

SECTION 4. OFFEROR QUALIFICATIONS

All subsections of Section 4 require a response. The Offeror must indicate certification of understanding for Sections and the offeror must restate the subsection number and the text immediately prior to your written response.

Team CNSI has addressed all subsections of Section 4, as required by the solicitation. In response to Section 4.1, Team CNSI has indicated its certification of understanding. In response to Sections 4.2.1 and 4.2.2, Team CNSI has provided the necessary details for the minimum of three references, along with those of its subcontractor, as well as the company profile and experience of the prime, CNSI, and its team member, Noridian. Our response to Section 4.2.3 includes the resumes for each of the proposed key personnel, detailing the role they will perform along with related work experience and years of experience providing services similar to those required of this RFP, education, certifications, and skills, as applicable.

In response to Section 4.2.4, CNSI has demonstrated its financial stability to supply, install, and/or support the specified services by providing audited financial statements for the three consecutive years immediately preceding the issuance of the RFP. In accordance with Sections 2.3.1 and 2.3.2, the financial statements are not publicly available and are submitted separately to ensure the information is kept confidential.

In response to Section 4.2.5, Team CNSI has indicated its certification of understanding. We have also included the certificate for Equal Pay for Montana Women, signed by an individual authorized by CNSI (as the prime), in response to Section 4.2.6.

4.1 State's Right to Investigate and Reject

The State may make such investigations as deemed necessary to determine the Offeror's ability to provide the supplies and or perform the services specified. The State reserves the right to reject a proposal if the information submitted by, or investigation of, the Offeror fails to satisfy the State's determination that the Offeror is properly qualified to perform the obligations of the contract. This includes the State's ability to reject the proposal based on negative references.

Team CNSI has proposed a solution that fully meets the State's requirements and has submitted a proposal that demonstrates our ability to perform the obligations of the resulting contract. We do understand, however, that the State has the right to reject the proposal if it fails to satisfy the State's determination that we are properly qualified to perform the obligations of the contract or if the State receives negative feedback from our references.

☒ Offeror has read, understands, and will comply with each requirement in this section.

4.2 Offeror Qualifications

To enable the State to determine the capabilities of an Offeror to provide the services specified in the RFP, the Offeror shall respond to the following regarding its ability to meet the State's requirements. THE RESPONSE, "(OFFEROR'S NAME) UNDERSTANDS AND WILL COMPLY," IS NOT APPROPRIATE FOR THIS SECTION.

NOTE: Each item must be thoroughly addressed. Offerors taking exception to any requirements listed in this section may be found nonresponsive or be subject to point deductions.

For the purposes of Offeror Qualifications, the Offeror must include company information, references, financial information, and other qualification information and materials for the entity that will be the actual Contracting Entity. For example: if corporation XYZ chooses to bid, and it plans to have its wholly owned affiliate ABC sign the contract, the proposal must include references, qualifications, financial and other reference information for the ABC affiliate. XYZ can also submit qualification material from XYZ Corporation but it won't be considered in evaluating the actual Contracting Entity.

This section describes the background of Team CNSI members, as well as the capabilities of each, to demonstrate that Team CNSI has the experience and skill to successfully perform the contract with the greatest value to the State. This section also describes the general structure of Team CNSI's prime contractor, CNSI, as well as how management of, and communication with, our subcontractor (Noridian Healthcare Solutions, LLC) will take place within that structure. With a proven SaaS PSM solution and more than 18 years of experience in implementing and supporting health IT solutions, as well as a proven partnership with our subcontractor who brings more than 50 years of experience in healthcare administrative services, Team CNSI will demonstrate its ability to manage and coordinate the various types of activities required of the solicitation and deliver the services on time.

As reflected in Figure 4-1, Team CNSI brings innovation, best practices, and IT solutions, founded on years of experience and driven by business-enabling technology, to deliver the system and the services for meeting the Department's needs for years to come.

The Team CNSI Advantage

Team CNSI offers DPHHS a SaaS solution built upon more than 18 years of experience in the health IT industry, delivering innovation, collaboration, and transparency - a true partner for success.

- Proven leader in innovative health IT solutions in both the state and federal arenas
- Delivered early releases of PSM solutions in all implementations, typically within a year of contract award
- First in the nation to implement a cloud-based SaaS PSM solution, **evoBrix PMIS**, which is proven scalable to support more than 420,000 providers in Michigan and Illinois
- Financial stability and maturity based on nearly 23 years of continued growth
- Ability to provide skilled and experienced personnel to deliver the required components and services to meet DPHHS' requirements, most of whom have years of hands-on experience with the proposed **evoBrix PMIS**
- Well-established partnership of more than a decade with Noridian, a leader in provider management with over 50 years of experience and healthcare administrative services expertise to support the delivery of Option B Provider Services

MTPSM-4-001

Team Member	Experience	Relevance to DPHHS
	■ More than 18 years of experience with Medicaid claims adjudication and provider management systems ■ Developed the first fully web-centric MMIS with eCAMS, currently the core component of Washington State's MMIS, ProviderOne (CMS certified), and the core component of the certified Michigan MMIS, CHAMPS ■ Developed the first SaaS MMIS with evoBrix, a re-envisioned version of eCAMS and the next generation modular Medicaid platform that is currently being implemented in the states of Michigan and Illinois, with the Provider Management Information System (PMIS) already live in both states ■ In addition to Michigan and Illinois, Utah will become	✓ Demonstrated understanding of Medicaid and successful Provider Services Module implementations assures similar success for the MT PSM project ✓ Proven and operational SaaS PSM in the evoBrix PMIS base system will minimize implementation risk ✓ Certification process that starts on Day One, with success demonstrated through CMS certifications achieved on the first attempt for both Washington and Michigan ✓ Modular design delivers Provider Services Module for easy integration with the MMIS ✓ Collaborative approach with customer-centric focus reduces risk

Team Member	Experience	Relevance to DPHHS
	- the third state with its MMIS on the cloud as it is transitioned to evoBrix and the SaaS model ■ Gained vital multi-vendor work environment experience on the CMS Data Services Hub (DSH) project, one of the working components of Healthcare.gov	
	■ Nearly half a century of government contracting experience, plus, as a division of BCBSND, its roots extend an additional 25 years into the healthcare industry ■ Medicaid administrator for the state of Iowa (837,700 recipients) and a subcontractor to support the state of Michigan with Medicaid predictive analytic medical review ■ MAC for Medicare Parts A/B in 13 states (including the NASPO states of Montana, Hawaii, North Dakota, Oregon, South Dakota, and Wyoming,) and 3 U.S. territories, serving more than 6.8 million beneficiaries ■ DME MAC, serving more than 16.7 million beneficiaries throughout 28 states (including the NASPO states of Montana, Hawaii, Iowa, North Dakota, Oregon, South Dakota, and Wyoming), the District of Columbia, and 3 territories ■ Experience encompasses ● More than 200 million claims processed for 23.5 million beneficiaries annually ● More than 340,000 providers and suppliers served ● More than 200,000 calls handled monthly ● More than 20,000 applications processed monthly ● More than 17 million pieces of mail received, imaged, and processed annually ● More than 500 EDI vendors and 14,000 direct submitters	✓ Best practices based on years of experience in health IT environment (Medicare and Medicaid), including multi-contractor models, deliver broad and robust administrative services ✓ Serving more than 340,000 providers and suppliers annually demonstrates extensive experience with provider management knowledge of provider regulations ✓ Award-winning provider customer service program will ensure providers can expect the same excellent service

Figure 4-1. Team CNSI. Team CNSI brings innovation, best practices, and IT solutions, founded on years of experience and driven by business-enabling technology.

The Prime – CNSI’s Corporate Skills and Background

Since 1994, CNSI has excelled at providing best-value IT solutions fueled by a philosophy of delivering innovation based on the need for change. The company has established itself as a change agent for effecting business transformation and enhancing the business processes of its customers. This has been a direct result of the company’s philosophy of continuous improvement, customer focus, and process maturity. Additionally, CNSI has a proven track record of challenging the status quo and delivering solutions that transform the healthcare enterprise. We do so in a manner that is unique in the industry – collaboratively, with relentless focus on customer satisfaction, and with a partnership mindset. We measure success through the eyes of our clients.

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 percent of CNSI’s revenues are derived from health IT and today we participate in a majority of the health IT initiatives underway across the country. These include the Affordable Care Act (ACA), HITECH, payment reform, Meaningful Use, transition to managed care, consumer engagement, and integrated care for the dually eligible. Our innovative team, armed with proven processes, methodologies, technologies, and health care knowledge, is more than capable of

supporting the DPHHS through flexibility, adaptability, and rapid response to changes in programs and technologies.

CNSI brings a different 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.** From the lowest to the highest levels, CNSI engenders a true culture of partnership and collaboration with the client, ensuring that the delivered solution and services meet their business needs.

In the health care arena, CNSI brings a thorough understanding of not only the requirements under federally-mandated standards, such as HIPAA and MITA, but also the key technical areas that must be addressed for a successful deployment. In fact, CNSI has developed the first-of-its-kind web-based MMIS, eCAMS, which first went into production in the state of Maine in 2005 and is the core component for the current MMIS implementation in the state of Washington, which was certified by the Centers for Medicare & Medicaid Services (CMS) in 2011. eCAMS was also the core component of the Michigan MMIS, CHAMPS, which received CMS certification that same year. The success of CHAMPS for the state of Michigan contributed to the establishment of an intergovernmental agreement (IGA) in 2013 between Michigan and Illinois, in which Illinois shares Michigan's MMIS. As part of this agreement, CNSI developed the next generation modular Medicaid platform and the first cloud-based MMIS in the nation, evoBrix. Designed to meet State Medicaid program objectives driven by CMS directives, evoBrix is comprised of eight major modules, including the PMIS, which is currently operational in the states of Michigan and Illinois.

CNSI's Highlights

- Launched the nation's first completely automated real-time and cloud enabled Medicaid system, evoBrix, in partnership with the states of Michigan and Illinois, in July 2015
- 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
- Deployed the nation's first fully integrated, 100 percent web-based vital records management system with the state of New Hampshire's Vital Records Information Network in July 2004

MTPSM-4-003

Other state health care customers have included the Maryland Department of Health and Mental Hygiene, Maryland Developmental Disabilities Administration, New Hampshire Vital Records Administration, and Georgia Vital Records Division. 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. The Provider Module stores and maintains provider enrollment information for Medicare. There are approximately 2 million providers enrolled in Medicare across the country and the Provider Module interfaces with external CMS systems to receive, reconcile, and store monthly full files and daily partial updates. The encounter claim adjudication process validates provider specialty and active enrollment status against the Provider Module data.

CNSI's rapid growth has been fueled by our successful record of performance. This success has led to awards of new business in highly competitive markets, and recognition through formal industry and customer awards. CNSI's success in the healthcare industry has been reflected in numerous industry accolades. For example, the analyst firm Frost & Sullivan bestowed its 2006 Customer Value Enhancement award upon CNSI, determining that the firm "provided more innovative value creation and enhancement strategies than competing vendors." The award also recognized CNSI's customer-centric approaches and solutions, which have enabled the company to bring technological advancements to the North American Healthcare IT Market.

Provider Enrollment and Provider Management

CNSI learned a number of lessons through our first MMIS implementation in Maine, but one of the most important ones was the value of releasing the provider enrollment module early in the implementation. The PMIS module is in production in four states: Michigan, Illinois, Utah, and Washington. Additionally, the PMIS module for Michigan and Illinois was implemented on the evoBrix cloud in 2015 – the first in the nation – and has been successfully operating in the cloud for two years. All of these implementations were the result of an early release schedule, and they were delivered on time and to the customer's satisfaction. The early implementation is planned to support the provider community through the necessary security processes to establish their online credentials in the system, and to facilitate provider review and confirmation that the provider data conversion from the legacy system into the new one accurately represents the provider's taxonomy and billing details. The significance of this early release is most relevant to the proposed schedule for the PSM, and achieving the state's objectives.

Production-ready. With the release of evoBrix, and more specifically, the evoBrix PMIS module, CNSI has been able to deploy the provider enrollment and management capabilities on the cloud for Michigan in 9 months and Illinois in 11 months – far less than the 18-24 months of previous implementations. Since the evoBrix solution is designed to meet the CMS certification criteria – particularly CMS' modular requirements and directives to the states for the Medicaid programs – evoBrix's PMIS module meets the majority of DPPHS' requirements out of the box, with minimal configuration necessary, resulting in cost and time savings for the State.

Scalability. When Washington's provider enrollment and management module was first rolled out in 2008, it only needed to support fewer than 45,000 active providers. Now, nine years later, the system is supporting nearly 200,000 providers, without any change in service. It is still required to meet the same service level agreements (SLAs) – 99.9% availability during normal business hours and a daily average system response time that must not exceed 4 seconds. Similarly, the cloud-based evoBrix delivers equal availability and response time to Michigan and its IGA partner, Illinois, with a combined total of more than 5.3 million members and 420,000 providers. evoBrix demonstrates its scalability and flexibility to support the number of members and providers of a state like Texas, which has more than 4.7 million enrolled members (per the CMS February 2017 Enrollment Report) and more than 255,000 providers.

On the Cloud. CNSI's cloud-based evoBrix is the first of its kind in the nation – currently delivering Medicaid as a Service (MaaS) to the state of Illinois through the Michigan CHAMPS MMIS. With a SaaS model already in place, CNSI's evoBrix platform offers the state a low-risk, proven solution.

Modularity. As noted earlier, evoBrix is modular in design, developed to meet CMS' modular directive for the states' Medicaid programs. The PMIS module is one of eight major modules of functionality, allowing for unique customization, reusable business functions, and continuous improvement. These modules can be implemented separately or in combination to support a state's need for integrated functionality. This approach reduces system implementation and operational costs, and represents a lower risk to the state.

Interoperability. Operating under the SaaS delivery model, evoBrix leverages commercial off-the-shelf (COTS) components to simplify the integration of the PMIS module with any other MMIS component, requiring only the interfaces to be configured. This translates to a low-risk option for DPHHS – an option that will help accelerate the state’s ultimate goal of replacing its legacy MMIS.

The Subcontractor – Noridian’s Corporate Skills and Background

For this effort, CNSI reached out to its longtime partner, Noridian, to bring its impressive history in healthcare, call center, provider management, and claims processing to the team to help perform the Option B services.

Noridian originated in 1966. Its initial purpose was to provide government-funded healthcare administration as a Medicare carrier and fiscal intermediary to CMS. Throughout the next 40 years, Noridian grew consistently larger, establishing itself as a fully capable provider of administrative services and setting the groundwork to take on Medicaid and commercial lines of business in addition to Medicare.

Noridian is the Medicare Administrative Contractor (MAC) for Medicare Parts A/B in 13 states and 3 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. In addition to MAC contracts, Noridian is a Medicaid administrator for the state of Iowa, the national Pricing Data, Analysis, and Coding (PDAC) contractor, and a subcontractor to CNSI in support of the state of Michigan’s predictive analytic medical review.

As a trusted partner to CMS for decades, Noridian brings approaches and deep experience interpreting, applying, and complying with complex healthcare regulations, with administrative services functions including provider enrollment, provider contact centers, provider outreach and education.

Noridian meets detailed and complex security, privacy, data integrity, and functional processing standards. Noridian’s performance has been time-tested and proven. Only eight of the 80 contractors who performed claims processing services at the inception of the Medicare program continue to do so, and Noridian is one of those select few. Noridian’s culture is one of transparency, compliance, and adaptability, which brings peace of mind to its customers.

Noridian’s Highlights

- More than 50 years of Medicare carrier and fiscal intermediary experience
- More than 11 years as the MAC for Parts A and B for Jurisdiction F and DME MAC for Jurisdiction D - both of which include Montana
- More than 11 years as a Medicaid fiscal agent for the Iowa Medicaid Enterprise, a modular, best-in-class multi-vendor environment

MTPSM-4-002

The partnership between CNSI and Noridian spans nearly 10 years because CNSI values Noridian’s expertise and excellent reputation in the industry. Currently, Noridian is a subcontractor on CNSI’s contract with the state of Michigan. Specifically, Noridian’s review nurses support the business operations of ClaimsSure, a CNSI product for detecting improper billing and a solution that, according to the Michigan’s publicly-shared metrics, has saved the State approximately \$30 million since go-live in 2013. This success has only strengthened the working relationship and collaboration between CNSI and Noridian.

Team CNSI offers DPHHS a scalable, low-risk, proven SaaS solution that can be implemented within the State’s required timeline. Having been designed to meet CMS’ certification criteria out of the box,

evoBrix provides DPHHS with the PSM solution that will ensure certification by CMS. evoBrix PMIS' design offers the flexibility of easily incorporating the Option A Provider Services. Additionally, Team CNSI brings the expertise and experience of team member Noridian to deliver quality and customer-focused Provider Services under Option B.

Please note that responses to sections 4.2.1 through 4.2.4 and 4.2.6 have been submitted under separate files, respectively.

4.2.5 Oral Presentation/Product Demonstration/Interview

Offerors selected to participate in product demonstrations/interviews will be notified by the State in advance. For planning purposes, the State will submit an agenda and specific guidance as deemed appropriate to promote productive and efficient product demonstrations. The Offeror is expected to demonstrate and answer questions on the products and/or services outlined in the Offeror's proposal to meet the requirements of this RFP. It is required that the Contractor have a demonstration environment that is comprised of the proposed solution components that are currently operating in a production environment. Product Demonstrations/Interviews will be scheduled for all offerors who received a 70% or higher score on the technical proposal.

Offerors will be required to bring certain key personnel to the product demonstrations/interviews in Helena, Montana. At a minimum, the following key staff are expected to be present. Offerors are welcome to bring additional staff at their discretion.

1. *Project Manager*
2. *Contract Manager*
3. *Testing Lead*
4. *Integration Lead*
5. *Certification Lead*

Upon selection to participate in product demonstrations/interviews, Team CNSI will demonstrate and answer questions on the products and services detailed in our proposal to meet the RFP requirements. Our demonstration environment is comprised of the proposed solution components that are currently operating in a production environment in the state of Michigan. At a minimum, Team CNSI will bring the following key personnel:

- Project Manager
- Contract Manager
- Testing Lead
- Integration Lead
- Certification Lead

✓ Offeror has read, understands, and will comply with each requirement in this section.