHE, C-CDA, FHIR, USCDI, EDI, and interoperability between components such as Electronic Health Records - EHR, Master Patient Index - MPI, Clinical Data Repository - CDR, Medicaid Enterprise System – MMIS / MES, and Eligibility and Enrollment - E&E (claims, eligibility).

Healthcare IT speaker, author, and industry committee member. Extensive State Agency experience, including creating and implementing multiple State enterprise technical visions, developing and presenting State technical documentation, budgets and funding requests (APDs) for the Centers for Medicare and Medicaid Services (CMS), and working and reporting to management and non-technical stake holders. Bachelor of Arts degree in Healthcare Administration, Master of Business Administration (MBA) specializing in Information Technology.

Expertise and Experience Related to Job Posting 111628 – IT Strategy Consultant and CMS Compliance:
- 20 Years of Healthcare IT Experience (Mississippi Medicaid, States of Hawaii, Minnesota HIE, Territory of Guam, etc.)
- 10 Years of experience with Centers for Medicare and Medicaid (CMS) Advanced Planning Documents (APD) development with technical strategy, including development of associated budgets with federal matching funds (Mississippi Medicaid, State of Hawaii)
- 10 Years of development and presentation of technical procurements, including business cases, RFPs, Letters of Configuration -LOCs, etc. (Mississippi Medicaid, State of Hawaii).
- 10 Years presentation and working with CMS on APDs, Request for Proposals - RFPs, business cases, and technical documentation, receiving the approval of approximately 10 years of APDs, RFPs, associated technical documentation, and budgets (Mississippi Medicaid, State of Hawaii).
- 10 Years of experience with State of Mississippi procurement processes, including development of RFPs, LOCs, staffing postings for consultants, contractors, and contract employees (Mississippi Medicaid).
- Over 10 Years of experience with State Medicaid programs and Medicaid data (Mississippi Medicaid, State of Hawaii).
- Over 20 Years of experience presenting and communicating with stakeholders, team member, management, and CMS, including speaking at National Conferences and Regional Conferences (as noted in the Appointments, Publications, Presentations, and Memberships in Healthcare Information Technology portion of this resume).
- Over 4 years of experience with HL7 FHIR (Mississippi Medicaid)
- Over 20 years of experience with HL7 standards and APIs (Mississippi Medicaid, State of Hawaii, other projects as listed).
- Over 20 years of experience with HL7 standards such as ADT (Mississippi Medicaid, State of Hawaii, other projects as listed).
- Over 3 years of experience with the USCDI standard (Mississippi Medicaid)
- Over 7 years of experience with C-CDA data (Mississippi Medicaid)

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- Over 20 years of experience with Healthcare claims and Eligibility systems, including EDI (Mississippi Medicaid, State of Hawaii, ApeniMED experience, other projects as listed).
- Over 12 years of experience with Electronic Health Records and workflows, including Epic, Cerner, Allscripts, NextGen, Greenway, MediTech (Mississippi Medicaid, State of Hawaii, multiple HIE projects as listed on resume).
- Over 7 years of experience with C-CDA data (Mississippi Medicaid)
- Over 20 years of experience with Healthcare claims and Eligibility systems, including EDI (Mississippi Medicaid, State of Hawaii, ApeniMED experience, other projects as listed).
- Over 12 years of experience with Electronic Health Records and workflows, including Epic, Cerner, Allscripts, NextGen, Greenway, MediTech (Mississippi Medicaid, State of Hawaii, multiple HIE projects as listed on resume).
- Over 20 years working with and presenting to non-technical business owners (Mississippi Medicaid, State of Hawaii, other projects as listed).
- Over 20 years working with PHI, HIPAA, and the encryption and protection of sensitive health information (Mississippi Medicaid, State of Hawaii, other HIE projects, ApeniMED experience).
- Over 12 years managing complex IT implementations, including vendor oversight (Mississippi Medicaid, State of Hawaii, other projects as listed on resume).
- Over 12 years reporting to and working with management on project status, risks, etc. (Mississippi Medicaid, State of Hawaii, other projects as listed on resume).

State Medicaid Agency, Health Information Exchange, and Public Health Experience:
The State of Mississippi, Division of Medicaid (DOM)
Enterprise Architect and CMS Compliance, 2020 – present
Clinical Data Interoperability Program Manager, 2010 - 2020

Provide technical Subject Matter Expertise (SME) for the Medicaid IT enterprise across multiple Medicaid programs and systems, including claims and eligibility systems (EDI), clinical systems (HL7, ADT, FHIR, C-CDA, USCDI) and with provider EHRs. Design and develop technical roadmaps and technical strategies for the Medicaid IT enterprise, ensuring enterprise systems and services comply with standards such as the Medicaid Information Technology Architecture (MITA and MITA Modularity), for submission as CMS APDs, at least annually. Align Medicaid IT systems and services, such as the Medicaid Management Information System (MMIS) / Medicaid Enterprise System (MES), the Medicaid Eligibility and Enrollment System (E&E), and the Medicaid Master Person Index (MPI) with Agency and CMS rules, requirements and standards. Oversee Medicaid implementation and compliancy with the CMS Final Rule (CMS 9115-F) and Office of the National Coordinator for Healthcare IT (ONC). Integrate Medicaid clinical systems with provider enterprise EHRs and workflows including Epic, Cerner, Allscripts, MediTech, and others, supporting bi-directional, real-time clinical data exchange of C-CDAs and FHIR-based USCDI.

- Develop, document, finalize, and formally submit and present, seeking approval from DOM management and CMS, CMS APDs, including working closely with DOM management and non-technical business stakeholders. Develop overall technical strategy and associated budgets for federal matching funds. Develop annual APDs, and updated APDs as needed (APD-U), for multiple programs and systems within DOM.
- Write, develop, and publish RFPs, LOCs, the use of other procurement contracts and vehicles (NASPO, GSA, etc.) for software and technology services, as well as procurement and recruitment of staff (contractors, contract employees, consultants).

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- o Work with DOM and ITS procurement processes and requirements, as well as DOM and ITS procurement staff, on RFPs, LOCs and other procurement contracts and vehicles. Ensure procurements are aligned and in compliance with CMS APDs and State requirements, including State budget and federal matching budget. Evaluated vendor IT offerings and solutions.
- o Present, work with, and receive formal written approval for APDs, as well as RFPs, LOCs and other procurement documentation, technical strategy documentation and associated budgets from CMS (as well as presentation and approval to and from DOM management, the State, and ITS and ITS Board). Evaluate vendors and solutions, and network with other State Agencies.
- o Work with the State of Mississippi and DOM management and non-technical stakeholders on developing DOM IT State budgets, rolling budgets up to the CMS APD for full alignment, including presentation to the State, DOM management, and CMS. Answer questions and provide written responses and revisions when required at multiple levels (DOM management, ITS, State, CMS, etc.).
- o Prepare business cases for DOM and ITS review, and for presentation to the ITS Board, as well as periodically personally present business cases and technical strategy for projects and APDs to the ITS Board (when appropriate).
- o Provide Subject Matter Expertise and vendor oversight to the implementation and integration of the new Medicaid MES (MESA), including directly working on integration between the new MES and the existing Eligibility and Enrollment (E&E) system, using EDI standards for interoperability supporting claims and eligibility data.
- o Work with vendors and solutions across claims and eligibility (EDI) and clinical programs (HL7, ADT, C-CDA, FHIR, USCDI) to ensure protection of PHI, compliance with HIPAA and HIPAA privacy rules and laws, encryption of critical data both in transit and at rest, and overall security and protection of clinical and administrative data, in alignment with State, federal, and CMS standards (FedRAMP, etc.).
- o Work with non-technical business owners, including Accounting and Finance, on presenting and explaining technical solutions, procurements, as well as budgets (State and federal/CMS).
- o Work closely with DOM management, including presentations and communication/reporting status, risks, issues, etc. as required. Periodically present and communicate strategy as well as reporting to DOM executive leadership, including DOM Executive Director.
- o Developed the DOM Clinical Data Interoperability Program, including:
    - ▪ Developed, wrote, presented and received formal approval for the APD from CMS and State Budget for the program.
    - ▪ Wrote requirements and RFP, worked with ITS and DOM procurement on the procurement process, procured solution via RFP, and oversaw implementation of components of the program. Provided management and direct vendor oversight, and the recruiting and ongoing management of staff of employees, contractors, consultants, and contract employees.
    - ▪ Managed and oversaw complex IT implementations, such as the Clinical Data Repository (CDR) with both claims-based and provider clinical data and EHRs.
    - ▪ Deployed Medicaid Analytics with Population Health Management tools and services, using clinical data, claims data, and eligibility data (clinical data and EDI data)
    - ▪ Developed direct integrations with provider EHRs, using interfaces with Epic and Allscripts EHRs, to support the automated, real-time query and exchange of 50,000 daily C-CDAs clinical data files, complying with ONC requirements.
    - ▪ Designed a use-case for HL7 ADT messaging and aggregation by clinical systems and with provider EHRs.
    - ▪ Assisted in writing the RFP, procuring, and overseeing the integration of a new Master Person Index (MPI) for the Agency, including using HL7 ADT demographic data and replacing the current MPI, in full alignment with the approved CMS APD.

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- Worked with providers such as the University of Mississippi Medical Center, Baptist of MS and TN, Singing River Health System, Hattiesburg Clinic, and Forrest General in developing clinical data EHR workflows to support clinical data from DOM directly into the provider EHR, using HL7 standards, C-CDA standards, and other clinical data standards.
- Assisted in the planning and migration to use standard APIs and data solutions to migrate existing data and interfaces to new ONC and CMS Final Rule requirements, including open HL7 APIs, FHIR, and USCDI.

The State of Hawaii, Department of Human Services - MedQuest Division (State Medicaid Agency)
MedQuest Clinical Data SME and Technical Advisor, 2012 - 2016
Provided ongoing Medicaid IT strategy and technical consulting to State Medicaid Agency, including for development of the Agency technical strategy and annual CMS APDs. Presented Agency budgets to the State as well as presented APDs with IT strategy and budgets to CMS, answering questions, revising documents, and gaining overall budget and APD approval. Developed future strategy, architecture, and roadmap for the Medicaid Agency and State of Hawaii Office of IT. Developed Medicaid Agency strategy for clinical data interoperability with the State health network, provider systems (EHRs and provider clinical systems, such as Laboratory Information Systems - LIS, etc.), and other State Agencies.

Created RFPs for clinical data technical procurements, assisted in the State procurement process (review of vendors, proposals), and provided vendor oversight during implementation of technical solutions. Oversaw the integration of systems supporting clinical data such as HL7, HL7 ADT, and C-CDAs with provider EHRs. Worked with Agency to manage complex, enterprise IT implementations, such as to integrate claims data and eligibility data from Medicaid MMIS and E&E (EDI) into aggregated databases and supporting clinical systems for processing and analysis/reporting. Ensured all solutions used standards-based technologies and APIs, and complied with federal and State rules, laws and regulations, including HIPAA, protection and encryption of PHI, and overall security of the solutions. Worked closely with Agency management, communicating and reporting risks, issues, opportunities, etc. regularly.

The United States Territory of Guam - Guam Medicaid Health Information Exchange (HIE)
Government of Guam Healthcare Technology Advisor, 2010 - 2013
Provided technical consulting to the CIO of the Government of Guam, supporting Guam HIE, Guam Medicaid, and interoperability of healthcare data with Hawaii and the other Pacific Territories. Worked closely with management, developing technical IT strategy, writing and presenting APDs and budgets to the Government and CMS, and identifying and reporting risks, issues, and opportunities. Developed alongside non-technical stakeholders the associated Territory budgets and procurements, explaining the requirements and standards, while following Territory and federal rules, requirements and laws (HIPAA, CMS rules and requirements, best practices, standards for technical solutions and APIs, etc.). Received approvals for APDs and associated federal matching funds, as well as technical strategy and documentation. Developed RFPs for the procurement of healthcare IT solutions as well as personnel, managed staff of consultants and contractors, evaluated vendors and provided vendor oversight, for the duration of the project. Developed and presented business cases to the Government and to CMS.

The State of Nebraska, Department of Health and Human Services (Medicaid Agency)
Nebraska DHHS APD & Technical Advisor, 2011 – 2012
Provided technical consulting to State Medicaid Agency for successful development and submission to CMS of multiple APDs. Developed Agency technical and interoperability strategy to support clinical data exchange with the State HIE (NeHII) as well as other State Agencies. Worked to develop interoperability technical strategies to share claims and eligibility data (EDI) with the State HIE. Worked with both technical and non-technical staff, while providing expertise on meeting State and federal rules, laws and requirements (HIPAA, protection of PHI, encryption of sensitive health information in transit and at rest, CMS requirements and rules, etc.). Evaluated vendor IT solutions and vendors for the Agency.

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The State of Nevada, Division of Health Care Financing and Policy (Medicaid Agency)
Nevada HCFP APD & Technical Advisor, 2011 – 2012
Provided technical consulting to State Medicaid Agency for the successful development, submission, presentation, and formal written approval of multiple technical IT APDs. Designed and developed Agency technical strategy, including interoperability with State HIE and State Agencies, using HL7 and API standards, while meeting federal and State rules, requirements and laws (HIPAA, protection of PHI, encryption of sensitive data, etc.). Worked with multiple providers and provider EHRs on sharing data (C-CDA), clinical workflows, and interoperability. Assisted in the development of RFPs for procurement of technical Medicaid-specific solutions (clinical data and administrative EDI data systems), evaluated vendors and recruited staff for project, provided staff and vendor oversight. Presented business cases with ROI and financial impact to State and CMS.

The State of North Dakota, Information Technology Department – Health Information Exchange (HIE)
North Dakota HIE Strategic and Operational Plan (SOP) Technical Lead, 2010 – 2011
Provided HIE technical IT strategy and consulting for development of the State of North Dakota HIE Strategic and Operational Plan (SOP) for the Office of the National Coordinator of Healthcare IT (ONC). Recommended and provided HIE technical, privacy and security, HIPAA, protection of PHI, and operational strategies, policies, and procedures for a State HIE, including clinical data exchange. SOP approved by ONC in 2011.

The State of Mississippi, Information Technology Services (ITS*)* – Health Information Exchange (HIE)
Mississippi HIE Technical Advisor, 2010 – 2012
Provided technical IT strategy and consulting and technical recommendations to support the completion of the State of Mississippi HIE Strategic and Operational Plan (SOP) for the ONC. Gave technical guidance on clinical data exchange, HIE models, architecture, security and privacy policies, HIPAA and interoperability with Medicaid EDI systems (claims, eligibility). SOP approved by ONC in 2011.

The United States Territory of Guam, Department of Public Health and Social Services
Guam DPHSS Project Lead and Laboratory Interoperability Project Technical Consultant, 2011
Provided technical leadership and interoperability planning for an HL7 standards-based Territory of Guam Department of Public Health laboratory and infectious disease electronic reporting system for the Centers for Disease Control (CDC). Worked with Government technical and non-technical staff and produced and interoperability strategy for the reporting of infectious diseases from public and private laboratories to Public Health, the Guam Health Information Exchange, various healthcare stakeholders on Guam, and to the CDC. Produced a detailed strategy on interoperability and laboratory reporting involving disparate stakeholders as a submission to the Government of Guam and the CDC, ensuring systems met privacy and security requirements, including protection of sensitive data, encryption of data, and adherence to HIPAA.

The United States Commonwealth of Puerto Rico – Health Information Exchange (HIE)
Puerto Rico HIE Project Lead and Laboratory Interoperability Technical Consultant, 2010
Developed a laboratory interoperability strategy for the Puerto Rico HIE and healthcare community, including integration with disparate laboratory systems and versions of HL7 for reporting to
Public Health, the Health Information Exchange, various providers, and other stakeholders in the Puerto Rico healthcare community.

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Private and Regional HIE and Project (Non-State) Experience:

The Marshfield Clinic – A Wisconsin Health Information Exchange (HIE)
Marshfield Clinic – United States Social Security Administration (SSA) Technical Consultant, 2010 – 2011
Provided technical planning and consulting for the integration of a Nationwide Health Information Network NwHIN Exchange (CONNECT) Gateway for the United States Social Security Administration - SSA MEGAHIT HIE-NwHIN clinical data exchange project. Provided expertise for the integration of the Marshfield EHR and Ministry Health EHR for HL7 ADT and C-CDA clinical data exchange with the United States Social Security Administration, while protecting PHI and complying with HIPAA. Project went live in 2011.

The Lewis And Clark Information Exchange (LACIE) – A Missouri Health Information Exchange (HIE)
LACIE HIE Project Lead and NwHIN Technical Consultant, 2009 – 2010
Provided technical and business use-case consulting for installation and onboarding of an NwHIN Exchange gateway using NwHIN CONNECT for federal agency connectivity, including the United States Social Security Administration and the United States Department of Defense. Provided technical expertise for the integration of NwHIN Gateway with Cerner EHR to share HL7 ADT and C-CDA data sets in an interoperable fashion, while protecting PHI and complying with HIPAA.

EHR experience:
- Experience implementing or integrating with Epic, Cerner, MediTech, Allscripts, NextGen, Greenway, VistA, and other EHRs.
- Thorough understanding of EHRs, workflows, clinical data, clinical data interoperability, EHR and clinical data standards, etc.
- Clinical Standards knowledge include:
  - HL7 ADT – Admission Discharge and Transfer
  - HL7 FHIR – Fast Healthcare Interoperability Resources
  - CDA – Clinical Document Architecture
  - C-CDA – Consolidated CDA
  - USCDI – United States Core Data for Interoperability
  - EDI – X12, ANSI, claims and eligibility and HIPAA EDI transactions

Education, Training, and Certifications:
Master of Business Administration – MBA
Specialization in Information Technology
Augsburg College - Minneapolis, Minnesota

Bachelor of Arts – BA
Major in Healthcare Administration
The College of Saint Scholastica **-** Duluth, Minnesota

Other Training and Certifications:
KanBan Agile Development Methodology – Completed training 2017, user 2017 – 2020

SAFe Product Owner (PO) Scaled Agile Framework Methodology – Completed training 2020

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Healthcare Architect and Technical Strategist **Minneapolis, Minnesota**
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Additional Experience:
Willow Healthcare Consulting
Principal, 2012 - Present
Provide healthcare technical consulting (Healthcare Information Technology), focusing on State Medicaid
Agencies, Health Information Exchange (HIE), Public Health, and healthcare interoperability projects and
customers. Clients include State Medicaid Agencies (SMA), State Government, State and private HIEs,
and HIT/HIE vendors.

ApeniMED Inc. (formerly known as MEDNET)
Senior Director, State Channels, 2009 - 2012
Directly managed a team with a focus on Government and State Agency consulting and software
implementation projects for a healthcare software company. Consulted and implemented HIT
interoperability projects internationally, including for State Agencies, Governments, and private customers
(including State and private Health Information Exchanges - HIE). Engagements included HIE
construction and implementations, HIE and clinical data interoperability projects, implementations of the
Nationwide Health Information Network (NHIN/NwHIN/HealtheWay) and the DIRECT Project,
Clinical Data Repositories (CDR), and administrative data exchange (Medicaid, private payers,
payer systems, etc.).

Firestorm Networking, Minneapolis, MN
President / Founder, 2005 – 2009, *Board Member,* 2009 – Present (Company acquired in 2009)
Founder and President of a start-up networking company. Served as President, ran day-to-day
operations while growing brand and fundraising for the company. Company was acquired in 2009.

Ability Network Inc. (formerly known as VisionShare)
Director, National Accounts - Payers, 2001 - 2005
Early stage employee with leadership role in healthcare software (EDI) company. Developed and
oversaw enterprise healthcare EDI solutions and projects for public / private payers to support EDI
transactions (claims and eligibility) for Medicare, Medicaid, and BlueCross BlueShield plans. Designed,
architected, and implemented an early Internet pilot for direct provider to CMS Medicare connectivity (for
administrative EDI transactions). Worked with multiple Medicaid Agencies and systems (MMIS), as well
as BlueCross BlueShield plans and systems on administrative data exchange

Appointments, Publications, Presentations and Memberships in Healthcare IT:
- HIMSS Annual (National) Conference: Educational Session
  - 2016 – Presenter, "Medicaid Innovation: Mississippi Clinical Data Interoperability with
    Health Information Exchange (HIE)"

- HIMSS Annual (National) Conference: Interoperability Showcase Demonstration Leader
  - 2012 – Guam HIE with HISP-HISP connectivity to HHS-NDMS Disaster Preparedness
  - 2011 – Minnesota HIE - Medicare NwHIN Exchange connectivity for claims/eligibility
  - 2010 – HIE to HIE clinical interoperability using NwHIN Exchange (CONNECT)

- HIMSS Interoperability Maturity Model (IMM) Task Force, 2013 - 2014
  - 2013 – Selected as IMM Task Force Participant
  - 2013 – Appointed to lead the Roadmap Sub-Team for IMM Task Force

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Healthcare Architect and Technical Strategist   **Minneapolis, Minnesota**
612.298.5555   *www.linkedin.com/in/christopherlsmith*

- Medicaid Enterprise Systems Annual Conference: Educational Session
  - 2018 – Presenter, "Interoperability of clinical data with a Medicaid Agency"
  - 2018 – Presenter, "Utilizing Blockchain for Medicaid Use-Cases"
  - 2017 – Presenter, "Utilizing C-CDA Clinical Summaries to Improve Patient Care"
  - 2016 – Presenter, "Clinical data exchange with Provider EHRs"
  - 2015 – Presenter, "Modern Mississippi: A Medicaid Clinical Provider Portal"
  - 2014 – Presenter, "Building a Clinical Master Patient Index for a Medicaid Agency"
  - 2011 – Presenter, "Interoperability between HIE and Medicaid"
  - 2010 – Demonstrator, "Administrative Data Exchange Using NwHIN"

- State Healthcare IT Connect Annual Conference:
  - 2022 - Presenter, "The Role of a COO in HHS Transformation"
  - 2020 – Presenter, "Clinical data in a Pandemic – the impact of clinical data with COVID"
  - 2019 – Presenter, "Medicaid clinical data interoperability with MCOs"
  - 2019 – Presenter, "Blockchain use-cases in Medicaid"
  - 2017 – Presenter, "Real-time C-CDA Clinical Summary E.H.R. Integration"
  - 2015 – Presenter, "A Provider-Centric Medicaid Clinical Portal"

- CMS Communities of Practice:
  - 2016 – Presenter, Clinical data interoperability between Medicaid and EHRs
  - 2014 – Presenter, Creating a Medicaid Master Patient Index (MPI)

- Co-Author, *"Infrastructure and Expertise Required by Health Information Exchanges to Support Split Machine Learning on Clinical Data using Bulk FHIR"*, (White Paper for the ONC)

- Author, *"The Reusability of an Interoperability Platform"* 2012, (White Paper for CMS)

- Co-Author, "*The Impact on HIE Sustainability by Utilization of the NwHIN for Administrative Transactions*" 2011, (White Paper for CMS)

- Appointed to NwHIN Policy & Technical Task Group, ONC, Office of Standards and Interoperability in 2011

- Association of Community Cancer Centers Annual Conference: 2011 Speaker