

Pharmacy Consulting and Process Improvement Recommendations

Arizona Health Care Cost Containment System (AHCCCS)

May 12, 2026

Provided To:
Arizona Health Care Cost Containment System
(AHCCCS)
Tiffanie Blanco, Purchasing Manager
Procurement Officer (via email):
procurement@azahcccs.gov

Provided By:
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This proposal does not constitute a contract to perform services and cannot be used to award a unilateral agreement. Any engagement arising out of this proposal will be subject to negotiation of a mutually satisfactory engagement contract.

Cover Letter

May 12, 2026

Tiffanie Blanco, Purchasing Manager
Arizona Health Care Cost Containment System (AHCCCS)
Email: procurement@azahcccs.gov

Subject: Task Order YH26-0094 | Pharmacy Consulting and Process Improvement Recommendations

Dear Ms. Blanco:

Guidehouse Inc. (Guidehouse) is pleased to submit this Task Order Response to support the Arizona Health Care Cost Containment System (AHCCCS) for Solicitation #YH26-0094, Pharmacy Consulting and Process Improvement Recommendations. As requested, we are providing a Technical Proposal and a Price Proposal.

Guidehouse is a global professional services firm delivering advisory, technology, and managed services to the commercial and government sectors. Guidehouse drives efficiency and resilience in the healthcare, financial services, energy, infrastructure, and national security markets. Built to help clients across industries outwit complexity, the firm brings together approximately 18,000 professionals to achieve lasting impact and shape a meaningful future.

Guidehouse offers AHCCCS a high-value, low-risk partner with the people, tools, and public-sector experience to deliver a stakeholder-informed assessment and practical recommendations that improve transparency, consistency, and efficiency.

- **Outcome-focused approach:** We will apply Lean Six Sigma tools (e.g., structured stakeholder engagement, process mapping, and prioritization methods) alongside a CX lens to translate stakeholder input into clear findings and implementation-ready recommendations.
- **Credible stakeholder engagement and synthesis:** Our team has delivered large-scale stakeholder engagement and service design efforts for Washington Employment Security Department and customer-centric modernization work for California Employment Development Department, bringing proven methods to capture themes, identify barriers, and highlight areas of consensus and divergence across stakeholder groups.
- **Proven public-sector process improvement delivery:** We have successfully executed operational and process improvement engagements for Housing Authority of the City of Los Angeles and the City of San Jose, enabling clients to streamline processes, reduce friction, and improve the experience for the people they serve.

Guidehouse appreciates the opportunity to be considered for this important project. If you have questions or would like to discuss our proposal, please contact Collin Lopes at 916-549-7393 or clopes@guidehouse.com.

Sincerely,



Collin Lopes, Partner and Authorized Representative

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List of Acronyms

Acronym	Definition
AHCCCS	Arizona Health Care Cost Containment System
CDC	Centers for Disease Control and Prevention
CX	Customer experience
DMAIC	Define, Measure, Analyze, Improve, Control
FDA	U.S. Food and Drug Administration
LSS	Lean Six Sigma
P&T	Pharmacy & Therapeutics
VOB	Voice of the Business
VOC	Voice of the Customer
KPI	Key performance indicator
HHS	U.S. Department of Health and Human Services
NIH	National Institutes of Health
NTE	Not-to-exceed
PMP	Project Management Professional
ITIL	Information Technology Infrastructure Library
BPR	Business process reengineering
ICMS	Integrated Claims Management System
MBB	Master Black Belt
BB	Black Belt
BCPS	Board Certified Pharmacotherapy Specialist
WA ESD	Washington Employment Security Department
EDD	Employment Development Department
HACLA	Housing Authority of the City of Los Angeles
OHA	Oregon Health Authority
ONE	Oregon Medicaid Eligibility
MMIS	Medicaid Management Information System
SAFe	Scaled Agile Framework
HUD	U.S. Department of Housing and Urban Development
OCFO	Office of the Chief Financial Officer
RPA	Robotic process automation
SBA	Small Business Administration
UI	Unemployment Insurance
DI	Disability Insurance
PFL	Paid Family Leave
EIT	Essential Impact Team
WDWS	Wyoming Department of Workforce Services
CDPH	California Department of Public Health

Executive Summary

1.0 Executive Summary

AHCCCS's Pharmacy & Therapeutics (P&T) process sits at the intersection of clinical evidence, policy, and public trust. We understand that AHCCCS must enable timely, high-quality decisions while also addressing stakeholder concerns about transparency, accessibility, and consistent communication, particularly in an environment where perceptions of fairness, disclosure, and conflicts of interest can quickly erode confidence in outcomes. AHCCCS needs an objective partner who can create a neutral forum for stakeholder input, translate that input into a clear current-state picture, and deliver practical, defensible recommendations that improve how the P&T process is understood and experienced by all parties.

Guidehouse will solve this by combining Lean Six Sigma (LSS) discipline with customer experience (CX) methods to create a transparent, traceable path from “what we heard” to “what we recommend.” At a high level, we will (1) design and facilitate 2–4 structured stakeholder sessions, including at least one public-facing listening session; (2) synthesize stakeholder and public comment input into a segmented Stakeholder Feedback Summary that clearly distinguishes consensus and divergence; (3) provide concise monthly progress reporting that supports “no surprises” delivery; (4) document and validate the current-state P&T process and compare it to national best practices to develop short- and long-term recommendations; and (5) deliver an implementation-ready Final Recommendations Report that prioritizes actions, clarifies dependencies and risks, and supports AHCCCS transparency goals through a draft public-facing summary brief.

To help AHCCCS deliver a more transparent, consistent, and trusted P&T process, Guidehouse offers the following strengths:

- **Neutral, defensible recommendations:** We bring proven methods to document current state, compare to best practices, and produce recommendations that are clearly supported by evidence and stakeholder input.
- **Credible stakeholder engagement at scale:** We have led public-facing and multi-stakeholder engagements that translate diverse perspectives into clear themes and decision-ready insights.
- **LSS-enabled, CX-centered execution:** Our integrated approach reduces ambiguity, creates traceability, and focuses improvements on transparency, accessibility, and communication—without losing operational practicality.
- **Right expertise, right roles:** AHCCCS will have hands-on leadership from experienced public-sector transformation and process improvement practitioners, supported by dedicated pharmacy subject matter expertise.
- **High-value, low-risk delivery:** We bring strong project governance, clear reporting, and a track record of turning assessments into implementable roadmaps that agencies can execute and sustain.

Methodology and Approach

2.0 Methodology and Approach

2.1 Proposed Methodology to Fulfill Requirements

Guidehouse will apply Lean Six Sigma (LSS) tools and a customer experience (CX) lens to review AHCCCS's current P&T process, analyze public and stakeholder feedback, benchmark against national best practices, and develop practical recommendations to improve transparency, accessibility, and consistency. LSS provides a structured approach to document current-state processes, validate issues, and prioritize improvements, while CX ensures stakeholder perspectives are captured and translated into clear, actionable recommendations.

Lean Six Sigma

We have successfully implemented LSS tools across California, Michigan, and Health and Human Services (HHS) – National Institutes of Health (NIH), Center for Disease Control (CDC), and U.S. Food and Drug Administration (FDA). LSS methodologies are helpful additions and perspectives to employ, but are different and can be applied depending on need. These two techniques and their tools are:

Lean is an approach used to identify and reduce non-value-added activities, unnecessary handoffs, delays, and rework in a process. For this engagement, Lean tools will help Guidehouse document the current P&T process, identify pain points and inefficiencies, and focus improvement opportunities on areas that affect transparency, accessibility, consistency, and timeliness.

Six Sigma is a structured, data-informed methodology used to reduce variation, improve consistency, and strengthen decision-making. For this engagement, Six Sigma tools will support issue validation, root-cause analysis, and prioritization of recommendations so AHCCCS receives clear, defensible, and implementation-ready guidance.

Together, Lean Six Sigma eliminates waste and reduces variation in processes to make them more efficient, repeatable and reproducible.

Our approach to process improvement encompasses Lean Six Sigma's five phases: Define, Measure, Analyze, Improve and Control (DMAIC). Each phase of the process improvement approach, while distinct, builds on one another (Error! Reference source not found.).

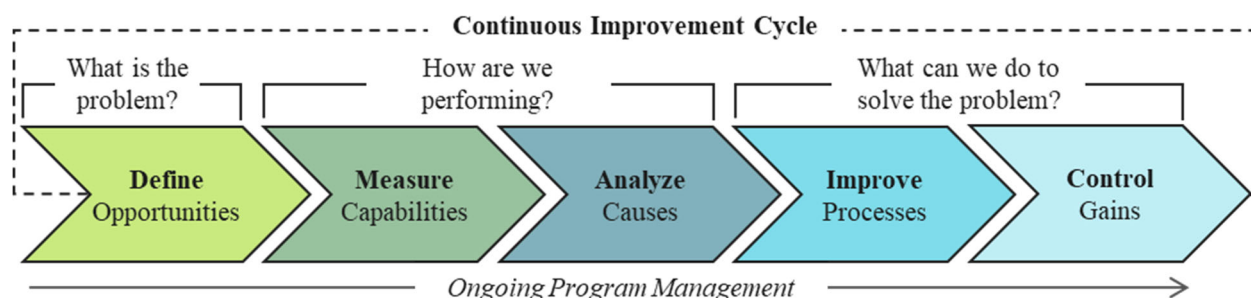


Figure 1. Business Process Improvement Methodology

Customer Experience

Guidehouse uses a human-centered CX methodology to understand how different customer and stakeholder groups experience services end-to-end, including where they encounter confusion, friction, delays, or inconsistent information. We combine structured listening (interviews, working sessions, and facilitated forums) with journey-based analysis to map key touchpoints, expectations, and moments that matter. This approach helps clients move beyond individual anecdotes to a shared, evidence-informed view of what is working, what is not, and why, especially in areas tied to accessibility, transparency, and communication.

We apply CX tools in a way that directly supports AHCCCS deliverables: we segment findings by stakeholder type; synthesize input into clear themes, barriers, and opportunities; and validate emerging insights with stakeholders to confirm accuracy and reduce bias. CX synthesis is then paired with LSS tools, such as Voice of the Business/Voice of the Customer, issue prioritization, and process mapping, to translate the voice of stakeholders into measurable requirements, pinpoint where the P&T process breaks down, and prioritize improvements that are both impactful and feasible. The result is a transparent, repeatable path from engagement to analysis to recommendations.

2.1.1 Stakeholder Engagement & Facilitation (5.1)

Guidehouse will design and facilitate a structured stakeholder engagement program that meets AHCCCS requirements while generating decision-quality input that can be traced to themes, process findings, and recommendations. Our engagement approach blends Lean Six Sigma (LSS) Voice of the Business/Voice of the Customer (VOB/VOC) methods with proven CX techniques refined through similar engagements, including our Washington Employment Security Department (WA ESD) customer journey mapping work. This enables AHCCCS to hear directly from stakeholders, understand where experiences diverge across stakeholder types, and translate stakeholder voice into measurable requirements, prioritized issues, and actionable improvements.

To ensure engagement is inclusive, efficient, and aligned to AHCCCS objectives, we will begin by confirming the engagement purpose, target stakeholder groups, and the specific decisions AHCCCS needs to inform (e.g., transparency expectations, communication needs, and considerations tied to disclosures and conflicts of interest). We will then develop a light-weight engagement plan that defines audiences, engagement formats, session objectives, and facilitation protocols. Consistent with our approach on WA ESD and other public-sector CX efforts, we will use tailored scripts and facilitation guides by audience type (e.g., internal staff/SMEs; members and advocates; providers; health plans; manufacturers; and other interested parties), ensuring each session captures comparable information while allowing room for nuance.

Engagement Design and Planning (Prepare). Guidehouse will prepare a repeatable engagement toolkit to support consistent facilitation and documentation across stakeholder groups. At minimum, this will include meeting agendas, facilitation guides, and documentation templates

Our Experience – VOC/VOB

Our team worked with the Housing Authority of the City of Los Angeles (HACLA) to conduct a business process improvement (BPI) assessment for programs within their Section 8 Department. We conducted Voice of the Business and Voice of the Customer interviews to understand what they are looking for, key pain points, and critical customer and business requirements. We documented the current state for six (6) Section 8 programs in great detail and began value-add analysis for each process map. Through this process we can identify areas of waste and quick win opportunities.

aligned to VOB/VOC and CX best practices. Where appropriate, we will also develop outreach and session how-to guidance (e.g., format, length, technology needs, and pre-read materials) so AHCCCS and Guidehouse can efficiently coordinate scheduling and participation.

Engagement Execution (Engage). Guidehouse will facilitate and/or host 2-4 stakeholder meetings with a mix of internal and external stakeholders, including at least one public-facing listening session or virtual forum to support transparency. Engagement activities will be designed to surface: (1) stakeholder needs and expectations; (2) pain points, barriers, and points of confusion; (3) perceptions of transparency and communication effectiveness; (4) areas where experiences vary across stakeholder types; and (5) improvement ideas and success measures. Depending on stakeholder availability and AHCCCS preferences, sessions may include 1:1 or small-group interviews, facilitated working sessions, and listening sessions designed to capture broad external input in a structured format.

Informed by methods we applied on WA ESD and other CX engagements, Guidehouse will use facilitation techniques that encourage balanced participation and minimize bias (e.g., structured question sequences, time-boxed input, anonymous capture options where appropriate, and clear ground rules). Where the engagement involves external participants, we will coordinate with AHCCCS on practical steps to support participation (e.g., selecting accessible meeting times, using virtual options to reduce barriers, and ensuring stakeholders understand the purpose and how input will be used).

Table 1. Voice of the Customer/Voice of the Business Template

Stakeholder/Customer	VOC/VOB	Key Customer Issue	CCR
<i>Name or Organization</i>	<i>What does the customer want from us?</i>	<i>What issue(s) are preventing us from satisfying our customers?</i>	<i>Key issue(s) translated into specific and measurable requirements.</i>

Documentation, Synthesis, and Validation (Document). For each engagement session, Guidehouse will produce documentation that captures key discussion points, questions raised, and themes without attributing sensitive statements to individuals. We will also conduct periodic playback checkpoints with AHCCCS to validate that we have correctly captured stakeholder intent and to confirm whether emerging themes should be explored further in subsequent sessions. These checkpoints help ensure feedback is accurately represented and ready to be synthesized into the stakeholder feedback summary and subsequent recommendations.

Stakeholder Map and Coverage (Ensure Representation). Guidehouse will provide and maintain a stakeholder map identifying engaged groups and gaps. The map will track stakeholder categories engaged (e.g., members, member advocates, patient advocates, health plans, prescribing providers, manufacturers, PBMs, pharmacy associations, and other interested parties) and highlight any gaps or underrepresented groups. This tool supports transparency in engagement coverage and helps AHCCCS ensure all stakeholder groups have the opportunity to contribute, consistent with the RFP.

Table 2. Stakeholder Analysis Template

Impact/Influence Area – Stakeholder		Project Impact on Stakeholder	Stakeholder Level of Influence on Success of Project	Stakeholder Score (Impact x Influence)	Action Plan
<i>Stakeholder Name</i>	<i>Function/Position</i>	<i>H=3, M=2, L=1</i>	<i>H=3, M=2, L=1</i>		

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Accessibility and Transparency Considerations (Support Equitable Participation). Guidehouse will apply a barrier-focused CX lens to engagement logistics and session design to support participation across stakeholder types, including those with accessibility needs or limited ability to engage during standard business hours. Where appropriate and in coordination with AHCCCS, we can incorporate practical participation supports such as clear/plain-language invitations and session instructions and accessible virtual meeting options. We will also ensure the public-facing listening session/virtual forum is structured to produce usable input (e.g., clear prompts, guided feedback capture, and an approach to summarizing feedback consistently and respectfully).

- Facilitate and/or host 2-4 stakeholder meetings (internal/external mix), including preparation of agenda, facilitation, and documentation.
- Host at least one public-facing listening session or virtual forum to support transparency.
- Use structured VOB/VOC and CX discussion guides to capture stakeholder needs, pain points, barriers, and improvement ideas.
- Maintain and update a stakeholder map identifying engaged groups and gaps to support balanced representation.
- Conduct validation/playback checkpoints with AHCCCS to confirm accuracy and guide follow-up engagement needs.

2.1.2 Stakeholder Feedback Summary (5.2)

Guidehouse will deliver a consolidated written Stakeholder Feedback Summary that meets AHCCCS requirements and provides a clear, evidence-informed view of what we heard, from whom, and what it means for the P&T process. Building on the engagement activities described in Section 3.1.1, we will synthesize stakeholder input using proven CX research and analysis methods to identify key themes, articulate barriers and opportunities, and highlight where perspectives converge or diverge across stakeholder groups. Throughout this synthesis, we will maintain traceability between raw input, synthesized themes, and subsequent findings and recommendations.

CX synthesis approach (Listen Synthesize). We will use a structured qualitative analysis process to move from individual comments to decision-quality insights. This includes organizing notes and artifacts from interviews and sessions; applying a consistent coding framework aligned to AHCCCS priorities (e.g., transparency, accessibility, communication, timeliness, consistency, and perceived fairness); and using affinity clustering to group observations into themes and barrier statements (clear descriptions of what prevents stakeholders from achieving desired outcomes). Where helpful, we will also organize feedback by major touchpoints in the P&T process to surface moments that matter and points of friction that recur across stakeholder types.

Segmentation, transparency, and sensitive topics. To ensure the summary is actionable and transparent, we will segment findings by stakeholder type (e.g., members and advocates, providers, health plans, manufacturers, PBMs/pharmacy associations, and other interested parties). Within each theme, we will distinguish areas of consensus from areas of divergence and explicitly call out feedback related to accessibility, transparency, and communication. Where stakeholders raise issues tied to disclosures, conflicts of interest, or funding considerations, we will summarize those concerns at a thematic level and note implications for process design and transparency while protecting individual identities.

Linking stakeholder voice to LSS analysis and prioritization. We will connect CX themes to LSS tools so AHCCCS can use the feedback to drive measurable improvements. Specifically, we will translate Voice of the Customer/Voice of the Business input into clear requirements (critical customer requirements, where applicable) and use an issue prioritization approach to focus attention on the most impactful opportunities (e.g., weighting issues against criteria such as timeliness, quality/consistency, effort, and transparency/accessibility). As feasible, we will also identify candidate performance measures (KPIs) and operational definitions that can be used later to validate and monitor improvements.

Validation and readiness for recommendations. Before finalizing the summary, we will conduct a structured playback with AHCCCS to confirm accuracy, ensure appropriate representation across stakeholder groups, and identify any targeted follow-up questions. The resulting Stakeholder Feedback Summary becomes a primary input to our current-state assessment and best-practice comparison (Draft Recommendation Report) and ensures our recommendations are grounded in stakeholder experience and articulated in language that supports transparency.

- Key themes and synthesized insights, with representative (anonymized) examples and quotes where appropriate.
- Findings segmented by stakeholder type, including a transparent view of which groups raised which themes.
- Areas of consensus and divergence across stakeholder groups, including where expectations differ by stakeholder type.
- Issues related to accessibility, transparency, and communication, and other concerns (including disclosures and conflicts of interest) as raised by stakeholders.
- Initial prioritized list of issues/opportunities to inform subsequent analysis and the draft and final recommendations.

2.1.3 Progress Reports (5.3)

Guidehouse will provide brief written monthly progress reports using our TruePMO best-practice approach to deliver “no surprises” project execution and decision-ready transparency. TruePMO emphasizes clear governance, integrated planning, and disciplined performance reporting so AHCCCS has a reliable, single view of progress across stakeholder engagement, analysis activities, and deliverable development. Our reporting approach is designed to be informative without creating unnecessary administrative burden for AHCCCS staff: we focus on what changed, what is at risk, what is needed from the Agency, and what decisions are required to keep work moving on schedule.

Reports will be delivered monthly, beginning June 2026 through project completion, and submitted within five (5) business days of month end, consistent with the RFP. In addition to written

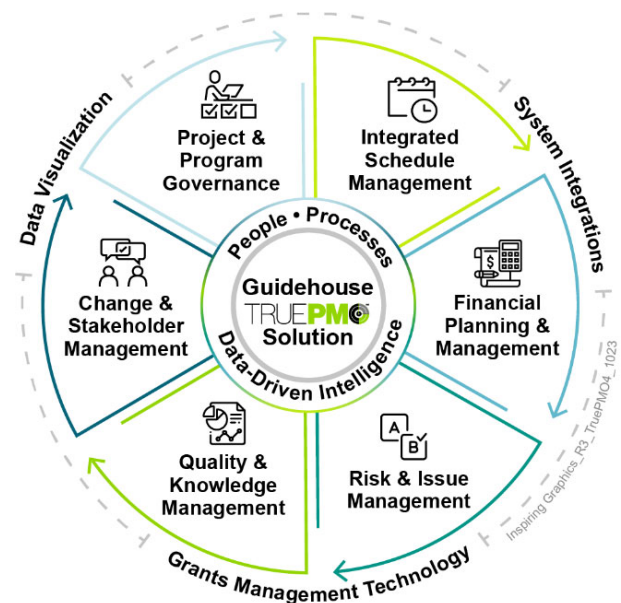


Figure 2. Project Management Framework

reporting, we will facilitate a short standing monthly check-in with AHCCCS staff to confirm status, review key risks/issues/dependencies, and validate upcoming activities and decisions. This cadence provides a consistent forum to surface emerging concerns early, confirm alignment, and maintain momentum across the workplan and deliverables.

- Activities completed during the reporting period (including stakeholder engagement/facilitation and analysis activities)
- Activities planned for the next month(s), including upcoming milestones
- Deliverables status versus schedule (including variances and corrective actions)
- Risks, issues, and dependencies (with severity/impact, mitigation actions, owners, and escalation needs)
- Upcoming decisions and AHCCCS inputs needed to maintain schedule and quality (e.g., document/data access, stakeholder scheduling support, review/approval needs)
- Action items log (new, closed, and aging items) with accountable owners and due dates
- Change highlights (scope/schedule assumption changes or key updates requiring alignment)

2.1.4 Draft Recommendation Report (5.4)

Guidehouse will use the Lean Six Sigma DMAIC framework to conduct a disciplined current-state assessment and develop the Draft Recommendation Report. We have initiated the Define phase through stakeholder engagement and facilitation, including stakeholder analysis and structured Voice of the Customer/Voice of the Business (VOC/VOB) activities to surface needs, pain points, and transparency expectations across stakeholder groups. We will then document and validate the current state through documentation review, issue prioritization, and as-is process mapping to confirm how the P&T process is intended to operate versus how it operates in practice. These activities establish a shared baseline that carries forward into the Measure and Analyze phases—where we assess available data and performance measures (as available), compare current practices to national P&T best practices, identify gaps and root causes, and translate findings into preliminary, implementation-oriented recommendations (short-term and long-term) focused on improving process performance and transparency. Throughout, we will maintain clear traceability from stakeholder input to current-state observations, best-practice comparisons, and draft recommendations so AHCCCS can see how the “voice of stakeholders” informed the proposed path forward.

2.1.4.1 Document Current State (Define)

Documentation Review. We will collect and organize the appropriate documents (policies, procedures, workflows) that relate to AHCCCS processes. The documentation review will include an analysis of the process flows by business function. Depending on what is available, we will likely collect any existing team, process, technical, and compliance documents. Following this collection, we will review the assembled data and identify:

- The statutory requirements and AHCCCS requirements that are embedded in the process.
- Types and amount of documentation that are requested.
- Areas that AHCCCS controls within the process and those that are outside of the agency’s control.

Through this review, we will also identify gaps in documentation of processes, information and trainings, and standard operating procedures and share these findings with the AHCCCS team.

Issue Prioritization. The prior four components of the phase will inform the prioritization of efforts and clearly identify the number of processes and order in which we will conduct current-state documentation (AHCCCS has already identified the three stages of the process we will be assessing), but this tool can help prioritize issues. Our prioritization tool is depicted below (Table 3).

- Based on the VOB/VOC, we list out the key issues identified by both parties.
- Give a specific weight to each critical business/customer requirement, based on what is the most important to the business and to the stakeholders/customers.
- Rate each problem identified on a 1-10 scale, indicating the level of negative impact it has on each performance measure.
- Multiply that score by the weight assigned; add the row across for a total score.
- Priority will be determined based on the total score highest to lowest.

Table 3. Issue Prioritization Template

CCRs Issues	Criteria 1: Timeliness	Criteria 2: Quality/Errors	Criteria 3: Cost	Total Score	Priority
<i>Weight (1-10)</i>	9	5	7	-	-
<i>Issue 1</i>	$8 \times 9 = 72$	$4 \times 5 = 20$	$8 \times 7 = 56$	148	2
<i>Issue 2</i>	$4 \times 9 = 36$	$2 \times 5 = 10$	$6 \times 7 = 42$	88	3
<i>Issue 3</i>	$9 \times 9 = 81$	$6 \times 5 = 30$	$7 \times 7 = 49$	160	1

As-Is Process Mapping. We will work with the appropriate SMEs and internal stakeholders across relevant functions to review AHCCCS's current-state P&T processes and organizational roles. We will document current-state processes, procedures, workflows, and related policies using flowcharts and process maps to clarify how the process operates in practice (Figure 3).

Developing high-level process maps will help us understand the flow of activities, decisions, and information across the P&T process and identify where delays, unnecessary complexity, unclear handoffs, or inconsistent communication may occur. This will help us distinguish value-added from non-value-added activities and validate key inputs, outputs, and decision points with AHCCCS stakeholders.

This analysis will help us focus on the process characteristics and activities that most affect timeliness, consistency, and stakeholder experience. Through this work, we will also identify where written procedures or supporting documentation should be updated to reflect how activities are actually performed.

The key working outputs of this phase will position the project team with a shared understanding of goals, timelines, the current state, and the high-level problems at hand. These outputs are as follows:

- Measurable critical business and customer requirements

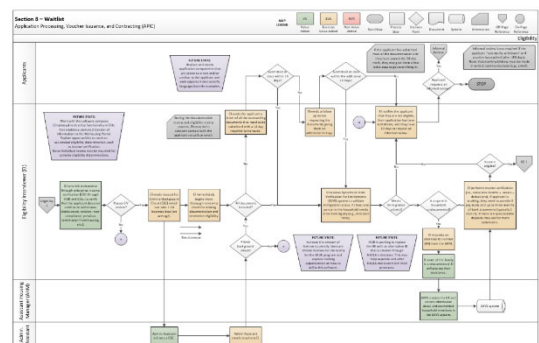


Figure 3. Process Map Example

- A prioritized list of key issues associated to individual processes
- Communication plans for specific stakeholders
- As-is process maps

2.1.4.2 Current State Assessment (Measure)

In the Measure phase, we will work with key stakeholders to do a deep dive into process data and inventories to gain the fullest understanding possible of what data is being collected, the systems at work, how that data is shared, manipulated, or integrated, where the data is stored (data repositories), and who is owning it. In this phase we will also develop data collection plans for each process including operational definitions for each performance measure.

Performance Measures. Sessions described in the Define phase will guide the development of initial performance measures that define success on this engagement and well as critical customer requirements/goals for achievement. We will collaborate with stakeholders to identify key performance measures that are critically connected to your identified workflows and thus serve as indicators of effective operations. Based on issues uncovered we will identify what metrics we want to collect data on and analyze to validate that perceived issues are backed by data.

2.1.4.3 Gap Analysis (Analyze)

Our analysis begins by making sense of the information gathered in the Define and Measure phases. In this step, we will perform gap analysis between the as-is processes and the optimal future state vision and identify where processes are not meeting performance goals. We will then supplement this information with additional context to create a holistic representation of how people, process, and technology relate to your workflows. Finally, this understanding enables us to meaningfully analyze processes and determine opportunities to increase efficiency. We may apply the following tools and techniques to complement the gap analysis:

Value-Add Analysis. We will perform a targeted value-add analysis of current AHCCCS processes to inform practical, high-impact recommendations. This analysis distinguishes between value-added, non-value-added required, and non-value-added activities—surfacing inefficiencies such as redundant steps that drive rework, delays that slow service delivery, and misaligned resource utilization that strains staff capacity. For each process step, we apply a structured decision framework to assess whether it meaningfully advances the service (i.e., improves form, fit, or function), is completed right the first time, and delivers value from the member or stakeholder perspective. Steps that do not meet these criteria are further evaluated to determine whether they are mandated by law or regulation. This approach ensures that recommendations to AHCCCS are both actionable and compliant—prioritizing elimination or streamlining of unnecessary activities while preserving required functions.

Root Cause Analysis. We will conduct a focused root cause analysis to translate identified pain points into actionable, data-driven recommendations for AHCCCS. Through a combination of desk

Our Experience – Organizational Assessment

Guidehouse worked with the Baltimore County Department of Housing and Community Development (DHCD) to understand opportunities to reassess the housing finance program and rebuild it in a way that can effectively produce affordable housing aligned with local need. The team developed a Current State Assessment which helped DHCD define the goals of the Housing Finance Program and understand current and future initiatives. Guidehouse ultimately synthesized findings into a set of detailed future state recommendations to improve business processes.

research and targeted stakeholder engagement, we will systematically validate and deepen understanding of issues surfaced during the Measure phase. Using structured techniques such as Cause & Effect (Fishbone) diagrams and the Five Whys, we will isolate the underlying drivers of

performance gaps rather than symptoms. This approach enables AHCCCS to pinpoint why targets are not being met and prioritize interventions that address root causes—supporting more sustainable improvements in process performance, service delivery, and operational outcomes.

Data Analysis. Where necessary, we will use statistical tools to test theories and uncover relationships based on the root cause analysis and raw data, to identify or verify the key factors that have the most impact on process performance (e.g., pareto charts, hypothesis t-tests, ANOVA, regression analysis).

Benchmarking.

As appropriate, we will conduct benchmarking to identify best practices and industry standard benchmarks that we can use in our data collection methods or to compare AHCCCS against.

Our initial list of recommended processes for improvement will be developed based on the ones that can most greatly impact the performance measures.

Having identified the root causes of performance deviations and process ineffectiveness, we will target the right improvements that affect AHCCCS's ability to execute its goals.

The key outputs of this phase will help with the development of solutions and recommendations. The outputs include:

- Gap analysis
- Prioritized root causes

Phase 4. Recommendations (Improve)

The Improve phase translates analysis into prioritized, actionable recommendations and an implementation roadmap for AHCCCS. Building on insights from prior phases, this component of the engagement focuses on identifying, evaluating, and sequencing process improvements that can be realistically implemented to improve performance, efficiency, and service delivery.

Our Experience – Benchmarking

For the Housing Authority for the City of Los Angeles (HACLA) we conducted benchmarking to identify best practices for Section 8 programs. We conducted best practices research with peer housing authorities, including Los Angeles County Development Authority (LACDA), New York City Housing Authority (NYCHA), Philadelphia Housing Authority (PHA), Housing Authority of Cook County (HACC), Seattle Housing Authority (SHA), and Housing Authority of Baltimore City (HABC), and San Diego Housing Commission (SDHC).

We also conducted best practices research with academic partners, including The Housing Initiative at Penn, Edgemere Consulting, The Furman Center, and Randall Lewis Housing Initiative, UCLA. Stakeholder engagement and best practices research helped us further investigate and validate key pain points and observations across different units and teams.

Solution Identification and Recommendation. Using the current state documentation, value add analysis, root cause analysis, and stakeholder input, Guidehouse will develop targeted solution options that address key pain points and performance gaps. These solutions will be clearly defined as actionable recommendations, including process changes, policy updates, and enabling tools.

Prioritization and Roadmap Development. Our team will evaluate each recommendation against various organizational constraints (**Figure 4**) using various tools. To assess financial constraints, we will assess process change solutions using a Cost Benefit Analysis. Guidehouse will evaluate organizational capacity and address resource capacity constraints by mapping each process change on a Prioritization Heat Map based on the level of effort and impact involved in the change. This tool will assist the agency in prioritizing actions that can be easily implemented without impacting schedule. Finally, as people play a critical role in executing processes, our assessment will evaluate the change readiness of impacted stakeholders through surveys and focus groups.

Operationalization and Implementation Considerations. To ensure recommendations are actionable, we will define the operational impacts of each proposed change, including roles and responsibilities, handoffs, required tools, and dependencies. We will also assess stakeholder readiness, resource capacity, and technology needs to identify risks and implementation constraints.

Validation and Alignment. Throughout this phase, we will engage AHCCCS stakeholders to validate recommendations, confirm feasibility, and refine priorities. This iterative approach ensures that recommendations reflect operational realities and are aligned with agency goals.

The recommendations that emerge from these interactions will be incorporated into the Current State Assessment and Recommendations Report to both document the changes that are planned as well as outline how to preserve and maintain the changes going forward.

A. Recommendations Report

At the end of the Improve phase, we will draft a list of recommended short-term and long-term alternatives and process changes based on the final analysis (**Figure 5**). We begin with a draft list of recommendations in this step, but as building final recommendations into the plan can be an iterative process, we will work with the relevant stakeholders to align recommendations. We will finalize these recommendations in accordance with our continuous improvement structure.

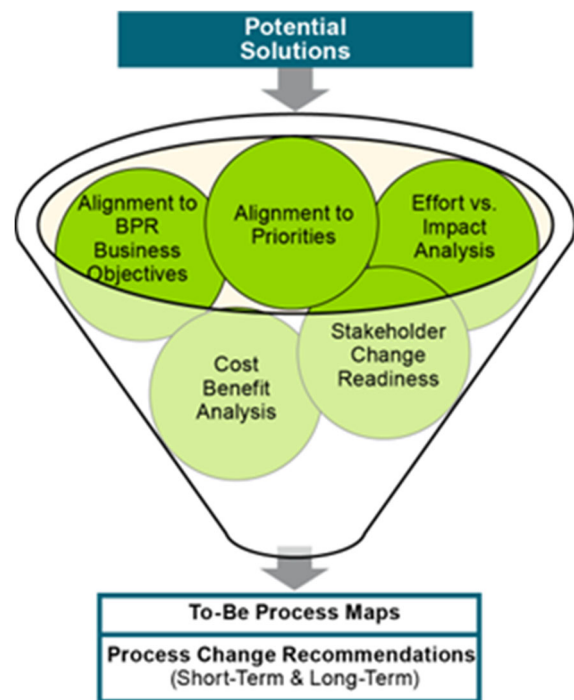


Figure 4. Solution Selection

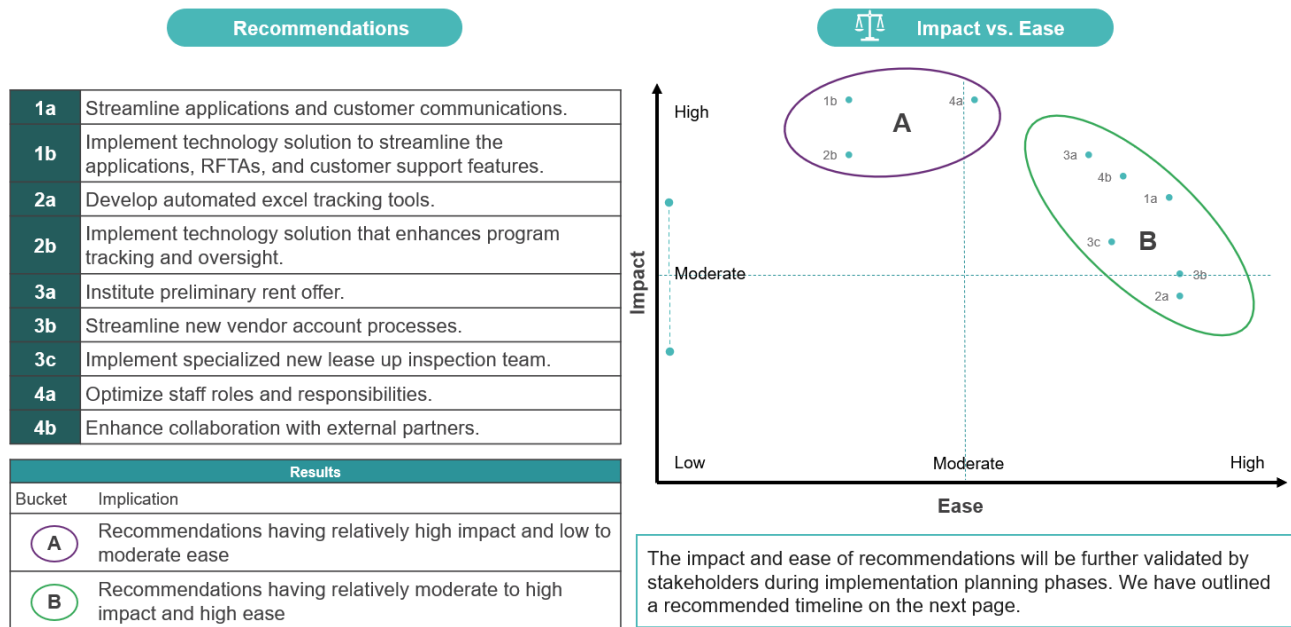


Figure 5. Sample Presentation of Recommendations

The identification of these process changes also enables us to revisit the performance measures we identified at the beginning of the project. Recommended process changes will be mapped to the key performance indicators that were determined to be highly impacted by processes. Linking these process changes to these performance measures will act as additional quality assurance in our approach by confirming that we are delivering strategic and impactful process recommendations.

We will work with internal change management teams to articulate the value of the process changes. Change management is key in the success of implementation and new process rollout. We start change management in the define phase with the stakeholder analysis and we carry it through each phase engaging stakeholders and ensuring they are a part of the process, so that adoption and buy-in comes more easily.

At the end of this phase, you will receive the final Current State Assessment and Recommendations Report.

The draft report will document the current AHCCCS P&T process and present preliminary recommendations to improve the process and transparency. We will begin with a documentation review (policies, procedures, workflows, templates, prior materials) and develop an as-is process map and narrative that clarifies roles, handoffs, decision points, and information flows. To support evidence-based findings, we will define candidate KPIs and operational definitions and, where data are available and appropriate, review available data to establish an initial baseline. We will then apply analysis tools such as value-add analysis to identify non-value-added steps and rework; gap analysis versus national P&T best practices; and targeted root cause exploration as needed to explain why pain points persist. Where additional quantification would materially strengthen findings and AHCCCS data access supports it, we may apply additional Lean Six Sigma techniques (e.g., time studies or observational “walkthroughs”) on a targeted basis. We will incorporate stakeholder voice throughout and conduct interim validation checkpoints with AHCCCS to confirm the accuracy of the process documentation and the reasonableness of preliminary findings. To support transparency and ease of review, the draft report will include a simple traceability mapping that links stakeholder themes (from the Stakeholder Feedback Summary) to current-state process

observations, identified best-practice gaps/challenges, and the resulting preliminary recommendations.

- Overview of the current AHCCCS P&T process (as-is narrative and process map).
- Summary of stakeholder input and key themes impacting experience, transparency, and accessibility.
- Comparison to national P&T best practices and identification of gaps/challenges.
- Preliminary recommendations clearly distinguished as short-term vs. long-term actions.
- Traceability mapping that links stakeholder themes to current-state observations, best-practice gaps/challenges, and preliminary recommendations.

2.1.5 Final Recommendations Report (5.5)

The final report will incorporate AHCCCS feedback and provide an implementation-ready set of prioritized recommendations. Building on the draft findings, we will facilitate solution refinement and prioritization using structured LSS tools such as an impact-versus-effort matrix, solution selection criteria, and (as appropriate) cost/benefit considerations. The final package will include dependencies, risks, and implementation considerations; an implementation roadmap with estimated timeframes; and a draft public-facing summary brief to support transparency. Where appropriate, we will also recommend governance and measurement practices (i.e., control elements) such as KPI tracking and periodic review cadences so improvements can be sustained over time.

- Finalized recommendations with rationale and expected impact.
- Prioritization matrix (impact vs. effort) and sequencing guidance.
- Dependencies, risks, and key implementation considerations (including transparency and disclosure-related considerations as applicable).
- Implementation roadmap with estimated timeframes.
- Draft public-facing summary brief.

Follow-on Work: Implementation (Control)

While implementation is outside the current scope, the final recommendations will be structured to support future action by identifying priorities, sequencing, dependencies, risks, and practical implementation considerations.

If requested, Guidehouse can support AHCCCS in a future phase with implementation planning, change management, and governance support to advance approved recommendations.

If AHCCCS requests additional implementation support in a future phase, Guidehouse can provide those services through a separate scope of work on a time-and-materials basis.

2.2 Methods, Resources, and Recommended Deliverables

Summary: We will meet AHCCCS where they are by using LSS tools to structure engagement and analysis, and CX methods to ensure stakeholder perspectives (including accessibility, transparency, communication, and potential conflict/disclosure concerns) are captured consistently and translated into recommendations that are feasible to implement.

Methodology: Our work is organized around the required deliverables and enabled by a set of integrated LSS + CX activities. On the LSS side, we will use Voice of the Business/Voice of the Customer interviews, documentation review, issue prioritization, as-is process mapping, KPI definition and data review, value-add and gap analysis, root cause exploration (as needed), and solution prioritization (impact vs. effort and cost/benefit) to develop clear, evidence-informed recommendations. On the CX side, we will apply a human-centered, barrier-focused approach that examines how different stakeholder groups experience the P&T process; surfaces points of confusion, friction, or perceived lack of transparency; and captures areas of consensus and divergence across stakeholder types through structured engagement and synthesis.

Deliverables: We will produce each deliverable through a repeatable cycle of (1) plan and align, (2) engage and capture stakeholder voice, (3) synthesize insights and validate themes, and (4) translate findings into prioritized, implementation-ready recommendations. LSS tools provide the structure for defining and improving processes; CX methods ensure we center the experience of members, providers, advocates, plans, manufacturers, and other interested parties and that we explicitly address transparency, accessibility, and communication needs.

2.2.1 Approach by Deliverable (LSS-enabled, CX-centered)

- **5.1 Stakeholder Engagement & Facilitation:** We will plan and facilitate **2–4 stakeholder sessions** (mix of internal and external), including **at least one public-facing listening session**, using structured discussion guides grounded in Voice of the Business/Voice of the Customer methods. We will maintain a stakeholder map that identifies engaged groups and any engagement gaps to support balanced representation across stakeholder types.
- **5.2 Stakeholder Feedback Summary:** We will synthesize qualitative input using a CX lens to identify themes, barriers, and opportunities across the P&T process. Findings will be segmented by stakeholder type and will highlight areas of consensus and divergence, including issues tied to accessibility, transparency, communication, disclosures, and conflicts of interest. Where appropriate, we will include anonymized quotes to capture nuance.
- **5.3 Progress Reports:** We will provide brief monthly status updates using a consistent template that summarizes work completed, upcoming work, risks/issues/dependencies, and decisions needed. Reporting will reflect both engagement progress (CX) and analysis progress (LSS) to keep AHCCCS informed and enable timely course correction.
- **5.4 Draft Recommendation Report:** We will document the current P&T process (as-is process map and narrative) and assess it using Lean methods (value-add analysis and identification of waste, bottlenecks, and handoffs) and a best-practice comparison. We will pair stakeholder insights with available metrics/data to validate issues, identify gaps, and develop preliminary recommendations clearly distinguishing short-term and long-term actions.
- **5.5 Final Recommendations Report:** We will refine recommendations with AHCCCS feedback and prioritize them using structured LSS tools (impact vs. effort matrix and/or cost-benefit considerations). The final report will include an implementation roadmap with estimated timeframes, key dependencies and risks, and a draft public-facing summary brief to support transparency.

2.2.2 Recommended Deliverables

Table 4. RFP Deliverables Summary (Task Order Section 5.0)

Task	Deliverable	Description
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5.1 Stakeholder Engagement & Facilitation	Internal Stakeholder Meetings (VOB)	<p>Facilitation of 2-3 internal stakeholder meetings using structured Voice of the Business/Voice of the Customer (VOB/VOC) and CX discussion guides, including:</p> <ul style="list-style-type: none"> Engagement planning (confirm purpose, stakeholder groups, decisions to inform) and a lightweight engagement plan. Meeting agendas, facilitation guides/scripts tailored by audience type, and documentation templates to ensure consistent capture. Session documentation capturing key pain points, discussion points, and themes (non-attributed to individuals).
	External Stakeholder Meetings (VOC)	<p>Facilitation of 1-2 public-facing listening sessions or virtual forums using structured Voice of the Business/Voice of the Customer (VOB/VOC) and CX discussion guides to support transparency, including:</p> <ul style="list-style-type: none"> Accessible session design (clear prompts, guided feedback capture, and participation supports as appropriate). Facilitation techniques to encourage balanced participation and minimize bias (structured questions, time-boxing, optional anonymous capture where appropriate). Consistent documentation and synthesis approach so input can be traced into themes and recommendations.
	Stakeholder Map	<p>Stakeholder map that identifies engaged groups and gaps, used to support balanced representation and transparency in engagement coverage. The map will:</p> <ul style="list-style-type: none"> Track stakeholder categories engaged (e.g., members/advocates, providers, plans, manufacturers, PBMs/pharmacy associations, other interested parties). Highlight underrepresented groups and inform targeted outreach planning with AHCCCS.
5.2 Stakeholder Feedback Summary	Stakeholder Feedback Summary	<p>Consolidated written summary of stakeholder feedback, synthesized using a CX analysis approach and maintaining traceability to inform findings and recommendations, including:</p> <ul style="list-style-type: none"> Key themes, barriers, and opportunities (organized by stakeholder type and, where helpful, by major P&T process touchpoints). Areas of consensus and divergence across stakeholder groups. Explicit discussion of issues tied to accessibility, transparency, and communication (including themes related to disclosures/conflicts of interest as raised). Anonymized quotes/examples where appropriate to capture nuance. Validation playback with AHCCCS to confirm accuracy and identify any targeted follow-up questions.
5.3 Progress Reports	Progress Reports	<p>Brief written monthly status reports using a consistent template and supported by a short standing monthly check-in with AHCCCS, including:</p>

		<ul style="list-style-type: none"> • Work completed and work planned (covering stakeholder engagement and analysis activities). • Deliverable status versus schedule, including variances and corrective actions. • Risks, issues, and dependencies (with mitigation actions and owners, as appropriate). • Decisions needed and AHCCCS inputs required to maintain schedule and quality (e.g., document/data access, stakeholder scheduling support, review cycles).
5.4 Draft Recommendation Report	Current-State Process Maps	<p>Current-state (as-is) P&T process maps and supporting narrative that clarify roles, handoffs, decision points, and information flows. Developed through:</p> <ul style="list-style-type: none"> • Documentation review (policies, procedures, workflows, templates, prior materials) and targeted SME working sessions. • Iterative validation checkpoints with AHCCCS to confirm accuracy before incorporating into the draft report.
	Initial Current State Report	<p>Initial current-state assessment content that establishes the baseline for recommendations, including (as data/access allows):</p> <ul style="list-style-type: none"> • Summary of current-state observations and key pain points (informed by stakeholder themes and process documentation). • Candidate performance measures/KPIs and operational definitions to support consistent measurement. • Value-add analysis and root cause analysis findings. • Issue prioritization approach (e.g., weighting issues against timeliness, quality/consistency, effort, and transparency/accessibility) to focus analysis.
	Draft Recommendations Report	<p>Draft report outlining:</p> <ul style="list-style-type: none"> • Overview of the current AHCCCS P&T process (as-is narrative and process map). • Comparison to national P&T best practices, including gaps and challenges. • Preliminary recommendations to improve process performance and transparency (clearly distinguishing short-term vs. long-term actions). • Incorporation of stakeholder themes (accessibility, transparency, communication, disclosure/conflict topics as raised) to ensure recommendations reflect stakeholder experience. • Traceability mapping linking stakeholder themes to current-state observations, best-practice gaps/challenges, and preliminary recommendations.
5.5 Final Recommendations Report	Final Recommendations Report	<p>Final report incorporating AHCCCS feedback and including:</p> <ul style="list-style-type: none"> • Finalized recommendations with rationale and expected impact. • Prioritization and sequencing guidance (e.g., impact vs. effort matrix and, as appropriate, cost/benefit considerations).

		<ul style="list-style-type: none"> Dependencies, risks, and key implementation considerations (including transparency/disclosure-related considerations as applicable). Implementation roadmap with estimated timeframes. Draft public-facing summary brief to support transparency.
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2.3 Proposed Timeline

The proposed period of performance for this engagement is approximately four months, from June through October 2026, as outlined in the RFP and reflected in the proposed project schedule. Work will begin upon task order award and authorization to proceed, with early activities focused on project kickoff, planning, and stakeholder engagement, followed by analysis and synthesis activities, development of draft recommendations, and incorporation of AHCCCS feedback into final deliverables. Timely completion of the work is dependent on AHCCCS availability for kickoff and standing status meetings; access to relevant documentation and data; stakeholder availability for interviews and listening sessions; and timely review and feedback cycles on draft deliverables. Guidehouse has structured the schedule to allow for overlap across tasks where appropriate to maintain momentum while accommodating review and decision points necessary to support high-quality, implementation-ready recommendations. **Figure 6** depicts the project schedule in alignment with the SOW and how we foresee completing the deliverables.

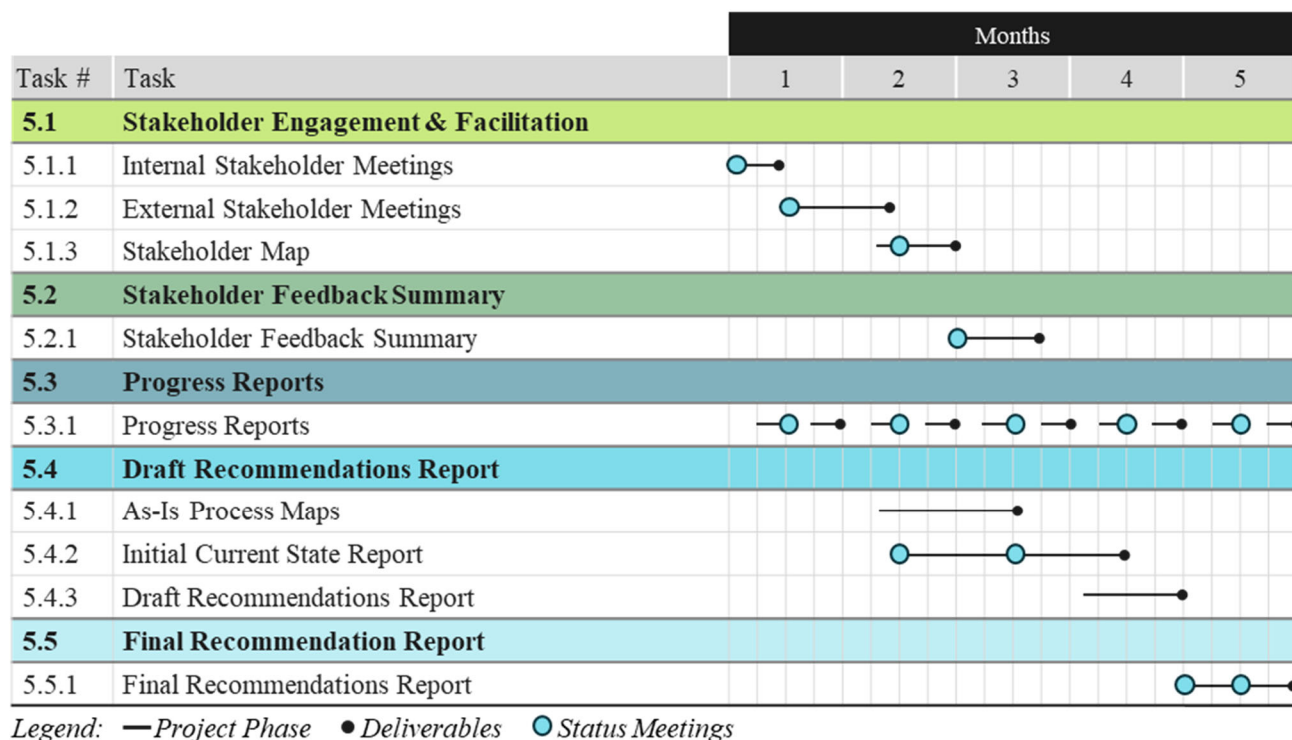


Figure 6. Project Timeline

Experience and Key Personnel

3.0 Experience and Capacity of the Firm and Key Personnel

Guidehouse has more than 25 years of experience supporting federal, state, and local government agencies, with a strong legacy of partnering with Medicaid agencies and health and human services organizations to improve policy-driven processes that require transparency, neutrality, and stakeholder trust. We are deeply attuned to the operational, regulatory, and political complexities that shape public sector decision-making and are recognized for delivering thoughtful, objective recommendations that balance rigor with empathy.

With approximately 16,500 professionals across more than 50 offices worldwide, Guidehouse brings the scale, depth, and multidisciplinary expertise required to support AHCCCS in reviewing and strengthening its Pharmacy & Therapeutics (P&T) processes.

3.1 Firm Experience with Similar Projects

Team Guidehouse has included three examples of our past performance supporting similar work and clients.

Table 5 maps our experience in the domains relevant to AHCCCS’s process improvement project.

Department for the Aging Home Delivered Meals – Outreach and Operational Analysis

Guidehouse assessed DFTA’s Home Delivered Meals Program through extensive end-user and internal stakeholder interviews as well as journey mapping exercises. The Team developed a set of strategic recommendations to streamline meal procurement processes, increase meal choice and incorporate new meal formats, use specialists to improve meal quality and type, increase program oversight and transparency, and enhance supporting DFTA programs to improve holistic care for homebound seniors. The recommendations from led to a second phase of work where Guidehouse developed an implementation plan.

Table 5. Selected Team Guidehouse Past Performances

	Public Health	Current State Assessment	Stakeholder Engagement & Facilitation	Benchmarking	Recommendations Report
Relevant Past Engagement Experience					
National Institutes of Health, Process Improvement Consulting	X	X	X	X	X
Covered California, Customer Journey Mapping	X	X	X	X	X
Housing Authority of the City of Los Angeles, Continuous Process Improvement Consulting Services		X	X	X	X
Texas Health and Human Services Commission (HHSC), TIERS Operations Security Assessment Services	X	X		X	X
State of Arizona – Department of Corrections, Lean Management		X	X		X
Adams County, Customer Journey Mapping		X	X		X
CA Employment Development Department, Transformation Office Services		X	X		X
WA Employment Security Department, Customer Journey Mapping		X	X		X

3.1.1 Transformation Office Services, California Employment Development Department

Guidehouse’s work with the California Employment Development Department (CA EDD) demonstrates strong alignment with AHCCCS’s need for a trusted advisor to assess complex, regulated processes and deliver transparent, actionable recommendations. Guidehouse supported statewide modernization by leading business process reengineering, stakeholder and customer experience analysis, change management, and procurement readiness for a mission-critical integrated claims management system. This experience mirrors AHCCCS’s needs by combining rigorous process review, inclusive stakeholder engagement, and clear, defensible guidance to improve transparency, accessibility, and decision-making confidence.

Client Name:	California Employment Development Department (CA EDD)
Team Member:	Collin Lopes, Enaka Ashu, Anna Lam
Contract/Project Title:	Transformation Office Services
Prime/Subcontractor:	Prime
Period of Performance:	11/2023 – Present

Background

Since November 2023, Guidehouse has supported CA EDD to help modernize the department’s operations, systems, and customer experience through the EDDNext initiative. Guidehouse works alongside the EDDNext Transformation Office to prepare the organization for procurement and implementation of a new Integrated Claims Management System (ICMS), impacting unemployment insurance, disability insurance, and paid family leave programs statewide. The engagement spans people, process, technology, and data, supporting EDD leadership through assessment, planning, stakeholder engagement, and execution readiness.

Approach

Guidehouse has been engaged with the EDDNext Transformation Office, approaching the EDDNext modernization initiative through customer-centered work in business process reengineering, enterprise architecture, technical advisory, data governance, organizational change management, and overall organizational governance. This work impacting EDD’s people, process, and technology has cut across each of EDDNext’s six modernization workstreams, including a modernized case management system, integrated call center, document management system, fraud prevention technology, and customer experience improvements.

- Process Assessment:** Guidehouse led business process reengineering (BPR) efforts with the department’s Unemployment Insurance and Disability Insurance branches to map and streamline existing processes, and to adapt these processes to better serve both internal and external customers. First, the Guidehouse team conducted an extensive assessment to identify and streamline functional and nonfunctional requirements for the new claims management system. Using the updated requirements, we created customer-focused user stories and personas. The team has held over 100 processing mapping workshops with subject matter experts within the Unemployment Insurance branch to create detailed process maps for their end-to-end claims process. Detailed requirements and business rules are then integrated with the process maps to make sure that they fully encompass business requirements. For the disability insurance department, the BPR team has documented the end-to-end process, including pain points, and is identifying improvement opportunities.

- **Stakeholder and Customer Engagement:** Guidehouse led a customer experience assessment and journey mapping effort to help EDD identify efficiencies and improvements that can improve claimant experience and promote greater access to Disability Insurance (DI) and Paid Family Leave (PFL) benefits. As part of this work, Guidehouse conducted a mixed-methods analysis that included mystery shopping, a social media scan, staff interviews, customer surveys, and a review of claims and live support data to understand end-to-end customer experiences. Using these inputs, EDD and Guidehouse developed nine personas representing typical customer journeys, including focus areas such as adoptive parents and military claimants. Findings from this effort will inform actionable recommendations and considerations for the Integrated Claims Management System (ICMS) modernization as well as additional customer experience recommendations for adjacent opportunities to improve service delivery.
- **Best Practices, Technical Advisory, and Procurement Support:** Guidehouse provided end-to-end technical advisory and procurement support to ready CA EDD for implementation of its enterprise Integrated Claims Management System (ICMS), spanning unemployment insurance, disability insurance, and paid family leave. The team authored and operationalized playbooks, standards, and tools for enterprise architecture, data governance, and change management, while advising on advanced capabilities such as AI applications, modern data architecture, and strategic technologies. Guidehouse also led RFP development—streamlining functional and non-functional requirements, translating business needs into customer-focused user stories, refining solution architecture, and shaping the scope, deliverables, and evaluation criteria to support a competitive, defensible procurement. In parallel, Guidehouse established EDD’s first authoritative source of truth for system integrations by cataloging and documenting hundreds of legacy interfaces across five in-scope systems, ensuring continuity of critical data flows and reducing implementation risk as EDD transitions to ICMS.
- **Data Readiness and Transparency:** In anticipation of the future ICMS System Integrator (SI), CA EDD needed to enhance the level of data readiness of in-scope source systems to enable a more efficient data migration to the new system and promote greater data quality in the future system. To support the preparation to move legacy data from source systems to the future ICMS architecture, we led a data readiness workstream covering nine legacy systems, developing canonical data models, authoritative source definitions, data quality dashboards, and migration playbooks to support informed decision-making and implementation readiness.
- **Performance, Governance, and Reporting:** We established standardized governance, reporting, and change management frameworks through a centralized Change Management Office, ensuring consistent communication, transparency, and coordination across multiple the EDDNext portfolio.

Impact

Guidehouse’s work has delivered significant, measurable benefits for CA EDD, including:

- Preparing the department’s people, processes, technology, and data for procurement and implementation of its most critical modernization initiative (ICMS).

- Establishing a centralized Change Management Office to improve transparency, coordination, and consistency across a complex portfolio of modernization efforts.
- Documenting and streamlining end-to-end processes and requirements to reduce ambiguity, improve accessibility, and support defensible decision-making.
- Creating enterprise-level data models and dashboards across nine systems and 33,000+ data elements, giving leadership unprecedented visibility into data quality, readiness, and risk.

3.1.2 Continuous Process Improvement Consulting Services, Housing Authority of the City of Los Angeles

Guidehouse supported the Housing Authority of the City of Los Angeles (HACLA) through a multi-phase continuous process improvement engagement, conducting 100+ stakeholder and best-practice interviews, 30+ process-mapping sessions, and value-add analysis on 600+ process steps across Section 8 programs. Using Lean Six Sigma (LSS) methods, performance metrics, and national benchmarking, the team identified root causes, transparency gaps, and inefficiencies and delivered prioritized, implementation-ready recommendations that improved reporting, operational efficiency, and leadership decision-making. This experience directly aligns with AHCCCS's needs by demonstrating Guidehouse's ability to independently review complex processes, synthesize diverse stakeholder input, and deliver clear, defensible recommendations to enhance transparency and accessibility.

Client Name:	Housing Authority of the City of Los Angeles (HACLA)
Team Member:	Collin Lopes, Chelsea Johnson
Contract/Project Title:	Continuous Process Improvement Consulting Services
Prime/Subcontractor:	Prime
Period of Performance:	06/2022 – 10/2022 Contract amendment: Approved January 26, 2023, start date TBD

Background

Guidehouse supported HACLA's Section 8 Department through an initial four-month assessment and a subsequent four-year contract extension focused on continuous process improvement across multiple high-impact program areas. The engagement addressed end-to-end operational workflows spanning application intake, eligibility determinations, contracting, inspections, performance management, policy alignment, customer experience, and technology enablement. Guidehouse partnered closely with HACLA leadership, program managers, frontline staff, and external stakeholders to identify inefficiencies, improve transparency, and strengthen service delivery across a large, complex public assistance program.

Approach

Guidehouse applied a rigorous, data-driven methodology grounded in Lean Six Sigma (LSS) and stakeholder-centered design to assess current-state operations and develop implementable recommendations.

- **Process and Policy Assessment:** The team applied Lean Six Sigma (LSS) process improvement principles and tools to document HACLA's current and future state processes and develop more effective business workflows. Specifically, we leveraged LSS's five phases,

Define, Measure, Analyze, Improve, and Control, to identify improvement areas, measure and simplify processes, enhance collaboration, reduce variation, eliminate defects, and shorten cycle times. The DMAIC methodology is data-driven and allows us to quickly get to the root cause of why an as-is process or policy is not working and create effective approaches to improve quality, productivity, customer satisfaction, and/or efficiency while reducing cost and waste. Each phase of the process improvement approach, while distinct, builds on one another and are iterative and agile in nature, providing HACLA with a set of tools suited to identify and capture pain points, potential control gaps, and deficiencies such as manual processing or overly complex processes. We conducted detailed reviews of policies, procedures, workflows, and supporting documentation, facilitating 30+ process-mapping sessions, and analyzing 600+ process steps using value-add and root-cause analysis techniques.

- **Stakeholder Engagement and Facilitation:** We led 100+ structured stakeholder and best-practice interviews across leadership, staff, external partners, peer agencies, and academic institutions, creating neutral forums for candid input and surfacing areas of consensus and divergence. The team leveraged journey mapping techniques to understand the end-to-end process experience of key customer groups—applicants, referring partners, and landlords/owners. The analysis helped HACLA understand what is working, what is not, and what improvements can be made to optimize the process and their experience in the future.
- **Best Practices Benchmarking:** We conducted national best-practice research with seven peer housing authorities and five academic partners to validate findings and inform evidence-based recommendations.
- **Performance Measurement and Reporting:** We redesigned performance tracking and reporting mechanisms, consolidating 14+ spreadsheets into streamlined dashboards and defining KPIs and operational metrics to support leadership decision-making.
- **Recommendations and Implementation Planning:** We delivered prioritized strategic recommendations supported by impact-versus-effort analysis, implementation roadmaps, and organizational change management (OCM) strategies, enabling rapid transition from assessment to execution.

Impact

Guidehouse’s work delivered measurable and lasting impact for HACLA, including:

- Identification of 13 key pain points and 18 root causes affecting transparency, efficiency, and service delivery.
- Reduction in executive reporting effort by approximately 95% through streamlined performance dashboards.
- Delivery of 5 strategic recommendations supported by 14 targeted initiatives, several of which advanced directly into implementation.
- Securing Board approval and a four-year contract extension, reflecting client confidence and value realization.
- Improved operational transparency, reduced administrative burden, and stronger data-driven decision-making across the Section 8 Department.

3.1.3 Customer Journey Mapping, Washington Employment Security Department

Guidehouse led extensive public-facing and internal engagement — including multilingual interviews, focus groups, and journey mapping — to capture diverse perspectives across the benefits lifecycle and translate them into actionable, prioritized recommendations. Using Lean Six Sigma methods, personas, and impact-based prioritization, the team delivered implementation-ready guidance that improved service delivery and customer understanding. This experience directly supports AHCCCS’s needs to synthesize stakeholder input and deliver clear, defensible recommendations that enhance transparency and trust.

Client Name:	Washington Employment Security Department (WA ESD)
Team Member:	Collin Lopes, Chelsea Johnson, Anna Lam
Contract/Project Title:	Customer Journey Mapping
Prime/Subcontractor:	Prime
Period of Performance:	10/2024 – 07/2025

Background

Guidehouse partnered with WA ESD on a \$655K customer journey mapping and process improvement engagement focused on improving equitable access to Unemployment Insurance (UI) services. The effort examined claimant experiences across the full UI lifecycle, with particular emphasis on populations facing the greatest barriers, including non-English speakers, rural claimants, and federal workers. In parallel, Guidehouse helped WA ESD stand up and train an internal Essential Impact Team (EIT) to sustain customer experience (CX) and process improvement capabilities beyond the engagement.

Approach

The Washington Employment Security Department (ESD) partnered with Guidehouse to enhance service delivery and customer satisfaction through a comprehensive customer journey mapping and process improvement project.

- **Current-State Assessment and Process Analysis:** Guidehouse began with a comprehensive current-state assessment using components of the Lean Six Sigma DMAIC methodology to establish a fact-based understanding of WA ESD’s operations and claimant experience. The team conducted extensive Voice of the Business interviews with ESD leadership, the Essential Impact Team (EIT), and operational staff to inventory workflows, clarify process ownership, and surface internal perspectives on performance challenges and customer experience gaps. Guidehouse then facilitated detailed process-mapping sessions to document end-to-end UI workflows and distinguish value-added from non-value-added activities. To ground qualitative insights in evidence, the team reviewed publicly available UI data and internal documentation, enabling identification of systemic pain points, handoffs, bottlenecks, and transparency gaps that affected claimants throughout the lifecycle.
- **Stakeholder, Claimant, and Public-Facing Engagement:** A core element of the approach was robust, inclusive engagement with external customers and internal stakeholders—directly mirroring AHCCCS’s requirements for stakeholder listening and transparency. Guidehouse designed and executed a multi-channel Voice of the Customer strategy that included virtual mystery shopping, call-center recording observations, onsite intercept interviews, and facilitated focus groups. Guidehouse selected six priority locations across Washington State

based on demographic data and agency relationships to ensure representation of diverse claimant populations, including non-English speakers, rural customers, and individuals navigating complex eligibility scenarios. The team managed all engagement logistics, including recruitment materials, facilitation guides, and multilingual staff and materials, to remove barriers to participation and ensure equitable input.

- **Persona Development and Journey Mapping:** Using insights from process analysis and customer engagement, Guidehouse developed seven detailed claimant personas representing both typical and high-complexity UI experiences (e.g., federal workers, rural claimants, and non-English-speaking applicants). For each persona, the team created end-to-end customer journey maps that illustrated claimant interactions, pain points, emotions, and decision moments across the UI process. These journey maps made complex processes transparent and accessible to leadership and staff, enabling WA ESD to visualize where policy, process, communication, or technology changes could have the greatest impact.
- **Issue Prioritization and Recommendation Development:** To ensure focus on the highest-value improvements, Guidehouse partnered with the ESD Tiger Team to apply an impact-based issue prioritization matrix, evaluating issues based on customer impact, feasibility, and organizational readiness. Building on this prioritization, Guidehouse developed a set of recommendations with clear implementation considerations and impact analysis across five themes: Strategy, People, Process, Technology, and Messaging. Recommendations were designed to be practical and actionable, providing WA ESD with a clear roadmap to improve customer experience, streamline workflows, enhance transparency, and support more consistent service delivery. Key Deliverables include:
 - Project Set-up artifacts
 - EIT Governance Structure
 - EIT Training Toolkit
 - EIT Workshops – Behavioral Insights, Claimant Research and Engagement, Persona Development, Persona Prioritization, and Journey Mapping
 - Initial Stakeholder Interviews
 - Impact-based Issue Prioritization Matrix
 - UI Process Maps
 - Current State Assessment
 - Key Performance Indicators
 - External Engagement Plan
 - Persona Development
 - Customer Journey Maps
 - Knowledge Transfer and Sustainability Workshops
 - Final Recommendations with Implementation and Impact Analysis

- **Capability Building and Sustainability:** To ensure long-term value beyond the engagement, Guidehouse stood up, managed, and trained an internal Essential Impact Team (EIT). Deliverables included an EIT governance structure, training toolkit, and recurring hands-on workshops covering behavioral insights, claimant research, persona development, and journey mapping. Guidehouse also delivered train-the-trainer sessions to embed customer experience and process improvement capabilities within WA ESD, enabling the agency to independently continue this work in the future.

Impact

The insights gained from this customer journey mapping engagement have supported ESD in identifying improvements to internal and external UI processes. These recommendations are being applied by ESD to change workflows, address challenges that claimants face, and enhance ESD’s UI system for efficiency and customer experience. ESD also anticipates that these improvements will also help detect and prevent potential fraudulent claims. Lastly, Guidehouse’s training empowered ESD to independently perform the same tasks in the future, enabling them to continuously enhance and refine the customer journey.

3.2 Key Personnel and Staffing Plan



Guidehouse will provide AHCCCS with an integrated team that combines public-sector process improvement leadership, disciplined project management, structured stakeholder engagement, and dedicated pharmacy subject matter expertise. The individuals listed below are expected to perform the specific activities required by the Task Order.

This engagement will be led by an Engagement Partner, Engagement Director, and Project Manager to provide active executive oversight, day-to-day management, quality control, and responsive communication throughout the task order. The core team is supported by a dedicated pharmacy subject matter expert and additional qualified staff as needed to support stakeholder engagement, analysis, and deliverable development.

3.2.1 Proposed Project Team: Roles, Responsibilities, and Relevant Experience

Table 6 provides an overview of the proposed team’s roles and experience. This team is well-positioned to support AHCCCS in improving the accessibility, transparency, and consistency of its P&T processes. Additional detail on each individual’s qualifications and representative project experience is provided in Section 3.3.

Table 6. Proposed Key Personnel for AHCCCS Pharmacy Consulting and Process Improvement Recommendations

	<p>Engagement Partner: Collin Lopes, PMP, ITIL</p> <p>Collin is a public-sector transformation leader with 18+ years of experience supporting state and local agencies in strategy, governance, system modernization, and process improvement, including work with Oregon Health Authority and Covered California. For AHCCCS, he will provide executive oversight, ensure delivery quality, and serve as the primary point of escalation and accountability.</p>
	<p>Engagement Director: Chelsea Johnson</p> <p>Chelsea brings 16 years of experience leading public-sector process improvement and change efforts, with deep expertise applying Lean Six Sigma to complex, regulated environments. For AHCCCS, she will direct the LSS-enabled assessment and recommendation development while supporting facilitation and synthesis to ensure recommendations are objective, evidence-based, and implementable.</p>



Project Manager: Enaka Ashu

Enaka is a managing consultant with 11+ years of experience supporting state and federal agencies in process and policy review, stakeholder engagement, and continuous improvement, including large modernization efforts such as CA EDD. For AHCCCS, she will manage day-to-day execution, reporting, coordination, and deliverable development, while facilitating discovery sessions and synthesizing inputs into clear, decision-ready recommendations.



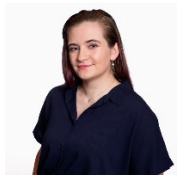
Pharmacy SME: Katie Paige, PharmD, MBA, BCPS

Katie is a pharmacy and healthcare leader with 20+ years of experience in regulated environments, specializing in pharmacy governance, clinical operations, and policy-driven process improvement. For AHCCCS, she will provide pharmacy subject matter leadership, validate current-state findings and best practices, and ensure recommendations are clinically credible and operationally practical.



Project Team: Anna Lam

Anna is a senior consultant with 9+ years of experience supporting public-sector transformation, including business process reengineering, stakeholder engagement, and journey mapping for agencies such as CA EDD and Washington Employment Security Department. For AHCCCS, she will support stakeholder engagement planning and facilitation, document processes, synthesize feedback into key themes, and draft the Stakeholder Feedback Summary and recommendations.



Project Team: Maria Olifer

Maria is a senior consultant with experience supporting public-sector transformation efforts through stakeholder engagement, qualitative analysis, and customer experience (CX) research, including work with the California Department of Public Health and HACLA. For AHCCCS, she will support stakeholder engagement documentation, synthesize CX insights, conduct best-practice research, and develop clear, stakeholder-ready deliverables.

3.3 Experience of Proposed Staff (Resumes)

3.3.1 Collin Lopes, Engagement Partner

Name	Collin Lopes, PMP, ITIL
Degree/Education/Certifications	<ul style="list-style-type: none"> • M.B.A., California State University - Sacramento • B.S., Computer Science, Champlain College • Project Management Professional (PMP) • ITIL
Years of Experience	18+ years
Summary of Qualifications	

Public sector transformation leader with 18+ years of experience supporting state and local agencies on enterprise strategy, system modernization, governance, quality assurance, and process improvement. His experience includes public healthcare and Medicaid-related environments such as Oregon Health Authority, Hawaii Department of Human Services, and Covered California, where he supported eligibility systems, IT strategy, operational readiness, and consumer experience analysis. He has led policy, process, and governance reviews; facilitated stakeholder engagement with executive leadership, agency staff, and external partners; and developed leadership-ready recommendations, roadmaps, and implementation plans.

Relevant Experience

- **For Oregon Health Authority (OHA) – Oregon Medicaid Eligibility (ONE) System and Medicaid Management Information System (MMIS)**, Collin developed and supported implementation of IT strategy, identified opportunities to improve workflow, data quality, rules engine operations, and system functionality, and developed strategies to improve productivity, quality, and timeliness while addressing technology, process, backlog, and policy challenges.
- **For Oregon Health Authority (OHA) – Oregon Medicaid Eligibility (ONE) System Analysis**, Collin led a team of analysts to troubleshoot eligibility issues, identified issues with system rules affecting eligibility determination, delivered mitigation recommendations and workarounds, and provided documentation to support ongoing issue detection until system updates could be made.
- **For Covered California**, Collin led an evaluation of the consumer journey, conducted stakeholder engagement with staff and external partners, synthesized quantitative and qualitative inputs into personas and journey maps, led visioning sessions, and developed recommendations and a roadmap for leadership to support consumer experience goals.
- **For the Motorist Services Unit of the Los Angeles County Service Authority for Freeway Emergencies (LA SAFE) and Metropolitan Transportation Authority (METRO)**, Collin led interviews, document review, focus groups, and leading-practices research to assess pain points across mission, people, process, technology tools, and outcomes, then developed recommendations, a formalized Quality Policy, a tailored Quality Framework, and a maturity model to support future decision-making and process improvement.

3.3.2 Chelsea Johnson, Engagement Director

Name	Chelsea Johnson
Degree/Education/Certifications	<ul style="list-style-type: none"> • B.A., International Affairs and German Literature & Language, The George Washington University, 2009 • Certified Lean Six Sigma Master Black Belt (MBB), Villanova University, 2015 • Project Management Professional (PMP), Project Management Institute, 2014 • Certified Lean Six Sigma Black Belt (BB), Aveta Business Institute, 2011
Years of Experience	16 years
Summary of Qualifications	

Public sector process improvement and change management leader with 16 years of experience supporting state, local, and federal government organizations. Her background includes reviewing policies, procedures, and operating models; conducting organizational and process assessments; facilitating stakeholder interviews and engagement activities; analyzing qualitative and operational inputs; and developing recommendations, reports, and implementation plans for leadership decision-making. She brings particularly relevant experience in regulated public sector environments, including public health, unemployment insurance, and housing programs, with strengths in process review, stakeholder facilitation, and translating findings into clear, actionable recommendations.

Relevant Experience

- **For the California Department of Public Health (CDPH)**, Chelsea served as Project Director overseeing development of a workforce planning tool and conducted a review and assessment of workforce and succession plans, workforce planning processes, and existing and proposed initiatives. She identified best practices and strategies to support public health workforce planning and organizational decision-making.
- **For Washington State's Employment Security Department (ESD)**, Chelsea served as Program Manager and business process reengineering subject matter expert for an organizational assessment and customer experience effort focused on the unemployment insurance department. She helped identify operational improvement opportunities, supported customer experience recommendations, and refined system requirements based on assessment findings.
- **For the Wyoming Department of Workforce Services (WDWS)**, Chelsea served as Business Process Improvement and Customer Experience Lead, guiding the team through a current-state assessment of unemployment insurance processes to support future user and customer experience work.
- **For the California Employment Development Department**, Chelsea served as a business process reengineering subject matter expert supporting modernization efforts across unemployment insurance, paid family leave, and disability insurance. She worked to identify areas, capabilities, and opportunities for improvement and helped refine system requirements for automation.

- **For the Housing Authority for the City of Los Angeles (HACLA)**, Chelsea served as Program Manager and process improvement lead across multiple workstreams, including housing policy and program alignment, technology assessment, workload analysis, training assessment, and customer experience and engagement. Her work included benchmarking peer agencies to identify best practices, conducting detailed reviews of applications and requirements, developing strategic recommendations and roadmap materials, and performing internal staff interviews, external interviews, observations, surveys, and qualitative analysis to produce customer experience recommendations and implementation planning materials.
- **For the California Department of Motor Vehicles (CA DMV)**, Chelsea served as Project Manager and Lean Six Sigma subject matter expert, facilitating process reviews for mailroom, call center, and driver safety operations. She used process maps, staff interviews, and available metrics to identify backlog drivers, redundancies, inefficiencies, and bottlenecks; developed recommendations for improved processes and organizational efficiencies; and produced business process reengineering, knowledge transfer, and training plans.
- **For the National Institutes of Health (NIH), National Cancer Institute (NCI)**, Chelsea provided project management and process improvement support to governance and optimization efforts. She supported analysis, review, and refinement of research funding policies and procedures, conducted subject matter expert interviews, documented current-state processes, created leadership briefings and status materials, and helped develop communication strategies and stakeholder outreach materials to support policy and process improvements.

3.3.3 Enaka Ashu, Project Manager

Name	Enaka Ashu
Degree/Education/Certifications	<ul style="list-style-type: none"> • B.A., Statistics, University of Virginia, 2014 • Scaled Agile, Inc., SAFe 5 Certified Product Owner/Manager, Aug 2022 • American Society for Quality, Certified Six Sigma Green Belt, Oct 2020
Years of Experience	11+ years
Summary of Qualifications	

Managing Consultant with 11 years of experience supporting state and federal agencies with process and policy review, stakeholder engagement, and continuous improvement. She facilitates structured discovery sessions, synthesizes qualitative input into themes and risks, and translates findings into leadership-ready recommendations. Her background includes future-state design, requirements refinement, and operational standardization in regulated public-sector environments.

Relevant Experience

- **For California Employment Development Department (EDD) – EDDNext**, Enaka served as a Business Process Reengineering (BPR) SME. There she facilitated process discovery sessions

with business stakeholders to document current-state workflows, decision points, and handoffs; mapped opportunities to streamline and standardize operations. Analyzed process pain points and capability gaps to identify improvement opportunities and support future-state design discussions. Supported refinement of system requirements for automation by translating stakeholder input into clear process needs and acceptance criteria.

- **For the U.S. Department of Housing and Urban Development (HUD) – OCFO**, Enaka served as Change Management and Business Process Improvement Support. She conducted an organizational assessment of OCFO structure, functions, operations, and staffing; documented current-state findings and operational constraints. Benchmarked peer federal agencies to identify best practices and improvement options; synthesized findings into a future-state design to inform leadership decisions. And developed recommendations to improve financial management operations, aligning proposed changes to governance and operating model needs.
- **For the Pennsylvania Loan Servicing Agency**, Enaka served as a Business Process Reengineering SME. She designed and facilitated client workshops to map end-to-end processes, identify waste and pain points, collect data, and conduct root-cause analysis using Lean Six Sigma tools. Led voice-of-the-customer sessions to gather stakeholder needs and translate requirements into user stories to support automation via Robotic Process Automation (RPA). And prioritized solution options and supported implementation planning for process streamlining and automation of two manual loan servicing processes.
- **For the Small Business Administration (SBA) – 504 Central Servicing Agent**, Enaka served as an Associate and documented servicing processes and performed analytical and operational functions including payment reconciliation, reporting, account activity review, and customer service support. Partnered with a major U.S. bank to reconcile 400+ commercial real estate loans (~\$400M) and delivered high-quality service recognized by awards. And validated loan prepayment balances and fees for 65,000+ loans; resolved misallocation of funds resulting in \$200K+ repayment to stakeholders and developed SOPs to standardize a key business function.

3.3.4 Katie Paige, Pharmacy SME

Name	Katie Paige, PharmD, MBA, BCPS
Degree/Education/Certifications	<ul style="list-style-type: none"> • Doctor of Pharmacy (PharmD), University of Michigan • M.B.A., Eastern Michigan University • Board Certified Pharmacotherapy Specialist (BCPS)
Years of Experience	20+ years
Summary of Qualifications	

Healthcare leader with more than 20 years of experience supporting regulated healthcare environments, including Medicaid reimbursement, pharmacy governance, clinical operations, and policy-driven process improvement. Brings deep expertise in reviewing complex healthcare processes, synthesizing stakeholder and qualitative input, and developing leadership-ready recommendations that improve transparency, compliance, and outcomes across public-sector and large health system contexts.

Relevant Experience

- **For Guidehouse healthcare and public-sector clients**, Katie leads reviews of pharmacy and clinical service policies, procedures, and operational workflows to identify improvement opportunities related to access, efficiency, and regulatory compliance, synthesizing findings into practical recommendations for executive and agency leadership consideration.
- **For Medicaid-aligned health system clients**, Katie develops pharmacy cost-of-care and reimbursement strategies informed by Medicaid rules, 340B requirements, and population health considerations, translating complex regulatory and operational inputs into decision-ready analyses for leadership review.
- **For the AIDS Drug Assistance Program (ADAP) stakeholders**, Katie serves as a subject matter expert overseeing the development and documentation of policies, procedures, workflows, and revenue optimization strategies designed to support program integrity, transparency, and financial sustainability.
- **For Kaiser Permanente**, Katie redesigned pharmacy governance, documentation, and clinical consultation workflows to improve operational efficiency, transparency, and interdisciplinary coordination, while collaborating with union leadership and multidisciplinary stakeholders on staffing models, workforce processes, and operational improvements.
- **For enterprise-level pharmacy governance bodies at Kaiser Permanente**, Katie contributed as a member of national and regional committees focused on standardization, best practices, and system-wide alignment across acute care pharmacy operations and technology-enabled workflows.
- **For UCHealth hospital leadership**, Katie led policy and process alignment efforts during the rapid launch of two community hospitals, ensuring medication management and pharmacy operations met state and national regulatory standards with zero deficiencies.
- **For multidisciplinary clinical and administrative stakeholders at UCHealth**, Katie facilitated policy review and approval processes, standardizing governance structures for developing, approving, and retiring clinical policies while supporting accreditation readiness and leadership reporting.
- **For HCA Healthcare enterprise leadership**, Katie managed the design and launch of a centralized pharmacy distribution model serving multiple hospitals, standardizing formulary and distribution policies to reduce costs, improve utilization, and promote consistent, defensible operational practices.
- **For hospital and regional leadership at HCA Healthcare facilities**, Katie developed and implemented clinical pharmacy protocols, surveillance initiatives, and workflow improvements supporting quality improvement, patient safety, and accreditation requirements, including executive briefings and evidence-based recommendations.

3.3.5 Anna Lam, Project Team

Name	Anna Lam
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Degree/Education/Certifications	<ul style="list-style-type: none"> • M.B.A., Stephen M. Ross School of Business, University of Michigan • Master of Urban and Regional Planning (MURP), Taubman College, University of Michigan • B.A., Sociology, University of California, Davis • B.S., Psychology, University of California, Davis • Lean Six Sigma Yellow Belt • UCLA Howard and Irene Levine Affordable Housing Development Program (LAHDP) • Kauffman Fellows Venture Deals
Years of Experience	9+ Years
Summary of Qualifications	

Anna Lam is a Senior Consultant with 9+ years of experience helping public-sector agencies assess programs, document and improve processes, engage stakeholders, and translate qualitative and quantitative findings into leadership-ready recommendations. She brings directly relevant experience in current-state assessments, business process reengineering, journey mapping, stakeholder interviews and workshops, feedback synthesis, performance measurement, and implementation planning across state and local government service delivery programs, with a focus on transparency, accessibility, governance, and defensible decision-making.

Relevant Experience

- **For the City of San José, California,** Anna leads Business Process Reengineering (BPR) and Customer Experience (CX) pilot workstreams for the City’s 311 transformation, overseeing stakeholder engagement, service redesign, process and technology improvements, and pilot implementation to support a “one city–one door” service model enabled by a modern CRM. She developed a Service Standard Maturity Model to assess and benchmark City services across customer experience, process and governance, technology enablement, and data and measurement, and facilitates working sessions to map current and future-state processes across 20+ resident-facing services, identify root causes, and prioritize improvements.
- **For the State of California Employment Development Department,** Anna manages the journey mapping initiative for Disability Insurance (DI) and Paid Family Leave (PFL) programs, overseeing customer personas, stakeholder engagement, current- and future-state journey maps, and an actionable recommendations report. She leads cross-functional delivery across customer research, staff interviews, CX analysis, personas, and journey maps; serves as the primary CX client relationship manager; and incorporates client feedback to strengthen decision-ready outputs for modernization planning.
- **For the California State Controller’s Office,** Anna led a rapid-turnaround effort to overhaul and standardize 30+ current-state process maps using Lean Six Sigma principles. She trained consultants and contractors on process mapping methods, conducted quality assurance reviews to improve accuracy and consistency, and facilitated working sessions with client staff to clarify operational steps and resolve ambiguities for forthcoming BPR and OCM activities.

- **For the State of Washington Employment Security Department,** Anna completed customer journey mapping for unemployment insurance claimants, supporting a Current State Assessment with Voice of the Business and Voice of the Customer interviews, an impact-based issue prioritization matrix, and internal/external process maps. She led process mapping sessions, analyzed and visualized 1M+ claim-process data points in Excel and Power BI, interviewed community-based organizations, and helped deliver a Customer Experience Analysis Report, Personas, Customer Journey Maps, and a Recommendations and Implementation Report to improve CX strategy, processes, and communications.
- **For the State of Michigan Match on Main Program,** Anna supported development of the current-state assessment, economic impact evaluation, process evaluation, recommendations, and implementation blueprint for a place-based small business grant program. She analyzed and mapped 10,000+ data points across 5+ years of program data, facilitated an in-person workshop with state staff to review recommendations and gather feedback, and incorporated input from small businesses, Downtown Development Authorities, and state staff to strengthen final deliverables.
- **For the State of Michigan Small Business Capital Access Programs,** Anna led program administration evaluation activities by mapping State and partner administrative processes, conducting lender and borrower engagement, and identifying opportunities to increase program impact. She supported economic impact assessment by organizing and analyzing 30,000+ data points across 5+ years of data through IMPLAN and GIS, and led client discussions focused on operational details and improvement opportunities.
- **For Clinton County, Michigan,** Anna manages a multi-year broadband infrastructure engagement, overseeing contract coordination, constituent communications, and implementation support for equitable access to high-speed internet. She previously helped deliver a broadband strategy funded through the American Rescue Plan SLFRF by conducting outreach with school districts, libraries, and social service agencies; documenting access needs; identifying partnership opportunities; and developing an economic growth model to estimate local economic impacts.
- **For the City of Jackson, Michigan,** Anna supported a Housing Needs Assessment budgeted through the American Rescue Plan by analyzing housing market data, leading stakeholder engagement with city officials, social service agencies, nonprofits, developers, and housing professionals, and developing a stakeholder ecosystem map. Her work informed strategy and recommendations for housing needs, collaboration opportunities, and implementation considerations.
- **For Yolo County Housing Authority, California,** Anna advised executive action by researching hundreds of HUD contracts and property acquisitions and preparing analysis to support decision-making in a multi-year legal matter. She also developed a variance analysis report projecting the financial impact of applying new HUD Fair Market Rents to 2,000+ households, helping anticipate tenant concerns and inform tenant-centered change implementation and communications.
- **For Sacramento County, California,** Anna supervised operations for the Sacramento County Winter Sanctuary, establishing daily intake procedures for 100 individuals experiencing

homelessness, designing nightly guest data collection, and conducting weekly impact analyses on attendance frequency and housing counseling outcomes. She finalized a report documenting attendance patterns, housing outcomes, partner effectiveness, and recommendations for future shelter programming.

3.3.6 Maria Olifer, Project Team

Name	Maria Olifer
Degree/Education/Certifications	<ul style="list-style-type: none">• M.P.A., Health Policy Analysis & Management, New York University Robert F. Wagner Graduate School of Public Service, 2024• B.A., Public Policy and Neuroscience, New York University, 2023• Lean Six Sigma Yellow Belt, 2024
Years of Experience	2 Years
Summary of Qualifications	

Maria Olifer is a Senior Consultant with experience supporting public health, workforce, housing, labor, and customer experience transformation engagements through process mapping, stakeholder engagement, qualitative analysis, benchmarking, and change management. She has supported public-sector clients by documenting current-state processes, facilitating interviews and alignment sessions, synthesizing customer and staff feedback, developing personas and journey maps, and translating findings into actionable recommendations, implementation plans, and client-ready materials that promote transparency, accessibility, governance, and defensible decision-making.

Relevant Experience

- **For the California Department of Public Health (CDPH) Workforce Analysis engagement,** Maria supports analysis of workforce management practices and procedures to improve organizational agility and preparedness across public health functions. She led as-is process mapping sessions and facilitated interviews with 30 CDPH personnel, ranging from rank-and-file staff to Deputy Directors, to assess workforce and succession planning gaps; contributed to a Workforce Management Assessment Report with actionable strategies and implementation timelines; and partnered with the data team to design and prototype analytics tools that merge hundreds of internal and external datasets to visualize hiring, retention, surge staffing, and long-term staffing needs.
- **For the Housing Authority of the City of Los Angeles (HACLA) Customer Experience engagement,** Maria supported a customer experience analysis that documented customer service journeys for applicants, program participants, landlords, and referring partners. She conducted extensive customer and stakeholder engagement, including 62 intercept interviews, 27 landlord and referring partner interviews, 8 staff interviews, and lobby and Customer Contact

Center observations; developed personas and journey maps identifying pain points, love points, and quick-win recommendations; and supported 11 recommendations that were narrowed to 4 near-term focus areas with implementation timelines, accountable parties, and risks/mitigations.

- **For the Wyoming Department of Workforce Services,** Maria analyzed the customer and user experience for unemployment insurance applicants and supported strategic recommendations for improvement. She conducted interviews and as-is process mapping sessions with agency leaders, facilitated stakeholder alignment sessions with process owners and SMEs to identify pain points through value-add analysis, analyzed multiple datasets on claimant demographics, industry trends, and UI performance against national metrics, and compiled leading practices from the UI modernization space into a leading practices report adopted for internal publication.
- **For the City of San José Customer Experience Transformation engagement,** Maria engaged cross-departmental leaders to align priorities, gather requirements, and prepare for people, process, and technology changes associated with a CRM implementation. She supported definition of roles and responsibilities for the customer experience transformation team and interviewed six peer city 311 departments to inform a benchmarking analysis and help San José identify a 311 model aligned to the City's goals.
- **For Sound Transit Workforce Strategy,** Maria supports development of a multi-year strategic workforce plan by assessing future staffing needs across internal operations, capital delivery oversight, and external service partners. She designed and refined a ratio-based workforce demand model tied to operational drivers including asset growth, service complexity, system activation, regulatory oversight, and hybrid delivery models, and translated stakeholder interviews, peer benchmarks, and qualitative and quantitative inputs into client-ready materials and working sessions that support actionable and defensible workforce risk assessments.
- **For the New York State Department of Labor,** Maria supported implementation of an organizational change management strategy by presenting information to client stakeholders and developing recurring client deliverables. She developed customer experience frameworks for internal and external stakeholders through research and SME interviews, researched benchmark practices for technology implementation downtime, collaborated with SMEs to reduce go-live disruption risks, and created an external stakeholder communication strategy spanning more than a dozen communication channels for private, local government, and state government customers.
- **For Uganda Village Project,** Maria managed a pro-bono current-state analysis of obstetric fistula care in Uganda and the greater Sub-Saharan Africa region. She led document review, financial review, quantitative patient data analysis, interviews with academic and medical experts, a focus group with patients receiving care, and review of academic and medical publications; then delivered a report with recommendations to support a more holistic care model focused on prevention, post-operative recovery, and job training, including level-of-effort and anticipated impact ratings.
- **For NYU Langone Health's Glimcher Neuroeconomics Lab,** Maria supported research and process improvement activities by streamlining registration, check-in, and participant payment processes, increasing efficiency by 50%. She conducted behavioral experiments for the Smartphones for Opiate Addiction Recovery clinical trial, compiled data for an accessible

treatment model focused on decreasing relapse rates and performed regression analyses on datasets with 1,800+ elements in Excel that contributed to a co-authored Society for Neuroeconomics Conference publication.

Pricing Proposal

4.0 Pricing Proposal

4.1 Not-to-Exceed (NTE) Total and Assumptions

Guidehouse proposes a total not-to-exceed (NTE) price of **\$360,000.00** for completion of the project. Billing will be based on the deliverables identified in Task Order Section 5.0 and will not exceed this amount unless prior written approval is obtained from AHCCCS. This pricing assumes timely access to relevant documents and data, AHCCCS support for stakeholder identification and scheduling, and timely review and feedback on draft deliverables.

4.2 Pricing by Deliverable (Section 5.0)

Table 7 provides pricing by deliverable, aligned to Task Order Section 5.0. The deliverable labels below are shortened for readability, but each includes the full scope required by the RFP.

Table 7. Deliverable Pricing

Task	Deliverable	Cost
5.1 Stakeholder Engagement & Facilitation	Internal Stakeholder Meetings (VOB)	\$35,000.00
	External Stakeholder Meetings (VOC)	\$30,000.00
	Stakeholder Map	\$25,000.00
5.2 Stakeholder Feedback Summary	Stakeholder Feedback Summary	\$45,000.00
5.3 Progress Reports	Progress Reports	\$25,000.00
5.4 Draft Recommendation Report	Current-State Process Maps	\$40,000.00
	Initial Current State Report	\$55,000.00
	Draft Recommendations Report	\$65,000.00
5.5 Final Recommendations Report	Final Recommendations Report	\$40,000.00
Total Cost:		\$360,000.00

Appendix A. Reservation of Rights

This submission by **GUIDEHOUSE INC.**, a Delaware corporation, or any of its affiliates (the “**Contractor**”), is in response to the Arizona Health Care Cost Containment System (the “**AHCCCS**”) task order AHCCCS TO# YH26-0094 pertaining to Pharmacy Consulting and Process Improvement Recommendations (the “**Task Order**”). Given our past history of successfully negotiating mutually agreeable terms with similar Arizona entities, we do not anticipate any difficulty in reaching a contractual agreement that will enable us to provide the professional services which you are requesting, while protecting the interests of both parties.

Contractor respectfully requests an opportunity to discuss the terms and conditions of this Task Order, including those in our Statewide Healthcare and Employee Benefit Consulting (CRT066540) contract with the State of Arizona. Below, we have provided proposed modifications and/or additions that would apply exclusively to this Task Order. Our modifications are in-line with equitable terms and conditions to reflect the nature of this Task Order.

Notwithstanding anything to the contrary, including without limitation, the Uniform Terms and Conditions and the Special Terms and Conditions of the Task Order, the following terms and conditions shall apply:

Indemnification. Contractor shall indemnify the State of Arizona, and its departments, agencies, boards, commissions, universities, officers, officials, agents, and employees (hereinafter referred to as “Indemnitee”) from and against third-party claims, actions, liabilities, damages, losses, or expenses (including reasonable and documented attorneys’ fees,) (hereinafter referred to as “Claims”) for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property directly caused, , by the grossly negligent or willful misconduct of Contractor or any of its owners, officers, directors, agents, employees or subcontractors. In consideration of the award of this contract, the Contractor agrees to waive all rights of subrogation against the State of Arizona, its officers, officials, agents, and employees for losses arising from the work performed by the Contractor for the State of Arizona except as to claims arising out of the acts or omissions of the State of Arizona, its officers, officials, agents, and employees.

Limitation on Liability: Notwithstanding the terms of any other provision, the total liability of Contractor and its affiliates, directors, officers, employees, subcontractors, agents and representatives for all claims of any kind, including third party claims, arising out of the Agreement, whether in contract, tort or otherwise, shall be limited to the greater of \$1,000,000 (one million dollars) or three (3) times the purchase price of the specific Materials or Services giving rise to the claim. Neither Contractor nor State shall in any event be liable for any indirect, consequential or punitive damages, even if State or Contractor have been advised of the possibility of such damages.

Standard of Care and Performance: Contractor agrees that the services provided for under the Agreement will be performed in a professional manner in accordance with recognized professional consulting standards for similar services and that qualified personnel will be assigned for that purpose. In providing the services, Contractor and its personnel shall exercise reasonable care. Contractor cannot guarantee or assure the achievement of any particular performance objective, nor can Contractor guarantee or assure any particular outcome for the State or any other person as a result of the Agreement or the performance of the services contemplated thereunder. If, during the performance of the services, or within one (1) year following completion of the Agreement, such services will prove to be faulty or defective by reason of a failure to meet such standards, Contractor agrees that upon prompt written notification from the State prior to the expiration of the one-year period following the completion of the Agreement of any such fault or defect, such faulty portion of the services will be redone at no cost to the State up to a maximum amount equivalent to the cost of the services rendered

under the Agreement. The foregoing will constitute Contractor's sole warranty with respect to the accuracy or completeness of the services and the activities involved in its preparation, and is made in lieu of all other warranties and representations, express or implied, including any implied warranties of merchantability or fitness for a particular purpose. State shall retain all authority, responsibilities and obligations as owner of its medical practice and business, including without limitation the responsibility to maintain complete and accurate medical records, to assign accurate and appropriate billing codes and to bill for medically necessary services in accordance with applicable federal and state regulations and the requirements of third party payors, including Medicare and Medicaid, and to otherwise comply with the laws and regulations applicable to State and its business.

Intellectual Property: Upon full payment of all amounts due Contractor in connection with the Agreement, all rights, title and interest in any information and items, including summaries, documents, reports and portions thereof Contractor provides to the State (collectively, the "**Contractor Deliverables**") will become the State's sole and exclusive property for its internal business purposes and uses pursuant to the scope set forth in the applicable statement of work, subject to the exceptions set forth hereafter. To the extent the Contractor Deliverables contain any contractor pre-existing property, the State shall be granted a non-exclusive, non-assignable, royalty-free license to use such Contractor pre-existing property solely in connection with the subject of the Agreement.

Acceptance: Receipt of a deliverable occurs when the deliverable is provided to the State. Receipt of services is deemed to occur when the State receives an invoice from Contractor for those services. Absent written notification of non-acceptance from the State within five (5) business days of receipt, deliverables and services will be construed as accepted. Any such notice shall specify in reasonable detail the reasons such deliverable or service has been deemed unacceptable. If the notice of non-acceptance is not sufficiently detailed to allow Contractor to determine why such deliverable or service is unacceptable, Contractor may request in writing that the State provide additional information. The passage of ten (10) business days from the date of such request without the provision of such additional information shall constitute final acceptance of such deliverable or service by the State. Within fifteen (15) days of receipt of the State notice, Contractor shall, at its option, either correct the problems in such deliverable or service or present the State with a plan to fix such problems within a reasonable period of time under the circumstances. The deliverable or service shall be deemed accepted by the State after comments have been incorporated and the deliverable or service re-submitted. Acceptance by the State shall not be unreasonably withheld or delayed.

Insurance: Notwithstanding the terms of any other provision, (1) Contractor shall not be required to give notice prior to any change, renewal, modification or cancellation of any insurance coverage required under the Agreement, provided; such event does not (i) lower any required insurance coverage below the required minimum limits, or (ii) cancel any required insurance coverage without intent of replacement or renewal; (2) Contractor's insurance policy shall exclude coverage for liabilities assumed through contracts; (3) no waiver of subrogation shall be required for any Workers' Compensation or Professional Liability/Errors and Omissions insurance coverage; (4) any requirement that Contractor's insurance coverage is primary and non-contributory with respect to any insurance of State shall not apply to claims arising out of the acts and omissions of State, its officers, agents, employees and representatives; and (5) no requirement for automobile insurance shall include owned vehicles.