RESPONSE PACKET
SP-20-0115

PROPOSAL SIGNATURE PAGE

PROSPECTIVE CONTRACTOR INFORMATION				
Company:	Accenture, LLP			
Address:	323 Congress	AR Vendor # (if known)		
City:	Austin	State: TX	Zip Code:	78701

Business Designation*:	☐ Individual ☐ Sole Proprietorship ☐ Public Service Corp
	☐ Partnership ✗ Corporation ☐ Nonprofit

Minority and Women-Owned Designation*:	✗ Not Applicable ☐ American Indian ☐ Service-Disabled Veteran
	☐ African American ☐ Hispanic American ☐ Women-Owned
	☐ Asian American ☐ Pacific Islander American
	AR Certification #: _____ * See *Minority and Women-Owned Business Policy*

PROSPECTIVE CONTRACTOR CONTACT INFORMATION			
Contact Person:	Matthew R Green	Title:	Managing Director
Phone:	512-732-5124	Alternate Phone:	512-771-6987
Email:	matthew.r.green@accenture.com		

CONFIRMATION OF REDACTED COPY

✗ YES, a redacted copy of submission documents is enclosed.

☐ NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested.

ILLEGAL IMMIGRANT CONFIRMATION

By signing and submitting a response to this *Solicitation*, a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants. If selected, the Prospective Contractor certifies that they will not employ or contract with illegal immigrants during the aggregate term of a contract.

ISRAEL BOYCOTT RESTRICTION CONFIRMATION

By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel, and if selected, will not boycott Israel during the aggregate term of the contract.

✗ Prospective Contractor does not and will not boycott Israel.

An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Solicitation* **will cause the Prospective Contractor's proposal to be rejected.**

Authorized Signature:_____ Title: __**Managing Director**_____

Printed/Typed Name:__**Matthew R Green**_____ Date: __**June 19, 2020**_____

INFORMATION FOR EVALUATION

- *Prospective Contractors should provide a response to each item/question in this section. Prospective Contractors may expand the space under each item/question to provide a complete response.*

- *Prospective Contractors may also use a separate form. If using a separate form, Prospective Contractors shall clearly and distinctly identify the section and item (i.e., E.1.A).*

- *Responses for each item must be limited to three hundred (300) words. Prospective Contractors should not include additional information if not pertinent to the itemized request.*

  See responses from Accenture commencing on page 5 of this document

		Maximum RAW Score Available
E.1	**EXPERIENCE AND QUALIFICATIONS**	
A.	Describe previous or current engagements performed by your organization within the last three (3) years of similar size and scope to those described in the Solicitation that demonstrate your organization's capability to perform all services required in the Solicitation. For each engagement referenced, provide the entity name, contact information (including contact name and email address), contract term dates, and geographic area serviced.	
B.	Include experience implementing and operating contact tracing systems.	5 points
C.	Include the size of the system installation, a brief description of the solution provided, and the methodology employed.	5 points
D.	Include experience staffing and managing a call center utilizing remote staff with outbound unsolicited call experience specifically for health care related phone-based education.	5 points
E.	Include experience providing phone-based education about government agency program topics.	5 points
F.	Include experience providing report documentation for phone-based interviews.	5 points
G.	Include experience managing staffing levels for onsite and remote staff where workload fluctuations were constant.	5 points
E.2	**CALL CENTER CAPABILITIES**	
A.	Discuss your organization's capabilities in providing overall operation and management of a call center for ADH that utilizes remote staff.	5 points
B.	Discuss training methods your organization employs for all call center workers whether onsite or remote.	5 points
E.3	**CONTACT TRACING CAPABILITIES**	
A.	Discuss training methods your organization employs for in-person, home visit Contact Tracing.	5 points
B.	Discuss training methods your organization employs to ensure all workers have full knowledge of HIPAA requirements.	5 points

C.	Discuss management and oversight processes your organization employs to ensure full HIPAA compliance.	5 points
D.	Describe processes your organization uses to rapidly disseminate and implement programmatic and operational changes to all personnel.	5 points
E.	Describe your organization's capabilities in communicating with individuals who speak languages other than English. Include all languages your organization is able to provide.	5 points

E.4	**COMMUNITY HEALTH CARE**	
A.	Describe your organization's experience and capabilities in training and collaborating with community-based health care programs and initiatives.	5 points
B.	Describe your organization's experience and capabilities working with and providing services for the underserved and populations or groups with health disparities	5 points

E.5	**DATA MANAGEMENT AND SECURITY**	
A.	Discuss strategies and practices your organization proposes to complete employee technology verification and vetting to ensure potential hires possess adequate technology infrastructure (phones, computers, etc.), phone access, and internet access. If your organization intends to provide necessary technology infrastructure to contact tracers, please describe how your organization will accomplish this.	5 points
B.	Discuss your organization's strategies for providing redundancy, fault tolerance, and an uptime of 99.9% annual website availability.	5 points
C.	Describe the processes employed by your organization to ensure Contract Tracing personnel can capture and transmit protected health information (PHI).	5 points
D.	Describe your organization's level of understanding and experience working with the privacy and security practices and processes as defined by the National Institute of Standards and Technology (NIST) and Health Information Technology for Economic and Clinical Health (HITECH).	5 points

E.6	**IMPLEMENTATION**	
A.	Discuss your organization's plan for completing implementation by July 1, 2020. Include a timetable of implementation activities your organization proposes for implementation and the activities expected to be completed by ADH.	5 points

ACCENTURE RESPONSES

E.1	EXPERIENCE AND QUALIFICATIONS

A. *Describe previous or current engagements performed by your organization within the last three (3) years of similar size and scope to those described in the Solicitation that demonstrate your organization's capability to perform all services required in the Solicitation. For each engagement referenced, provide the entity name, contact information (including contact name and email address), contract term dates, and geographic area serviced.*
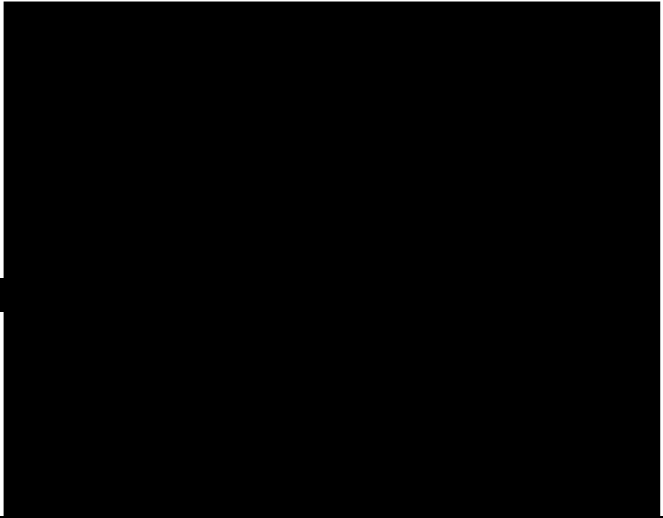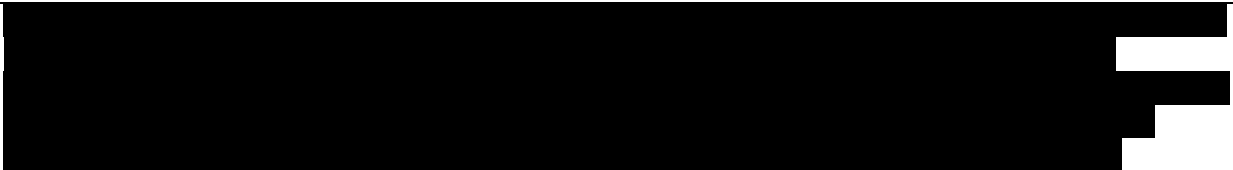
B. *Include the size of the system installation, a brief description of the solution provided, and the methodology employed.*

███

██

██

██

C. *Include experience staffing and managing a call center utilizing remote staff with outbound unsolicited call experience specifically for health care related phone-based education.*

[black redacted area]

D. *Include experience providing phone-based education about government agency program topics.*

We have the experience and are uniquely positioned to effectively provide Arkansans with phone-based education about COVID-19. When setting up emergency surge call center work to assist the State of Maryland handling unemployment insurance claims due to COVID-19 layoffs, not only did the agents need to quickly learn the Maryland systems to enter new and existing claims, there was a need to work with Marylanders calling in wondering where their next meal was going to come from, or how they were going to pay their bills. Part of the agent education and scripting had to include additional educational materials on government agency programs available to help Marylanders not only file their unemployment claims but direct them to the government programs that could help them claim benefits for themselves, their children, and household needs which included information on Food Supplement/Emergency Food Assistance programs, Energy Assistance, Medical Assistance, Workforce Development, and Homeless services to name a few. Part of the agent guide and scripting included links, phone numbers, and summary of services they were eligible to receive and how to contact the departments that could help them in their time of need. In addition to government agency assistance, we provided information on mental health assistance, and outside agency programs such as 2-1-1 Maryland to round out assisting Marylanders. These calls required so much more than filing an unemployment insurance claim, it was about partnering with each caller to make sure they were equipped with enough material to ease their mind during an incredibly stressful time of their lives. Our experiences in rapidly standing up use case specific call centers have grown with the dozens of similar implementations over the past couple months, people and experiences we will bring to Arkansas for this effort as well.

E. *Include experience providing report documentation for phone-based interviews.*

Effective reporting is a cornerstone of running an effective operation. In addition to our suite of ready-to-deploy customer service reports, we also have deep experience providing our clients with documentation of phone-based customer interactions. Our reporting capabilities are configurable to Arkansas' requirement and we expect to provide reporting across multiple levels (individual, team, and overall program).

We will work with ADH on relevant reporting requirements and service delivery adjustments based on collaborative performance feedback. Our solution provides operational reporting, inclusive of a

reporting function that utilizes data from the CRM system and Telephony platforms to create reports and dashboards, which enables ADH to view a variety of metrics and data points (e.g., call volume, handle time, and abandonment rate).

Additionally, we can also configure reports to rapidly enable ADH to react to data in real time to align with your contact tracing objectives. The following figure presents a dashboard screenshot, which shows real-time metrics for the day (e.g., calls attempted, average call length, speed of answer, and more).
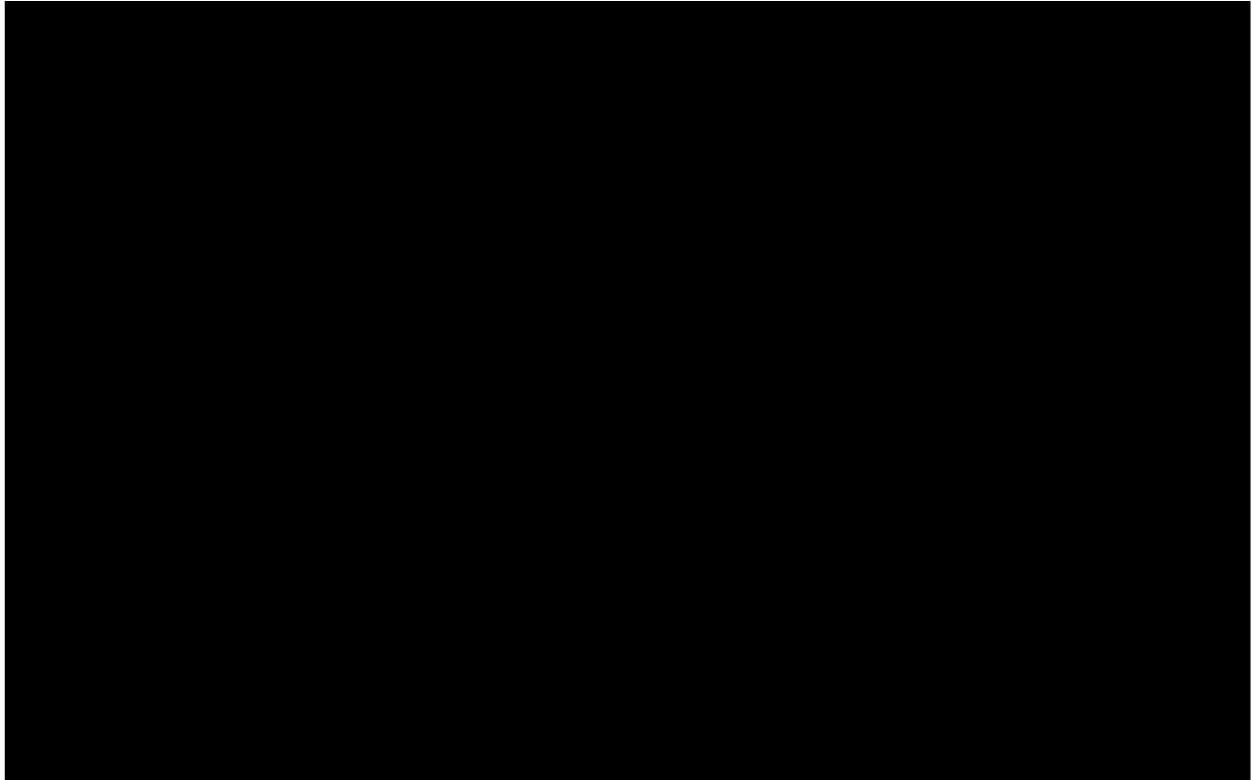
As detailed above in question E.1, Accenture currently conducts provider outreach for numerous large national health plans. In these cases, Accenture agents are working through specific data-validation questions with providers or practice managers and documenting the responses. Data updates are made directly in client-provided directory files and then communicated back to the client teams. Accenture introduced customized reporting to this process – keeping clients informed with daily and weekly reports outlining call success rates, data update statistics, response rates, completed audits and average handle times. These reports give insight into the rigor of the operation, help identify areas for improvement and, in conjunction with process excellence, have helped increase call success rates.

F. *Include experience managing staffing levels for onsite and remote staff where workload fluctuations were constant.*

Our approach to support ADH is characterized by speed and scale with an agile approach that focuses on fast configuration of the initial solution and related processes. Operating at scale requires a strong program and operations capability that provides management, supervision, resource screening and allocation, scheduling, and performance monitoring. Our workforce management solution's protocols are based on proven, repeatable processes built over years of similar support, combined with the unique experiences of contact tracing with other clients:

- Human Resource Management (HRM)

- Forecasting Customer Interaction Volumes

- Optimizing Contact Tracer Schedules
- Managing Intraday Call Center Activity

We currently support over 50,000 Agents and have extensive experience in managing work fluctuations for ensuring effective workforce and call coverage with a data-driven approach to command center management is depicted in the following figure.
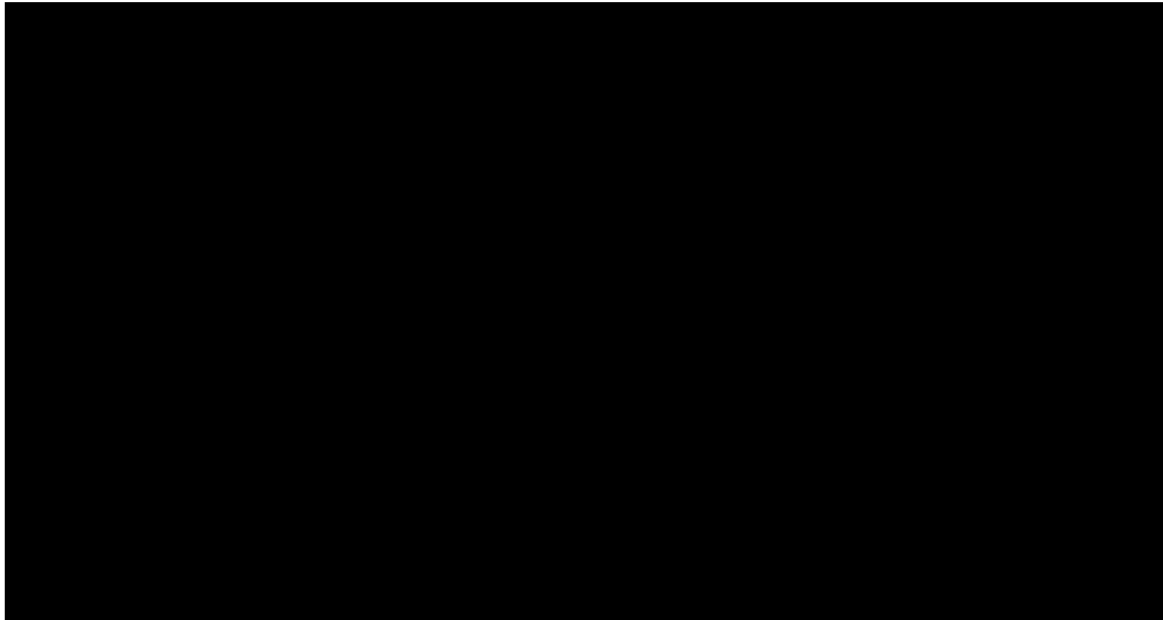

Figure 3: Workforce Management Process.

Our team focuses on forecasting, resource planning, resource rostering, and real time monitoring.

We provide industry proven tools (e.g., NICE IEX Workforce Management) and best practices to manage staffing levels to meet business needs.

E.2   CALL CENTER CAPABILITIES

A. *Discuss your organization's capabilities in providing overall operation and management of a call center for ADH that utilizes remote staff.*

B. *Discuss training methods your organization employs for all call center workers whether onsite or remote.*

Accenture has deployed call centers around the world for decades, with a strict onboarding, training, mentoring and measurement process for all workers to ensure consistent performance and exceeding metrics. Training delivery methods vary according to the topic and the audience, with many moving to video conferencing vs in person over the past couple of months. In each case, we have not only the traditional text/graphic approach but embrace digital availability to deliver training at scale. System demonstrations in the form of brief videos of screen-captures with voice narration focuses on system capabilities and the benefits to the end user over the current process. Interactive simulations are highly interactive screenshots with clickable hotspots with voice narration which can be used to build user familiarity, emphasizing the ease of the system navigation and provide encouragement to users. Quick reference guides and job aids are colorful and visual engaging documents with step by step instructions which can describe a narrowly defined activity or set of activities and provide a quick reference for users. This is commonly used in active call center environments as there is a high learning curve, active engagement, and the need to understand the system(s), handle the phones, interact with the customer, and have advanced agents there to help during times of escalation.

We will bring our expertise to Arkansas, embrace the existing materials and processes in place and augment with our proven playbook to provide a clear consistent message and process from each contact tracer in the call center.

E.3 CONTACT TRACING CAPABILITIES

A. *Discuss training methods your organization employs for in-person, home visit Contact Tracing.*

We recognize the need for strong synergy between Accenture's leading practices and how we propose to train and develop our staff for in-person and home visit contact tracing. We are committed to our delivery methodologies and collaborative teamwork, and our drive for quality business outcomes and safety is relentless.

Accordingly, we bring a training approach that has been tried, tested, and reimagined based on years of delivery experience. Many may claim they have a long history of providing training methods for these situations. But this is not a typical training, it requires the insight and assistance of a team of experienced professionals who have successfully launched projects similar in scope and scale to DHS' Contact Tracing program.

Accenture takes a human centered approach to training, putting the person in the center of the experience. Where possible, we leverage virtual reality to simulate common scenarios expected to best prepare the staff on the engaging the Arkansans daily. All our staff will have training on empathy and customer engagement (including active listening skills) to understand how ask appropriate questions when dealing with sensitive material and to effectively address difficult emotional situations. This will be an iterative process, where we incorporate learnings from the field so that learning from an experience from a staff member in Corning is documented and shared with another in Hope. In addition, we would leverage state insights for mandates and policies when engaging people in public. Employee safety is paramount.

B. *Discuss training methods your organization employs to ensure all workers have full knowledge of HIPAA requirements.*

Accenture addresses HIPAA in two ways, on an individual employee level and project level. For employees, we require all our people to participate in HIPAA Awareness training. When Accenture personnel access, use, and disclose Protected Health Information (PHI), Accenture is obligated under our customer agreements and under HIPAA regulations to train all personnel about how to treat and safeguard PHI, as well as understand Covered Entities (CE). All HIPAA

training is administered remotely through video conferencing and self-paced learning including knowledge self-checks. In addition to live and self-paced training, numerous additional educational materials on HIPAA providing real world scenarios to demonstrate how to identify and handle PHI, and when it's necessary to report any suspected loss or misuse of PHI that can be implemented for our teams where necessary.

For Project, Accenture has developed a comprehensive program for employees called Client Data Protection (CDP) and every engagement at Accenture is required to develop a Client Data Protection plan. The plan is inclusive HIPAA controls that are mandated for every project in which health information is included. Those plans are monitored and audited by an independent team whose job is to confirm appropriate protocols and measures are taken by our engagement teams to keep customer data safe.

C. *Discuss management and oversight processes your organization employs to ensure full HIPAA compliance.*

D. *Describe processes your organization uses to rapidly disseminate and implement programmatic and operational changes to all personnel.*

Accenture understands the value of providing uniform and standardized services to our clients. We

leverage our Distributed Work Model (DWM), a defined approach for distributing work across locations.

We leverage several communication tools and protocols including web-enabled collaborative applications including, but not limited to, Salesforce tools, Microsoft SharePoint, Microsoft Teams, document sharing, etc.

For the COVID-19 environment that requires a capability where changes can be introduced and implemented quickly through an operational Change Management process.

Our teams in California, Kansas, Louisiana, Washington DC, Texas, Tennessee, and Maryland have successfully and rapidly implemented programmatic and operations changes (in many cases, in a matter of minutes) to our staff. We understand and are ready to support Arkansas if and when it happens.

Our approach brings together the supervisor, contact tracing staff, training, and quality assurance stakeholders to streamline change. We identify functions, standard operating processes, systems and individuals impacted by the change and perform change management through system updates, training sessions, workshops, and working alongside key stakeholders and teams.

MANAGE COMMUNICATIONS
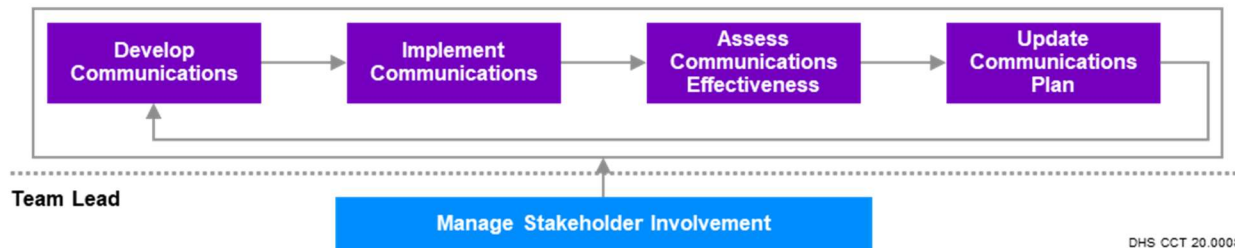
Figure 7:. Accenture's Contact Tracing Communication Management Approach

When a new procedure or process requires to be implemented, we conduct a review session to review the change, discuss any questions, and agree on a plan for implementation. As we roll out new processes, we identify a timeline for our team to implement and any impacts on capacity and productivity. We will work closely with ADH to account for any changes and to verify that we remain compliant.

- Manage Communications: Plan and support the execution of change and communication strategy.

- Enable People: Determine changes to roles & responsibilities, policies, systems

- Implementation: Define an implementation and knowledge transfer plan, including proficiency assessments.

E. *Describe your organization's capabilities in communicating with individuals who speak languages other than English. Include all languages your organization is able to provide.*

Our approach enables contact tracers to successfully engage with all Arkansas residents, including with those where English is the non-dominant language. It is important to connect residents with specific language requirements to a contact tracer with the relevant language skills—this enables our contact tracers to build rapport and successfully manage delicate conversations regarding symptom assessments, quarantine instructions, referrals for other services, and more.

Our solution includes the sourcing, screening, and hiring of bilingual English and Spanish speaking contact tracers.

We understand other languages such as Spanish, Chinese, German, Vietnamese, and Thai are present in our Arkansas communities. We also engage Language Line Solutions and Stratus Video interpretation services to provide services for the 240 most frequently needed languages (including Spanish, German, French, Vietnamese, Chinese, Laotian, Tagalog, Korean, and Japanese - see www.languageline.com/client-services/list-of-languages for a full list of languages) for those with limited English proficiency as well as the hearing impaired.

As an additional option, we will work with the State and ADH to support configuration in the State's IVR/Telephony system to allow Arkansas residents to select a language preference on the IVR and enable the calls to route to a contact tracer with the relevant language skills. With this, cases are assigned based on groupings of contact tracers with the specific language skillset. We will work with the State and ADH to support this configuration, if required.

E.4   COMMUNITY HEALTH CARE

A.   Describe your organization's experience and capabilities in training and collaborating with community-based health care programs and initiatives.

B.   Describe your organization's experience and capabilities working with and providing services for the underserved and populations or groups with health disparities

[REDACTED]

E.5 DATA MANAGEMENT AND SECURITY

A. *Discuss strategies and practices your organization proposes to complete employee technology verification and vetting to ensure potential hires possess adequate technology infrastructure (phones, computers, etc.), phone access, and internet access. If your organization intends to provide necessary technology infrastructure to contact tracers, please describe how your organization will accomplish this*

[REDACTED]

C. *Discuss your organization's strategies for providing redundancy, fault tolerance, and an uptime of 99.9% annual website availability.*

Accenture relies on the uptime, redundancy, and fault tolerance capabilities inherent in the underlying cloud-based Platform-as-a-service (PaaS) platform we traditionally use to deliver this solution. PaaS solutions employ multi-tenant application architectures that are designed to enable secure, reliable, and cost-effective redundancy, including at least 99.9% annual website availability. PaaS platforms constantly monitor and report hundreds of performance metrics, providing ADH with transparency around topics such as uptime, service availability, performance, security, privacy, and compliance. By taking a PaaS approach, ADH can offload typical on-premises uptime, redundancy, and fault tolerance concerns to the PaaS vendor, reducing solution complexity during implementation and during maintenance and operations.

D. *Describe the processes employed by your organization to ensure Contract Tracing personnel can capture and transmit protected health information (PHI).*

[REDACTED]

[REDACTED]

E. *Describe your organization's level of understanding and experience working with the privacy and security practices and processes as defined by the National Institute of Standards and Technology (NIST) and Health Information Technology for Economic and Clinical Health (HITECH).*

[REDACTED]

12. ██
██

E.6   IMPLEMENTATION

A. *Discuss your organization's plan for completing implementation by July 1, 2020. Include a timetable of implementation activities your organization proposes for implementation and the activities expected to be completed by ADH.*