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From

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To

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Message

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Remedy HealthCare Consulting LLC response:

State of West Virginia

Centralized request for Proposals Consulting

Performance Evaluation Audit

Solicitation Number – CRFP 0100 GOV2600000001

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7/18/2025

State of West Virginia

**Centralized request for Proposals
Consulting**

Performance Evaluation Audit

**Solicitation Number – CRFP 0100
GOV2600000001**

From: Sheila Richmeier, President
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Table of Contents

SECTION 4: PROJECT SPECIFICATIONS 4

- 4.3 Project Goals and Proposed Approach 4**

 - 4.3.2 Performance against industry standards and best practices..... 7**
 - 4.3.3 Comprehensive Performance Evaluation 7**
 - 4.3.4 Recommendation of measures 7**
 - 4.3.5 How to recommend measures..... 8**
 - 4.3.6 identifying strengths and weaknesses 8**
 - 4.3.7 Benchmarking 9**
 - 4.3.8 Practical, achievable, and realistic recommendations..... 9**
 - 4.3.9 Project Scheduling and Milestone Management..... 10**
 - 4.3.10 Technology 11**
 - 4.3.11 Additional/Optional Services 11**

- 4.4 Mandatory Project Requirements 12**
- 4.5 Qualifications and Experience..... 14**

 - How Remedy’s Qualifications and Experience Fit This Project..... 14**
 - Recent experiences:..... 15**

 - 4.5.2 Mandatory Qualifications 16**

- Addendum 211**
- Letters of recommendation 211**
- Resumes 266**

Remedy, a nationally certified Woman Owned Small Business (WOSB), was founded in October 2010 by Sheila Richmeier. As a nurse, Sheila has focused on the clinical aspects of practice transformation and redesign, quality improvement, team-based care, and workforce education. Remedy has been working in the public health space for the last six years and has developed an understanding of public health with outreach into the community. We think we bring fresh ideas to the table since we have a broad range of experiences outside of public health that optimizes our consultation within public health. Remedy has put together an experienced team in project management, operational expertise, and data management in responding to this RFP for the Evaluation Services.

In looking through the proposal, we find that it is a combination of our work in practice sites and state public health work sets us above the rest. As you will see from our experience, we have been working with State Public Health for the last 10 years. Our work started in chronic disease (diabetes, hypertension, and cardiovascular disease) and collaboration within the community with local health departments. This work helped us to easily transition into assessment, evaluation, and data collection for state health departments. We have evaluated local health departments as well as programs within state departments. Many of these have resulted in add-on contracts which we feel are due to our expertise but also our relationships we develop with the project teams.

Three people who will be oversee and be involved in this project – Sheila Richmeier will provide operational and quality improvement expertise for this project. As our team are professionals, we do meet on a regular basis to check in on all projects. We use each other for collaboration and assistance, therefore always providing your project with seamless coverage. Brian Richmeier will be the Project manager and the main contact for this project. Kezie Utsler will provide Smartsheet and data expertise. Our team has technology and data management experience and we can add numerous other specialties as the need arises.

Smartsheet will be implemented as our project management tool to allow leadership and team members to see a clear vision of our progress, contacts, and activities performed. Smartsheet has a lot of functionality including timesheets, project planning, data collection, and reporting that may be useful in our work. If we have multiple projects, we can streamline our activities and report individually or together. Smartsheet will also be used for data capture, analysis, and evaluation. Your team will see real-time data as practices and health systems report directly into the system. The metrics chosen for reporting will be surveys, quality and performance metrics.

We have put together a strong proposal with several distinctive features: 1) our strong background in operational consulting, public health, and project management; 2) our past work in multiple health care settings and 3) our use of Smartsheet throughout the project bringing clarity to all team members.

Our plan of action includes evaluation of three divisions: Department of Human Services, Department of Homeland Security, and Department of Transportation. We will do this with surveys, interviews, and process monitoring. We have expertise in evaluating all processes and identifying areas of inefficiency. From this evaluation, Remedy will provide an analysis of our study of each department. We will set down with your team to create a strategic plan for improvement. Remedy can provide or seek expert

advice, assistance or guidance for the Agency's functions from our experience and collaboration with other state organizations.

Our services are different from other large organizations because we do the work ourselves instead of multiple hierarchies determining how to move forward. We will personally see what is happening and can give you a clear picture of operational efficiency or gaps.

We look forward to hearing from you and discussing it further.

Sincerely,



Sheila Richmeier, President

Remedy HealthCare Consulting LLC

SECTION 4: PROJECT SPECIFICATIONS

4.3 Project Goals and Proposed Approach

Action Response

To address the project goals and objectives, our approach is structured around a proven methodology that ensures both efficiency and quality in service delivery. We begin with a comprehensive needs assessment to fully understand the specific requirements and challenges outlined in the project scope. This allows us to tailor our solution to directly address the identified goals and objectives.

Superiority of Our Approach:

Compared to traditional methods, our approach emphasizes customization, stakeholder engagement, and continuous improvement. This not only increases the likelihood of achieving project goals but also ensures adaptability to changing requirements. Our use of advanced analytics and feedback loops distinguishes our methodology, providing measurable value and risk mitigation throughout the project lifecycle.

1. Initial Assessment and Planning

- **Kickoff meeting overall.** After contract signing, Remedy will initiate a meeting with your team to kickoff the overall project. At this meeting, we will gather information, meet your team and review project deliverables. This kickoff meeting may be replicated with each department so that we can introduce ourselves and meet the team from each department. We anticipate this will be in person.
- **Kickoff meeting for each department.** Remedy will initiate a meeting with the leadership of each Department to discuss plan and expectations.
- At each kickoff call, we will **review the tailored action and evaluation plan,** including timelines, responsible parties, and data collection strategies. Collaborate and find consensus in next steps.
- **Review of current information.** Remedy will review the current operating procedures, reports from the tracking system, data sources, and staff roles. Remedy's team will also review what is currently required for State and Federal guidelines.

2. Data Collection and Analysis

- Remedy will utilize a combination of quantitative and qualitative methods, such as surveys, focus groups, and on-site observations, to gather comprehensive data from staff, clients, and community stakeholders.
- **Project management software.** Due to the overwhelming amount of information and sharing that needs to occur with this sort of project, we have found Smartsheet as a project management software, to be easy to use and allow for sharing with all team members. The project management software can provide automation, notifications, manage timeline, tracking budgets, and progress reporting. We will set up a project management dashboard which can show progress toward your goals. Smartsheet also has a mobile app that allows team members to look up information, enter data while on the go, download pertinent documents and quickly stay up to date on all project details. Smartsheet is one platform to track all our work such as plan and task tracking, time tracking, budgeting, data collection, and reporting.

- **Project planning dashboard.** A dashboard will pull everything together so that your team can see progress in the individual project and across projects. Links to resources can be added for a more in-depth look at the data. This dashboard adds project completion.
- **Change control management.** Remedy will set up a form to document all activities performed in this project. This will include a date, task completed, and summary of work performed. This will be reported, and progress will be demonstrated on the project plan dashboard. With our project plan in Smartsheet, we will set up timelines and then readjust as needed. The RAID system is used in Smartsheet to identify Risks, Actions, Input, Decision which we will discuss with you monthly. This identifies those areas in need of some intervention.
- If something seems outside of the scope of this project, we will initiate the control change process which will include a description of the work, estimate of time and cost to complete the tasks, completion date, and an impact analysis for your team.
- **Interview subject matter experts.** We will request that each department have an assigned contact person, and we can then set up a time to discuss specifics with each department related to internal subject matter experts. We would like to interview each of them and document that call on Smartsheet. The documentation will include those requirements, steps in the process, what decisions are made and how the customer is affected and their role.
- **Confidential Employee survey.** Each department will be asked to participate in a survey related to how their teams function, what works, what doesn't. We will collaborate with your team to develop this survey. Results will be provided as team members fill out the survey and encouragement can be given if numbers are lower than needed.
- **Customer service survey.** Remedy will discuss with your team a customer service survey that can be attached with a link to each application after it is filled out to obtain immediate feedback from the customer about services and access. This survey can be created in Smartsheet and easily tabulate results from each application for customer feedback.
- **Leverage evidence-based tools and electronic data collection platforms** (e.g., Smartsheet) to ensure data quality, consistency, and real-time accessibility.
- **Analyze data** to identify trends, strengths, gaps, and areas for improvement in program performance and operations.

3. Operational assessment

As needed in a Department, to learn more and to add clarity, Remedy will schedule operation assessments for certain areas.

- **Map and document work process requirements.** Initially we will document all the processes and interviews on Smartsheet.
- **Identify requirements internal and external.** As we interview each subject matter expert, we will ask for processes, procedures, and any forms or templates used in their work. This will include external requirements from regulatory bodies. We will study and review this information so that we can ensure that all requirements are met.
- **Document the internal process and timeline.** Remedy will complete each process for each department separated in Smartsheet with a table of contents. Your team will be given access to Smartsheet so that you can see our progress.
- **Process map.** As we finalize all the interviews and documents, we will then create a process flow map backed up with text from Smartsheet. The text will be used to establish new processes

- **Time study.** With some projects, it would be helpful to have information about movement throughout the organization by customers. We can do a cycle mapping to track time with specific activities to find efficiencies.

4. Objective Reporting and Recommendations

- Remedy will prepare a detailed report summarizing findings, supported by data and stakeholder input. This will include gaps, and duplication by reviewing documentation through Smartsheet.
- From the staff survey, interviews, and observations, Remedy will review and clarify responsibilities, roles, and authority.
- We will provide clear, actionable recommendations aimed at improving program performance, operational efficiency, and compliance with relevant guidelines and regulations.
- Highlight best practices and benchmark comparisons where applicable. This will be done with outreach of departments we have worked with and through online research of benchmarks and best practices.

5. Stakeholder Engagement and Validation

- Remedy will present preliminary findings and recommendations to key stakeholders for validation and feedback.
- These reports created will facilitate collaborative sessions to prioritize recommendations and develop an action plan for implementation.
- We will make any changes as needed to ensure all information is true and correct.

6. Implementation Support and Follow-Up

- Remedy will assist in the development of project plans, including timelines and accountability structures, to ensure effective implementation of recommendations.
- Remedy will offer ongoing support through regular progress reviews, follow-up meetings, and performance monitoring to promote a culture of high performance, accountability, and transparency.

7. Final Reporting and Public Information

- Remedy will deliver a final report that documents the evaluation process, findings, conclusions, and outcomes.
- Remedy will ensure transparency by providing accessible summaries for public information and accountability purposes, as requested.
- Smartsheet will be available to appropriate team members to monitor our progress throughout the project.

Our approach emphasizes stakeholder engagement, data-driven analysis, and continuous improvement, ensuring that the evaluation not only meets compliance standards but also fosters a culture of high performance and public trust.

4.3.2 Review and evaluate performance metrics

Action Response

Remedy employs a structured, data-driven, and collaborative approach to evaluating departmental performance. The process begins with a thorough assessment of current performance metrics, ensuring a clear understanding of existing processes and outcomes. Remedy then benchmarks these metrics against industry standards and best practices, utilizing authoritative sources such as the CDC, professional associations, and peer organizations to identify effective, evidence-based interventions and quality improvement strategies.

Through a detailed gap analysis, Remedy compares departmental performance to these benchmarks, highlighting strengths and pinpointing areas for improvement. This methodology integrates both quantitative data and qualitative feedback from staff and stakeholders, fostering a culture of evidence-based evaluation and continuous quality improvement. The ultimate goal is to ensure the department not only meets but consistently exceeds industry standards and best practices.

4.3.3 Comprehensive Performance Evaluation

Action Response

To deliver a comprehensive performance evaluation, the proposed approach is structured around three core assessment areas: effectiveness, fairness, and efficiency. Effectiveness is measured by collecting and analyzing both quantitative and qualitative data to determine how well program objectives and desired outcomes are being achieved. This involves stakeholder interviews, surveys, and a thorough review of program documentation, with key performance indicators benchmarked against industry standards to highlight strengths and identify areas for improvement. Fairness is assessed by evaluating processes and outcomes to ensure equitable access and treatment for all participants, including demographic analysis, policy reviews for potential biases, and soliciting feedback from diverse stakeholders. Recommendations are provided to address disparities and promote inclusivity and transparency.

Efficiency is evaluated by examining resource utilization, workflow processes, and cost-effectiveness, gathering data on staffing, budget allocation, and service delivery timelines. Comparative analysis with similar programs and industry benchmarks is conducted to identify best practices and opportunities for increased efficiency. The findings from these assessments are synthesized into a comprehensive report that includes actionable recommendations, highlights strengths, addresses gaps, and provides a roadmap for enhancing program effectiveness, fairness, and efficiency. The methodology is evidence-based, stakeholder-driven, and aligned with recognized standards, ensuring a thorough and objective assessment of program performance.

4.3.4 Recommendation of measures

Action Response:

Remedy employs a comprehensive, evidence-based, and stakeholder-driven methodology to recommend measures that enhance organizational value, improve operations, and ensure regulatory consistency. The process begins with an in-depth assessment of current operations, policies, and

compliance requirements, incorporating stakeholder input through interviews, surveys, and on-site observations. Remedy then benchmarks existing processes against industry standards and best practices to identify strengths, gaps, and opportunities for improvement.

Actionable recommendations are developed using both quantitative and qualitative data, tailored to the organization's unique context and validated through ongoing stakeholder engagement. Remedy supports implementation with detailed action plans, project management tools, and continuous monitoring to track progress. The approach also includes updating policies and training materials to ensure consistent application of laws and regulations, fostering sustainable improvement and operational excellence.

4.3.5 How to recommend measures

Action Response:

Remedy's methodology for recommending organizational improvements is structured, evidence-based, and collaborative. The process begins with a comprehensive assessment of current operations, policies, and regulatory requirements, incorporating stakeholder interviews, surveys, and on-site observations to ensure a holistic understanding. Remedy then benchmarks existing processes against industry standards and best practices to identify strengths, gaps, and opportunities for improvement.

Actionable, evidence-based recommendations are developed using both quantitative and qualitative data, tailored to the organization's unique context and validated through ongoing stakeholder engagement. Remedy supports implementation with detailed action plans, project management tools for progress tracking, and continuous monitoring. The approach also includes updating policies and training materials to ensure consistent application of laws and regulations, fostering sustainable improvement and operational excellence.

4.3.6 Identifying strengths and weaknesses

Action Response

Remedy HealthCare Consulting employs a comprehensive, data-driven, and collaborative methodology to evaluate departmental organizational structure, operating procedures, systems, technology utilization, and resource allocation. The process begins with stakeholder interviews and surveys to gather diverse perspectives on strengths, weaknesses, leadership, and communication. All current procedures, systems, and resource allocations are mapped and analyzed using tools like Smartsheet for real-time data collection and workflow tracking. Technology utilization is assessed to identify opportunities for automation and improved data management, enhancing efficiency and reducing costs. Benchmarking against industry standards and best practices is conducted to identify gaps and inefficiencies, while process mapping and time studies evaluate workflow efficiency and resource deployment.

The methodology also emphasizes the evaluation of existing partnerships within the department, across state agencies, and with private sector entities to identify opportunities for collaboration and resource sharing. Findings are validated through collaborative sessions with stakeholders to ensure recommendations are practical and aligned with organizational goals. The final deliverable is a detailed report outlining strengths, weaknesses, and actionable recommendations for restructuring, process improvement, technology upgrades, and resource optimization. Remedy supports implementation with

clear project plans, defined responsibilities, timelines, and ongoing technical assistance, ensuring that recommendations are transparent, evidence-based, and tailored to both current and future departmental needs.

4.3.7 Benchmarking

Action Response

Remedy HealthCare Consulting's benchmarking approach is a structured, evidence-based process designed to help departments in the State of West Virginia identify and adopt best practices from comparable government organizations. The process begins by selecting peer departments in other state and local governments that are similar in size, scope, and service delivery. Remedy has experience benchmarking with recognized leaders such as the Salt Lake County Health Department, Kansas City Public Health Department, and the Delaware Department of Health. Data is collected through site visits, stakeholder interviews, surveys, and process mapping, ensuring a comprehensive understanding of operational workflows, performance metrics, and quality improvement initiatives.

Once data is gathered, Remedy analyzes it to identify departments that exemplify best practices, leveraging published reports, leadership collaboration, and evidence-based frameworks like those recommended by the CDC. Comparative analysis is then conducted between West Virginia's departments and their peers, highlighting strengths and pinpointing areas for improvement. This gap assessment informs targeted recommendations to enhance performance and align with industry-leading standards. Remedy supports the implementation of these recommendations using project management tools such as Smartsheet to track progress and facilitate collaboration. Ongoing monitoring and periodic re-benchmarking ensure that improvements are sustained and that departments continue to adapt to evolving standards. This rigorous, stakeholder-engaged methodology has a proven track record of helping departments achieve measurable improvements by learning from the best in the field.

4.3.8 Practical, achievable, and realistic recommendations

Action Planning

Remedy HealthCare Consulting's action planning methodology for revising reporting relationships, position titles, and job functions is structured, evidence-based, and highly collaborative. The process begins with engaging stakeholders through interviews, surveys, and focus groups to gather insights on current roles, responsibilities, and reporting structures. This initial assessment helps identify pain points, areas of overlap, and communication barriers within and between departments. Remedy then maps existing workflows and job functions to visualize the current state, pinpoint redundancies or ambiguities, and benchmark against industry standards to highlight gaps and opportunities for improvement.

Following this analysis, Remedy facilitates collaborative workshops with key stakeholders to co-develop recommendations that clarify authority, streamline responsibilities, and eliminate duplication. The resulting action plan is phased, with clear timelines, designated responsible parties, and measurable outcomes. Project management tools, such as Smartsheet, are used to track progress, manage communication, and ensure accountability throughout the change process. Regular communication channels are established to keep stakeholders informed and engaged, while training and support are provided to facilitate a smooth transition. Post-implementation, feedback is collected to assess the effectiveness of changes, and action plans are adjusted as needed to ensure sustained improvements in

service delivery, role clarity, and interdepartmental communication. This comprehensive approach ensures that all revisions are practical, achievable, and tailored to the organization’s unique context, resulting in clarified roles, reduced duplication, improved service quality, and enhanced communication.

4.3.9 Project Scheduling and Milestone Management

Action Response

Remedy HealthCare Consulting’s project scheduling and milestone management approach is designed to ensure transparency, accountability, and timely completion of all project phases, regardless of the project’s duration. Upon contract award, a kickoff meeting is held with key stakeholders to finalize objectives, deliverables, and expectations. A comprehensive project plan is then developed, detailing all phases, activities, and milestone dates tailored to the project’s specific scope and requirements. Critical milestones—such as project initiation, design, implementation, data collection, analysis, and reporting—are identified and assigned clear timelines, with dependencies mapped to ensure logical sequencing and optimal resource allocation.

To support effective project management, Remedy utilizes Smartsheet to create a real-time dashboard that tracks activities, milestones, and timelines. This dashboard provides all stakeholders with visibility into project progress, budget, and resource allocation, enabling ongoing monitoring and timely updates. Regular progress reviews and monthly updates are conducted to ensure milestones are achieved as scheduled, with technical assistance provided to address any challenges. The approach is also highly adaptable, allowing for schedule adjustments as needed to accommodate project-specific requirements or unforeseen circumstances. Open communication is maintained throughout to ensure timely issue resolution and alignment with project goals.

Example Milestone Schedule (for illustration)

Milestone	Timeline (Months)	Description
Project Initiation	1-2	Contract finalization, kickoff meeting, Kickoff meeting with departments, approval of project plan, customize tools/processes
Assessment	1-5	Deploy assessments in person
Preliminary report	3-4	Give first impressions and preliminary assessment of each department
Data Collection/Monitoring	1-5	Gather data, review processes, deploy surveys
Analysis and Reporting	6	Analyze results, prepare and present reports

We will tailor the timeline and milestones to the specific needs and duration of your project, ensuring all deliverables are met efficiently and effectively.

4.3.10 Technology

Action Planning

The technology assessment action plan begins with a comprehensive review of the agency's existing hardware, software, and infrastructure. Input is gathered from key stakeholders through interviews and surveys to understand current technology usage, pain points, and unmet needs. All technology assets, configurations, and integration points are documented to identify limitations, inefficiencies, and gaps. The collected data is then analyzed to pinpoint areas where current technology does not meet operational requirements or industry standards, and the agency's environment is benchmarked against best practices and peer organizations to highlight opportunities for improvement.

Findings from this assessment are synthesized into a detailed report outlining the current state of technology, identified gaps, and the impact of these issues on agency operations and long-term goals. Based on this analysis, specific and prioritized recommendations are provided for technology enhancements, focusing on adopting modern solutions that address gaps, improve scalability, security, and interoperability. The plan includes a clear implementation roadmap with timelines, responsible parties, and resource requirements. To ensure ongoing success, mechanisms are proposed for tracking progress and measuring the impact of technology upgrades, with periodic reviews recommended to maintain alignment with evolving best practices and agency needs. This structured approach ensures that technology modernization efforts are strategic, actionable, and fully support the agency's mission.

4.3.11 Additional/Optional Services

Summary Paragraphs for Additional/Optional Services

Additional and optional services are available to clients on an as-needed basis and are procured through specific delivery orders at the hourly rates outlined in Attachment A. This flexible approach ensures that clients can access specialized support when required, without committing to unnecessary expenditures upfront.

One of the primary optional services offered is the use of Smartsheet for project management, survey implementation, and data collection. Smartsheet serves as a comprehensive platform that streamlines project planning, progress tracking, and reporting. It enables real-time data capture and analysis, allowing both leadership and team members to monitor activities, timelines, and outcomes efficiently. The platform's versatility supports survey deployment and data collection, ensuring that reporting is accurate and accessible throughout the project lifecycle.

Additionally, artificial intelligence (AI) services are available as an optional enhancement. AI can be leveraged to automate data analysis, identify trends, and generate actionable insights, further supporting evidence-based decision-making and continuous improvement. By integrating AI with project management and data collection tools, organizations can maximize the value of their evaluation efforts and drive more effective outcomes.

This approach to additional and optional services ensures that clients receive targeted, high-value support tailored to their evolving needs, while maintaining cost-effectiveness and operational efficiency.

This approach ensures that any additional or optional services are identified systematically, prioritized collaboratively, and implemented efficiently, maximizing value and supporting continuous organizational improvement.

4.4 Mandatory Project Requirements

The following mandatory requirements relate to the objectives and must be met by the Vendor as a part of its submitted proposal. Vendor should describe in detail how it will comply with the mandatory requirements and include any areas where its proposed solution exceeds the mandatory requirement. Failure to comply with mandatory requirements will lead to disqualification, but the approach/methodology that the vendor uses to comply, and areas where the mandatory requirements are exceeded, will be included in technical scores where appropriate. The mandatory project requirements are listed below.

Action Planning

This action plan outlines the methodology and steps to ensure full compliance with the mandatory project requirements as specified. The approach is designed to not only meet but, where possible, exceed the requirements, ensuring a thorough, transparent, and value-driven assessment and reporting process.

1. Review of Organizational Structure, Procedures, and Resource Allocation (4.4.1)

- Conduct a comprehensive review of current departmental organizational structures, procedures, systems, and resource allocation.
- Utilize interviews, document analysis, and workflow mapping to assess alignment with operational objectives.
- Identify areas where the proposed solution can introduce efficiencies or innovative practices beyond the minimum requirements.

2. Policy, Procedure, and Program Compliance Analysis (4.4.2)

- Systematically review and analyze departmental policies, procedures, and programs for compliance with all relevant federal and state laws, regulations, statutes, and administrative rules.
- Employ compliance checklists and legal reviews to ensure thoroughness and accuracy.

3. Service Inventory and Resource Mapping (4.4.3)

- Develop a detailed inventory of all services provided by each department and division, summarizing the scope and reach of each.
- Map resources (personnel, budget, technology) applied to each service to identify potential gaps, overlaps, or inefficiencies.

4. Compilation and Review of Background Information (4.4.4)

- **Collect and review current organization charts, staff counts, position descriptions, and required competencies.**
- **Gather and analyze major background reports, studies, and recent internal service delivery reviews.**
- **Benchmark departmental service delivery against general industry norms and standards.**

5. Stakeholder Engagement and Structured Questionnaire Development (4.4.5)

- **Collaborate with the Governor's Office and stakeholders to analyze background information and identify patterns and trends in service delivery and organizational structure.**
- **Develop and administer a structured questionnaire to employees and stakeholders, focusing on:**
 - **Strengths and weaknesses**
 - **Interdepartmental relations**
 - **Service quality, cost-saving, and timeliness**
 - **Suggestions for improvement, with prioritization**

6. Project Communication and Timeline Management (4.4.6)

- **Assist the Governor's Office in planning and communicating the project scope, objectives, and timeline to all relevant staff and stakeholders.**
- **Provide regular updates and maintain open channels for feedback and clarification.**

7. Status Updates and Reporting (4.4.7)

- **Schedule and conduct meetings with the Governor's Office as requested to provide status updates, preliminary findings, and interim reports.**

8. Draft and Final Reporting (4.4.8, 4.4.8.1)

- **Prepare a draft final report for each department, including an executive summary, findings, and actionable recommendations.**
- **Ensure the report is comprehensive, clear, balanced, and reader-friendly, with constructive recommendations that address root causes and support continuous improvement.**
- **Maintain confidentiality of the draft report, with publishing rights reserved for the Governor's Office.**

9. Presentation and Communication of Findings (4.4.9)

- **Develop and deliver effective content and presentation materials to communicate findings and recommendations to stakeholders.**

10. Recommendations for Service Delivery Improvement (4.4.10)

- Analyze key trends and patterns in service delivery to identify best practices and opportunities for greater efficiency and cost-effectiveness.
- Propose a continuous improvement framework tailored to departmental needs.

11. Security and Privacy Compliance (4.4.11)

- Ensure all activities, data handling, and reporting comply with current and future security and privacy policies of the Department and the West Virginia Office of Technology (WVOT).
- Regularly review policy updates and integrate them into project protocols.

This action plan ensures a systematic, transparent, and collaborative approach to meeting all mandatory project requirements, with a focus on delivering actionable insights, supporting continuous improvement, and maintaining the highest standards of compliance and confidentiality.

4.5 Qualifications and Experience

How Remedy's Qualifications and Experience Fit This Project

Remedy HealthCare Consulting is uniquely qualified to support this project based on our extensive experience and proven track record in project management, quality improvement, data management, and operational consulting for healthcare and public health organizations. Here's how our qualifications and experience align with the needs of this project:

- **Project Management Expertise:** Remedy has a strong background in providing comprehensive project management services, including personnel and software solutions to manage projects, budgets, and multiple meetings. We utilize Smartsheet for project planning, progress tracking, resource allocation, and real-time reporting, ensuring clarity and transparency for all stakeholders. Our team has managed numerous projects simultaneously, always delivering services within budget and on time.
- **Quality Improvement and Evaluation:** We have a history of excelling in quality improvement projects, working with local and state health departments to assess processes, collect and analyze data, and implement action plans that drive measurable improvements. Our approach is rooted in evidence-based practices and tailored to the unique needs of each client.
- **Data Collection and Dashboard Reporting:** Remedy is highly skilled in streamlining data collection and reporting. We have transitioned organizations from paper-based to electronic systems, developed custom dashboards, and provided actionable insights through real-time data visualization. Our work with the Delaware Department of Health and the Self-Management Program demonstrates our ability to create and maintain robust data systems that support program goals and reporting requirements.
- **Collaborative Relationships:** Remedy excels at building collaborative relationships with local organizations, vendors, and stakeholders. We have a deep understanding of community

resources and have successfully partnered with organizations to improve the quality of life for citizens in various regions, including Nebraska and Delaware.

- **Operational Consulting and Process Optimization:** Our team has extensive experience in operational analysis and process optimization, helping organizations operate more efficiently and adapt to changes, such as staff turnover or shifts to virtual service delivery. We have written policies, procedures, and toolkits to support sustainable improvements.
- **Proven Results and Client Satisfaction:** Remedy's work has consistently resulted in contract renewals and positive client feedback. References from the Delaware Department of Health and the Self-Management Program highlight our expertise, responsiveness, and ability to deliver on commitments. Clients have praised our knowledge, resourcefulness, and the positive impact we have had on their operations and communities.
- **Key Personnel:** Our team includes experienced professionals with backgrounds in clinical practice, project management, data analytics, and technology integration. Sheila Richmeier (President) brings over 20 years of experience in healthcare quality and management, while Brian Richmeier and Kezie Utsler provide expertise in project management, data systems, and Smartsheet implementation.

Recent experiences:

Remedy, a nationally certified Woman Owned Small Business (WOSB), was founded in 2010. We have worked in the community and health care organizations and have also worked with the program evaluation efforts with multiple states. We have a great team of three hardworking professionals with extensive project management, data collection, and clinical evaluation experience.

Being a small business, Remedy has sought and won numerous projects within the last 13 years and most of those contracts have been renewed or led to new projects. This is a testament to our work. Here are some examples of the related experience.

1. Project evaluation and facilitation of Data Enhancement Project for Delaware Cancer Bureau as part of the Delaware Public Health, Review of the Screening for Life (uninsured) Program in data collection and analysis, data collection from 10 different partners, optimizing efficiencies, improving staff competencies, quality improvement and project management overseeing the Cancer program. August 2021 to present.
2. Secondary project with Delaware providers to identify gap areas for breast and cervical cancer screening to include CDC assessment, project planning, data collection and compilation of SFL screening data with their data to improve outreach and navigation of uninsured patients. This helped to optimize provider staff roles.
3. Salt Lake Public Health evaluation - a system assessment of 5 locations evaluating 7 departments within that system. Evaluation of every site or system we work with as an initial step. We use evidence-based tools or create tools to test a concept, theory, or method of performance.
4. Optimize screening services for uninsured in Missouri for Show Me Healthy Women program in areas that have highest number of late-stage cancers, including marginalized patients in Ozark communities. Work with FQHCs and local health departments to improve efficiency and better use of technology.

5. Delaware SMP – Collaborated to set up pre and post surveys (6-week, 3-month, 6-month, 12 month) for attendees with data quality and outcome improvement goals. Follow-up provided on those surveys include analysis and reporting of all measures, progress, and program planning across multiple VA sites at any given time.

Brian Richmeier's experience also highlights the capabilities of project management and driving a large project for the National VHA. With each electronic transformation, an assessment, data collection, processes review, and strategic planning was used.

In summary, Remedy's qualifications and experience directly align with the requirements of this project, ensuring effective project management, data-driven decision-making, operational efficiency, and successful outcomes for all stakeholders.

4.5.2 Mandatory Qualifications

4.5.2.1 Structured methodologies or frameworks for performance optimizations

Sheila and her team have expertise in this area with the following projects:

- Use of PSE change projects. Provided research for the Delaware cancer program related to PSE projects across 12 other states to identify best practices using PSE strategies. Reviewed report with leadership and discussion of plan of action moving forward with PSE.
- Assessments using CDC evaluation for public health in state departments.
- collaborative strategy for their movement forward for engagement.
- CDC evidence-based assessment and interventions for Missouri FQHC to determine nursing staff capabilities and needs for education. Used basic quality improvement processes from IHI or AHRQ such as setting priorities, action planning, engagement, implementation process.
- Multiple years of data collection as a clinical consultant to practice sites including FQHCs, community centers, private practices, health systems and their practices. This included: 1) data collection, 2) technical assistance, 3) development of practice improvement plans to guide the change process, 4) collaboration with state public health to meet CDC reporting and data collection requirements.
- Worked in Maryland with hypertension, diabetes, practice transformation (PCMH), with mostly black population in FQHCs and inner-city sites. Use of evidence-based guidelines and interventions.
- Worked in Nebraska with chronic disease, preventive care and Patient Centered Medical Home principles from NCQA and other professional organizations
- Missouri Community work with local job sites to determine how to improve women's health using all evidence-based guidelines and best practices. After multiple discussions, created a toolkit for Women's Health, pulling together resources they could use to improve the healthcare of their women employees. We targeted several organizations that had a high women presence and some with low income.

4.5.2.2 Existing or potential conflicts of interest that could impair objectivity or independence

no conflicts.

4.5.2.3 Data protection standards and confidentiality – policies

Remedy HealthCare Consulting is committed to maintaining the highest standards of data protection and confidentiality throughout all phases of its projects. The company ensures that all activities, data handling, and reporting strictly comply with current and future security and privacy policies of the client organization and relevant regulatory bodies, such as the West Virginia Office of Technology (WVOT). Remedy regularly reviews policy updates and integrates them into project protocols to guarantee ongoing compliance. Confidentiality is maintained for all sensitive information, including draft reports, with publishing rights reserved for the client, such as the Governor's Office, ensuring that no unauthorized disclosures occur.

Remedy employs secure, evidence-based tools and electronic data collection platforms, such as Smartsheet, to safeguard data quality, consistency, and real-time accessibility. Access to project management dashboards and data is restricted to appropriate team members, and all documentation, including surveys and interviews, is handled with strict confidentiality. The company's approach includes the use of nondisclosure agreements, and there is no history of litigation, investigations, or enforcement actions related to data breaches or unethical conduct. Remedy's structured methodology emphasizes transparency, accountability, and the protection of all client and stakeholder information, fostering trust and compliance with all applicable laws and best practices.

4.5.2.4 Nondisclosure agreement

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

(Printed Name and Title) Sheila Richmeier, President
(Address) 5908 NW 103rd St, Kansas City MO 64154
(Phone Number) / (Fax Number) phone - 913.634.0466
(email address) Sheila@RemedyHC.com

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation/Contract in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation/Contract for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that this bid or offer was made without prior understanding, agreement, or connection with any entity submitting a bid or offer for the same material, supplies, equipment or services; that this bid or offer is in all respects fair and without collusion or fraud; that this Contract is accepted or entered into without any prior understanding, agreement, or connection to any other entity that could be considered a violation of law; that I am authorized by the Vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on Vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law; and that pursuant to W. Va. Code 5A-3-63, the entity entering into this contract is prohibited from engaging in a boycott against Israel.

Remedy HealthCare Consulting LLC

(Company) Sheila Richmeier
(Signature of Authorized Representative) Sheila Richmeier, President
(Printed Name and Title of Authorized Representative) (Date) _____
phone - 913.634.0466
(Phone Number) (Fax Number) _____
sheila@remedyhc.com
(Email Address) _____

REQUEST FOR PROPOSAL
OFFICE OF THE GOVERNOR—PERFORMANCE EVALUATION AUDIT
CRFP GOV2500000

Proposal 1: Step 1 – \$1,000,000 / \$1,000,000 = Cost Score Percentage of 1 (100%)
Step 2 – 1 X 30 = Total Cost Score of 30

Proposal 2: Step 1 – \$1,000,000 / \$1,100,000 = Cost Score Percentage of 0.909091 (90.9091%)
Step 2 – 0.909091 X 30 = Total Cost Score of 27.27273

6.8. Availability of Information: Proposal submissions become public and are available for review immediately after opening pursuant to West Virginia Code §5A-3-11(h). All other information associated with the RFP, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded pursuant to West Virginia Code of State Rules §148-1-6.3.d.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Remedy HealthCare Consulting LLC

(Company)

Sheila Richmeier, President

(Representative Name, Title)

phone 913.634.0466

(Contact Phone/Fax Number)

7.21.25

(Date)

Revised 07/01/2021

4.5.2.5 Any history of litigation, investigations, fines, or enforcement actions related to fraud, unethical conduct, or failed performance within the past 7 years.

Nothing to report.

Addendum

Letters of recommendation



Jennifer Wilson, Salt Lake County Mayor
Kelly Colopy, Human Services Director
Angela C. Dunn, MD, MPH, Executive Director

Salt Lake County Health Department
2001 South State Street S2-600
Salt Lake City, UT 84114-4575
385-468-4100

1/7/24

Remedy HealthCare Consulting
PO Box 901445
Kansas City MO 64190-1445

To Whom It May Concern,

I am writing to highly recommend Remedy HealthCare Consulting. Their expertise and experience perfectly align with the benchmarks outlined in the request for proposal, consistently demonstrating a commitment to delivering cost-effective evaluations without compromising on quality.

Remedy's approach to evaluation is thorough and comprehensive, utilizing both quantitative and qualitative data to generate actionable insights. Their meticulous methods ensure a detailed assessment that provides invaluable guidance for improvement.

Moreover, Remedy prioritizes stakeholder engagement, conducting client, staff, and community surveys, as well as on-site observations, to gather diverse perspectives. This inclusive approach fosters transparency and accountability, ensuring that all relevant voices are heard throughout the evaluation process.

In summary, Remedy is exceptionally well-suited to conduct a clinical operations evaluation, possessing the expertise, professionalism, and dedication necessary to meet our objectives. I wholeheartedly endorse them and am confident they will deliver exceptional results.

Please do not hesitate to contact me if you require any further information or assistance.

Sincerely,

Angela C. Dunn, MD MPH
Executive Director





DEPARTMENT OF VETERANS AFFAIRS
Veterans Health Administration
810 Vermont Avenue, NW
Washington, DC 20420

April 24, 2024

Re: Brian Richmeier, Oracle Health Client Executive. Letter of Recommendation

I am writing to highly recommend Brian Richmeier for his outstanding performance in launching the \$10 billion EHR modernization effort for the Department of Veterans Affairs (VA). Brian was instrumental in leading the deployment of a modern electronic medical record system for the entire VA, serving over 9 million Veterans and 1800 points of service.

Throughout the project, Brian displayed exceptional skills in program management, budgeting, government deliverables, and client relationships with the VA. His attention to detail, strategic planning, and ability to navigate complex government processes were key factors in the success of the project.

Not only did Brian excel in his role as a project leader, but he also demonstrated a strong ability to communicate effectively with VA clients at Central Office headquarters in Washington DC and in the field at various locations throughout the country. His hands-on approach to client interaction and commitment to ensuring the success of the EHR modernization effort were truly commendable.

I have no doubt that Brian's expertise, dedication, and drive to deliver results will continue to make a significant impact in any project or organization he is a part of. It is with great pleasure that I provide this letter of reference, and I am confident that Brian will continue to achieve great success in his future endeavors.

Please do not hesitate to contact me if you require any further information or clarification regarding Brian's outstanding performance.

Sincerely,

RODNEY LASTER

Digitally signed by RODNEY LASTER
Date: 2024.04.24 11:35:22 -04'00'

Rodney J. Laster, MHA, FACHE, CPHIMS
Senior Advisor, VHA Electronic Health Record Modernization
VHA Office of Health Informatics
Department of Veterans Affairs
811 Vermont, Third Floor, Room 341
Washington DC 20571
202-603-8014



July 21, 2023

To Whom it May Concern:

I am pleased to write a letter of recommendation for Remedy HealthCare Consulting. Remedy was granted a request for proposal (RFP) for the Minnesota Department of Human Services – Mobile Crisis policy team dating back to 2018 for a five-year contract. The services rendered were on target and their contract was extended one addition year.

Remedy has been an asset to our Mobile Crisis teams and communities across the state of Minnesota. They worked in collaboration with multiple stakeholders, coordinated & organized Statewide Mobile Crisis Provider meetings, along with training events throughout the years. Internal, collaborative, meetings were held to ensure alignment. I would also like to recognize the team members who have expertise in various areas and all work well together.

Remedy has satisfied all deliverables that were described in their workplan, as well as following the budget set forth. They have coordinated the training logistics, for the Mobile Crisis teams, of 40+ meetings/trainings, secured venues, videographers, from refreshments to meals, coordinated the registration and any needed troubleshooting when technical issues arose in virtual trainings.

Julie Pearson

Julie Pearson, MSW, LISW
Manager | CCBHC & Special Projects Unit
Behavioral Health Division
Behavioral Health, Housing, and Deaf & Hard of Hearing Services Administration
Minnesota Department of Human Services



Missouri Department of Health and Senior Services

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Paula F. Nickelson
Acting Director

Michael L. Parson
Governor

01/10/2023

To Whom it May Concern

The Missouri Department of Health and Senior Services, Bureau of Cancer and Chronic Disease houses the Show Me Healthy Women Program (SMHW) which provides breast and cervical cancer screening for low income women between the ages of 35-64 years of age. The SMHW Program is pleased to provide a letter of reference for Remedy Inc., as the contractor for facilitating and optimizing health care and operational processes at the clinic level for improving breast and cervical cancer screening rates.

The SMHW program works under the direction of the Centers for Disease Control (CDC) and is tasked with encouraging providers to validate reported data and implement multicomponent evidence-based interventions to achieve breast and cervical cancer screening. Ms. Richmeier clearly understands the need for improving the process of providing health screening and importance of reporting of accurate clinical quality measures. Reporting accurate measures is incumbent on health care providers and can often be tied to federal funding or accreditation, not to mention patient satisfaction and cost effectiveness.

Ms. Richmeier engages the administration, physician members and staff in assessing current activities and operational processes within the clinic while questioning and guiding them on methods to achieve best practice within the individual clinic work flow. She understands patient-centered care can be best achieved with individual risk assessment and follow up of client needs and that these efforts must start before the client visit and continue after the client leaves.

She is knowledgeable about electronic health records and the individual screens which require documentation to carry clinical information into the database for reporting purposes.

Thank you for providing the opportunity to provide a reference for Remedy, Inc. If you have questions, please contact me at 573-522-2805

Sincerely,

Paula Fox

Program Manager
Show Me Healthy Women Program
Missouri Department of Health and Senior Services
P.O. Box 570, Jefferson City, MO 65102-0570
paula.fox@health.mo.gov

PROMOTING HEALTH AND SAFETY

The Missouri Department of Health and Senior Services' vision is optimal health and safety for all Missourians, in all communities, for life.

ATTACHMENT A: REFERENCE FORM

Responder/Company Name: Delaware Department of Health and Social Services

Contact Name: Shebra K. Hall, MPA, Chief, Bureau of Chronic Disease, Division of Public Health

Address: 540 S DuPont Highway, Dover, DE 19901

Email: shebra.hall@delaware.gov

Phone Number: 302-744-1020

1. Description of project(s):

Remedy was initially awarded a contract to do an assessment on the Delaware Self-Management Program and provided an assessment with CDC self-evaluation framework. After the assessment, the report established that efficiencies were needed to move from paper to electronic format. Remedy transitioned SMP to move from paper to electronic format for registration, reporting, workshop attendance, and outcome tracking. They created a toolkit for leaders and wrote all policies and procedures for use in the project. They now monitor and maintain data. They are integral to our data collection, use of electronic methods transformation, and procedure writing.

Remedy's actions have had an impact on the community of leaders and of those participants with chronic disease, diabetes, cancer, and pain.

2. Dates of Engagement: November 2019 to present

3. Were the project(s) completed on budget? If not, please explain.

The initial assessment was completed on budget and led to further contracts. SMP has had personnel changes which provided Remedy the opportunity to support additional tasks that were not originally considered. They have been great at tracking any scope exceptions to allow us to make decisions on if we want to add to the contract or not.

4. Were the project(s) complete on time? If not, please explain.

Yes, all tasks have been completed on time.

5. What went well with the project(s)?

Remedy is an expert at surveying, operational analysis and operational efficiencies. They have helped us to operate more efficiently than we previously did and allow us to function well despite some key resource turnover. We have data at our fingertips in dashboard and report format with Smartsheet enabled. Remedy has always stepped up to help us as needed.

6. What could have gone better with the project(s)?

We continuously look for ways to be self-sufficient and to not rely on 3rd party vendors for operational work. This is not a fault of Remedy as they have been good stewards of trying to be very watchful of any hours they use and allow us to make decisions on if we want to increase scope and the impact of doing so.

Resumes

Sheila M. Richmeier, MS, RN, BC, FACMPE, CPHQ

Mobile 913-634-0466
Sheila@RemedyHC.com

Education and licensure:

- Master of Science in Nursing Administration from University of Kansas School of Nursing, graduated December 2002.
- B.S.N. from Fort Hays State University, graduated Magna Cum Laude. Member of Phi Kappa Phi and Nursing Honor Society, graduated December 1989.
- Licensure as a registered nurse by the Kansas and Missouri.

Professional experience:

- **Founder and President** Feb 2011 - present
Remedy Healthcare Consulting
National consulting company working with medical practices including, Clinical transformation and efficiencies, practice management, different care models including patient centered medical home, practice re-design, metrics maximization. eLearning content for medical office staff developed from 2013-present.
- **Director of Clinical Transformation** March 2010 – Feb 2011
TransformMED
Business development, project planning and scope, and resource allocation of new projects. Responsible for design and training of new facilitators and project managers. Oversight of project deliverables. Direct facilitation of practices.
- **Practice Enhancement Facilitator** Dec. 2008 to March 2010
TransformMED
National consulting position assisting primary care practices on Transforming to a patient centered medical home. www.transformMED.com
- **Practice Administrator** Oct. 2005 to Nov 2008
The Surgical Group of Kansas City
5 general surgeons
Management of all operations, human resource, financial, business office, clinical. Provided extensive improvement in all aspects of practice including physician involvement in practice operations, collections, billing, reporting, and procedure development.
- **Dual role, Practice Administrator, Consultant** April 2001 – Dec. 2004
Director of Education and Consulting Nov. 2003 – Dec. 2004
Medical Service Corporation, division of Kimco,
Wichita, Kansas City, Topeka offices
 1. Education for physician offices, physicians, residents. Frequent educational programs given across states. Responsible for coordination and presentations. Presentations included practice management, billing, leadership, clinical and business operations.
 2. Consulting for physician offices, including rural health clinics – clinical and operational focus for medical practices throughout Kansas. Provided extensive support for management including teaching and development of leadership abilities.
 3. Practice administrator - 4 physicians and 6 physician rural health family practice. Provided practice management at two different sites. Extensive restructuring and improvement at both sites. Worked extensively on developing mid-level management, billing, administrative & clinical.

Professional accomplishments:

- Fellow Medical Practice Executive from the American College of Medical Practice Executives, Medical Group Management Association.
- Board Certified by American Nurses Credentialing Center in Community Health.

- Book published August 2009, MGMA, *Leading the Clinical Team: A Comprehensive Guide to Optimizing Productivity and Quality*.
- Book published March 2010, MGMA, *The New Healthcare Supervisor's Guide: The Secrets to Success*.
- Authored *Fast Facts: Medical Office Nursing* published with Springer Publishing, June 2010.
- Co-author on a series of transformation workbooks – Access, Care Management, Care Coordination, published by TransforMED and MGMA in 2009-2010
- Author of various sections of the American Academy of Family Physicians Residency to Reality Project, 2009-2010.
- Authored Chapter 4 Management of Nursing Services, in *Physician Practice Management – Essential Operational and Financial Knowledge*, published by Jones & Bartlett Learning, May 2012.
- Certified Professional in Healthcare Quality by the National Association of Healthcare Quality, September 2022.

Brian Richmeier

Mobile 816-500-0794 Brian@RemdyHC.com

Professional Summary

Experienced Executive in the information technology and services industry who builds strong and lasting relationships with clients, associates, and direct reports is seeking a new challenge.

- Leader at one of Kansas City's largest employers and the leading HealthCare IT company in the world.
- Increasing responsibilities and management advancement over last 19 years
- Skilled in Solution Delivery, Cerner technology, Project Management, IT Consulting, and Physician/hospital leadership & functioning.
- Cerner Executive for 8 years on small clients and large, strategic thinker and problem solver, with strong people and project management skills who finds ways to innovate and get things done.

Work History

Independent consultant– August to present

Consultant, Healthcare operations and event management

- Assists in operational planning and development
- Provides leadership in data collection and analysis
- Manages multiple projects timely and effectively
- Oversees event management through planning and operations

Cerner Corporation - June 2003 to present

Director, Engagement Executive, August 2017-Present

Cerner Corporation, United States Veteran's Affairs Program

National Program - implement Cerner EHR across country to all VA sites nationwide (over 1700 sites)

- Responsible for Cerner Deployment Workstream of VA Program representing all Cerner consulting staff
- Developed contractual documents for VA program as subject matter expert for deployment.
- Project execution and management for National EHR Standard design and build to use across the country including Pacific Northwest Pilot sites
- Responsibility for recruitment, hiring, and management of Engagement Executive and Engagement Owner teams managing project nationally and regionally
- Creation of national timeline and methodology for VA Program
- Executive relationships with VA National Program Office for deployment, functional, and technical execution
- Task order owner for all Current State Review work for VA, responsible for delivery and financials over \$50M portfolio.

Director, Consulting Services, March 2014 – August 2017

- Client-facing executive oversight for complex client implementations and integration into CommunityWorks ASP (cloud) model.
- Executive with span of responsibility of over 100 associates

- Developed consulting services including offerings, cost, management and resourcing for current client base to include:
 - Agile delivery team (quick builds)
 - Regulatory
 - Optimization
 - Consulting Executive Engagements
- Executive responsibility for CommunityWorks Operations team
 - Vision and direction for:
 - Reporting strategy and execution
 - Solution and Technical Roadmap
 - Technical Operations Team
 - Interfaces and Core
- Executive liaison for hosting, technology delivery, and application management organizations within Cerner

Manager/Sr. Manager, CommunityWorks, December 2010 – March 2014

- Management over Technical Engagement Leader, Integration Architect, Core, Clinical Reporting, and Strategist teams in CommunityWorks.
- Leadership oversight for implementation projects in CommunityWorks, focused on Critical Access and Community Hospitals in a multi-tenant domain.
- Development of solution and technical strategy and roadmap for the organization

Integration Architect/Engagement Leader, July 2006 – December 2010

- Project management for various client implementations including:
 - Critical Access and Community Hospital implementing all of Cerner’s solutions within 9 months.
 - Physician Order Entry project with long-term Cerner client
 - 5 Hospital Network on East Coast of US

Engagement Controller, June 2005 – June 2006

- Project management support for various client implementations including:
 - Project event planning and execution
 - Project number and financial management and approval
 - Management of internal project team.

Scheduling Delivery Consultant/Solution Architect, June 2003 – June 2005

- Implementation of Cerner scheduling solution
 - Software configuration, design, and build
 - Client presentations, education, and training

Education:
 Bachelor of Science, Business Administration 1999-2003
 University of Kansas

Keziah Utsler
Kezie@RemedyHC.com • (302) 540-9691 • [LinkedIn](#)

EDUCATION:
 December 2010, B.S. Animal and Poultry Sciences, Virginia Tech, Blacksburg, VA.
 Professional Certificate in Event Management, George Washington University, December 2019

PROFESSIONAL DEVELOPMENT:

- Site Selection, Hotel Operations and Suppliers, University of South Florida Meeting & Event Planning Certificate Program, July 2014

- Contracts, Vendors and Negotiations, University of South Florida Meeting & Event Planning Certificate Program, August 2014
- Reopening & the Event Landscape on the Other Side of Covid-19, GWU, Aug 2020
- Be A Zoom Host, GWU, Aug 2020

TECHNICAL SKILLS:

- Developed and maintained company-wide tracking system via SmartSheet allowing accountability of workflows & reducing man-hours.
- Use of iSpring Suite and iSpring Learn to create and manage online training modules.
- Drafting of formal memos and letters in Word that would be sent to State of Maryland Department of Health and Mental Hygiene
- Creation and management of Excel spreadsheets for budgets and data collection/reporting
- Creation of Power Point presentations
- Using Outlook to perform complex scheduling for meetings that include external invitees.
- Drafting of emails with program content
- Comfortable with all online survey instruments and social media platforms

PROFESSIONAL EXPERIENCE:

Account Manager, CCS, August 2020 - Current

Program Manager, Remedy HealthCare Consulting, January 2014 – Current

- Provide implementation training for onboarding HUBs in the community health record.
- Create online training modules using iSpring Suite.
- Manage iSpring, Learn Press and Docebo Learning Management Systems
- Maintain and Track Continuing Education program through registration, payment, sign-in sheets, certificates, evaluations, and reporting.
- Create and distribute Team Tips Newsletter bi-monthly for practice education.
- Plan and coordinate events such as large collaborative meetings, conference calls, webinars and other meetings and events for provider and medical office staff education
- Coordinate setup of events, vendor negotiations, and prepare event materials.
- Responsible for sending of invitations and management of attendee lists.
- Manage event expenses within budget targets using excel spreadsheets.
- Assist clients of CareTeam eSolutions and eLearning in set up, problem solving and reporting.
- Provide orientation training for supervisors/staff for online modules.
- Run weekly reports and provide progress information while practices are completing modules.
- Manage team collaboration and company-wide tracking system via SmartSheet.
- Contact liaison for potential sales.
- Create custom designed web-based video presentations to be housed within an LMS.

Program Management Specialist, University of Maryland, School of Medicine, Baltimore, MD, February 2013 – May 2014

- Main contact person, through phone and email, for 52 practices and 5 grants and maintain program website and contact distribution lists resulting in client maintenance that funded the Maryland Learning Collaborative (MLC)
- Manage calendar for the MLC and the Director of MLC

- Collect, summarize, and graph evaluations after all events or educational sessions and create products for delivery that allow leadership to use graphed evaluations for program review and continuation decisions.
- Establish effective communication channels by liaising between the program and public officials within and outside the institution resulting in an increase of grant contracts.
- Coordinate with campus Continuing Medical Education department to assure CME credits for physician attendees for all programs.
- Assist in managing outcomes for five State of Maryland grants and contracts.
- Plan and coordinate events such as: 3 large collaborative meetings, 2 workforce trainings, 3 steering committee meetings, conference calls webinars and other meetings and events
- Collaborate with work team to finalize agenda and speaker lineups including securing of speaker bios and session descriptions.
- Coordinate setup of events, presentation preparation with PowerPoint and on-site management
- Prepare event materials, including layout, content, and printing.
- Responsible for sending of invitations and management of attendee lists.
- Manage event expenses within budget targets using excel spreadsheets.
- Recruit and coordinate exhibitors for events

Event Planning, Independent Contracting, 2012 – May 2014

- Plan and coordinate events such as: weddings, bridal showers, inaugural event for large orthopedic practice merger, specialty equine camps and other specialty events
- Work directly with selected hotel coordinators, caterers, and vendors.
- Responsible for securing selected venue, floor layout, hotel bookings, audio visual selection and hiring.
- Coordinate event budget, including venue rate negotiation and billing.
- Coordination of registration numbers so to optimize seating and capacity.
- Coordinate all communication with event attendees prior to and after
- Develop trusted relationships with selected vendors to guarantee payment and performance.

Inspector, Maryland Department of Agriculture, Annapolis, July 2011 – February 2013

- Independently manage a territory of eight counties, including 288 horse farms and 185 veterinary hospitals within the state of Maryland
- Carry out routine, unannounced, inspections for the Maryland Horse Industry Board (MHIB) and the State Board of Veterinary Medical Examiners (SBVME) and advise licensees on ways to improve horse farms and/or veterinary hospitals.
- Manage calendar and scheduling for program agendas.
- Create monthly reports on inspections to be presented at meetings to the MHIB and the SBVME and develop spreadsheets and data sheets for reports in excel.
- Review charging documents and letters sent to veterinarians and work with Attorney General's office in cases that require disciplinary action.
- Act as key liaison with state agency and with external organizations
- Work with Oracle database and other program data sources to create and distribute information.

- **Strategic Planning and solutions; seek out horse farms and veterinary practices that are not licensed and bring them into compliance resulting in the highest number of licensed facilities for 2013.**
- **Investigate complaints against licensed horse farms and work with rescue agencies and animal control when necessary.**
- **Set up and run booths for the MHIB and act as spokesperson for the MHIB at events by speaking to attendees and answering questions.**
- **Participate as a key member of Marketing Committee of the MHIB that included event planning and promotion strategy**

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP GOV28*001

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:
(Check the box next to each addendum received)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Remedy Health care Consulting
Company

Shula Akum
Authorized Signature

7/22/25
Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.
Revised 6/8/2012



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