

2. EXECUTIVE OVERVIEW

Executive Summary stating the Offeror's understanding of the project. Include a list of anticipated risks and proposed mitigation strategies.

2.1 Understanding of the Project

The Opportunity

The Montana Department of Public Health and Human Services (DPHHS) is seeking to procure a Provider Services Module (PSM) contractor to support Montana's Medicaid modernization effort, referred to as Montana's Program for Automating and Transforming Healthcare (MPATH). The PSM is part of the overall MPATH program to replace aging legacy components of the Montana Healthcare Programs enterprise.

The NASPO procurement and MT PSM RFP represent an innovative approach to realize the Centers for Medicare & Medicaid Services (CMS) vision for modularity across the Medicaid Enterprise for states. The multi-state nature of the proposal implemented through NASPO Master Service Agreements with participating states provides a vehicle to realize modularity in a standardized and repeatable way across multiple states. This will provide substantial benefits to states through shared procurement costs and extensive reuse of standardized solutions and processes. This is a key step towards achieving CMS' vision of a modern Medicaid Enterprise environment driven by service delivery and interoperability.

Team CNSI has led the way in multi-state Medicaid Enterprise implementations with our experiences in Michigan and Illinois, and we have developed an extensive set of best practices as a result. We are now expanding this model with Utah migrating to the multi-state Cloud. Multi-state implementations require substantial transformations in terms of solution, processes, and organization to successfully deliver the full benefits of the model. Team CNSI has used our past experiences in multi-state implementations and operations to build a robust and scalable service delivery model that can be leveraged for any of the participating states.

DPHHS has embraced the CMS vision for modularity and interoperability and has undertaken a large-scale modular procurement, requiring that each vendor selected have the demonstrated ability to collaborate in an enterprise environment that rewards the strength of the team rather than focusing on the logo of each company. To reduce overall risk to the MPATH program, the MT PSM vendor must bring proven experience managing a wide range of administrative services and a track record of service delivery in a multi-vendor environment. The MT PSM vendor must also bring a modern and modular technology solution that meets MITA architectural standards, aligns with the MPATH architecture, and is hosted in a secure and scalable cloud infrastructure. Interoperability with other modules is a critical aspect, as the PSM module will integrate with many external systems through the MPATH Enterprise Service Bus (ESB) hub. DPHHS also requires vendors that possess successful past performance on similar engagements, business services delivery successes, modular cloud technology expertise, and a proven commitment to stakeholder collaboration in a multi-vendor operations environment.

As our proposal will demonstrate, Team CNSI exhibits all of these desired traits, making us ideally and uniquely qualified to partner with DPHHS on this important initiative. Because of the modular nature of our solution and services, we have the ability and proven track record to successfully implement and operate the Base Provider solution as well as the Option A and B solutions and services. Team CNSI will bring an exciting innovation for Option A that implements standards-based interoperability between the Provider Self-Service portal and back-end Eligibility and Claims modules. For Option B, Team CNSI has

partnered with Noridian Healthcare Solutions, LLC (Noridian) to bring mature and scalable CRM and IVR solutions backed by experienced call center operations and business operations teams.

Team CNSI understand the goals of the MT PSM opportunity and brings to bear a potent combination of Medicaid domain expertise, successful management experience, and innovative, secure technology to deliver the MT PSM solution and enabling services. Our track record speaks volumes about our ability to successfully deliver implementation and operations services in the Medicaid environment. Our Software-as-a-Service (SaaS) technology is modern, modular, cloud hosted, compliant with the latest CMS standards, and fully aligned with CMS MITA and MPATH architectural standards. Our governance model has been yielding consistent, tangible results in the states of Michigan, Washington, Illinois, and Utah for over a decade. These attributes, combined with our untiring commitment to collaboration and closely communicating with our customers and other stakeholders on our projects, make us ideally suited to achieving successful outcomes for states and their constituents.

Medicaid Operating Environment

The Medicaid marketplace environment has undergone substantial change in the last 20 years. Both regulatory and technological evolutions have driven a fundamental shift in the way Medicaid systems are implemented and operated. The industry has transformed from a largely manual, paper-based approach ***constrained*** by technology, to a business services approach ***enabled*** by technology. Since the inception of MITA, states have expressed their desire to procure systems that enable business processes; the successful procurement and implementation of these systems, however, has proved to be challenging in the Medicaid environment. By transforming our technology and processes, Team CNSI has successfully overcome these challenges and excelled while doing so. Today, we are regarded as pioneers and market leaders, having met the expectations of modularity and cloud technology and successfully delivered on their promise by bringing Michigan and Illinois live in the cloud for Provider Management in 2015. Our SaaS operations model has also been proven in over two years of successful multi-tenant operations.

Figure 2-1 depicts the lifecycle of system transformation in the Medicaid marketplace, from legacy solutions to modern solutions, and ultimately to SaaS cloud solutions. This transformation has occurred in stages through the modernization of business processes as it shifts from legacy manual services to modern automated services. DPHHS seeks to move beyond mere modern solutions to achieve a modular implementation, increasing focus on self-service for its providers. This culminates in the realization of a SaaS-based services model with increased efficiency and transparency brought through cloud implementations, enabling the shift of focus from the technology toward delivering the services required by DPHHS.

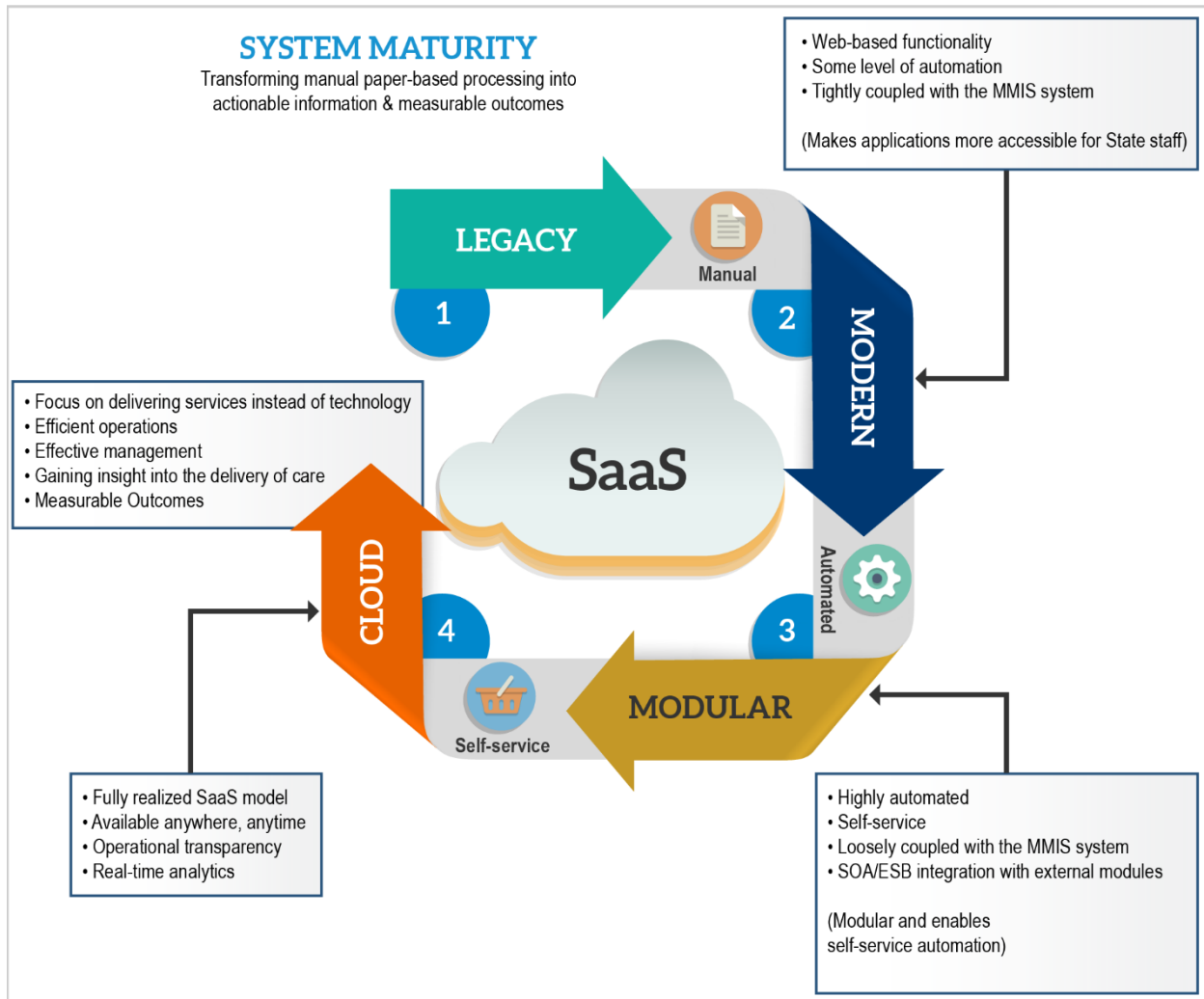


Figure 2-1. Lifecycle of the Medicaid Marketplace. DPHHS requires technology that enables increased focus on services and transparency through demonstrated system evolution.

CMS has called for transformation to enforce movement to modularity and the NASPO multi-state collaboration is an excellent vehicle to advance this vision. On a state level, transforming its legacy system to the modular MPATH vision will enable DPHHS to achieve its needs for reduced cost and quicker implementation of system changes to keep pace with the change of Medicaid by increasing the transparency of its program. The current environment must not only achieve modular implementations, it must do so while bringing proven ability to enroll, credential, and manage providers in real-time while complying with regulatory mandates. Some of the key transformational factors, from a regulatory and policy standpoint, include the following:

■ Seven Conditions and Standards

- Modularity and Interoperability – CMS has mandated a modular procurement approach predicated on the availability of modularity technology solutions with standards-based interoperability
- MITA standards – Transforming the Medicaid enterprise from technology-driven to business-driven

- Industry standards – Establish industry standards for all phases of the Software Development Life Cycle (SDLC)
 - Leverage – Drives states to deploy reusable assets and share efforts across states rather than continually building new components from scratch
 - Business Results – Seeks highly automated solutions which support effective and efficient business processes
 - Reporting – Produce information that provides operational transparency and drives continuous improvement
- Affordable Care Act (ACA) – Regulations impacting the entire Medicaid enterprise with a heavy emphasis on Provider Management and shift to value-based payments
 - HITECH Act – Promoting the deployment of meaningful use technology
 - HIPAA/MARS-E – Continued maturation of privacy and security practices

Team CNSI – A Fully-Vested, Collaborative Partner for Performance Excellence

Team CNSI represents a strong blend of Medicaid industry expertise and innovative technology, delivered seamlessly through a single, unified team. Our decades of experience in delivering healthcare solutions and services, guided by our lean methodologies and processes, provide us with a clear vision and roadmap to deliver the PSM solution to DPHHS and its constituents. Team CNSI is led by prime contractor CNSI, who possesses a track record of delivering and operating Medicaid systems in multiple states for over 20 years. CNSI is a recognized leader in providing SaaS technology to the Medicaid market, with a multi-state SaaS Provider Management solution currently in operations. For this important initiative, CNSI has teamed with Noridian for providing primary business services delivery for Option B. A brief overview of each partner company is provided below.

CNSI. Established in 1994, CNSI has been involved in the healthcare and health IT industry since 1998, expanding our role from mere support of a legacy system to developing the first-of-its-kind Medicaid Management Information System (MMIS) platform. Over 80% of CNSI's revenues are derived from health IT and today, we participate in a majority of the health IT initiatives underway across the nation. These include the ACA, HITECH, payment reform, Meaningful Use, transition to managed care, consumer engagement, and integrated care for the dually eligible. CNSI is more than capable of supporting the DPHHS through flexibility, adaptability, and rapid response to changes in programs and technologies, as demonstrated through the following:



- Launched the nation's first completely automated real-time and cloud-enabled Medicaid system, evoBrix, in partnership with the State of Michigan and the State of Illinois, in July 2015. The proposed module, the evoBrix Provider Management Information System (PMIS), includes a real-time Provider Credentialing Service (PCS) solution.
- Deployed the first of its kind fully-integrated, 100 percent web-based MMIS, eCAMS, in the state of Maine in January 2005.
- Launched the first of its kind interactive mobile application, myHealthButton (myHB), with the State of Michigan, to promote connectivity between patients and providers in a real-time environment in January 2015.

In addition to innovative healthcare solutions, CNSI brings a business philosophy that encourages partnership and accountability, and promotes visibility into our operations. This approach is comprised of the following key elements that help our clients achieve project success:

- **A Health Care Focus.** As a diversified healthcare solutions integrator, our commitment is to reducing healthcare administrative costs (i.e., operational costs) and improving provider and customer satisfaction by delivering the most advanced technology to automate and streamline business processes.
- **A Nimble, Responsive Organization and Management.** CNSI provides a lean, agile organization structure that not only empowers the project management staff, but also gives them access to a variety of seasoned professionals through our practice and shared services organizations.
- **Customer-centric Culture.** At all levels, CNSI engenders a true culture of partnership and collaboration with the client, ensuring that the delivered solution and services meet their business needs.

CNSI has also supported CMS, architecting the Data Services Hub (DSH) component of Healthcare.gov – the only component that performed as designed without problems – and the Encounter Data Processing System (EDPS), which is based on the same core component as evoBrix and has been tested and proven to adjudicate more than 690 million encounter claims per year.

Noridian. Noridian Healthcare Solutions, LLC is a well-known vendor in the Medicaid and Medicare market with a record of service excellence, currently holding the record for national provider satisfaction in Medicare administrative services, and a longtime partner with CNSI. As a trusted partner to CMS for decades, Noridian brings approaches and deep experience interpreting, applying, and complying with complex health care regulations to claims processing operations and key functional areas such as electronic data interchange (EDI), provider enrollment, and customer contact centers. Noridian brings 50 years of experience in claims processing, mailroom services, contact center start-up and operations, training, and provider enrollment and management. Noridian is the Medicare Administrative Contractor (MAC) for Medicare Parts A/B in 13 states and three U.S. territories, serving more than 6.8 million beneficiaries. Noridian is also the Durable Medical Equipment (DME) MAC for Jurisdictions A and D, serving approximately 16.7 million beneficiaries throughout 28 states, the District of Columbia, and three territories. Noridian is also the Medicaid Administrator for the state of Iowa and a subcontractor to CNSI in support of the state of Michigan’s Predictive Analytic Medical Review. In fact, Noridian has been supporting Medicare Parts A, B, and DME providers in the state of Montana for over 11 years, and has been a long-time supporter of providers in several other states participating in the NASPO collaboration including North Dakota, South Dakota, Wyoming, Oregon, and Hawaii.



An ISO 9001:2015 certification assures clients and customers that Noridian follows International Standardization Operating (ISO) protocol for optimized results across medical entitlement processing, analysis, health care coding, health care call center, customer satisfaction, and other supporting functions. Noridian’s operational culture is based on use of repeatable processes that ensure the quality outcomes, coupled with use of Lean management principles to maximize operational efficiency.

Team CNSI Approach

Achieving Implementation Success. The NASPO procurement approach will result in tremendous benefits to participating states in terms of repeatability and predictability. However, given the aforementioned Medicaid environment and the multi-state nature of the NASPO procurement approach, DPHHS’ MPATH program and the equivalent programs in participating states require that each module be implemented on time and integrated with the other modules. Failure to do so not only impacts the delivery of services associated with each component contract, but also the success of other components, since the State and the System Integrator must manage the orchestration and integration of all modules according to the Master Implementation Schedule. Moreover, in the current dynamic regulatory environment where policies and standards are changing rapidly, a state can no longer afford to spend

many years designing and building a solution. Doing so may result in many of the requirements having changed by the time the system is implemented, rendering it non-compliant at the onset.

Team CNSI has engineered multi-state implementation success into our MT PSM solution by bringing a fully featured Medicaid Enterprise system, evoBrix®, accompanied by an approach that focuses on configuration rather than custom development. evoBrix is a modular SaaS platform augmented by best-in-class commercial off-the-shelf (COTS) products that, according to our assessment, also provides a very high fit with the functionality desired by DPHHS. With evoBrix, we no longer use the risky and time-consuming traditional Design, Development, and Implementation (DDI) methodology. Instead, we use a Solution, Configure, and Implement (SCI) methodology to achieve rapid success by leveraging a proven Medicaid SaaS solution built on components previously certified by CMS. This results in a faster track to operational compliance for all participating states.

Configuration is achieved through multiple layers of the evoBrix platform architecture. The foundation of the platform is a robust data model that provides the basis for configuration through application administration screens. Our high-performance rules engine, RuleIT®, with its online rules editing capabilities, provides a flexible tool for configuring and maintaining business rules that drive key processing functions. Additional configuration is achieved through application settings which control the functionality and behavior of the modules. The multiple layers of configuration provide a flexible solution that can be configured to meet many of the needs of Medicaid programs without modifying the application code.

Technology Delivery Approach. Team CNSI will leverage a proven combination of methodologies, organization, and resources to successfully deliver the MT PSM solution, as shown in Figure 2-2. This combination simultaneously implemented Provider Management in the cloud for the states of Michigan and Illinois in a 10-month period and has been operational for over two years in a SaaS model. With our previous successful implementations of the same modular evoBrix technology, DPHHS can have a high degree of certainty that Team CNSI will get the job done on-time and within budget.

Delivery Component	Description	Highlights
Methodology	- iVision360 Cloud (SCI) - CMMI Level 3 - ITIL v3 - ISO 9001:2015	- Streamlined configuration-based approach - Repeatable and proven processes - Service excellence via best practice service management
Organization	- On-site delivery team - Practice teams focused on provider management, credentialing, monitoring, and analytics. - Shared services teams focused on service delivery such as infrastructure, conversion, and integration.	- Core on-site delivery team responsible and accountable for delivery to the customer - Specialized practice teams bring deep subject matter expertise - Shared service teams leverage resources across specialties
Resources	- Medicaid subject matter experts with extensive knowledge of federal regulations - SaaS delivery and operations experts - Provider management solution experts - COTS solution experts - Veterans of Medicaid implementations and operations	- Ability to understand the State's business and translate to system configuration - Efficient execution of SaaS services in a streamlined process - Focus on delivery of business outcomes

Figure 2-2. Team CNSI's Delivery Approach. The powerful combination of methodology, organization, and resources that delivers results.

Thinking Beyond Technology – Provider Management

Much of the industry focuses only on the complexities of implementing technology, while overlooking the intricacies involving collaboration with stakeholders and providers, and transitioning of workloads between the incumbent and an incoming vendor. Team CNSI never underestimates the criticality of these attributes, and has selected team members that bring the experience to manage this transition. For example, CNSI brought the states of Michigan and Washington live and achieved certification with zero findings – an accomplishment unparalleled in Medicaid. In addition, CNSI has successfully implemented Provider Management for Utah, and most importantly, Provider Management in the cloud for Michigan and Illinois. These achievements would not have been possible without maintaining open, honest, and transparent communications with our customer and the provider community for the entirety of the contract. In fact, our SaaS cloud implementation for Michigan and Illinois Provider Management was recognized through the NASCIO 2016 Cross Boundary Collaboration Award given to the State of Michigan. In addition, all evoBrix modules to support the full Medicaid Enterprise will be live in the Michigan cloud in December 2017, with Michigan being the first tenant and Illinois and Utah to follow. Needless to say, effective provider outreach, education, and transition will continue to be a major element of CNSI's innovative implementation and operations approaches on these initiatives. It is this attention to provider management that has ensured the success of our projects, and played a vital role in positioning us to be a leader in Medicaid Enterprise services.

In addition, Noridian boasts a history of 100 percent on-time delivery of more than 25 large scale implementations and workload transfers over the past 17 years. Many of these projects were required to be implemented in as little as three months' time, further highlighting the significance of this achievement. Noridian took over administrative services for over 160,000 providers in the states of California, Nevada, Hawaii, American Samoa, Guam, and the Northern Mariana Islands – receiving high praise from CMS and receipt of 100% of the available award fee for the implementation. Evidence of Noridian's ability to repeat this success is shown as Noridian subsequently took over work in 12 Northeastern states in a similarly short three-month implementation, again receiving CMS's highest praise and 100% of award fee.

Business Service Successes for Improving Efficiency and Health Outcomes

DPHHS has called for modules that focus on delivering business services. Through its partner, Noridian, Team CNSI has been supporting healthcare administrative services for decades dating back to the inception of the Medicaid program. Throughout our rich history of administering healthcare, Team CNSI's members have continued to grow, improve, and innovate. These individual advancements are now assembled as a cohesive team bringing success administering a wide variety of healthcare administrative services, each having contributed to the continued adaptation and success that DPHHS can rely on. Highlights of Team CNSI's service performance include:

- Educating over 340,000 healthcare providers and suppliers
- Enrolling and credentialing nearly 750,000 active Medicaid providers
- Operating a full-service provider contact center with over 2.4 million calls per year achieving a 97+% first call resolution rate
- Managing operations for over 20 million Medicaid- and Medicare-covered lives

Team CNSI also brings the proven ability to manage efficiency and quality of administrative services. In today's healthcare marketplace, administrative services must continually be performed with greater efficiency without sacrificing quality. While the evoBrix solution brings the technology necessary to achieve this goal, our approach to operations management is treated with equal rigor and priority. Our experience in running operations in multiple states for decades, including two years in a SaaS model, has

shown us that technology cannot achieve the goals of MT PSM on its own and requires the right people using it correctly to reach its full potential. To that goal, Team CNSI has re-engineered its service delivery models to infuse greater efficiency and higher quality to its customers. This has enabled our operational service functions to be governed based on Lean Six Sigma principles throughout our team, bringing enhanced productivity and quality to many functions in our administrative services portfolio. Incorporating lean-based strategies has had two important outcomes at Team CNSI. First, lean processes have driven efficiencies and cost reductions; and second, the adoption of lean management practices has helped transform the culture of front-line managers to enable sustained process improvements.

Increased Transparency for Multi-Vendor and Multi-State Collaboration Success

Team CNSI understands that experience gained while working within a multi-vendor environment is invaluable. In such a scenario, success is then incumbent upon the flexibility, transparency, and ability of vendors to collaborate and overcome issues across the entire MPATH program. An example of Team CNSI's success in a multi-vendor environment is the key role we have played in forming the Michigan Medicaid-as-a-Service (MIMaaS) cloud environment. We brought multiple vendors and states together in a collaborative spirit to develop a vision and roadmap for achieving a true multi-tenant Medicaid Enterprise cloud. The MIMaaS cloud is composed of three states, including their Medicaid and Technology agencies, working with over ten vendors across technology components and services that serve the Medicaid Enterprise. This collaborative drive was recognized by the National Association of State CIOs in 2016 when Michigan was named the Cross-Boundary Collaboration award winner.

In essence, the success of the NASPO procurement approach and the DPHHS' MPATH program relies on selecting vendors that can execute their scopes of work within the context of a larger implementation and implement reusable solutions and processes. Vendors must appreciate the changes required to their monolithic business models of the past which allowed focus only on the vendors' solution. Team CNSI has a proven history of successfully working in a variety of multi-vendor and multi-state environments, commonly referred to as the "badgeless" model, in which successful delivery can only be achieved through effective collaboration. Team CNSI brings ample experience in such environments for a wide variety of implementation types, each bringing lessons learned that will benefit NASPO participating states in their modular implementations.

Program Success Enabled by Technology and Deep Domain Expertise

DPHHS calls for solutions that take advantage of advancements in technology to enable successful business services. Some of the key transformational factors from a technology standpoint include the following:

- **Hardware** – Rapid advancement in hardware technologies to enable increased performance at a lower cost while maintaining high availability and scalability
- **Cloud** – Emergence of cloud technologies to eliminate the need for siloed hardware and software installations, resulting in minimal up-front capital expenditures and lower operational costs
- **Mobile** – Introduction and maturation of mobile technologies making applications accessible to broader audiences in a variety of mediums

The Team CNSI Advantage

CNSI's evoBrix PMIS solution is the ideal fit for MT PSM.

- The only **operational** SaaS Provider Management solution in the Medicaid market
- A proven **modular** multi-tenant infrastructure and application platform
- Scalable, **secure**, and FedRAMP compliant infrastructure
- A 100% web-centric **automated** provider enrollment solution
- A fully **data-driven** application
- Operational **transparency** realized
- Fully **compliant** with ACA regulations
- **Real-time** provider credentialing

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- Integration – Service-oriented architecture (SOA) and ESB technology to enable high-performance, complex integration between modules and systems
- Analytics – Advanced analytics technologies have moved far beyond traditional reporting to enable the creation of powerful visual business insights with dashboards, charts, and graphs

Team CNSI has consistently led the Medicaid market as an innovator in both the regulatory and technology arenas and has already achieved a mature SaaS provider management delivery and operations model. This greatly reduces risk for DPHHS and participating states as we have proven processes in place which don't need to be reinvented. Team CNSI's multi-tenant cloud platform is operational for Provider Management with two states, Michigan and Illinois, while onboarding a third state, Utah. The full array of cloud modules will be live by the end of 2017, with Michigan as the first tenant, and Illinois and Utah to follow thereafter. This demonstrates the large scale of Team CNSI's cloud platform, which will house the Medicaid systems for nearly 10% of the US Medicaid population.

Team CNSI's SaaS delivery model transforms the MMIS of the past, from delivery of technology to delivery of services enabled by technology. We organize our operations teams around the catalog of services expected to be delivered in each business area, and we plug in and configure the evoBrix technology services necessary to perform the business services for that area. Effective service delivery requires continuous measuring, monitoring, and management to improve operational performance, transparency, and agility. Team CNSI deploys our SLA Dashboard, HealthBeat™ monitoring portal, and Operations Management Portal (OMP) to measure and monitor operational performance. These tools enable Team CNSI to manage service delivery as part of its ITIL operations framework. Additionally, our evoBrix SaaS solution, built on components previously certified by CMS, is designed based on industry best practices and enhanced through years of experience in design and development of MMIS solutions in Michigan, Washington, Illinois, and Utah. Our prior implementation and operations experience facilitates a successful transition to operations and enables delivery of all business services. Our proposed solution is a true 100% web-centric, multi-tenant, configurable solution delivered through SaaS services, which is unique in the State Medicaid market. Other solutions attempt to piece together legacy components with shared infrastructure to form a "cloud" solution, but such solutions cannot deliver on the promises of a true SaaS model – especially in the critical areas of configurability, scalability, and extensibility.

Team CNSI brings 10 years of operational experience managing nearly 750,000 active provider enrollments and processing over 500 million claims and encounters in four states. The SaaS service model has become CNSI's primary focus for delivering MMIS services to its customers. The cloud-based evoBrix solution being offered to DPHHS was the first in the nation to become fully ACA-compliant and has been supporting over 420,000 active provider enrollments in a multi-tenant SaaS platform for the states of Michigan and Illinois since July 2015. In addition, the state of Utah is in the process of onboarding to the SaaS cloud platform and will be live with the evoBrix PMIS module in 2018.

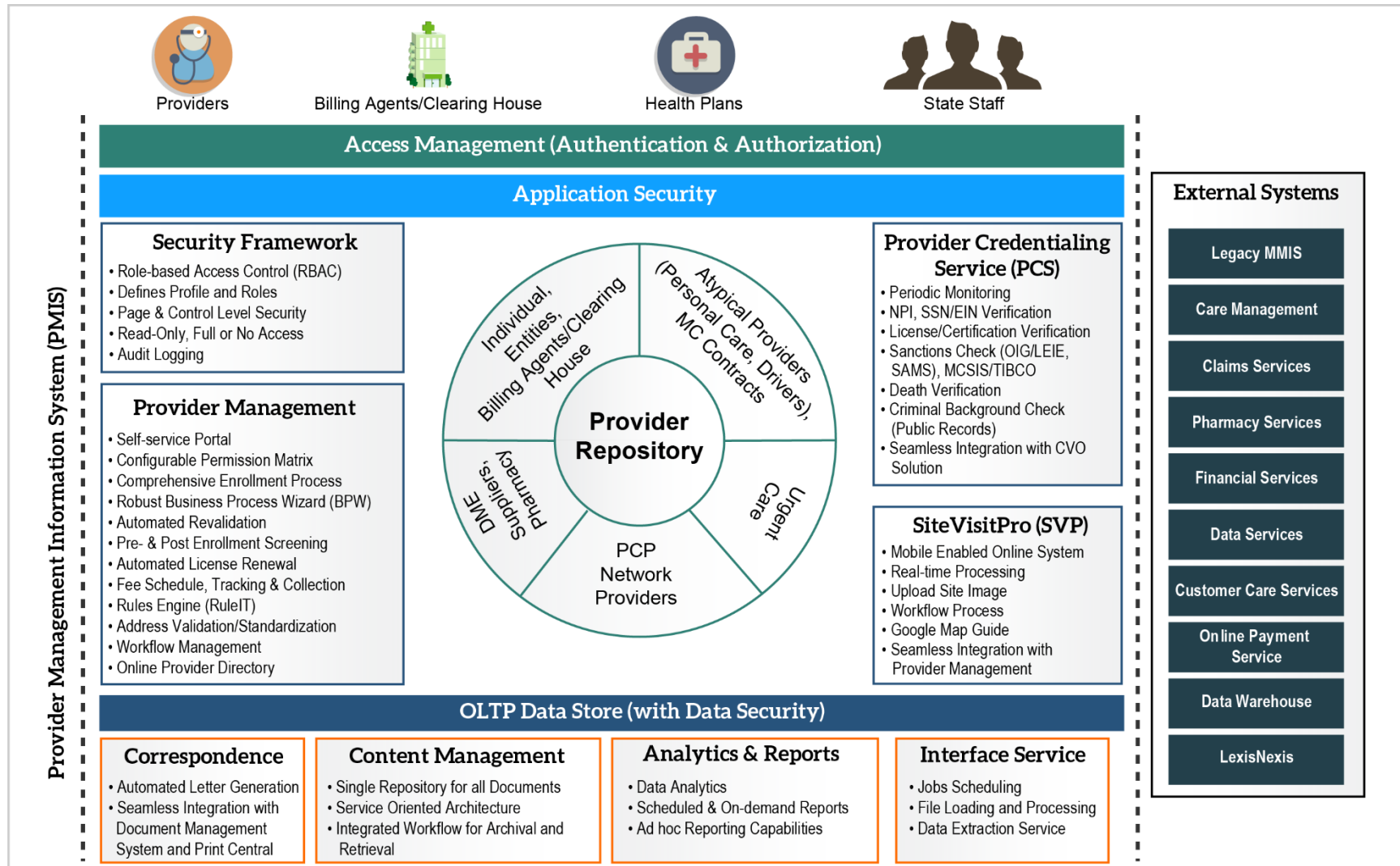
Team CNSI is the recognized leader in bringing cloud technology to the Medicaid market and brings proven SaaS implementation and operations experience to back it up. Team CNSI's delivery advantages translate to a low-risk, successful implementation for DPHHS and its stakeholders:

- Extensive experience in **Medicaid** implementations and operations in multiple states, including two of the six largest Medicaid states in the nation
- A streamlined **Solution, Configure, Implement (SCI)** delivery approach that delivers in a shorter time than the outdated traditional DDI approach
- A team of **seasoned** resources who understand the complexities of managing Medicaid operations in an environment of ever-changing regulations
- Efficiencies gained through leveraging a **shared services** organization model that eliminates silos

evoBrix Modular Architecture Enables Data Driven Decisions and Operational Efficiencies

As previously mentioned, evoBrix is Team CNSI's next generation Modular Medicaid platform to support DPHHS Medicaid business needs. The evoBrix platform uses a comprehensive set of highly scalable technical architecture aligned to MITA conditions and standards. The scalable platform is optimized to deliver high performance for meeting the current and future Medicaid enterprise demands.

Illustrated in Figure 2-3, Team CNSI's solution provides a full range of online, real-time inquiry and update functions that replace legacy paper-driven processes with web-based data entry screens. For example, our real-time PCS module provides fully ACA-compliant screening in two seconds, which enables providers to be enrolled and submit claims on the same day. Operational efficiencies are also achieved through workflow capabilities and automation features that are prevalent throughout evoBrix. Oracle's Siebel customer relationship management system, integrated with evoBrix, provides a 360-degree view of providers that enables Team CNSI to provide gold-standard customer service. The evoBrix platform includes our flagship monitoring solution, HealthBeat, which provides multiple dashboard views, over 130 business metrics, dozens of system metrics, and an SLA performance dashboard. The evoBrix PMIS module is built around rules-driven and data-driven components that provide extreme performance and configurability for enrolling, credentialing, and managing providers. A rich user interface enables business operations staff to efficiently manage data as well as process and monitor transactions through a well-defined workflow.



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Figure 2-3. Team CNSI's evoBrix Solution. Proven modular solution components for the Medicaid Enterprise.

Figure 2-4 provides a high-level summary of Team CNSI's solution components for MT PSM.

Solution Component	Features and Benefits
Provider Management Information System (PMIS)	100% web-based - MITA aligned - ACA compliant - Rules-driven workflow - Data driven processing - Integrated document management and correspondence modules
Provider Credentialing Service (PCS)	- ACA compliant - Real time response in seconds enabling same day claims submission - Eliminates manual credentialing and screening - Enables periodic re-screening - Alerts when provider credentials change
SiteVisitPro (SVP)	- Automated ACA compliant site visit tool - Web and mobile enabled - Integrated with Provider Management module - Real-time alerts for business operations staff
ESB	- SOA-based Enterprise Service Bus - High performance and availability - Interoperability through multiple protocols and channels
Monitoring (HealthBeat)	- Delivers operational transparency - Real-time business and system monitoring with alerting - Pre-built charts and dashboards - SLA performance monitoring and tracking
COTS - Oracle Siebel CRM with Avaya IVR (Option B only) - IBM COGNOS Reports - Pitney Bowes EngageOne Correspondence - IBM FileNet Content Management - Edifecs EDI (Option A only)	- Best of breed COTS solutions - Integrated through ESB

Figure 2-4. MT PSM Solution Overview. Team CNSI brings a modular solution that enables service delivery.

Option A Technology Platform

Team CNSI will deliver an innovative solution for Option A which will further enhance the modularity and interoperability of its solution. For Option A, Team CNSI will leverage its existing user interface components from the evoBrix Provider, Eligibility, and Claims modules to implement the fully-featured Provider Self-Service module envisioned by DPHHS. The back end of the Provider Self-Service module will be based on standard EDI transactions sets implemented in the Edifecs platform and delivered through the ESB via web services. This innovation will achieve a standards-based interoperability framework between the front-end Provider Self-Service portal and the back-end modules that house Eligibility and Claims data.

Option B Technology Platform

Team CNSI brings its mature and scalable Siebel CRM and Avaya IVR solutions as the core technology for Option B. These technologies are also integrated with the Base Provider module for interoperability between Provider and CRM/IVR modules. These solutions are feature rich and proven in Medicaid Provider Call Center operations for multiple states.

A Secure and Scalable Solution

The evoBrix security infrastructure, and our overall solution, was built from day one for the protection of Electronic Protected Health Information (EPHI) and to achieve compliance with federal standards such as the Health Insurance Portability and Accountability Act (HIPAA) and Federal Information Security Management Act (FISMA). HIPAA and FISMA standards define baseline security control implementation requirements on our FedRAMP cloud, and our security framework provides a secure environment for information management. This security framework includes protection against unwanted loss or disclosure of data using authenticated, role-based access control (RBAC) and extensive user audit logging for the audit trail in support of HIPAA Security and Privacy. Figure 2-4 summarizes some of the key solution components and describes the associated features and benefits for participating states

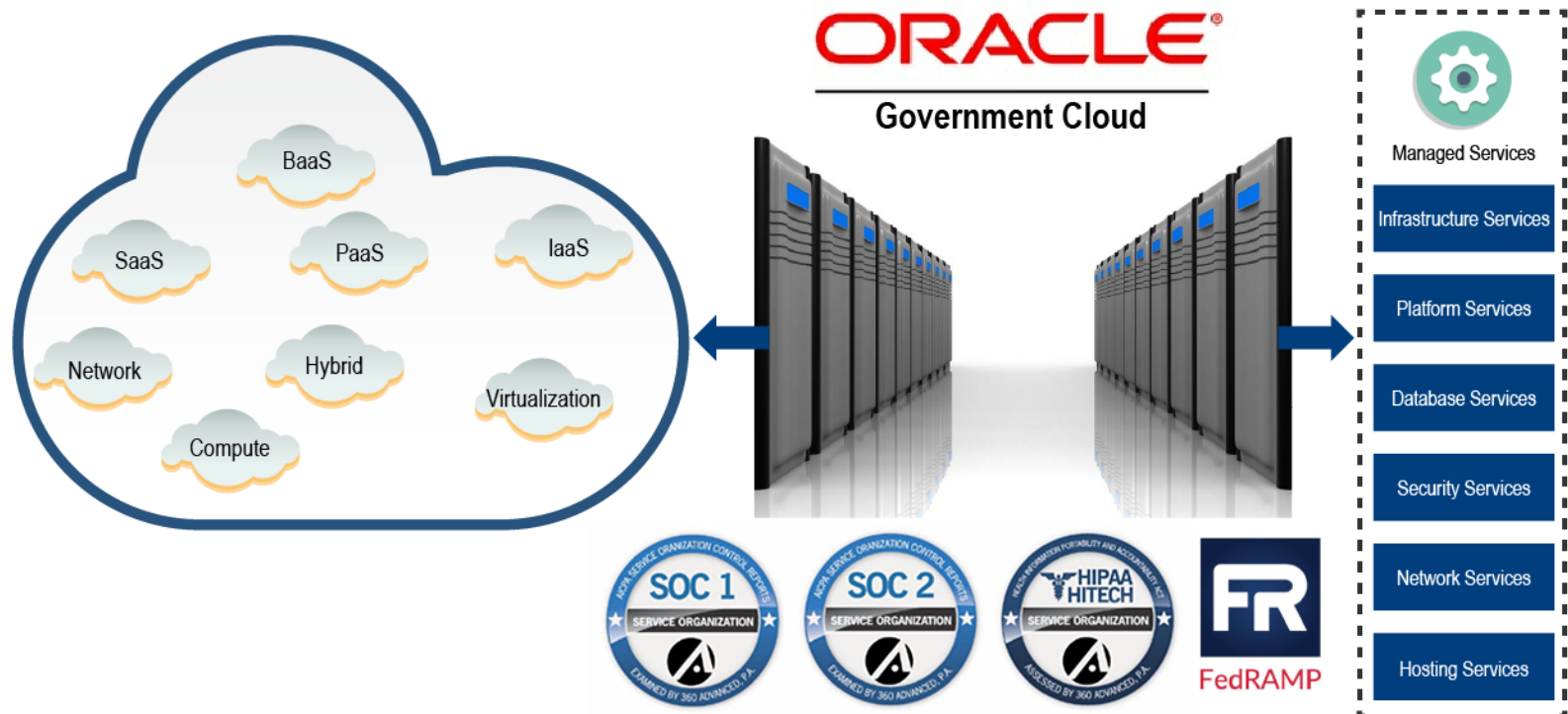
Team CNSI's solution has the scalability and proven performance to provide the best solution to meet DPHHS' current and future needs. evoBrix Provider Management has been successfully implemented in both the states of Michigan and Illinois in a cloud platform and has over 420,000 active provider enrollments. Figure 2-5 depicts Team CNSI's current Medicaid operations and some key metrics which demonstrate our ability to scale our cloud operations.

	MIMaaS SaaS Cloud		State Hosted	CNSI Hosted	NASPO Participating State Samples		
	Michigan	Illinois	Utah	Washington	Montana	Wyoming	Oregon
Enrolled Active Provider Volume	165,000	255,000	25,000	201,000	20,000 (est.)	16,000 (est.)	90,000 (est.)

Figure 2-5. Scalable MT PSM Solution. Team CNSI's solution has proven ability to scale to support multi-state volumes.

We have partnered with Oracle to provide a state-of-the-art hosting platform for CNSI's private cloud. The primary data center location is in Chicago, IL, with a secondary location in Ashburn, VA. The secondary location serves as a Disaster Recovery site that is activated in the event of primary data center failure. This robust hosting platform is aimed at providing confidence to DPHHS that our MT PSM solution will operate successfully. Figure 2-6 depicts the CNSI private cloud hosted by Oracle.

CNSI Cloud powered by Oracle Government Cloud



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Figure 2-6. Team CNSI's Private Cloud. Team CNSI's private cloud is hosted in Oracle's FedRAMP certified Government Cloud.

DPHHS and Team CNSI – A Partnership for Success

Team CNSI represents the only partner with the ability to deliver a proven, modern, scalable, and secure next generation MT PSM solution and operations services expertise. Our confidence is based on over two decades of successfully developing, implementing, and operating similar systems, and on the critical reasons below:

- Solution Maturity – Modular, configurable SaaS solution hosted in a FedRAMP cloud
- Multi-state experience – Strong track record with multi-state implementation and operations model
- Collaboration Experience – Decades of experience in large-scale, multi-vendor implementations in multiple states
- Operational Excellence – Strong track record of administrative and systems service delivery in multiple states
- Medicaid Expertise – Deep Medicaid expertise across many functional and technical areas

These factors will result in positive outcomes for DPHHS and other participating in the form of Reduced Risk, Reduced Cost, and Solution Longevity.



Partnering with Team CNSI will allow states to reap the benefits of a modular SaaS solution combined with effective and efficient delivery of business services. Participating states will also gain a fully-vested contactor that assures improved customer service, increased transparency, enhanced collaboration, and consistent operational excellence. All of these attributes, elaborated throughout our proposal, further our belief that, together with DPHHS, our MT PSM solution and services will serve as a model for Medicaid programs across the nation.

2.2 Anticipated Risks and Proposed Mitigation Strategies

With more than 20 years of complex healthcare system delivery and 50 years of healthcare business operations experience, Team CNSI has, at some time, encountered and mitigated the foreseeable risks inherent to any project of this size and complexity. This is not to say the following discussion represents every risk to implementation, but it is a compilation of experienced risks and mitigations. Due to this extensive experience, Team CNSI understands the make-up of the kinds of risks that are present within initiatives of this nature, thus leading to early evaluation and remediation if needed.

In addition to an experienced team and a proven risk plan, Team CNSI is delivering evoBrix, our highly configurable and modular solution that has been developed based upon a certified system. This solution is the only SaaS solution in the Medicaid market. Many of the Team CNSI members have developed and/or worked with evoBrix since its inception. When starting with an existing evoBrix base solution, the traditional DDI approach to implementation is not used. Rather, implementation is accomplished using a SCI methodology, which has the added benefit of reducing the risk that was traditionally incurred building a solution from scratch. Team CNSI collaboratively reviews the requirements with DPHHS and the SI vendor to confirm the requirements not currently present in evoBrix. Once these gaps are confirmed through working sessions with DPHHS and the SI vendor, Team CNSI focuses on the configuration of the solution to eliminate the gaps rather than designing and developing the whole system

from the ground up. Taking this approach significantly reduces risks historically associated with large system design and deployment.

Based on our experience and as part of creating this proposal, Team CNSI conducted an initial risk analysis to determine risks that would be unique to the MT PSM solution. Figure 2-8 is a summary of the major risks identified based on the RFP. Following contract award, Team CNSI will meet with DPHHS and the SI vendor to review the anticipated project risks, discover additional potential risks, and discuss mitigations.

Risk or Issue Title	Description	Type	Mitigation or Resolution Approach
Multi-vendor environment	Delivery in a multi-vendor environment is risky due to the coordination, configuration, and integration across multiple and/or diverse applications, tools, and vendors.	Schedule	Team CNSI has procedures to manage concurrent activities across multiple vendors. These will be adjusted for Montana. Team CNSI starts by meeting collaboratively with DPHHS and the SI vendor to identify the integration activities and dependencies in the MT PSM. Once these are included in the Integrated Master Schedule, Team CNSI tracks and monitors progress and risks as identified. As an agenda item to the project status review meetings, discussion of these integration activities is crucial to project execution.
Operational training	Team CNSI's SaaS solution is new to DPHHS, SI and other stakeholders. To achieve value from the solution at project start, DPHHS, the SI, and other stakeholders must have a working knowledge to fulfill their responsibilities.	Schedule	Team CNSI's training plan will address the roles needed to participate in UAT and after go-live for DPHHS, the SI vendor, operational staff, and other stakeholders. Training is provided prior to the start of user acceptance testing to allow participation of the end users in the actual testing. Training is role-based, so each resource focuses on those aspects of the solution appropriate for their responsibilities. For Options A and B, provider training is also planned prior to implementation to mitigate the risk for provider users.
DPHHS Component Availability	If the Integration Hub and ESB are not available in accordance with the agreed to schedule for timely testing and integration with the PSM solution there will be an impact to the go-live date.	Schedule	Team CNSI will work closely with the SI from the start of the implementation to ensure alignment of MT PSM tasks related to integration with other components. Any potential schedule impacts will be identified early on and specific mitigation strategies will be developed as necessary to reduce the impact if delays occur.
New requirements post contract award	One of the key activities to implementing projects is agreement on the project RFP requirements defining project scope. Identifying new requirements during the project introduces risk to both timeline and costs.	Scope	Team CNSI has conducted an analysis of the RFP to match the requirements to the solutions present day one in evoBrix. New requirements may require new configuration, increasing scope and impacting project schedule
Incumbent cooperation	Timely and full disclosure of data, files, and other records from the incumbent is crucial to system and service delivery schedules.	Schedule	Team CNSI has prepared a preliminary list of data requests and will coordinate with DPHHS and the SI on the first day to start the information exchange with the incumbent.
Access to and engagement with DPHHS, SI, and other stakeholders	Early and ongoing engagement with DPHHS and the SI is necessary to eliminate delays in completing the solution analysis and modeling activities and deliverable reviews.	Schedule	Team CNSI employs a proven strategy known as "island time" to manage DPHHS and SI vendor participants' time. The "island time" approach establishes designated times during the week for each business area to meet to minimize or eliminate competing schedule demands for individuals.
CMS certification	Under the Medicaid Enterprise Certification Life Cycle (MECL), the DPHHS IV&V vendor has a specifically defined role that includes completing an evaluation of checklists for DPHHS. Since this is a new function for most IV&V vendors, early engagement and	Schedule	Team CNSI is prepared to forge a strong working relationship with DPHHS and its IV&V vendor to ensure successful certification as early as possible. Team CNSI's certification leadership brings experience with the MITA framework and previous certifications. We are prepared to engage with DPHHS and its IV&V vendor throughout the

Risk or Issue Title	Description	Type	Mitigation or Resolution Approach
	coordination is necessary to reduce risks to the certification timeline.		project to achieve certification.

Figure 2-7. Initial Risk and Issue Assessment. Team CNSI has reviewed and identified risk mitigation strategies for major risks initially identified.

The NASPO participating states can rest assured that Team CNSI’s successful track record implementing SaaS Provider Management modules in multiple states in multi-vendor environments will provide a low-risk and repeatable option for implementing their Provider Management modules and associated options.