

Claims Processing and Management Services for Montana's Program for Automating and Transforming Healthcare (MPATH)

RESPONSE TO DPHHS-RFP-2020-0254T

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Executive Summary

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EXECUTIVE SUMMARY

The Montana Department of Public Health and Human Services (DPHHS) is chartered to improve access to healthcare and treatment outcomes for Montanans, and the MPATH Program represents both a long-range vision and a significant investment towards that end. To meet all program requirements, and to help DPHHS achieve its goal and vision for the MPATH program, Client Network Services, Inc. (CNSI) is offering our evoBrix XT™ platform to meet the state's need for Claims Processing and Management Services to receive, adjudicate and edit, price, and pay health care claims. This flexible and fully modular solution can also be quickly configured and implemented to meet the requirements of other National Association of State Procurement Officers (NASPO)-participating states.

CNSI brings together experienced Health IT focused organizations and proposes to deploy a management team that has run successful Medicaid programs – both as public servants and private sector leaders. Our innovations in modular, MITA-aligned solutions combined with our implementation experience positions us to work closely with Montana and NASPO states to successfully deploy a modern, modular Medicaid enterprise solution. Our systems and tools will accelerate the state’s move to Alternative Payment Methodologies and ensure that taxpayer dollars buy true value and better health, not just services. The state has bold plans for healthcare transformation and our team will implement and operate a proven solution – in the spirit of true partnership – that brings experience and lessons learned from serving multiple other state and federal partners.

Why Team CNSI?

- Corporate focus solely on Health IT solutions with decades of Medicaid-centric business knowledge and expertise to modernize Medicaid Management Information Systems
- Experience processing more than a billion claims annually and covering more than 51 million lives across our State and Federal deployments
- Flexible, modular Software-as-a-Service solution aligned with MITA and previously certified by CMS
- FedRamp certified, Amazon Web Service cloud-hosted platform.
- Expert key personnel with previous experience as State Medicaid administrators and long-time experience implementing and managing MMIS solutions
- CNSI also delivers mission critical health IT solutions to the U.S. Department of Veterans Affairs, the U.S. Department of Labor, and Center for Medicare and Medicaid Services

MTCPM-1.2.4-849

“CNSI is grateful for the opportunity to respond to the NASPO/MPATH Claims Processing and Management Services procurement. Our organization is fully committed to exquisite execution on this program and has marshaled all of our company resources to ensure its success.”

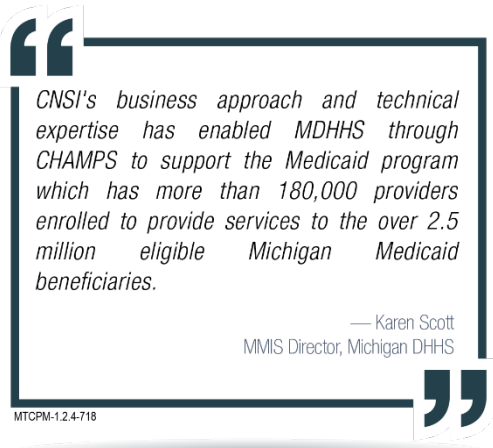
– Todd Stottlemeyer, CNSI CEO

Understanding of the Project

An effective claims processing and management solution is foundational to DPHHS' ability to deliver quality healthcare services that achieve positive outcomes for Montanans in need. The NASPO procurement and Montana Claims Processing and Management Services (MT CPMS) RFP represent an innovative approach to realize CMS' vision of modular Medicaid Management Information Systems (MMIS) as a means to increase Medicaid programs’ ability to update and change their systems to minimize risks, optimize performance, and increase speed to production – because implementing critical policy changes can literally save lives and costs. The nature of the NASPO Master Service Agreement provides a useful vehicle for multiple participating states to take advantage of a standardized and reusable modular solution that can be configured for use to meet each state’s specific requirements. Participating states will realize benefits through shared procurement costs and extensive reuse of standardized solutions

and processes – a key step towards achieving CMS’ vision. To be successful, the state's Claims Processing and Management Solution must:

- Improve the speed and quality of health outcomes by eliminating manual activities, streamlining and automating business processes, improving data accuracy, and enabling stakeholders through user-friendly self-service interfaces.
- Be a purpose-built platform for comprehensive delivery of service across all state and federal regulated workstreams, staffed by experts with experience in state Medicaid administration, and continually aligned with business-driven regulations and governance requirements.
- Be dynamically configurable which allows DPHHS to rapidly realign with planned and unplanned shifts in policy, regulation, legislation, and mandates (utilizing a cloud-based configurable platform) – including the ability to run “as if” scenarios to test policy impacts on populations and budgets before implementation.
- Have a modular-centric foundation that provides the capability to add and remove functionalities, as well as automating traditionally manual processes, as technologies evolve and state organizations consolidate similar business functions (open APIs).
- Incorporate advanced data homogenization, transformation, and sharing capabilities to feed internal and external analytics platforms and reporting tools.
- Facilitate data management and consolidation for advanced analytics, enabling providers, members, and other stakeholders to extract complex answers from structured and unstructured data (e.g., identifying care providers by location and language, tracing patterns of claims by geography, and monitoring compliance with conditional entitlement programs).
- Be a cloud-native, technology-agnostic platform that maximizes availability, builds security in from core to endpoint, and ensures real-time redundancy and hot failover.
- Fully instrument system performance and business process outcomes via tailorable, real-time visualizations for each stakeholder community, ensuring 100% accountability and enabling continual improvement of process, performance, and customer satisfaction.



CNSI has been developing and evolving the evoBrix X platform based on successful implementations of earlier versions of this solution in the states of Michigan and Washington for more than 10 years. Our solution specifically delivers each of these critical success factors, with an unwavering focus on building and maintaining a highly collaborative partnership with DPHHS and its supporting stakeholders and modular vendors to achieve the goals of the MPATH initiative (Figure 1).



Figure 1 CNSI Solution. CNSI brings the right technology, the right resources and the right approach to support a collaborative partnership with DPHSS to achieve its MPATH goals.

CNSI's MT CPMS solution uses automation wherever possible to eliminate time-consuming and error prone manual processes, freeing limited human resources to redirect their time and attention to the citizens they serve. Our modular platform enables us to integrate seamlessly with other critical systems and provides focus on each state's unique business requirements and healthcare ecosystem – regardless of how many members and providers the state serves – rather than being distracted by maintaining complex,

scratch-built systems. CNSI's cloud-based evoBrix X platform also offers Montana the most secure, scalable, reliable, and cost-effective solution to the evolving challenge of claims processing and management across the full range of MPATH requirements.

Figure 2 illustrates CNSI's experience and quality performance delivering similar services to other state and Federal customers:

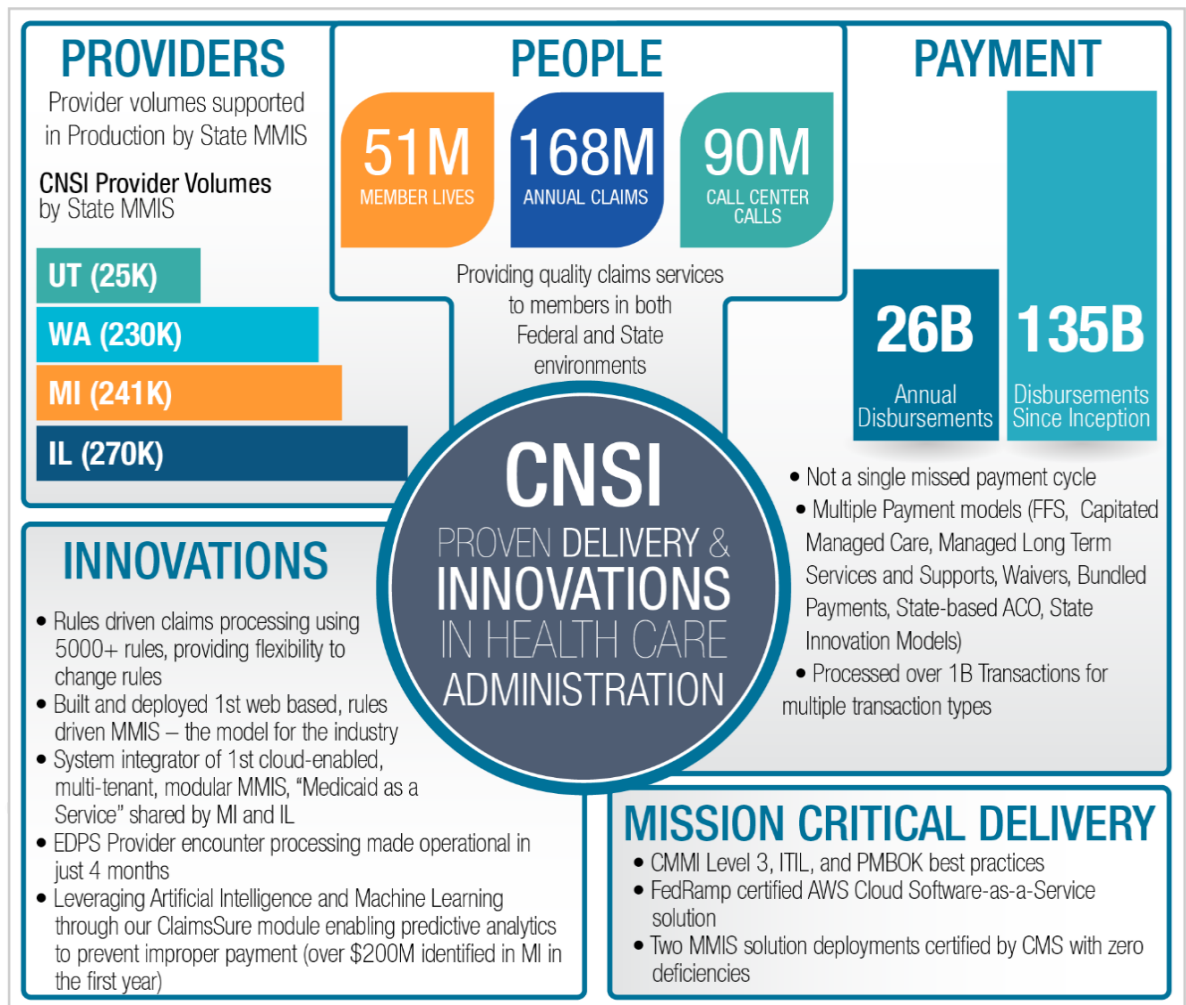


Figure 2 CNSI Qualifications and Experience. CNSI is highly qualified, with multiple successful state and federal deployments, continuous improvement through technology innovations and a laser focus on high value, mission critical delivery.

CNSI Core Solution: evoBrix X Claims Processing Module

Effective and timely claims processing depends upon a future-proof technical solution that operates efficiently and seamlessly in a multi-vendor, multi-system environment. The solution must be highly flexible, scalable, secure and dynamically configurable to address the specific needs and requirements of each given deployment. At the same time, it must also leverage industry standards and integrate easily with other components to facilitate predictable delivery of services focused on optimized business value and improved user satisfaction. As evidenced by the MPATH Blueprint and Modularity artifacts, states

are migrating legacy systems and practices into a modular ecosystem that takes full advantage of more advanced and open technology stacks including service-oriented architecture and enterprise application integrations. CNSI's evoBrix X platform has evolved through our successful deployments in the states of Washington and Michigan into such a system. evoBrix X integrates rules-driven and data-driven components that provide high performance and dynamic configurability for processing claims and prior authorizations. Our evoBrix X core solution enables the Montana Medicaid program to make data-driven decisions to meet current and future Medicaid enterprise requirements and can be rapidly tailored to meet evolving state and federal policy and budget demands. This provides DPHHS with a capability to provide improved business value to its Medicaid population with the utmost care and efficiency.



CNSI's MT CPMS solution is modular and uses a highly scalable technical architecture aligned to MITA conditions and standards to continuously optimize performance delivery. This solution delivers the critical success factors above, and incorporates lessons learned over decades of service to similar organizations, both in the public and private sectors. Key features of our solution include:

- evoBrix X is the only functional Software-as-a-Service (SaaS) platform aligned with the Medicaid Information Technology Architecture (MITA) claims processing and management market, which *significantly accelerates the time required to deploy and modify system functionality.*
- Once tailored to Montana's unique governance requirements, business processes and population needs, our solution remains grounded in the same core workflows that support multiple other states in our secure, cloud-based ecosystem – *this environment provides the state with the flexibility to tailor and apply security updates, add new capabilities, and modify workflows and reporting to meet evolving CMS or state policy and regulations.*
- A rich user interface enables our business operations staff to efficiently manage reference data as well as process and monitor transactions through a well-defined workflow, *which reduces administrative burdens for providers, encouraging them to participate actively in the program, improving access to care, which is particularly critical in rural states and in specialty care areas.*
- CNSI designed the evoBrix X security infrastructure from the ground up to protect Electronic Protected Health Information (ePHI) and comply with federal standards, such as HIPAA and FISMA – *HIPAA and FISMA standards define baseline security control implementation requirements on our AWS FedRAMP High cloud.*

Figure 3 summarizes some of the key features of our Core Claims Processing Module.

evoBrix X Capability	Feature	Benefit
Claims Management	100% web-based; MITA-aligned and ACA compliant - Configurable benefit plan implementation - Data-driven reference and rate setting - Integrated document management and correspondence with Pitney Bowes EngageOne Correspondence and IBM FileNet Content Management - Powerful transaction level edits and HIPAA compliance with Edifecs EDI - Flexible business rules optimization and automation using our RuleIT™ tool.	- Proven CMS certification - Flexibility to meet future program needs - Transparency and understanding of impact of pricing policy changes - Ability to streamline and optimize business processes - Automated correspondence to improve communications with stakeholders
Real-Time Monitoring	- Real-time business and system monitoring with alerting using HealthBeat - Service level agreement (SLA) performance monitoring and tracking	- Transparency of operations - Insights into performance
Powerful Analytics	- Real-time analytics - Pre-built data marts, charts, and dashboards - Standard and ad hoc reports with IBM COGNOS Business Intelligence	- Enables predictive modeling and real-time trend analysis - Data-driven decision making
Flexible Integration Services	- Oracle Service Bus for SOA-based interoperability - High performance and availability - Interoperability through multiple protocols and channels - SOAP and REST APIs	- Flexibility to add and remove other modules in the future - Enterprise focus on data - Seamless data exchange with MPATH Integration Platform

Figure 3. Core Claims Features and Benefits. Team CNSI’s evoBrix X Core Claims Processing Module delivers improved business value through real-time data transparency and enhanced automation.

Option A – Financial

CNSI will deploy our evoBrix X Financial Management solution that has been successfully implemented and is in production in the states of Michigan and Washington. This solution currently supports the disbursement of nearly \$15 billion on an annual basis and has supported the disbursement of over \$130 billion since implementation. Following implementation, the Washington solution processed the first financial cycle without a single accounting error, *an accomplishment that had never been achieved in the legacy system*. Across all implementations, the system has never missed a payment cycle. Figure 4 describes some of the features and benefits of the evoBrix X Option A solution.

evoBrix X Capability	Feature	Benefit
Financial Management	- Standards based solution that is leverages and is fully integrated with the Oracle eBusiness Financials Suite - Monitor and view the transactions at each and every step of the process - Audit trail to track user changes and activities performed	- Never miss claims payment cycles - On time provider payment - Insights into payment cycles - Trust and integrity

Figure 4. Option A Features and Benefits. evoBrix X Financial solution uses industry best Oracle eBusiness Financials Suite to meet DPHHS goals while ensuring service delivery excellence.

Option B – Call Center

CNSI has partnered with MAXIMUS to deliver all requirements for Option B, Call Center. Through this partnership, Team CNSI will provide a proven and innovative call center solution which meets the

requirements identified in the solicitation and can be tailored to meet the needs of each state. We offer a proven telephony solution to facilitate reliable and responsive member and provider services. This solution was developed in collaboration with industry leading telephony provider, Cisco, to create a customized version of their Gartner-recognized Customer Journey Platform (CJP) designed for use in the state and federal government market. A core component of CJP, ConnectionPoint, is a Software-as-a-Service (SaaS) Customer Relationship Management (CRM) system built on a microservices architecture supported by a rich Platform as a Service (PaaS) infrastructure for optimal configurability, flexibility, and scalability. ConnectionPoint includes complete contact record, interaction tracking capability, and a link to all correspondence and claims documentation for access from within case records. Figure 5 highlights the key features and benefits of our Option B solution.

Solution Capability	Feature	Benefit
ConnectionPoint CRM integrated with ACD, IVRS and Voice-Over-IP Portal	- Full range of intelligent routing capabilities, including skill-based, competency-based, and priority routing, to direct inquiries to CSRs based on contact type and client needs - Real-time monitoring of call center conditions, call metrics, and CSR disposition - Robust IVR capabilities, including speech recognition for pre-programmed key phrases and menu choices to enhance the caller experience	- Highly configurable contact center and CRM solution - Fully integrated automation features to improve rapid communications with stakeholders at all levels - Leverages industry-leading Cisco telecommunications system
DecisionPoint™ for business intelligence reporting and analytics	- Provides a holistic view of performance through instantly accessible, near real-time - Supports proactive identification of trends and issues - Easily accessible 24x7 through any device	Facilitates customer contact trending to enable data-driven decision making and predictive analytics

Figure 5. Option B Features and Benefits. evoBrix X Financial Module meets all DPHHS goals while ensuring service delivery excellence.

Option C – Federal Reporting

Team CNSI's evoBrix X Medicaid Reporting solution is an innovative approach to providing accurate, timely, and complete federal reporting. Our solution is highly configurable that easily integrates with the state’s data lake or other data framework, produces a comprehensive set of federally required reports and provides robust data analytics to improve state decision-making and help achieve business and health outcomes. Team CNSI leverages Amazon Web Services to deploy an array of Amazon tools and services along with an Oracle Relational Database and File System and analytics capability using IBM FileNet and Cognos tools. In addition, our proposed staff has significant Medicaid Business, Policy, and Reporting experience to bring hands-on experience delivering the most complex federal reporting requirements. Our team has an in depth understanding of the importance that these reports play on the state’s ability to justify and secure federal funding requests and disbursements, manage ongoing operations, secure payment and program integrity, and ultimately achieve better outcomes for the Medicaid eligible population. Figure 6 highlights the key capabilities, features, and benefits of our solution.

evoBrix X Capability	Feature	Benefit
Pre-built with critical reports necessary for Medicaid reporting	- Critical reports such as CMS-64 and CMS-416 and many federal operational reports that are delivered on a scheduled or on demand basis. - Proven solution to deliver all Attachment F mandatory reports to the right place, right formats, and the right time and in secured fashion.	- Low risk implementation - Reduces administrative burden for state staff

evoBrix X Capability	Feature	Benefit
Flexibility and Configurability	■ Responds easily to a changing regulatory and business landscape	■ Ability to remain compliant in an environment with changing rules and regulations
Open API and Standards-based Architecture	■ Expand and support federal mandates such as promoting interoperability between systems. ■ Provides compatibility with all industry Business Intelligence (BI) / analytic tools	■ Flexibility to adopt technological changes ■ Readily add new data sources to support integrated health enterprise
Scalable, Adaptable, and Reusable	■ Built to handle both emergent priorities and future expectations through its flexible, scalable and rapidly deployable architectural design for data management and reporting to provider operational insights and drive positive trends. ■ Supports report creation from disparate data sources	■ Promotes reusability across multiple states through an open-ended architecture

Figure 6. Option C Features and Benefits. evoBrix X Financial Module meets DPHHS goals while ensuring service delivery excellence.

CNSI + MAXIMUS = Team CNSI

One of the reasons Team CNSI can promise the state such a low level of residual risk is the expertise and experience of our proposed team. CNSI has partnered with MAXIMUS to deliver the highest quality solution that addresses the requirements of the Core Claims Processing solution and all the optional elements. To be successful, an MMIS modernization effort requires a trusted prime contractor with experience working in a complex multi-vendor environment. CNSI has proven the ability to serve as that Prime Contractor and together with MAXIMUS, we bring an exhaustive understanding of:

- Medicaid processes and requirements,
- CMS governance and certification demands,
- Federal and Montana legislation and policies,
- and DPHHS legacy technologies and business processes.

Figure 7 highlights each member of Team CNSI.

Team Member	Value to Montana CPMS Solution
	■ Prime contractor with a proven track record of transformational Medicaid technology development and successful implementation and operations for state customers – 20+ years of experience developing and operating Medicaid claims adjudication systems for WA, MI, IL, UT, and ME – Launched the nation's first completely automated real-time and cloud-enabled Medicaid system, evoBrix X, in partnership with Michigan and Illinois in 2015 – Implemented and subsequently migrated Washington's ProviderOne MMIS platform to AWS in 2018, the nation's first enterprise migration of an MMIS to a public cloud – Currently provides Medicaid support services for more than 51 million member lives and processes more than 168 million annual claims ■ Core platform, evoBrix X, is a reusable, standards-based modular Medicaid solution that supports the needs of Montana and other NASPO-participating states. – The only operational SaaS solution in Medicaid – 8 modular components including a Claims Processing module, Financial Management module, and others to enable flexibility to meet the needs of different state modernization efforts. – Based on components previously certified by CMS in WA, MI, and IL – Rules-driven configuration enabling business process optimization – 100% web-centric

Team Member	Value to Montana CPMS Solution
	– Deployed in FedRamp certified, AWS cloud – Aligned to MITA, W3C, FedRAMP, FISMA, SOC Type 2, and ADA standards ■ Proven ability to transition programs – Work with incumbent entities to retain experienced staff as necessary to support uninterrupted continuation of service delivery – Extract business rules from existing programs to ensure new solutions met all policy requirements – Paid providers paid on-time never missing a payment ■ Delivered by a team that includes leaders with extensive state Medicaid Administration expertise
MAXIMUS®	■ More than 40 years of experience supporting critical health and human service programs at the state, federal and local level ■ 29 U.S.-based customer service centers handling over 90 million calls ■ Largest provider of Medicaid enrollment broker services with projects serving 21 states and nearly 47 million members

Figure 7. Team CNSI highlights. Team CNSI includes the most effective and respected thought leaders in the medical claims processing and management domains.

Expert Management Team



In addition to our strong organizational team, Team CNSI's proposed key personnel and management staff include industry veterans with experience at the state and federal level. Team CNSI's MT CPMS project team will be led by Mr. Larry Iversen,

[REDACTED]

[REDACTED]

[REDACTED]

In addition to Mr. Iversen, Team CNSI has engaged resources to fill all required key personnel positions for the DDI and Operations phases of the program for the Core solution, Option A, Option B and Option C. These individuals bring expert understanding of Medicaid, experience with MMIS modernization efforts, and core skills and certifications associated with their domain space. Our key personnel have also been directly involved in the review and analysis of all the solicitation requirements and have led the development of our proposed solution. As a result, they are fully informed as to the scope, timelines, deliverables, dependencies and risks that must be considered to successfully deliver all the proposed systems and services.

Anticipated Risks and Proposed Mitigation Strategies

There is no easy incremental path to the future. State legacy MMIS environments are generally built on obsolete technologies and implement decades-old policies and regulations that evolved at a much slower rate than today. As the pace of technological change continues to accelerate, more risk vectors appear, as new tools and methodologies offer automation and the optimization of legacy business processes, delivering radical new capabilities to the human resources who serve through DPHHS. These changes do not come without risks, and our team’s extensive experience delivering transformative solutions allows us to predict and mitigate the issues that often arise. Figure 8 identifies some of the key risks facing the MPATH project and CNSI’s proven mitigation strategies.

Risk Description	Initial Risk	Recommended Mitigation	Residual Risk
Failing to provide strong governance and project management that ensures rapid escalation and resolution of issues	High	- Proven Governance structure that includes mature processes for change management, communications, and issue/problem resolution - Key personnel with decades of public and private sector MMIS experience who can identify potential risks and issues before they can impact performance - Direct access to CNSI decision-makers, including CNSI CEO Todd Stottlemeyer on a 24x7 basis	Low
Forgetting to manage the perceptions of the project along with the actual project	High	- Comprehensive communications plan ensures continuous engagement with stakeholders at the state and across the Montana healthcare ecosystem - Multi-modal customer service capabilities enable supported populations to reach our team via whatever means is most convenient – optimized for geographically distributed communities	Low
Giving in to the temptation to adapt and customize the system rather than adopt the system and use the power of configuration	High	- Experience helping other states optimize and streamline their business processes to prevent costly and lengthy customizations - Flexible platform to accommodate unique regulatory and legal frameworks while maintaining compliance with relevant CMS and federal regulations, including planned and unplanned policy changes - A successful track record of leveraging the dynamic configurability of our solution combined with a collaborative focus on providing business process re-engineering alternatives to avoid costly and time-consuming customization	Low
Underestimating the necessary investment in change management and cultural changes	High	- Following best practices in human-centered design, which minimizes the learning curves across all user communities – our solution is designed and configured to be intuitive - Early user engagement and frequent user acceptance testing, preventing any surprises after deployment - Standard playbooks that enable our customers to rapidly train users on new features and capabilities	Low
Not having clear readiness criteria for the system, providers and staff – along with adequate training	High	- Pre-release training combined with on-the-spot support to both prevent and intercept potential user issues in real time - Engagement with the state’s stakeholder community on a geographically prioritized, risk-adjusted schedule through a data-driven provider readiness campaign - Clearly defined entry and exit criteria for every phase of the project, which the state will validate and approve at every milestone review	Low
Not planning for certification at the beginning of the project and anticipating/ influencing upcoming CMS outcomes-based certification criteria	High	- Planning for certification begins at the earliest stages of the project - As a SaaS offering, we can maintain continual compliance with all CMS certification requirements for every customer set and healthcare population without interrupting the configuration or operation of our MT CPMS solution - Our team includes former CMS executives who maintain close working relationships that often enable us to anticipate and prepare for changes - Our lightweight configuration process enables us to adapt our CPMS solution to changing certification requirements much more quickly than a scratch-built system could be changed	Low

Figure 8. Team CNSI Risk Management. Our Risk Management approach mitigates the residual risk of critical risks to “Low.”

Conclusion

Montana and Team CNSI – A Partnership for Success. Team CNSI is the only partner with the proven ability to deliver a modern, scalable, and secure next generation MPATH CPMS solution that meets the requirements and provides an open, easily adaptable modular solution to integrate with other vendor and state components. 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 secure FedRAMP cloud
- **Collaboration Experience:** Decades of experience in large-scale, multi-vendor implementations in multiple states, with dozens of stakeholders and a broad range of old and new technologies
- **Operational Excellence:** Strong track record of administrative and systems service delivery in multiple states that has continually increased the standards of quality and satisfaction
- **Medicaid Expertise:** Medicaid domain expertise with experience in direct administration of state Medicaid services provides an unmatched level of understanding of the needs and goals from the state perspective

The Montana DPHHS is well on its way to modernizing its Medicaid enterprise and needs the right partner and the right technical solution to help achieve its MPATH “To-Be” vision. Team CNSI will be a trusted partner to the Department – a promise that comes directly from our CEO, Todd Stottlemeyer, and is backed by the mobilization and investment of Team CNSI’s most experienced resources. Together, Team CNSI and DPHHS can deliver optimized business processes, increased customer satisfaction and improved business outcomes for the state’s Provider and Member communities. Through continuous collaboration, increased transparency and achievement of operational excellence, Team CNSI is committed to ensuring that Montana’s MPATH initiative results in a high-value, modernized Medicaid program that delivers on the promise of healthier populations and better outcomes for both the state and its citizens.