

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

RESPONSE TO DPHHS-RFP-2020-0254T

February 18, 2020
2:00 p.m., Mountain Time



Section 3.10.2 – Project Management and System Development Requirements

Section 3.10.3 – Certification

Section 3.10.4 – Operations, Maintenance and Configuration

Section 3.10.5 – Key Personnel and Resources

Section 3.10.6 – Project Closeout and Turnover

Section 3.10.7 – Project Deliverables and Documentation

Section 3.10.8 – Performance Standards

Section 3.10.9 – Subcontractors

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3.10.2 Project Management and System Development Requirements

The Contractor will be expected to apply proven project management and system development methodologies to the initial implementation of the proposed solution and to each subsequent enhancement or iteration of the solution.

DPHHS does not require a particular project management or system development methodology. The Offeror must propose an approach that will satisfy the scope of work and incorporate all activities required, or their conceptual equivalent. The Contractor will be expected to adjust the project management approach or project schedules, as necessary, to collaborate with the Systems Integration Services Contractor and other contractors in order to incrementally build the MPATH modules and components. In addition, DPHHS will require the coordination of efforts among its staff and all contractors, as no single contractor can perform its required responsibilities without coordination and cooperation with the other contractors. The selected contractors shall maintain communication with other contractors and DPHHS management and staff as necessary to meet its responsibilities that pertain to this RFP's scope of work.

Team CNSI has decades of experience delivering claims processing solutions to States and Federal customers. Our evoBrix X technology platform is the most recent evolution of our previously implemented and CMS-certified MMIS platform solutions for the States of Michigan and Washington. Our solution combines industry-best project management practices with the most current technologies and design elements delivering a reliable, reusable, configurable and modular solution that meet State requirements, provide innovative functionality and align with all CMS technology and architectural requirements. This solution is implemented using a comprehensive project management approach, based on the Project Management Institute Project Management Body of Knowledge (PMBOK) and continually improved based on lessons learned in other state deployments including the states of Washington, Michigan, Illinois, and Utah. Successfully delivering Medicaid solutions in a complex, modular, multi-vendor environment is both a technology and management challenge. The blending of proactive collaboration and communications with disciplined, quantitative management techniques allows Team CNSI to keep the DPHHS goals and business focus at the forefront as we configure and integrate the technology to efficiently replace legacy systems and optimize processes. Our iVision360 delivery framework, assessed at maturity level 3 under the Capability Maturity Model Integrated for Development (CMMI-DEV), includes PMBOK best practices and aligns with ITIL service delivery approach to offer a best practices model that is predictable, proactive, and proven. Our solution includes real-time monitoring of key performance indicators to enable decision making based on objective data. Our solution leverages tools from our evoBrix X platform, SharePoint, Atlassian Confluence and Jira to provide a comprehensive enterprise view of progress, while offering real-time metrics to enable information-driven decision making.

Critical to the success of this project is the establishment and maintenance of a close collaborative relationship with DPHHS, other State stakeholders, System Integrator (Deloitte), and other third-party contractors who have been selected to form part of the MPATH environment. Team CNSI has experience working in multi-vendor environments, and we prioritize open communications across all enterprise partners to achieve the mission and goals defined by the DPHHS. Our Program Management Office (PMO) resources serve as the primary points of contact to the DPHHS and the other stakeholders. To ensure seamless collaboration, Team CNSI also collaborates with the DPHHS to ensure that any other members of our team – individual or organizational – are readily available to support the State or other entities. This approach provides a clear, transparent, and highly available network of subject matter experts in critical domain areas so that the right resources are available at the right time.

The remainder of this section provides a detailed description of our Project Management approach using the iVision360 framework, our key personnel, and our proposed schedule to complete all requirements and deliverables in a reasonable and achievable manner.

3.10.2.1 Project Management

The Contractor shall submit in their response, a high-level project schedule that represents the overall implementation timeline of their proposed solution. The high-level schedule must include key dependencies and all phases of the project from project initiation and kick-off through certification of the system (approximately one year following the implementation of all DDI Contract requirements). The Contractor must adhere to the Project Management Institute (PMI) or similar industry-standard project management standards and approach throughout the Contract term and will be required to deliver a Project Management Plan and Project Work Plan in addition to other project planning deliverables. The offer must describe in detail their approach to meet each of the Project Management requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

The Claims Processing and Management Services project requires management expertise to ensure success through the detailed management of schedule, cost, and resources in a complex environment. With the MPATH initiatives multi-vendor, modular approach to legacy system transformation, success will depend upon close collaboration of all stakeholders including DPHHS, other state stakeholder groups, and other vendors providing elements of the MPATH environment. Team CNSI has proven project management success in similar environments on other legacy MMIS transformations including for the States of Michigan, Illinois, Washington, and Utah. Our approach focuses on close collaboration with all stakeholders to support integration of critical functionality aligned with the MPATH initiatives overarching program schedule to ensure that there is coordination throughout the transition to the new modular environment. Critical to this success is also our support of DPHHS organizational change management efforts to ensure that all stakeholders, system users, members, providers and other entities are able to rapidly adopt and adapt to the changes inherent in a transition of this magnitude. Team CNSI's approach to project management leverages industry standard best practices based on PMBOK, applies lessons learned over multiple implementations for other states, leverages repeatable processes for configuration, deployment, and service management, and integrates automated tools to improve efficiency.

The project management strategies and methodologies presented in this section have supported the success of the Michigan-Illinois alliance project, which was the first SaaS-based MMIS implementation in the nation. Figure 3.10.2-1 summarizes how Team CNSI brings a readiness to anticipate CPMS project challenges and apply value-added lessons learned to mitigating project risks.

The Team CNSI Advantage

Team CNSI offers DPHHS a low-risk pathway to successful, well-coordinated management of the MT PSM project.

- Proactive approach to project challenges
- Right tools: iVision 360 methodology includes tools specific to SaaS implementations
- Best practices-based: Processes benchmarked against industry standards (PMI, SEI, CMMI, ITIL, ISO/EIA/EEE)
- Proven and effective project management and system development artifacts, Ready to tailor to MPATH needs. Efficient tailoring and project start up processes.
- Success managing team performance in a complex, multi-vendor environment: History of effective project management coordination within integrated system
- Streamlined organizational structure aligned with project requirements
- Ample Transition-in resources: Positioned to support to support aggressive phase-in milestone attainment
- Dashboard views of claims activities, SLA performance, other key metrics: supports transparency and visibility into critical performance measures in real time

MTCPM-1.2.4-463



Examples of Relevant Project Management and System Development Challenges Team CNSI has Needed to Address	Lessons Learned from Similar Programs, Driving Team CNSI's Project Management Approach
Need to collaborate extensively with State, the MPATH System Integrator and other vendors, and all applicable stakeholders throughout system implementation	■ Early-phase Peer Reviews of solution designs, including State stakeholders, have proven to be an excellent way to engender collaboration ■ Establishment of the idea of “island time” – i.e., a certain amount of time set aside in weekly schedule dedicated to collaboration and service coordination ■ Collaboration is constant and continuous, and is facilitated by shared access to the project's SharePoint-based collaboration portal
Having a solution that ensures high availability, reliability, redundancy	■ Cloud-based SaaS solution, using COTS products, accelerates the implementation of highly available and reliable system with ample redundancy ■ Deployment in FedRamp certified AWS cloud ■ Collaborative implementation of key performance indicators is critical for measuring effectiveness
Establishing rigorous configuration change management processes	■ Targeted training (of those in the configuration change process) and technology tools such as JIRA facilitate more disciplined change associated with CPM ■ A configurable system that enables dynamic changes needs to be prioritized to meet customer (MT) requirements
Integrating / coordinating effectively with other components of State's comprehensive Medicaid service delivery	■ Regular streamlined touch points with SPOCs who represent stakeholders, and having a regular cadence of meetings, supports service integration and coordination ■ A common set of coordination-enhancing tools are useful in promoting visibility about status of integrations ■ Clear definition of roles and dependencies between and among system partners
Meeting CMS certification requirements and timelines	■ State needs to allocate resources and plan for meeting certification requirements ■ Continuous and ongoing planning to avoid delays
Training users effectively and systematically, as claims system changes and evolves	■ Comprehensive learning programs reinforced by easily accessible User Guides and artifacts offer opportunities for ongoing skill development ■ Training tailored to distinct audiences creates enhanced learning outcomes
Avoiding “operating blind” – for our Team and our State customer – in understanding module development status and progress	■ Maintain visibility into performance metrics, to guide performance oversight and planning, such as real time dashboards
Setting and meeting milestones within our own and system-wide Integrated Master Schedule	■ Weekly touch points among schedule stakeholders to review status, impediments, integration of other project activities ■ Proactivity is essential – information sharing that anticipates IMS needs and provides sound milestones
Maintaining expertise within the Medicaid operation lifecycle with an understanding of applicable Fed and State policies	■ When our team's key personnel have backgrounds on the State side, they are able to add valuable perspectives on how to enhance service delivery and customer satisfaction ■ Access to Centers of Excellence help organize relevant best practices, and facilitate ongoing training on Medicaid practices and requirements

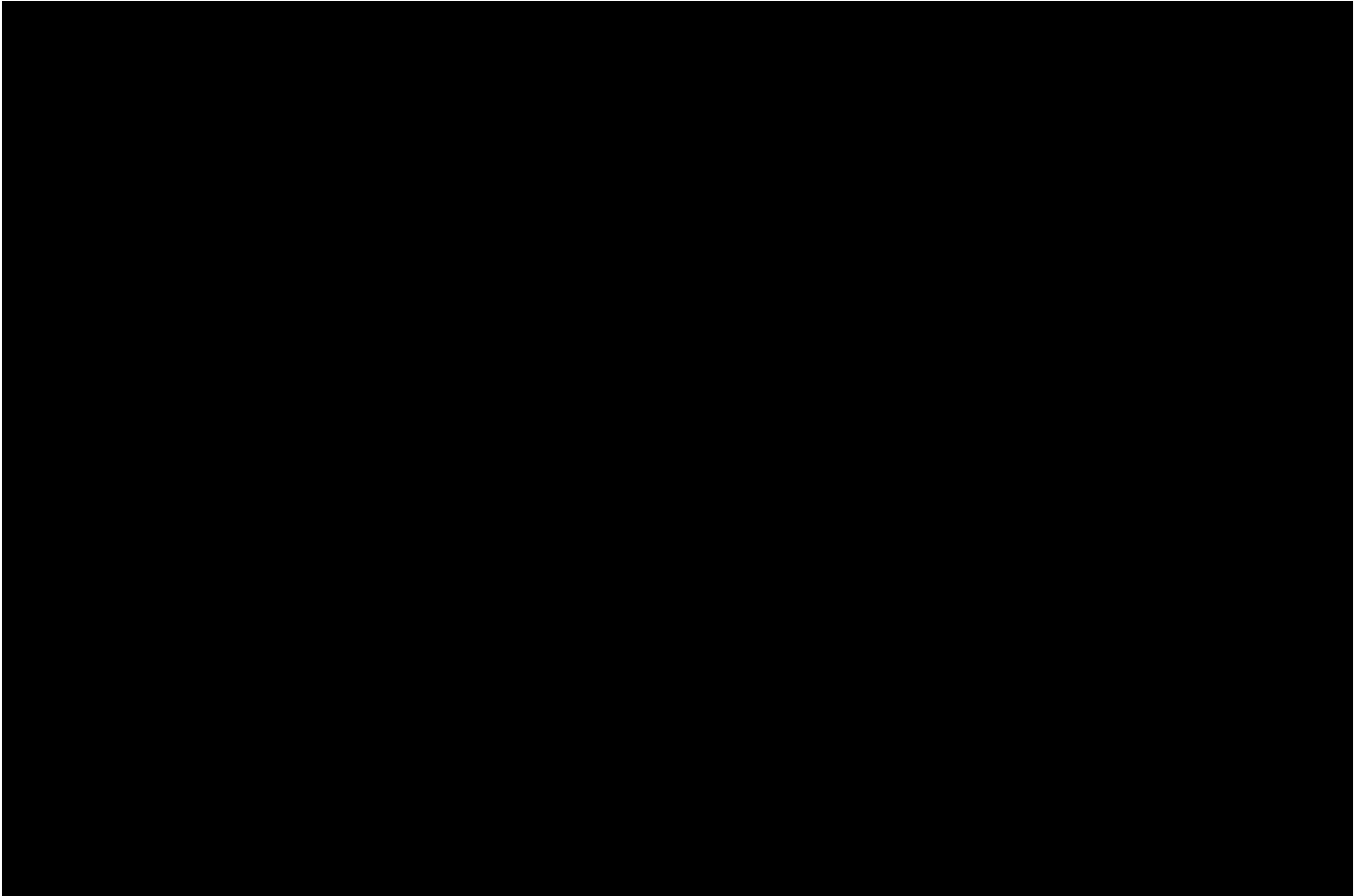
Figure 3.10.2-1. Applying Lessons Learned to Project Challenges. We bring experience addressing some of the challenges that implementing the MT CPMS project poses.



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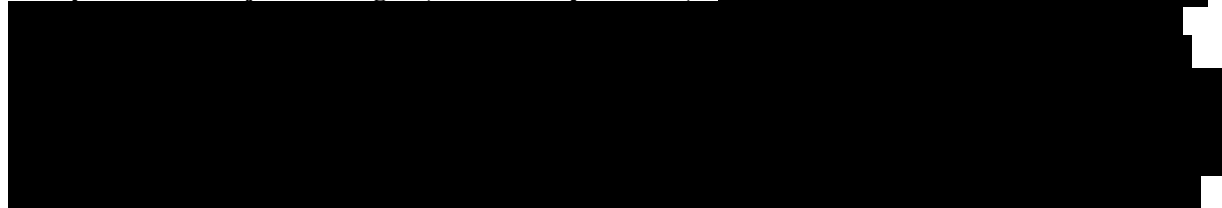


Comprehensive, Mature Processes and Tools: Our customized project management approach is flexible and can scale to support current requirements, as well as to meet MT CMPS evolving requirements as they emerge during project delivery. Our Project Management Approach is used to effectively initiate, plan, execute, monitor and enhance, and transition/close tasks being supported in the MT CMPS project, per PMBOK best practices.

Team CNSI's overarching, standards-based project management approach aligns and integrates the skills of our project management team and workforce with the comprehensive, mature processes and tools need to achieve MT CPMS objectives and desired outcomes.

Key Personnel Highlights: Team CNSI offers a highly qualified group of project leaders, each with the professional background and expertise to bring substantial added value to Team CNSI. Several of our proposed key personnel have served within various States in support of Medicaid administration and management efforts. They bring outstanding experience and unique insight to State needs, requirements and expectations. We have provided resumes for all key personnel in our response to Section 4.0.

Larry Iversen, Project Manager (DDI and Operations):



[REDACTED]

Rajesh Kusam, Technical Manager (DDI and Operations): [REDACTED]

Linda Mras, Contract Manager (DDI and Operations): [REDACTED]

Aditya Sakpal, Claims Manager (DDI): [REDACTED]

[REDACTED] Black Belt Trained. Mr. Sakpal will serve as the Claims Manager for the DDI phase of the project.

Julie Dawson, Claims Manager (Operations): [REDACTED]

David Gulli, Testing Lead (DDI): [REDACTED]

Sathish Anbarasan, Integration Lead (DDI): [REDACTED]

[REDACTED]

Katie DeLorensi, CMS Certification Manager (DDI): [REDACTED]

[REDACTED]

John Harding, Operations Manager (Operations): [REDACTED]

[REDACTED]

Other Key Personnel:

Option A Financial:

Kim Laney Gonzalez, Financial Services Project Manager (DDI): [REDACTED]

[REDACTED]

Pranay Ponnala, Financial Services Lead Analyst (DDI)/Financial Services Manager (Operations):

[REDACTED]

Option B Call Center:

Brandon Goad, Call Center Implementation Project Manager (DDI): [REDACTED]

[REDACTED]

Tiffany Buchanan, Call Center Lead Analyst (DDI): [REDACTED]

[REDACTED]

Paula Wales, Provider Relations Manager (Operations): [REDACTED]

[REDACTED]

[REDACTED]

Christine Osterlund, Enrollment Broker Manager (Operations): [REDACTED]

[REDACTED]

Option C Federal Reporting

Heidi Robbins Brown (DDI and Operations): [REDACTED]

[REDACTED]

Vidya Emmela (DDI and Operations): [REDACTED]

[REDACTED]

David Napoli (DDI and Operations): [REDACTED]

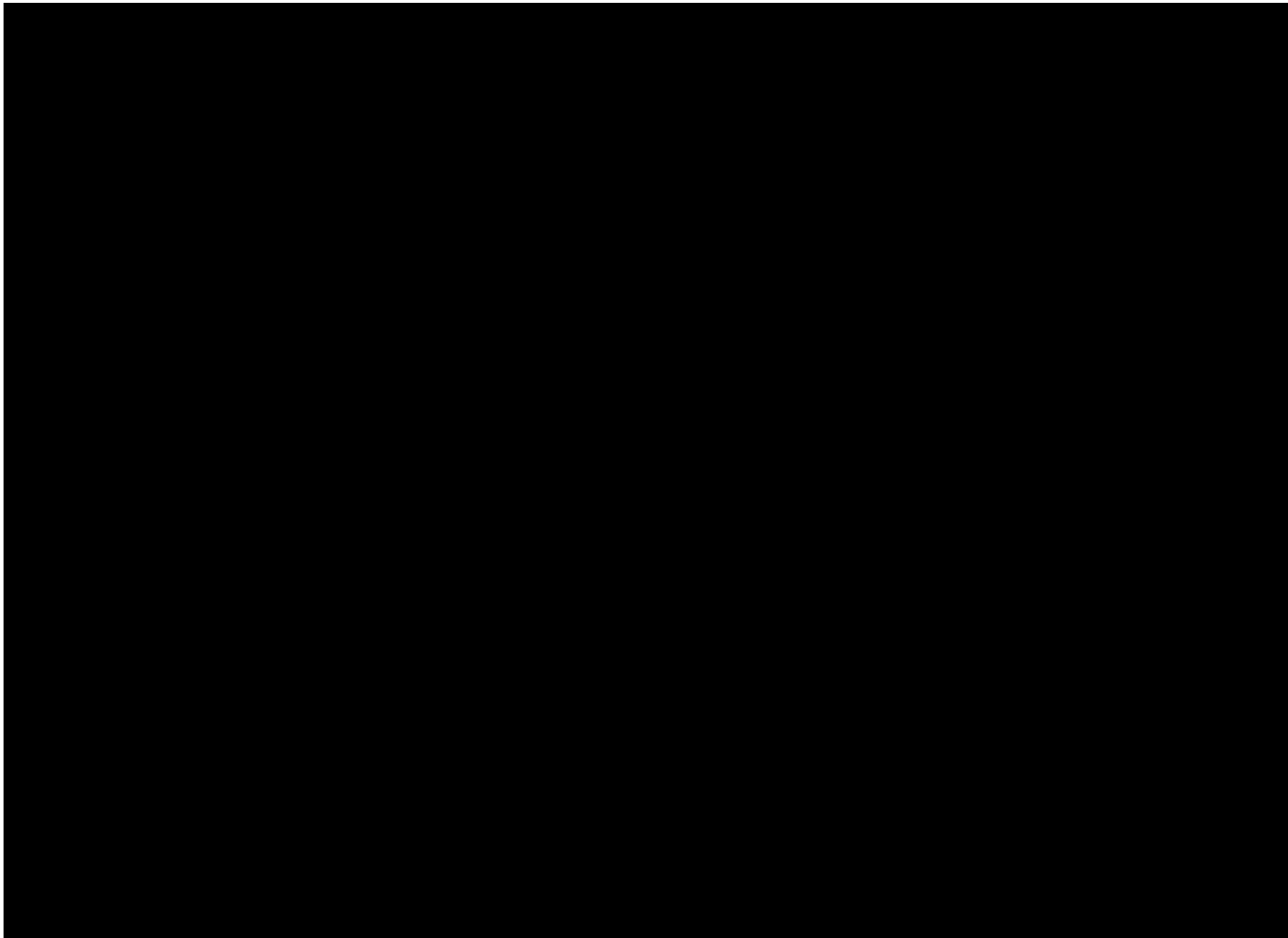
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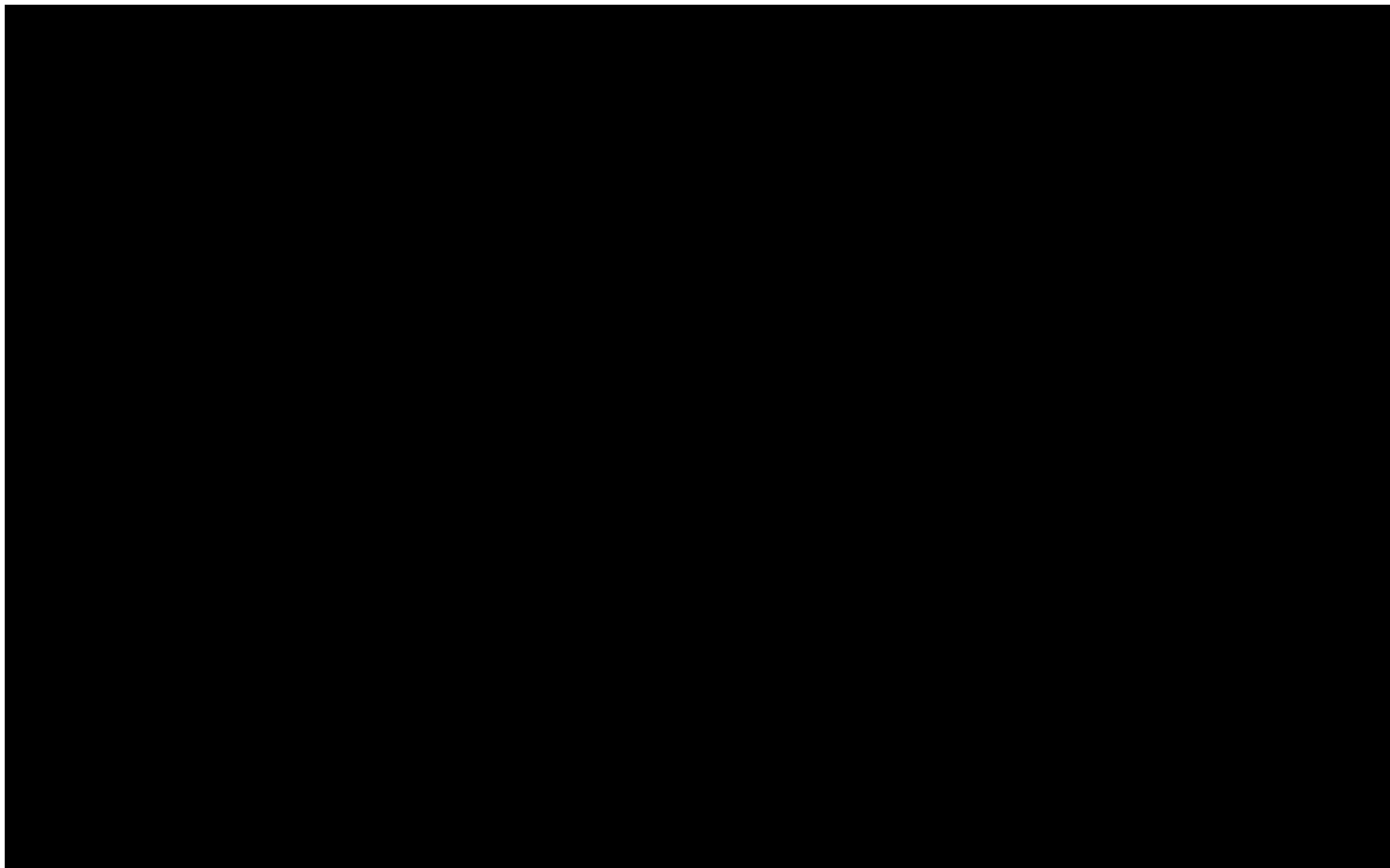
Charlotte M. Lynds, LPN, CPC (DDI and Operations): [REDACTED]

[REDACTED]

Overview of Team CNSI's Project Management Strategies and Approaches

Organizational Structure: Team CNSI has provided our proposed organizational structure for both the DDI phase and the Operations phase in Figure 3.10.2-4 and Figure 3.10.2-5. As discussed, our team is led by Project Manager Larry Iversen throughout the DDI and Operations phases of the contract. This structure facilitates efficient functional interfaces between our team and DPHHS, while providing a clear reporting structure to enable escalation as needed. Our team of dedicated MT CPMS resources is augmented by cross-matrixed corporate resources and managed services resources to provide support as needed to address any issues that may arise.





Clear lines of authority and responsibility among Team's senior managers/key personnel presented in the organizational structure: An important element of our team's organization structure is clarifying the supervisory reporting relationships, roles, responsibilities and customer interfaces of team members. Figure 3.10.2-6 presents a summary of the responsibilities of the key personnel roles presented within our organizational structure.

Team CNSI Key Personnel, Title	High Level Overview of Authority - Major Responsibilities for Supporting Project Management
Larry Iversen Project Manager DDI and Operations Phases	- Single Point of Contact (POC) to DPHHS for issue identification and resolution. In this POC role, spearheads Team's collaboration with State, SI and other modules. - Responsible for ensuring close and continuous collaboration with DPHHS, the System Integrator (Deloitte), and other vendors or stakeholders as requested or required. Accountable for quality of Team CNSI performance across project, including but not limited to meeting SLAs, submitting superior deliverables on time, maintaining on-budget performance, managing risks, managing schedule and integrating schedule within State's overarching Master Schedule - Leads all status/progress reporting and discussions of status reports with State - Manages staff performance and leads new hiring and on-boarding efforts
Rajesh Kusam Technical Manager DDI and Operations Phases	- Applies disciplined Software Development Life Cycle (SDLC) processes across multiple and often coinciding project implementation efforts - Leads technical design teams, oversees end to end implementation of Team's evoBrix X CPMS solution
Linda Mras Contract Manager DDI and Operations Phases	- Negotiating and manages contracts and subcontracts, developing value-added relationship with State and other members of Team CNSI, under direction of PM - Flows down relevant quality standards to subcontracts with Team member organizations - Ensures contracts are compliant with all applicable regulatory requirements
Aditya Sakpal Claims Manager DDI Phase	- Management and monitoring of claims activities, claims processing team's performance - Meeting production standards and quality of results - Delivering required technical assistance to staff - Remaining abreast of relevant State regulations for claims processing; implementing changes as needed to comply with any new or emerging requirements
Julie Dawson Operations Phase	- Manage and monitor claims activities, claims processing and team performance - Meet production standards and produce quality results - Delivered required technical assistance to staff - Remain abreast of relevant State regulations for claims processing, implementing changes as need to comply with any new or emerging requirements
David Gulli Testing Lead DDI Phase	- Leads Test team in performing the types of testing required by project implementation plan and schedule - Coordinates with PM, Operations Manager and State counterparts in scheduling, performing and sharing results of testing efforts
Sathish Anbarasan Integration Lead	Establishes and leads implementation of Integration plans and requirements per State requirements



Team CNSI Key Personnel, Title	High Level Overview of Authority - Major Responsibilities for Supporting Project Management
DDI Phase	■ Interfaces with SI and other module POCs as needed to collaborate on integration efforts
Katie E. DeLorensi Certification Lead DDI Phase	■ Leads Team CNSI's CMS certification efforts to gain solution approval at federal level ■ Ensures compliance of CPMS solution with all applicable Medicaid policies ■ Tracks and oversees ongoing CMS requirements compliance
John Harding Operations Manager Operations Phase	■ Manages overall site operations to include all staff and activities, under direction of PM ■ Provides functional area direction, oversight and best practice management ■ Identifies and implements continuous service improvements applying ITIL framework
Kim Laney-Gonzalez Financial Services Project Manager Option A DDI Phase	■ Tracks and reports on project financial status and performance ■ Implement initiatives to improve program's financial effectiveness and efficiency, under direction of PM ■ Conducts financial and risk exposure reviews, supports process improvements re: financial management
Pranay Ponnala Financial Services Lead Analyst (DDI) Financial Services Application Manager (Operations) Option A DDI and Operations Phases	■ Support preparation of final financial plan, forecasts, reporting, audits and analysis, under direction of Financial Services PM ■ Prepare monthly analyses of budget variances within financial results and performance against Key Performance Indicators
Brandon Goad Call Center Implementation Project Manager Option B DDI Phase	■ Leads Call Center operations, manages performance against all applicable Call Center SLAs ■ Ensures Call Center applies best practices for effective and efficient customer service ■ Manages communication processes and project reporting of Call Center statistics
Tiffany Buchanan Call Center Lead Analyst Option B DDI Phase	■ Administration, management and monitoring of critical call center technology ■ Assists in Incident Management and root cause identification of problems with Call Center technology, validates solutions after timely issue resolution ■ Conducts call routing health and performance checks, ensures call routing is operating as designed
Paula Wales Provider Relations Manager Option B Operations Phase	■ Assist in end-to-end provider claims and help enhance call quality ■ Enhance ease of use of physician portal and future service enhancements ■ Contribute to design and implementation of programs to build positive relationships ■ Support development and management of provider networks ■ Identify gaps in network composition and services to assist network contracting and development teams
Christine Osterlund Enrollment Broker Manager Option B Operations Phase	■ Manage the day-to-day activities of member service operations for the project ■ Develop clear policies and procedures for member service in the call center ■ Ensure the efficient and effective performance of the project(s) ■ Work closely with the management staff, and state representatives associated with the project ■ Coordinate with other Enterprise entities to promote and coordinate member services

Team CNSI Key Personnel, Title	High Level Overview of Authority - Major Responsibilities for Supporting Project Management
Heidi Robbins-Brown Federal Reporting Project Manager Option C DDI and Operations Phases	- Lead successful implementations - Coordinate efforts of project team - Meet timelines and budget requirements - Coordinate and prioritize project task - Manage timelines and project plans
Vidyasagar Emmela Federal Reporting Lead Analyst for TMSIS Option C DDI and Operations Phases	- Develop appropriate methodologies, - Prepare and review weekly reports - Interpret and analyze data - Coordinate work to ensure timely issuance - Assist with configuration and design of methods used to interact with system to ensure a smooth user experience.
David Napoli Federal Reporting Lead Analyst for CMS-64, CMS-21, CMS-37 Option C DDI and Operations Phases	- Develop, implement and execute appropriate methodologies - Prepare weekly reports - Coordinate work to ensure timely issuance - Determine resource allocations to meet project demand - Adjust resource plans and resource assignments as needed - Ensure staffing levels align with project schedule and budget
Charlotte Lynds Federal Reporting Lead Analyst for all other state and SURS, MARS and Federal reporting Option C DDI and Operations Phases	- Utilize best practices and standard business analysis methodology - Provide leadership and direction for business analysts - Determine resource allocations required to meet project demand - Ensure staffing levels align with project schedule and budget - Assist in the collection, review, and documentation of user's requirements, development and work plans

Figure 3.10.2-6. Overview of Authority and Responsibilities of Key Personnel Presented in our Organizational Structure. Team CNSI offers streamlined project supervision and an empowered, accountable leadership structure.

Project Management and Control Mechanism Strategy

Team CNSI's number one priority is to ensure all our services and products adhere to MT CPMS project requirements as well as our quality standards. Our project control procedures operationalize the Service Level Agreements (SLAs), metrics, and other defined criteria for assessing compliance with performance objectives. Each Team CNSI service element and/or deliverable will be inspected prior to delivery in accordance with our Quality Management Plan to verify that completed work products have met expected and defined standards. The key strategies of our project management and control mechanism are discussed below.

Project Management Office (PMO) Support: As shown in the Team CNSI organizational structure, we establish a culture of partnership on the project through support organized under our Team's MT CPMS-dedicated Project Management Office (PMO). Team CNSI's MT CPMS PMO is the center of our project governance process and facilitates close collaboration with the State. Our CPMS Project Manager leads the PMO, supported by a Contract Manager, Operations Manager, Certification Lead, Integration Lead, and Testing Lead. Team CNSI's PMO performs the following activities:

- Provides project management leadership
- Maintains project management plans and processes
- Implements project management tools including SharePoint, Confluence, and Jira
- Establishes and maintains project communications
- Establishes performance monitoring framework and monitor progress
- Evaluates quality, performance and compliance to standards
- Provides oversight of all Team CNSI's project responsibilities

- Builds the necessary planning documents for project execution, operations, and turnover
- Engage in collaborative risk, issue, and change management activities with State and other subcontractors involved in the project
- Establishes quantitative management thresholds for performance monitoring and reporting

Managing, Monitoring the Project Work Plan. Team CNSI seeks to avoid delays in the project by transparently communicating with stakeholders, establishing work within realistic deadlines, seeking to identify and assess deviations from plan early for any downstream impacts, implementing mitigations, contingencies, and working with the Agency to prioritize realistic responses to problems as they are encountered. By monitoring and controlling individual components of the work plan, delays can be identified early within smaller units of work. Change management practices and targeted corrective action plans are formulated to effectively address project risks and minimize impacts to the overall timeline. This proactive approach allows Team CNSI to respond to inevitable course corrections that are required within any large, complex project. When a change takes place that requires a major decision, we apply a Decision Analysis and Resolution (DAR) process to implement customer-centric adjustments.

Managing Risks. Proactive risk and opportunity management enables the project to navigate through challenges and continue the delivery tempo. Team CNSI's issue management section of the PMP defines how issues associated with the MT CPMS project are identified, communicated, analyzed, and managed throughout the life of the project. Issues are entered into the issue management register, located in the Microsoft SharePoint project repository, where they can be documented, prioritized, and maintained as part of the project record. An issue is an item or event that has already occurred; therefore, it must be acknowledged, managed and resolved immediately. Once identified and implemented, resolutions to any issue have the potential to impact the program's or project's scope, cost, schedule, technical, and/or quality aspect, and therefore may invoke the Change Management section of the PMP. The overall goal of issue management is to protect the project from the negative impact of issues or unsatisfactory completion. The objectives of issue management are as follows:

- Ensure issues are documented in a standard and consistent manner
- Monitor a project to identify new or changing issues
- Analyze the issue to minimize the cost and other impacts
- Escalate issues where appropriate to acquire timely resolution
- Focus management's attention on higher priority issues
- When issues require remediation, conduct a root cause analysis to determine and objective cause and proper course of action
- Make issue-related decisions at the proper level of authority (e.g., resolution activities, issue transference, closure)
- Communicate clearly about issues with the team and project stakeholders
- Monitor, measure, and report issues in a consistent manner to ensure appropriate management occurs through resolution
- Maintain a clear and accurate record of issues and related actions over the life of the project.

Enhancing project communication channels, collaboration within team and with State, SI, and other stakeholders. Our management approach includes assigning our PM with overall responsibility for achieving MT CMPS project objectives through effective collaboration with State officials, applicable stakeholders and other contractors supporting the MPATH environment. He serves as the Single Point of Contact for discussion of project status and issues. Mr. Iversen also heads an organizational chain of command that provides a path for escalating issues from line staff with issues that require more senior management engagement in their resolution. We manage project communication through both formal and informal methods that include structured and unstructured meetings, information-exchanges through reports, emails, and phone calls. The objective of our project communication and issue escalation strategies is to ensure the State that Team CNSI is organized and ready to respond to issues requiring

effective service coordination and shared accountability for effective integration of our team within the MPATH environment.

Ensuring data transparency. Team CNSI brings proven methods to share project data and information in real time to State officials. Rather than needing to wait for reports that present historical information, Team CNSI uses SharePoint embedded with Power BI to develop dashboard views of data in real-time. With Power BI, our team can connect to as many different platforms/services as needed to create a tailored report shown in a dashboard view. As such, we are not limited to pulling data from just a single source. Our solution offers real time real-time visibility using our HealthBeat® tool into key performance statistics, metrics and project status enhance contract oversight and strategic decision-making.

Access to prime CNSI's Centers of Excellence. To support this effort, Team CNSI will leverage our operational Centers of Excellence (CoEs) to provide our project team with the framework, tools, processes, and resources necessary for success. The CoEs, listed below, provide thought leadership and a range of documented best practices, templates, checklists, research, support resources and/or training for a focus area related to effective and efficient Medicaid claims processing. Our CoEs cover the following areas:

- Operational Support Center (OSC), focused on Tier 1 customer and user support methods that engender superior levels of customer satisfaction and return on investment for support provided. Resources from the OSC CoE are dedicated to improving activities supporting Tier 1 process analysis and improvement, availability and capacity management
- Advanced Support and Maintenance, which offer knowledge and resources for teams supporting system maintenance, Tier 2 and Tier 3 Operations Support. This CoE enhances our team's capabilities to deliver effective problem and incident management, especially within a disciplined ITIL framework of Continuous Service Improvement
- Business Operations Center, focused on best practices in key "back office" claims processing business systems such as service authorization and claims resolution methods, benefit and reference data management, and financial management within claims operations. Support Business Operations for claims processing efforts, including call center best practices and training resources, efficient and modern systems supporting claims processing activities that include scanning and imaging technology and a mailroom requirement.

Each of our COEs include best practice-based knowledge and resources related to serving the Medicaid population and complying with State and Federal requirements.

Effective training, supporting the State's organizational change management (OCM) efforts. Standing up the new Core Claims module within an increasingly integrated environment requires the need to bring resources to our project management activities that effectively support change management initiatives undertaken and organized by the State. Our PM coordinates with DPHHS to determine the best types and methods for delivering OCM support focused on implementation of the Core Claims module. In Team CNSI, the State gains a project management resources offering:

- A track record of providing Medicaid claims processing-related training to a variety of State officials and stakeholders
- A range of tailored training curricula focused on enhancing the learning outcomes of stakeholders to transitions or migrations from legacy claims processing systems to new solutions being introduced
- A collection of manuals, user guides and other training materials or artifacts that provide those undergoing change with an accessible source of valuable information that can be retained for easy reference at stakeholders' workstations
- Reinforcement of OCM best practices and engagement in State-administered change management strategies

Focused Transition Management resources. We will work collaboratively with DPHHS and its System Integrator to define the activities and schedule for an effective transition. This includes initially meeting to develop a mutually agreeable schedule. Once the schedule is finalized, Team CNSI will work with DPHHS as defined in the agreed schedule to review progress and ensure effective knowledge transfer to mitigate transition risks.

Our PM, Mr. Larry Iversen leads a well-resourced transition-in effort and includes other team personnel identified by Team CNSI (e.g., SMEs, Development Leads/Managers, Business Leads/Managers, PMO Lead) as being relevant in planning project implementation. Mr. Iversen has been directly involved in many initiatives to improve and enhance the state's MMIS, including implementing new claims processing operations. Our Transition-focused team meets with counterparts DPHHS deems necessary to coordinate the transition collaboratively. We use proven Transition-in checklists of required tasks to ensure the project is ready to be deployed and go live into Operations as scheduled.

Schedule Management. Our Project Work Plan includes establishing methods to measure performance and report on SLAs. The PWP documents methods for managing resources focused on maintaining a sound schedule for developing and implementing the Claims Processing module within the MPATH environment. We manage this schedule in close coordination with the State, the MPATH system integrator and other module components. The schedule follows a phased-in approach that includes internal preparation, planning, requirements management, design/configuration, UAT and deployment and ultimately CMS certification.

Project Reporting Strategy

Team CNSI employs regular, formal monthly progress reporting against the project work plan throughout the life of the project as part of the overall communications management strategy. Clear, effective communication is vital for any project and failure in this area can result in misunderstandings about the project that can possibly lead to project delays and other issues with execution. Progress reporting is a key project management activity within the monitor and control functions on the project that is valuable to the State for informing and gaining organizational support from stakeholders, maintaining a consistent message within the team, and ensuring that all members of the team are informed regarding elements of project health such as scope, resources, schedule, issues, risks, scope and changes taking place within the project. Consistent, formal progress reporting also provides all stakeholders with a documented history of the project as it progresses which can be used to strengthen future projects through the lessons that are learned over time.

Progress report data is collected from our teams and analyzed by our project manager. Trend analysis of metrics and SLA performance data is also performed on a monthly basis to identify the need for any course corrections. The information provided in progress reports contain enough detail to allow stakeholders to make informed decisions and maintain oversight of the project. Progress reports contain:

- Overall project status
- Deliverables, milestones, and key activities accomplished
- Status of issues and/or risks
- Upcoming key tasks
- Upcoming deliverables and milestones
- Schedule Performance Index (SPI)
- Metrics and SLA reporting
- Key decisions made or needed

Team CNSI also develops customized dashboards that present information on project status and metrics in real time.

Quality Assurance / Quality Control Strategy

Team CNSI is dedicated to quality through continuous improvement. This commitment has earned CNSI the highly respected CMMI-DEV maturity level 3 rating following a comprehensive and independent CMMI appraisal in May 2017. CMMI-DEV is a leading quality and process improvement model designed to allow organizations to benchmark their process maturity and capability against industry best practices and companies. Achieving CMMI-DEV Maturity Level 3 Rating demonstrates CNSI's continued commitment in providing our customers, such as the Agency, with the best possible service for the lowest possible cost through establishing standardized, repeatable processes to monitor and deliver performance, identifying and managing "dependencies", and ensure predictable outcomes.

Our PMP includes a Quality Management Plan (QMP) that describes how Team CNSI, using an integrated approach in coordination with the State, will promote and deliver quality performance, and reduce risk. Figure 3.10.2-7 provides an outline of the Team CNSI QMP.

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Figure 3.10.2-7. *Quality Management Plan Outline. Team CNSI's Quality Management Plan defines the quality standards needed for the MT CPMS project.*

For DPHHS, our comprehensive and standards-based project management approach enables our team to be fully prepared to meet the State's requirements and achieve the vision of a well-implemented MT CPMS project and a fully integrated MPATH environment.

PMT01

The Contractor shall provide licenses as required by the Agency to allow users access to perform all necessary business functions.

Team CNSI will acquire all licenses necessary to perform required in scope business functions during the implementation of the CPMS and during the subsequent operational and turnover phases of the project. We provide a comprehensive list of licenses needed in Attachment L. Team CNSI will ensure that the licenses are acquired, and configured if necessary, before they are needed for use in implementing or operating the evoBrix X MT CPMS solution. We perform ongoing capacity and license management by negotiating licenses, estimating anticipated growth and/or attrition-based license requirements, and monitor users' access. Based on our monitoring activities, we can anticipate when planned growth or business function changes create the need for new licensing requirements.

PMT02

The Contractor shall support the Department in all program governance activities as necessary.

Team CNSI agrees to support the DPHHS in all program governance activities as necessary throughout the life cycle of the MT CPMS project. Team CNSI's project management approach ensures that the necessary program governance structure and governance activities are identified through collaborative discussions. The project governance organization structure, along with relevant roles and responsibilities, will be documented in the Project Governance section of our PMP. Figure 3.10.2-8 shows part of a sample of the "Responsible, Approval Authority, Support, Inform, and Consult" (RASIC) matrix Team CNSI uses as an element of its program management support that we will tailor for the MT CPMS project.

Additional information regarding responsibilities will be documented in the Plan Approach component of the PMP. This includes a RASIC Matrix covering all formal deliverables and major activities performed during the project. The PMP is presented to DPHHS for review and approval during the planning phase of the project.

Titles	Team CNSI Project Roles												State Stakeholders								
	Project Manager	Integration Manager	Business Operations Manager	Test Lead	Certification Lead	Provider Functional Lead	CRM Functional Lead	Implementation Lead	Data Conversion Lead	Technical Writer	QA Engineer	QA Auditor	Program Director	Program Manager	Project Manager	Provider Lead Business Analyst	CRM Lead Business Analyst	Interfaces Lead	Data Conversion Lead Analyst	ITV Lead	
Formal Project Deliverables																					
PMT18 - Project Management Plan	R	C	C	C	C				C	S	S	I	I	A	A					I	
PMT19 - Project Work Plan	R	C	C	C	C	C	C	C	C	S	S	I	I	A	A	I	I	I	I	I	
DOC03 - Conversion Plan	A								R	S	S	I	I	A	A	I	I		A	I	
DOC04 - Configuration Management and Iteration Plans, Release Schedule	A	R	C	C				C		S	S	I	I	A	A					I	
DOC46 - Detailed System Design Documents	A	C	I	I		R	R		I	S	S	I	I	A	A	A	A	A	I	I	

RASIC Description:

Responsible. (Designated person who takes the initiative and responsibility to make the work happen) **R**

Approve. (Must sign-off on the work before it is effective) **A**

Support. (Is or must be committed because they provide resources and/or play a role in implementation) **S**

Inform. (Must be notified of the results of the work but need not be consulted) **I**

Consult. (Have information and/or capability necessary to complete the work and hence must be consulted) **C**

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Figure 3.10.2-8. Sample RASIC Matrix. The MT CPMS Project RASIC Matrix will be populated with all project deliverables and the project team members from all organizations participating in the MT CPMS project implementation. All State role and responsibility information.

PMT03

The Contractor shall be responsible for the capture and dissemination to the Department of agendas, meeting minutes and documentation necessary for successful execution of the project.

Preparing meeting agenda, recording meeting minutes and distributing essential meeting documentation are critical methods for ensuring Team CNSI's meetings with the State are efficient, focused on pre-set objectives, and have post-meeting actions and responsibilities clarified. Team CNSI agrees to prepare, capture, and disseminate agendas, meeting minutes, and documentation necessary for successful execution of the MT CPMS project engagement. Team CNSI agrees to follow the format and style

guidelines documented in DPHHS' MPATH Documentation Standards as provided in the State's Proposal Reference documentation. Team CNSI is aware of requirements stated in SLA03 and agrees to distribute agenda at least 24 hours in advance of the meeting and produce related meeting minutes within two business days for each meeting Team CNSI facilitates for the MT CPMS project. These timeframes will be included in the Communication Plan section of the PMP.

PMT04

The Contractor shall participate in necessary meetings with the stakeholders and/or other Contractors.

Throughout the course of project planning and implementation, information exchanges and service coordination is critical with stakeholders and other Contractors. These meetings facilitated shared understanding of challenges, risks, schedule milestones, resource allocation and constraints, and overall methods of collaborating to achieve broad State objectives. Our PM will assign appropriate Team members to participate in necessary meetings with DPHHS project stakeholders and other Contractors to support the work required for the successful implementation and operation of the MT CPMS project. For DPHHS and its stakeholders, the careful selection of team personnel to attend specific stakeholder meetings for which their input or expertise would be highly valuable creates is focused on supporting the meetings' stated agenda and objectives.

We will work collaboratively with DPHHS' MT CPMS project management team to establish or identify the standard meetings required for the project, and the respective stakeholders with whom we will engage in these meetings. This effort includes the RFP-required weekly and monthly status meetings. Team CNSI will document any regular repeating meetings as elements of the Communication Management section of our PMP, which will be submitted to DPHHS for review and approval.

PMT05

The Contractor shall provide deliverables or documentation as defined in the Project Work Plan (PWP) and approved by the Department.

Team CNSI's project management approach supports openness about relevant project information and enhanced visibility into our team's support efforts, results and associated documentation. Team CNSI agrees to provide the deliverables and documentation defined in the PWP and approved by the State. Team CNSI documents our deliverable and documentation management processes as elements of the Deliverable Management section of our PMP. The PMP will be submitted to DPHHS for review and approval. Upon approval of a deliverable, Team CNSI stores them on our SharePoint-based repository of deliverable artifacts for easy reference and retrieval. As discussed below in response to PMT38, page 365, Team CNSI's deliverable management process features multiple content and format reviews (e.g., peer reviews of content, editorial reviews, final deliverable package reviews) to ensure high quality documentation deliverables are produced for the State.

DPHHS will receive a single master PMP for review and approval. Team CNSI's comprehensive PMP details, mapped to DPHHS' document number, are outlined in Figure 3.10.2-10.

Project PMO Process Area	Section 3.10.7 Documentation ID/ Requirement No.	Main Activities
Governance Structure	PMT18 (p. 359)	In collaboration with DPHHS, the Project Management Office (PMO) documents the governance structure for the project, describing Team CNSI's governance structure and how it will interface with the DPHHS project governance structure during the project. This section describes roles and

Project PMO Process Area	Section 3.10.7 Documentation ID/ Requirement No.	Main Activities
		responsibilities, and the escalation pathway for any project management concerns that cannot be addressed by the joint DPHHS/Team CNSI governance structure.
Scope Management	PMT18 (p. 359)	Describes how the project's scope will be managed and the documents that the project will use to baseline scope.
Schedule Management	PMT18 (p. 359)	Describes how the project schedule is developed, monitored and used to track critical dependencies, resource effort, and task dates. This plan outlines how tasks are integrated into dependent schedules and plans.
Staff Management	DOC24 (p. 601)	Team CNSI develops and maintains a staff management plan defining specific role and responsibilities and identifying and assigning resources to provide quality products and services. This section includes a comprehensive a comprehensive "RASIC" matrix (see Figure 3.10.2-9, Sample RASIC Matrix) that lists major responsibilities and deliverables and defines: ■ Role responsible (R) ■ Role having approval authority (A) ■ Role or roles supporting (S) ■ Role or roles to be informed (I) ■ Role or roles to be consulted (C) This section also includes the project's training plan, a project roster listing Team CNSI staff members, DPHHS stakeholders, other project participants, such as the Integration subcontractor and the Independent Verification and Validation (IV&V) subcontractor. The roster includes identification of key team members and their backups.
Work Product Management	PMT18 (p. 359)	Team CNSI documents the workflow and review steps for formal and informal documentation. This section provides transparency into Team CNSI's documentation development process as well as expectation for State review and comment cycles. It is fully aligned to DPHHS' MPATH Documentation Standards as provided in the State's Proposal Reference documentation
Project-specific Configuration and Data Management	PMT18 (p. 359)	Team CNSI documents the repositories that are used to manage and support the project along and identifies the project role responsible for administering access to the repository. From prior implementations of similar programs, we have identified that a complete configuration management plan is necessary.
Communications Management	DOC15 (p. 597)	Our approach for communication management includes defining: ■ Each routine type of communication the project is expected to produce, its key messages, vehicles (such as presentations and reporting), audience, timing and frequency of the communication, and responsibility for preparation and approval (where applicable) ■ Each regular meeting or event planned for the project, the participants, the moderator, the topics covered, and the location and frequency of the meeting ■ Documentation requirements and standards for all meetings (even if they are not routine) including meeting agenda distribution and meeting notes standards, as well as exception communication events – exceptions being major project communications that are not regularly scheduled such as risk- or issue-related communications
Action Item Management	PMT18 (p. 359)	Our action item management process provides a place to log pending actions and decisions. The action Item process is available to all project staff and provides a convenient way to capture and track the many smaller items that do not fall into the category risks or issues. Action items can be escalated to risks or issues if they remain open too long.

Project PMO Process Area	Section 3.10.7 Documentation ID/ Requirement No.	Main Activities
Change Management	DOC18 (p. 599)	Our change management process includes methods for communicating, evaluating, and approving or rejecting changes throughout the project. This process ensures that proposed changes are evaluated for impact to system, schedule, scope, cost, and resources. This facilitates informed decision-making by all parties involved in the change. As a part of our Change Management process, a log of changes is maintained in the project repository and indicates the disposition and status of all change requests.
Risk and Opportunity Management	DOC38 (p. 608)	The risk and opportunity management process is used to systematically assess the risks faced throughout the project and opportunities for improvement and performance enhancements. Each risk and opportunity is identified, logged in the register, analyzed, evaluated, and monitored until it no longer presents a risk to the project or is realized as an implemented opportunity. We manage risks and opportunities by accepting, transferring, preparing contingency plans, or mitigating exposure.
Issue Management	DOC40 (p. 609)	The issue management process systematically assesses issues the project is facing. Each issue is logged in the issue register, evaluated, validated, and assigned to an issue owner who is responsible for developing and managing to an issue resolution plan. Issues are monitored and managed until they are fully resolved.
Decision Management	N/A	Identifies the types of decisions that need to undergo formal DAR and how decision outcomes are recorded in the repository.

Figure 3.10.2-10. Overview of Team CNSI's PMP. Team CNSI's PMP is based on PMI guidelines and is aligned to DPHHS' requirements.

The Quality Management Plan (DOC16) is delivered separately as it is prepared by Team CNSI's quality lead rather than our PMO team. This plan describes the quality processes we use to assess performance against our internal tailored processes, and to verify that the deliverables and documents provided to the State meet acceptable quality standards for content and construction

Team CNSI also develops a Project Measurement Plan tailored for the specific service level agreements (SLAs) and project measures required to support both Team CNSI's PMO reporting process and the Status Reports we prepare for the State. The Measurement Plan is an internal document that will not be submitted to the State for review and approval. The Measurement Plan defines the specific activities and Team CNSI roles responsible for collecting metrics required for the project. This includes schedule metrics, deliverable metrics, SLAs, earned value of work completed, planned value of work completed and the variance. This plan enables Team CNSI to proactively monitor performance and variance to plans to provide objective data and analysis to the team. It reduces risk by enabling decisions and prioritization of tasks and action plans based on consistent data. On request, we will make it available for the State's review.

PMT08

The Contractor shall support the State and its Contractor(s) in Independent Verification and Validation (IV&V) activities associated with the contract including CMS Certification(s).

Team CNSI has extensive experience working productively with multiple vendors on its projects. Team CNSI understands the importance of the Independent Verification and Validation (IV&V) Contractor's role in supporting DPHHS' goal to achieve CMS certification. We understand that IV&V efforts will require our help in satisfying status reporting to CMS. Consequently, Team CNSI is prepared to support the State and its Contractor(s) with the IV&V activities associated with the MT CPMS engagement as described in the Medicaid Enterprise Toolkit (MECT) and Medicaid Enterprise Life Cycle (MECL).

Work towards CMS certification begins day 1 of the project. We will ensure the documentation specified in MECT Appendix B or noted in a CEMT checklist item is included in the scope of work for this procurement. Team CNSI processes support maintaining a productive partnership with DPHHS' IV&V Contractor, Public Knowledge, LLC, beginning with the development of the Certification Plan that will occur during the Planning phase of the project.

Team CNSI fosters strong interpersonal relationships through its collaborative approach to requirements validation, gap identification and validation, and solution definition. We welcome and encourage the participation of the IV&V contractor from the early stages of the project through implementation. Team CNSI will include the State's IV&V Contractor in collaborative meetings and status reviews. Our iVision 360 framework is fully aligned to support independent IV&V processes and reporting.

PMT09

The Contractor shall conduct a monthly status meeting to discuss project tasks and activities (e.g., deliverables, milestones, issues, risks, and SLAs).

To enhance our team's collaboration and transparent information exchange with the State, Team CNSI will conduct a monthly status meeting to discuss project tasks and activities. The monthly status meeting is driven from the content provided in the monthly status report discussed in PMT17. The meeting provides an opportunity for Team CNSI and the State for discuss:

- A review of progress review of the schedule including recently completed and upcoming milestones and deliverables
- Identification and discussion of issues and risks
- Review and discussion of performance against SLAs
- Review and discussion of dependencies
- Review and discussion of information presented in real time via dashboard summaries of team performance, which serve as a supplement to written monthly reports
- Other information as required by DPHHS or observed by DPHHS in its conduct of contract oversight

The meetings will appear as a scheduled event in the Communications Management section of the Team CNSI's PMP and in the Project Work Plan under Project Monitoring and Control.

Please refer also to the response to requirement PMT17, page 358 for full details of the monthly status report.

PMT10

The Contractor shall conduct weekly meetings to discuss issues, risks, progress of current projects, solution changes, resource changes, and other areas specific to the scope of work.

Team CNSI will conduct weekly meetings with the State and the range of MPATH stakeholders, e.g., the System Integrator and other vendors, to discuss emerging issues and risks, project progress, change management, resource concerns, and other areas specific to the MT CPMS engagement. These meetings will include designated DPHHS team members, Team CNSI PMO team members, and other Team CNSI subject matter experts as needed, to enable the meetings to exchange information impacting project plan status and execution.

The meetings will appear as a scheduled event in the Communications Management section of the Team CNSI's PMP and in the Project Work Plan under Project Monitoring and Control.

The meeting will provide a place for weekly collaboration on:

- Schedule status (recent completions, in-progress tasks, and upcoming deliverables and milestones)
- Newly identified risks, issues, changes, dependencies, and escalated action items
- Any other agenda items brought up by the attendees that require project management level collaboration

PMT11

The Contractor must employ a project management approach that will satisfy the scope of work and incorporate all activities described in the RFP. The Contractor shall adjust the project management approach or project schedules, as necessary, to collaborate with the module vendors in order to incrementally build the enterprise platform.

As noted in this section's introduction, Team CNSI's project management approach is highly adaptable yet rigorous in implementing required adjustments. Applying lessons learned working in a complex, multi-modular environment with many other contractors, we value the importance of remaining truly adaptable to emerging needs as they become evident and require revised planning. The monitoring and control elements in our PMBOK-based project management approach allow for plan adjustments that address emerging requirements, project risks and other customer-specified constraints. As we have in similar projects in the states of Michigan, Illinois, and Utah, Team CNSI will work collaboratively with multiple vendors (e.g., Deloitte, the MPATH system integrator) and State stakeholders to support incremental implementation of a SaaS CPM solution. In all three cases, the projects required management of adjustments to the project plan in accordance with customer requests, scheduling constraints or new specifications.

We will work in collaboration with DPHHS and its other Contractors to ensure that commitments with interdependencies are coordinated to meet DPHHS' needs in building its enterprise platform. When plan adjustments are part of a shared risk management strategy, the risk management component of our PMP identifies threat mitigations that can benefit of our State customer, its stakeholders and other Contractors.

Please refer to our response to Requirement PMT18, page 359 additional details about risk management planning within our overall PMP.

PMT12

The Contractor shall conduct a project initiation kick-off meeting with key stakeholders and the State's project team.

Team CNSI will conduct a project initiation kick-off meeting after contract award. We establish the date of the kick-off in coordination with the State and in accordance with attending officials' existing schedule commitments. We also collaborate with the State in advance about the kick-off meeting agenda, participants, artifacts required for the meeting and desired outcomes. The kick-off meeting enables our project team to meet counterparts at the State, initiate a sound working relationship, clarify mutual expectations, and identify methods to maintain optimal collaboration going forward.

Because we place a high priority on understanding the State's culture, our PM will use the kick-off meeting to clarify and coordinate planning and information-sharing norms per DPHHS expectations. This initial collaboration allows us to work with the State to identify the messaging needed, in the right terms, to initiate the project effectively and integrate our team easily within the State's MPATH environment.

We have a standard kick-off package that we have used in similar State Medicaid program startup efforts, which we will tailor to the MT CPMS requirements. We develop a kick-off presentation that identifies the meeting agenda, introduces attendees, and walks through the meeting's contents, with emphasis place on initiating open discussion of agenda items has a dual purpose. It is used as the communication tool that brings together all stakeholders at the start of the project. The kickoff material is also used to orient new team members who join the project after the initial kickoff.

PMT13

The Contractor shall implement procedures and tools for tracking project action items, decisions, issues, risks and defects.

Team CNSI's PM Process Framework and consolidated PMP contains the procedures for tracking action items, with documentation of the following (each of which is addressed in our PMP).

- Action Item description
- Objective
- Person(s) Responsible for taking the Action
- Status
- Planned Achievement Date and Actual Achievement Data.

We also track decisions made in project planning meetings and documented in these meetings' Minutes. Issues and Risks are added to our Risk Registry, along with assessment of their impact, mitigation strategies and actions, evidence of mitigation success, and timeframe for review of mitigation success.

Team CNSI uses Atlassian's Jira for requirements management and defect tracking. Jira is a full featured software development tool that includes an excellent defect tracking function. Additional information on Jira can be found in the Section 3.10.2.6, Testing, under the heading Defect Tracking.

At the beginning of the project, Team CNSI establishes a Microsoft SharePoint Project Documentation Repository to provide a central, organized, collection point for project action item tracking and other project management artifacts. Team CNSI's procedure for tracking action items includes documenting an analysis conducted to establish root causes of issues requiring action. Such root cause analysis often provides proactive solutions to be integrated into the Action Item tracking process.

The action item tracking and documentation process allows new action items to be logged by any member of the team with authorization to log into the SharePoint-based project management repository. Action items include any item that can be completed without escalation to the project's joint Team CNSI and

DPHHS governance structure. Some examples of action items include recording a request for some documentation mentioned at a meeting, a reminder to provide the values to populate a list, a decision that needs to be made at the team level, or passing information discovered by one team to another team also affected.

Team CNSI's risk procedure includes routine evaluation of identified and emerging risks and opportunities to ensure that appropriate risk management strategies are developed. Risks are possibilities that might impact the project. Opportunities are events identified that help mitigate risks and/or provide tangible benefits to the project if implemented. Under our procedures, a risk owner is assigned to develop a strategy to address the risk. This may include contingency planning, mitigation planning, risk-transfer planning, or agreement to accept the risk. Risks logged in the repository include a description of the triggering conditions. Once a risk is opened, it is tracked until it is no longer relevant to the project, or the risk has been triggered. Because Team CNSI captures risks early and discusses them regularly at weekly and monthly status meetings, we are prepared to invoke the appropriate risk response if the risk becomes a reality. The quantitative management of risks allows a clearer analysis and prioritization, enabling critical decisions to be made faster.

When this occurs, the risk is transferred to an active issue item where it is managed through closure. Examples of risks include a possible government action that would result in new requirements imposed on the project before it is implemented or a potential airline strike that would prevent required travel to DPHHS offices in Helena.

Our issue management procedure covers routine evaluation of identified and emerging issues. Issues are situations that are impeding the progress of the project. Like action items and risks, issues are documented in the Project Documentation Repository and assigned an issue owner. The issue owner reviews the issue and assembles the resources necessary to overcome the issue. The issue owner coordinates with the team to identify possible approaches to resolving the issue. If the issue is complex enough, the issue owner may conduct a formal Decision Analysis and Response session to select the best solution. All documentation related to the issue is captured in the Project Documentation Repository. If the solution has the potential to affect project scope or timeline, the issue and solution are escalated to senior Team CNSI and DPHHS staff to complete any necessary change request authorizations to support the selected solution. Examples of issues include delay in making a critical decision about the solution for a gap, or delay, beyond the agreed-upon review period, in approving a deliverable necessary to start the next phase of the project.

Our procedure for tracking project changes provides a structured method for requesting changes to baselined scope, schedule, or cost. The change request is documented in the Project Documentation Repository and undergoes evaluation by the affected stakeholders. For changes to the evoBrix X CPM module, Team CNSI performs the necessary investigation and analysis to determine the impact to the project and alternative and recommended solutions to address the change. For any type of change, DPHHS evaluates the proposed change and decides to either move forward with the change by approving it, defer the change to a later stage of the project, such as a post-deployment enhancement by placing it on hold, or to forego the change by cancelling it. The analysis and decision details are recorded in the Project Documentation Repository. Examples of changes include a request to place the project on hold for six months due to impending DPHHS reorganization, or requesting a new feature be added to our evoBrix X solution after design has been approved.

Team CNSI's process for decision management is called Decision Analysis and Resolution (DAR). Pending decisions are logged in the SharePoint Project Documentation Repository and a decision owner is assigned. The decision owner is responsible for identifying the team members needed to reach the decision. The DAR process includes identification of alternative solutions and objective evaluation criteria. A formal DAR meeting is held where the team verifies the evaluation criteria and assigns a weight to each factor. The team then systematically evaluates each alternative against the weighted evaluation criteria. This process identifies the best decision in an objective way. The results of the DAR

are presented to project decision-makers in the form of a recommendation. The project decision-makers can either approve the recommendation or ask the team to repeat the process using different criteria. The process continues until a final decision has been rendered. The results of each step of the DAR process are documented in SharePoint.

PMT14

The Contractor shall provide an electronic document repository for project documents and deliverables. The Contractor, Department staff and other contractors with the appropriate security level must have the ability to upload/attach new or revised versions of documents. The repository must perform version control and allow users to view all prior versions.

Team CNSI will provide a secure SharePoint site for the Project (the "Site") which will act as a repository for project documents and deliverables. This Site will reside within the CNSI domain. Our SharePoint Project Site delivers superior project data management, accessibility, and security. The repository is web-based and configured expressly for effective document repository and project management tasks. It will be available 24x7 to authorized users. It supports the ability to capture and manage key project information including:

- Deliverables and other project documents, such as Artifacts and References
- Action items
- Risk and Opportunity management
- Issue management
- Decisions, Action Items, Lessons Learned
- Quality Management
- Performance Dashboards
- Change request management
- Events and calendar information
- Contact information

Security

Security will be implemented via native SharePoint security features such as SharePoint and Active Directory Groups. Multiple security groups will be created to provide access as necessary for a user to perform his/her responsibilities. By default, the basic Owners, Members, and Visitors security groups are used to limit permissions for the Site for CNSI employees. Additional organization-related Members and Visitors groups will be created for Customer users and additional users within Team CNSI.

- Users whose role and/or responsibility coincides with the creation, maintenance, and updates of the infrastructure of the Site will fall into the Owners group. Owners are restricted to CNSI employees only. This permission level allows Full Control of the site.
- Users whose role and/or responsibility is to interact with the data within the Site (creating/modifying documents), become part of the Members group, with Contribute permissions. Members may add, upload, edit, download, and delete documents in the Site libraries. Non-CNSI Members groups will have Contribute without delete permissions; this access is the same as the CNSI Members group, but users cannot delete documents.
- Users within any organization who should be restricted to viewing or reading information on the Site receive Read or View permissions. Read permissions allow users to download information; View permissions do not.

Team CNSI will collaborate with DPHHS to identify the organizations, roles, responsibilities, and individuals and permission levels of who will require access to the SharePoint Project site. Additional

security groups may be added as needed to customize access for all users. Access will be reviewed and updated as staff changes are processed.

The security groups may provide access to the Project Site as a whole, or to individual libraries within the Site. Within libraries, a user's permission provides the ability to upload, download, and attach new or revised versions of documents. SharePoint has native version control and allows users with appropriate security access to view all prior versions of documents on the Site.

Version History

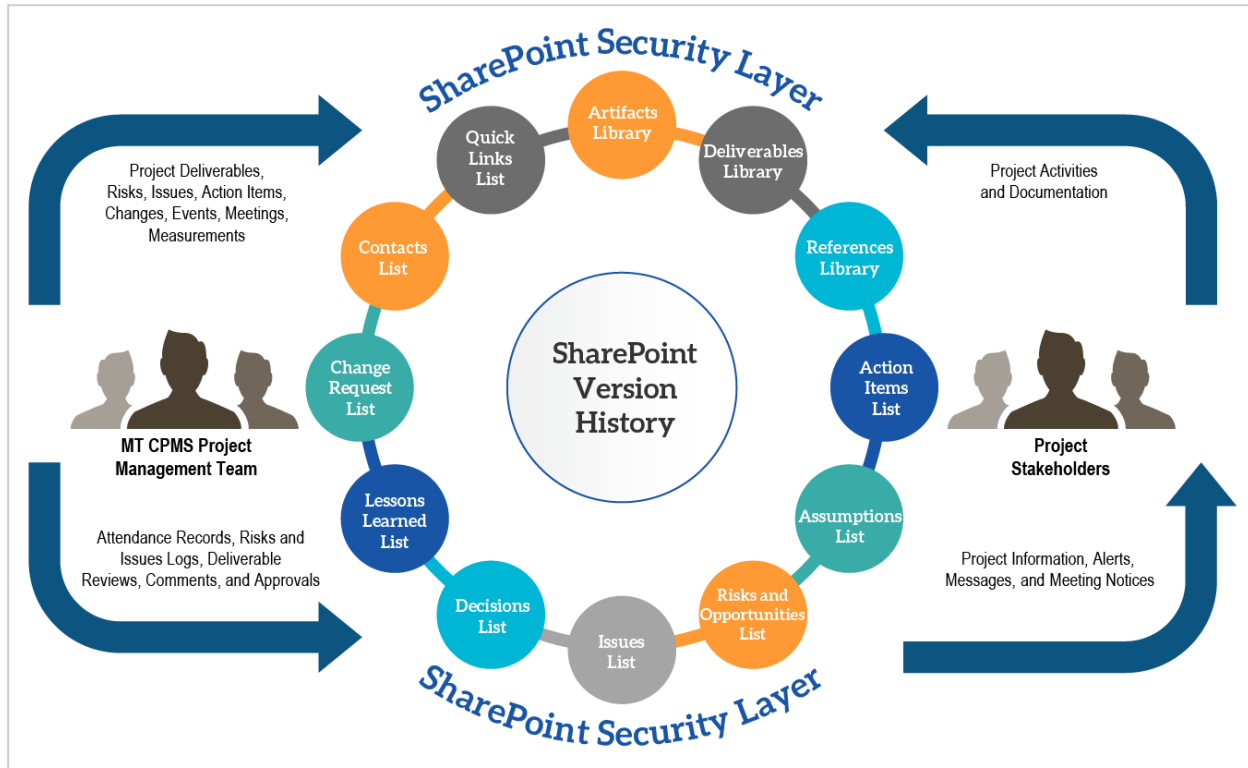
All document libraries within the Site will contain Version Settings to create a version each time a file is edited in a document library. To ensure version history is kept in a concise and feasible manner, the Version Settings will also be configured to "Require Check Out." Due to this setting, users will be required to "check out" a document when making updates, which ensures that no other user can change the document until it is checked back in. These settings provide the ability to view previous versions of a document. Authorized users can revert the current document back to a previous version or delete prior versions as needed.

Project Documentation Repository Extension

Our experience, through many years of implementing projects in the state and federal government sector, has taught us that a highly accessible project documentation repository facilitates collaboration between Team CNSI and its customers. In keeping with our principles of transparency in multi-vendor projects, a central location all stakeholders can use to deposit and share project information also simplifies project management and control.

Team CNSI will extend the SharePoint Project Site to include tools not only for project documentation and deliverables, but for project management, monitoring, and control, as well. Standard SharePoint applications such as the Calendar and Notebook will be available. Additional SharePoint libraries for Artifacts and References will be included in the Site, as well as SharePoint lists for recording and monitoring Action Items, Assumptions, Risks and Opportunities, Issues, Decisions, Change Requests, and Lessons Learned. Should Gap Management be required, both a Gap library and list may be utilized on the Site. A place for Contacts and Quick Links rounds out Team CNSI's standard SharePoint Project Site.

Team CNSI's SharePoint Project Site is the communications and sharing hub for the project. Figure 3.10.2-11, shows the major functions of the Site.



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Figure 3.10.2-11. Team CNSI's SharePoint Project Site. Available via the Internet 24x7x365 to authorized users, the SharePoint Project Site is used to manage most project deliverables as well as project monitoring and control tasks.

Team CNSI SharePoint Project Site is pre-configured with helpful dashboards such as those shown in Figure 3.10.2-12 and Figure 3.10.2-13 below.

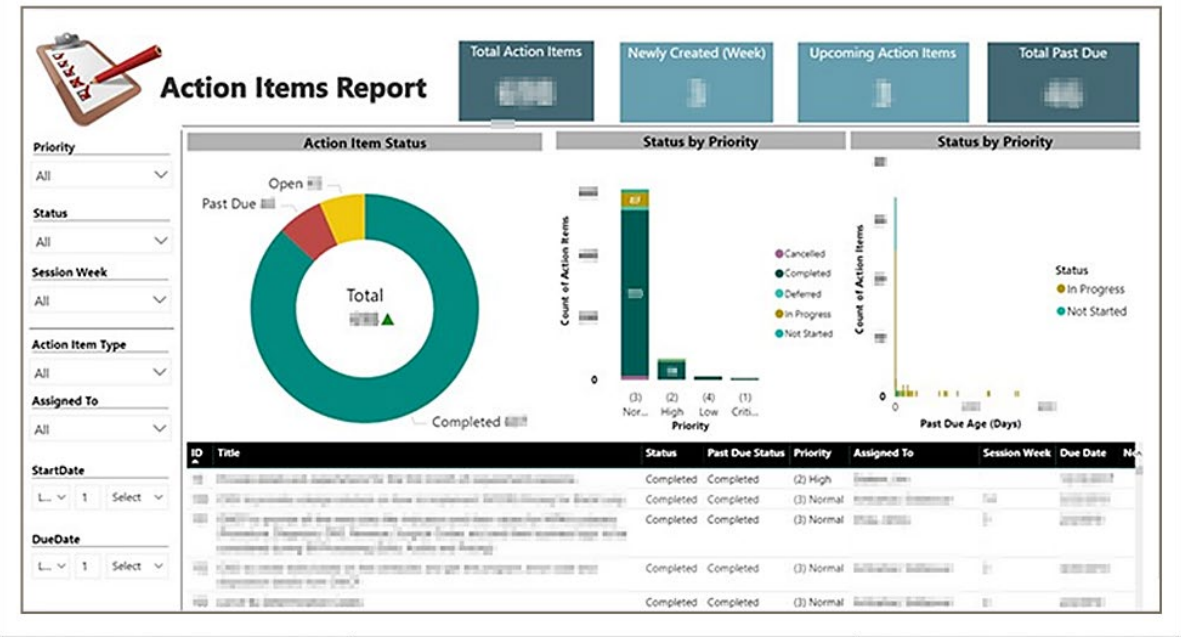


Figure 3.10.2-12. Sample Action Items Dashboard. The Action Items Dashboard provides an easy to consume visual status of the project’s action item inventory. The Site is the communication hub for the project. It provides access to documentation, facilitates meeting scheduling, risks, issues, action items, change, and decision management.



Figure 3.10.2-13. Sample Deliverable Review Dashboard. The Deliverable Review Dashboard provides an easy to consume visual status of the project’s deliverables.

PMT16

The Contractor shall provide deliverables that at a minimum meet the following quality standards:

- Provide accurate and comprehensive content, reflecting the specific requirements for the deliverable.
- Ensure appropriate technical level for the audience.
- Utilize correct grammar, spelling, and versioning.
- Ensure diagrams are clear, concise, and value added.
- Follow industry-related standards.
- Appropriately define and reference information.

Team CNSI uses multiple complementary approaches to ensure deliverables for the MT CPMS engagement meet our stringent quality standards.

- Team CNSI maintains a standardized Style Guide to ensure that all deliverables are based on a common foundation. The style guide defines standards for style as well as usage. We use the Chicago Manual of Style (The University of Chicago, 17th edition) as the foundation for our Style Guide.
- We will tailor to meet MT DPHHS' MPATH Documentation Standards as provided in the State's Proposal Reference documentation.
- Our iVision360 methodology provides a set of predefined deliverable templates including those necessary for gap analysis, requirements traceability, solution modeling, test planning, and implementation planning. The templates reflect lessons learned on previous implementation efforts including the SaaS CPMS implementation in Illinois. Where aligned with expected deliverables, these templates serve as the deliverable expectation documents (DEDs) as they outline all expected content in the deliverable. The templates are available for DPHHS review prior to beginning work on the deliverables.
- We perform formal peer reviews as well as informal document reviews to confirm that the business content presented in our documents is accurate, comprehensive, and reflects the specific requirements for the deliverable. This reduces costs and risk by eliminating defects early in the document lifecycle.
- The peer review/informal review process, along with a culture of collaboration, work together to ensure the deliverable contains an appropriate technical level of content for the intended audience.
- We employ professional technical writers with a minimum of a 4-year degree in Technical Communication and successful performance on a qualifying examination developed by CNSI. We also employ quality engineers with training in ASQ, ISO, and CMMI standards to work with the teams to tailor or create documentation in accordance with our methodology. Our dedicated technical writers and quality engineers work with the document authors to ensure that the document:
 - Utilizes correct grammar, spelling, and usage
 - Meets all Team CNSI document standards, including versioning
 - Includes diagrams and illustrations that are clear, concise, and add value to the deliverable
 - Adheres to relevant industry standards
 - Provides comprehensive reference information for any outside references
 - Aligns to customer and State standards

PMT17

The Contractor shall submit a monthly status report. The monthly status report must contain, at a minimum:

- a. A complete set of updated and current output from the Project Work Plan along with a copy of the corresponding Project schedule files in electronic version.
- b. A description of the overall completion status of the Project including schedule variations that report the earned value of the work completed, the planned value of the work completed, and the variance.
- c. Planned tasks and activities for the next month.
- d. The Deliverable status, with percentage of completion and time ahead or behind schedule for particular tasks.
- e. Identification of any staffing issues or changes in the Resource Allocation Matrix.
- f. An updated status on all issues being monitored.
- g. An updated status on all risks being monitored.
- h. Provide metrics necessary to support the State CIO's Legislative Finance Committee (LFC) reporting requirements.
- i. Provide testing status and metrics.
- j. Provide System enhancement hourly pool total hours used and total hours remaining.
- k. An updated status on all SLA being monitored.

Team CNSI will prepare a monthly status report compliant with DPHHS' requirements. The Team CNSI PMO is responsible for collecting and validating the information provided in the monthly status report. The monthly status report will drive the agenda of the Monthly Status meeting described in our response to requirement PMT09 and will include:

- Overall project completion status including earned value of the work completed, planned value of the work completed, and the variance.
- Planned tasks and activities for the upcoming month.
- Deliverable status with percentage of completion and time ahead or behind for key milestones and critical path tasks.
- The issue log, with updated status on all issues being monitored.
- The risk register, with updated status on all risks being monitored.
- The metrics necessary to support the State CIO's Legislative Finance Committee reporting requirements.
- Beginning with the Solution Validation – System Test Phase, testing status and test metrics by test phase, iteration and/or type.
- A high-level review of the System Enhancement hourly pool including hours used and total hours remaining.

- Team CNSI provides continuous monitoring of many SLAs through the HealthBeat feature, which is available 24X7. For SLAs that do not appear in HealthBeat, such as performance on Agenda and Meeting Notes (SLA02), Team CNSI will develop a dashboard to collect and report these items. The Team CNSI MT CPMS PMO will be responsible for establishing the measurement dashboard and ensuring timely collection of data for inclusion in the monthly status report. As a part of the monthly status report, Team CNSI will provide an analysis of any SLA exceptions occurring during the reporting month.

PMT18

The Contractor shall develop and maintain a Project Management Plan (PMP): The purpose of the Project Management Plan is to provide a comprehensive baseline of what needs to be achieved by the project, how it is to be achieved, who will be involved, how it will be reported and measured and how information will be communicated with the project. It will serve as a reference for decision and clarifications. All relevant project plans including but not limited to the Communication Plan, Change Management Plan, Staffing Management Plan, Quality Management Plan, Risk Management Plan, Issue Management Plan and the Work Breakdown Structure are incorporated into the Project Management Plan. It is a living document that evolves as the project progresses and is updated with the latest relevant information as required. The Project Management Plan may be broken into separate documents, but all documents will be considered sections of the Project Management Plan.

Team CNSI uses a comprehensive PMP that addresses the elements required by DPHHS. The WBS referenced in this requirement is provided as a component of the Project Work Plan deliverable as integrated into the project schedule.

Figure 3.10.2-14 shows a sample table of contents from our comprehensive PMP deliverable.

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Figure 3.10.2-14. Team CNSI Sample PMP Table of Contents. This illustration shows how Team CNSI's standard PMP might be tailored for the MT CPMS engagement.

In addition to the PMP, Team CNSI also prepares a Quality Management Plan (DOC16). The Quality Management Plan is delivered separately as it is prepared by Team CNSI's quality lead rather than our PMO team. This plan describes the quality processes we use to assess performance against our CMMI-based processes, and to verify that the deliverables and documents provided to the State meet acceptable quality standards for content and construction

Team CNSI develops a Measurement Plan tailored for the specific SLAs and project measures required to support both Team CNSI's PMO reporting process and the Status Reports we prepare for the State. The Measurement Plan is an internal document that will not be submitted to the State for review and approval. The Measurement Management Plan defines the specific activities and Team CNSI roles responsible for collecting metrics required for the project. This includes schedule metrics, deliverable metrics, SLAs, earned value of work completed, planned value of work completed and the variance. We also develop an

internal Configuration Management Plan which, like these other Plans, we will make it available for the State's perusal upon request.

PMT21

The Contractor shall coordinate with the Department and with the module vendors as required by the Department, to support the program-level change management process consistent with the Enterprise Change Management Plan.

Team CNSI understands that the Enterprise Change Management Plan is to be developed by DPHHS' Integration Contractor. During the planning phase of the project, Team CNSI agrees to coordinate and collaborate with the State, the State's Integration Contractor, and with the module vendors as required to support the program-level change management process consistent with the Enterprise Change Management Plan.

Our SharePoint-based document repository will map from the System Integrator's change process to Team CNSI's internal process. Team CNSI's change management process will cover full evaluation of the requested change, identification of impacted areas of the solution, comprehensive estimates and pricing (if applicable) for evaluation by the State. Approved changes will be integrated into the schedule.

Team CNSI has extensive experience working in multi-vendor projects where coordination is required at an enterprise level. The project environments for our successful Core Claims implementations in Michigan, Illinois, Utah, and Washington all involved multiple vendors and major project and program shifts during the projects. Working in collaboration with the State and its contractors, we worked together to align on the best course of action to keep the project's forward momentum going. For example, when approaching a key coordination milestone, one of the partnering contractor's vendor experienced a problem delaying their readiness to participate in a joint activity. We worked together to identify a plan where most of the work could begin on schedule by creating stubs for inputs and saving the outputs for later processing. Using this strategy, we completed all testing activity with minimal delays. We understand the importance of achieving success for the entire organization and will support the State in performing these activities.

PMT25

The Contractor shall be required to work collaboratively with the Department and the System Integrator to provide schedule information to be included in the Integrated Master Schedule (IMS). Elements necessary for the IMS include; start and end dates of major phases, key project milestones, integration points, cross module dependencies, and sufficient information to support the State CIO's Legislative Finance Committee (LFC) reporting requirements.

For Team CNSI, it is standard practice to coordinate schedule details with our customers and other contractors or vendors with which we must integrate efforts. Consequently, our schedule management process tailors its plans and milestones to meet the needs of DPHHS and its designated SI vendor. Our schedule/work plan will be developed in form and format that makes it easily integrated within overarching Integrated Master Schedules in place.

Team CNSI works with other vendors to identify touch points, requirements for inter-contractor solution configuration and testing. We will work collaboratively with the DPHHS and its System Integrator to provide information to be included in the Integrated Master Schedule. We will ensure that our schedule provides the necessary linkage to the other Contractors where interdependencies exist including:

- Phase, activity, and task start- and end-dates
- Key project milestones, and milestones representing key integration points and cross-module dependencies with collaborating contractors work
- Deliverables, expected DPHHS review cycles, and expected deliverable approval dates

During the Planning Phase, Team CNSI will collaborate with DPHHS and the System Integrator to validate that all necessary information is present to support the State CIO's Legislative Finance Committee reporting requirements.

PMT27

The Contractor shall coordinate module deliverable and milestone walkthroughs and participate in other module walkthroughs as required by the Department.

Module demonstrations and walkthroughs are the foundation of Team CNSI's SCI methodology. Team CNSI begins the Solution Analysis phase with demonstrations of the Core Claims module. We continue with solution-specific walkthroughs throughout Solution Modeling activities.

There are multiple reasons we use module walkthrough and demonstrations:

- To demonstrate where Team CNSI's CPM module meets DPHHS requirements
- To discuss and validate requirement gaps that may exist in the CPMS module
- To help the DPHHS visualize how the solution will be configured to address their specific needs
- To facilitate DPHHS' understanding of how Team CNSI presents material we've discussed in collaborative sessions
- To ensure that reviewer questions are raised early and answered before formal reviews begin

For Certification, Team CNSI understands the critical importance of the formal MECL milestone reviews. These reviews are an essential component of the CMS process.

As the project reaches critical milestones, Team CNSI will perform milestone walkthroughs to review progress against the plan for that phase including:

- Schedule
- Budget
- Deliverables
- Open Risks
- Open Issues
- Open Decision
- Open Change Management Requests

We agree to participate in DPHHS-required module walkthroughs of other modules as necessary for the implementation of the MT CPMS project.

PMT29

The Contractor shall submit a monthly System Enhancement Pool report that details tickets invoiced to the hourly pool and must include hours used and hours remaining for the Department's approval.

Team CNSI will submit a monthly System Enhancement Pool report detailing tickets invoiced to the hourly pool, hours used, and hours remaining. This is a component of the monthly Status Report. It will be submitted as a report requiring the Department's approval each month.

Team CNSI will work with the State to identify change requests to be processed against the system enhancement pool, capture details on this category of Change Request (CR) from our SharePoint repository, and monitor total hours logged against each of these CRs. We then prepare the System Enhancement Pool Report from the details in SharePoint.

PMT31

The Contractor shall cooperate with the State's PMO and the IV&V contractor to give an accurate, honest reporting of the project status.

Team CNSI is committed to honest and transparent project reporting. Our repository maintains key artifacts that support the accuracy and credibility of information about project status. We cooperate with the State PMO and IV& V contractor to ensure project status reporting is a fully collaborative effort, with undue obstacles, data bottlenecks or data call delays. Our PM Larry Iversen leads the team responses to the State's PMO and the Department's IV&V contractor, affirming the information exchanged is accurate and honest.

PMT32

The Contractor shall contribute to the State's and/or the Systems Integration Services collaboration site, technical and non-technical project artifacts for the Contractor's module or module components including requirements, use cases, user stories, storyboards, system design documents, supplemental specifications, test cases, test scripts, test results, user, system and training documentation at the State's direction.

Team CNSI agrees to contribute to the State's or System Integration Services collaboration site for technical and non-technical project artifacts for our CPMS module and module components including baselined requirements, use cases, test cases, test scripts, test results, user and system training documentation as directed by the State excluding proprietary software packages integrated with the CPMS module. Indeed, any documentation we organize through our SharePoint site can be placed on the State's site at the State's discretion, as long as it is not of an exclusively proprietary nature.

Team CNSI will work with the State and the System Integrator to develop a process to apply approved changes to baselined deliverables already loaded to the State's or System Integration Services collaboration site.

PMT36

The Contractor shall develop and maintain a detailed Project Work Plan (PWP) and a Gantt Chart that is aligned with the scope of the work outlined in this RFP, and the resulting contract. The PWP must identify detailed project tasks, realistic person hours for each task, the sequence of tasks and activities including duration necessary to meet deliverable and milestone dates for each phase, estimated baseline start and completion dates, actual start and completion dates, the critical path(s), resources (by name or by resource type if not known), dependencies, permanent tracking number for each task, completion percentages, and phase-level milestones. The dates and hours in the approved PWP form the project baseline. Once established, the baseline will only be modified with approval from the State. Additionally, the PWP must be continually refined and updated as the project progresses and will retain the baseline for comparative reporting.

From the approved work plan, the Contractor must calculate the required information necessary to meet the Department's reporting requirements to the Legislative Finance Committee (LFC) which include: the work percent complete, SPI, CPI, earned value, planned value, schedule variance, planned amount paid, actual amount paid, and cost variance.

Team CNSI will tailor its standard PWP format to meet the specific needs of DPHHS. Team CNSI’s standard PWP contains a high-level Gantt Chart showing major phase and activity start- and end-dates which will be aligned to the scope of work outlined in this RFP. Our standard PWP contains the detailed WBS and schedule.

To develop the PWP and schedule, Team CNSI performs a top-down evaluation of the phases, activities, and tasks necessary to support the scope of work defined in the RFP. We use the results of this analysis to define our initial WBS. We then do a bottom-up evaluation of the WBS to ensure that all necessary work has been identified. With the WBS defined, Team CNSI then performs an analysis of the effort and resources needed to complete each component of the WBS. Following industry standard methods, we then identify the schedule dependencies to produce the high-level schedule. We assign labor categories, hours by labor category, and costs to the schedule. Most of this work is done in advance of contract negotiations to ensure that Team CNSI has sufficient lead time to transition staff members from projects that are ramping down or to hire qualified staff. Individuals assigned to the labor categories are monitored through the Staff Management Plan component of the Project Management Plan. We use a resource utilization matrix to ensure no team members are overloaded.

The schedule is provided in both PDF and Microsoft Project formats and includes:

- Phase, activity, and task start- and end-dates
- Task duration
- Resource labor categories, number of staff, person-hours by labor category, schedule dates, and blended rate, for calculation of earned value
- Key project milestones and milestones representing key integration points and cross-module dependencies with collaborating contractors work
- Deliverables, expected DPHHS review cycles, and expected deliverable approval dates
- Milestone identification for major linkage points between Team CNSI’s schedule and other contractor’s schedules

During the Planning Phase, Team CNSI will collaborate with DPHHS to ensure that all necessary information is present in the schedule to ensure that the information needed to support the State CIO’s Legislative Finance Committee is available.

Team CNSI continually refines the schedule. Our standard practice is to review and update the project schedule every week as a part of regular status reporting. This promotes early notification of tasks that are not performing as expected. We adjust the schedule for approved change requests and to reflect task and activity completion. We have sufficient flexibility in the schedule to respond to changes with minimum impact on other elements of the schedule.

As cited in our response to PMT17, we make monthly updates to the PWP as required.

PMT37

The Contractor shall provide toll-free or call-back telephone and WebEx web-based conferencing capabilities (or an alternative solution approved by the Agency) to support contract activities.

To promote and enhance our accessibility by the State to facilitate convenient, technology-enhanced information exchange in real time, Team CNSI will provide the State:

- A toll-free access telephone number answered during business hours by a live person, with rapid access to PM Larry Iversen or his designee for responding to State issues or questions
- After hours, the toll-free access telephone number has a voice mail capability to enable the State to leave a message and call-back number, with the additional option in case of an immediate need or emergency to call a different number to gain access to our PM or his designee for after-hours

emergency coverage. Our staff retrieve messages from this number at Open of Business and monitor if any vice mails have been left during the workday.

- Team CNSI uses Skype for Business most often for web-based conferencing and has the ability to use other web conferencing platforms such as WebEx, GoToMeeting, Join Me or any video teleconferencing application that the State prefers. We will gain the State’s approval for the web conferencing platform to be used in support of this project at contract kickoff.

PMT38

The Contractor shall establish and utilize a deliverable review and acceptance process agreed upon by the Department that incorporates the following:

- a. Review cycles, which will be conducted and scaled to the size and complexity of the deliverables. Security-related deliverables will have a 20-day review by the State after first submission, 10-day review cycle by the State after second submission; 5-day review cycle by the State after the third submission. All other deliverables will have a 10-day review by the State after first submission, 5-day review cycle by the State after second submission; 5-day review cycle by the State after the third submission)
- b. Deliverables will need to reflect coordination with the overall modular program and will follow agreed upon change control processes.
- c. Informal reviews and walkthroughs of draft and final deliverables are encouraged.
- d. Queuing up excessive deliverables for simultaneous review is unacceptable to the Department

Timely completion, submission and approval from the State of project deliverables is critical to ensuring our Team is meeting project requirements and meeting milestones in the project schedule. Team CNSI will develop project deliverables in close collaboration with the State to ensure that the material provided is complete, easy to read and understand, easy to use, and easy to find. We begin with an DPHHS-approved "definition of done" for each deliverable and align our work activities in the project work plan to complete each deliverable in a timely manner. We conduct deliverable walk throughs prior to initiating State review to ensure each deliverable is fully understood and the review can be successfully completed in the first iteration.

The review and approval steps for contractual documentation deliverables requiring Agency approval include the following:

- 1. Approval of the definition of “done” for the deliverable
- 2. Initial pre-delivery document completion
- 3. Pre-delivery peer or informal review of the document
- 4. Pre-delivery quality review of the document
- 5. Submission to the State
- 6. Receipt of State comments
- 7. Revision based on State comments
- 8. Final submission to State
- 9. Deliverable approval from State

Audits and Inspections. We will implement four tiers of audits and inspections to help ensure all requirements are met before delivery or deployment. Our audit and inspection strategy include individual, team (peer), quality lead, and compliance as follows:

- **Individual:** Each employee, from managers to staff, are responsible for managing quality, and as such are required to inspect their own work before submitting it for review. Additionally, each employee is responsible for adhering to our processes. Repeated patterns of non-compliance will result in disciplinary action up to and including termination.

- **Peer Reviews:** Industry data reveals that peer reviews are often an effective means of identifying quality issues often missed by the owner. Consistent with our iVision360 delivery methodology, regular peer reviews will be conducted by fellow team member subject matter experts (SMEs) before delivery and deployment. Any defects and/or deviations will be formally documented and resubmitted to the owner prior to delivery.
- **Quality Lead:** The quality lead will conduct ongoing audits and inspections of work products and services that will be described in the project's Quality Management Plan (Appendix A in Figure 11). This includes planned and unplanned audits and inspections of all work products.
- **Compliance:** Ongoing and regularly scheduled quality control inspections and/or audits will be conducted by the quality lead to ensure that all work products and services are compliant with WY BMS requirements. Results will be formally published (i.e., Corrective Action Requests [CARs] and Preventive Action Requests [PARs]), corrective actions identified, and root-cause analysis performed to help avoid repeated deficiencies. Any corresponding checklists will be updated to incorporate known systemic defects that may have caused an identified deficiency.

Coordination with other modular programs, following agreed upon change control processes.

Our deliverables development process includes a walkthrough of the deliverable with Contractors from other MPATH modular programs, including but not limited to the SI. Deliverables impacting change control within the system will conform to CCB-established processes and the approval gates through which this process must pass. For system releases, State approval is always required, and follows the Release Management Plan and its change approval procedure that aligns with State change management procedures.

Avoiding excessive queuing of deliverables, which can impede opportunities for the State to conduct a timely, focused review of every submitted deliverable

Throughout the life cycle of the project, our PM and the PMO closely monitor deliverable milestones and their timing to ensure that State is given sufficient time to review these deliverables carefully. When the PM and PMO detect a risk associated with queuing of excessive number and complexity of deliverable reviews by the State, we coordinate deliverable scheduling to avoid any bottlenecks in the overall deliverable review process. For Team CNSI, input about and approval from the State of the quality of our deliverables reinforces our commitment to a collaborative approach to project execution and management.

3.10.2.2 System Development Methodology

The Contractor will be expected to follow an industry-standard systems development methodology for the initial implementation of the proposed solution and throughout the Contract term. The project management deliverables, activities, and nonfunctional requirements are required regardless of the Contractor proposed system development methodology, unless agreed upon and managed through the change management process. The Offeror must propose a System Development Methodology approach that achieves the expected outcomes of the SDLC-based activities stated below.

The Team CNSI Advantage

Team CNSI's iVision360 methodology is a proven, proactive, and predictable approach to MMIS design and implementation.

- iVision360 delivers 360-degree visibility into all activities to facilitate transparency on project progress, risks, and performance
- Team CNSI's reusable evoBrix X platform enables a Solution-Configuration-Implementation approach that is more efficient and lower risk than the traditional DDI approach to MMIS implementations
- Approach has been used on and refined through successful implementations in multiple states including Michigan and Illinois
- iVision360 and our evoBrix X platform maximizes reusable tools, artifacts, and modules, increasing speed to production and minimizing risk
- Approach has been assessed at CMMI for Development, Level 3

MTCPM-1.2.4-634

Team CNSI's SCI methodology will be utilized to achieve DPHHS Implementation objectives. Figure

■		■		

[illegible]

Utilizing Team CNSI’s SCI methodology and leveraging our lessons learned on MMIS implementations in Michigan, Washington, Illinois, Utah, Arizona and Hawaii, yields multiple benefits for DPHHS, including:

- Focus on solutioning and configuration, rather than costly and time-consuming requirement validation, design, and development resulting in reduced implementation time, cost, and risk
- Streamlined testing focusing on the DPHHS-specific solution configuration elements
- Reuses solution documentation which is provided at the beginning of the solution analysis phase rather than the end of design phase
- Ability to leverage existing evoBrix X platform to minimize new development

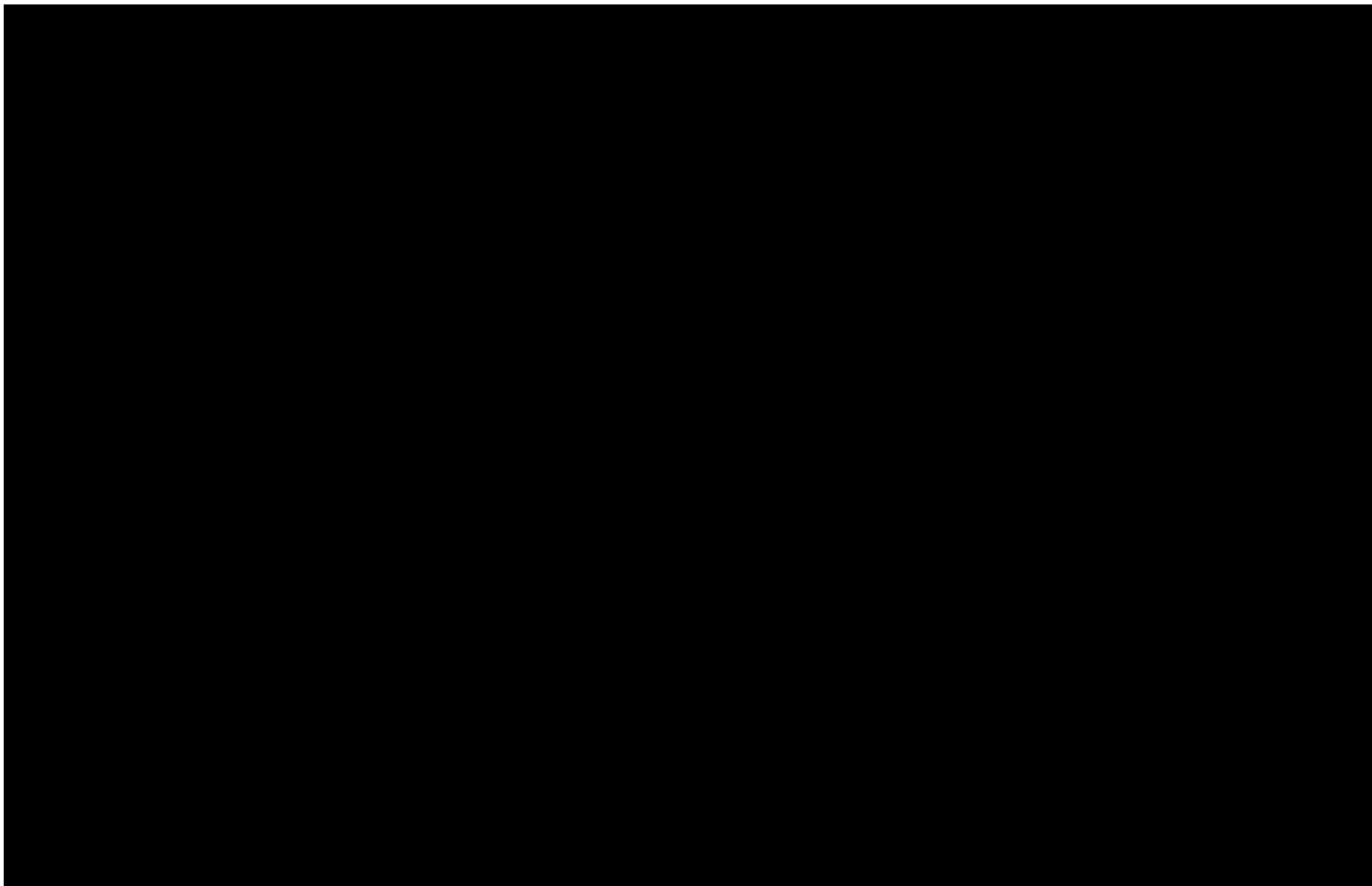
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Team CNSI acknowledges and accepts its responsibility to assist and support DPHHS in its efforts and activities for achieving system certification at the earliest reasonable opportunity. Therefore, upon contract award, Team CNSI will commence the required activities to ensure that the critical success factors pertaining to services and technology are met and our MT CPMS solution is certifiable after six continuous months of operations. Our primary activities in this regard will include:

- Supporting the State and IVV vendor in compiling the necessary information for periodic CMS Status Reporting throughout the project.
- Providing or contributing to the necessary system documentation to satisfy the MECL Appendix B requirements in for R2 and R3

- Supporting the State and its IVV vendor in achieving R2 and R3 MECL Milestones and Preparing CMS Readiness Checklist inputs
- Creating and providing documentation for the Certification Review package
- Participating in, and supporting all, CMS review activities
- Creating Corrective Action Plans, when required

There are four stages in Team CNSI's SCI approach as illustrated in Figure 3.10.2-18.



[illegible]

[REDACTED]

[REDACTED]

Age Group	Percentage
18-24	~10%
25-34	~35%
35-44	~25%
45-54	~15%
55-64	~10%
65+	~5%

These activities are conducted throughout the life of the MT CPMS project. SCI project management

[REDACTED]

[REDACTED]

[REDACTED]

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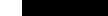
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certification. Team CNSI business operations staff, DPHHS staff, and DPHHS' IV&V contractor will be

[REDACTED]

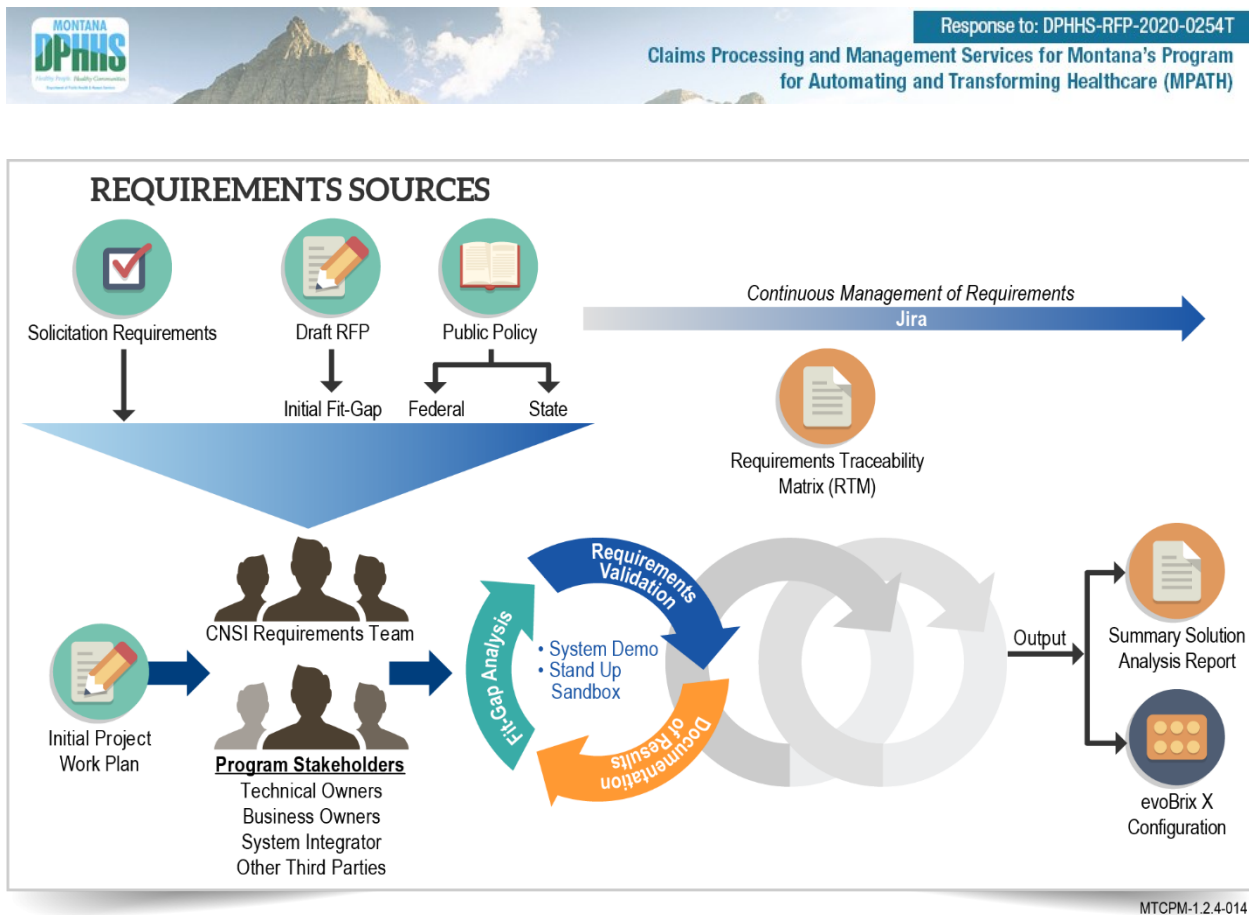


Figure 3.10.2-19. Summary Requirements Management Workflow. Team CNSI conducts collaborative sessions with DPHHS stakeholders to identify and validate all requirements.

During iterative Fit Gap Analysis sessions, Team CNSI provides system demonstrations with the evoBrix X Claims Processing module to DPHHS. Through the demonstration sessions, Team CNSI validates the gaps or the difference between the evoBrix X solution and DPHHS' requirements identified during each analysis cycle. New gaps are documented and jointly reviewed by DPHHS and Team CNSI to verify and prioritize requirements. To document the inventory of validated gaps at the end of this process, Team CNSI creates a Summary Solution Analysis Report. This is an additional deliverable proposed by Team CNSI that serves to clearly define and document the results of the requirements analysis sessions. Following approval of this document, all gaps are baselined and managed throughout the remaining phases of the project. The Summary Solution Analysis Report presents the details of all gaps approved for configuration by subsystem within the base Claims Processing module. In the event that Montana or other NASPO-participating states choose to include Options A, B, C and/or D in the scope, all requirements for each of the selected elements will be included in our Fit-Gap Analysis and results will be included in the Summary Solution Analysis Report created.

Once the Summary Solution Analysis Report is approved, all requirements are baselined, and we develop a Requirements Traceability Matrix (RTM) that traces existing functionality to each corresponding requirement. All requirements are included in the RTM to ensure clear and comprehensive traceability from requirement, to functionality, to Medicaid criteria, and, as necessary to Development and Test.

Identified gaps are mapped by requirement number and description to the validated gap number and description. The gap number is then traced to the design component(s) where it will be addressed during the solution modeling phase of the MT CPMS project. All requirements are also mapped back to MECT requirements including MITA Business Processes and MITA Business Areas. Figure 3.10.2-20 illustrates our approach to Requirements Traceability.

RQM01

During the requirements validation sessions, the Contractor must demonstrate a fully functioning solution that has been initially configured based on the Contractor's understanding of the requirements described in the RFP and publicly available policy documents, manuals, and fee schedules.

Team CNSI brings to Montana our fully functioning evoBrix X Claims Processing module that was derived from our custom-configured solutions currently being used to support the States of Michigan, Illinois, and Washington. The base evoBrix X solution will be used during our proposed collaborative “fit-gap” solution analysis process to validate requirements with key State and DPHHS stakeholders. Team CNSI performs continuous analysis of requirements, beginning with the draft requirements released by the State earlier this year, and then a subsequent analysis when the final requirements were released and amended throughout the procurement process. This analysis has allowed Team CNSI to identify potential gaps that will need configuration to meet expectations. During the demonstrations, Team CNSI demonstrates the software to show how requirements are met in the base system. We also point out where gaps may exist between DPHHS' requirements and our solution. These gaps are documented and presented to the state for review in the Summary Solution Analysis report.

RQM02

The Contractor shall work with the Department to confirm the Contractor's understanding of the requirements and to clarify and/or elaborate requirements where necessary to achieve desired business outcomes.

Team CNSI's Solution Analysis phase is designed for collaboration between DPHHS and Team CNSI to come to an understanding of the State's requirements as met in our evoBrix X module. The purpose of Solution Analysis is to clearly identify and define requirements that need further elaboration or clarification. Team CNSI has performed an initial analysis of Attachment F to develop a baseline understanding of the requirements within the context of the procurement process. While this documentation is extensive, it doesn't replace interaction and collaboration with business, technical, and management stakeholders. As part of our Solution Analysis approach, our team will identify and work closely with program stakeholders including DPHHS personnel, system integrator resources, third-party contractors and other resources as identified and recommended by DPHHS to ensure we have a thorough understanding of all requirements. Using this information, Team CNSI is either able to demonstrate how the requirement is met in the base system, or to explain the gap at a sufficient level that DPHHS is satisfied that every requirement is either met or described succinctly as a gap that will be addressed through configuration.

Gaps are identified throughout the collaborative demonstrations and, when validated for inclusion in the MT CPMS solution, they are documented in the Summary Solution Analysis Report. The gap will be categorized as either configurable, meaning that no code changes are required to close it, or material, where a customized solution must be developed. The validated gaps are then promoted to the Solution Modeling phase where Team CNSI presents solutions to be incorporated into the system design to support the MT CPMS.

RQM03

The Contractor shall document any gaps between the initially configured solution and the business requirements in the requirements management tool. Gaps must show bi-directional traceability with applicable business requirement(s), design, test cases, test results, MECT criteria and certification artifacts.

Team CNSI uses a traceability process that fully aligns with DPHHS' requirements. Our traceability process begins with Federal and State regulatory requirements and the State's unique technical and business requirements. These requirements are mapped either to existing features in the working evoBrix X module or to a gap that will require configuration for the Montana solution. We have performed initial analysis of requirements, first when the draft requirements were released in July of this year, and then subsequently when final requirements were released with the formal solicitation in November. Based on these analyses, we developed a preliminary Requirements Traceability Matrix. A unique gap identifier is assigned to the requirements not fully met in the base evoBrix X module. The gap identifier is carried forward to map to design artifacts, user stories, test cases, and test results, providing bi-directional traceability for all gaps that require solution configuration. The Claims Processing module is already mapped to MITA business area and business function. Team CNSI will add the MECT checklist and certification artifacts to the traceability matrix.

Team CNSI's requirements traceability management approach is illustrated in Figure 3.10.2-20 on page 380.

RQM04

The Contractor shall, during requirement validation, provide designated Department staff access to a fully functioning environment to become familiar with the solution.

Team CNSI will configure a functioning sandbox environment for use by the State. This environment will be made available during the Solution Analysis phase of the project as defined in the project schedule. The sandbox environment will mimic the production environment but will not contain any production data. It will be hosted in Amazon Web Services (AWS) GovCloud separately partitioned from any other environments. The sandbox environment will contain all of the evoBrix X base modules that make up the CPMS solution. It will be primed with deidentified data. In the sandbox environment, the State will be able to use the base DSDDs we provide to perform tasks such as claim inquiry, claims resolution, configuration of limits, configuration of reference data, and review of provider portal activity such as entering a claim via the direct data entry (DDE) feature of the evoBrix X base claims solution, or viewing a remittance advice.

Team CNSI will grant access to staff identified by the Department to use this environment to test functionality of the system as necessary to become familiar with the solution and to identify any additional questions regarding functionality or usability.

RQM05

The Contractor shall utilize project control tools to formally track all requirements and related design, configuration, testing, and certification artifacts. The Contractor's requirements management tool shall ensure approved changes to requirements are linked back the approved change request.

Team CNSI manages and tracks requirements from initial identified to release into the production environment. All requirements are entered into Jira and will also be tracked through a Requirements Traceability Matrix (RTM) that manages end-to-end traceability for requirements and related gaps that will require State-specific changes. Our requirements process leverages these tools to track all requirements to gaps identified in the Solution Analysis phase, design artifacts presented in the Solution Modeling phase, user stories prepared for the Solution Configuration phase, and test cases prepared for Solution Validation and UAT phases. Our Requirements Traceability Matrix includes mapping to the corresponding MITA business area and MITA business process.

When a change request is approved, Team CNSI updates Jira and the RTM with the approved change request number. This enables traceability to the approved change request. Team CNSI provides the initial RTM at the end of the Solution Analysis phase and updates the RTM at the end of each iterative phase of the project and, in operations, after each major release.

This ensures that DPHHS and Team CNSI always have a clear picture of where changes are occurring in the evoBrix X module and the reason for the change.

RQM06

The Contractor shall develop, maintain and submit a Requirements Traceability Matrix (RTM) to show bi-directional traceability with applicable business requirements and their realization throughout all project phases (e.g., requirements, design, testing and certification (MECT) checklist items). This should include how the requirement is realized (e.g., configuration, custom development, base functionality). All revisions must be reviewed and approved by the State.

Team CNSI creates and maintains a Requirements Traceability Matrix that includes the State's requirement IDs and associated descriptions. The Requirements Traceability Matrix identifies specifically where each requirement is met and where each gap will be realized. The Requirements Traceability Matrix is updated:

- At the end of Solution Analysis, after DPHHS approves the Summary Solution Analysis Report.
- At the end of Solution Modeling, after DPHHS approves the design documentation for the DPHHS CPMS solution.
- At the beginning of Solution Configuration Phase, to tie the iteration plan and related user stories to the gaps.
- At the beginning of System Testing, to ensure complete coverage of all gaps during the execution of the System Test.
- At the beginning of User Acceptance Testing, after DPHHS has approved the System Test Results Report.
- At the end of User Acceptance Testing when the system is baselined for production.
- Following every Change Request that affects MT CPMS solution functionality throughout the lifecycle of the contract.

The Requirements Traceability Matrix is available for State review and approval throughout the project. Formal approval is typically obtained at the end of Solution Analysis, the end of the Solution Modeling, and at the beginning of User Acceptance Testing, since the Solution Configuration and System Testing are activities performed by Team CNSI.

RQM07

The Contractor's requirements management tool shall have the ability to manage requirements traceability by module(s), MITA business area, MITA business process and MECT checklists.

Team CNSI will use a variety of management tools to provide traceability of all requirements, gaps, and certification elements throughout the process. We use Atlassian Confluence as a system design document repository that is integrated with Jira to enable full traceability of requirements from initial identification, through our Fit-Gap Analysis Process, to associated use cases and to test cases within our configuration approach. All requirements are also mapped to corresponding MITA business processes, business areas, and MECT checklists. By linking requirements to supporting documentation within Confluence, Team CNSI streamlines the certification process.

Team CNSI's requirements traceability management approach is illustrated in Figure 3.10.2-20 on page 380.

3.10.2.4 Design, Configuration, and Build

The Contractor shall undertake activities to resolve gaps between the RFP requirements and the proposed solution. Once designs have been approved by DPHHS, the Contractor shall configure and/or customize the solution based on the desired business outcomes. The Offeror must describe in detail their approach to meet each of the Design, Configuration, and Build requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

Teams CNSI's approach to system design, configuration, and build is systematic and comprehensive to ensure that both the system and stakeholders are ready for operations in a multi-vendor modular environment. The strategy outlined here has been refined through multiple implementations and decades of experience in large healthcare projects that have been successfully implemented in the states of Michigan, Washington and Illinois.

The Team CNSI Advantage

Team CNSI's evoBrix X platform is a highly flexible, dynamically configurable solution that minimizes custom development, reduces costs, and increases speed to market.

- Team CNSI follows a Solution-Configuration-Implementation (SCI) approach to integrate unique state requirements through configuration rather than customization
- The SCI approach has been used successfully for rapid deployment to production, including providing initial operating capability in MI and IL simultaneously in 10 months
- Detailed solution analysis "fit-gap" sessions are used to document any functional gaps that need to be customized for state review and approval

MTCPM-1.2.4-530

[REDACTED]

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Category	Sub-category	Item	Description
Category 1	Sub-category 1	Item 1.1	Description 1.1.1 Description 1.1.2 Description 1.1.3
		Item 1.2	Description 1.2.1 Description 1.2.2 Description 1.2.3
		Item 1.3	Description 1.3.1 Description 1.3.2 Description 1.3.3
		Item 1.4	Description 1.4.1 Description 1.4.2 Description 1.4.3
Category 2	Sub-category 2	Item 2.1	Description 2.1.1 Description 2.1.2 Description 2.1.3
		Item 2.2	Description 2.2.1 Description 2.2.2 Description 2.2.3
Category 3	Sub-category 3	Item 3.1	Description 3.1.1 Description 3.1.2 Description 3.1.3
		Item 3.2	Description 3.2.1 Description 3.2.2 Description 3.2.3

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

DCB01

The Contractor's solution shall accommodate customer preferences for communications by electronic inbox, written correspondence, email, text, and phone

Team CNSI's evoBrix X solution supports different methods of communications including electronic inbox, written correspondence, email, text and phone. evoBrix X integrates with Pitney Bowes EngageOne Base module to generate correspondence letters for communication. EngageOne is a powerful customer communications management solution that allows communications to be created anywhere by customers through easy self-service portals. EngageOne also comes with templates, a business rules tool to ensure appropriate use of logos, disclaimers, legal conditions, delivery channels and real-time data. Through this tool communications can be created and delivered based on preferred mode of communications including print, mobile, email, and text. In addition to the EngageOne tool, evoBrix X also supports electronic inbox and email communications and our MT CPMS solution supports text and phone communications.

DCB03

The Contractor shall conduct collaborative design sessions to address all gaps identified during requirements validation.

Team CNSI's Solution phase focuses on defining, documenting and validating the baseline that provides Montana a complete solution aligned to the requirements. Team CNSI starts the solution analysis process with system demonstrations of evoBrix X to validate requirements that are available as part of the base system functionality. This first step validates the analysis between Attachment F requirements and the solutions present in evoBrix X. Subsequently, the remaining requirements will be inventoried and maintained in Jira and in a correlating Requirements Traceability Matrix (RTM). Gaps between current functionality and requirements are documented, and, once approved, serve as the gap baseline. We perform internal peer reviews to validate these assessments as well as review documented system impact analyses before finalizing entry of requirements. Jira is fully integrated with our document management system and our process and tools enable requirements mapping to MITA and MECT requirements to streamline certification activities. Jira also provides simple tagging of requirements, enables the creation of end-to-end reports, and facilitates real-time requirements traceability.

Team CNSI will facilitate collaborative design sessions with technical and business stakeholders to ensure that the detailed requirements appropriately address expected functionality and business outcomes. To ensure all gaps are included in the solution, Team CNSI maps each gap to the system use case or design component that will be configured to meet Montana requirements. The matrix supports mapping one gap to multiple use cases or design components. When test cases are tailored for the MT CPMS configured solution, test cases are also mapped to the approved gaps.

Team CNSI's requirements traceability management approach is illustrated in Figure 3.10.2-20 on page 380.

DCB04

The Contractor shall, in the design sessions, recommend solutions for each configuration gap, as defined in requirements validation, that will produce the desired business outcomes. If a gap cannot be addressed via configuration, the Department may consider making policy changes before approving customizations to the solution.

The key outcome from the collaborative design sessions are recommendations on how each configuration gap can be resolved. The evoBrix X solution is highly configurable and the vast majority of requirements will be prioritized in our schedule as configuration elements. The functionality of evoBrix X is continually evolving as we incorporate requirements from current clients and then integrate them with the base system design to make the functionality available to future clients without additional customization. One of the deliverables from our solution analysis is the Summary Solutions Analysis Report. This report will provide a list of any requirements that cannot be addressed as part of configuration. Since evoBrix X is a highly-configurable solution, it is not expected that policy changes will be required to incorporate the Montana requirements. However, in the event that policy changes would be necessary, Team CNSI will add the requirement to our backlog for prioritization and approval by the State.

DCB05

The Contractor shall demonstrate completed functionality frequently as the solution is configured/built, using a fully functioning environment.

Team CNSI will provide regular demonstrations of functionality throughout the DDI phases of the contract. The first demonstrations occur as part of our Fit-Gap Analysis during the Solution phase of our SCI approach. These demonstrations are performed using our Demonstration/Sandbox environment to show how the system addresses base requirements and to obtain feedback from business and technical stakeholders on nuances of each requirement that may need to be configured to address specific State needs. Team CNSI continues to demonstrate the modified system as configurations are completed to provide iterative validation of requirements. These iterative demonstrations are performed using our System Integration Testing (SIT) environment. We will coordinate timing and duration of demonstrations with DPHHS and other stakeholders as necessary and add them to the project schedule.

DCB06

The Contractor shall migrate completed releases promptly through various testing levels all the way to User Acceptance Testing (UAT).

Team CNSI has a proven, robust testing process which has helped us in successful implementation of the Provider module for the states of Michigan, Washington, and Utah. Our online component-based test libraries provide a component test suite structured to verify and validate that the Core Claims solution performs as expected for DPHHS.

Team CNSI offers a highly efficient, multi-layered, comprehensive test approach that minimizes risk to DPHHS. We develop a detailed and comprehensive Test Plan that addresses the standardized policies, tools, and processes to deliver testing through a consistent and predictable approach. This enables our approach to integrate with the testing requirements of other modular components delivered by third parties and provides DPHHS with a clear roadmap for testing so that Team CNSI's solution can be fully integrated with the overarching MPATH initiative test planning.

Our test process includes the following test levels culminating in User Acceptance Testing (UAT) that must be passed in order to proceed with an Operational Readiness Review. Our comprehensive release testing includes:

- Iteration/unit testing
- System testing
- Regression testing
- End to End (Business Process Testing)
- UAT including coordination with the State's UAT
- Performance and Load testing
- Accessibility Testing (ADA and 508 Compliance)
- Security testing
- Pre-deployment smoke testing
- Post-Operations system changes testing

Team CNSI's experience with system testing has shown test case generation is best completed with our client to generate test scenarios that represent the real-life situations experienced with the actual work done by the users themselves. By engaging our clients in this process at the system level, we also prepare them for the upcoming UAT phase where they may re-utilize the system tests.

Team CNSI helps DPHHS to create UAT test cases by letting them leverage system test cases and E2E test cases. Team CNSI also works with DPHHS to ensure any unique scenarios not already covered are included. Team CNSI will help DPHHS testers execute these tests in the UAT environment to validate the system.

Team CNSI has provided details of our testing approach in Section 3.10.2.6 beginning on page 416 of this proposal.

DCB07

The Contractor shall provide the design for online help approach and documentation, as appropriate.

The operational evoBrix X solution includes online, context-sensitive help, which provides users information on the fields and content displayed on the screens, and provides other pertinent information required to execute actions and steps within the solution. Prior to creating the final context-sensitive online help, Team CNSI will create a design approach along with a strawman depicting a structure of the online help file. DPHHS will review and approve the design approach before the final online help is created. Team CNSI uses Adobe RoboHelp to create the context-sensitive online help. Throughout our SCI approach, Team CNSI includes training professionals as part of the design and implementation teams to proactively plan for and create training programs and documentation. This enables us to align both online and offline resources with specific training needs to ensure that the right training is available at the right time to the right resources.

DCB08

The Contractor shall work with the Systems Integrator and the Department to establish required interfaces as defined in the detailed scope of work.

Team CNSI will work with the System Integrator (SI) and DPHHS to leverage the configurable evoBrix X Interface Service Repository (ISR) to integrate to the required external systems as defined in the RFP. We use SOAP and REST APIs to support easy integration with the MPATH Integration Platform and other external systems or modules as required. Following Contract Award, Team CNSI will engage with the SI and DPHHS to identify and finalize the layout and data required for each interface that needs to be exchanged between Team CNSI's MT CPMS solution, the MPATH Integration Platform and other system components as necessary. Team CNSI will also work with the SI to put together a plan to identify all the tasks needed by each stakeholder to get the interface layout and data finalized. All tasks will be added to our master schedule for transparent management. We will provide updates on all interface activities to the SI and DPHHS as part of regularly scheduled meetings or ad hoc as requested.

On average in our current deployments, Team CNSI has seen approximately 10 new interface requirements annually. Most of these interface changes are the results of format or source information changes. Since our solution leverages open standards, integrating these changes (following the appropriate change and configuration management process) is relatively easy.

Team CNSI has identified more than 80 inbound and outbound interfaces that are pre-built into our evoBrix X Core Claims module.

DCB09

The Contractor shall provide office space for Contractor staff and meeting rooms as necessary to support the scope of work and contractual obligations.

Team CNSI will leverage its existing experienced resources and infrastructure, combined with a local Helena, MT, office and resources to deliver the most cost effective, lowest risk solution and services. The Helena, MT, facility will include office space and meeting rooms to support the necessary activities to fulfill Team CNSI's obligations as defined in the scope of work and contract. This furnished work space will include:

- Secure offices
- Cubicles with at least one secure drawer
- Desk space for visiting Team CNSI and DPHHS staff, with at least one secure drawer
- Conference space for meetings, collaborative sessions, and training
- Break rooms and rest rooms
- Sufficient parking for on-site staff and visitors

DCB11

The Contractor shall develop auditing and general controls to ensure the effective use of the technical architecture and data in meeting requirements.

DPHHS is seeking to establish a common framework to improve communication and co-operation among the parties that create, use, and manage the system so they can work in an integrated, coherent fashion. Selected solutions must be able to interact and exchange information quickly and securely. Establishing architectural and data governance will provide a referenceable framework that can be leveraged across the enterprise to ensure consistency and compliance among all the disparate components. To support alignment with architectural and data standards, Team CNSI establishes an internal architecture review board (ARB) for design and build phases to ensure that we adhere to all the established development and technology standards. The ARB will include members of Team CNSI's technical design and development teams and will be chaired by our Technical Lead, Mr. Rajesh Kusam. Team CNSI prefers to integrate technical representatives from the State and/or from other third-party contractors who are also engaged in modernization efforts of the total MMIS platform. This ensures that all architecture and data work performed by Team CNSI is fully aligned with the State's requirements and objectives.

Team CNSI will create a Systems Engineering Management Plan that provides the methods and artifacts needed to accurately and adequately document the system, operations architecture, and design; use our Enterprise Architecture Solution Assessment (EASA) methodology to manage auditing and general control that helps in efficient assessment of the architecture. Our evoBrix X platform is deployed in a standard fashion for each of our implementations, allowing us to leverage existing architectural documentation that is already aligned with Federal and CMS requirements for architecture and data design standards. Additionally, this approach allows Team CNSI to maintain strategic relationships with product and services vendors, such as AWS and Oracle, to ensure that we can design, implement, and maintain flexible, platform-independent solutions to effectively accommodate client business needs. We have successfully implemented our solutions with a broad array of partners and vendors in multiple states and have seen the positive results of multi-vendor collaboration.

The MT CPMS solution must coexist in a multi-vendor, multi-solution environment to form a cohesive, seamless and efficient DPHHS enterprise environment. Team CNSI will ensure compliance with any governance framework established by DPHHS, with the support of the System Integrator vendor, who will be responsible for enterprise-level integration across all the business modules and technology

components, in a truly multi-vendor environment. Team CNSI has the technology and project management expertise to ensure that the system and supporting technical and business operations are aligned with the enterprise architecture board.

DCB12

The Contractor must provide all technology and equipment for contractor staff necessary to support and complete the scope of work and the contractual obligations.

Team CNSI will provide the technology and equipment for its staff necessary to support all project activities necessary to fulfill obligations defined in the scope of work and contract. This includes:

- Business-class internet service for optimal production and connectivity
- Laptops (or alternative): minimum one per project staff member
- Voice over Internet Protocol (VoIP) telephones or equivalent: one per individual workspace/one per conference space
- Printer/Copy/Scan/Fax Utility: minimum one per facility
- Secure network connection, via hard wire to a data port, or wireless access: one per individual workspace
- Shredding bins for sensitive data disposal
- Projection Device (large monitor or projector): one per conference space (six-person or larger)
- Appropriate standard cubicles and task chairs for individual workspaces
- Hoteling space for guest workspaces (individuals not permanently seated at the facility)
- Appropriate work surfaces and chairs in all conference spaces
- Breakroom stocked with a variety of beverage vending machines (such as coffee, tea, soda, water), a snack vending machine, a sink, and a refrigerator

DCB13

The Contractor shall be responsible for operating and maintaining any software needed to support all module components and project tools in use by the Contractor.

Team CNSI acknowledges and accepts the responsibility for operating and maintaining all necessary software for the module components and project tools as defined in the contract for the MT CPMS solution. We have established software management policies and procedures derived from our iVision360 methodology and adjusted based upon our lessons learned managing and maintaining software components in multiple states for nearly two decades.

Team CNSI will maintain any software needed to support all module components. Tailored to support Team CNSI's software components and tools in alignment with the MT CPMS solution implementation and operational needs, this approach allows for the following:

- License Management: Team CNSI ensures all software used as part of our solution is properly licensed. We perform license management throughout the contract, including software audits at regularly scheduled intervals to ensure continued compliance with all license agreements.
- Configuration management: Team CNSI's configuration management procedures are based on major deliveries of large healthcare projects and are tailored to meet Montana requirements. The ITIL-aligned processes and procedures provide a framework to avoid any unauthorized changes, manage releases to multiple environments, and provide traceability to configuration items throughout the life cycle of the MT CPMS project.
- Software release management: Team CNSI maintains a release tracking sheet where all the software releases are maintained. This sheet serves as the guide to promote the software package along with publishing applicable release notes to the appropriate stakeholders. Jira is used to manage and track

the modifications to the source code, and Subversion is used by the configuration management team to maintain version control of each software release package.

- **Asset Management:** Team CNSI collaborates with DPHHS to create and maintain full asset management and change documentation, including inventories and versions of all software and hardware. The asset management documentation includes details such as network configurations, operating systems, databases, storage arrays, and hardware specifications, and is maintained in a suite of COTS tools.

DCB14

The Contractor's solution shall have the ability to print a properly formatted representation of the entire screen (including sections not displayed without scrolling) and associated data in the application.

The Print icon provides access to the Print command. On web pages/details pages, the user can click the Print Button on the Utility Bar, and on dialog boxes user can click the Print icon, as shown in Figure 3.10.2-23. This icon is displayed on all dialog boxes. The Print button enables the user to print a printer-friendly version of the page. By default, the page is printed in a portrait format.

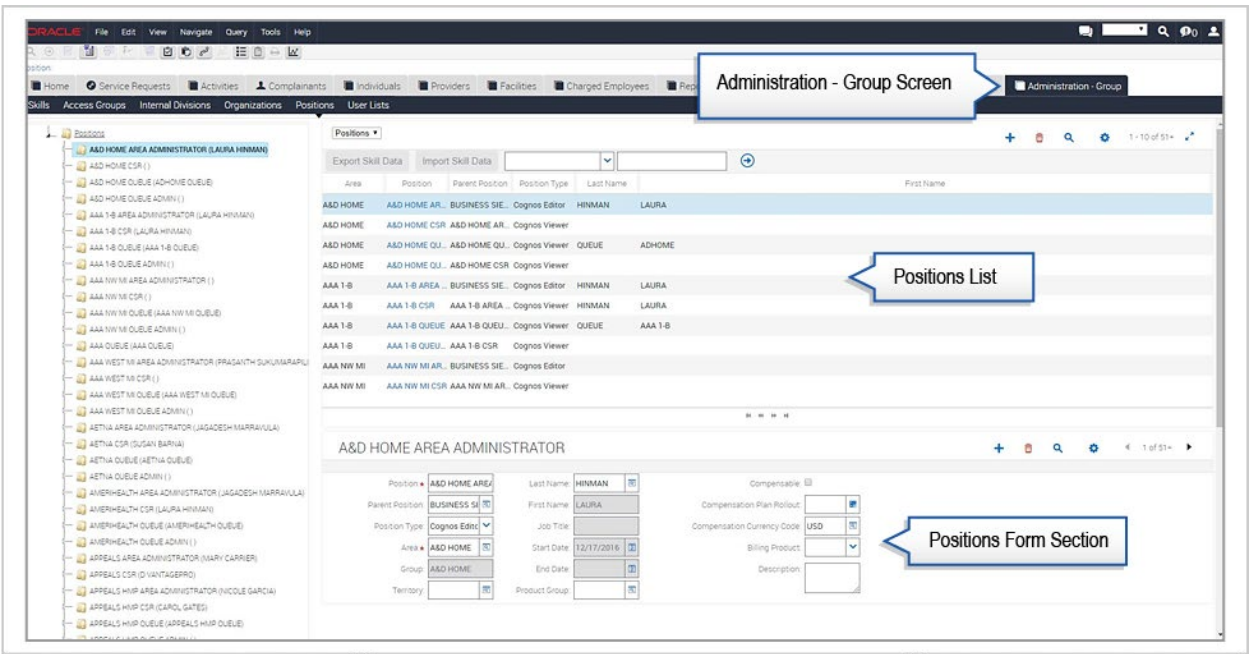


Figure 3.10.2-23. evoBrix X Print Features. The evoBrix X solutions allows users to print a properly formatted representation of the screen.

DCB15

The Contractor shall provide recommendations for simplified business rules and business processes to the Department.

A core value of the evoBrix X solution is its capabilities to support and implement automated business rules, processes, and workflows. As part of our initial requirements sessions and fit gap analysis, Team CNSI reviews the relevant business processes and business rules to determine if improvements can be made or if automation can be applied to reduce dependencies on manual activities. For example, as part of our requirements analysis and provider module solution implementation activities for the State of Utah,

Team CNSI identified and documented over 500 business process change opportunities that would allow the state to leverage evoBrix X configurable functionality rather than perform lengthy and more expensive customization. We continue to work through these business process change opportunities with the State in alignment with the State's change process. Nearly 120 changes have been made, 52 were canceled by the State after analysis, more than 50 are in process of being implemented, and over 250 others are in various stages of the change process.

Business Process Reengineering is part of our corporate continuous process improvement approach and our iVision360 project management process is further aligned with ITIL service management. This enables improvements to be identified in the scope of standard business processes and non-standard processes. This helps Team CNSI recommend which improvements to prioritize and which non-standard business processes need to be standardized. Team CNSI has reviewed the Montana RFP requirements and has identified some potential business process change elements pending additional exploration and analysis with key business and technology stakeholders. During the DDI phase, we will recommend business processes or rules that may be candidates for improvement.

DCB18

The Contractor shall configure, support and maintain all components of the solution in a manner that reflects performance expectations described in this RFP.

Team CNSI acknowledges and accepts the responsibility to configure, support, and maintain the MT CPMS solution in accordance of the performance expectations and service levels defined in the RFP. To ensure service levels are met throughout the contract term, Team CNSI leverages our 24x7 Network Operations Center located in Rockville, Maryland. Team CNSI uses this standard toolset to measure, monitor, and report performance against the defined service levels on an ongoing basis throughout the life of a contract.

Team CNSI's service level reporting solution provides DPHHS with configurable management capabilities. Figure 3.10.2-24 shows the tool architecture. This solution uses a service level Automation Engine which is configured to automatically or manually track various service levels related to system and business functions, such as interfaces and report generations. This allows Team CNSI and DPHHS to have visibility of daily system and business functions and their corresponding service level performances. The tool is also equipped with tracking, reporting, and management capabilities using Team CNSI's HealthBeat as the front-end application.

DCB19

The Contractor's solution shall be free of any software components that are the result of legacy code transformation.

Team CNSI's evoBrix X is an innovative, modular solution that eliminates dependencies on legacy code. Our solution does not use legacy code transformation to perform any of its functions. Team CNSI's evoBrix X solution is a fully modern solution and is at its core an operational modular Medicaid platform built on a highly scalable technical architecture that is web-based, rules-driven, and service-oriented, and can interoperate with the best-of-breed COTS products in a modular fashion. Based on this technical architecture foundation, Team CNSI's evoBrix X is backed by its solid track record of enabling the states of Michigan, Washington, Illinois, and Utah to successfully run provider and/or claims management functions without leveraging or using legacy code transformation.

DCB20

The Contractor's solution shall provide Web based content that is supported by standard web browsers and are mobile and tablet compatible.

Team CNSI's proposed evoBrix X solution is developed with W3C web-based standards and is supported by standard web browsers including Internet Explorer, Safari, Firefox, and Chrome browsers. The solution

is robust and highly scalable. Additionally, it separates content from logic and is interoperable with other systems/ interfaces compliant with responsive layouts regardless of being used on computers, laptops, mobile devices, or tablets.

DCB21

The Contractor’s solution shall allow the Department to edit and change any static text in the application and correspondence templates. All static text must be approved by the Department.

Because evoBrix X satisfies a large percentage of Montana’s functional requirements out of the box, the solution sessions primarily focus on the configuration the MT CPMS solution, including the static text within the application and correspondence templates. Team CNSI will work collaboratively with DPHHS during these meetings to identify and document the edits and changes. Once finalized, the static text will be documented in the detailed design documentation and presented to DPHHS for approval using our deliverable review process. Ongoing updates and maintenance of static text can be performed quickly and easily through our change management processes. Any changes to static text will be included as a change item and prioritized for the next functional release cycle to meet DPHHS schedule deadlines and requirements.

DCB27

The Contractor shall develop and submit a design session schedule, agendas, and minutes for review by the Department.

Team CNSI leverages the lessons learned and templates from prior projects to prepare and present to DPHHS the solution session schedule, agendas, and minutes for review.

Team CNSI first plans and prepares the session schedule. To effectively manage participants’ time, each team sets up what are referred to as “island times.” The “island time” approach establishes designated times for each business area to meet. By scheduling consistent meeting times each week, we resolve the many logistical and scheduling difficulties and support an efficient review of the solution. A sample “island time” schedule from one of our other projects is shown in Figure 3.10.2-25. Team CNSI will work with DPHHS to update the team names and schedule for Montana.

Collaborative Application Design Schedule			
Day	Session Date	Time	Business Area
Wednesday	7/24/19	8:30AM - 12:00PM	Business Rules
		1:00PM - 4:00PM	Data Management
Thursday	7/25/19	8:30AM - 12:00PM	Reporting
		1:00PM - 4:00PM	Reporting
Friday	7/26/19	8:30AM - 12:00PM	Pricing and Payment
		1:00PM - 4:00PM	Data Management
Saturday	7/27/19	8:30AM - 12:00PM	Pricing and Payment
		1:00PM - 4:00PM	Interfaces
Sunday	7/28/19	8:30AM - 12:00PM	Business Rules
		1:00PM - 4:00PM	Open

Color Key:

Reporting

Pricing and Payment

Data Management

Interfaces

Business Rules

MTCPM-1.2.4-115

Figure 3.10.2-25. Sample “Island time” Schedule for Solution Sessions. Island times allow participants to collaborate at specified times to effectively coordinate services and plans.

It is anticipated that not every team member will need to attend every session. Therefore, the lead for each team will publish a session agenda for the sessions in advance of the meetings. In addition to the agenda, Team CNSI creates a presentation outlining the gap solution prior to the sessions. This allows DPHHS to review and come prepared to the session with applicable questions on the gap solution. At the conclusion of each session, the Team CNSI lead facilitates a summary review with the meeting participants, ensuring there is agreement on the solution decisions and action items captured in the session. Meeting minutes are then created and provided to the project teams for review. Throughout this process, Team CNSI leverages peer reviews to validate the results of the initial analysis and the recommendations for addressing the gap elements.

Team CNSI will post an agenda 24 hours in advance of all meetings, while meeting minutes for the meetings will be posted within two days of completing the meeting. All meetings are scheduled through the Team CNSI SharePoint Documentation Repository. Agendas are posted to SharePoint 24 hours in advance of the meetings, along with any materials to be reviewed at the meeting. Meeting minutes are posted to SharePoint promptly within two days after the meeting is complete. In addition to capturing the meeting notes, Team CNSI also captures follow-up action items with assignments and due dates, emerging risks, and potential issues. We also keep a list of “Parking Lot” items that are outside the scope of the meeting but need to be addressed at some point in the future.

3.10.2.5 Data Conversion, Cleansing, and Migration

Data conversion, cleansing, and migration activities required to support the scope of work contained in this RFP include planning, identifying and analyzing conversion specifications, testing, execution and coordination of all data and file conversion, migration and data cleansing processes. Data conversion often encounters risks and issues related to the complexities in defining the relationship between source and target data structures, differences in the data required for processing between legacy and new systems and the historical changes to processing requirements and valid codes that may result in data inconsistencies and missing data conditions.

Active and historical data will need to be converted from several source systems, (e.g., MMIS, SAMS). The Offeror must describe in detail their approach to meet each of the Data Conversion, cleansing and migration requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

Data Conversion and Migration Strategy

Conversion of legacy data is an integral component of any MMIS implementation with a clean conversion being essential to ensuring seamless continuity of business. With a demonstrated 20-year history architecting, implementing, and operationalizing Medicaid systems, Team CNSI offers the Department of Public Health and Human Services (DPHHS) a robust conversion methodology to ensure a successful implementation of the State of Montana Claims Processing and Management Services (MT CPMS) project. Team CNSI is experienced in managing all aspects related to converting, cleansing, and migrating legacy data (from multiple sources) into a new system, including planning, identifying, and analyzing conversion specifications, testing, execution, and coordination of all data and file conversion, migration, and data cleansing processes.

The Team CNSI Advantage

Team CNSI uses an iterative data conversion approach that has been successfully used to convert data for nearly a billion records across multiple states.

- Multiple data conversion iterations and trial conversions are completed prior to go-live to minimize data errors or inconsistency issues
- Our multi-step testing and verification process ensures high accuracy
- Mature exception reporting and handling process
- Comprehensive data cleansing framework
- Configurable and automated conversion process driven by mappings

MTCPM-1.2.4-007

Team CNSI has successfully accomplished similar data conversion, cleansing, and migration activities for the states of Washington, Michigan, Utah, Illinois, and Arizona/Hawaii as well as federal clients such as the Office of Workers' Compensation Programs (OWCP), CMS Encounters Data Processing System (EDPS), and the Department of Veteran Affairs (VA). The technical and management processes used on those large-scale initiatives included conversion-ensured traceability of legacy data and the smooth transition of data. While working closely with our client partners, Team CNSI also executed production implementations, which involved final data conversions. In addition to these highly successful initiatives, Team CNSI has also accurately converted legacy data for a multitude of federal and State-mandated initiatives for the Michigan MMIS system.

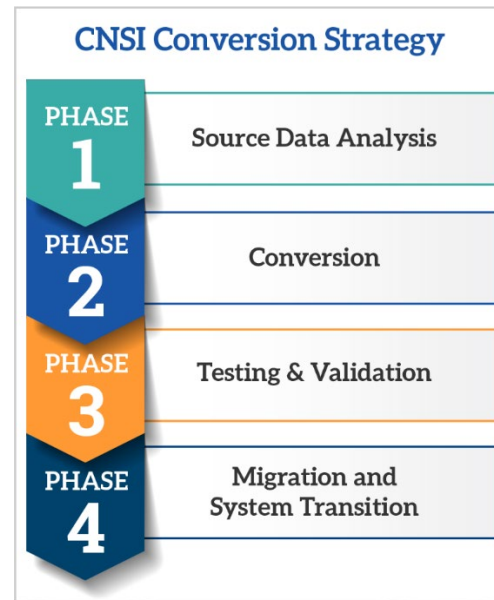
We have provided detail of historical data conversions, time periods, and data volumes from our current engagements in Michigan, Illinois, Utah, and Washington in comparison to the State’s Medicaid environment in Figure 3.10.2-26.

Key Conversion Metrics	Michigan	Illinois	Utah	Washington
Provider Volume	50,000 (7 years)	186,000 (7 years)	79,000 (Full history)	160,000 (Full history)
Member Volume	1.8 M (7 years)	2.82 M (7 years)	1.9 M (Full history)	2.2 M (Full History)

Key Conversion Metrics	Michigan	Illinois	Utah	Washington
Service Authorization Volume	250,000 (7 years)	1 M (3 years)	253,000 (Full history)	290,000 (5 years)
Fee-for-Service Claims Volume	45 M (3 years)	132 M (3 years)	27 M (8 years)	64 M (5 years)
Medical Encounters Volume	60 M (3 years)	104 M (3 years)	29 M (8 years)	40 M (5 years)
Pharmacy Claims Volume	36 M (3 years)	162 M (3 years)	42 M (8 years)	60 M (5 years)

Figure 3.10.2-26. A Comparison of Relevant Conversion Metrics. Team CNSI's evoBrix X solution has the scalability and proven performance to meet MPATH's current and future needs.

Figure 3.10.2-27, ensures that we convert applicable DPHHS data to maximize data transformation and minimize re-entry of the data to avoid costly post-implementation operational data fixes. We fully understand the risks and issues related to the complexities in defining the relationship between source and target data structures, differences in the data required for processing between legacy and new systems, and the historical changes to processing requirements and valid codes that may result in data inconsistencies and missing data conditions. As part of our data conversion strategy, Team CNSI works with DPHHS to identify operationally relevant data from the State's applicable functional areas that we need to convert to the evoBrix X CPMS solution.



MTCPM-1.2.4-008

Figure 3.10.2-27. Data Conversion Strategy. Team CNSI applies a proven data conversion strategy.

Applying our proven data conversion processes, Team CNSI consolidates, analyzes, transforms, and iteratively migrates data from all historical/active data sources from the existing DPHHS systems to the evoBrix X Core Claims module. Additionally, our conversion strategy ensures full accountability along with extensive support for robust exception handling, reconciliation, and reporting to provide a comprehensive picture of not only the final conversion data outcome but also improve the quality of the converted data.

Team CNSI's data conversion strategy and the applicable conversion processes ensure that we fully correct or account for any historical data anomalies or inadmissible data to make it operationally reliable, functional, and relevant before the converted data starts its life cycle in the evoBrix X CPMS solution.

We will convert active and historical data from several sources (e.g., MMIS, SAMS). Our data conversion process provides:

- A proven and repeatable approach that works seamlessly across multiple environments, including development, system testing, user acceptance testing (UAT), and production
- A scalable solution to support varying data complexities and volumes
- A robust exception handling mechanism that provides feedback on the data quality, thereby improving the conversion outcome
- A means to cleanse the data, by either correcting the source data or providing business rules to accomplish it as part of data migration
- A comprehensive reporting mechanism that provide statistics on the converted data

- Proven processes that adhere to DPHHS' data conversion philosophy of planning, identifying, and analyzing conversion specifications, testing, execution, and coordination of all data and file conversion, migration, and data cleansing processes

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

DC02

The Contractor shall provide authorized Department or other designated staff access to an environment to validate converted data and provide support for the data validation effort.

Team CNSI’s Data Conversion team performs detailed validation and reconciliation of the converted data as part of the overall conversion process. In addition, we provide authorized DPHHS or other designated staff with access to validate converted data and provide support for the data validation effort. Our processes include:

- Soliciting the list of DPHHS staff that provide support during the conversion data validation
- Providing DPHHS with appropriate roles and privileges to enable access to the database that houses the converted data with the relevant application access
- Assisting DPHHS in performing an independent backend reconciliation of the converted data
- Assisting DPHHS in performing an independent front-end validation of the converted data
- Implementing an iterative process during which we generate and review exception and reconciliation reports with DPHHS after each conversion iteration

- Documenting State feedback to minimize exceptions and incorporating improvements to conversion business rules as part of iterative conversions. We validate and verify this information during subsequent conversion iterations

Separate and independent validations and reconciliations performed by the Data Conversion team and DPHHS ensure that:

- The converted data is examined from multiple viewpoints so that all possible business scenarios are accounted for, validated, and reconciled
- DPHHS can look at the converted data in the target database as well as the front-end application
- The conversion process accounts for possible data inconsistencies, scenarios, and anomalies from the source data as the Data Conversion team addresses live production data for the conversion iterations

DC03

The Contractor shall work with the State to identify the data elements that will be converted into the Contractor's solution. For legacy data elements that cannot be converted into the Contractor's solution, the Contractor shall work with the State to achieve desired business outcomes using the data elements in the Contractor's solution.

Team CNSI works with DPHHS to identify the data elements from existing legacy systems that we will, or will not, convert to the evoBrix X CPMS solution. We use data mapping to select source data from the legacy source system that we will convert to the relational tables of the target system to meet all business requirements. Our Data Conversion team works with DPHHS to prepare a source-to-target mapping document to achieve desired business outcomes without familiar data elements. We perform a detailed gap analysis, which includes all the key elements required in the target system and the availability of those elements in the source system. We consider several scenarios when analyzing the data fields:

- Some of the source fields may not be required in the target system
- Certain target fields need to be auto generated from date, sequence, or random numbers
- Certain target fields require translation from source data attributes to target data attributes
- Certain target fields contain default values that need no input from the source fields
- Certain source fields are required from the source system but are not present in the target system

To document these rules, we use Excel for detailed source-to-target data mapping. This provides us with the detailed analysis and documentation needed to convert each data element required by the target system to meet the needs of the business areas.

The data entities and elements are documented in the conversion design document as shown in Figure 3.10.2-29, which provides;

- Sample target data entities and elements
- Sample source data entities and elements
- Sample transformation and validation rules

No	Target Table	Target Column	Target Column Data Type	Target Column Data Format	Nullable? (Y/N)
1	Claim Header	[Transaction Control Number]	Number	30	N
2	Claim Header	[Payment Reference Number]	Varchar2	30	Y

Source System	Source Table	Source Column	Source Column Data Type	Source Column Data Format	Mapped? (Y/N)
MPATH	Agency Claim File	[Claim Reference Number]	Varchar2	30	Y
MPATH	Agency Claim File	[Warrant Number]	Varchar2	20	Y

Transformation rules	Validation Rules	Mapping Notes/Comments	Remarks
Straight Copy.	Numeric values only. Exception out other values.	N/A	Remark1
No special characters to be converted. Replace with spaces during conversion.	Validate that no special characters are present.	N/A	N/A

Figure 3.10.2-29. Source Data - Target Data Mapping. This continuous representation provides a sample target mapping of the target system’s data elements, a sample source mapping, and a sample of the transformation and validation rules for target mapping.

The data mapping effort clearly defines the conversion process so that analysts, reviewers, and authorizers fully understand the success of the conversion effort. We identify the basic metadata requirements for the target, source, and conversion rules for the data mapping effort in the design document. Each data element can be a simple one-to-one conversion or an extremely complex “many-to-many” conversion with dependencies on the multiple associated columns on both.

Team CNSI provides the most basic conversion process where we convert a single source data element to a single target data element, Figure 3.10.2-30. Figure 3.10.2-31 provides a sample mapping to illustrate a basic conversion of a source data element.



Figure 3.10.2-30. Basic Conversion for Source Data Element. Single source data element conversion.

Source Element	Conversion Rule	Target Element
Table: Agency Claim File Column: [Claim Reference Number]	Straight Copy.	Table: Claim Header Column: [Transaction Control Number]
Table: Agency Claim File Column: [Provider Charge Amount]	Sum the Legacy [Provider Charge Amount] across all Legacy Claim Service Lines for a given Legacy [Claim Reference Number] and populate.	Table: Claim Header Column: [Total Billed Amount]
Table: Agency Claim File Column: [Diagnosis code]	Use the Legacy [Diagnosis code], lookup the evoBrix X Diagnosis Reference table, derive the evoBrix X [Primary Diagnosis ID] and populate.	Table: Claim Header Column: [Primary Diagnosis ID]

Figure 3.10.2-31. Sample mapping for Basic Conversion for Source Data Element. Representation of a sample mapping with basic transformation rules for facilitating data conversion.

Figure 3.10.2-32 represents a more complex scenario where four source data elements (with one of those source elements being a previously converted target element – a “conversion” dependency) are required to create two target data elements.

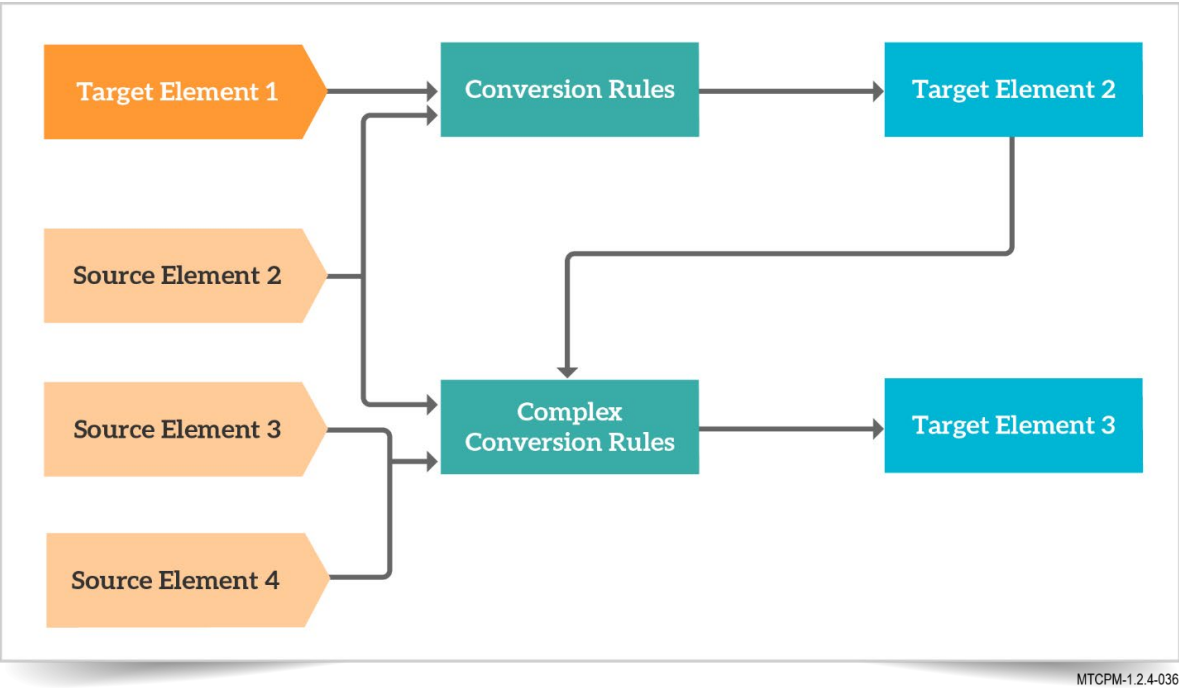


Figure 3.10.2-32. Complex Conversion for Source Data Element. An example of a multi-source data element conversion.

Figure 3.10.2-33 illustrates a sample data mapping and the conversion rules that are used to define the final target element.

Source Element	Conversion Rule	Target Element
Table: Agency Claim File Columns: [Claim Invoice Type], [Revenue Service Date], [Service Begin Date]	If the Legacy [Claim Invoice Type] is “Institutional”, then, derive the evoBrix X [From Service Date] from the Legacy [Revenue Service Date] and populate. If the Legacy [Claim Invoice Type] is NOT “Institutional”, then, derive the evoBrix X [From Service Date] from the Legacy [Service Begin Date] and populate.	Table: Claim Header Column: [From Service Date]
Table: Agency Claim File Columns: [Provider NPI], [Provider Identification Number]	Use the Legacy [Provider NPI], lookup the evoBrix X Provider Master data, and obtain the [Provider First Name] and [Provider Last Name]. Concatenate the [Provider First Name] and [Provider Last Name] and populate. Raise an exception should the lookup fail. If the Legacy [Provider NPI] is empty, use the Legacy [Provider Identification Number], lookup the evoBrix X Provider Identifier Master data, and derive the evoBrix X [Unique Provider ID]. Use the evoBrix X [Unique Provider ID], lookup the evoBrix X Provider Master data, and obtain the [Provider First Name] and [Provider Last Name]. Concatenate the [Provider First Name] and [Provider Last Name] and populate. Raise an exception should the lookup fail.	Table: Claim Header Column: [Billing Provider Name]

Figure 3.10.2-33. Sample mapping for Complex Conversion for Source Data Element. Representation of a sample mapping with complex transformation rules for facilitating data conversion.

Team CNSI’s Data Conversion team addresses data in the legacy system that does not map to the evoBrix X CPMS solution on a case-by-case basis. Team CNSI works with DPHHS to analyze and determine if we can achieve equivalent functionality using the converted data. If feasible, we document converted data and the agreed upon solution for the implementation in support of business operations. For legacy data that does not have a functional equivalent in evoBrix X CPMS solution but is deemed to be operationally and functionally necessary, we work with DPHHS through the change management process to solicit a holistic feedback from all stakeholders so that the conversion impact aligns with the necessary changes.

DC04

The Contractor shall work with the State to identify data elements or fields in the Contractor’s solution that are not available to be converted from the legacy system, and whether the conversion programs should fill them with default or initial values.

The Team CNSI Data Conversion team produces detailed source-to-target mapping for the evoBrix X Core Claims module. As part of that exercise, Team CNSI also works with DPHHS to identify target data elements or fields that are not available in the DPHHS system. Figure 3.10.2-34 lists examples on how we address any gaps.

Use cases	Possible solutions
The target field is considered optional. Not having this data does not impact the evoBrix X CPMS solution.	If the target field can be left empty, the mapping document and hence the code is updated to leave the value as null (blank).
The target field is considered optional. Not having this data does not impact the evoBrix X CPMS solution; however, an equivalent value can be derived using a combination of other fields.	Team CNSI engages DPHHS to explore the legacy dataset and determine if an equivalent data can be harnessed. We document the rules in the mapping document.
The target field is considered mandatory. Not having this data impacts the evoBrix X CPMS solution, but a default value can be populated.	If the target field <i>cannot</i> be left empty, the mapping document and hence the code is updated with an agreed-upon default value.
The target field is considered mandatory. Not having this data impacts the evoBrix X CPMS solution, and no default value can be derived or populated.	Cases where equivalent data cannot be harnessed, and if any default value <i>cannot</i> be used, restrictions are documented and signed.

Figure 3.10.2-34. Target Reference and Default Values Setup. The Team CNSI Conversion Team accounts for all reference values needed.

DC05

The Contractor must perform one or more trial conversions as necessary, before final conversion of the data, and present the results to the State.

Team CNSI’s data conversion process is an iterative process. As soon as the conversion development phase is complete, our Data Conversion team performs iterations on a pre-defined basis (at least once a month). As required, we perform one or more trial conversions as necessary, before the final data conversion, and present the results to DPHHS. We generate and review exception and reconciliation reports after each conversion iteration. Multiple iterations with live legacy system production data address all possible source data inconsistency issues before the final go-live conversion run. This strategy mitigates the risk of relying on a single trial conversion run prior to the go-live production run and introduces a disciplined approach of multiple, incrementally improving iterative conversion runs, which helps to ensure a smooth transition to the evoBrix X CPMS solution.

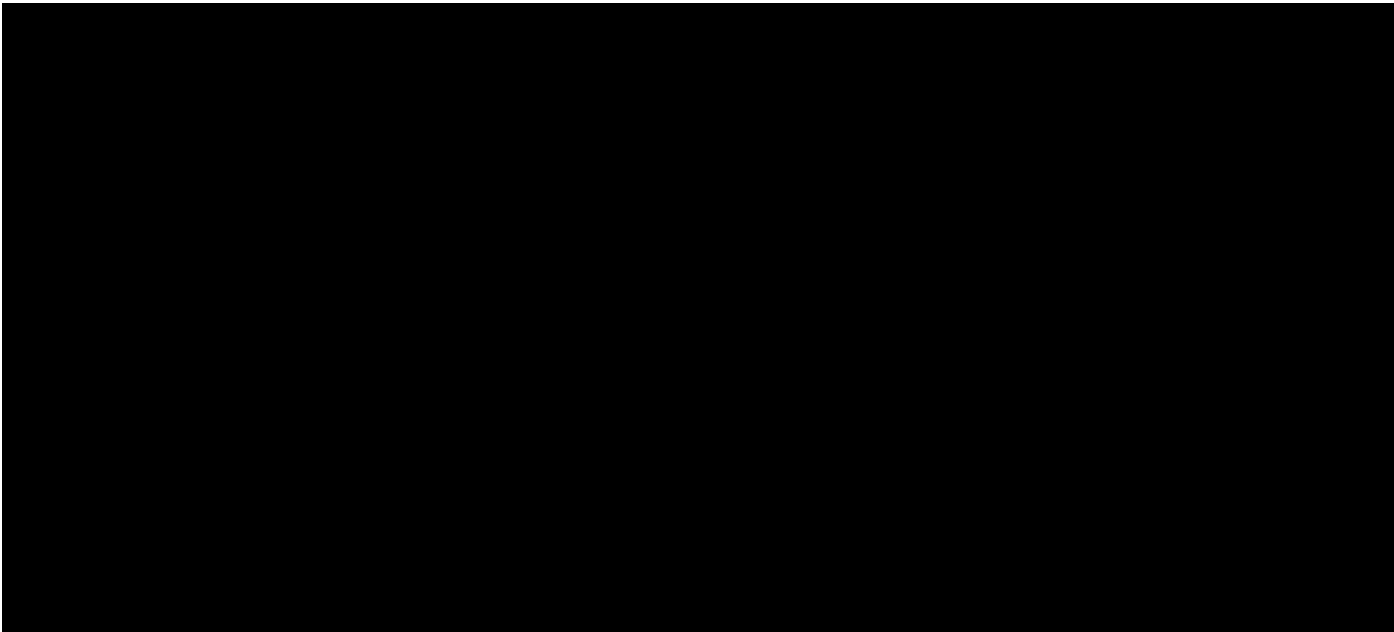
As an example, our Data Conversion team performed a total of 28 iterations on a weekly basis for our provider implementation in the State of Illinois. The iterations used live legacy production source as of the iteration run date. This enabled our team to generate highly accurate exception and reconciliation reports for the conversion as well as account for all data inconsistencies right until the final go-live conversion run. The state was involved in reviewing the exception and reconciliation reports for every iteration and addressing resolutions in a timely manner.

We generated detailed Exception reports for the conversion iterations as well. Team CNSI also instituted the same approach for every functional module (Reference Data, Member Enrollments, Service Authorization, Fee-for-service Claims, and Encounters) as part of our implementations in Michigan, Washington, and other states. Figure 3.10.2-35 summarizes the Illinois conversion results.

No	Description	Count
1	Iterative Full Conversion Runs for Illinois Provider Conversion	28
2	Final Full Conversion Runs for Illinois Provider Conversion	1
3	Illinois Provider Extract Files Received in Each Iterative Full Extract	16
4	Illinois Provider Extract Files Received in the Final Full Extract	16
5	Illinois Provider Target Transactional Tables	14
6	Illinois Provider Action Items Raised During Provider Conversion	53
7	Illinois Provider Action Items Raised During Provider Conversion Pending Resolution	0

Figure 3.10.2-35. Sample Statistics for Illinois Conversion. The Team CNSI Conversion Team performed multiple iterations as part of the conversion process.

Figure 3.10.2-36 details the number of error records from the total number of records converted from the Illinois system for each conversion run undertaken as part of the conversion process. As the conversion process matured, the error records count showed a significant reduction. The significant upward spike for Conversion Iteration Number 6 was due to a change in conversion requirements, which resulted in the generation of incorrect data. We resolved this spike in the subsequent conversion iterations, clearly demonstrating the importance of early engagement with the state to validate the conversion mapping rules so that they may be acted upon on a timely basis, which ensured a much cleaner quality of converted data.



DC06

The Contractor shall produce the reports necessary to demonstrate adequate checks and balances within the data conversion process.

Team CNSI produces all reports necessary to demonstrate adequate checks and balances within the data conversion process. As described in the following subsections, we apply effective data testing and validation processes that leads to comprehensive reports for the MT CPMS project.

Testing and Validation of Converted Data

We use a multi-step testing and verification process to test and verify data during the data conversion process. Figure 3.10.2-38 summarizes the testing performed by multiple teams.

Type of Testing	Owner
Source-to-target data transformation and verification of business rules (unit level)	Team CNSI Data Conversion team
Target data dependency validation (environment level)	Team CNSI Data Conversion team
Source-to-target data reconciliation (unit and environment level)	Team CNSI Data Conversion team DPHHS
Review of conversion rules, especially on the target side, by analyzing the equivalent data wherever applicable	Team CNSI Data Conversion team
Comparison of State converted data (actual) with State converted/non-converted data (expected) wherever applicable	Team CNSI Data Conversion team
Target data validation and verification via application screens (environment level)	Team CNSI Data Conversion team Team CNSI Application and Testing teams

Figure 3.10.2-38. Multi-step Testing Process. Our solution ensures high accuracy by having multiple teams test the data during the data conversion process.

System Reporting

The Team CNSI Data Conversion team ensures that the conversion goes through the following checks:

- Validation: Ensures we validate converted data for all functional and business rules
- Reconciliation: Ensures we convert, and account for, all required source records

Our team generates the following reports during the iterative phase of the conversion process:

- Conversion Exception Report: The report lists the statistics for the source data and converted target data along with a detailed listing of exceptions that occur during the iteration.
- Conversion Reconciliation Report: The report lists the reconciliation between the source data and the target data to ensure we account for all the source records.

Figure 3.10.2-39 illustrates a sample Conversion Summary Report generated for the Illinois Eligibility and Enrollment module. Team CNSI generates similar reports for the evoBrix X Core Claims module with full traceability and accountability for every legacy/source conversion file right from inception to loading them in the target system’s application tables. The conversion process also meticulously tracks the specific source records that do not adhere to the agreed-upon conversion validation and business rules and directs them to conversion exception tables to support detailed reporting.

#	Conversion Job	Execution Date/Time	Source Data File	Target Data Table	Rows Loaded	Rows Rejected	Exceptions Flagged
1	Member job	11/6/2019	dc_indv.dat	CNV_IM_DC_INDV	9,306,408	0	0
2	Language job	11/6/2019	dc_indv_language.dat	CNV_IM_DC_INDV_LANGUAGE	5,341,711	0	0
3	Living arrangement job	11/6/2019	dc_indv_living_arngmnts.dat	CNV_IM_DC_INDV_LIVING_ARNGMNT	5,449,709	0	0
4	Recipient job	11/6/2019	recipient.dat	CNV_IM_RECIPIENT	6,879,295	0	0
5	Address job	11/6/2019	recipientaddress.dat	CNV_IM_RECIPIENTADDRESS	6,365,264	0	0
6	Case Demographics job	11/6/2019	recipientcasedemographics.dat	CNV_IM_RECIPIENTCASEDMGRPHCS	30,840,811	0	0
7	Case Information job	11/6/2019	recipientcaseinformation.dat	CNV_IM_RECIPIENTCASEINFORMATION	34,820,589	0	0
8	Demographics job	11/6/2019	recipientdemographics.dat	CNV_IM_RECIPIENTDEMOGRAPHICS	9,843,333	0	0
9	Excepted delivery job	11/6/2019	recipientexpecteddelivery.dat	CNV_IM_RECIPIENTEXPECTEDEDDLVRY	250,790	0	0
10	Hospice job	11/6/2019	recipienthospice.dat	CNV_IM_RECIPIENTHOSPICE	50,228	0	0

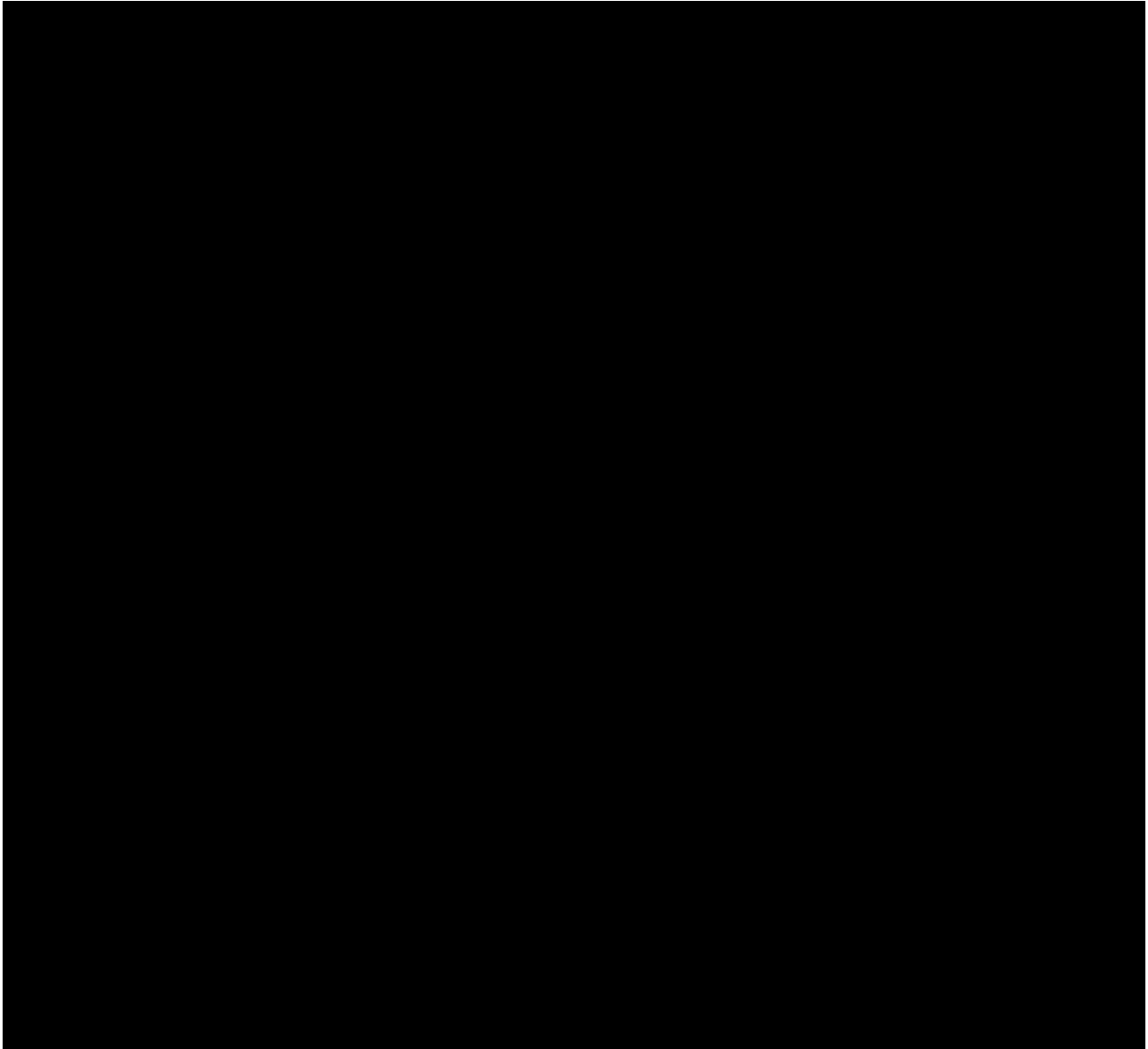
Figure 3.10.2-39. Sample Statistics for Illinois Eligibility & Enrollment Conversion from a Conversion Summary Report. Summary report of the member data that we converted for Illinois with high level statistics on the number of rows processed/converted and rejected, and legacy records that were logged as exceptions.

Figure 3.10.2-40 illustrates a sample Conversion Detailed Exception Report that lists specific legacy records as well as the record number of the records from the incoming source/legacy file with the supporting business/validation rule that failed. DPHHS can leverage the Conversion Detailed Exception Report to determine whether to correct data in the source system, make an exception for the legacy record, or provide a revised rule to successfully convert it into the evoBrix X CPMS solution.

N o	Conversion Job	Execution Date/Time	Record Number	Record Identifier	Exception Code	Exception Description	Exception Target Elements	Exception Source Elements
1	Demographics job	11/15/2019 17:52:24	970520565	MBR_SID: 23894451; DEATH_DT: 2999-12-31; BEGIN_DT: 1900-01-01; FIRST_NAME: NULL	EE-MI-009-131	MBR_DMGRPHC.FIRST_NAME discrepancy: Missing First Name in the source table.	MBR_DMGRPHC.FIRST_NAME	CNV_IM_RECIPIENTDEMOGRAPHICS.FIRSTNAME
2	Address job	11/17/2019 17:10:24	307033860	RECIPIENTID: 314893330; BEGIN_DT: 2017-10-01; CASEADDRESS1: NULL; CASEADDRESS2: PO BOX 32	EE-RE-001-100	ADDRESS.STREET1 discrepancy: Mandatory Check Failure: STREET1 is a mandatory field and is null in the source record	ADDRESS.STREET1	RECIPIENTADDRESS.CASEADDRESS1 RECIPIENTADDRESS.CASEADDRESS2
3	Recipient job	11/15/2019 17:52:24	970525515	FROM_DATE: 2018-04-06; TO_DATE: NULL; MBR_SID: 4332081; ADRS_SID: 2412055	EE-MI-015-108	MBR_X_ADDRESS.TO_DATE discrepancy: Mandatory Check Failure: TO_DATE is a mandatory field and is null in the source record	MBR_X_ADDRESS.TO_DATE	RECIPIENTADDRESS.ENDDATE

Figure 3.10.2-40. Sample Illinois Eligibility & Enrollment Conversion Detailed Exception Report. Detailed exception report of the member data that we converted for the State of Illinois, which shows some of the types of exceptions captured for source records that do not meet the validation or business rules.

Validation of Converted Data



The Team CNSI Data Conversion team helps DPHHS cleanse the data in the source system using the guidelines provided below. Should we be unable to cleanse the data, we work with DPHHS to develop appropriate business rules to accommodate the necessary corrections prior to implementing it as part of the conversion process.

- **Staging Jobs:** The team generates a worksheet that details the different source file layouts and how they correspond to the conversion staging tables. The worksheet also includes a pre-defined exception range that applies for each staging job to validate the source data for the respective job.
- **Staging Jobs Exceptions List:** The team generates a worksheet that provides a comprehensive listing of the array of exception (or validation) codes, their descriptions, the associated target table/source file to which they apply, and an indication of whether the validation is record level or field level. We first validate source data against the exceptions before any data reaches the conversion/transformation jobs phase.

- **Staging Exceptions Report:** The team generates a worksheet that provides a sample listing of the staging jobs and the associated exceptions raised during a job run. We provide these exceptions and the associated references to the source data records to DPHHS for further data analysis for the requisite corrective action; we then re-send the source data for future clean loads.
- **Transformation (XFRM) Jobs:** The team generates a worksheet that provides details of the different target tables and how we apply the conversion/transformation jobs to the equivalent staging tables.
- **XFRM Jobs Exceptions List:** Similar to the Staging Jobs Exceptions List worksheet, the team generates a worksheet that provides a comprehensive listing of exception (or validation) codes, their descriptions, the associated target/source tables to which they apply, and an indication of whether the validation is at a record level or field level. The source data then undergoes rigorous checks based on the requirements of the target data model and, more importantly, the conversion mapping rules.
- **XFRM Exceptions Report:** The team generates a worksheet that details a sample target conversion/transformation job and the associated exceptions raised during a job run. We provide these exceptions and the associated references to the source data records to DPHHS for further analysis for the requisite corrective action; we then re-send the source data for future clean loads and conversions.

DPHHS independently performs detailed converted data validation, as applicable, using the following guidelines:

- Confirmation of no duplicates in the source data
- High-level record counts validation
- Confirmation of counts of unique instances of business key values
- Confirmation of no duplicates in the target data
- Field-level validation to confirm a possible range of valid values
- Field-level validation to confirm there are no NULL values for a mandatory target field or fields

Conversion Exception Handling

Exception handling occurs at all three stages of the conversion process:

- **Conversion Load Stage:** We report data type mismatches and missing required fields as exceptions
- **Conversion Transformation Stage:** A wide variety of exceptions can occur due to referential integrity issues, invalid values, and other validations
- **Index Rebuild Stage:** We report exceptions related to indexes and constraints as exceptions

We insert the following information into exception tables for each conversion job:

- Job name
- Run date and time
- User identification (ID)
- Number of rows loaded
- Number of rows rejected
- Number of exceptions reported
- Source file name (load jobs only)
- A unique job ID in the exception tables

We insert the following information into exception tables for each exception flagged in a job:

- Job ID
- Exception date and time
- User ID
- Exception code (as defined in the data conversion exceptions list)
- Exception description (as defined in the data conversion exceptions list)

- Exception level (field, record, or job level)
- Exception details

Conversion Reconciliation

The conversion reconciliation ensures the converted data is not only valid, per the conversion business rules, but also functionally accurate as well. The conversion reconciliation:

- Mitigates data migration risk by addressing data quality issues early on
- Minimizes the number of conversion and/or data issues during iterative conversion runs
- Provides a detailed and accurate view of the data starting from the lowest level of granularity (column/table level)
- Mitigates post go-live data fixes that are complex to execute once the target system becomes operational (as business users/State frequently change the data)

The conversion reconciliation examines converted data from multiple functional and business viewpoints to ensure accuracy of conversion. The conversion reconciliation classifies the results as:

- Successful: The conversion reconciliation matches the source data with the converted target data
- Failure: The conversion reconciliation was unable to match the source data with the converted target data
- Warning: The conversion reconciliation was unable to match the source data with the converted target data but is allowable as it satisfies the functional and business requirements

As an example, we conducted 90 individual reconciliation validations for each iteration of the State of Illinois provider conversion. Figure 3.10.2-42 illustrates some of the validations that we conducted.

No	Query Group	Description	Count	Validation / Reconciliation
1	Provider	Illinois Provider Record validations	16	Successful
2	Provider Location Details	Illinois Provider locations and address validations	21	Successful
3	Provider Other Details	Illinois Provider Specialty Matrix, Licenses / Certifications, and Taxonomy Validations	14	Successful
4	Provider Identifiers and Indicators	Illinois Provider Identifiers and Indicators Validations	32	Successful
5	Provider steps	Illinois Provider Enrollment and Checklist steps validations	7	Successful

Figure 3.10.2-42. Sample Statistics for Illinois Conversion. Summary of the reconciliations carried out for the Provider module.

Figure 3.10.2-43 lists sample reconciliation queries across the Provider module from Illinois. The reconciliation status is the outcome of the comparison between the source and target reconciliation/evaluation metrics. Team CNSI leverages an automated framework to orchestrate the end-to-end reconciliation process and, working collaboratively with DPHHS, strives toward a 100% accuracy in the overall converted data in the evoBrix X CPMS solution.

No	Reconciliation Description	Source Reconciliation Criteria	Source Count	Target Reconciliation Criteria	Target Count	Reconciliation Status
1	Validating total Provider Application records converted from source to target.	Count of total records in Source Provider Table A.	<Number>	Perform join between Target Table X AND Target Table Y with Application ID and count of total records that are Active.	<Number>	Success / Failure

No	Reconciliation Description	Source Reconciliation Criteria	Source Count	Target Reconciliation Criteria	Target Count	Reconciliation Status
2	Validating total Provider records converted from source to target.	Count of total records in Source Provider Table A.	<Number>	Count total records in Target Table X that are Active.	<Number>	Success / Failure
3	Validating total Provider records converted from source to target with respect to enrollment type.	Count of total records in Source Provider Table A for each enrollment type.	<Number>	Count total records for each enrollment type in Target Table X that are Active.	<Number>	Success / Failure
4	Validating total Provider Individual/Sole records converted from source to target with respect to enrollment type.	Count of total records in Source Provider Table A with enrollment types to be validated.	<Number>	Count total records in Target Table X that are Active with enrollment types to be validated.	<Number>	Success / Failure
5	Validating total Provider Organization records converted from source to target with respect to enrollment type.	Count of total records in Source Provider Table A with enrollment types to be validated.	<Number>	Count total records in Target Table X that are Active with enrollment types to be validated, where the Target Table's Provider Organization Business Name has a mandatory value.	<Number>	Success / Failure

Figure 3.10.2-43. Sample Statistics for Illinois Conversion. Reconciliation examples carried out for provider conversion.

DC08

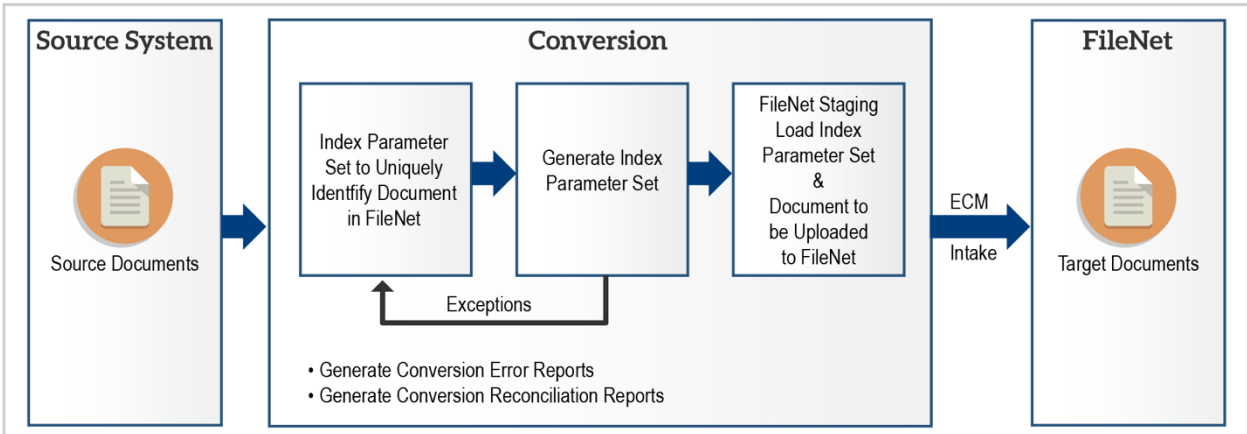
The Contractor shall convert electronic documents identified by the Department in a format approved by the Department.

Team CNSI's Data Conversion team converts electronic documents identified for the evoBrix X Core Claims module in a State-approved format as part of the conversion process. Converted documents are accessible through our Enterprise Content Management (ECM) solution, which Team CNSI manages through IBM FileNet. Our conversion process is as follows:

- Define unique set of parameters for each document type to be converted.
- Leveraging the iterative data conversion approach, we convert documents in the following manner:
 - Load the legacy electronic documents in the conversion environment as a binary file.
 - Convert the equivalent document parameters to be able to uniquely access the document.
 - Move the converted document (binary) file to the FileNet staging database along with the converted document parameters and their values.
 - Leverage the data ingestion component provided by FileNet to upload the converted document (binary) files, parameters, and values onto the ECM repository for document storage which completes the conversion effort.
 - Users can then access the converted document from the application. Our ECM solution supports the storage of a wide variety of document formats including but not limited to Word, PDF, Visio, Excel, PowerPoint, TIFF, and JPEG.

- We generate exceptions and reconciliation reports for each document and review them with the State to address any corrections to invalid documents for re-processing.

Figure 3.10.2-44 outlines the document conversion process.



MTCPM-1.2.4-033

Figure 3.10.2-44. Document Conversion Process. Our solution ensures that we convert, and account for, all required source documents in our ECM (FileNet) solution.

DC16

The Contractor shall provide convenient access to electronic documents from systems being replaced.

The evoBrix X CPMS solution seamlessly integrates with our ECM solution, IBM FileNet, to provide access to electronic documents from the replacement systems. We store the converted legacy files that represent document content in the FileNet storage area, which the FileNet security model protects. Only authorized users who have been granted access by a FileNet application administrator can access to the electronic documents. Additionally, the unique set of parameters associated with a document, which we also convert and send to FileNet, are used to access a document. Users can accomplish this through content-based retrieval (CBR) queries, direct SQL queries, and navigation of the network file structure containing a file storage area.

FileNet includes the IBM Content Navigator (ICN) tool that enables users to access, manage, and use enterprise content across platforms, including desktop, web, and mobile, through a standard web browser without requiring the use of a plugin. Users can also use ICN to download documents based on individual needs. ICN includes several content search options for users, including text search and property search, using the indexed parameters. Users perform searches against one or more Document Classes, and they can include or exclude certain terms, match terms exactly, or search within a specific proximity of words. These self-service provisions greatly simplify the access to converted electronic documents for supporting business operations.

The top portion of Figure 3.10.2-45 shows the ICN landing page, which is customizable by user. The bottom portion shows the Search screen, which users can use to search for specific documents.

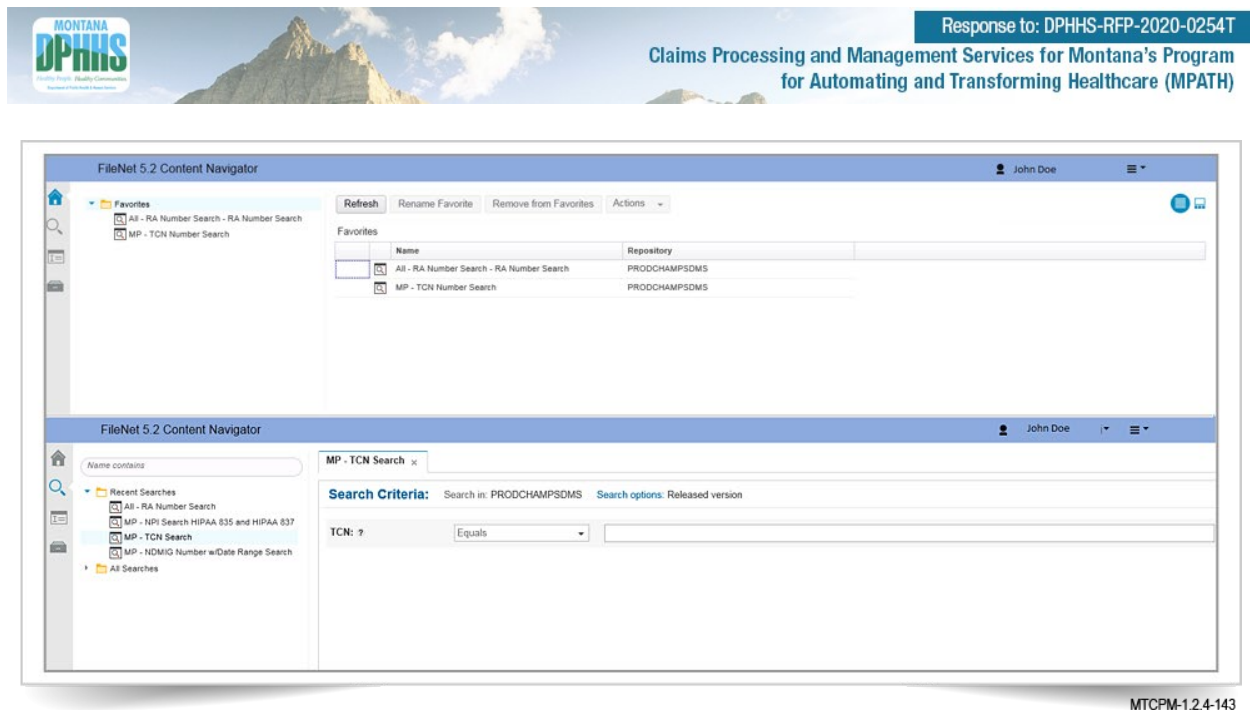


Figure 3.10.2-45, The Team CNSI ECM Solution - ICN. The ICN Home page view and Search screen that allows users to search for specific documents.

DC17

The Contractor shall convert all member and provider data history for any member or provider that has been active within the past three years and three (3) years of all applicable operational data from the State's legacy systems. The Department may require additional data to be converted on an exception basis to support ongoing business needs (e.g., TPL recovery, SURS recovery and drug rebate).

In addition, the Contractor shall convert all data related to: once in a lifetime events, active SURS or TPL cases, future TPL case (e.g., members over 55 years of age that have ever been in a nursing home), drug rebates, and service frequency limits as defined by the Agency.

The Contractor shall produce comparative reports for all converted data. Any data quality issues will be addressed by the State within each source system

Building on our experience and successful past conversions, the Team CNSI Data Conversion team is well equipped to address any unique challenges with respect to data conversion in each business area. Our approach to begin the conversion activities early in the life cycle acknowledges the fact that data is the single largest factor in the continuity of business from legacy to the new system. We begin conversion planning and analysis literally from day one of the MT CPMS project to provide ample lead time to support the evoBrix X CPMS solution. Different State agencies have different transactional and operational data types and formats that may not lend itself to traditional data conversion approaches.

Based on our experience in working with many states, Team CNSI supports a broad swath of data types that include character, numeric, date, and Large Objects (Binary Large Objects, Character Large Objects) data type fields, in addition to other free-form fields with embedded data elements. As such, we have developed several data conversion routines that help the overall conversion experience by accelerating the formatting, standardization, and data cleansing needed to transform data in a standardized manner to facilitate a streamlined conversion.

As part of our conversion efforts for the State, we convert supporting source data for members and providers to enable core claims processing and ensure we meet business and usage requirements at Go-live. Our efforts include State-specific data retention policies such as converting all member and provider data history for any member or provider that has been active within the past three years as well as three

years of all applicable operational data from the State's legacy systems. In addition, we are prepared to convert additional data on an exception basis to support DPHHS business needs (e.g., TPL recovery, SURS recovery, and drug rebates). We also convert all data related to once in a lifetime events, active SURS or TPL cases, future TPL case (e.g., members over 55 years of age that have ever been in a nursing home), drug rebates, and service frequency limits as defined by DPHHS.

We also provide timely comparative/reconciliation reports to DPHHS, which compare source and target converted datasets to ensure that we address data quality issues within the source system early on in MT CPMS project. This, in turn, enables us to improve the conversion data quality for subsequent runs. We classify conversion data into two main categories:

- Reference Data – We define all data used across multiple records or functional areas as reference data. For example: procedure codes, diagnosis codes, user IDs, and provider and member data.
- Transactional Data – We define all data generated for specific transactions as transactional data. For example: individual claim records.

Our conversion process takes the following into account:

- Conversion of all operationally relevant and required source data for day-to-day operations. This includes lifetime limits, lifetime claims, once in a lifetime events, drug rebates, and service frequency limits as defined by DPHHS
- Enough historical data to ensure we address all audit and legal requirements
- Varying time periods for different functional areas, which are required for reporting, analytics, and business operations

3.10.2.6 Testing

Testing is a critical component for successful implementation of any system configuration/development effort, therefore, in depth, process driven, fully documented testing processes are required for all implementations and configuration changes within the Montana Healthcare Programs enterprise. The testing activities shall include planning, managing and executing a comprehensive testing effort to include unit, system, regression, parallel, integration and UAT.

Prior to implementing a new release, the Contractor is responsible for ensuring that all required tests are performed and evidence that each component meets or exceeds all relevant functional, technical, security, and performance requirements is provided. The Offeror must describe in detail their approach to meet each of the Testing requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

For DPHHS, effective, repeatable, thorough and well-documented testing processes supporting Core Claims module implementation is essential to ensuring users can easily and efficiently use its functionality. Team CNSI offers a testing process that is integral to supporting the release of our evoBrix X CPMS solution into the MPATH environment. Based on the same foundation we have used in testing multiple successful Core Claims implementations, including for the states of Washington, Michigan, Illinois, and Utah, our testing methods support the solution, configuration, and implementation (SCI) approach we are applying to validate that the evoBrix X platform meets the requirements, ensure traceability of all requirements, configure the system based upon the requirements, test all components to ensure functionality, and ultimately deploy the solution to the production environment.

To execute the SCI approach, Team CNSI uses our evoBrix X solution as the baseline. Team CNSI compares the needs of DPHHS with the existing evoBrix X solution and performs a gap analysis between the two. In the Solution Modeling Stage, after gap analysis is conducted, Team CNSI works with DPHHS to identify and model solutions to close the gaps. During the Configuration Stage, Team CNSI performs configuration to tailor DPHHS solution needs and close the gaps. The configured solution undergoes rigorous System Integration Tests (System, Integrated End to End and Regression Test Events) as the last activity in the Configuration Stage. The transition phase concludes with the Implementation Stage where, Team CNSI deploys its centralized and repeatable Performance & Load and ADA / 508 Compliance test methodologies to ensure that there are no regressive impacts to the evoBrix X solution. In the Implementation Stage, Team CNSI engages and supports the configured DPHHS solution in user acceptance testing (UAT).

The Team CNSI Advantage

Team CNSI offers robust test planning and industry proven component-based test designs aimed to validate and verify the MT Core Claims implementation.

- CMMI Level 3 assessed test process
- IEEE 829 standard for software and system test documentation
- Multi-phased, layered, organized, testing approach with a strong focus on finding defects early in the implementation
- Deployable, repeatable 508 and ADA Compliance Test Approach inspired by WACG 2.1 requirements
- Online Test Management platform using industry leading tools

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Key Personnel Spotlight

David Gulli, Testing Lead

Mr. Gulli is a result focused technology and business executive offering more than 20 years of progressive experience and contributions in fast paced business environments. He currently serves in the role of Vice President of Global Head of Software Quality Assurance at CNSI. He is a strategic and tactical leader of business-driven technology initiatives that have produced multi-million-dollar cost savings for organizations worldwide. Mr. Gulli has competencies in numerous functions related to systems implementations and strategic system delivery operation. Mr. Gulli previously worked as Sr. Director, Head of Enterprise IT Shared Services at Quest Diagnostics where he led corporate IT Strategy for the Enterprise. Mr. Gulli is a Certified Scrum Master and Certified Scrum Product Owner.

Our deployable online component-based test libraries provide a component test suite structured to verify and validate that Team CNSI’s CPMS solution performs as expected for DPHHS. To ensure quality and requirement coverage, team CNSI employs both base and on-demand services (as shown in Figure 3.10.2-46) to ensure product quality. These services are aimed at providing testing solutions for both functional and non-functional requirements:

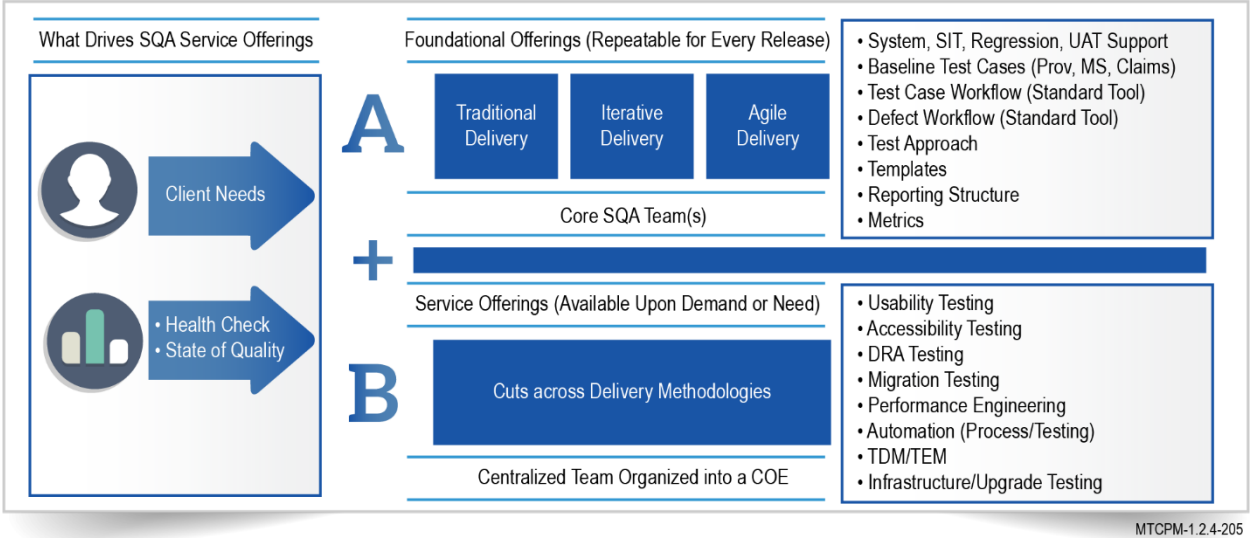


Figure 3.10.2-46. Our Testing Approach. We offer foundational offerings combined with both on demand and as-needed service offerings to ensure a comprehensive testing approach.

The configurable nature of our evoBrix X MT CPMS solution maximizes reusability of core components, enabling the SCI approach to be used to tailor the solution to specific state requirements, mandates, and programs. Previous implementations have proven that most requirements can be accomplished through configuration, and only minimal modifications are needed to meet all of the requirements of the State. The scope of testing during the Configuration Stage and the Implementation Stage is concentrated on new features, modified existing features, and regression testing of the fully configured MT CPMS. Figure 3.10.2-47 cites the responsibilities for Team CNSI and DPHHS, respectively.

Role	Responsibility
Team CNSI	- Collaborate with DPHHS in the establishment of a Quality Processes and Services - Develop and maintain an overall master test strategy, test results summary and matrix per DPHHS requirements - Deploy Functional Test Assets - Deploy Performance and Compliance Test assets - Deploy, Implement Test Automation Framework(s) - Develop, document, and manage process for evoBrix X development unit tests, system testing, integration testing, interface Testing, UAT Support, parallel testing, regression testing, performance and load testing, and disaster recovery testing - Conduct and document results for all phases of testing except for UAT for the core evoBrix X which will be operated by DPHHS following deployment - Support defect mitigation and mentor the State team during User Acceptance Testing
DPHHS	- Develop and document MT Core Claims UAT strategy and plan for areas DPHHS will operate following deployment - Execute UAT test cases and document results; document defects and test defect repairs - Review and approve Team CNSI's Test Plan and test results - Provide testing governance

Figure 3.10.2-47. Distinguishing DPHHS and Team CNSI Responsibilities. Team CNSI and DPHHS own respective responsibilities to ensure the MT CPMS implementation is successfully validated and verified.

[REDACTED]

[REDACTED]

[REDACTED]

- Pre-deployment smoke testing
- Post-Operations system changes testing

Through our other successful Medicaid project deployments, Team CNSI has found that having a single plan that addresses the standardized policies, tools, and processes provides consistency and predictability and ensures compatibility with the other systems in the State’s MMIS. Figure 3.10.2-49 shows a sample Table of Contents for Team CNSI’s MT CPMS Test Plan.

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Figure 3.10.2-49. Sample Test Plan Table of Contents. The evoBrix X MT CPMS solution is supported by a proven test approach and strategy for testing that Team CNSI tailors to DPHHS needs.

As indicated in the Test Plan organization presented above, we address testing objectives, define testing phases, identify an overall testing strategy. Our Test Plan also includes a description of standardized tools and common methods of testing functional and non-functional gaps. As a part of project planning activities, Team CNSI will ensure that our Test Plan conforms to the State’s testing requirements.

The Test Plan defines test schedule, with a timeline for creating test environments used for each layer of testing. The Plan identified processes the Team CNSI and DPHHS test teams will use in test data creation and for test execution. It also references the sequence of testing activities and their interdependencies.

Our Test Plan and processes conform to the IEEE 829 Standard for Software and System Test Documentation. This standard describes a set of basic test documents that are associated with the dynamic aspects of software testing. Team CNSI’s Test Plan will be tailored to the specific needs of the MT CPMS project.

Tailoring involves modifying generic elements, such as specific test schedule dates and personnel assigned to roles in the plan. The approved Test Plan provides samples of the testing progress, defect tracking, and analysis of results and trends. Team CNSI looks to our pre-defined Test Plans and Approaches to provide options to our clients based on Quality, Delivery and Efficiency requirements. As

shown below in Figure 3.10.2-50, these options include Traditional, Sampling and Risk-based Test Planning.

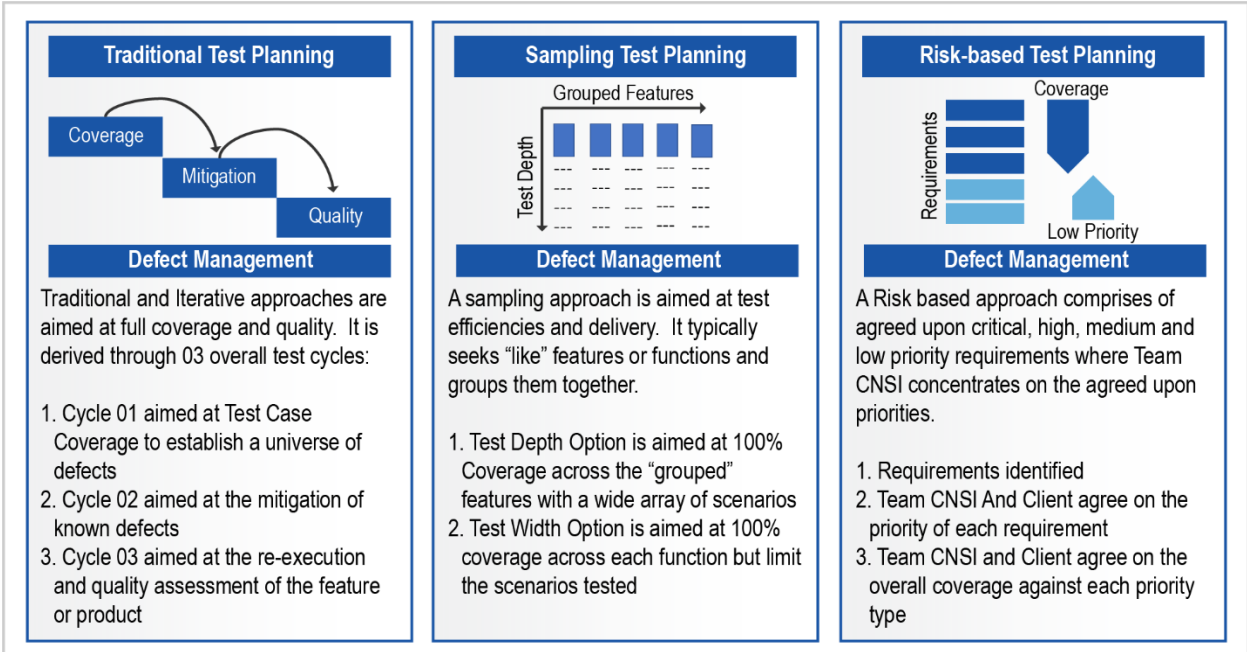


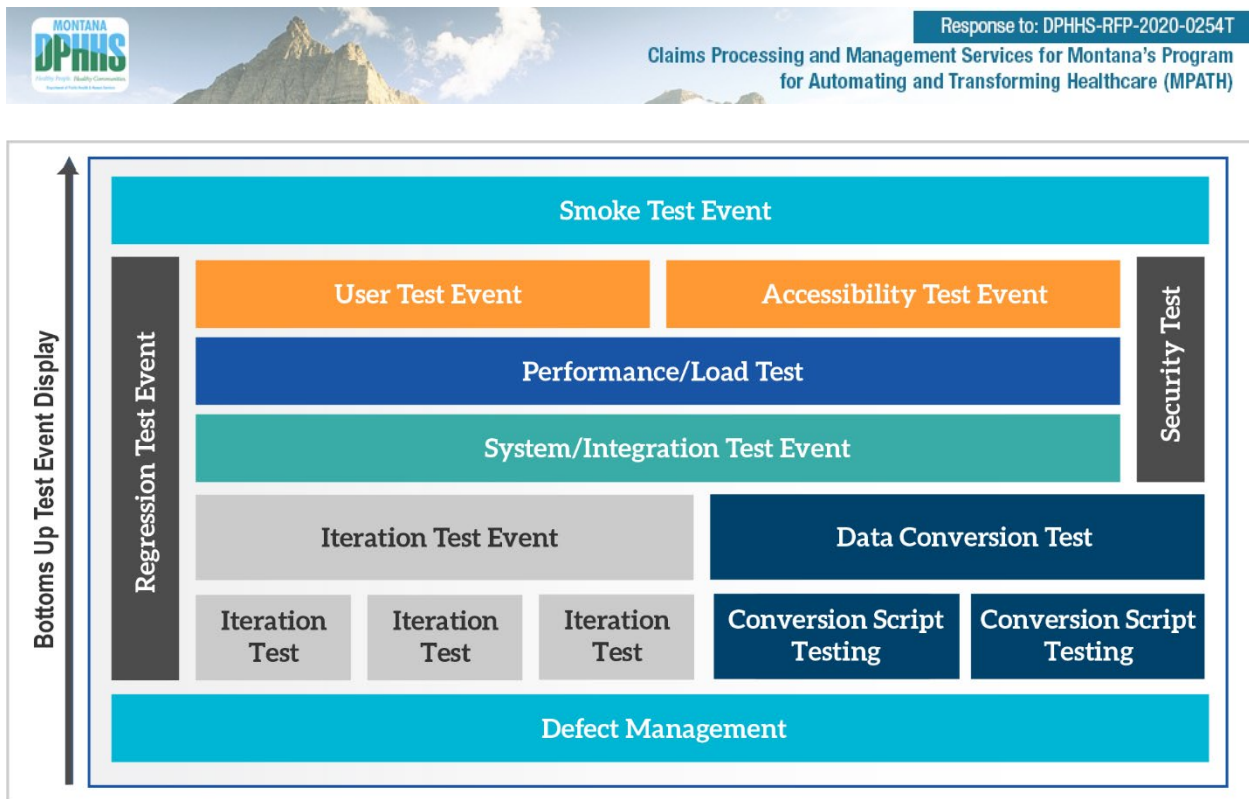
Figure 3.10.2-50. Test Planning Options. We tailor testing to DPHHS requirements, selecting the best option to achieve desired objectives.

Per the Test Plan and the approved project schedule, Team CNSI tracks progress through test execution. We measure progress of test execution against the project schedule, tracking test cases that pass and fail, and tracking defects and their resolution. Team CNSI has a standardized test reporting process, which includes progress/velocity and defect trend analysis to identify and assess risk. This data set is provided to DPHHS at mutually agreed-upon intervals and is recorded in the approved Test Plan. Furthermore, Team CNSI will also record mutually agreed-upon criteria in the approved Test Plan based on which testing provides the test exit. Meeting the criteria signals that the exiting test step has been met, which in turn signals readiness to exit the test.

Test Layers

Team CNSI’s MT CPMS solution design documentation is the source for our functional test program. Team CNSI plans and executes testing through a layered approach. Team CNSI’s Test Plan outlines the activities for each of the testing stages.

Figure 3.10.2-51 shows our testing approach as a visual hierarchy building from the bottom to the top.



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Figure 3.10.2-51. Test Hierarchy. Team CNSI's layered testing approach builds from the smallest testable units to full system and user acceptance testing.

Team CNSI uses similar processes for each layer of testing. This consistent approach allows DPHHS to familiarize itself with our test processes, artifacts, and prepare participants for a similar approach to conducting UAT.

The Test Layers include:

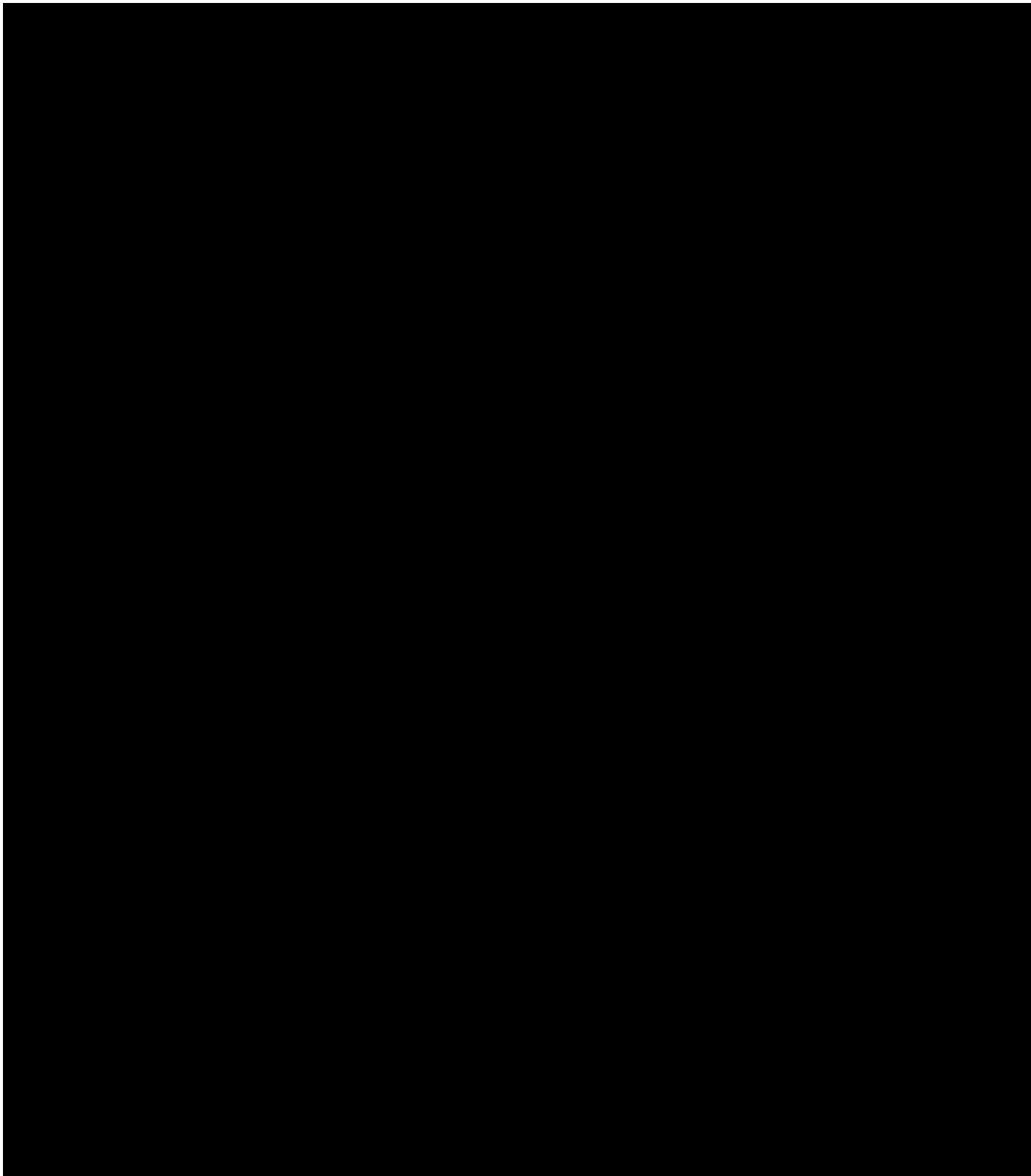
- **Iteration tests**, also called unit/iteration tests: These are the smallest testable units of code and are tested using low-level scripts. Iteration/unit testing is conducted by Team CNSI's software engineering team.
- **Conversion script testing**: This is analogous to iteration/unit tests. It is used to test specific data conversion elements and rules. This testing is done by Team CNSI's data conversion team.
- **Data conversion test**: When enough progress has been made to reliably convert data and any necessary data cleansing has occurred, the data conversion process is executed to produce converted data for use in system testing.
- **System and interface testing**: When the features specifically configured for the MT CCPMS project have completed iteration/unit test, and we have converted legacy data, we perform system testing with a concentration on the State-specific features including interfaces. The later phases of system testing are referred to as end-to-end (E2E) testing where a process, such as enrolling a provider, is executed from the beginning of the enrollment process all the way through application approval or denial.
- **Regression testing**: Regression testing is performed after every code release to ensure new features have not affected unchanged functionality.
- **Accessibility Testing**: Compliance test using the most recent version of the WACG National Checklist and Standard. The test event will confirm compliance to the American for Disabilities action (ADA) and National 508 Standards.
- **UAT**: UAT is performed on the completely configured MT CPMS solution, using converted data. End-users who will operate the system post-deployment perform UAT.

- **Performance and load testing:** Performance and load testing verifies that non-functional requirements such as throughput service levels and concurrent usage requirement are met.
- **Security testing:** Security testing focuses on confirming all security features are functioning as expected and the State's responsibilities for maintaining secure control of personally identifiable information (PII) and protected health information (PHI) are met.
- **Parallel testing:** Focuses on ensuring key functionality is working, processing, and producing outcomes the same way as compared to that in the legacy system. Parallel testing is most typically done in transaction-heavy applications where the parallel runs can be automated.
- **Smoke test:** Smoke testing is a final check performed to ensure that all features and functions are operating normally after a production deployment, or a deployment to UAT.

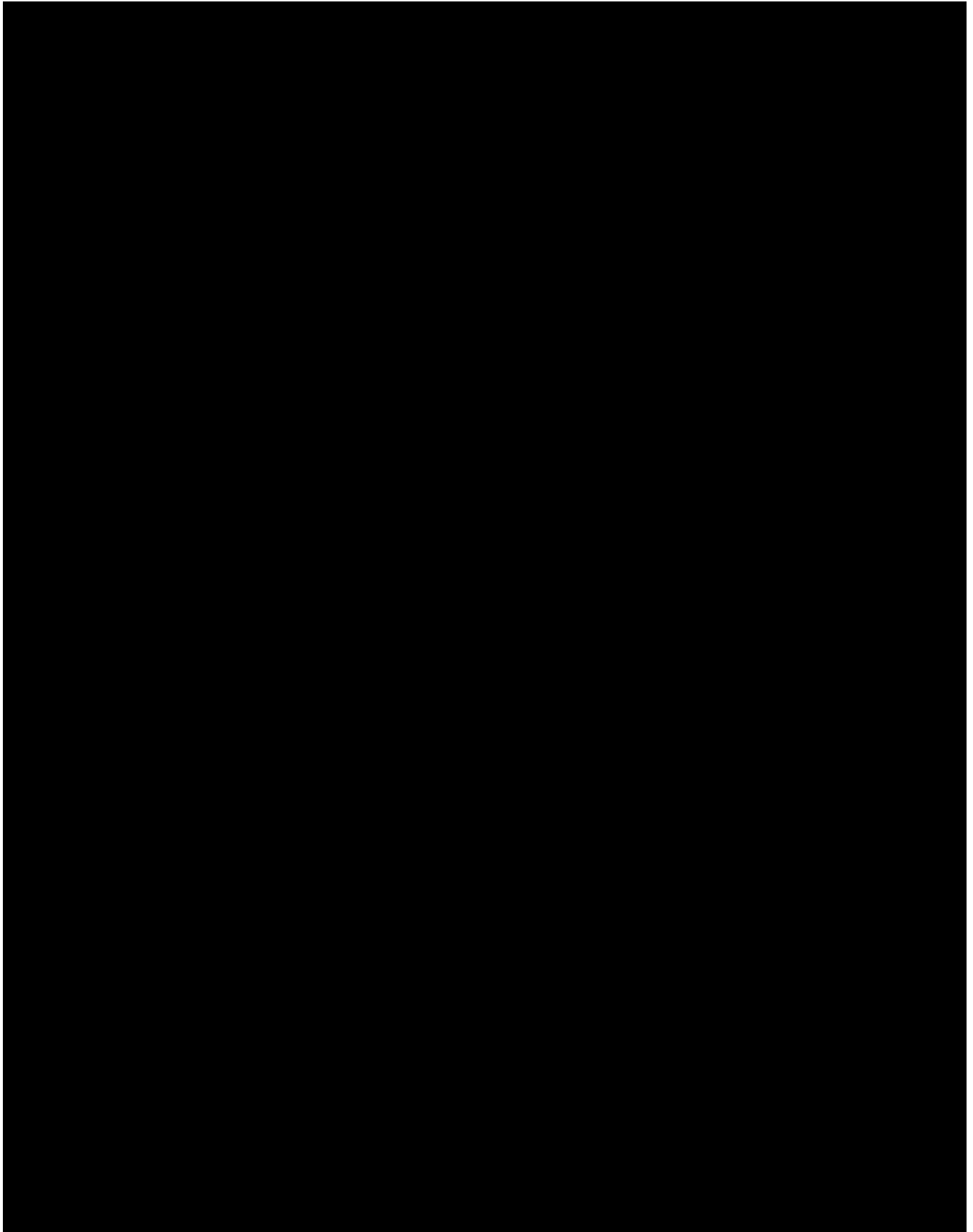
Throughout our responses to the State's requirements, we refer to these testing layers. We have also described them in more detail in our response to requirement TEST02.

Test Execution Approach

Figure 3.10.2-52 presents the consistency of Team CNSI's approach across all testing activities from iteration tests through UAT. The horizontal right arrows in Figure 3.10.2-52 demonstrate how testing builds through each phase and benefits from re-using the evoBrix X solution base test cases for MT CPMS test case construction and regression testing in each phase. The horizontal left arrows indicate how regression testing is completed.



As shown in Figure 3.10.2-53, Team CNSI follows a structured test process across all layers of testing. The steps and their benefits to the State are summarized in Figure 3.10.2-53.



Throughout test phases, Team CNSI’s testers summarize and review the test results and compare them to the expected results per the approved solution. We involve our software engineers who are responsible for configuring the system for DPHHS. We also involve both State and Team CNSI business analysts. This ensures clear communications and understanding across all stakeholders involved in testing.

Test Case Construction and Traceability Approach

Team CNSI is privileged to have a core group of professional testers with decades of combined years of Medicaid testing experience. Our testing team is well-versed in the design and execution of Medicaid claims processing testing activities. They operate independently of the development team and create or tailor all test cases for the MT Core Claims module testing (see Figure 3.10.2-54). Team CNSI has adopted a Component Based Test Case design methodology where the professional testers break down test cases into logical, manageable functions, or modules. These modules are isolated to create independent tests that can then be “linked” to make larger master test cases to achieve complex end-to-end testing scenarios.

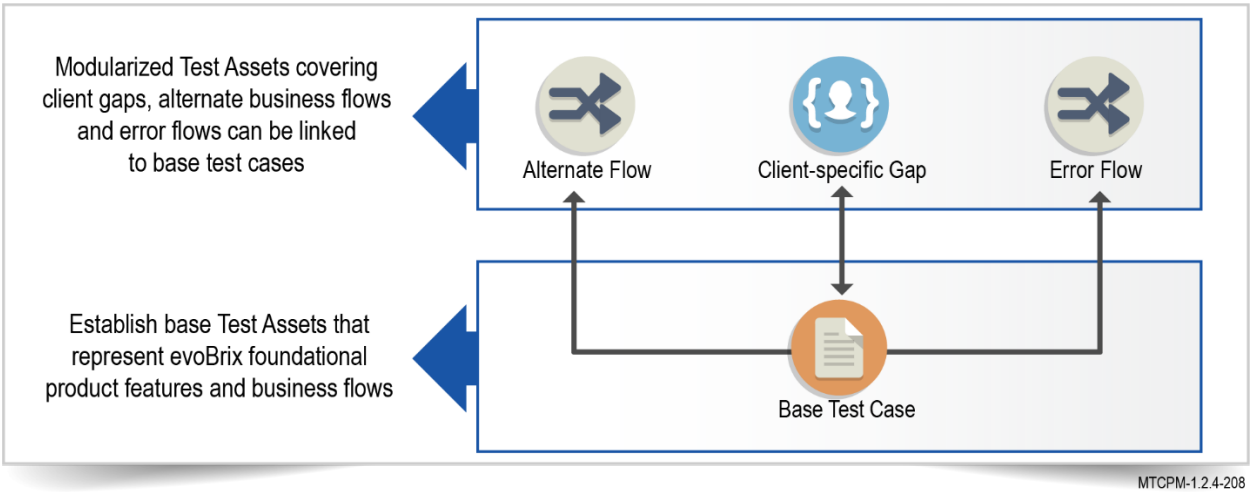


Figure 3.10.2-54. Tailored Test Cases. Our approach offers a test team that tailor all test cases.

For the MT Core Claims module solution, most of the test modules are preexisting and can be “linked” to create test scenarios specific to solution. Iteration test cases are created at the component level during the configuration phase to conduct iteration testing. Upon successful completion of Iteration Testing, we progress to System Test, where we re-utilize and combine Iteration test cases to create and adjust System test cases and End to End (E2E) test cases (See Figure 3.10.2-55).

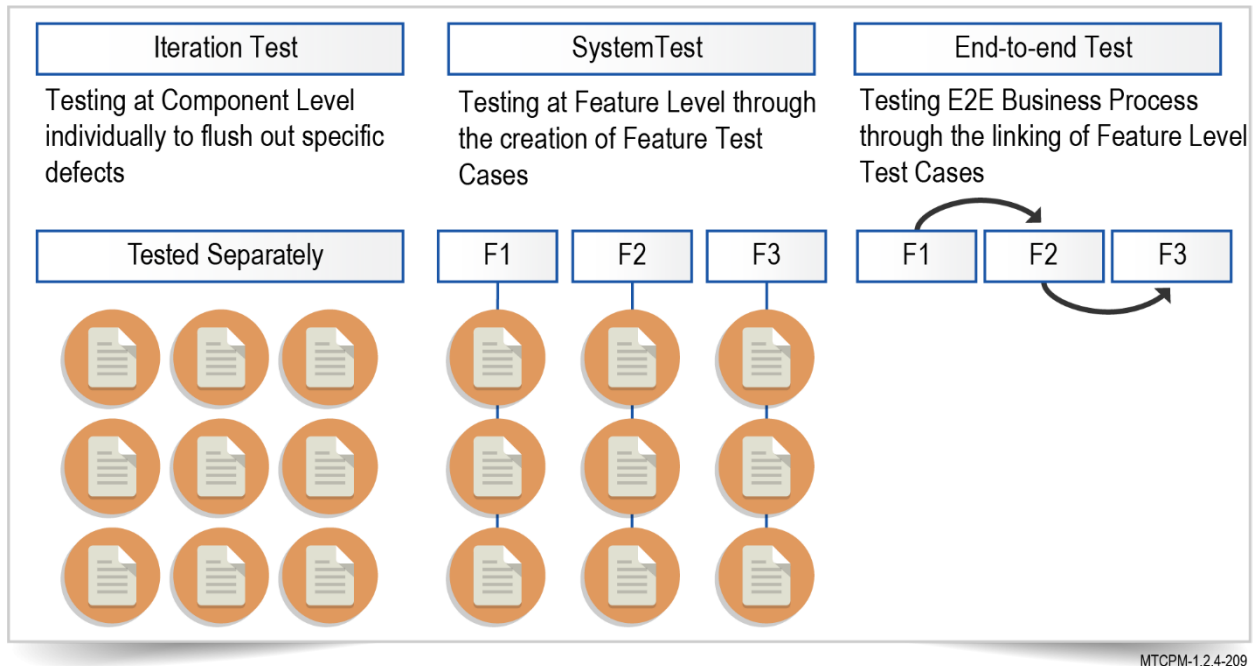


Figure 3.10.2-55. Link of Testing Types to Specific Solution. Our approach offers traceability to system level test cases.

The key benefits to this approach include:

- Key traceability information to system level test cases, critical to identifying regression test sets
- Consistency in test execution from one test phase to another
- Reduction in time to create or adjust and review system test cases
- Efficiencies in Test Case Construction
- Ease of use and maintenance

Team CNSI also uses its test asset libraries of test components to link and create specific E2E test cases that represent the day-to-day business scenarios of other healthcare agencies. While each state is unique in its implementation, these test cases represent those processes using the base evoBrix X solution. These tests may be re-used and modified to meet the needs of the DPHHS.

Team CNSI also incorporates system test-level test scenarios from DPHHS' legacy Provider System where applicable. Team CNSI can build updated versions of these tests using the project's standardized templates. This provides confidence that the newly configured MT CPMS solution continues to meet the existing needs and functionality of the current system as these tests may identify flaws with the re-engineered business processes.

Team CNSI's experience with system testing has shown test case generation is best completed with our client to generate test scenarios that represent the real-life situations experienced with the actual work done by the users themselves. By engaging our clients in this process at the system level, we also prepare them for the upcoming UAT phase where they may re-utilize the system tests.

Team CNSI helps DPHHS to create UAT test cases by letting them leverage system test cases and E2E test cases. Team CNSI also works with DPHHS to ensure any unique scenarios not already covered are included. Team CNSI will help DPHHS testers execute these tests in the UAT environment to validate the system.

For all types of testing, Team CNSI will ensure that all test cases:

- Are version-controlled
- Use the standardized test case form
- Use standard naming conventions to distinguish test cases by phase and subsystem
- Are tester-independent so that any tester can read and execute the test case
- Show the test objectives
- Provide traceability to the underlying use case and gap
- Address the required validation points to be used in the test
- Define the expected results of the test and the actual result of the test after it has been executed so that the two results may be compared easily
- Are searchable using electronic methods in event that an approved gap is changed enabling all related test cases to be quickly and easily identified for regression testing or modification
- Are data-independent where possible and make use of de-identified converted data

Test Automation Methods

Team CNSI will use Selenium to automate MT CPMS user interface interactions. Team CNSI plans to leverage the suite of evoBrix X automated test scripts that were developed for the previous State implementations. Team CNSI will execute the suite of evoBrix X automated scripts regularly where and when applicable. The frequency of test execution renders immediate results, thereby identifying and addressing defects early. Using the available automated test scripts available and executing them regularly enables Team CNSI testers to focus on more complex testing scenarios that cannot be automated.

Team CNSI is also planning an effort to automate against the API Service Layer to allow for a continuous execution of automation via an orchestration tool called Jenkins. This will allow for Team CNSI to ensure continuation of regressive tests throughout the MMIS implementation.

A continuous effort and focus on maintaining the suite of automated tests facilitates quality measurement at a faster pace. Automated scripts are carefully maintained and updated to ensure all DPHHS requirements are met.

Defect Management Process

All defects opened in Jira are assigned a defect severity level. The defect severity levels are defined in Figure 3.10.2-56. Defect resolution Service Level Agreements (SLAs) will comply with the response time described in the RFP.

Defect Severity	Defect Severity Description
Severity 1: Very High	Results in a complete System outage with no workaround. Action results in a system crash or in damage to data, such as wrong results or a loss of data.
Severity 2: High	System functionality is degraded with severe adverse impact to the user and there is no effective workaround.
Severity 3: Medium	System functionality is degraded with a moderate adverse impact to the user but there is an effective workaround.
Severity 4: Low	The actual results have a user inconvenience or other minor inconvenience, such as typographical errors, or alignment errors, or extra steps are needed to complete function. These include all other discrepancies, spelling errors, or minor/trivial errors.
Severity 5: Documentation	All documentation defects that do not require system changes because of the documentation update.

Figure 3.10.2-56. Defect Severity Definitions from Low to Very High. Team CNSI will assign every defect with the defect severity level based on these definitions.

Team CNSI’s development staff will review, assign, and open defects for resolution, as part of the defect management life cycle shown in Figure 3.10.2-57.

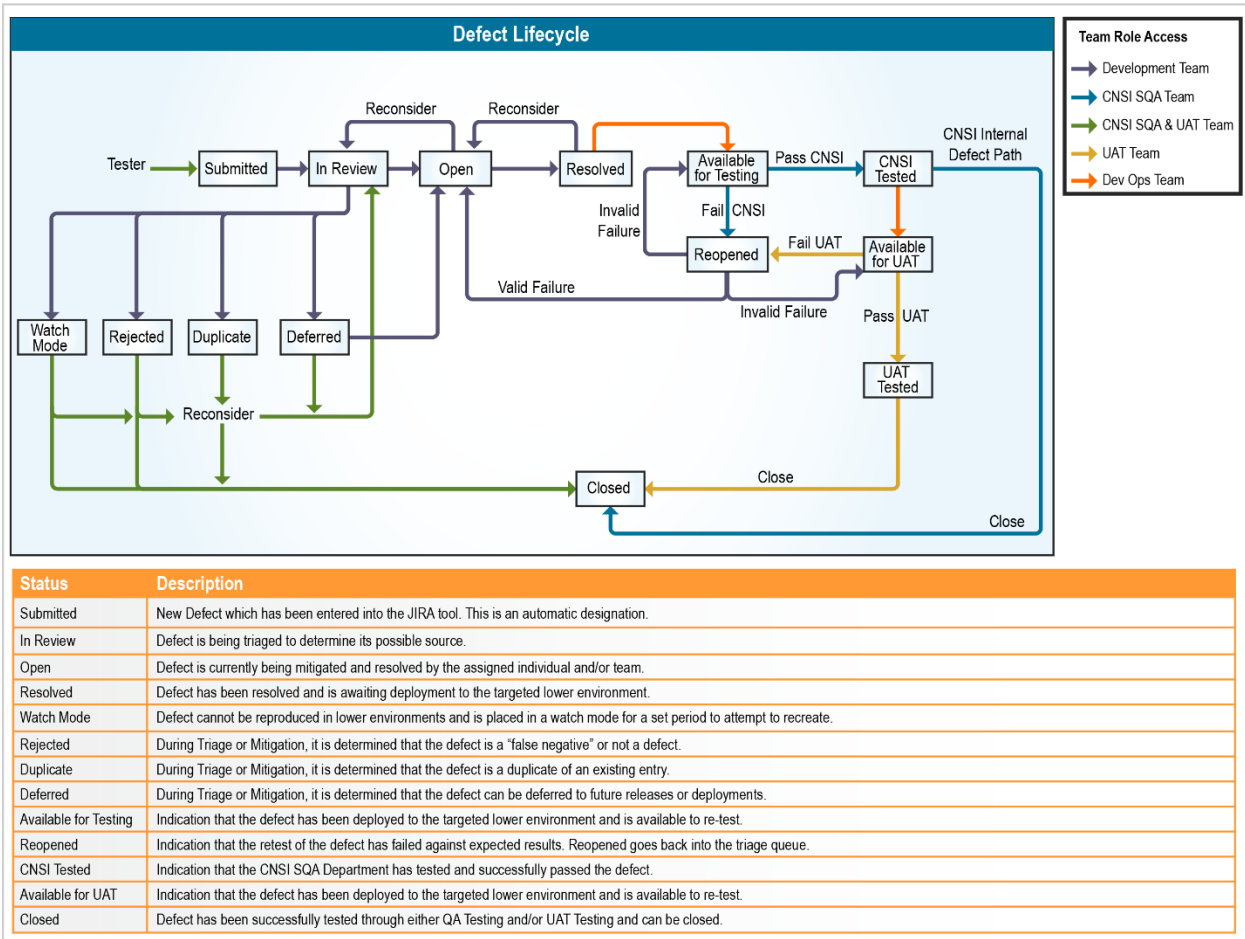


Figure 3.10.2-57. Defect Management Lifecycle. Atlassian’s Jira provides defect reporting and management infrastructure.

After completing defect resolution using our standard practices, the Team CNSI Configuration Management (CM) team will deliver the “changed” software to the system test environment for verification. Team CNSI will verify that each defect has been properly resolved, and perform system and regression testing to ensure that the defect repair has had no adverse impact on the software. After Team CNSI is satisfied that the defect has been repaired successfully, the CM team will deliver the repaired code to the UAT environment. The CM team will include a report with each software delivery to the UAT environment that indicates what defects have been resolved and are ready for the UAT testers to retest and close. The procedures and guidelines concerning the use of Jira are included in the Test Plan.



Team CNSI management reviews test execution and defect rates to identify bottlenecks and possible complexities that require greater management visibility and attention. Team CNSI provides standard, repeatable, robust reports throughout each test phase providing detailed information such as test case execution and pass rates, defects open/closure rates, defect aging, defect leakage and other key metrics for meaningful test progress tracking.

Team CNSI provides DPHHS with adequate test status to help them monitor the overall Testing progress as well as the quality of testing.

Test Execution Scheduling and Acceptance

Team CNSI executes the test strategy detailed above based on the dates identified in the project schedule. In parallel to Configuration, Iteration testing will be conducted followed by System testing, and then UAT. During the last stage of UAT, performance and load testing will be conducted to validate the MT CPMS solution's performance against the RFP requirements.

Team CNSI's dedicated team of experienced testing professionals performs the proven, previously described, testing strategy as per the dates identified in the project schedule to ensure the evoBrix X solution is successfully integrated and fully accepted by DPHHS.

TEST19

The Contractor shall develop test criteria and algorithms for expected outcomes prior to production of reports.

Team CNSI integrates testing as early and as often as possible in our Solution, Configuration and Implementation (SCI) approach to validate progress against the requirements. Since evoBrix X is a fully operational base platform, typical testing of the system can be executed in iterations as configurable functionality is integrated. We can reuse test materials including test documentation and automated test scripts from previous implementations of our solution in other states. For existing functionality, we have well defined test criteria and algorithms for expected outcomes that can be reused. For configured or customized functionality we will develop and maintain test criteria and algorithms prior to the production of test reports. Team CNSI has nearly 1,000 test scenarios in our library to cover much of the standard functionality and requirements for Medicaid claims processing.

TEST02

At a minimum, the Contractor shall provide sufficient segregated environments to support testing processes that are equivalent to the following:

- a. Integration Testing: End-to-end testing performed to expose defects in the interfaces and in the interactions between integrated module components or other systems and validate the system's readiness to meet non-functional requirements.
 - b. System testing: The process of demonstrating that a program, function, or integrated system components meets its requirements and objectives as stated in the requirements specification.
 - c. Regression Testing: Testing of a previously tested function following modification to ensure that defects have not been introduced or uncovered, as a result of the changes made. It is performed each time the software or its environment is changed, and typically involves automated testing scripts.
 - d. Parallel Testing: Validates that the system achieves the same results as compared to another system (e.g., a legacy system) or previous software version.
 - e. Performance and Load Testing: Verifies the performance of a system will meet service level agreements and also measures the behavior of the system with increasing load (e.g. number of
-

parallel users and/or numbers of transactions to determine what load can be handled by the system).

- f. **User Acceptance Test:** Testing conducted by the user or customer to determine whether or not a system satisfies the defined use acceptance criteria in an isolated environment.

Team CNSI has successfully implemented MMIS solutions for Michigan, Washington, Illinois, and Utah. This has provided Team CNSI rich experience in knowing exactly what it takes to perform effect testing of the system. Team CNSI will leverage this knowledge to ensure DPHHS requirements are met and the Montana solution is thoroughly tested.

After preparing an environment for testing, Team CNSI's development and test team members perform a readiness review to ensure the environment has been properly configured, code is properly deployed, and converted data set is properly loaded.

Examples of Environment Readiness Checklist items include:

- Is converted data available or data conforming to final specification created by testing teams available minimally for System testing? (Partial or preliminary converted data may be provided as early as Iteration testing.)
- Is interface connectivity verified?
- Can the hardware and software be accessed as defined by the roles and responsibilities of each team member?
- Is data synchronized between separate interfaced systems and verified for each interface?
- Is the batch scheduler configured as agreed per the test plan or training plan?
- Is security configured and validated with user IDs and roles as specified in the Test Plan?

-
Age Group	Percentage
18-24	10%
25-34	20%
35-44	30%
45-54	40%
55-64	50%
65-74	60%
75-84	70%
85+	80%

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environment to ensure that the required performance characteristics of the MT CPMS solution have been

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In Team CNSI's implementations for Michigan, Washington, Illinois, and Utah, the states worked with their provider networks to identify a set of critical providers who they included in limited UAT activities. The selected providers participated in late-stage UAT testing by performing routine enrollment and maintenance activities on their converted account data. This is a viable option for DPHHS but is not required for successful deployment.

[REDACTED]

TEST03

The Contractor must identify and resolve interdependencies that restrict or impede required testing of the Contractor's solution, other enterprise modules, or module components from performing required testing. Unless otherwise identified by the State strategies to resolve interdependencies must be reviewed and approved by the State prior to implementing the resolution strategy.

As a part of the overall Test Planning for MT CPMS, Team CNSI employs a multi-level review of the interdependencies that must be accounted for to verify the solution is comprehensively tested. These interdependencies typically include Test Environments, Test Data and Test Approaches:

- Environment Dependencies: Team CNSI will learn the overall requirements for implementation that impact the environments such as Feature / Function integration, Capacity and Integration to other Applications / Solutions as well as inbound & outbound stubs needed to ensure proper data flows (i.e. mapping, transformation, etc.).
- Test Data Dependencies: Team CNSI will learn the Gaps planned to determine what type of test data may be needed to derive at expected results.
- Test Approach Determinations: Based on all factors identified, Team CNSI then reviews and proposes the most suitable test approach to ensure that the solution is comprehensively tested.

These interdependencies are identified and listed in the integrated project schedule along with the owner(s) and a date when they need to be accomplished. These tasks are reviewed by the relevant stakeholders to make sure we get their buy in before the dates are baselined. Tasks are then monitored and reviewed on a weekly basis to make sure they are complete on time. Should concerns about possible delays occur with interdependencies, Team CNSI will engage in collaborative discussion with DPHHS, its System Integration Contractor, and the other stakeholders involved to develop a mitigation strategy. If the interdependency impacts the project completion date, project scope, or budget, Team CNSI will initiate escalation to DPHHS.

TEST04

The Contractor shall perform testing and present the results for each of the following test levels: Performance Test results, System Test results, Parallel Test results, Regression Test results, Integration Test results. Test results shall be traced to the use case/user story and design documentation being tested.

Team CNSI prepares comprehensive test reporting for each layer of testing performed. This includes the reporting for performance test results, system test results, parallel test results, regression test results, and integration test results.

Each test report will have an Appendix with a bi-directional traceability matrix, which will trace each Design Use Case to the Test Case and the Test Result.

Maintaining Traceability throughout Testing

Team CNSI maintains the DPHHS requirements in a gap traceability matrix that includes all approved gaps, their relationships to evoBrix X solution use cases, and related MITA business processes. Figure 3.10.2-61 shows an example test case traceability matrix. This matrix provides complete bidirectional traceability between the DPHHS requirements, MT CPMS solution design documentation, related test cases, and MITA business processes. Team CNSI uses this matrix to ensure complete test coverage. When the project executes change management activity, the matrix is the tool we used to synchronize modifications to all impacted documentation and test cases.

State Requirement #	Gap Number	DSDD Part	Use Case/ Section#	Use Case/ Component Name	MITA Business Area	MITA Business Process #	Test Case Name
PE19	F-7-15 F-7-18	LG1A	2.3.1	Enroll As Individual Provider	Enroll Provider	EE06	CHAMPS_MICLOUD-STC-PE-LG1A-UC2.3.1- Enroll As Individual Provider
PE20	F-7-15 F-7-19 F-7-25	LG1A	2.3.2	Enroll As Group Provider	Enroll Provider	EE06	CHAMPS_MICLOUD-STC-PE-LG1A-UC2.3.2- Enroll As Group Provider
PE22	F-7-15 F-7-19 F-7-26	LG1A	2.3.3	Enroll As FAO Provider	Enroll Provider	EE06	CHAMPS_MICLOUD-STC-PE-LG1A-UC2.3.2- Enroll As FAO Provider
PE21	F-7-15 F-7-19 F-7-27	LG1A	2.3.4	Enroll As Contractor / MCO Provider	Enroll Provider	EE06	CHAMPS_MICLOUD-STC-PE-LG1A-UC2.3.2- Enroll As Contractor / MCO Provider

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Figure 3.10.2-61. Sample Traceability Matrix. This matrix shows how requirements are tracked to completion from initial definition through testing to confirm all are met. Note: Requirement text has been redacted from this sample.

In keeping with Team CNSI's quality assurance standards, all new test cases undergo formal peer review. During peer review, each test case is reviewed in detail to ensure that the test steps, input conditions, output, and validation points are correct. Reviewers include Team CNSI members from quality assurance, development, and functional areas. The peer review process minimizes the risk of misinterpretation of use cases as the test cases are predominantly based on the use cases.

Test Reporting

Team CNSI has adopted a JIRA Platform for both Defect and Test Case Management. As a result, DPHHS can select the standard score card, timing and detail that will be presented. Team CNSI will then

set up an automatic refresh of the score card minimizing manual intervention and improving the accuracy of test reporting. Although standard score cards are typically distributed to development team leads, test team, and project management staff, they can be distributed to any other key stakeholder as preferred by CPHHS. The test progress report summarizes activities that have taken place during the test phase as well as the status of defects.

A test progress report is generated once system testing begins and represents the progress of testing. The report contains two sections. The first section provides information for the current week being reported. The second section of the summary report provides cumulative (to date) summary statistics. The metrics available in both sections are reported by functional area with clear identification of the risks associated with each. Presenting the report in this manner, with historical weekly information and totals, may assist management in identifying any patterns in weekly and overall activity that may be used to make decisions regarding the project.

Team CNSI tracks the number of executed test cases. This allows the test team and project management to more accurately predict test case coverage and predicting the completion of execution. Low execution rates may indicate a problem with typical factors such as: a) Environment Stability, b) Comprehension of the software being tested, or c) Completeness of software delivery.

Team CNSI also tracks the number of test cases being passed each week by comparing pass rates to execution rates, which provides an indicator of the quality of the software. This is measured over the entire scope of the project or within individual business areas. Pass rates provide a measure of software quality derived from the defect tracking system. Team CNSI follows a stringent process for creating and tracking defects. This process ensures that all defects are tracked to resolution and determines if the criteria for completion of a testing milestone have been met. The defect tracking process is documented, in detail, in the test plans.

In addition to providing defect reports, Team CNSI provides DPHHS with training and access to the Jira defect repository. Team CNSI can create customized reports or new testing reports at DPHHS’s request, either on an ad hoc basis or as part of the regular reporting cycle throughout System and UAT testing.

Summarizing and Reviewing Test Results

Team CNSI conducts multiple rounds of Iteration Testing, System Testing, and Regression Testing to correct defects discovered during testing. Once all test cases for the phase have met the acceptance criteria for exiting the test, a final assembly of all test results is created to demonstrate to DPHHS that the test has been completed successfully. Team CNSI submits all test cases and test scripts as part of the Test Results report.

Team CNSI creates a test results acceptance criteria document. This project artifact details the form and content of the test results delivery, which ensures a smooth delivery and assurance to DPHHS that the delivery itself meets their expectations. An outline of test results acceptance criteria is included in Figure 3.10.2-62.

Criterion	Description of Acceptance Criterion
Criterion # 1 Summary Test Results Report	Title Page Approvers Page Revision History TOC Preface (Purpose, Audience, Scope, Organization, Reference documents) Executive Summary Description of the test results report How to read the test results report Acceptance criteria for approving the test results from the Test Plan

Criterion	Description of Acceptance Criterion
	Test Results Summary Table Total Test Cases Executed Total Test Case Passed (P) Total Test Cases Failed (minor Severity 4/5 defect) Total Test Cases Failed (Severity 3 defect) Total Test Cases Failed (Severity 2 defect) Total Test Cases Failed (Severity 1 defect) Test Start Date & Test End Date Tests completed by (list of testers involved) Defect Summary Table Defects Opened/Closed by Severity Appendix A Test Case Result Tables which contains the test case #, the result, Defects addressed and Engineering Change Requests.
Criterion # 2 Test Results Evidence	Delivery of Test Cases and corresponding results Test Case formats to be included are: Test Cases (includes traceability mapping to requirement) All Test Cases to include detailed descriptions of input values used All Test Cases have a description of the test case within the name

Figure 3.10.2-62. Test Results Acceptance Criteria. The test results acceptance criteria document will ensure a smooth delivery and assurance to the State that the delivery itself will meet their expectation.

TEST05

The Contractor shall provide sufficient environments and resources for the following:

- Synchronize the software and the data from the production environment and testing and impact analysis environment at a minimum on a quarterly basis or at the discretion of the Department.
- Synchronize the software and the data from the production environment and training environment following software deployments.
- Provide a fully functioning online test environment, which includes batch and online programs, files, and supporting systems.
- Provide technical and functional support to create and analyze "what-if" scenarios and compare results between scenarios in the impact analysis environment. Provide an analysis of outcomes in impact analysis environment and another environment, such as production or test.
- Provide State, Contractor, and IV&V staff a minimum of read-only access to all environments and tools.
- Provide sufficient resources to support the execution of automated regression testing.
- Provide comparative analysis support of regression testing results.
- Conduct testing of approved system configuration changes, corrections or enhancements or before implementation.
- Allow Department resources and contractors designated by the Department to create and edit appropriate data to support testing efforts, including provider, member, and reference data.

Following solution deployment, Team CNSI will maintain the environments and resources necessary for

[REDACTED]

TEST06

The Contractor shall ensure, in order to release code to UAT or production, it must meet the minimum acceptable defect levels:

- a. Critical: 100% have been resolved.
- b. High: 100% have been resolved.

Team CNSI has robust test entry and exit criteria for each layer of testing. Prior to promoting code to the UAT environment, Team CNSI verifies that the test exit criteria for system testing is met. We also verify that the test entry criteria for UAT has been met. We follow the same process for post-deployment code promotions from the lower system test environment to the UAT, training, and production environments. Team CNSI has provided a summary of the test entry and test exit conditions we monitor later in our response to this requirement.

Prior to deploying code to UAT and Production, Team CNSI must meet the exit criteria listed below.

- All Severity 1 (Critical category issues/bugs) must be fixed and resolved and regression tested successfully
- All Severity 2 (High Category issues/bugs) must be fixed and resolved and regression tested successfully

As noted in the introduction to this response section, all defects are recorded in Jira are assigned a defect severity level. For ease of reference, the defect severity levels are defined in Figure 3.10.2-63. Defect

resolution SLAs will comply with the response time described in the RFP. Team CNSI will collaborate with DPHHS to ensure all defects are correctly classified and prioritized to ensure predictable delivery of defect the defect backlog.

Defect Severity	Defect Severity Description
Severity 1: Very High	Results in a complete System outage with no workaround. Action results in a system crash or in damage to data, such as wrong results or a loss of data.
Severity 2: High	System functionality is degraded with severe adverse impact to the user and there is no effective workaround.
Severity 3: Medium	System functionality is degraded with a moderate adverse impact to the user but there is an effective workaround.
Severity 4: Low	The actual results have a user inconvenience or other minor inconvenience, such as typographical errors, or alignment errors, or extra steps are needed to complete function. These include all other discrepancies, spelling errors, or minor/trivial errors.
Severity 5: Documentation	All documentation defects that do not require system changes because of the documentation update.

Figure 3.10.2-63. Defect Severity Definition. Team CNSI will assign every defect with the defect severity level based on these definitions.

Test Entry and Exit Criteria

Entry and exit criteria for each test phase and release is listed in Test Plan. At the start of each test phase, a Test Readiness Review (TRR) is conducted with DPHHS to document the project’s readiness to begin testing activities for that phase. Each phase of test has a unique checklist that includes some common entrance criteria for testing.

Entry Criteria: Figure 3.10.2-64 lists the base entrance criteria for each phase of testing.

Iteration Test Entrance Criteria	System Test Entrance Criteria	User Acceptance Test Entrance Criteria
Review of the Test Plan specific to the Iteration Test phase has been approved	Review of the Test Plan specific to the System Test phase has been approved	Review of the Test Plan specific to the UAT phase has been approved
Defect tracking system (Jira) configured	Defect tracking system (Jira) configured	Defect tracking system (Jira) configured
Environment readiness review completed (Iteration)	Environment readiness review completed (System)	Environment readiness review completed (UAT)
Detailed System Design Document approved for all business area	DSDDs approved for all business areas	DSDDs approved for all business areas
	Iteration test completed	System test completed
	Converted data available in environment	Converted data available in environment
		Results for System test have been submitted to DPHHS

Figure 3.10.2-64. Entrance Criteria for Testing. The entrance criteria for each test level helps to ensure the project’s readiness to begin testing activities for that phase.

The Test Plan outlines any additional criteria required for each phase of testing, including considerations for any elements unique to the DPHHS implementation of the MT CPMS solution.

Test Exit Criteria: Exit criteria are used to establish when testing activities are completed for a given test phase. As testing progresses through each phase, the level of quality is increased, and the corresponding exit criteria become more stringent. Figure 3.10.2-65 shows the exit criteria for each test phase and the severity level of open defects permitted at the end of each testing phase.

Iteration Test Exit Criteria	System Test Exit Criteria	User Acceptance Test Exit Criteria
All planned Iteration test cases are executed and a pass or fail determination has been established for each	All planned System test cases are executed and a pass or fail determination has been established for each	All planned User Acceptance test cases are executed and a pass or fail determination has been established for each
No Open Severity One Defects	No Open Severity One Defects	No Open Severity One Defects
No Open Severity Two Defects	No Open Severity Two Defects	No Open Severity Two Defects
Severity Three Defects are mitigated based on the grouping along the business process end to end	Mutually agreed up on number of open severity three defects permitted provided there are work around and system can still be used.	Mutually agreed up on number of open severity three defects permitted provided there are work around and system can still be used.
	No open severity two and one defects permitted	No open severity two and one defects permitted
	Results gathered and deliverable prepared for delivery to DPHHS	Results gathered and deliverable prepared for delivery to DPHHS

Figure 3.10.2-65. Exit Criteria for Testing. By defining exit criteria for each test level, Team CNSI documents the project’s progress to move to the next phase of development or deployment.

TEST08

The Department plans to perform UAT on all software releases as part of the contract. The Contractor’s approach to establishing testing environments should not impact the Department’s ability to conduct continuous UAT in a separate, dedicated environment.

Team CNSI will establish a dedicated UAT environment along with a System Integration Environment at the beginning of the SDLC. Once deployments are certified by Team CNSI, builds will be available for deployment into the UAT Environment. This will require support of the UAT environment and will collaborate on a release management plan for defect fixes, planned outages, plan major deployments. As a part of the support, defect fixes will be tested in our QA Environment before being promoted to UAT to ensure a natural progression of code.

DPHHS may use this environment to perform acceptance testing. The environment will be up from 7:00 a.m. to 7:00 p.m. daily Mountain time, from Monday to Sunday except for planned outages approved by the State.

TEST09

The Contractor shall facilitate UAT as follows:

- a. Provide test cases and scripts from previous test levels.
- b. Assist the Department in developing UAT test cases.
- c. Provide a dedicated UAT environment to the Department and maintain the environment as needed to support continuous UAT throughout design, configure/build and testing.
- d. Refresh data, execute processes, and migrate releases or code fixes as requested or on an agreed-upon schedule.
- e. Provide test data.
- f. Provide a mechanism for the Department to enter defects into the online defect-tracking tool.

Team CNSI will provide DPHHS all the test cases and scripts that were created and utilized during system testing, integration testing, E2E testing, and regression testing. Most of the test cases are reused from evoBrix X base solution testing. Some are developed specific to gaps identified and configured specific to the MT CPMS project. The State can leverage these already created test cases rather than having to create them from the scratch. Team CNSI will also help the State in creating new UAT test scenarios that the State identifies to verify their requirements are met.

As previously noted in our response to requirement TEST02, Team CNSI will establish a dedicated UAT environment a month before the UAT start date. The UAT environment will be configured with converted data and code that has been promoted from system testing. The UAT environment will be maintained to ensure that it closely parallels the production environment. After go-live, UAT code and data updates will be conducted in accordance with a State-approved schedule. Data is refreshed with production data on a mutually agreed upon timeline. The UAT environment will be maintained through the end of the contract.

Team CNSI will incorporate converted data into the UAT Environment for use by DPHHS to perform use acceptance testing as needed.

As previously discussed in our response to requirement TEST06, Team CNSI uses Atlassian's Jira to record defects as well as Test Management (test case execution). This tool facilitates submission of defects and tracking them to resolution as well used as single repository for test case construction and execution. Jira is used to capture defects or errors found in deliverables, documentation, and software that are under test. Test Cases executed in the Jira Plugin (TM4J) will allow a natural linking of the failed test case to a defect. This will allow for accurate reporting on defects impact software quality and test case coverage. Jira provides defect reports throughout the entire test life cycle. This tool, and the process governing its use, allows Team CNSI and DPHHS to organize and automate the process of submitting, assigning, tracking, releasing, and testing defects until they are closed. Jira's built-in reports deliver real-time, relevant information in a convenient format and convenient location. These reports provide clear visibility into project progress. Jira provides reports that show statistics by person, projects, versions, or other fields within issues, and custom reports can be created in Jira if required by DPHHS.

Team CNSI will provide access to the JIRA Platform for the State User Acceptance Testers to log in defects or issues uncovered during UAT of Team CNSI's MT CPMS solution as well as review and re-use Team CNSI test assets as needed.

TEST10

The Contractor shall provide Department resources or their designee access to test cases, test results and defect tracking via online tools. The Department reserves the right to inspect artifacts and results at any time.

Team CNSI will store all test assets, test cases and test results within our online Jira Platform (JIRA / TM4J) along with automated, predefined score cards. DPHHS resources or their designees will be provided access to the Jira Platform to access the test cases, defects, test scripts and test results. Test Results Reports are formal deliverables presented to DPHHS for review and approval as a part of the MT CPMS project execution.

As previously noted in our response to requirement TEST09 (p. 445), DPHHS will have access to Jira to review reported testing defects to reconcile the Test Results Report defects and the defects logged in Jira.

TEST11

The Department reserves the right to conduct independent testing of the solution at any time. The Contractor must cooperate with the Department or its designee, and provide environments, data, and technical support for independent testing.

DPHHS will be provided with a dedicated UAT environment along with the System Integration Environment at the beginning of the SDLC. Once deployments are certified by Team CNSI, builds will be available for deployment into the UAT Environment. The environment will not be loaded with system tested code and converted data until the test exit criteria has been met for system testing. Testing of Team CNSI's MT CPMS solution cannot begin until these milestones have been met. Team CNSI has committed to providing a sandbox environment early in the project to allow State users to familiarize themselves with the interface and system functions. The State can perform independent testing in the UAT Environment at any time with the understanding that it represents the base evoBrix X and not the configured MT CPMS solution.

Once UAT is established, Team CNSI will maintain and support the environment until the end of the contract to make sure State has access to it to test the system at any point of time. Team CNSI will support DPHHS with UAT test data and technical support to perform UAT throughout the length of the contract.

TEST12

The Contractor's testing environments shall be sized to be capable of mirroring the production System in its infrastructure, files, databases, processing, and reporting.

Team CNSI will build a QA Environment, which will enable the execution of System Test and Regression Test Events as well as a User Acceptance environment with: a) the capacity enough to hold at least one-years' worth of production data to replicate and mirror production system, b) integration points to ensure inbound / outbound data exchange, reporting, and c) overall application integration.

Data in these test environments will be refreshed at mutually agreed upon intervals to bring the data in line with the production data. The test environments will have all the capabilities of generation letters and reports, receiving inbound interfaces and transmitting outbound interfaces just like the production environment.

TEST13

The Contractor shall work proactively with the State's designated testing resources to review all test results and provide the necessary system and functional information to create verification procedures and user acceptance test cases.

As DPHHS resources or their designees will be provided access to the Jira Platform where they will have access all test cases, defects, test results to review. Having access to the same versions in a single platform reduces data synchronization issues as well as provides more specific results as needed by DPHHS.

Team CNSI and the DPHHS designated testing resource will extract the necessary system and functional information from Team CNSI's test assets in JIRA to collaborate in the development of detailed verification procedures needed to establish UAT test cases. Because UAT is a shared responsibility between DPHHS and Team CNSI, a high degree of collaboration will be needed. In our previous evoBrix-based solution implementations in Michigan, Illinois, Washington and Utah, the states relied heavily of the Team CNSI's test cases to develop their UAT test cases. Team CNSI will support DPHHS to develop appropriate test cases for additional test scenarios defined by State testers.

TEST20

The Contractor shall ensure that the Project Work Plan allocates sufficient time to the State's user acceptance testing activities relative to the detailed scope of work, requirements and gaps, the number of manually executed test cases, and the complexity. of module integration. The Contractor' will be responsible for extended user acceptance testing if the proposed testing duration is not sufficient for the State to validate the module.

During initial planning for the MT CPMS project, Team CNSI will work with the State to develop the UAT schedule. As noted previously, the team having responsibility for operating the solution will perform the related UAT activities. DPHHS will be responsible for testing the claims processing, maintenance, management and both provider and security administrative activities as defined in the agreed-upon UAT schedule. There are coordination points between our UAT test activities throughout the UAT test period.

The MT CPMS project is an SCI implementation rather than a DDI implementation. The evoBrix X MT CPMS solution will be configured from working production system code in use in Michigan, Illinois, Washington, and Utah. The base code is the same as the CMS-certified systems in operation in Michigan and Washington with minimal change tailor the evoBrix X solution for DPHHS. Owing to both the short implementation time frame and the reuse of existing code already in operation in other states, the time required for UAT will be proportional to the changes being made to address DPHHS gaps, and regression testing, rather than testing the entire system as we would need to do with a conventional DDI project.

Team CNSI will work in collaboration with DPHHS to scope and plan the UAT effort in accordance with the schedule and to help the State to develop its test cases and test data to support completion of UAT within the planned timeframe. Should the State require additional time to validate the module, it will be managed as a standard change request to the schedule and will follow the agreed upon change management process to make any necessary adjustment to schedule.

TEST22

The Contractor shall plan and execute testing for all inbound and outbound interfaces, ensure accurate and secure data transmission between the contractor's solution and the State's Integration Platform and coordinate with external entities as appropriate.

Team CNSI’s test plan does plan for all the interfaces testing that are applicable for the MT CPMS solution. All sources of inbound interfaces and outbound interfaces are identified, and a secure mechanism for exchanging data between the solution and the ESB will be established contacting the relevant stakeholders.

Interface testing is typically executed as a part of the System Integration Phase after making sure the core system is working as per the requirements. Interface testing involves receiving and sending files between the MT CPMS and other State agencies and organizations. This phase of testing requires careful coordination with the other State agencies and organization to make sure they are ready to test.

For the State reviewers’ convenience, we repeat the following content on Interface Testing previously shown in our response to requirement TEST02 (p. 430).

Interface testing is a critical element of System testing. The goal of Interface testing is to verify a successful transfer of data to entities external to the MT CPMS solution and verify that the data are properly interpreted by the receiving system. Team CNSI understands the complexities of Interface testing. We work collaboratively with DPHHS to engage the external partner agencies and establish an approach for completing Interface testing prior to the start of System testing. Some of the key considerations for the Interface Test Plan include:

- Identify key parties to complete the test activities for external interfaces
- Determine the availability of both human and computing resources for System Testing
- Identify the sequence of testing to be completed
- Coordinate common data that may be required to successfully complete the test
- Verify network connectivity has been established prior to conducting any test activities
- Test each interface completely, exercising all message protocols and responses, and capturing evidence of testing to include the files and messages used in testing, the operational reports, and the error messages and measures
- Test each interface to verify the data generation (outbound), transmission, and processing (inbound) can be completed per the design of the evoBrix X as configured for MT CPMS solution

Figure 3.10.2-66 shows the common elements in each interface. During Interface testing, Team CNSI tests these common elements to ensure that they perform as expected.

Common Element	Description
Event Trigger Handling	Events to trigger interface processes (i.e., When an event occurs, the trigger for the interface is tripped, and a response is initiated.)
Validating	Routines to validate the interface data and protocol structure and to ensure that they meet expected content and structure
Logging	Routines to record critical events and activities for the interface
Reporting	Routines to collect statistical information for reporting (e.g., number of times an interface is used, total number of errors, total amount of data transmitted)
Process Management	Routines to start and stop external programs that are used as part of the interface specification (e.g., secure File Transfer Protocol (FTP))

Common Element	Description
Error Handling	Routines to handle error conditions (e.g., logging the error condition and repeating a request for information when a timeout occurs)
Status Monitoring	Routines to continuously monitor the status of an interface connection

Figure 3.10.2-66. Common Elements of Interface Testing. These common elements have become part of Team CNSI’s repeatable standard interface testing process.

Interface testing is considered complete when Team CNSI has executed all the interface test cases during system test and has validated the following with the external interface owners:

Outbound Interface (evoBrix X Source, Identified Application as Target):

- Transactions are executed to applicable status within evoBrix X
- Outbound Interface is triggered successfully
- Outbound Interface (Number of Transactions) equal expected transactions executed
- Data Mapping / Transformation is validated and confirmed
- Confirm acceptance of interface to target application

Inbound Interface (Identified Application as Source, evoBrix X as Target):

- Inbound File is uploaded to evoBrix X
- Record Number on File is the same as Records taken from evoBrix X
- Inbound Data maps or translates correctly to evoBrix X databases
- Data presented as a result of inbound interfaces can be successfully leveraged

TEST23

The Contractor shall coordinate with the Department, Systems Integrator, and specific module component vendors to conduct integration testing.

Team CNSI will identify all the agencies and organizations engaged with DPHHS in the implementation of the MT CPMS solution. This includes all data exchange partners and system integrator who send data to, or receive data from, the MT CPMS solution.

During system test and integration test planning, Team CNSI will identify all the dependencies and make sure they are entered in the schedule as a task with due date. Team CNSI monitors the planned activities against the schedule to make sure all dependent tasks are complete prior to the start of system and integration testing.

Prior to System testing and UAT, Team CNSI will work with DPHHS and the module component vendors refine the schedule for conducting integration testing. As a part of the activity, Team CNSI will also confirm the sequence and scenarios that need to be tested as a part of the integration testing. The schedule is reviewed by all the stakeholders and baselined before execution. The schedule is revised and adjusted during execution based on the need of the project. Standard project change control will be applied in the event of a significant change – in this context, “significant” defines a change to scope or schedule that puts the phase or project completion date at risk.

3.10.2.7 Training

The Contractor shall provide training staff to develop, organize, lead, and conduct training and education activities (e.g., provider, state staff, and state designees) as defined by the Agency. The Contractor must provide training to achieve an understanding of the new system, services, or release. Additionally, the Contractor must provide initial and ongoing training on the Claims Processing and Management solution. The training should be configurable for diverse groups of users based on their role (e.g., administration, State staff, providers). Users must become proficient in using and viewing information in the Contractor's solution in order to ensure effective and efficient business operations and service delivery. The Offeror must describe in detail their approach to meet each of the Training requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

Effective, timely, user-focused training on Team CNSI's CPMS solution drives efficient implementation of the Core Claims module aligned with Agency schedules and requirements. Such training must reinforce the State's strategies for developing and integrating the evolving MPATH platform, while also preparing users to become proficient in our solution's operation and functionality.

Team CNSI brings extensive and proven training expertise across multiple deployments of our solution in the state environment including the States of Michigan, Utah, Arizona and others. For example, in the state of Washington, CNSI provided ILT-based training to approximately 1200 state workers and stakeholders. In Utah, CNSI delivered ILT and e-learning courses through several product releases to 120 state workers, followed by similar training to this group on the cloud-based version of our solution. In Arizona and Hawaii, we provided instructor led UAT training to 25 trainees.

The Team CNSI Advantage

Our MT CPMS training prepares State participants for timely, efficient solution implementation.

- Range of blended learning approaches, enabling training to be tailored to user/learner needs
- System experts deliver "hands-on" skill development with trainees, sharing knowledge that accelerates readiness to use the evoBrix X CPMS solution
- Courses and curriculum leverage feedback and lessons learned from prior training services provided to 2 large scale federal projects in 5 states
- Proven processes to coordinate with State officials and users about their learning objectives, delivery preferences, schedules, follow-up requirements

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As we have seen in these states, transitioning from a well-established legacy environment to a modular, multi-vendor environment is successful only when training is appropriately targeted, delivered, and verified. Our training approach is an integral part of the implementation and deployment process. Further, training must be part of the State's coordinated organizational change management (OCM) efforts, and Team CNSI has experience working with states in support of these efforts. The training we provide helps to increase the rate of adoption, and reduce issues and stress, both on the individual and the overall system, that often is associated with migrations of this magnitude. By aligning our training with the State's OCM efforts, we have found that users more rapidly adopt the solution, and the productivity dip often associated with change efforts is dramatically reduced. This enables a seamless transition to the new system, while leading to faster realization of improved business outcomes. By supporting the management of change, our training services help people adapt to their new operating reality.

While OCM efforts are in the domain of the State, Team CNSI considers OCM best practices in the development of our targeted learning programs. We partner with the State to help identify and align the right resources, develop best-practice learning strategies, and effect change. Training prepares people to use new systems, while OCM prepares people through readiness activities, including a focus on adopting business process change identified throughout the project.

Team CNSI has a core set of training and materials that are applicable to implementing all types of new IT solutions. Moreover, our training is adaptive to specific learner groups. For example, in providing training to staff performing User Acceptance Testing (UAT), we revise our educative approach and materials to align with findings from earlier solution testing. The result is that testers receive the benefit

of lessons learned during prior UAT sessions, to support their specific curricula and reference materials that accompany the training services. Figure 3.10.2-67 presents an example of a Government Acceptance Testing Quick Reference guide, used to support an understanding of test case processes and procedures.

Timing of training delivery is critical. A very early start leads to learners forgetting; a very late start causes anxiety which impedes effective learning. Team CNSI uses a training project plan and calendar in conjunction with training curriculum to organize and schedule courses included in the approved training plan.

We collaborate with DPHHS to further tailor the suite of learning objectives and arrange them into sets of classes with targeted participants, recommended delivery methods, and recommended timing based on role and responsibility.

The success of training is based on the implementation of a blended learning approach that is systematic and comprehensive. The approach incorporates synchronous and asynchronous learning formats, such as eLearning and Instructor Led Training (ILT) for Train-the-Trainer (TTT). The recommended training delivery for the MPATH project is a blended approach of ILT, computer based training, and online help. Team CNSI provides the MT CPMS project with base materials of evoBrix X functionality using the appropriate learning formats developed specifically for the evoBrix X solution offering.

Our evoBrix X solution is designed to be easy to learn and use. Once initial positive momentum is achieved through a basic understanding of the system, users are soon able to navigate and use features that are consistent throughout the system. This training will provide stakeholders with what they need to use the system confidently. In addition, Team CNSI will provide documentation such as quick reference guides, FAQs, and other helpful materials organized by procedures and roles to facilitate use of the system. The procedures presented in the training materials are formatted as job aids that provide end users with the steps needed to complete procedures appropriate for their respective role. The classes and activities in the training material make it very easy for users to understand how the system can help them complete their jobs.

As shown in Figure 3.10.2-68, we organize a Training Matrix that documents training planned for different

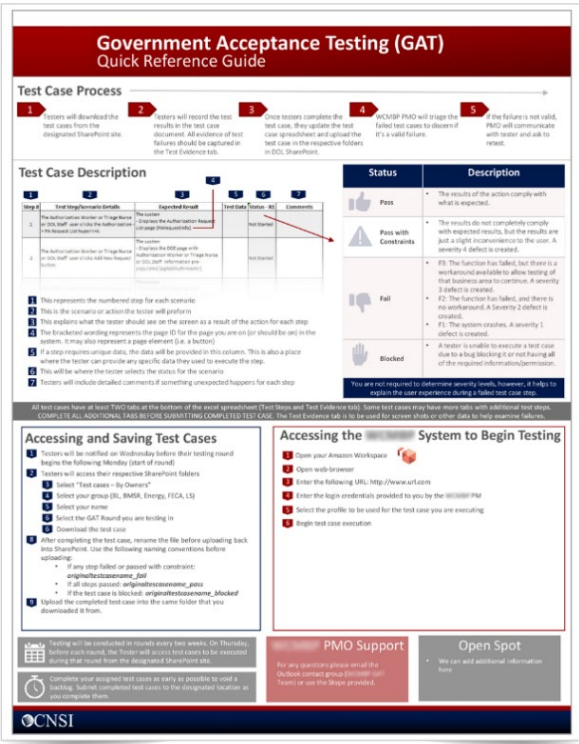


Figure 3.10.2-67. Sample Quick Reference Guide for Government Acceptance Testing. We support UAT with helpful training aids.

“

I really enjoyed this training and feel comfortable with presenting the materials. I feel that the activity where we taught a portion of the slide deck was useful and a great experience. Thank you!”

— AZ State Employees

”

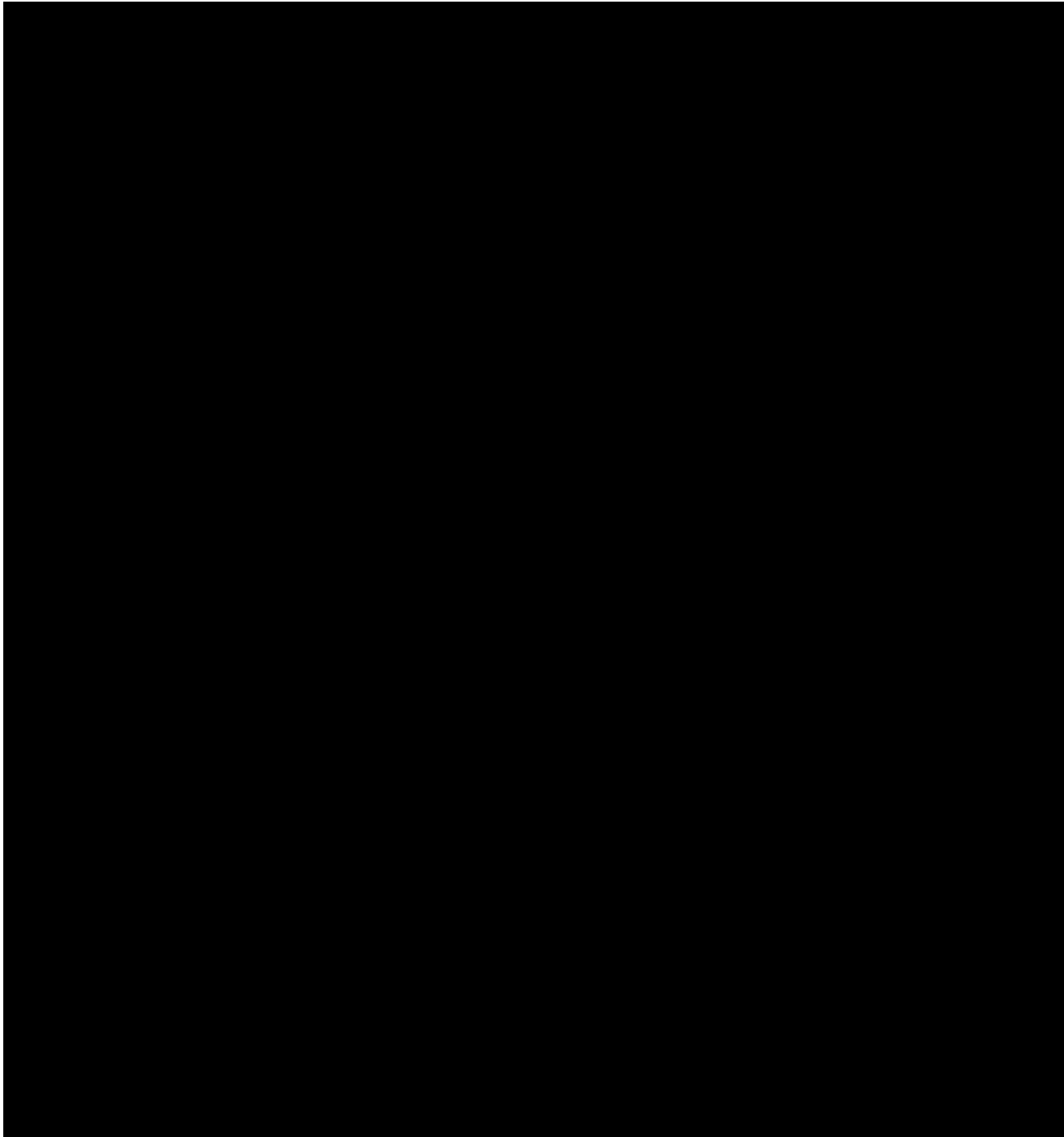
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user roles, job functions and stakeholder types. The matrix guides our training design and implementation, enabling CNSI to effectively tailor the learning experience and delivery strategy to the audience receiving it.

[illegible]

Figure 3.10.2-68. Training Matrix. We document the types of training to be delivered to different system support functions.

Our ability to tailor a training approach successfully to meet State customer needs and requests is represented in the Case Study shown below in Figure 3.10.2-69.



TRN01

The Contractor shall provide technical training to agency project resources and designated contractors to develop an understanding of how to monitor the system using available tools and dashboards while leveraging technical and functional documentation and/or reports.

Team CNSI will provide technical training to assist stakeholders to perform system utilization and monitoring responsibilities using available tools and reporting capabilities (see Figure 3.10.2-70, pages 454-455). Team CNSI will collaborate with State and project resources to establish the scope of training

required and incorporate it into the Training Plan deliverable. The training plan deliverable will include all training to be conducted on the project, including system monitoring.

Included in our MT CPMS solution is HealthBeat. This tool provides a robust, automated framework to extract, analyze and report data from diverse business processes into a centralized enterprise service” dashboard”. HealthBeat enables near real-time access to workload and system performance information and provides transparency to IT operations management and the enterprise-wide business. For the State, learning to access HealthBeat’s specialized and customized data offers users access to valuable information and enhanced reporting efficiencies.

TRN04

The Contractor shall update training materials when changes occur.

A critical success factor for any initiative is the ability to successfully identify and manage change. Team CNSI will work with DPHHS to assess the impact of changes to the system and supporting State-led OCM processes established for the project. One of the necessary elements to be considered with any change is the level of training that may be required to accompany changes to the system. When a change is identified and introduced through the change management process, Team CNSI will assess each aspect of the change’s impact to the environment including the impact upon communication, training, and publications related to system functionality. The change management process and the training plan will be used to coordinate timing and approvals that verify changes required to artifacts are updated to coincide with approved system functionality changes.

For updating and tailoring the base training materials or developing new modules beyond the standard package, CNSI follows an agile blended-learning approach called the Successive Approximation Model (SAM) to guide training materials development (see Figure 3.10.2-71). SAM offers an instructional design approach consisting of repeated small steps, or iterations, that are intended to address some of the most common instructional design pain points, like meeting timelines, staying on budget, and collaborating with Subject Matter Experts (SMEs). Another advantage of using SAM is that it allows projects to have agility and flexibility during the three phases. The first is the iterative design phase, allowing all ideas and assumptions to be discussed and prototyped. The next step is the development phase, and the final step is evaluation. Instructional designers and others will continually analyze and evaluate throughout the process. At any point if a change needs to occur, it can happen quickly to limit any risk of running out of budget or time, which allows higher flexibility in utilization of resources during development.

CNSI uses the agile SAM iterative design and development approach to get State feedback at every phase and implement it before moving on to the next phase. The figures below show the SAM Development Methodology as it relates to training development.

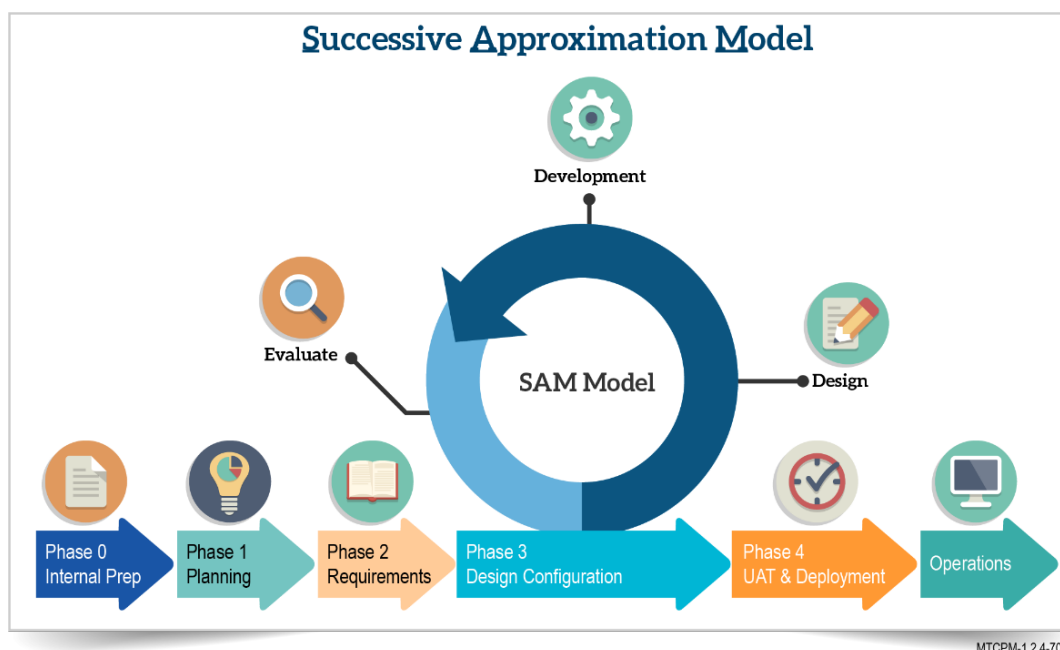


Figure 3.10.2-71. Training Design Method Based on the Successive Approximation Model (SAM) Best Practices. We apply a disciplined sequential process to designing tailored training programs for MT CPSM.

When implementing new functionality and major software releases, Team CNSI evaluates the impact of the changes in the content of existing training. Team CNSI plans for the time and resources necessary to adjust existing training or construct new training materials. After this plan has been approved, the updates to the training will occur.

As new training content is developed, Team CNSI plans time and resources to carefully evaluate all new training material. Progress in each area is tracked and documented – including authoring, peer reviews, approvals, and delivery formats. Figure 3.10.2-72 illustrates a portion of that continuous tracking.

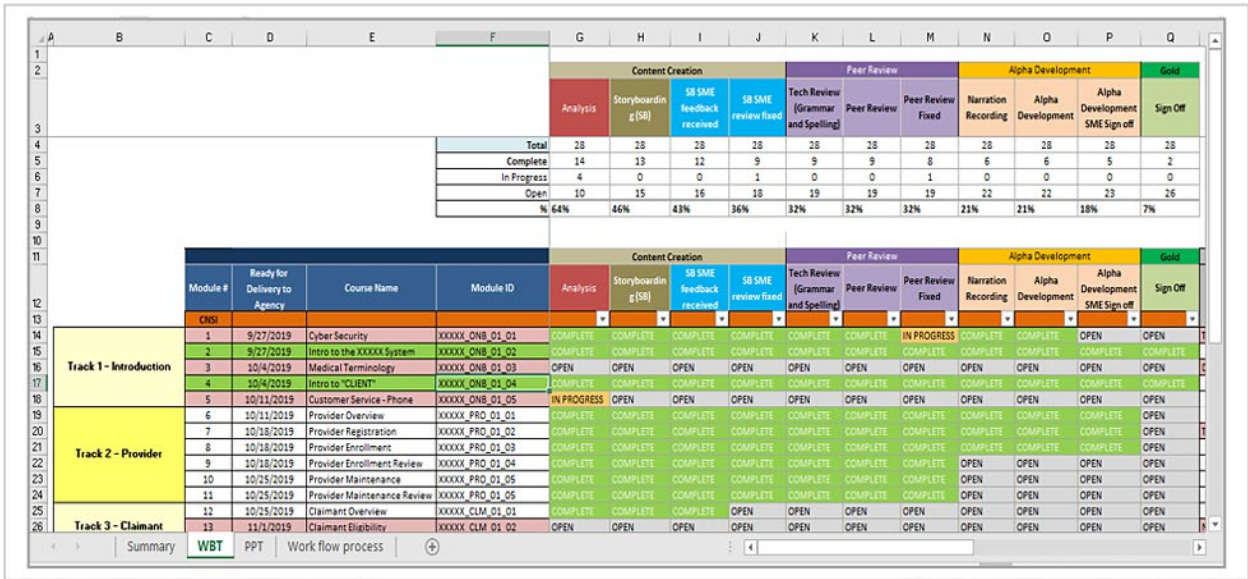


Figure 3.10.2-72. Training Production Cycle Dashboard. We track the development of content to be delivered in training programs, ensuring that this effort aligns with the overall Training Schedule.

TRN05

The Contractor shall collaborate with the agency to finalize a training schedule.

Team CNSI will collaborate with DPHHS’ Change Management team to develop and maintain a training schedule that will ensure training is timely and pertinent to the roles being performed and meets the needs of the stakeholders. The training plan is a dynamic document that is revised and updated frequently as the project progresses through its lifecycle. As with our entire approach to project management and implementation, we collaborate extensively with the State on training schedules, recipients, and curriculum designed to address users’ learning needs. Such collaboration activities can include:

- Convening meetings with State with an agenda focused on planning the scheduling and logistics for implementing training, to coordinate:
 - Number of training sessions needed to cover the State’s user population
 - Delivery strategy
 - Training locations
 - Length of training
 - Approval timeline for training content and materials

- Following up with regular communication about training scheduling plans with the State-designated training liaison(s)
 - Scheduling specific training dates and venues
 - Preparing communication with training participants about the upcoming scheduled training
 - Coordinating with venue stakeholders as needed on training schedule and facility needs

Our approach to establishing a training schedule is to fully align with MT CPMS project implementation phases. We deliver training in a linear progression beginning with a high-level overview of the DPHHS solution and moving into participants’ respective roles and responsibilities. Each course in the training curriculum can be arranged to build on the courses before it until all skill and knowledge targets for the given roles and responsibilities have been attained. Once the curriculum is set, we work with DPHHS to align the training calendar with the project schedule to deliver “just in time” learning that enhance skill development for stakeholders when it is most needed.

The first training content begins with User Acceptance Testing (UAT) Tester training. We then begin implementation training, that is focused on the utilization and monitoring of the system, to the appropriate stakeholders. Finally, during operations, training consist of quarterly updates to training deliverable content that is accessible through the systems Online Help or web portal.

TRN06

The Contractor shall maintain and update the training environment with training data to use during user training.

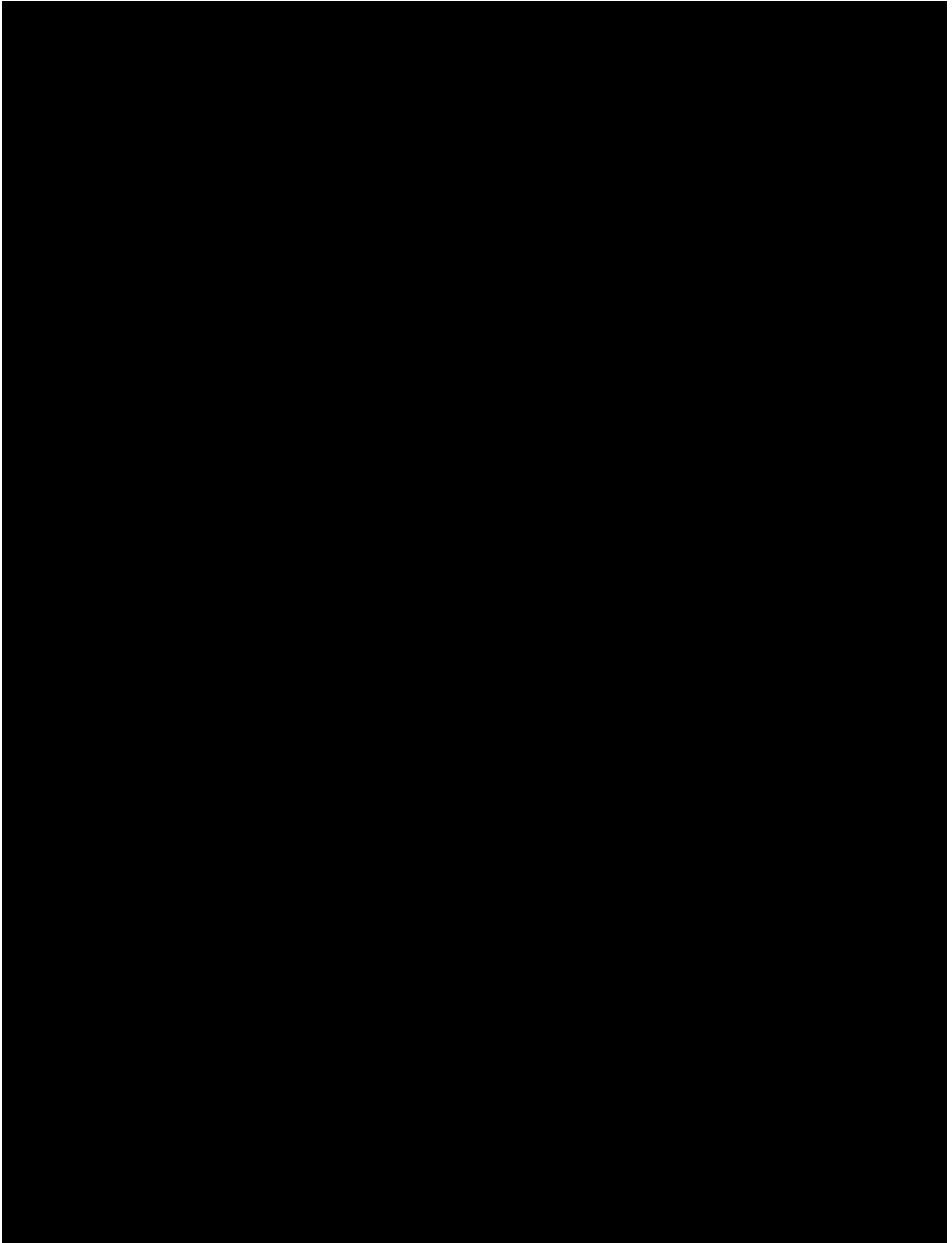
Team CNSI will work with DPHHS Change Management team to establish a training environment utilization schedule to ensure coordination of the use of the training environment by various stakeholders and to establish support needs for the training environment. Team CNSI has learned through experience that coordination and full collaboration with the State is key to establishing and maintaining adequate support for any environment, including the training environment.

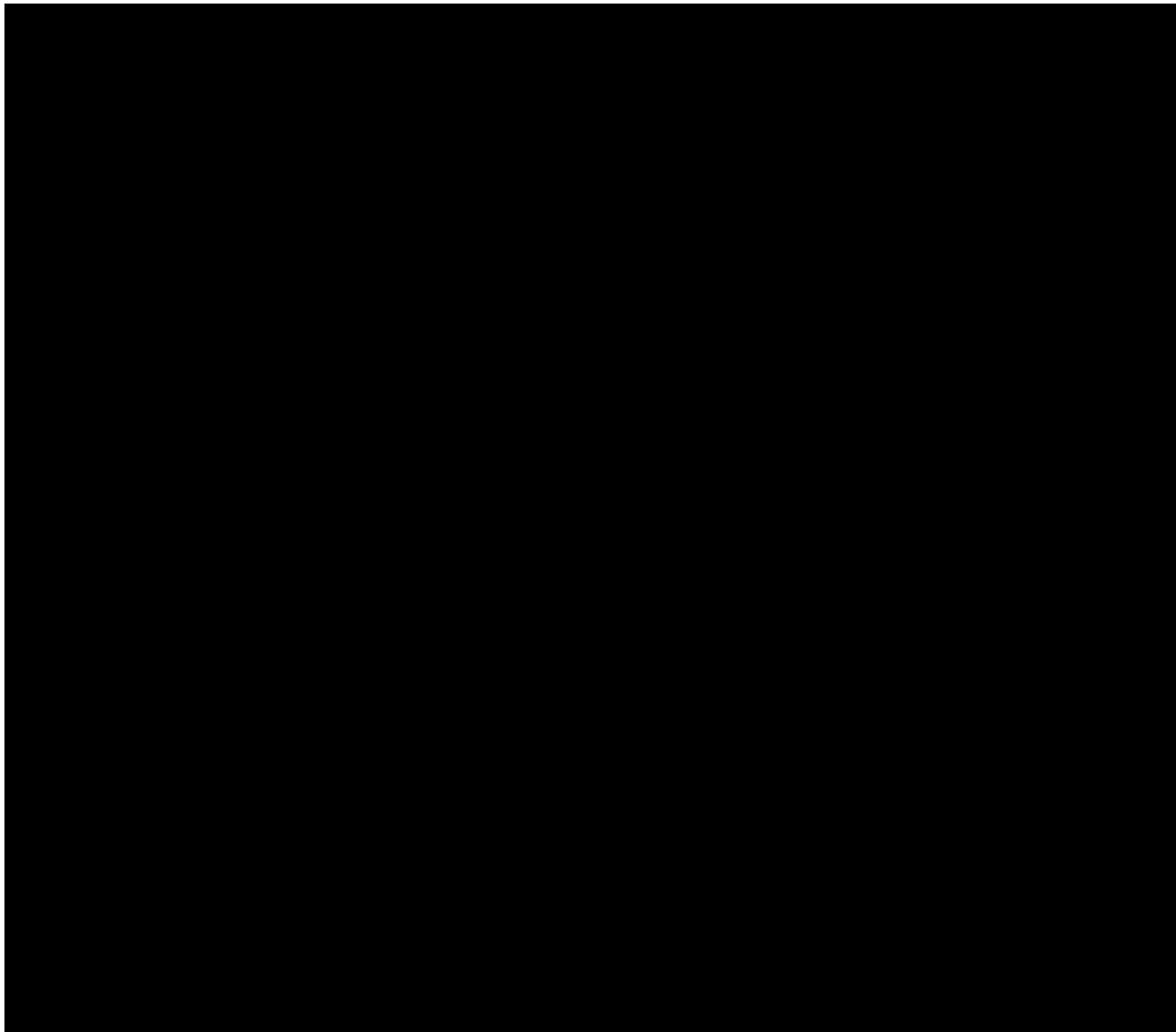
The training environment allows participants to work through a broad range of training scenarios in an environment that looks and feels like the production system. The training environment removes the concern over data becoming corrupted or lost due to training activities. The training environment is refreshed as mutually agreed to ensure that data is available for participant use and to ensure that the training environment accurately reflects changes and modifications made to the MPATH system. A mutually agreed upon schedule and process for resetting the training environment will be established. All data in the training environment is redacted to protect Personally Identifiable Information (PII) and Protected Health Information (PHI). This environment is often used to create training materials.

TRN08

The Contractor shall utilize a variety of delivery methods to best meet the training objectives. Examples include online self-paced training presentations, in-person classroom setting, written material, and demonstrations.

Team CNSI’s training successes are anchored in the ability to deliver the right content at the right time to the right learner. Our approach covers a spectrum of delivery methods to accommodate learning styles, learner locations, and tools/resources available to achieve maximum effectiveness. Figure 3.10.2-73 (p. 459), highlights our best practices delivery methods:





TRN09

The Contractor must provide training necessary to support new functionality and/or major software releases that materially change the user interaction.

Team CNSI will provide the training necessary to support new functionality and/or major software releases that materially change user interaction. As part of our change management process, we determine what aspect of the change impacts the training environment, communication, training, and publications related to system functionality. Updates to training materials are incorporated into the training production cycle (SAM). All supporting communications around new functionality and/or major software releases that materially change user interaction will be provided to impacted stakeholders.

TRN10

The Contractor shall provide training to Agency staff and other designated module vendors on the overall data management strategy and investigating data or process issues related to module integration.

Users who need to investigate data or process issues related to module integration will need to possess background knowledge and skills in the domain. As a result, we will work with DPHHS to identify the data experts and power users who should be candidates for training as opposed to those who can accomplish their analysis using canned reports or simple ad hoc query capabilities available through existing tools.

Data is the lifeline of a Medicaid enterprise and the timely availability of data that is both reliable and secure is key for successful business and technical operations. Team CNSI's evoBrix X solution is designed with a sound data management strategy that is key for managing the current and future data needs of MT CPMS. We understand that it is not sufficient to have a good data management strategy, but also, and more importantly, to be able to provide appropriate role-based access to data for users, encompassing both business and technical communities. This lets them make effective decisions for investigating data or process issues during day-to-day operations. Training and knowledge transfer is designed for specified agency staff to familiarize them with data governance methods and processes to handle the set of systems and applications, interfacing and interoperating both within the evoBrix X solution and with the partner/vendor systems that comprise the broader DPHHS MPATH enterprise. State staff and other designated module vendors will be provided with relevant training and knowledge transfer to understand the evoBrix X models/processes that support data inquiry, data analysis, and ad hoc reporting, as shown in Figure 3.10.2-74.

Knowledge Area	Topics Team CNSI will address...
Data Origin, Collection, and Frequency	- Where does the data come from? For example, from an upstream State-managed system, from another module vendor, from CMS? - What is the mechanism for collecting the data? For example, is the data keyed in through the application screens, received and loaded via a web service or batch interface, received as a paper form that is scanned and loaded? - How frequently is the data collected? For example, is the data created/updated on a daily or weekly basis?
Data Dependency	- Is the transactional/operational data dependent on master/reference data? - How is the master/reference data setup and maintained in the system?
Data Models	- How is the solution structured and configured to address the needs of the users? - How is the data organized? - How are the entities and attributes defined and used? - How are the entities related? - What is the format and size of the attributes within the entities?
Data Usage	- How is the data processed and stored? - In what business processes are the data used? - How is the data transmitted among the various components within and outside the MT CPMS solution? - What should be done when there is an issue during the submission or receipt of a file to/from MT DPHHS? - How can we differentiate between a data and a process issue? For example, a certain field in a file that is in an invalid format could be categorized as a data issue, while a file that has not been uploaded successfully could be attributed to a process issue - a discrepancy in the file exchange.
Data Inquiry	- Can the data be directly accessed in the database and queried? - What tools are recommended for querying the data? - How to develop basic queries to interact with the data in the backend? - How to export the data for analysis? - What are the do's and don'ts while querying the data?

Knowledge Area	Topics Team CNSI will address...
Data Reporting and Visualization	- What are the different types of reports available to users to support agency operations? - Can users create ad hoc reports and visualizations?

Figure 3.10.2-74. Data Management Knowledge Areas. Knowledge areas needed to understand the evoBrix X models/processes that support data inquiry, data analysis, and ad hoc reporting.

TRN13

The Contractor shall provide training and support to State staff and individuals designated by the State (e.g., IV&V, QA/QC vendor), on the use of DDI tools provided by the contractor. This may include traceability tools, document repositories and testing tools.

To ensure a more efficient and effective implementation, Team CNSI utilizes common DDI tools when collaborating with State staff and other vendors. Team CNSI will provide the necessary training for State staff and the State’s designees to function efficiently on the project. Areas typically covered include:

- Project Orientation to Tools and Processes
- Use of Traceability Tools and Methods/Technologies
- Overview of Documentation Repository, Change and Configuration Management
- Testing Tools and Processes
- Records Management

Testing Tools and Process:

From a software quality assurance perspective, the CNSI Team uses automated workflow platforms for both Defect and Test Management as well as industry leading tools for automation. These tools improve deliverable / product quality as well as improve test progressive burndown.

Defect Management (JIRA): Team CNSI uses the JIRA Platform to log, monitor, mitigate, test and close software, document and other delivery related defects.

Test Case Management (TM4): Team CNSI will be using a JIRA Plug-in to integrate test cases with defects. The plug-in will allow Test Engineers to log defects directly from a test case which will be linked to the defects

Automation (Frameworks): Team CNSI plans to deploy our constructed automation framework through UI Levels (Selenium), Service Layer (Soap UI) and Visualization Layer (Applitools). These frameworks will be available for use as needed.

TRN14

The Contractor shall provide training on the system for UAT testers. The Contractor shall provide updated User and System Documentation to UAT testers to support the UAT effort.

Training is necessary to ensure that State staff are prepared to begin UAT and move seamlessly into the operations. The focus of UAT is to verify that the developed product aligns to approved design and meets the business needs for acceptance to go-live. This also builds confidence for the UAT tester, and they show more willingness to use the developed product. UAT is also an opportunity to use the training materials that have been developed. By pilot testing training materials, any critical adjustments can be made.

During implementation training, we have two primary focus areas:

- Training DPHHS facilitators deliver pre-go-live training to providers and DPHHS staff who will be performing specific activities after the system is in operations
- Training the DPHHS and other stakeholders to support UAT activity

3.10.2.8 Implementation

Prior to implementation, the Contractor must demonstrate readiness to implement the solution and to provide operational support and maintenance of the proposed solution(s) for the remainder of the Contract term. The Contractor is responsible for managing the end-to-end implementation of the proposed solution. DPHHS expects the Contractor to help formulate strategies for a successful transition.

DPHHS must formally approve the implementation of the solution based on pre-defined acceptance criteria. DPHHS's acceptance of the solution will initiate the Operations, Maintenance and Configuration phase of the contract. The Offeror must describe in detail their approach to meet each of the implementation and acceptance requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

The guiding principle for a smooth business transition is to ensure coherence between the people, process, technology, and their interrelationships. In addition, timely and effective communication is paramount in smooth business transition. Business transitions face the biggest risk not from the technology changes but, more than likely, from human factors and organizational change issues. There are many moving parts in the transition to operations for people, process, and technology, including supporting organizational change management, infrastructure, application software, updated business processes and training the users, certification readiness, provider outreach, and overall readiness.

For people and process readiness, Team CNSI will use appreciative inquiry. Briefly, appreciative inquiry is the discovery of all the positive elements of an organization. It assumes that each organization has a positive core of strengths that can be tapped. This is typically done early in the change process, by asking unconditionally positive questions that strengthen the organizations capacity to grow to its potential. For example, instead of asking, “What things do we do poorly?” the question might be asked, “What do we do well? How can we expand on this positive characteristic of our organization?” The responses to these questions will be aligned to the upcoming changes. Asking questions that bring out the positive in an organization allows for easier change. Members feel valued and honored that their opinions are sought. By recognizing their accomplishments and asking for their help, people will more likely support the changes. Appreciative inquiry has four major steps:

- Discovery (Appreciating – the best of what is)
- Dream (Envisioning results – what is needed?)
- Design (Co-constructing – what should be the ideal?)
- Destiny (Sustaining – apply lessons learned, celebrate successes)

Working with DPHHS to have the changes resulted from the MPATH implementation viewed as positive versus negative changes will go a long way toward getting the State staff and provider communities behind the project and help contribute to its success.

Technology readiness focuses on ensuring testing demonstrates stability and that requirements are verified and the technical environment and processes are prepared. DPHHS need while maintaining future upgrade paths is a result of careful planning and a clear understanding of the solution that is being transitioned.

The Team CNSI Advantage

Team CNSI utilizes low risk transition and implementation techniques.

- Implementation Plan checklists assist stakeholders in assessing the readiness of the technical, business, and information architectures
- Integrated implementation approach facilitates seamless transition to production
- Integrated Organizational Change Management processes ensures success of system acceptance
- Well defined service validation and testing activities including verification of test plan and design
- Team CNSI utilizes the ITIL approach to service validation testing, as well as iVision360 methodologies

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As the project progresses through its life cycle, all parallel tracks will be orchestrated and scheduled to converge into a tightly woven fabric of dates and interdependencies that will be centrally tracked and managed to ensure that all components are ready for system deployment and the “pre-go-live” state at the same time.

During the Transition phase (Implementation to Operations), Team CNSI will support organizational change readiness, configure the production environment, support acceptance testing, perform a final conversion of data, prepare the production facilities and business services, and provide written assurance to the State that the Team CNSI solution is ready for production.

Management Activities

Team CNSI’s Project Management Office (PMO) supports all phases of the MT Claims Processing and Management project beginning on the contract effective date. The PMO is Team CNSI’s management control center for each phase of the contract. It ensures that all contract, development, quality, and business process operations are performing to the service levels stipulated in the contract. For transition activities, the PMO continues to maintain the project schedule and report status to DPHHS, collaboratively tracking and mitigating issues and risks, and monitoring implementation and cutover checklists. The PMO also oversees contingency planning and contingency plan execution, if needed.

Implementation Activities

The initial Implementation planning process and Implementation plan is a key input to a successful the solution implementation. The planning process produces a complete list of activities that must be completed to ensure successful deployment of the system and related business operations activities. The activity list spans technical and business readiness from provisioning the production environment through ensuring providers and business operation staff have successfully completed training. The activity list is a collaborative product of Team CNSI, DPHHS, and other organizations involved in the deployment. Collaboration activities include collaborative planning sessions and operations readiness reviews. We will leverage our extensive practical knowledge of the activities required to successfully deploy the system and initiate system and business operations to ensure a smooth, low-risk, implementation and production cutover using our implementation checklist and our implementation calendar.

Using our proven framework tailored for the DPHHS implementation is much more efficient and reduces the risks associated with implementation of our solution. The MT Claims Processing and Management Services Implementation Plan is based on Team CNSI’s highly successful implementation plans from our other MMIS implementations in Washington and Michigan and provider implementations in Illinois and Utah.

Working with the DPHHS, MPATH interface partners, legacy MMIS and data warehouse vendors, agencies and systems that interoperate with the DPHHS MPATH core system, and shared services and stakeholders, Team CNSI develops implementation plans that include a final implementation calendar and production cutover checklists. The checklists provide a consolidated and integrated set of critical milestones and activities that lead to the deployment. We have proven the effectiveness of the checklist on our prior implementations allowing which have allowed a smooth transition to operations. We also include implementation readiness metrics, such as provider, staff, and organizational readiness metrics for use in the readiness assessment checkpoint meetings.

The checklists include the following items:

- Verification of UAT progress and objectives
- Confirmation of hardware and software installation for Production and Disaster Recovery (DR) sites
- Confirmation of network infrastructure and single sign on integration
- Confirmation of database setup and configuration
- Confirmation of hardware, software, and facility security procedures

- Execution of initial and final data conversion and population of the production environment
- Monitoring of training progress and confirmation of training completion
- Demonstration of backup and recovery features
- Monitoring staff readiness metrics
- Monitoring provider readiness metrics
- Monitoring organizational readiness metrics

The implantation plan also includes activities that must be orchestrated for a smooth transition to operations. We collaborate with DPHHS and other stakeholders to have existing and incumbent business activities stop as close as possible to the production cutover date. This is to ensure that the disruptions are minimal.

Figure 3.10.2-75 provides an excerpt sample from a prior implementation. Figure 3.10.2-76 provides a sample calendar page from a prior implementation.

Claims Processing and Management Implementation Checklist								
Task ID	Task	Organization: Actor	Planned Start Date	Planned End Date	Actual Completion Date	Approver	Approval Date	Status Description
LEGEND								
	Green - Task is completed							
	Red - Task is delayed							
	White - Task is open							
Infrastructure Setup and Readiness for Go-Live								
1	Verify the readiness of State PE production hardware and infrastructure, including Application servers, DB Servers, networking and firewall rules	Team CNSI: GS, DK, AM Host: BG, AMM	1/26/2015	5/28/2015		CNSI: JH Host: BG, AMM		
2	Verify License and Maintenance agreements for software used in deployment	Team CNSI: GS Host: BG	3/2/2015	3/6/2015	3/6/2015	CNSI: JH Host: BG	3/6/2018	Completed
3	Verify appropriate storage (SAN/NAS) have been created and installed for WebSphere, Oracle, Interfaces, conversion	Team CNSI: GS Host: BG	3/23/2015	5/28/2015		CNSI: JH Host: BG		
Transition Tasks								
130	State stops accepting provider applications & paper-based updates	State: JRH, JRH, AC, NG, LR, RR	5/29/2015	5/29/2015		State: JRH, JRH, AC, NG, LR, RR		
136	Deploy State PE (Application and Interfaces) Code in Production Environment	Team CNSI:AM, MB	7/11/2015	7/16/2015		CNSI: JH		
State PE Go-Live - (12:00AM) July 20 2015								
Management Gate Meeting - Sponsor Meetings								
144	Management Gate Meeting - Program Leadership Meeting (Gate-1) "Approve entry to 14-day implementation activities"	Program Leadership	7/2/2015	7/2/2015		N/A		
145	Sponsor Meeting "Status Update"	Sponsors & Program Leadership	7/15/2015	7/15/2015		N/A		
146	Management Gate Meeting - Executive Leadership/Sponsor Meeting (Gate-2) "Final Go/No-Go Decision"	Executive Leadership/Sponsors	7/16/2015	7/16/2015		N/A		

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Figure 3.10.2-75. Sample Excerpt of Implementation Checklist. The implementation checklist includes all the details necessary to complete implementation of the Team CNSI solution. This example shows a few tasks from three of the many areas tracked in the checklist.

Provider Enrollment Implementation June 2015				
Monday	Tuesday	Wednesday	Thursday	Friday
June 1	2	3	4	5
	Host/CNSI: Complete Production SAN/NAS Setup, Production DB Setup & Application/Interfaces Setup State: Complete generating Round 1 mail to providers		Host/CNSI: Confirm Go-Live readiness of PE production hardware and infrastructure	CNSI/Host: Start verifying access to Production Environment (Application, DB, Interfaces) State: Start verifying access to Production Environment (VPN, DB, Support tools)
8	9	10	11	12
	CNSI/Host: Complete verifying access to Production Environment (Application, DB, Interfaces) State: Complete verifying access to Production Environment (VPN, DB, Support tools)			Host/SSO/CNSI: Complete Production SSO Setup & Integration State: Verify access to SSO Production Environment
15	16	17	18	19
State: Start SSO User Registration				

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Figure 3.10.2-76, Sample Implementation Calendar. Team CNSI creates a complete calendar of activities leading up to deployment of the system. This excerpt shows sample activities for a single month. The Implementation Calendar will cover all months included in the implementation period.

Production Cutover Execution and Maintaining Service

In preparation for final data conversion activities, the legacy vendor completes the processing of data in the current MMIS system so that the final data extract can be performed. This activity is dependent upon the current operational cycles, and Team CNSI and DPHHS will need to determine collaboratively how

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[illegible]

IA01

The Contractor shall follow the following process for deploying each proposed solution(s) to production:

- a. Submit an implementation letter to the State confirming that the solution is ready for implementation.
- b. Receive the State's approval of the implementation letter, accepting the Contractor's confirmation.
- c. Deploy the solution according to the approved Implementation Plan.
- d. Provide confirmation that the solution has been deployed to production and the Contractor has completed three (3) calendar days of operations without significant operational issues defined as no critical or high defects.
- e. Receive the State's acceptance of the system implementation.

With daily DPHHS involvement from 30 days prior to go-live and throughout the final cutover period, the ORR Checklist is the culminating proof of what Team CNSI has already demonstrated and DPHHS has already reviewed. Due to the tight timeframes during the final implementation, the Operational Readiness Report is compiled by Team CNSI, and reviewed by DPHHS on a regular basis during the cutover period. Once Team CNSI formally submits the final version of the ORR Checklist, DPHHS will be able to quickly provide written approval to start operations.

Team CNSI will follow the process defined by DPHHS for deploying the solution to production:

- Submit an implementation letter to the State confirming that the solution is ready for implementation
- Receive the State's approval of the implementation letter
- Deploy the solution according to the approved Implementation Plan once the signed implementation letter is received
- Provide confirmation that the solution has been deployed to production without significant operational issues defined as no critical or high defects within three calendar days of operations
- Receive the State's acceptance of the system implementation per the exit criteria identified in the ORR Checklists

IA02

The Contractor shall monitor the initial operation of the solution to ensure that there are no immediate or ongoing adverse effects on the Department's programs according to the performance expectations identified in the Contractor's scope of work.

Team CNSI's strategy for monitoring operations and ensuring service levels are met during the initial operations period includes our 24x7x365 Operations Support Center, our HealthBeat dashboard, JIRA Configuration Management Database (CMDB), Amazon CloudWatch, ManageEngine OpManager, and Oracle Enterprise Manager. Team CNSI uses this toolset to measure, monitor, and report performance against the SLAs on an ongoing basis throughout the life of a contract. HealthBeat contains over 130 metrics and is continuously evolving to provide meaningful metrics to business operations users. Our SLA reporting contains several management and operational reports that are scheduled to run from the Online Transaction Processing System (OLTP). These reports will be made available through IBM Cognos BI Connection Portal for viewing and retrieval. The report outputs are archived and integrated into IBM Cognos BI Content Store and could be retained according to pre-defined retention policies.

Team CNSI also utilizes an ongoing systems operations group that consists of team leads representing the business, functional, and system areas. This team is the hub for incident management and reporting across the system, including defect tracking and management, test management, and release management.

Similarly, the business operations team meets to assess the transition activities during cutover and works with the systems team to address concerns and ensure implementation is as smooth as possible. As the system stabilizes, they meet less frequently, arriving at a final interval of weekly.

Prior to commencement of routine operations, annually thereafter, upon the implementation of a change that affects existing SLAs, and/or at the request of the State, Team CNSI reviews the SLAs to determine if revisions are needed. If so, such changes follow the change control process to identify and evaluate any potential impacts and are subject to mutual agreement of DPHHS and Team CNSI based on that assessment.

IA03

The Contractor shall demonstrate that the System infrastructure (hardware, software, and interfaces) is operational and meets federal and State architectural, technical, security and privacy requirements as well as the business and functional requirements.

Team CNSI will demonstrate that our solution infrastructure is operational and meets federal and State architectural, technical, security, and privacy requirements as well as the business and functional requirements. As part of the ORR checkpoint, Team CNSI will review test results, hardware, software, and interfaces to ensure that they comply by completing system performance and loads as well as a complete smoke test prior to go live.

Business and Functional Test: Using converted data, Team CNSI focuses on testing all system functions within scope for their completeness and accuracy as a part of testing methodology. We tailor test cases to meet specific system test case needs, using the common test creation process for individual iteration tests and leveraging the test cases previously created. System test cases are a combination of individual use case test cases and integration test cases as well as E2E test cases. E2E tests combine individual use case tests into a complete business goal flow. E2E test cases build the use cases into a single stream leading to the business objectives of each function or process. Ensuring that each use case and any related interfaces are present in one or more System test cases provides a way to ensure effective test coverage in an efficient manner. Utilizing actual data during System test supports our actual Scenarios and verifies the accessibility and functionality of converted data.

Performance Test: For each test, Team CNSI works with DPHHS in the planning and construction of the test cases that are used to verify performance and load requirements are met. Team CNSI maintains responsibility for performance testing and may request information from DPHHS to ensure that the test cases represent the most realistic view possible of legacy system operations. We recognize that some information may not be readily available from DPHHS or its legacy MMIS provider due to the limited availability of system profiling tools or expertise. In such cases, Team CNSI works collaboratively with DPHHS to make a reasonable approximation based on data that is available.

Performance tests are designed to verify requirements that specify the need for the system to complete user-initiated operations and return control to the user within a specified period. This measurement is commonly referred to as response time and is a part of the SLAs provided by DPHHS.

All response times are based on the normal system user load distribution encountered during normal business hours. To design the test to simulate production system usage, additional parameters are obtained through a combination of collaborative design sessions with DPHHS and capturing additional production profile data from the legacy MMIS, when available. Some of this additional data include:

- Selecting screens and transactions to be used in the test
- Mixing operations between Record Search, Screen Edit, and Next Screen actions
- Randomizing lookup criteria to ensure realistic performance scenarios
- Providing think times between user actions

Team CNSI works with the State to design and construct a user profile to verify that performance requirements are met. Figure 3.10.2-78 represents sample user profiles that could be used for the design and development of Performance test cases.

Module	Number of Concurrent Users	Number of Users Performing Inquiries	Number of Users Updating
Core Claims	425	75	212

Figure 3.10.2-78. Sample User Profile for Performance Testing. Team CNSI will work with the State to construct a user profile to verify that performance requirements are met.

After determining the user profile, Team CNSI selects the appropriate test cases and use cases to develop automation scripts and data pools to generate the response time tests.

Load Tests

One of the final layers of testing is the Load test. These tests are executed in parallel with UAT in a dedicated environment to ensure that the required performance characteristics of the solution have been met. As with all test activities, Team CNSI begins the process by preparing the Test Strategy and Plan. This plan outlines all test activities and processes necessary to complete these tests.

Load requirements are commonly classified as non-functional requirements and differ greatly from the functional gaps being tested in the System test and UAT. Testing non-functional requirements uses different test tools, techniques, and verification methods than those used for testing of functional requirements. Load tests provide the computing environment necessary for performance tuning. Team CNSI uses this test layer to establish baseline sizing and benchmarks for use in planning for future growth requirements. Team CNSI will perform a load test and provide the results as called out in the Operational Readiness Review checklist.

Interface Readiness

Interface testing is a critical element to a successful implementation. The goal of Interface testing is to verify a successful transfer of data to entities external to the solution and verify that the data are properly interpreted by the receiving system. Team CNSI understands the complexities of interface testing. Team CNSI work collaboratively with DPHHS to engage the external partner agencies and establish an approach for completing Interface testing prior to the start of operations and the activity will be called out as part of the ORR Checklist.

Some of the key considerations for the interface pre-go-live test include:

- Identify key parties to complete the test activities for external interfaces
- Determine the availability of both human and computing resources for Testing
- Identify the sequence of testing to be completed
- Coordinate common data that may be required to successfully complete the test
- Verify network connectivity has been established prior to conducting any test activities
- Testing each interface completely, exercising all message protocols and responses, and capturing evidence of testing to include the files and messages used in testing, the operational reports, and the error messages and measures
- Testing each interface to verify the data generation (outbound), transmission, and processing (inbound) can be completed as designed

Figure 3.10.2-79 shows the common elements in each interface. During Interface testing, Team CNSI tests these common elements to ensure that they perform as expected.

Common Element	Description
Event Trigger Handling	Events to trigger interface processes (i.e., When an event occurs, the trigger for the interface is tripped, and a response is initiated.)
Validating	Routines to validate the interface data and protocol structure and to ensure that they meet expected content and structure
Logging	Routines to record critical events and activities for the interface
Reporting	Routines to collect statistical information for reporting (e.g., number of times an interface is used, total number of errors, total amount of data transmitted)
Process Managing	Routines to start and stop external programs that are used as part of the interface specification (e.g., secure File Transfer Protocol (FTP))
Error Handling	Routines to handle error conditions (e.g., logging the error condition and repeating a request for information when a timeout occurs)
Status Monitoring	Routines to continuously monitor the status of an interface connection

Figure 3.10.2-79. Common Elements of Interface Testing. These common elements have become part of Team CNSI's repeatable standard Interface testing process.

Interface testing is considered complete when Team CNSI has executed the identified interface test cases and validated the following with the external interface owners:

- An outbound interface was exercised as far as the successful transmission of data, form, and content to the external interface owner
- An inbound interface was exercised as far as the successful receipt and processing of data transmitted by the external interface owner

Smoke Test

The Smoke test is a smaller subset of the Regression tests executed as part of the Configuration Management (CM) delivery process to ensure that the delivery of software to any environment is successful and that the software is functional. Team CNSI conducts Smoke testing using a library of test scripts that are both manual and automated. The test cases executed as a part of Smoke test validate the touch point between the various modules to make sure the integration is intact and communication between the modules are perfect.

Architecture, Technical, and Security Compliance

Team CNSI's proposed solution is hosted in the industry leading AWS FedRAMP-compliant public cloud. This approach provides the ability to scale the environment to meet DPHHS performance requirements. The primary AWS data center will be in one of AWS's USA regions with various availability zones. These data centers utilize a robust and redundant infrastructure architecture to provide maximum uptime for critical data, applications, and technologies.

For security and regulatory compliance, the hosting platform is flexible enough to integrate with other solutions that can be installed on a temporary or permanent basis. Team CNSI's hosting platform allows IT resources (infrastructure components), that are of the same type, to be added or removed quickly. This flexibility is because all infrastructure components are either built using Platform as a Service (PaaS) services, Infrastructure as a Service (IaaS) services or Software as a Service (SaaS) services, thereby creating a highly flexible and elastic environment. Additional PaaS or IaaS services in Team CNSI's private cloud can be subscribed to or cancelled, on an ad hoc basis, using the "Pay as you go" subscription model.

Team CNSI’s system is also built on a multi-layered security approach that protects the backend client data from unauthorized access. Team CNSI’s FedRAMP and HIPAA compliant Data Centers perform annual audits to comply and achieve certification with Statements on Standards for Attestation Engagements/Service Organization Control (SSAE/SOC) and HIPAA standards. All these certifications will remain in place for the duration of the contract and Team CNSI can provide DPHHS with the most recent version of compliance certificates and audit reports. The following certifications are in place to provide for the confidentiality, integrity, and availability of the information systems:

- SSAE 16 SOC 1 Type II
- SSAE 16 SOC 2 Type II
- HIPAA/HITECH
- Federal Risk and Authorization Management Program (FedRAMP)

Additionally, Team CNSI’s proposed solution includes security and privacy controls that are compliant with the most current version of the CMS Minimum Acceptable Risk Standards for Exchanges (MARS-E) and National Institute of Standards and Technology (NIST) standards. Team CNSI’s proposed solution adheres to the following security standards:

- Federal Information Security Management Act (FISMA)
- Internal Revenue System (IRS) Publication 1075
- Patient Protection and Affordable Care Act (PPACA) or (ACA)
- NIST Special Publication 800-66 Revision 1
- NIST Special Publications 800-53 and 800-53A
- NIST Special Publication 800-47
- NIST Special Publication 800-88 Revision 1
- NIST Special Publication 800-111

IA04

The Contractor shall provide Operational Readiness test results demonstrating that the solution meets all Service Level Agreements for system performance as defined in the scope of work.

Team CNSI uses ITIL best practices and processes in our approach to service validation testing and operational readiness, as well as iVision360 methodologies to ensure strong quality management and a solid testing approach to ensure performance standards are met. To ensure operational readiness, Team CNSI will call out readiness test activities in the ORR Checklist and provide test results for each test milestone.

Team CNSI will store all the system testing, integration testing, end-to-end testing, regression testing, and performance/load testing test cases and test results in SharePoint. DPHHS resources or their designee will be provided access to the SharePoint to access all the test cases, test scripts, and test results. Since the Test Results Report is a formal deliverable, DPHHS reviews and approves it as a part of the MT Claims Processing and Management project execution. DPHHS can store their UAT Plan and test cases and test results in SharePoint as well. DPHHS will also have access to Jira to review Team CNSI’s testing issues or defects to reconcile the Test Results Report defects and the defects logged in Jira.

Team CNSI will create the following mentioned detailed test reports:

- System Test, including Integration/End-to-End Test Report
- Performance Test Report
- Regression Test Report
- Each of the above test reports will have an Appendix with traceability matrix which will trace each Design Use Case to the test case and the test result.

System Non-functional Testing

Along with the Functional test results, Team CNSI will provide test results for performance load and stress testing to ensure that our solution meets performance and system service level requirements and is ready for operations. Non-functional testing requirements differ greatly from the functional requirements being tested in the system integration and UAT phases. Testing non-functional requirements uses different tools, techniques, and verification methods than those used for testing of functional requirements. After each test milestone results are presented to DPHHS for review and approval as part of steps defined in the Operational Readiness Checklist. Figure 3.10.2-80 provides an overview of how each of the capacity requirements will be validated. Refer to Section 3.10.2.6 Testing (p. 416) and Section 3.10.8 Performance Standards (p. 615), for more detail on Team CNSI’s testing strategy and Performance Standards.

Type	Description	Test Methodology/Tool
Performance Testing	Production Capacity – Refers to the need to test and demonstrate that our solution will maintain its demonstrated performance, including response times, throughput, and integrity as volume scales up and down. The State expects that the capability of the solution far exceeds the actual production demands placed on it by the State’s historic and projected volumes.	Team CNSI proprietary capacity test framework
Load and Stress Testing	Peak Query Volume – Refers to the need to test and demonstrate the ability of the solution to handle larger query volumes and prioritize queries.	Automated Testing and Profiling
Load Testing	File Sizes – Refers to the need to ensure, via tests and demonstrations, that the solution handles files of size; including very small files and very large files (i.e., files in the gigabyte size and larger and files smaller than 1 kilobyte).	Manual Test Cases
Load Testing	Throughput – Refers to the need to test and demonstrate that the throughput of the solution is not impacted negatively by scaling volumes, processing, or any other function within the solution. The term throughput in this requirement refers to all aspects of the solution functionality, in addition to throughput constraints of network and hardware components of the solution.	Automated Testing and Profiling Team CNSI proprietary capacity test framework
Stress Testing	Volume Integrity – Refers to the need to ensure, via tests and demonstrations, that as volume scales up and down, the integrity of the solution is maintained, and that components of the solution do not fail when volume is at its peak.	Automated Testing and Profiling Team CNSI proprietary capacity test framework
Performance Testing	System Availability – Refers to the need to ensure, via tests and demonstrations, that the solution is reliable and will remain available for operations even if one or more components fails. This is accomplished via load balanced systems or fault tolerant architectures.	Operations demonstration

Figure 3.10.2-80. Capacity Testing. Team CNSI will use a variety of testing methods and tools to validate non-functional capacity requirements have been met.

Team CNSI works with DPHHS during the design and construction of test cases and methods to verify that non-functional testing requirements are met. We request information from DPHHS to ensure that the tests designed for non-functional testing represent as realistic a view of the production system as possible. It is recognized that some information may not be readily available from the legacy MMIS due to the limited availability of system profiling tools or expertise. Furthermore, if the legacy system architectures are radically different, the data collected may not map well to the Team CNSI solution architecture. In such cases, Team CNSI works collaboratively with DPHHS to make a reasonable approximation based on data that is available.

Non-functional testing also provides the opportunity to reconfigure components and features of the system to maximize its overall throughput. Unlike functional tests that simply pass or fail, capacity tests will often be repeated against revised configurations until they achieve the best possible performance above and beyond the requirements or until the test fails to determine the point at which the system can no longer handle additional load. Our approach to non-functional tests takes advantage of this opportunity to optimize the system configuration in addition to meeting the State’s non-functional requirements. Having determined the optimal configurations, the same conditions used to successfully meet the non-functional capacity requirements will be applied to the production systems.

Problems identified during non-functional testing that require changes to software components, configurations, or hardware configurations, developed by Team CNSI, will follow the same process for analysis, correction, retest, and regression testing.

IA05

The Contractor shall conduct an Operational Readiness Walkthrough with the Department to validate the operational readiness of the Contractor, the solution, and the Department. The Department must formally sign off on the Operational Readiness Checklist prior to proceeding to implementation.

While the preparation and ongoing readiness activities start during the implementation phase, we begin the readiness assessment 90 days prior to the go-live date and include two additional planned checkpoints, one each at 60 and 30 days prior to the planned go-live date. The checkpoints include discussion on status of work and whether the project can proceed as scheduled (go/no go). Theses checkpoints ensure milestones are achieved and the system is ready so DPHHS can provide formal final sign-off on the Operational Readiness Review Checklist prior to implementation. For streamlined and rapid communications, there will be joint daily meetings with Team CNSI, DPHHS, external interface partners, and stakeholders from the 30-day checkpoint to the go-live date. These daily meetings help keep all parties current on the progress of implementation activities and help expedite the decision to move from implementation to production cut-over.

Figure 3.10.2-81 shows the decision timeline for each checkpoint.

Checkpoint	Assessment Start	Decision
90 days prior to go-live	At 90 days prior to go-live (or next business day if it is a weekend or holiday)	Walkthrough 3 business days after the Assessment start
60 days prior to go-live	At 60 days (or next business day if it is a weekend or holiday) prior to go-live	Walkthrough 3 business days after the Assessment start
30 days prior to go-live	2 business days ahead of 30 days prior to go-live	Walkthrough 30 days prior to go-live or the next business day

Figure 3.10.2-81. Implementation Checkpoints. Team CNSI schedules checkpoints on regular intervals to support successful implementation.

At each checkpoint, Team CNSI and DPHHS PMOs examine the ORR Checklist and additional supporting checklist(s) and thresholds presented in the metrics to determine if the implementation can:

- Proceed as planned, and no remediation is needed
- Remediation required

Team CNSI recommends joint daily meetings two weeks prior the go-live date, so that State staff members are kept up-to-date with the most recent progress across all of the parties with responsibility for operational readiness. Team CNSI and the State implementation leads will lead these daily meetings with the support of the project management team from the State and Team CNSI and other involved entities.

The additional checklists are included as part of the plan to transition from implementation to operations, and Team CNSI collaboratively finalizes the metrics for each of the readiness areas for which they are responsible as part of the implementation planning process.

Readiness checklists concentrates on four core areas:

- **Organizational readiness:** Ensuring that the State and operational teams are trained on their jobs, have appropriate documentation and procedures for their role, and, when possible, have had an opportunity to practice those procedures. Team CNSI onboard support staff required to operate the system well in advance of the go-live date. Team CNSI ensures that the team members who will be responsible for running the system are trained to do so – that they have been trained in the processes and procedures, have documentation of both the system and processes, and an understanding of the system’s day-to-day lifecycle.
- **User readiness:** Ensuring the users (Team CNSI staff, business operations staff, providers, and the State) have been trained and supplied documentation on how the system functions, and thereby know how to use the system, and that they know how to contact help when they need it.
- **System readiness:** Confirming that the system has been fully tested both functionally and for performance. Team CNSI ensures system readiness via two mechanisms. First, applying robust performance, stress, and load testing processes to verify the completed production infrastructure will fully meet and exceed the needs of the deployed solution. Secondly, by applying rigorous software testing across the entire system, end-to-end.
- **Operations readiness:** Confirming that the facilities and infrastructure are ready (e.g., phones on desks and functioning correctly, system connectivity established from the desktops), as well as ensuring that the operations processes and procedures are in place. Team CNSI also ensures operational readiness by testing the disaster recovery process, verifying system performance monitoring and alerting components are in place, and confirming the business facility is ready for production.

IA06

The Contractor shall develop Operational Readiness Review Checklists (ORR) that will examine the actual solution characteristics and the procedures of the product’s operation to ensure that all hardware, software, resources, procedures, and user documentation accurately reflect the deployed state of the system.

In the final months leading up to system cutover and implementation, Team CNSI will assemble the ORR checklists which identify each task, the owner, the readiness area, and the date by which it must be completed. These checklists are then used to manage overall implementation readiness, including producing metrics at each readiness gate for the percentage of work complete versus percentage of work expected to be complete. At each readiness gate, a meeting is held with the State to report readiness metrics and to review any outstanding items. The checklist will examine the actual solution characteristics and the procedures of the product’s operation to ensure that all hardware, software, resources, procedures, and user documentation accurately reflect the deployed state of the system.

Alongside the readiness checklists, Team CNSI includes detailed cutover tasks as part of the solution implementation and transition to operations plan. This artifact provides information concerning when legacy systems and operations processes terminate and when corresponding processes in the new system begin.

When, at the final readiness checkpoint, all checklists are showing “green,” meaning ready for operations, then approval to continue with the cutover and assume operations is granted and the final countdown to go-live starts.

In preparation for go-live, Team CNSI and the DPHHS plan coverage for the final days of cutover and the first few days following go-live.

Team CNSI utilizes an ongoing systems operations group that consists of team leads representing the business, functional, and system areas. This team is the hub for incident management and reporting across the system, including defect tracking and management, test management, and release management. Similarly, the business operations team meets to assess the transition activities during cutover and works with the systems team to address concerns and ensure implementation is as smooth as possible. As the system stabilizes, they meet less frequently, arriving at a final interval of weekly.

Additionally, a core team of DPHHS and Team CNSI management and program representatives are assembled to ensure availability for any issues encountered during implementation. If issues are encountered, the key leads for the impacted area report to the joint State and Team CNSI management team with details so that the joint team can quickly determine next steps, communication, and other activities, as necessary. As issues become less common, typically within the first few days, if not hours, this team resumes their normal roles and the operations group manages day-to-day events, escalating to the core management team as necessary.

As the transition to operations is carried out, the PMO begins to support ongoing operational support functions including change management. This minimizes the volume of procedural changes to be absorbed at go-live, ensures continuity, and ensures that future changes and product priorities are captured and tracked. This process continuity also allows staff familiar with the environment to continue to transition into the next phase of the life cycle.

3.10.3 Certification

The Contractor must work with DPHHS and other contractors as necessary to ensure that all solutions provided by the Contractor meet requirements specified in the Mechanized Claims Processing and Information Retrieval Systems (90/10) Final Rule (CMS 2392-F) and relevant federal certification requirements as described in the most current version of the MECT Toolkit available at <https://www.medicaid.gov/medicaid/data-and-systems/mect/index.html>

The Contractor will be responsible for providing and maintaining a solution that meets all applicable checklist items in the most current and future versions of the Medicaid Enterprise Certification Toolkit (MECT) (and any process CMS identifies to replace the MECT in the future) and supporting the review and validation of those items by the Department, IV&V Contractor, and CMS. The Contractor must become knowledgeable of all MECT-related items associated with the solution offered. The MECT Mapping document, found as Attachment D, contains the MECT 2.3 checklist items applicable to the Contractor's scope of work, mapped to the associated business requirements.

The Contractor must provide staff and other resources to support and to participate in MECT milestone reviews and other Certification activities that occur before, during and after implementation of the proposed solution(s). The Offeror must describe in detail their approach to meet each of the Certification requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

Rapidly obtaining system certification from CMS is one of the highest priorities for Team CNSI in order to help the State realize the Federal matching funds needed to complete other program objectives. Implementing the evoBrix X solution that includes modular components that have been previously certified reduces DPHHS’ risk for obtaining certification and facilitates the shortest path toward certification. Our experience obtaining system certification on the first pass with no findings in both Michigan and Washington has allowed us to refine our approach into a proactive and effective process for meeting the requirements of the Medicaid Enterprise Certification Toolkit (MECT). All of the activities throughout the DDI Phases of the project consider how those activities may impact certification. This allows us to begin certification tasks proactively and obtain certification as soon as possible. Our preparation, tangible experience on actual certification teams, as well as providing the evoBrix X Base Option Core Claims module that has been previously certified by CMS in multiple states greatly reduces the risk of not obtaining matching funds when the system is finally implemented.

CMS certification is achieved through the combination of business processes enabled by system features that together provide the complete picture needed for CMS to certify the MT CPMS solution. To ensure success, Team CNSI will create a Certification Plan based upon guidance from the current version of the MECT version 2.3 and the guidance provided in the Medicaid Enterprise Certification Lifecycle (MECL). Team CNSI's response and price is based upon aligning with the MECT 2.3 checklist, the most current version at time of submission. Changes in the MECT checklist version will be handled through participating addendum negotiations as necessary or as change requests to existing contracts. The MECL defines the roles each stakeholder is expected to play. As defined, Team CNSI will provide support to the state and its IV&V vendor throughout the DDI phase of the project leading up to the R2 Milestone. On implementation Team CNSI must support the state in the required data collections and preparation activities leading up to the R3 milestone. Team CNSI has the tools and experience to provide a low-risk pathway to certification of the CPMS component of the DPHHS’ enterprise.

The Team CNSI Advantage

CNSI's evoBrix X solution is based on CMS-certified components and is aligned with CMS Seven Conditions and Standards.

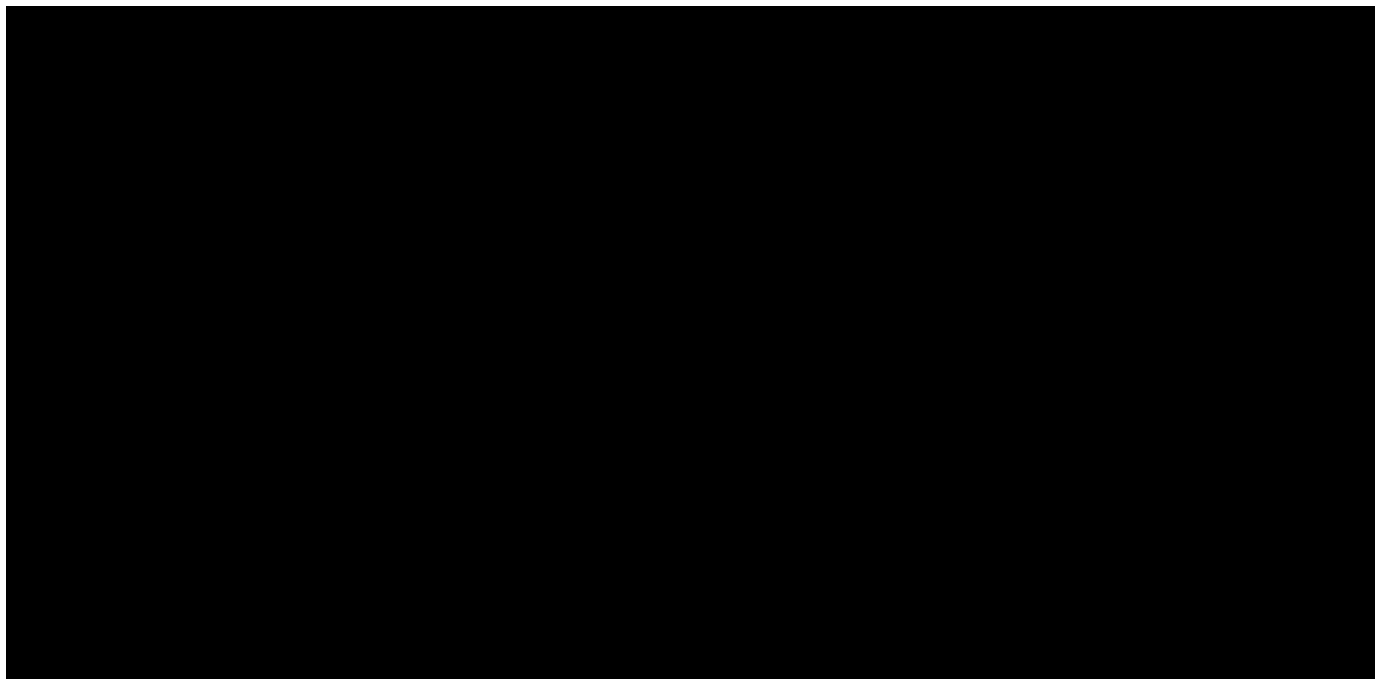
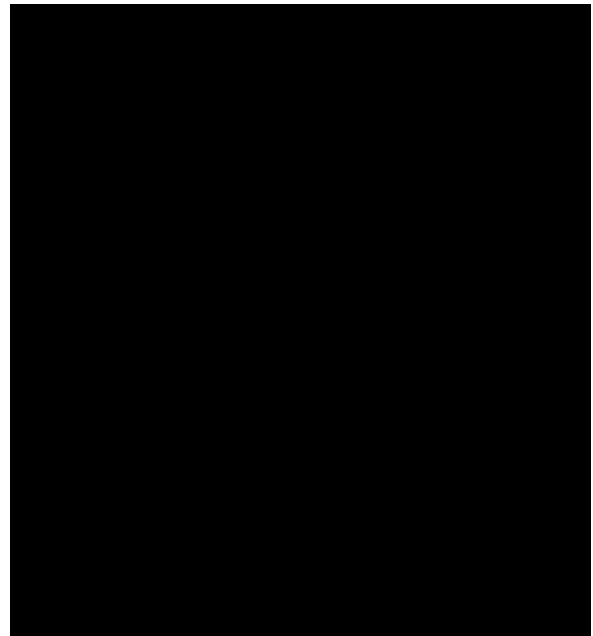
- All design and configuration activities consider alignment with MITA and CMS conditions and standards
- The solution is based upon reusable components that have already achieved CMS certification
- Our approach facilitates early and continuous collaboration with the IV&V vendor to populate certification checklists and complete the steps in the MECL from MECT 2.3
- Implementations in the States of Washington and Michigan each received certification on the first pass with no findings

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Team CNSI's iVision360 management approach and Solution-Configuration-Implementation (SCI) implementation methodology further reduces DPHHS' certification risks by providing:

- 360-degree tracking and status reporting of all system and business operations certification preparation activities from start to finish
- Early collaboration with the IV&V vendor to capture certification readiness status using our evoBrix X to Medicaid Information Technology Architecture (MITA) crosswalk
- Complete traceability mapping from DPHHS requirements – including technical and business requirements - to the evoBrix X solution, and to MECT and MITA requirements.
- Early remediation of certification gaps during Solution Modeling
- Training in certification data collection activities, and use of the electronic certification data collection repository, necessary after production implementation
- Examples of CMS certification checklist responses and related validated documentation from our other successful certification activities

Team CNSI's certification lead, Mrs. Katie DeLorensi, will be the central point of contact for DPHHS, its IV&V vendor, and other organizations that will be involved in the certification effort. Our team's efforts to achieve certification begin early in the project and are based on the experiences and lessons learned in prior certification events. To minimize risk, we have developed and provide a traceability crosswalk between the evoBrix X solution modules and the MITA at the beginning of the Implementation phase of the project. A sample of the evoBrix to MITA functional crosswalk is shown in Figure 3.10.3-82.. The evoBrix X to MITA crosswalk allows DPHHS to begin the project with an understanding of how Team CNSI's solution aligns with certification checklists.



Leading up to the CMS Certification Review Meeting (R3), Team CNSI will support or manage certification and data collection activities as requested by the state. Based on progress toward meeting certification requirements, we will advise DPHHS and IV&V of the earliest possible time to request certification. We will provide DPHHS with the content to be included in their Certification Review Request letter upon request. Once the Certification Review Meeting date is set, Team CNSI will provide logistics services for the meetings. Throughout the Certification Review Meetings, Team CNSI will provide the technical and/or business operations personnel and/or support needed.

CERT01

The Contractor shall develop a Certification Crosswalk that describes how the Contractor’s deliverables and other documentation align with federal certification requirements and MECT milestone reviews.

The Medicaid Enterprise Certification Life Cycle (located in MECT 2.3) provides specific and detailed guidance to states by defining a workflow which is composed of four phases containing 27 major activities to be completed by CMS (Central and Regional offices), the State (PMO and other third-party Contractors), and the IV&V contractor (Public Knowledge, LLC). This workflow should be completed in parallel with the system development life cycle used by the project as identified in the Project Management Plan (PMP) and Project Work Plan (PWP). Team CNSI’s PWP includes the major milestones and activities that will begin after the State achieves the R1 milestone until successful achievement of certification following the R3 review.

Figure 3.10.3-83 illustrates a sample of the Table of Contents of our standard Certification Plan used by Team CNSI. Each Certification Plan is modified to align with any unique State requirements or expectations. The Certification Plan defines our road map and approach to follow the MECT certification workflow with associated deliverables in parallel with the project life cycle.

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Figure 3.10.3-83. Sample Certification Plan. Team CNSI’s approach is proven and provides an effective, efficient path toward the earliest possible certification of the system.

Team CNSI will develop a comprehensive Certification Plan that aligns stakeholders with the activities required to complete the certification life cycle specified by CMS in the MECL as efficiently as possible. The artifacts and deliverables required for certification are identified in Appendix B of the MECL. As part of the planning process, Team CNSI will map a crosswalk from the required artifacts in Appendix B to the project's deliverables and documentation in accordance with the milestone review requirements in Appendix B.

CERT02

The Contractor shall complete milestone updates of the CMS Certification Checklists as requested by the State.

Team CNSI will contribute to and support Public Knowledge, LLC (the selected IV&V vendor) as they prepare the artifacts necessary to meet all CMS Certification Checklist requirements. Team CNSI completes deliverables with full consideration of the Certification requirements to streamline Certification activities. Team CNSI will include this activity in the comprehensive Certification Plan that is intended to align stakeholders with the activities required to complete the certification life cycle specified by CMS in the MECL as efficiently as possible.

CERT03

The Contractor shall validate the system against the CMS Certification Checklists

Team CNSI will validate the system against applicable CMS Certification Checklist criteria. The checklist criteria form a major portion of the core requirements for the system certification component and evoBrix X system elements must be validated against these criteria. Team CNSI emphasizes early collaboration with the IV&V vendor to capture certification readiness status using our evoBrix X to MITA functional crosswalk, early identification of possible certification gaps through Solution Analysis, and early remediation of certification gaps during Solution Modeling.

Ultimately, CMS certification is achieved through the combination of business processes enabled by system features that together provide the complete picture needed for CMS to certify the MT CPMS solution. Team CNSI will validate system related certification checklist items against the system to ensure compliance and work with DPHHS or their representatives to support completion of non-system related checklist requirements.

CERT04

The Contractor shall contribute to the quarterly IV&V certification reports.

Team CNSI will engage with Public Knowledge, LLC early in the Implementation phase to establish a strong working relationship to ensure successful certification as early as possible. We will identify key points of contact and will work collaboratively with the IV&V vendor to establish clear expectations and roles to ensure all efforts are synchronized. As such, Team CNSI will contribute relevant information required to complete the quarterly IV&V certification reports to CMS. Team CNSI's certification lead will be the central point of contact for DPHHS, its IV&V vendor, and other organizations that will be involved in the certification effort.

CERT05

The Contractor shall provide staff resources to support MECT milestone review and certification activities including participating in planning activities, meetings and other activities as required by CMS.

Team CNSI has identified our key personnel Certification Lead as Mrs. Katie DeLorensi, one of our current CMS Certification Managers to serve as the primary point of contact for DPHHS, its IV&V vendor, and other organizations that will be involved in the certification effort. Mrs. DeLorensi will coordinate other Team CNSI members as required who will begin the project already prepared to support MECT milestone reviews, certification planning activities, meetings, and activities required by CMS based upon MECT 2.3. Team CNSI supports the project certification lead by engaging other resources, with both technical and functional expertise, to support checklists item completion. The certification lead will also consult with certification subject matter experts within the company to provide the project with the all the support necessary to meet the objective of an efficient and timely certification.

CERT06

The Contractor shall assist the Agency in preparing certification artifacts, evidence and presentation materials, e.g., Requirements/ user stories and/or use cases for functional and non-functional requirements, data, business, capacity/performance, security/privacy/HIPAA compliance, usability, maintainability, interface, 508 compliance, disaster recovery, traceability to test plans or test cases.

Team CNSI will assist DPHHS in preparation of materials to support certification. Team CNSI is aligned with the latest Medicaid Enterprise Certification Toolkit understands the MECL workflow as well as the required infrastructure and coordination of each resource required to complete the MECL. For this project, it is assumed that the first 15 activities of the MECL leading to R1 have been performed per CMS direction and have been completed prior to the award of the MT CPMS contract. At award, CNSI will immediately perform a review of the status of activities 1-15 in the MECL to validate that there are no gaps that need to be remediated, and we will work with the State and Public Knowledge, LLC to ensure the project is ready to proceed to activity 16. This may include completion of certain activities and/or working with the State, IV&V contractor, and CMS to customize the activities for the MT CPMS where appropriate. Assuming there are no remedial activities required, Team CNSI will develop a plan to complete the remaining MECL Activities 16 through 27. Based upon roles defined by CMS in the MECT, CNSI will develop a plan using the following approach:

- For MECL Activities 16, 21, 22, and 25, CNSI will collaborate with DPHHS to schedule and prepare all tasks required to complete the activities per the State's specifications and the MECT. This includes planning, communications, logistics, issue and action item follow-up, completion of key system documentation, coordination and completion of MMIS CSFs and supporting collection, and reviews of critical documentation identified in Appendix B of the MECT.
- For MECL Activities 17, 18, 20, 23, and 26, CNSI will work with the State's IV&V contractor to assist in the creation of their deliverables and completion of the tasks assigned to them by the State and CMS.
- For MECL Activities 19, 24, and 27, Team CNSI will perform either up front activities or the behind-the-scenes coordination, as requested, to allow the State to successfully coordinate with CMS to review status and certification requirements.

CERT07

The Contractor shall participate and support as needed in CMS certifications of the other modules.

Team CNSI will work collaboratively with DPHHS and other third-party vendors and contractors to support the CMS certification of other modules where requirements overlap with the scope of work included in the MT CPMS solution. Team CNSI has experience collaborating with the State, IV&V vendors, and other third-party contractors to support the business goals of our clients.

CERT08

The Contractor shall expeditiously correct, all required remediation activities related to certification findings on a schedule to be approved by CMS and the State.

Team CNSI will review, analyze, and correct any identified elements that require remediation related to certification findings. Team CNSI approaches certification proactively to minimize the risk of any remediation activities, and we prepare for potential remediation activities up front as part of our planning process. Throughout the DDI Phase, we seek to ensure that certification criteria are being met. When remediation is necessary, the corrective actions necessary to fix the finding receive the highest priority as early in the process as the issue can be identified. This approach has been successfully used by Team CNSI and resulted in systems in both Washington and Michigan that were certified on the first pass with no findings to correct.

CERT09

The Contractor shall use appropriate testing, configuration and change control procedures for all changes made to the solution during the certification process.

As part of Team CNSI's established process set, appropriate testing, configuration, and change management are standard operating procedures for changes to the system throughout the lifecycle of the project and maintained through operations. Changes made to the solution during the certification process will follow the same rigorous processes for testing, configuration, and change control.

Testing: Team CNSI offers a highly efficient, multi-layered, comprehensive test strategy that minimizes risk to DPHHS. Team CNSI's Test Plan provides our approach and methodology for all aspects of testing. Following the Test Plan provides a reliable, repeatable approach to ensure that all technical, functional, business, and user related elements are properly tested, validated, and approved.

Our testing includes:

- Iteration/unit testing
- System testing
- Regression testing
- End to End (Business Process Testing)
- UAT including coordination with the State's UAT
- Performance and Load testing
- Accessibility Testing (ADA and 508 Compliance)
- Security testing
- Pre-deployment smoke testing

Detailed information on Team CNSI's testing approach and processes can be found in Section 3.10.2.6, beginning on page 416 of this response.

Change and Configuration Management: Our change management approach proactively anticipates and manages changes throughout the project. Change and configuration management processes and activities align with ITIL Change Management (or Change Enablement as outlined and defined in ITIL 4). Through this approach, we categorize changes as they are identified based upon the level of complexity and risk involved with the change. Changes will be categorized as follows:

- Standard: Pre-authorized, low-risk changes that follow a standardized procedure.
- Emergency: Changes that must be implemented immediately to resolve incidents or to deploy required policy or regulatory modifications.
- Normal: All other changes that do not fall into one of the above categories.

For each category, Team CNSI has a procedure within our Change Management Plan to define the steps, activities, and timelines necessary to complete and validate the change.

Detailed information on Team CNSI's testing approach and processes can be found in Section 3.10.7, beginning on page 416 of this response.

CERT10

The Contractor shall update system, user, and training documentation as necessary to support the certification process and to reflect changes that have been made to the solution during the certification process.

Team CNSI will update system, user, and training documentation at logical, established intervals during the certification process and as defined in the project schedule. Once certification has been achieved, Team CNSI will ensure that all system, user, and training documentation accurately reflects the latest changes to the solution that have been made.

CERT11

The Contractor shall ensure system CMS Certification through correct design, implementation, documentation and certification support.

Team CNSI's evoBrix X platform, which forms the core of our MT CPMS proposed solution, is the latest version of our successful claims processing platform that has been deployed and configured for use in the States of Michigan and Washington and was used as the foundation for our claims processing solutions delivered to CMS and to the Department of Veterans Affairs under separate contracts. The reusability of our modular evoBrix X solution provides the DPHHS with a significant advantage in terms of reduced time to validate compliance with federal requirements and realizing the associated matching funds. Based upon our successful CMS certifications for the base platform in MI and WA, evoBrix X continues to remain in alignment with MITA requirements to streamline CMS certification for future deployments.

CERT12

The Contractor shall coordinate with the State to develop CMS Certification Checklist documentation for each MECT Checklist requirement.

Team CNSI will coordinate the development of documentation, as well as the identification and collection of evidence required for each applicable MECT Checklist requirement with DPHHS. We have a thorough practical understanding of the MECT Checklist requirements and a significant portion of the CMS checklist criteria are aligned with "out-of-the-box" components and functionality of our solution.

Please see CERT06 on page 482 of this response for additional details on our approach to supporting the state's CMS certification efforts.

CERT14

The Contractor shall populate the certification document repository, as each required item/artifact is completed and approved.

Team CNSI has previous experience organizing and leading certification efforts. The certification document repository should be set up with careful consideration for its intended use. Since certain evidence for certification may be protected under HIPAA rules, Team CNSI will work with DPHHS to establish guidelines around access and usage to ensure that the repository is set up for long term use and facilitate CMS reviews. Team CNSI will follow the procedures for populating the repository as artifacts needed for certification are finalized and approved. The policy and procedures governing the use of the Certification repository will be completed with the Certification Plan.

CERT16

The Contractor shall present at milestone reviews and other certification meetings as directed by the State.

Team CNSI will present at milestone reviews and other certification meetings as directed by the State. We will coordinate with the state prior to the reviews and meetings to ensure that any required documentation or other materials is complete and accurate. As part of the CMS Certification process in the States of Michigan and Washington, Team CNSI participated in certification meetings and supported all requests for information and documentation.

3.10.4 Operations, Maintenance, and Configuration

The Contractor shall provide Operations support, Maintenance, and ongoing Configuration of the provided Solution(s) throughout the life of the Contract. This includes providing Operations support as described in the scope of work as well as providing Maintenance and Enhancements to the provided Solution(s). The Contractor will follow project management and system development processes throughout the life of the Contract. The Offeror must describe in detail their approach to meet each of the Operations, Maintenance, and Configuration requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

Team CNSI’s Operations, Maintenance, and Configuration strategy delivers effective and efficient system operations that enables DPHHS to achieve its goals and objectives. Team CNSI applies a Managed Services model for service delivery, leveraging our team of seasoned technical professionals with in-depth subject matter expertise to provide proactive support and maintenance. This approach is used to provide consistent, predictable and reliable operations, maintenance and configuration services across all of our solution elements including Core, Option A, Option B and Option C.

The Team CNSI Advantage

Team CNSI's Operations Management Strategy delivers effective and efficient system operations using Managed Services model.

- ITIL v3 based Operations processes driving operational excellence
- Better business outcomes through global multi-tier support model
- Service level agreement and performance metric reporting
- Tracking of performance standards against SLAs

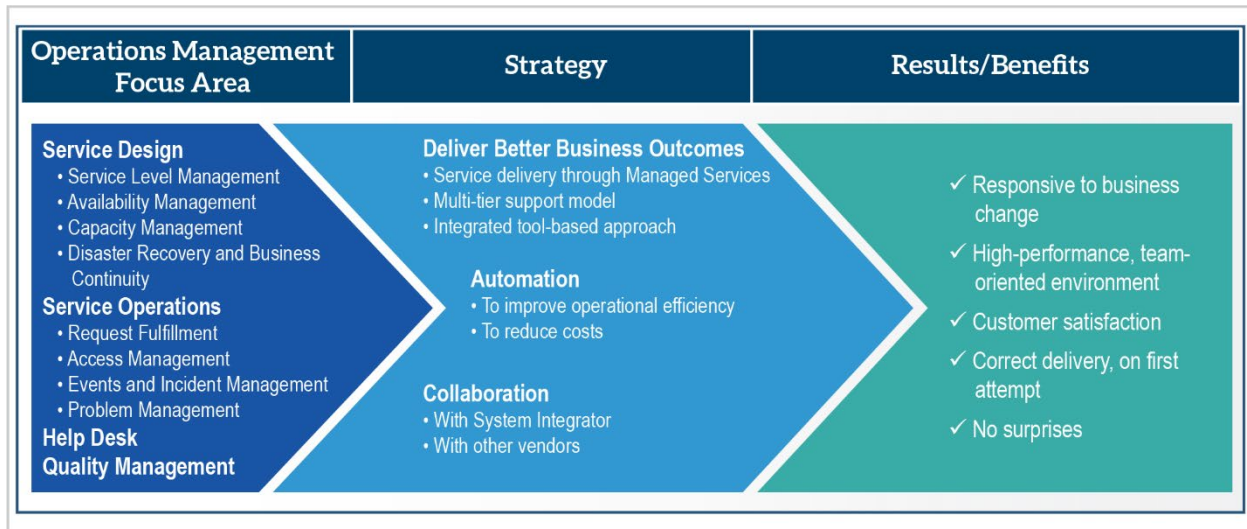
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Our ITIL-based Operations, Maintenance, and Configuration strategy is focused on the following:

- Delivering better business outcomes for DPHHS, through a multi-tier support model and integrated tool-based approach for monitoring and tracking operational performance.
- Using automation wherever possible to increase operational efficiencies, reduce costs, and improve performance
- Close collaboration and integration with the SI (Deloitte) and other vendors of the MPATH initiative as part of the enterprise network of modular providers
- Using SLAs and other quantitative metrics to ensure our managed techniques deliver continuous service improvement per the ITILv3 framework.

Team CNSI has an extensive library of process assets, procedures, best practices, and templates to implement our operations management strategy and subsequent processes. These standards are aligned to business objectives for operations and comprehensive service delivery outlined in ITIL V4. The CNSI operations processes integrate ITIL V4 service delivery best practices and key performance indicators used to benchmark project performance to business value. CNSI’s standard organizational measurement program enables our team to monitor continuous improvement at the organizational level. The CNSI Enterprise Process Group maintains a register of continuous improvements implemented at the organizational level. With a proactive tailoring approach to services and operations, CNSI leverages ITIL V4’s flexibility within portfolio management though our Program Director’s insight into multiple operations projects. Team CNSI is currently implementing ITIL 4 best practices along with CMMI V 2.0 to maximize the value of monitoring business objectives through continuous process improvement.

Figure 3.10.4-1 provides a visual description of our operations management strategy. It describes our ITIL-based operations management focus areas, key elements of our strategy, and the expected results and benefits.



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Figure 3.10.4-1. Team CNSI's Operations, Maintenance, and Configuration Strategy. Team CNSI's Operations, Maintenance, and Configuration management strategy helps DPHHS achieve goals and objectives for the Medicaid enterprise.

In designing our Operations, Maintenance, and Configuration management approach, in addition to Continuous Improvement we implemented our strategy in each of these areas:

- Service Design
 - Service Level Management
 - Availability Management
 - Capacity Management
 - Disaster Recovery and Business Continuity
- Service Operations
 - Request Fulfillment and Management
 - Access Management
 - Events and Incident Management
 - Problem Management
 - Help Desk

Figure 3.10.4-2 describes our strategy and the results of decisions that drive our proposed operations management solution.

Operations Management Focus Area	Themes Driving Team CNSI Operations Management Strategy		
	Agility	Metrics-Driven Approach	Process-Excellence
Service Design	■ Proven SaaS process model ■ Designed for scalability and elasticity to meet SLA and capacity demands ■ Robust set of tools to monitor business, application, and infrastructure operations	■ Microsoft Project Schedule continually updated for project-based activities ■ Measures efficiency and effectiveness of business operations	■ ITIL-based DevOps processes for new or modified systems capability to support business operations ■ Focus on certification requirements ■ One formal review conducted before any new process or function is implemented ■ Well-planned and tested

Operations Management Focus Area	Themes Driving Team CNSI Operations Management Strategy		
	Agility	Metrics-Driven Approach	Process-Excellence
			disaster recovery and business continuity
Service Operations	- Responsive, flat organizational structure - Comprehensive operations manual - Continual focus on cross training staff for flexibility - Continually focus on "sharpening the saw" through continual training and evaluation	- Establish measurable objectives for all operational areas - Daily production readiness meetings to review prior day's results versus goal against today's demands including escalations and issues - Each operational area establishes thresholds for green, yellow, and red flags - Measurement and reporting of contractual and management SLAs	- Continue well-honed planning and scheduling processes from the implementation phase into operations - Operating procedures that are the foundation for training, production, and quality - Use of metrics data to monitor performance
Help Desk	- Automated tools to auto-assign tickets to streamline workflows and eliminate manual processes - Continual focus on cross training staff for flexibility	- Monitoring of contractual and management SLAs - HealthBeat dashboard for near real-time view into operations enabling proactive identification of potential issues or system trends	Multi-channel access points

Figure 3.10.4-2. Team CNSI's Operations, Maintenance, and Configuration Management Strategy. Our strategy themes are woven into all elements of operations to meet DPHHS goals and objectives.

Service Design

Team CNSI has established robust and proven ITIL-compliant SaaS processes from implementations in Michigan, Washington, Illinois, and Utah. These processes enable a DevOps model to maximize system capability and, more importantly, productivity with business operations. IT services and new capability are designed, transitioned, and operated in a manner that avoids disruptions of system capability. A key part of applying the ITIL framework involves designing processes or "services" such that changes are introduced to an operations environment in a controlled and systematic manner, with a focus on Service Level Management, Availability Management, and Capacity Management.

Team CNSI's evoBrix X CPMS solution will be hosted on AWS public cloud, that provides dynamic scaling mechanisms that can be leveraged to align with the uptime requirements. It is designed to minimize risk and ensure that DPHHS service and availability requirements are met. Technology services such as computing power, storage, and databases are delivered/enhanced on an as-needed basis by the AWS cloud provider. Team CNSI minimizes system maintenance periods, upon the State's approval, for major system releases, emergency system releases, and regular maintenance downtimes.

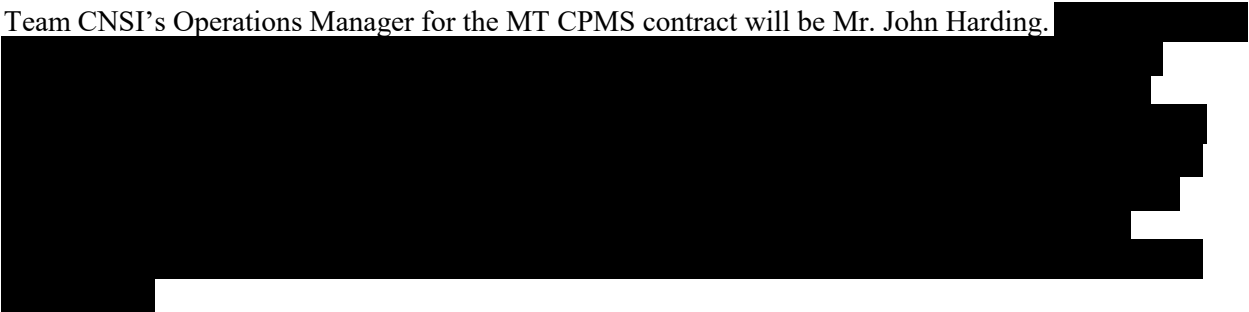
Team CNSI's extensive operational system and support infrastructure is composed of well-documented processes and procedures. Our approach is built on a combination of ITIL processes and augmented by our own best practices refined over years of collective corporate health care administration operations experience in managing large, complex projects of similar size and complexity. A key value of aligning with ITIL involves designing services so changes are introduced to an operations environment in a controlled, low-risk manner. ITIL services represent a comprehensive set of practices, policies, procedures, and processes that enable us to focus on business and system value by providing consistent, predictable, and measurable results. SLA and performance metric reporting and management are integrated in the ITIL framework core to ensure that Team CNSI and DPHHS have the necessary

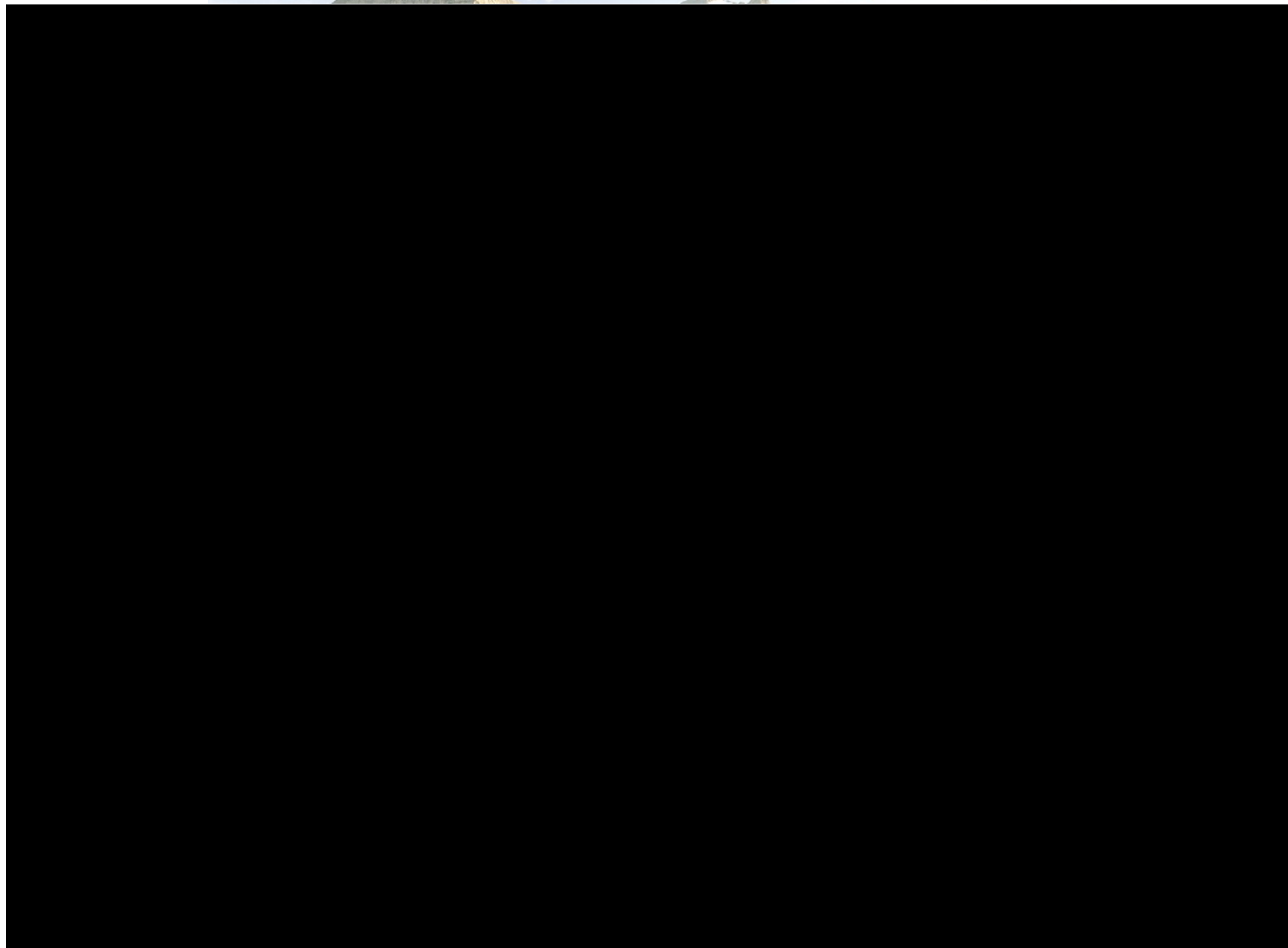
visibility to monitor system performance and to provide course corrections when necessary. Team CNSI's proven processes are implemented upon project initiation and throughout the Operations Phase. Our tiered approach efficiently and effectively allows Team CNSI to manage operations processes for technical, programmatic, and operational changes across the evoBrix X CPMS solution.

Service Operations

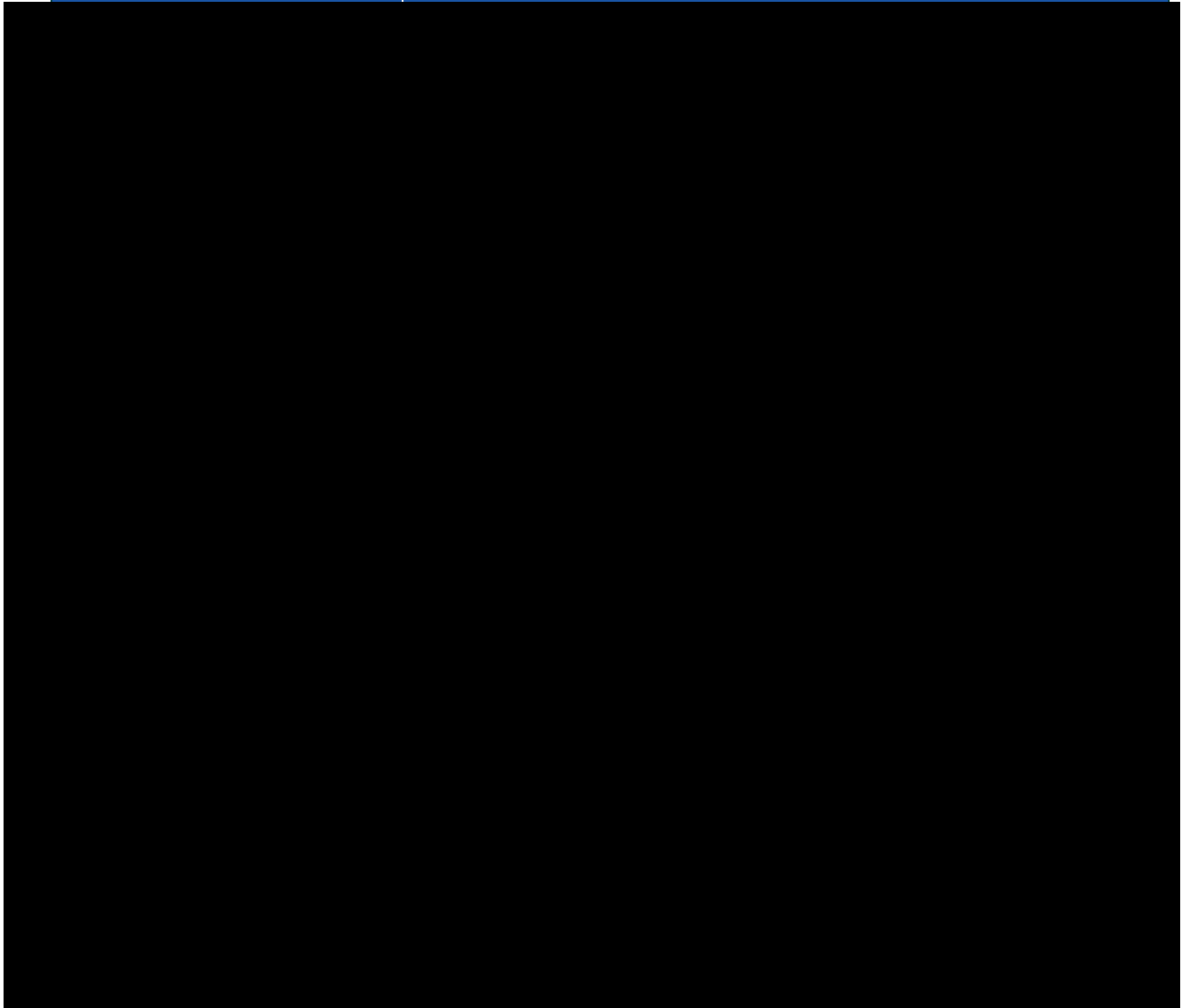
Team CNSI will leverage an ITIL-based Managed Services delivery model for operations to include a Core Operations team augmented and supported by services teams. Figure 3.10.4-3 illustrates the organizational structure of our service operations and maintenance team.

Team CNSI's Operations Manager for the MT CPMS contract will be Mr. John Harding.





The service teams supporting operations are listed in Figure 3.10.4-4 Together, they represent a comprehensive set of practices, policies, procedures, and processes that will enable us to focus on business value by providing consistent, predictable, and measurable results. Other teams such as OSC, ASM, SQA etc. support multiple projects including MT CPMS operations and bring forward the best practices across the spectrum, delivering process excellence.



Team CNSI will ensure readiness of all the components required for a successful Team CNSI's evoBrix X solution implementation, a seamless transition into operations, and finally certification. The System Operations Manager will be responsible for creating the Operations and Maintenance (O&M) Plan, and ensuring transparency by including inputs from Team CNSI, the SI vendor, and DPHHS to compile and then review for quality and completeness. The O&M Plan will use industry best practices and be presented in a comprehensive Operations Manual that is in alignment with our proven service operations framework running in four states – including cloud operations for the states of Michigan and Illinois – and as described by ITIL v3, CMS eXpedited Life Cycle (XLC) Operations & Maintenance Manual and architectural design. Figure 3.10.4-5 shows ITIL v3 Services areas covered under Service Operations.

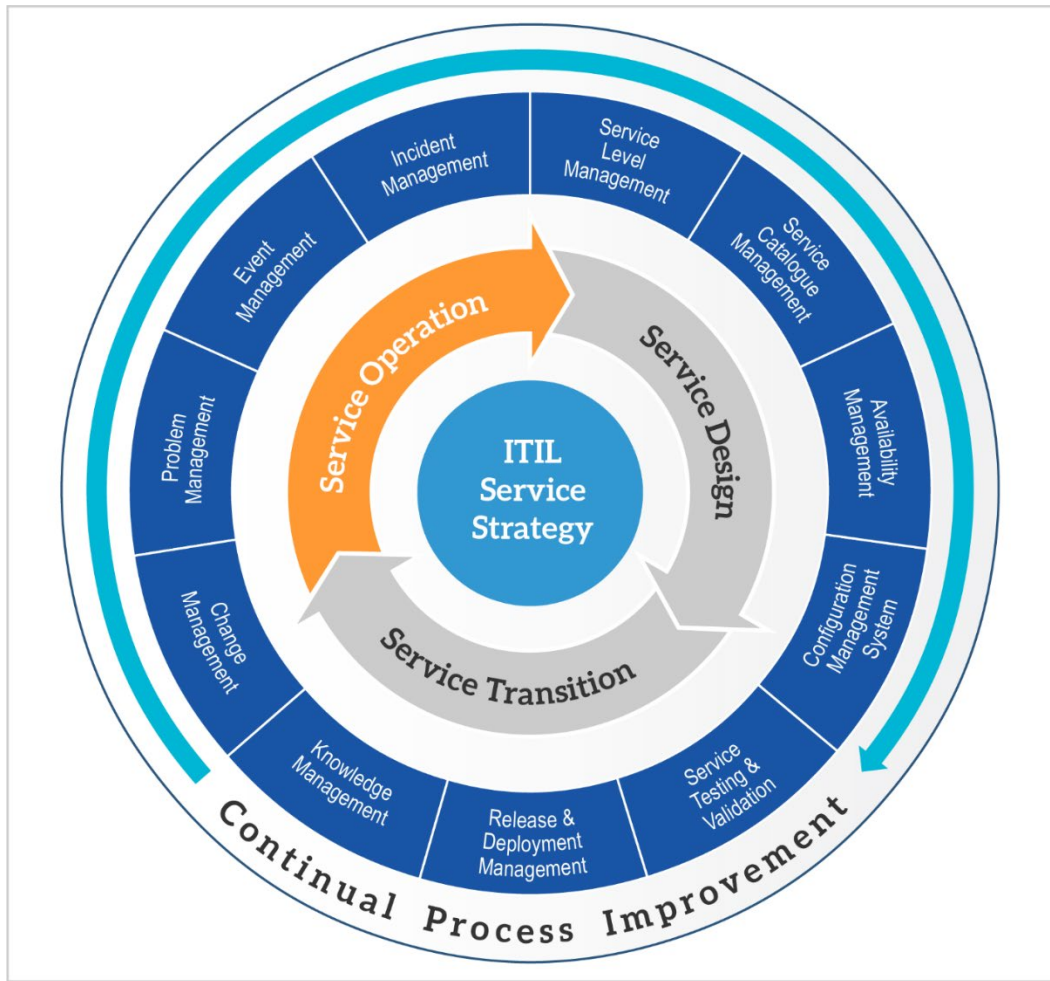


Figure 3.10.4-5 Team CNSI's ITIL-based Service Operations. Team CNSI's systems operations services ensures readiness of all the components required for a successful Team CNSI's evoBrix X CPM solution.

Team CNSI leverage our existing Operations Manual standards and tailoring as necessary for Team CNSI's evoBrix X CPMS solution. The Operations Manual will describe our ongoing support and operations procedures and will be formatted in the following structure:

- System Overview
 - Functional System Overview
 - Application/System Dependencies
 - Physical System Overview
 - Physical Architecture
 - System Software to Hardware Specifications
 - Special Server Conditions
 - System Firewall Specifications
 - System User Overview
 - Estimated Users
 - Peak Processing Times
 - Hours of Operations
 - User Impacts for System Failures
 - Processing Overview
 - Data Flow Diagram

- Data Sources
- Data Refresh/System Updates
- Reporting Requirements
- Service Level Agreements
- Security and Privacy Overview
- Roles and Responsibilities
- Operations Procedures
- Data and Database Administration Procedures
- Configuration Management Procedures

The O&M Manual will also provide Team CNSI and DPHHS with a regularly updated list of personnel who will be performing Team CNSI's evoBrix X solution production support, along with their contact information and areas of expertise. It will provide the framework of our production and support processes, define day-to-day support, and include detailed procedures for items including:

- Identifying the root cause of corrupted data, identifying the fix, and repairing any corrupted data that is associated with a problem
- Providing the State with a copy of the routine planned maintenance schedule no less than 30 calendar days in advance of the scheduled maintenance date for approval (including the process for presentation to the State and receiving concurrence from the State) and the scheduling of the maintenance so as not to disrupt the negotiated operational hours
- Developing an automated process for purging production Software as a Service (SaaS) platform files as determined by data governance decisions
- Include administration procedures and describe the scheduled operations of the production system, including specific instructions on things an operator needs to do to manage the system daily
- Descriptions of administrative tasks
- Instructions on how to run interface and database (DB) jobs
- What to do in abnormal situations; for example, an interface job failure or a system restart due to hung threads

System documentation will also detail the following:

- Operations procedures, including batch or background process schedules, dependencies, sequencing, and timing
- Administrative tasks, including user administration, system security administration, reference data maintenance, creation of report templates, and maintenance of service provider data and contracts
- Other reference materials and presentations required to supplement the training and support activities
- A High Availability and Disaster Recovery Plan for the entire evoBrix X CPMS solution driven by the State's Recovery Time Objectives
- Help Desk Support for use by the responsible entity service desk, addressing items including:
 - Overview of the support strategy
 - Help and service desk design
 - Help and service desk operations (processes and procedures)
 - Incident management procedures and processes, including escalation
 - Problem management procedures and processes
 - Application support
 - Reporting
 - Help and service desk scripts and decision trees for tier 1 help desk and tier 2+ service desk support
- Additionally, as part of ongoing production support, the manual will provide:
 - Frequently Asked Questions

- Application validation procedures
- Server startup and shutdown procedures
- Build documentation

Request Fulfilment

Team CNSI provides and maintains the tools, processes, skills, and rules for an effective and efficient handling of service requests. Team CNSI's Help Desk is expected to receive varying types of service requests which will come from multiple sources. The Help Desk delivers top-quality customer service with knowledgeable, well-trained support staff, powerful tools and comprehensive knowledge base to produce a high first-contact resolution rate. Help Desk staff are trained to handle any service request that may come. Our Help Desk request model is built for each type of request received and addresses each step or phase of request fulfillment. The Help Desk services provide a centralized support system, including staff with specialized knowledge to respond to the variety of inquiries and requests made by end users, internal staff, and other third-party support organizations. The Help Desk is accessible to users via telephone, email, and the web via the Jira ticketing system.

[REDACTED]

[REDACTED]

- [REDACTED]
■ [REDACTED]
■ [REDACTED]

Topic	Question	Answer	Reference	Notes
Topic	Question	Answer	Reference	Notes

Request Execution

Figure 3.10.4-7 . shows the response time for tickets triaged by each team.

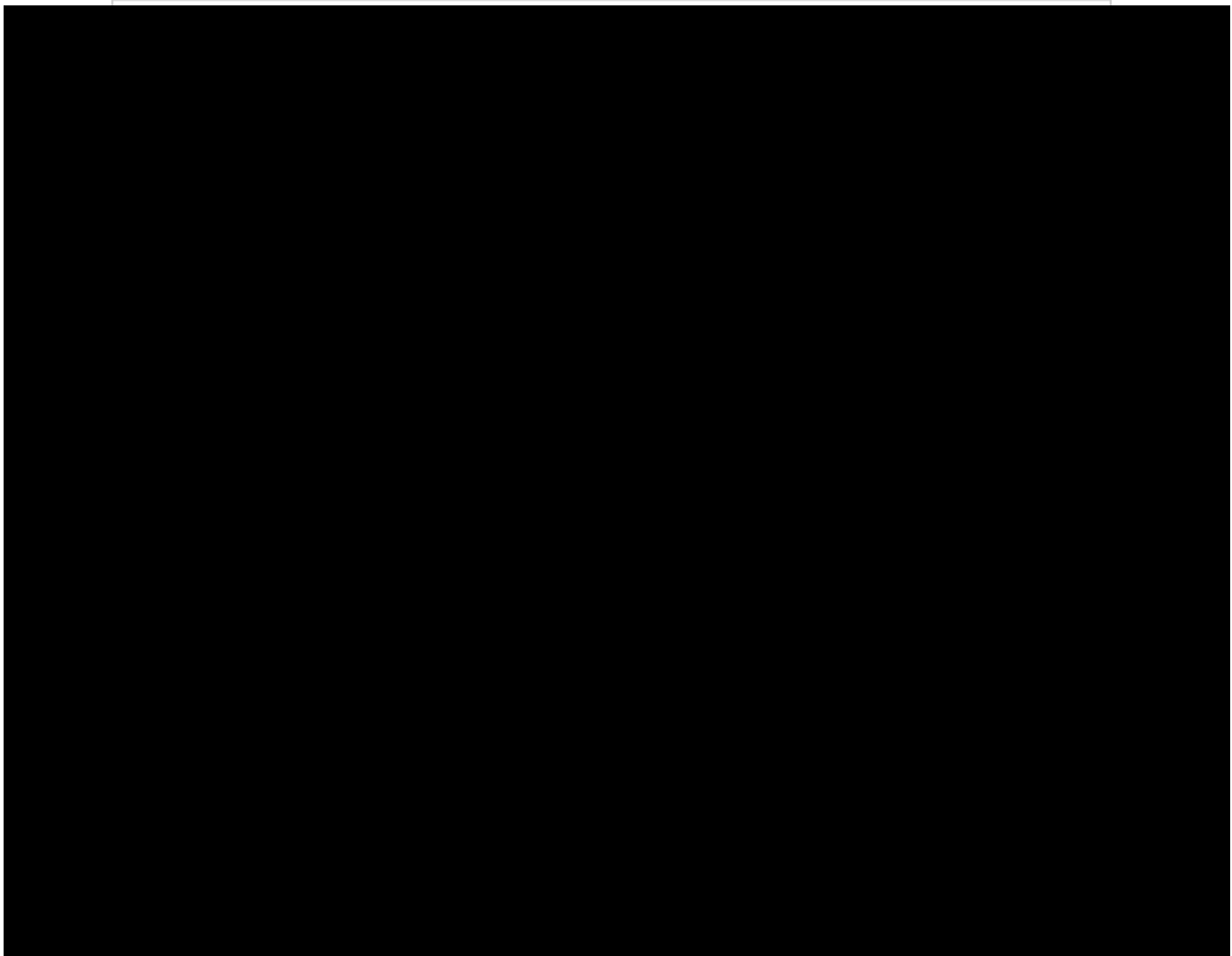
Support Level	Support Level Description	Support Teams	Responsibilities	Availability	Response Time
0	Self-Service	Jira	- Web-based ticketing system - Instant visibility of tickets to all support tiers	24x7x365	Real-Time
1	Basic	Operations Support Center (Tier 1 Support)	- Log tickets and perform triage and ticket routing - Monitor system performance and operations processes - Support requests, application processing operations, access requests, and technical inquiries - Escalate tickets to Tier 2 or Tier 3 based on defined procedures	24x7x365	30 minutes
2	Moderate	Core Operations / Advanced Support & Maintenance (Tier 2 Support)	- Manage and support all operational activities - Monitor and maintain SLA compliance - Track, facilitate, and coordinate tickets and operations processes - Oversee operations processes including access requests, Incident Management, Event Management, Release Management, Change Requests, and SLAs - Escalate tickets to Tier 3 based on defined procedures	On Call (24x7x365)	1 hour
3	Technical/Integration	Core Operations / Advanced Support & Maintenance (Tier 3 Support)	- Triage, prioritize, and support tickets, incidents, and requests - Follows the DevOps model and collaborates closely with their business counterparts and CCB teams	On Call (24x7x365)	1 hour
3	Technical/Integration	Infrastructure/ Data Services	Monitor, maintain, and provide incident response for infrastructure and data services	On Call (24x7x365)	1 hour

Figure 3.10.4-7 . Team CNSI's System Support Model. Team CNSI establishes systematic processes to provide event/incident management support based on ITIL.

Request Monitoring and Escalation

Jira requests are monitored closely and triaged by our support teams for efficient resolution. Evaluated Jira tickets result in one of the following:

- Defects/Enhancements – Jira Change Management Ticket
- Operational Requests – Request for Change (RFC)
- Single Sign-On (SSO) Issues – SI Ticketing System
- No change required – Escalate to Tier 2 CCB for closure



Opened tickets are reviewed at the Tier 1 CCB meetings. The meetings are held weekly with representation from Team CNSI Teams, DPHHS, and additional stakeholders. The status of each opened ticket is summarized in the meeting, and tickets requiring more information are discussed. If agreement on a common solution or resolution cannot be reached, the ticket is escalated to a Tier 2 CCB management meeting for review.

Request Closure and Evaluation

The Tier 2 CCB authorizes closure of each Jira Incident/Request and Change Management ticket. Ticket closure falls into the following categories:

- Jira resolved through Operational RFCs
- Jira due to no change required
- Rejected Jira Tickets
- Production Released (UAT Passed) Jira Tickets

The Tier 2 CCB also discusses requests and issues escalated from the Tier 1 CCB. The Tier 2 CCB can escalate unresolved issues to senior management and stakeholders.

Events and Incident Management

Similar to the Request Fulfillment process, the Team CNSI business areas and technical operational teams use Jira to log both Event and Incident Management items so they can be tracked and triaged to resolution and finally closure. Events and incidents often become confused. Differentiation and understanding of the two terms as well as their respective processes is determined as follows:

- Event monitoring is not just to detect “something wrong.” It is also to get assurances of things “going right” and things that “might” need some action.
- When an event indicates “something really wrong,” then it is an incident and calls for the Incident Management process.

If an operations team member determines an event or incident should be logged and tracked, then they will enter a ticket into Team CNSI’s Incident / Event Management tool, Jira, where the ticket will be triaged by our 24x7x365 Operations Support Center, and then addressed appropriately; for example, a report of a planned outage would trigger our Event Management process to track the planned downtime, while a report of an unplanned outage would trigger our Incident Management process to ensure quick restoration of services. Both event and incident tickets ultimately follow the Jira ticket resolution and tier processes to resolution and closure similar to the request fulfillment process described above.

Team CNSI processes allow users to track and log events and incidents via Jira. Like requests, events and incidents are monitored closely and triaged by the Team CNSI support teams for efficient resolution. For example, an event where the operations team needs to be notified of server maintenance, scheduling changes, or downtime request, is converted to a Jira Request for Change (RFC) ticket, then goes through a review and approval process prior to the execution of a request. After execution, the RFC is moved to the Tier 2 CCB for review. After the review is complete, the Tier 2 CCB approves the RFC for closure.

When an incident – such as an unplanned outage or a reported defect in an application or screen – occurs, a ticket is logged, the OSC then reviews the incident ticket to ensure that it is routed to the correct queue for triaging.

Our support service provides transparency in reporting, fulfilling user requests, resolving service failures, fixing problems, and carrying out routine operational tasks.

Problem Management

Team CNSI defines a problem as any anomaly in the operational or technical environment that affects delivery of services. When a problem occurs:

- Team CNSI’s operations management is notified.
- Team CNSI Help Desk is notified of the issue and impact to services. The Help Desk opens an incident ticket using Jira.
 - The ticket describes the event and the module or operational area affected by the issue
 - The Help Desk assigns the Priority Level (i.e., Urgent, High, Normal, or Low) and enters pertinent information
 - Help Desk notifies the appropriate response team
 - Help Desk notifies account management of the issue and the assigned response team
- Team CNSI assembles the appropriate personnel to conduct an analysis of the issue and define an action plan to resolve the issue depending upon the severity level of the issue.
- Once the appropriate course of action is determined, Team CNSI opens a Jira ticket for internal tracking purposes.
- Team CNSI assigns the appropriate personnel to conduct its own detailed internal review and obtain the appropriate approvals to commence the resolution. In this meeting, a discussion of the issue, solution, and a review of the scripts, if any, is conducted. Scripts should meet the same standards set by CNSI internally to ensure continuity and reduce the chance of negative effects to the system.
- Once approved, the resolution will be implemented.
- Team CNSI Operations Management receives periodic updates throughout the incident until the resolution is completed.
- Team CNSI management notifies the appropriate DPHHS personnel.

After the incident or problem has been resolved, Team CNSI creates an Incident Report, an example of which is shown in Figure 3.10.4-9 . and Figure 3.10.4-10. An Incident Report compiles the following information:

- What triggered the incident
- What services are affected by the incident
- A complete timeline of events
- All actions taken to resolve the issue
- Lessons that were learned and ideas for prevention in the future
- List of each person involved at any time throughout the incident
- Summary of each communication
- Attachments, including actual emails and records of phone calls and meetings, with a summary of what was discussed

INTRODUCTION

This section highlights the purpose and importance of the root cause analysis (RCA). It provides a discussion of the approach taken to identify and document the root cause of a particular problem and the follow-up actions necessary to properly address the root cause. It also highlights what root causes should/should not consist of.

EVENT DESCRIPTION

This section provides a description of the event that is being analyzed. It provides a clear and concise description of the problem that triggered this Root Cause Analysis. It should state the date, time, detailed description of the event/problem, who detected the problem, who it affected, and how it affected them. It is important that the descriptions are as detailed as possible since this problem is the source of the entire RCA.

CHRONOLOGY OF EVENTS / TIMELINE

In this section you are to provide a detailed chronology of the events leading up to, and following, the problem. This is an important piece of the RCA as the chronology of events may lead to clues in determining how or why the problem occurred. Be sure to include names, times and detailed descriptions of all activities.

INVESTIGATIVE TEAM AND METHOD

This section should describe how the investigative team is assembled, who it consists of, and how it gathers the data to be used in the analysis. As with any process, it is important in the RCA that clear roles and methodologies be established in order to allow for the process to move in a controlled and deliberate manner. This is also an important part of the RCA because a majority of time spent in RCA is gathering data about the event/problem.

FINDINGS AND ROOT CAUSE

This section should describe the findings of the investigation and explain the root cause(s) based on these findings. It is possible that a RCA results in findings that are not directly related to the root cause of the problem. These should also be captured as product/process improvement steps in an effort to improve the product/project. It is important to note that this section does not describe the corrective actions to be taken as a result of identifying root cause. Corrective action will be discussed separately in the next paragraph. All findings must be formally communicated with the project team in order to ensure any project changes can be made in accordance with the project's change management process.

CORRECTIVE ACTION

As the purpose of the RCA is to determine the root cause of a problem, it should result in some corrective actions that may be taken to ensure the same problem is not repeated. Often, these corrective actions will result in changes to a project's scope, schedule, or cost. It is imperative that all of the findings and corrective actions are detailed and formally communicated with the project team so changes can go through the change management process and be implemented in the project plan upon approval.

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Figure 3.10.4-9 . Production Incident Report Template. Team CNSI focuses on root cause analysis to address incidences during production.

SPONSOR ACCEPTANCE

Approved by the Project Sponsor:

<Project Sponsor>

<Project Sponsor Title>

Date: _____

Revision History

Version	Date	Reason	Executive Sponsor Sign Off

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Figure 3.10.4-10 Production Incident Report Template – Approval Page. Team CNSI submits the Production Incident Report to DPHHS for review and approval.

The completed Incident Report is then distributed to Team CNSI management. After review, Team CNSI management distributes the Incident Report to the appropriate DPHHS personnel. If more than one problem occurs in the same area, Team CNSI conducts a root-cause analysis to develop a thorough understanding of the issue and its causes. The Incident Reports for those problems are used as part of the tracking and understanding of the problems. A plan is derived from the analysis for either corrective or preventative actions that will reduce the risk of another occurrence to an acceptable level. The corrective or preventative actions will be documented, implemented, and shared with DPHHS. Follow up reviews of the actions are conducted to make sure they are properly alleviating the issue and determine whether there is a more efficient way of correcting or preventing the problem.

3.10.4.1 Maintenance and System Enhancements

3.10.4.1.1 Maintenance

DPHHS defines maintenance for each MPATH module as follows:

1. Making configuration updates as requested by DPHHS. Configuration includes changes to table values, parameters, codes, and business logic, including hardcoded business logic.
2. Correcting deficiencies (defects) found in the solution(s) based on detailed requirements described in the scope of work and published design specifications.
3. Correcting deficiencies (defects) found in the solution(s) based on a failure to meet the detailed requirements in completed enhancement, configuration or maintenance requests.
4. Conducting research requested by DPHHS or required to support the Department. For example:
 - a. System behavior and results
 - b. New healthcare initiatives
 - c. Best practices research across states and industry
 - d. Impacts of new State and federal legislation

5. Performing mass adjustments or mass changes as requested by DPHHS or required to support Montana Healthcare Programs (for example, errors in pricing, eligibility, cost share, and financial code assignments, TPL discovery, and provider reimbursement changes).

6. Performing regular maintenance as needed by DPHHS required to support Montana Healthcare Programs. Examples of maintenance include but are not limited to:

- a. Performance optimization
- b. Database management
- c. Software, hardware, and tools (e.g., patches, upgrades, and replacement).
- d. Interface, report, and correspondence changes.
- e. Making corrections or changes to maintain the integrity of the system or the data within it (e.g., backing out changes, correcting duplicate records, cleansing corrupt data, adding security measures, adding redundancy).

7. Using appropriate testing, configuration, and change control procedures.

8. Updating system, user, and training documentation and online help to reflect changes that have been made to the solution.

9. Performing the activities above to maintain customizations implemented as part of an approved enhancement.

All maintenance activities will be performed at no additional cost to the State in the Contractor's response. The Contractor will be required, at no additional cost, to add resources necessary to complete all activities by the required due date. Maintenance activities and any associated hours will not be applied to the system enhancement hourly pool.

3.10.4.1.2 System Enhancements

DPHHS defines systems enhancements as follows:

1. System enhancements exclude any activities defined in "Maintenance" above.
2. New features or functionality that fall outside the scope of all RFP requirements, Offeror's RFP response, the contract, or agreements of any supplemental negotiations.

The State must approve both the design and level of effort prior to the start of development or configuration for system enhancements. DPHHS must approve any changes to the design or level of effort that occur after the original approval. The level of effort billed cannot exceed the level of effort approved by DPHHS. During DDI, any approved system enhancements will be priced based at the rates defined in Attachment G – Pricing Schedules, Schedule E – Resource Hourly Rates.

The Contractor must provide an estimate of any impact to annual operations cost, for the enhancement during the operations phase of the Contract if applicable. Reimbursements for any additional operations costs must be addressed in a contract amendment.

3.10.4.1.2.1 System Enhancement Pool

DPHHS recognizes that enhancements to the solution may be required periodically throughout the life of the contract to meet mandated Federal or State rules or regulations or to provide increased efficiency in operations or promote cost savings. The Contractor will add resources as necessary to complete enhancements by the required due date.

3.10.4.1.2.2 System Enhancement Pool for DDI Core Scope of Work

The Contractor will provide 7,500 system enhancement pool hours for the duration of the DDI phase of the contract. The cost of these 7,500 system enhancement pool hours are included in the offeror's fixed price and included in Attachment G – Pricing Schedules and Schedule D – Enhancement Pool Hours. The System Enhancement Pool for DDI includes personnel cost for all resources supporting the system enhancement effort.

The unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations or the number or system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for DDI will require one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G – Pricing Schedules and Schedule D – Enhancement Pool Hours.

3.10.4.1.2.3 System Enhancement Pool for DDI Option A Scope of Work

The Contractor will provide 3,000 system enhancement pool hours for the duration of the DDI phase of the contract for the Option A Scope of Work. The cost of these 3,000 system enhancement pool hours are included in the offeror's fixed price and included in Schedule D-Enhancement Pool Hours. The System Enhancement Pool for DDI includes personnel cost for all resources supporting the system enhancement effort.

The unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations or the number or system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for DDI will require one-month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Provider Pricing Schedules, Schedule D-Enhancement Pool Hours.

3.10.4.1.2.4 System Enhancement Pool for DDI Option B Scope of Work

The Contractor will provide 3,000 system enhancement pool hours for the duration of the DDI phase of the contract for the Option B Scope of Work. The cost of these 3,000 system enhancement pool hours are included in the offeror's fixed price and included in Schedule D-Enhancement Pool Hours. The System Enhancement Pool for DDI includes personnel cost for all resources supporting the system enhancement effort.

The unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations or the number or system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for DDI will require one-month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Provider Pricing Schedules, Schedule D-Enhancement Pool Hours.

3.10.4.1.2.5 System Enhancement Pool for DDI Option C Scope of Work

The Contractor will provide 3,000 system enhancement pool hours for the duration of the DDI phase of the contract for the Option C Scope of Work. The cost of these 3,000 system enhancement pool hours are included in the offeror's fixed price and included in Schedule D-Enhancement Pool Hours. The System Enhancement Pool for DDI includes personnel cost for all resources supporting the system enhancement effort.

The unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations or the number or system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for DDI will require one-month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Provider Pricing Schedules, Schedule D-Enhancement Pool Hours.

3.10.4.1.2.6 System Enhancement Pool for Operations Core Scope of Work

The Contractor will provide 4,000 system enhancement pool hours during the Operations phase per operations year. The cost of these annual 4,000 system enhancement pool hours are included in the Offeror's fixed price and included in Schedule D – Enhancement Pool Hours. The System Enhancement Pool includes personnel cost for all staff supporting the system enhancement effort.

The level of effort incurred to complete an enhancement will be applied to the System Enhancement Pool once the enhancement is implemented and approved by the Department. If the level of effort exceeds the System Enhancement Pool hours remaining, the Department may choose to utilize hours from the next Contract operations year or have the Contractor invoice the Department for the balance at the rates defined in Attachment G – Pricing Schedules, Schedule E – Resource Hourly Rates.

Unused system enhancement pool hours for each year of operations may be rolled forward to the next operations year or the number of system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for operations will require a one-month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Pricing Schedule D – Enhancement Pool Hours. The cost of the Contract will be reduced proportional to the cost of the unused hours using the rates provided in Pricing Schedule D – Enhancement Pool Hours.

3.10.4.1.2.7 System Enhancement Pool for Operations Option A Scope of Work

The Contractor will provide 2,000 system enhancement pool hours during the Operations phase per operations year for the Option A Scope of Work. The cost of these annual 2,000 system enhancement pool hours are included in the Offeror's fixed price and included in Schedule D-Enhancement Pool Hours. The System Enhancement Pool includes personnel cost for all staff supporting the system enhancement effort.

Unused system enhancement pool hours for each year of operations may be rolled forward to the next operations year or the number of system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for operations will require a one-month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Provider Pricing Schedules, Schedule D – Enhancement Pool Hours. The cost of the contract will be reduced proportional to the cost of the unused hours using the rates provided in Attachment G, Provider Pricing, Schedule D – Enhancement Pool Hours.

3.10.4.1.2.8 System Enhancement Pool for Operations Option B Scope of Work

The Contractor will provide 2,000 system enhancement pool hours during the Operations phase per operations year for the Option B Scope of Work. The cost of these annual 2,000 system enhancement pool hours are included in the Offeror's fixed price and included in Schedule D-Enhancement Pool Hours. The System Enhancement Pool includes personnel cost for all staff supporting the system enhancement effort.

Unused system enhancement pool hours for each year of operations may be rolled forward to the next operations year or the number of system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for operations will require a one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Provider Pricing Schedules, Schedule D – Enhancement Pool Hours. The cost of the contract will be reduced proportional to the cost of the unused hours using the rates provided in Attachment G, Provider Pricing, Schedule D – Enhancement Pool Hours.

3.10.4.1.2.9 System Enhancement Pool for Operations Option C Scope of Work

The Contractor will provide 2,000 system enhancement pool hours during the Operations phase per operations year for the Option C Scope of Work. The cost of these annual 2,000 system enhancement pool hours are included in the Offeror's fixed price and included in Schedule D-Enhancement Pool Hours. The System Enhancement Pool includes personnel cost for all staff supporting the system enhancement effort.

Unused system enhancement pool hours for each year of operations may be rolled forward to the next operations year or the number of system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for operations will require a one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Provider Pricing Schedules, Schedule D – Enhancement Pool Hours. The cost of the contract will be reduced proportional to the cost of the unused hours using the rates provided in Attachment G, Provider Pricing, Schedule D – Enhancement Pool Hours.

3.10.4.1.2.10 System Enhancement Pool for Operations Option D Scope of Work

The Contractor will provide 2,000 system enhancement pool hours during the Operations phase per operations year for the Option D Scope of Work. The cost of these annual 2,000 system enhancement pool hours are included in the Offeror's fixed price and included in Schedule D-Enhancement Pool Hours. The System Enhancement Pool includes personnel cost for all staff supporting the system enhancement effort.

Unused system enhancement pool hours for each year of operations may be rolled forward to the next operations year or the number of system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for operations will require a one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Provider Pricing Schedules, Schedule D – Enhancement Pool Hours. The cost of the contract will be reduced proportional to the cost of the unused hours using the rates provided in Attachment G, Provider Pricing, Schedule D – Enhancement Pool Hours.

Team CNSI's operations maintenance and system enhancement approach is based on ITIL standards. We carefully manage maintenance and enhancement activities to ensure maximum efficiency, stability, and performance. Proactive maintenance, patching, and an efficient enhancement process for the evoBrix X CPMS solution will be a combined effort, which will involve our Centers of Excellence (COE). The COE, located in Lansing, MI and Rockville, MD, utilizes a shared services model and is comprised of Operation support, Application Services, Development, Infrastructure Management, and testing teams.

Team CNSI possesses years of MMIS operations maintenance and system enhancement experience to accurately assess whether staffing levels and expertise required are appropriate to the needs of the stabilization and certification periods, as well as ongoing operations and on through to turnover should that phase be activated by the state. Team CNSI prides itself on having knowledgeable and response staff to manage and execute operations activities. Utilizing shared services and matrixed approaches, we are assured of experienced staff being available to perform both routine and complex tasks required during operations.

The Team CNSI Advantage

Mature End-to-End System Management Methodologies.

- Solid Configuration Management Methodology
- Robust lifecycle management of defects and enhancement, from identifications, through testing, and to resolution
- Processes that anticipate change
- Solution includes a comprehensive and complete system performance monitoring framework
- Team CNSI uses various tools and techniques to effectively manage the database

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Another key factor of our operations success is that Team CNSI creates and maintains robust operations documentation covering aspects from infrastructure to applications and the related processes. The application documentation is updated in alignment with system change requests, to ensure that our teams are always working from documentation that represents the most current state of the system. Similarly, for the infrastructure, the documentation is updated with every update (e.g., change in software version or upgraded firmware) and is reviewed quarterly by the shared services support teams.

Team CNSI will comply with the base software maintenance period and will follow an approved release process and calendar to ensure defects, enhancements to ensure system stability over the maintenance period. Team CNSI recognizes that the maintenance periods include “adaptive” maintenance/ modification of the system performed after completion of deployment to keep the system usable in a changed or changing environment, and “perfective” maintenance which is modification of the system after completion of deployment to improve performance or maintainability. During this period, Team CNSI will be in charge of maintenance, and hosting and operating the system and providing disaster recovery services.

Incident and maintenance request reporting will be embedded in our operations processes. We will produce all required operations reports and, specifically for incident and maintenance requests, we will report on trends that provide meaningful metrics, such as ticket categories and rate of open/closure, etc. For additional detail on our incident and maintenance request reporting, please see section 3.10.4 Operations, Maintenance, and Configuration.

Categories of System Maintenance and Enhancements

Changes are a natural part of projects and operational environments. Team CNSI utilizes processes that not only anticipate changes but also address them on a timely and proactive basis. Team CNSI delivers high quality software to its customers through the execution of our CMMI level 3 & ITIL processes. Maintenance and Enhancements fall into the following categories:

- Maintenance – Regular patching, upgrades, tuning, and other maintenance to system components to maintain performance, functionality, and security during operations
- Support – Providing operations support to DPHHS resources within Team CNSI’s scope of operations
- Defects - System faults identified as part of the scope of the original development effort during the Software Maintenance period
- Enhancements – System changes that are not part of the original scope

Change Management

Defects and Enhancements identified during operations are tracked through Team CNSI’s Change Management process. All identified changes are tracked as a Change Request (CR) in the Jira ticketing system. Team CNSI’s Tier-1 CCB and Tier-2 CCB manage the review and approval of changes as described before. Team CNSI’s Operations team follow the Operational Release Calendar, that outlines the different release phases and milestones including planning, requirements prioritization, content review and approval, design, development, system testing, User Acceptance Testing (UAT), and finally, deployment to production environment.

The high-level steps conducted in tracking Change Requests (CRs) are as follows:

- Create and submit the CR
- Record and review the CR information
- Assess and evaluate the CR
- Authorize the change through the change control board (CCB)
- Update plans and other documents based on the impact analysis
- Implement the CR and coordinate with impacted organizations
- Review and close the CR

The following section provides details of the change control management process.

Create/Record CR

A CR may be used to propose a change to the evoBrix X CPMS solution and/or related configurable items such as hardware, software, or security permissions. A CR can originate from the State, fiscal intermediary staff, other project team members, external stakeholders, and end users that need service.

Review CR, Assess and Evaluate Change

After the CR is submitted, it will be reviewed and analyzed by Team CNSI. The submitted CRs may be as a result of:

- A new CR submission
- Update of an existing CR
- Consideration of a postponed CR for a new release cycle

The CR is placed in the Tier-1 CCB review queue. No owner assignment takes place as a result of this action. An initial review of the contents of the CR is conducted in a Tier-1 CCB review meeting to determine if it is a valid request. If a CR is believed to be a duplicate of another CR that has already been submitted, it will be assigned to team member to resolve it based on the status of the original CR.

The CR may be determined, in the CCB review or by the assigned team member, to be an invalid request or that more information is needed from the submitter. The CR may be scheduled for re-review by the CCB at a later date. The originator may also be consulted for further information or justification.

Authorize CR

Tier-2 CCB, consisting of State Management and Team CNSI Operations management staff, will authorize the implementation of the CR and place it into the change control management work queue (team or area that will own the resolution of the CR). These queues may include work areas such as business process area, system development, and system administration.

Change Implementation

All the Change Requests approved for the release are then updated within Jira to reflect the assigned release. Team then starts working on the design of those approved CRs. Each CR requires a Change Log document to specify the scope of the change, impacted modules, high-level solution design and other

pertinent details. The Change Log and associated artifacts such as the Detailed System Design Document (DSDD) excerpts are reviewed by Team CNSI's QA team for completeness and accuracy. The Change Log packet is then delivered to the DPHHS State lead, assigned for that specific module, for review and approval through the Tier-1 CCB.

Team CNSI then proceeds with configuring or developing the change, as the case may be, against the development environment. Once the change is completed and unit-tested, it is released to Team CNSI's System Test team for validation and verification. All verified changes are promoted to the UAT environment during the UAT phase for validation by DPHHS State staff. Approved and verified changes are then promoted to the production environment by Team CNSI's Configuration Management team on the production release date, as published in the Operational Release Calendar.

Review and Close the Change Request

Once the CR is implemented in production environment, the related Jira ticket is reviewed and closed during the Tier-2 CCB by Team CNSI and DPHHS management.

OMC01

The Contractor shall cooperate and assist the Department in responding to all law enforcement, federal and State audit and review requests. The Contractor shall provide audit support including, random sample generation, data extracts, hard-copy documents, and provide any requested data or information.

Team CNSI's Operations Manager will lead the Team CNSI response to any law enforcement law enforcement, federal, and State audit and review requests. Team CNSI will provide audit support including random sample generation, data extracts, and hard-copy documents, and provide any requested data or information. The Team CNSI Operations Manager will respond to specific requests, including email archive requests, and needs of the OAG, within individually specified timelines, outlined in each request submitted to Team CNSI.

All audit requests will be routed through a DPHHS representative to the Team CNSI Operations Manager, with specific tracking IDs, for triaging and provisioning. Audit responses may need to be supplied in different formats depending on the need. If the response contains Personally Identifiable Information or Protected Health Information, the response will be encrypted and provided through secure communication channel established with DPHHS for said purpose.

OMC02

The Contractor shall support the disaster recovery activities that will provide timely failover and create relevant documented policies and procedures to implement a recovery.

Given the criticality of Medicaid business operations, disaster recovery and business continuity are an inherent component of Team CNSI's evoBrix X CPMS solution. As a partner, Team CNSI's Disaster Recovery/Business Continuity (DR/BC) Plan will ensure that Team CNSI's evoBrix X CPMS solution continues with little disruption. Team CNSI's DR/BC Plan template has been refined from our experience in similar large-scale projects, including MMIS projects in the states of Michigan and Washington.

The following examples can lead to the declaration of a disaster:

- Extended power outage expected to exceed backup power capacity facility-wide
- Loss of a building or buildings due to fire, flood, earthquake, or a hazardous material (HAZMAT) incident
- Water or structural damage
- Regional or local damage or conditions from severe weather

- Incidents that causes the primary data center or telecommunication lines to be non-functional

Approach to Providing a DR/BC Plan

Team CNSI determines the critical and non-critical business functions for the disaster recovery purpose and documents the same in the DR/BC Plan. Our plan defines procedures and processes to recover the system from a disaster at the primary data center site. “Disaster,” for purposes of this document, is defined as an event or occurrence that directly or indirectly impacts the processing capabilities of the system, causing a loss of critical service, exceeding defined limits, such that a decision is made to restore operations at a pre-determined alternate facility. This process is documented thoroughly and separately. The DR/BC Management Plan includes the following plans:

- Business Impact Analysis (BIA) Plan
- Documentation Template
- BC Plan Management Schedule
- DR Test Plan
- DR Process

Business Impact Analysis (BIA) Plan

The BIA Plan helps to determine and evaluate the potential effects of an interruption to critical business operations because of a disaster. The BIA Plan seeks to categorize and prioritize business activities for recovery, identify all internal and external dependencies associated with critical activities, determine the amount of time required to resume critical activities, and estimate the resources that each critical activity will require for resumption of business.

Figure 3.10.4-11 shows the template of the BIA Plan along with the type of information that is requested.

Business Impact Analysis (BIA) Plan	
Business unit name	Enter the business unit name
Head count	Enter the number of full-time staff in the business unit, optionally, part-time and contractors, if applicable
Parent process	Describe the principal activities the system performs
Priority ranking	Enter a number here for subjective ranking of process importance
Recovery time objective (RTO)	Enter a time frame, e.g., 24 hours; it describes the time the system must return to "business almost as usual" following a disruption
Recovery point objective (RPO)	Enter a time frame, e.g., one hour; this is a point in time to which parent process work should be restored following a disruption
Parent process depends on	Enter names of organizations and/or processes the parent process depends on for normal operations
Parent process required by	Enter names of organizations and/or processes that depend on the parent process for normal operations
Quantitative impact	Enter a financial amount associated with the parent process, e.g., annual revenue generated by the process
Qualitative impact	Enter a non-financial impact to the company, e.g., loss of reputation, loss of customers associated with parent process
Time needed to recover staff	Enter the number of staff that need to be back to "business almost as usual" within specific time frames
Recovery strategy	Enter specific actions the business unit can take to recover to a "business almost as usual" state, e.g., work from home, relocate etc
Technology/Services recovery time	Enter the system and services in each time space that must be recovered within the specific time frame

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Figure 3.10.4-11 . BIA Plan Template. A template that captures the information required for the BIA Plan. This template helps to determine the impact of a disaster on critical business functions.

Documentation Template

Documentation Templates provide a description of the Minimum Focus Areas (MFA)/Mission Essential Functions (MEF). MEFs and MFAs represent a limited set of DPHHS functions that must be resumed rapidly after a disaster occurs. Figure 3.10.4-12 describes representative information from Team CNSI’s MFA/MEF.

Business Area	Brief Overview/Description
Provider Billing Support	Provide centralized support and services to Medicaid providers that affect their billing and reimbursement. Research and resolve billing and reimbursement issues that providers present via hotline, email, fax, mail, or at training sessions. Distribute educational resources for providers.

Figure 3.10.4-12. Documentation Template for MFAs and MEFs. Team CNSI conducts detailed business continuity planning and supports collaboration with DPHHS to ensure minimum essential functions are addressed.

DR/BC Plan Management Schedule

Team CNSI reviews the DR/BC plan periodically and focuses on the following elements and scenarios:

- Changes in functionality
- Changes in mission-support requirements
- Changes in operational support environment
- Changes to the organization and management of users
- Changes in the BIA that affect Return to Operations priorities
- Changes in regulatory or security requirements

Disaster Recovery Test Plan

Team CNSI’s DR/BC Plan will undergo additional discussions with DPHHS and the SI to refine and maintain the plan. A DR Test Plan is the examination of each step in a DR/BC Plan. It also includes dependencies, key staff from DPHHS and Team CNSI, and important information that covers third-party hardware and COTS vendors, including contact information and support contract information. This test ensures that Team CNSI’s DR/BC solution recovers data, restores business-critical applications, and continues operations after an interruption of services. This DR Test is conducted once per year.

During the DR Test, Team CNSI does sanity checks and analyzes audit logs and other data to determine what worked as expected, what didn’t work as expected, what changes need to be made to the DR/BC plan’s design, and what tasks need to be scheduled for re-testing. These results and other artifacts generated out of the DR Test are then delivered to DPHHS.

Disaster Recovery Process

For a successful recovery from a disaster, production database systems are replicated to a dedicated DR site housed in a geographically diverse DR datacenter. Databases are replicated in nearly real time between the Production and DR Data Centers using the Oracle Data Guard Solution. The distance between the two sites is great enough to mitigate all natural and man-made disasters. To ensure uptime recovery of eight hours or less in the disaster recovery site, replicated system copies are immediately merged into the active storage system in the disaster recovery site. An automated disaster recovery orchestration tool automatically tracks changes on the primary site production network and configuration and automatically makes all necessary configuration changes in the DR site environment. All static network settings applicable to the environment configuration are pre-configured by a team of expert system and network engineers to ensure that any DR event or DR test is seamless.

If a disaster is declared at the production site by the State and Team CNSI, a preplanned recovery process is set in motion. All users of the evoBrix X CPMS solution will be redirected to the disaster recovery site. The plan also has required steps and dependencies, a list of key staff from the State and Team CNSI, and important information that covers third-party hardware and COTS vendors, including contact information and support contract information.

The DR/BC Plan is tailored to meet the maximum allowable recovery time objective (RTO) of 24 hours and a recovery point objective (RPO) of eight hours. The DR site is designed to be equivalent to a Production site. In the event of a disaster that results in the production site being down for more than seven business days, then at the sole discretion of DPHHS, Team CNSI will repurpose the DR site to be a primary site and work on building a new backup/DR site data center within 30 calendar says.

[REDACTED]

OMC03

The Contractor shall conduct an annual test of the Disaster Recovery and Business Continuity Plan and submit the Disaster Recover/Business Continuity Test Report that includes the outcome, corrective action plan, and revisions, if any, to the Department.

Team CNSI conducts an annual test of the Disaster Recovery and Business Continuity Plan to practice the overall response process, demonstrate that the plan provides recovery as intended, and identify areas for improvement. Team CNSI submits the Disaster Recover/Business Continuity Test Report that includes the outcome, corrective action plan, and revisions, if any, to the DPHHS for review and approval. State jointly participate in planning and execution of annual DR and BCP test. Team CNSI SQA team performs testing of all applicable functionalities during DR test, identifies any areas of improvement and capture the results of the same.

The annual test ensures that Team CNSI's DR/BC solution recovers data, restores business-critical applications, and continues operations after an interruption of services. During the DR Test, Team CNSI completes sanity checks and analyzes audit logs and other data to determine what worked as expected, what didn't work as expected, what changes need to be made to the DR/BC plan's design, and what tasks need to be scheduled for re-testing. These results and other artifacts generated out of the DR Test are then delivered to DPHHS.

The annual DR test comprises of three key steps.

[illegible]

OMC04

The Contractor shall provide Operations support, Maintenance, and ongoing Configuration of the provided Solution(s) throughout the life of the Contract. This includes providing Operations support as described in the scope of work as well as providing Maintenance and Enhancements to the provided Solution(s). The Contractor will follow project management and system development processes throughout the life of the Contract.

The Agency defines maintenance for each module as follows:

1. Making configuration updates as requested by the State. Configuration includes changes to table values, parameters, codes, and business logic, including hardcoded business logic.
2. Correcting deficiencies (defects) found in the solution(s) based on detailed requirements described in the scope of work and published design specifications.
3. Correcting deficiencies (defects) found in the solution(s) based on a failure to meet the detailed requirements in completed enhancement, configuration or maintenance requests.
4. Conducting research requested by the State or required to support the Department. For example:
 - a. System behavior and results

- b. New healthcare initiatives
 - c. Best practices research across states and industry
 - d. Impacts of new State and federal legislation
5. Performing mass adjustments or mass changes as requested by the State or required to support the State's healthcare programs (for example, errors in pricing, eligibility, cost share, and financial code assignments, TPL discovery, and provider reimbursement changes).
6. Performing regular maintenance as needed by the State required to support the State's healthcare programs. Examples of maintenance include but are not limited to:
 - a. Performance optimization.
 - b. Database management.
 - c. Software, hardware, and tools (e.g., patches, upgrades, and replacement).
 - d. Interface, report, and correspondence changes.
 - e. Making corrections or changes to maintain the integrity of the system or the data within it (e.g., backing out changes, correcting duplicate records, cleansing corrupt data, adding security measures, adding redundancy).
7. Using appropriate testing, configuration, and change control procedures.
8. Updating system, user, and training documentation and online help to reflect changes that have been made to the solution.
9. Performing the activities above to maintain customizations implemented as part of an approved enhancement.
10. Perform incremental integration services to retrofit previously implemented modules to accommodate integration with modules in the design, configuration and build phase. Incremental integration services should be included in the DDI costs.

System Maintenance

Team CNSI will implement its proven change management maintenance processes upon project initiation, which governs changes throughout Operations phases of the project. Our process efficiently and effectively manages technical, configuration, programmatic, and operational changes across the overall program. Prior to the Operations Phase, we will review and refine the Change Management Plan as needed for operations. Ongoing maintenance and operations will use the ITIL service management and Configuration Management plan model to perform maintenance, operations, and enhancements. Using a foundation with which the team is already familiar will provide a smoother transition to operational changes.

Figure 3.10.4-13 shows how different requirements are handled through the Change and Release Management process as opposed to scheduled maintenance activities during the Operations.

Change and Maintenance Activities	Process	Requirement Reference
Making configuration updates as requested by the State. Configuration includes changes to table values, parameters, codes, and business logic, including hardcoded business logic.	Change and Release Management (See Section 3.10.7 Project Deliverables and Documentation)	OMC04-1
Correcting deficiencies (defects) found in the solution(s) based on detailed requirements described in the scope of work and published design specifications.		OMC04-2

Change and Maintenance Activities	Process	Requirement Reference
Correcting deficiencies (defects) found in the solution(s) based on a failure to meet the detailed requirements in completed enhancement, configuration or maintenance requests.		OMC04-3
Performing mass adjustments or mass changes as requested by the State or required to support the State's healthcare programs (for example, errors in pricing, eligibility, cost share, and financial code assignments, TPL discovery, and provider reimbursement changes).		OMC04-5
Using appropriate testing, configuration, and change control procedures.		OMC04-7
Updating system, user, and training documentation and online help to reflect changes that have been made to the solution.		OMC04-8
Performing the activities above to maintain customizations implemented as part of an approved enhancement.		OMC04-9
Interface, report, and correspondence changes.		OMC04-6d
Software changes.		OMC04-6c (partially, reminder of the requirements covered below)
Performing regular maintenance as needed by the State required to support the State's healthcare programs. Examples of maintenance include but are not limited to: - Performance optimization. - Database management. - Hardware, and tools (e.g., patches, upgrades, and replacement). - Making corrections or changes to maintain the integrity of the system or the data within it (e.g., backing out changes, correcting duplicate records, cleansing corrupt data, adding security measures, adding redundancy).	Maintenance Plan (Activities and Scheduled Maintenance) (See Section 3.10.7 Project Deliverables and Documentation)	OMC04-6a,b,c,e
Conducting research requested by the State or required to support the Department. For example: - System behavior and results - New healthcare initiatives - Best practices research across states and industry - Impacts of new State and federal legislation	Request Fulfillment process	OMC04-4

Figure 3.10.4-13. Change and Release Management. Shows how Change and Release Management and regular maintenance activities are handled.

Configuration Updates (OMC04-1)

Configuration updates requested by the State are handled by Team CNSI through the Operations Request for Change (RFC) Process, if the change cannot wait until the next available release. This process is used when there is no evoBrix X CPMS screen functionality available to complete the task. Requests originate via Jira as a Jira Incident/Service Request ticket.

The primary reasons for Operational Data Scripts and Configuration changes are:

- Data scripts that are needed to change table values, parameters, codes etc.
- Data scripts that are requested by the State for some business purpose – often one-time requests with short notice and thus not candidates to be part of the regular release process

- Schedule changes for Interfaces, Database to Database (DB2DB) jobs, and Data Warehouse jobs due to business needs or changes from external entities
- Queue changes due to fluctuations in transaction volumes or to handle specific problems on a temporary basis

The RFC process proceeds as follows:

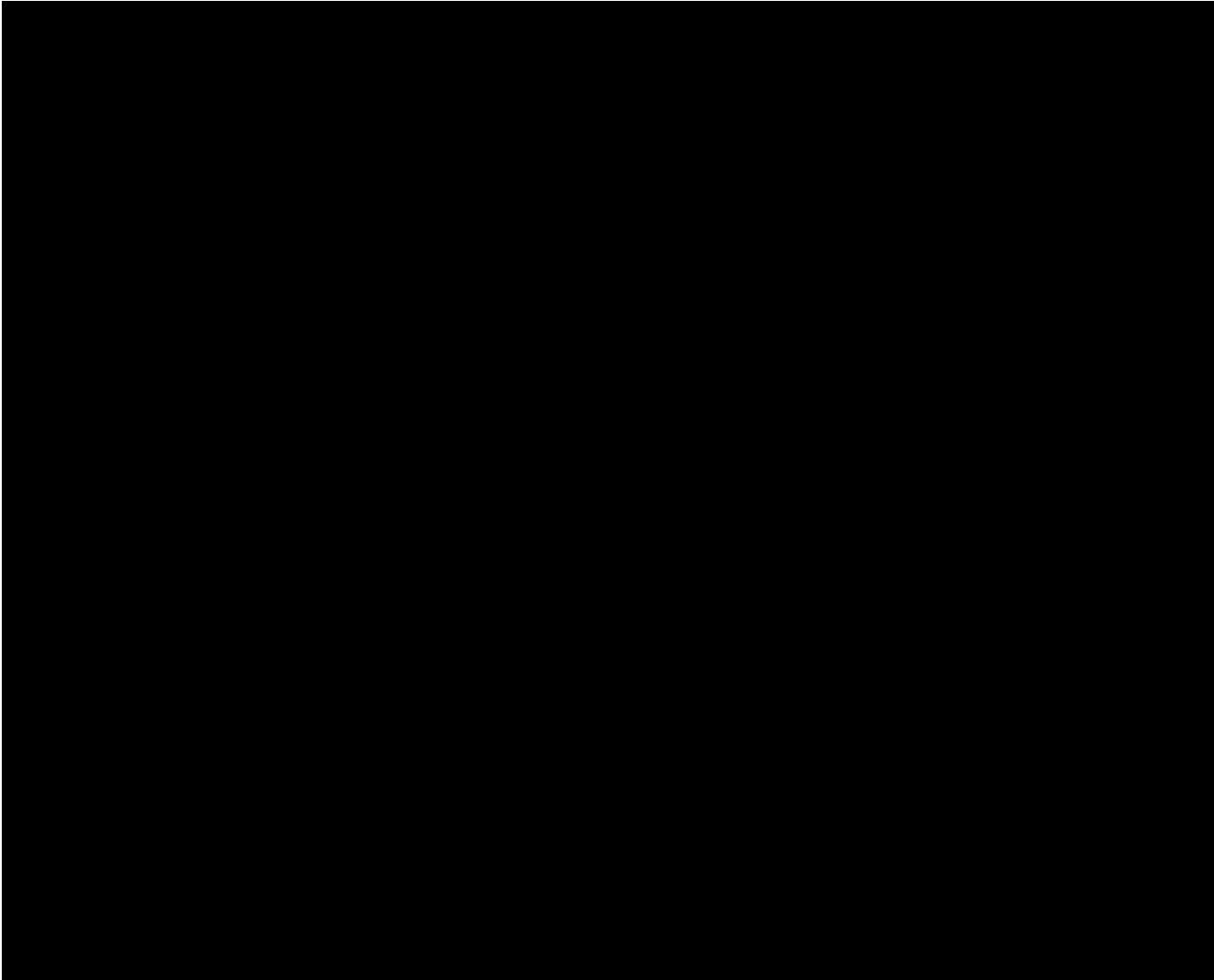
- State and Team CNSI identifies the need for a change, a Jira Incident ticket is created by the state.
- The developer creates a Team CNSI Jira Ticket to perform the necessary change and tie the RFC ticket number to Jira Incident ticket.
- The requestor must provide the following information:
 - Change Type – Regular, Emergency, or Ongoing
 - Request Type –RFC-Interface, RFC-DB2DB, RFC-DW Extract, RFC-Cognos, or RFC-Data Script
 - Regression Required (Yes/No)

For non-Data Script requests:

- All Data Requests must be reviewed by RFC Reviewer and approved by RFC Decision Maker. (Notify via email “RFC Review Team” mt_rfc_review@cns-inc.com.)
- The RFC tickets will be reviewed and approved at the Production Scheduling meetings.
- Change request submitted outside the meeting schedule is considered as Emergency which requires Operations Management approval.
- Emergency requests can be made through the RFC ticket outside of the normal Production Schedule meeting, but they must meet the following criteria before being considered:
 - They cannot wait until the next Production scheduling meeting
 - Be approved by the Operations Management
 - Emergency requests will go through regular review process after Operations Management approval
- Email Operations Management and RFC Review Team that an RFC needs to be reviewed and approved
- The CM and DBA team will not process any requests not approved through the RFC process
- During the Production Scheduling meeting, the status of all the previous week’s requests will be reviewed and updated

Correcting Deficiencies (Defects) (OMC04-2, OMC04-3)

Team CNSI uses a defined Tier meeting structure and processes within our operations to discuss MT CPM changes, including defects and enhancements, and to ensure technology impacts are identified and changes are implemented within the required timeframes. Team CNSI will work with the state to utilize the Tier meeting structure for MT PSM System Operations. The Tier meeting structure consists of a Tier 1 CCB and a Tier 2 CCB. The Tier 1 CCB consists of DPHHS and Team CNSI evoBrix X CPMS subsystem business and technical stake holders. The Tier 1 CCB meets weekly to discuss incidents and change management requests. Figure 3.10.4-14 shows the Tier Structure and responsibilities.



Tier 1 change management decisions, as well any situations that cannot be resolved by the Tier 1 CCB, are escalated to the Tier 2 CCB for final decisions and approval. The Tier 2 CCB consists of the State, Team CNSI, and MT CPM business owners as well as representatives from the PMO. The change process begins with a ticket is submitted by DPHHS through Jira. Each request is evaluated by the Tier 1 CCB. As a result of the evaluation, the change request is placed in one of the categories defined below:

- **Enhancement:** The request represents a change to the approved design. Enhancements are typically triggered by a policy change, newly identified system capabilities, or business process changes.
- **Defect:** The system is not performing as designed. A code change is required to correct the issues.
- **Data Change Request (DCR):** There is a request to change system data, such as a list of reference codes, interface run parameters, or claim batch processes. No code change is required. DCRs can typically be processed when appropriate without the need for a software release.

Enhancements and defects are assigned a unique identification number for tracking through the change process, and a change request is created for enhancements. This request contains a clear definition of the requested change, Team CNSI's response to the change, and an inventory of all impacted system modules and design artifacts. All enhancements and defects are reviewed and approved by the Tier 2 CCB as defined in the Release Management section below. For all enhancements approved to be included in a release, the Tier 1 CCB team participates in one or more Collaborative Application Development (CAD)

sessions to create or revise the design artifacts that are required to support the change. These design artifacts include all use cases, screens, reports, letters, and interfaces that are impacted by the change. Upon completion of the CAD sessions, Team CNSI finalizes the change request package and submits it to DPHHS for approval.

The next step is for Team CNSI to develop the software changes needed for each enhancement or defect. Once the software is completed and unit tested, the enhancement or defect is turned over to Team CNSI's test team for System Testing. Once the ticket passes System Testing, Team CNSI turns the enhancement or defect over to DPHHS's independent User Acceptance Test (UAT) team for testing. Once the enhancement or defect passes UAT, it is approved by the Tier 2 CCB for deployment to production.

Conduct Research (OMC04-4)

DPHHS staff initiate Service Request tickets within the Incident / Event Management tool, Jira, to request for research into system behavior and results, new healthcare initiatives, best practices across states and industry, impacts of new State and federal legislation etc. Team CNSI will then conduct research as requested based on the details provided within the Service Request. If the team needs additional details from DPHHS, they will bring it forward for discussion at the Tier-1 CCB meeting.

Example Service Requests: research into how a specific claim was priced, why a specific claim was suspended, when it was expected to enter a different disposition.

Perform Mass Adjustments (OMC04-5)

The evoBrix X CPMS solution has a highly automated and mature business operations processes to perform mass adjustments. DPHHS's operations staff uses the evoBrix X CPMS mass adjustment screen to enter criteria to identify the claims that need to be adjusted.

The system has a range of options within the criteria fields that is made available to the claims processor for mass adjustment. DPHHS staff can enter up to five different selection criteria from the various available options before submitting the request. Specific claims can also be directly selected for the mass adjustment process by DPHHS staff without having to enter the selection criteria. After the selection criteria is entered on the mass adjustment screen, DPHHS staff can submit the request. The evoBrix X background processes keep polling the adjudication queue at regular intervals to look for claims for adjudication.

DPHHS staff that submit the mass adjustment request review the adjusted claim's business status of pending, paid, or denied against the original claim. They compare the dollar amounts and other details, such as the benefit group number relevant to the claim, to ensure that the claim was processed as expected. When the results are as expected, the claims processor submits the mass adjustment batch to another claims processor for a second review. These activities are fully automated using the mass adjustment functionality within the evoBrix X CPMS Core Claims Module. For more details, please refer to Section 3.10.10 Edits, Processing, and Adjustments.

Regular Maintenance

Performance Optimization

Automation: Team CNSI focuses heavily on automation to improve operational performance and efficiency. We apply automation improvements across the enterprise to ensure optimal performance across operations. As a company, we are making investments in automation and artificial/augmented intelligence principles to further drive efficiencies throughout the life of our contracts.

Applications: Team CNSI best practices are based upon our experience earned from various successful implementations such as in Michigan, Washington, and Illinois, with a focus on SaaS Operations in addition to leveraging practices as defined in industry standards like ITIL and CMMI. These will be

further refined to cater to the needs of the Montana implementation. Typical performance optimization activities include tuning Java Virtual Machine (JVM), implementing horizontal and vertical scaling as needed to meet the requirements, and data archival on file systems of Application Servers to maintain optimum performance.

Databases: Team CNSI’s solution includes a comprehensive and complete system performance monitoring framework which helps to optimize it. A combination of Oracle Enterprise Manager (OEM) and various other Oracle tools and solutions provide monitoring capabilities covering all layers of hardware and software components to improve performance.

Team CNSI constantly monitors the database performance tuning using various techniques, which include:

1. **DB Instance Tuning:** Ensures the instance is properly tuned by allocating sufficient memory to database structures, determining I/O requirements, and modifying the resources accordingly to avoid bottlenecks that could lead to performance problems.
2. **SQL Tuning:** Involves frequently visiting the long running SQL statements and identifying the SQLs that are responsible for high resource utilization and impact the overall system performance and tuning them to meet the SLAs.
3. **OEM:** Helps to properly tune all aspects of the database management using inbuilt features like AWR, ADDM, ASH for SQL, and database tuning.
4. **CTR:** Serves as an in-house centralized, cloud-based repository tool built to run the scheduled maintenance jobs across all the databases in all the environments to keep up the database health good. Some of the tools include:
 - Hourly stats jobs for core real-time tables
 - Daily/weekly transactional and optimizer table maintenance jobs
 - Monthly purge and archive jobs during a specified downtime
 - Frequent data usage reports which helps to analyze the system data usage and plan the future usage
 - Alert mechanism to trigger alerts to respective teams during any issues
5. **Oracle TFA:** Supports analysis and collection of diagnostic data, which is a crucial step in Database problem resolution. Oracle TFA collects data across cluster nodes and consolidates everything in one place which comes handy when debugging any issues.
6. **Oracle APM:** Collects, organizes, and publishes the rich set of data that is collected via its repository. It is part of a comprehensive repository, a software library, and tracking of additional information for managing problems and incidents which also integrates with Enterprise Manager. This integrated approach in the Enterprise Manager repository enables integrated tools to be built, erasing the artificial boundaries between application performance management, configuration management and change management. In addition, because the repository is built on Oracle Database, technologies such as Data Guard and Real Application Cluster can be used to ensure that the database is highly availability and scalable.

Database Management

Team CNSI’s evoBrix X CPMS architecture has become robust, highly available, scalable, and portable with our continued learning from more than a decade in the MMIS industry. Our database design incorporates MITA principles, as is suitable for an MMIS application, and our data model is designed to support the highest levels of data integrity, security, and control while reducing the burden of management. Team CNSI’s proven, MITA-aligned data model, powered by Oracle, creates a robust solution that can fully address the requirements of the State today and support its needs in the future. The

[illegible]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Operations Team will assess the impact of available patches, upgrades, and releases for all software, firmware, and operating systems and will recommend a maintenance schedule, either through Monthly Maintenance or through the Operational Release Management process depending on the impact of the change to other configurable items (CIs).

Patch/Upgrade through Monthly Maintenance: If the patch or upgrade is not anticipated to have any functional impact on other CIs and do not require any code changes, then Team CNSI will recommend a maintenance schedule for testing and implementing that change, starting from the lower environments (dev/test, stage). The maintenance schedule is reviewed and approved by Tier 2 CCB.

The change is then implemented in each of the lower environments, through separate maintenance windows, and sanity testing is completed afterwards. Testing of the change continues for the remainder of the month. Any issue relating to the patch is verified and validated in the specific environment where it is reported. Once the issue is verified to be caused or related to the patch/upgrade, the Operations Team works with the appropriate vendor to troubleshoot and resolve the issue. Once the patch/upgrade is

completed with no pending issues, it is applied in the next environment and the same verification and validation process is followed.

Once the patch/upgrade is completed successfully in all lower environments, it is applied in the production environment during the next Maintenance window. A banner message is posted with the proposed maintenance schedule and related downtime two weeks in advance.

Patch/Upgrade through Operational Release: If the patch or upgrade is anticipated to have functional impact(s) to other CIs and may require code changes, then Team CNSI will complete a full impact assessment and identify the high-level scope of the change and impact to other module(s). This change will then need to go through the regular Change Management / Release Management processes like other system enhancements.

Interface, report, and correspondence changes (OMC04-6d)

Interface, report, and correspondence changes are handled through the operational Change Management process like any other system change. Please refer to Change Management section for more details.

Making Corrections or Changes to Maintain the Integrity of the System or the Data Within It (OMC04-6e)

Data Integrity refers to the accuracy and consistency of data stored in a database, data warehouse, data mart or other construct. The integrity of data is guarded by specific business rules called data integrity constraints. The rules that apply in the real world to events, actions, manipulations, and situations are translated into constraints that apply to the data handled in information systems.

Data Integrity is maintained in various way based on the scenarios. [REDACTED]

Database Flashback: This solution performs point-in-time recovery from human errors. It also let users view past states of database objects or to return database objects to a previous state without using point-in-time media recovery.

The following features are an integral part of Team CNSI’s Flashback solution:

- Flashback Database: Rewinds database back in time
- Flashback Query: Retrieve data for a time in the past
- Flashback Version Query: Retrieve metadata and historical data for a specific time interval
- Flashback Transaction Query: Retrieve metadata and historical data for a given transaction or for all transactions in each time interval
- Flashback Transaction: Roll back a transaction and its dependent transactions while the database remains online

Database Archiving: Team CNSI ensures that the data gets archived periodically there by results in storage savings. There are various scheduled jobs that runs weekly/monthly to archive the older data which is not required for daily operations. This data is stored in the binary format and gets compressed, encrypted before moving to the archive area. Also, this data can also be retrieved if needed in the future.

Data Manipulations: A dedicated team is assigned to perform any database related deployments who works 24x7. Any immediate data changes including emergency data rollback/cleansing corrupt data will be performed this team to avoid any data issues. All the changes are recorded using version control for future use.

[REDACTED]



N/W Encryption: All the database connections and the associated data that transfers across the network is encrypted via algorithms such as AES256. This is enabled at the host level, which means all .sqlnet connections arriving to the databases hosted in that server are network encrypted. This setting is enabled across all the environments keeping the databases secure.

AWS Storage Encryption: Protects data when it leaves physically secure storage.

RMAN Backup Encryption: RMAN backup is stored in encrypted backup volumes.

Encrypted Flat Files: Flat files are encrypted with a password before sharing.

System Maintenance Processes

Team CNSI institutes appropriate testing, configuration, and change control procedures as part of operational system maintenance. These are described in detail below.

Testing

Team CNSI offers a highly efficient, multi-layered, comprehensive test strategy that minimizes risk to DPHHS. As part of this strategy, the configured MT CPMS solution undergoes rigorous System Integration Tests (System, End to End and Regression Test Events). Team CNSI then deploys its centralized and repeatable Performance & Load and ADA / 508 Compliance test methodologies. Finally, Team CNSI makes the configured MT CPMS solution available for User Acceptance Testing (UAT).

Team CNSI's integrated testing approach is comprised of:

- Test Planning approach describing Test Plan development, the layers of testing conducted, and a description of the purpose of each Test Event which is to be executed.
- Test Layers describing our component-based test design which breaks down Test Cases and Test Execution into the smallest testable units to full end to end business process and features.
- Test Case Construction and Traceability approach describing how test cases are reused from our other core claims implementations
- Test Execution approach describing the methods we apply to executing tests for all layers of testing
- Test Automation methods including the tools used and how automation is applied to testing the MT evoBrix X solution
- Defect Management Process including the tools use, defect severity levels, and defect management life cycle
- Test Management Monitoring and Control describing the approach for tracking test progress
- Test Scheduling and Acceptance summarizing the test execution schedule and State acceptance

Please refer to Section 3.10.2.6 for more details on test strategy, plan, and process.

Configuration Management

Team CNSI’s software Configuration Management (CM) policies and procedures are governed under our iVision360 framework and have been tailored to configure Team CNSI’s evoBrix X platform and components to meet customer needs and requirements.

This approach will allow the following for DPHHS:

- Consolidated snapshot of Configuration Items (CIs) for the project
- Snapshot of baseline contents
- Configuration control for CM systems
- Specifications on building work products out of CM systems
- Maintain the integrity of the baseline

Team CNSI adheres to industry best practices by following the ITIL-aligned CM policies, processes, and procedures. This provides a framework to avoid any unauthorized changes, manage the baselines to support multiple environments, and provide traceability and auditing for all CIs throughout the lifecycle of Team CNSI’s evoBrix X solution.

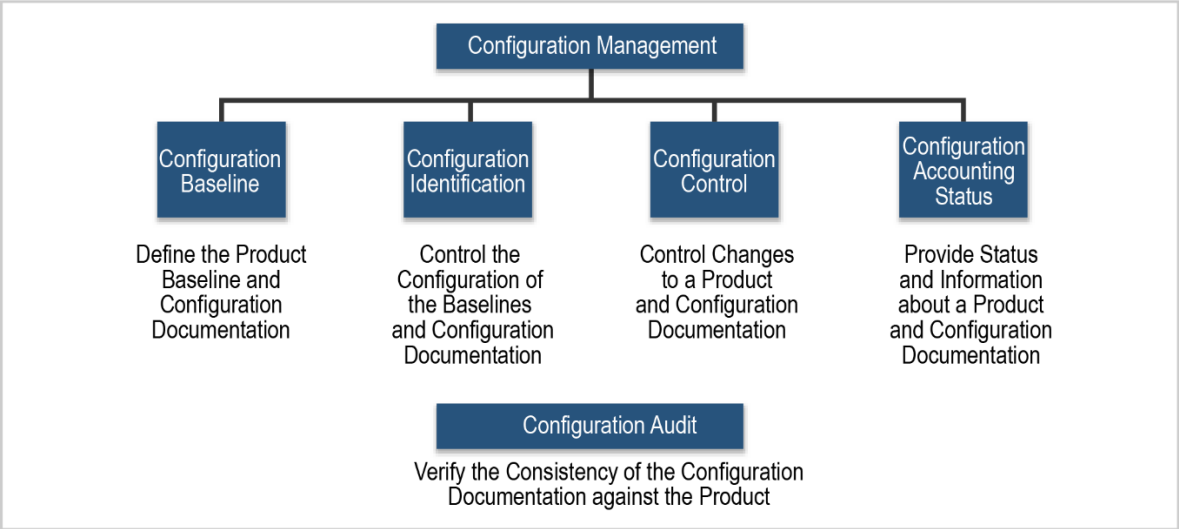
Team CNSI’s CM methodology is based upon the following terms:

- Configuration Item (CI): Defined as any artifact that needs to be managed to deliver an IT service; it can be a hardware artifact, source code artifact, software artifact, document, or an IT service.
- Baseline: Defined as a snapshot of the CI or set of CIs frozen and recorded at a point of time; it can be used to restore an IT service to a given state should something go wrong or as a reference point for any change that might be required.

Configuration Management (CM) Methodology

CM is the discipline that applies technical and administrative directions to manage product baselines and managing change items as they are identified, reviewed, documented, and implemented. Our process also includes auditing of change items following completion to verify conformance with all internal and external technical, security, and management requirements.

Figure 3.10.4-16 illustrates key elements of Team CNSI’s CM methodology. The remaining sections of this response section provide greater detail on various aspects of our CM methodology.



MTCPM-1.2.4-568

Figure 3.10.4-16 . Components of Team CNSI’s CM Methodology. This methodology provides complete traceability and transparency throughout the SDLC phases.

Configuration Baseline

The objective of establishing a baseline is to define an approved configuration at a snapshot in time and a basis for further activities performed as part of iVision360 framework in implementing and integrating the modules for Team CNSI’s evoBrix X solution, and allow reference to, control of, and traceability among various CIs.

- A baseline is established for both software (source code) and document CIs
- Change control procedures are performed to develop a derivative baseline from an established one

Configuration Identification

Configuration identification consists of setting and maintaining baselines that define the module at any given point in time. Each baseline is assigned a unique label using the configuration naming convention.

The criteria for configuration identification include the following:

- The item will be used by one or more groups
- The item is expected to change over time due to defects logged or enhancements
- The item is either dependent on another item or triggers a change in other items because of a change in this one
- The item is critical to the project
- A noted approval is required to change the item

Figure 3.10.4-17 lists the various types of CIs that exist on the project.

Type of CI	Description
Source Code	Project source code
Status Records	Records in Jira or SharePoint providing a snapshot of the CI status
Document	Documents created as part of project activities
Hardware	Servers and routers that help implement the project activities

Figure 3.10.4-17 . Types of CIs. Various types of CIs will be tracked for the entirety of Team CNSI’s evoBrix X solution.

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

Configuration Status Accounting

The purpose of status accounting is to ensure that the integrity of individual configuration items and the associated baselines are established and maintained. This requires the following:

- Configuration records describing CIs and baselines
- Audits to maintain the integrity of the baselines
- Every activity related to source code, defects or enhancements, and document changes in SVN, Jira, and SharePoint is recorded in sufficient detail so that the content and status of each work product is known, and previous versions can be recovered.

Jira and SharePoint provide an ad hoc reporting capability to allow the stakeholders to produce a daily, weekly, or monthly status report as needed that can summarize:

- CRs in process
- Total open vs. closed CRs
- CR aging reports

Configuration Audits

The CM Team will conduct several types of audits throughout the applicable iVision360 phases:

- Periodic Physical Compliance Audits (PCAs) for CIs in SVN and Jira
- Status Accounting for CIs in SVN and Jira

Project Managers conduct Periodic Physical Configuration and Status Accounting audits throughout the project life cycle for project documentation in SharePoint.

Quality Assurance (QA) Teams will audit CM activities and review the PCA reports as part of the Process and Product Quality Assurance (PPQA) process.

The audit reports will at a minimum contain the content shown in Figure 3.10.4-20.

Section	Description
Audit Description	This section also identifies the methodology used in conducting the audit. Team members are identified along with their functional specialties. Any specific assumptions/known issues are called out. Action Items are listed and tracked for completion.
Summary of Audit Findings	Summarizes the findings of the audit. Identifies those areas having an impact on production, if applicable. Includes a general discussion of the overall evaluation of the efforts.
Recommendations	Suggests specific methods to correct identified deficiencies. If applicable, recommendations are made concerning the necessity for any audit follow-ups and tracked to completion by the CM Manager.

Figure 3.10.4-20. Sample Audit Report. Lists sections that are a part of a typical audit report.

Governance Authority for Each Configuration Item within CMDB

Change Control as described in the Change Management Plan is the guiding document for providing the governance framework for each configuration item in the Team CNSI CMDB ecosystem. It includes the systematic evaluation, coordination, development, approval or disapproval, and implementation of changes after the establishment of a baseline. CRs are tracked from inception to final resolution, ensuring that a standard repeatable process is maintained for handling proposed changes and that unauthorized changes are not introduced into the controlled baseline.

Hardware Change Management

This section describes the functions of the CCB as it relates to the management of hardware changes for Team CNSI’s evoBrix X solution. Direction is determined by consensus of all organizations represented at the board including, at a minimum, personnel from Team CNSI, the SI vendor, and the DPHHS PMO.

The CCB represents the interests of project management by ensuring that a structured process is used to consider purchases or upgrades for hardware and supporting the installation of the hardware to support Team CNSI’s evoBrix X solution.

The CCB:

- Requests that impact analysis of proposed hardware changes be performed
- Reviews the hardware changes
- Makes decisions regarding hardware
- Monitors progress of the hardware installation
- Communicates decisions made to affected groups and individuals

Team CNSI maintains the hardware for the evoBrix X solution and it is listed in Jira Insight CMDB maintained by Team CNSI personnel. Once all the CIs are entered, the CMDB tool allows team members to establish relationships among them showing a layout of all the hardware CIs that constitute a logical environment. The tool records the time and action to provide an audit trail of changes made to a CI.

Separate audits are performed by Team CNSI against the bill of materials (BOM) whenever new hardware for Team CNSI's evoBrix X solution is received in one of the designated datacenters.

COTS Components

Each COTS product is treated as a configuration item, and the current version is recorded as part of the product baseline. Configuration changes and patches necessary to maintain optimum performance levels per the project requirements are discussed between all the concerned stakeholders in CCB, scheduled and implemented as part of the agreed Release and Maintenance cycle, and results are captured at each stage.

A major release for a COTS product would typically include major changes to the feature set of the tools, adherence to new J2EE framework, or becoming cloud enabled. Minor changes to COTS products typically involve patches to fix identified issues reported by the user-community in general or fixing any security vulnerabilities that are discovered.

Documentation Change Management (OMC04-8, OMC04-9)

This section describes the functions of the CCB as it relates to the management of system, user, and training documentation changes for Team CNSI's evoBrix X CPMS solution, including changes to Online Help. Direction will be determined by consensus of all organizations represented at the Board, which would at a minimum include personnel from Team CNSI, the SI vendor, and the DPHHS PMO.

The CCB:

- Requests that impact analysis of proposed documentation changes be performed
- Reviews CRs that impact project documents
- Makes decisions regarding CRs
- Monitors progress of documentation delivery and change implementation
- Communicates decisions made to affected groups and individuals

The CCB operates as follows:

- CCB meetings are held periodically as determined by the CCB representatives in attendance
- The CCB Chair or Moderator, as defined in the Project Management Plan (PMP), facilitates the meetings and ensures that meeting notes are distributed

The CCB performs the following functions:

- Oversees the release calendar
- Evaluates and approves release content
- Confirms implementation of releases and documentation updates

The CCB provides oversight to the change management process areas including:

- Managing CRs
- Solution, configuration, and testing
- Deploying

All project documentation work products as defined in the Project Schedule (contract deliverables, non-contractual work products and internal documentation) are maintained in SharePoint to allow for sharing among the project team. Each project has its own work product portal within SharePoint.

Examples of documentation work products include the following:

- Requirements Traceability Matrix (RTM)
- System Design Documentation
- System Documentation
- Business Rules Catalog
- User Documentation
- Operations Procedure Manual
- Training Documentation

OMC05

The Contractor shall provide a notification web page that displays when the system is unavailable for scheduled maintenance or unscheduled outages.

Team CNSI utilizes the Provider Portal to Banner Messages for Scheduled outages. The State will initiate the request to post a banner message via a Jira Incident ticket and a Team CNSI will open Operational change request (RFC) to ensure that the banner message is posted on the Provider Portal website. Figure 3.10.4-22 shows an example banner message for a planned outage on the Provider Portal.

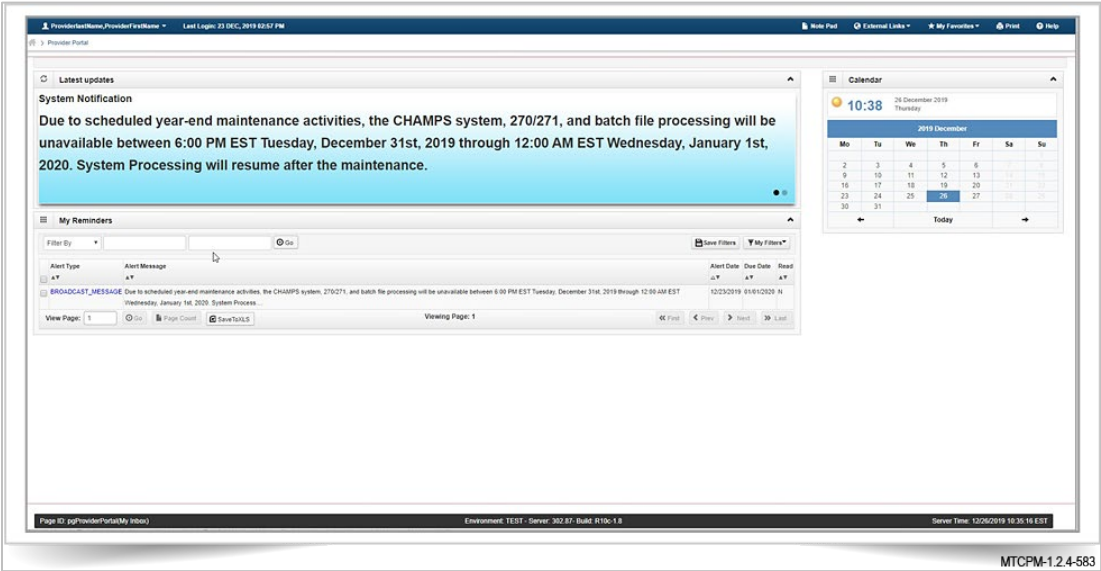
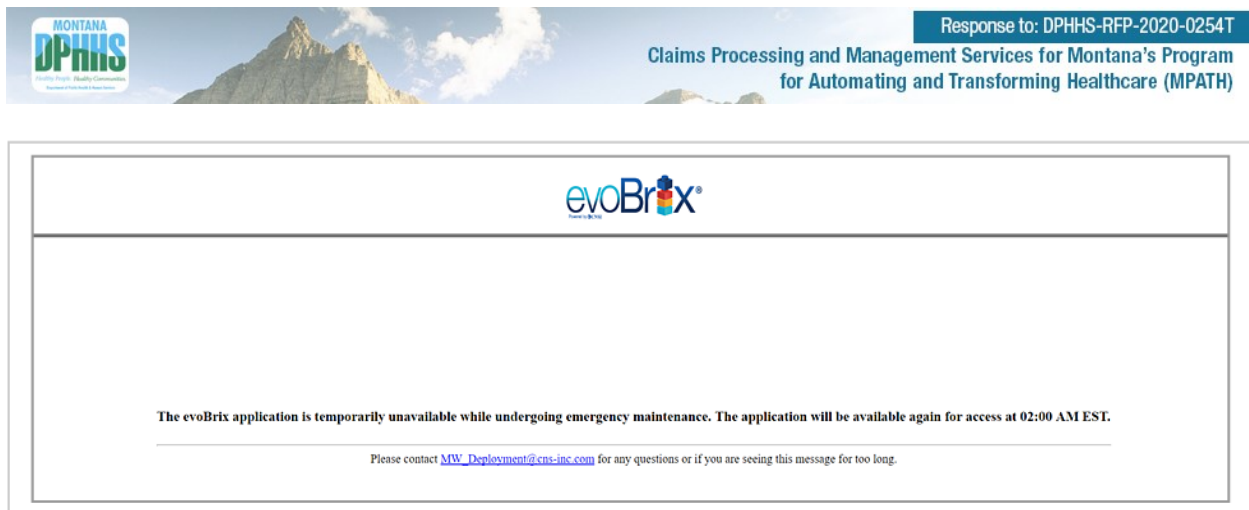


Figure 3.10.4-22 . Example Banner Message for a Planned Outage. Banner messages are posted on the provider portal.

Unscheduled outages messages are posted at a web server level. These messages are posted if there is an unscheduled outage or as a result of emergency maintenance. Figure 3.10.4-23 shows an example banner message as a result of Team CNSI’s evoBrix X solution being unavailable for unplanned maintenance.



MTCPM-1.2.4-569

Figure 3.10.4-23 . Example Banner Message for an Unplanned Maintenance. Such banner messages are posted in the event the application is temporary down due to unplanned maintenance.

OMC06

The Contractor shall have processes in place to restrict access when inappropriate system access or misuse is detected.

Team CNSI has a documented access control policy per roles and responsibilities of those seeking system access. It stipulates that access to information system resources is based upon job function and standards for appropriate use, as documented in the Team CNSI Information Security Policy and Standards. Authorization to perform specific functions or to use specific resources will be granted according to the principle of least privilege: granting no individual more authority than reasonably required to perform assigned duties. The Security Policy and Standards document also constitutes what procedures are to be taken when system access is to be restricted when misuse is detected.

When inappropriate system access or misuse is detected or reported, a Jira Incident ticket is logged by operations support staff containing the details of the incident and the user account in question is suspended pending an investigation. The incident and suspension is communicated to the user's supervisor and the user is informed of the account suspension. Team CNSI's Information Security Manager and the DPHHS Security representative is also informed.

Team CNSI's Information Security Manager will then work with the DPHHS Security representative to conduct a review of the incident. They will jointly produce a report of the incident with recommendations. Recommendations may include reinstatement of the account, continued account suspension, or termination of the account depending on the results of the investigation. The report will be shared with the user's supervisor as well as key project stake holders. Once a final determination is made, the Jira Incident ticket will be updated with the action to be taken and operations support staff will work with the DPHHS Security representative to update the user account status accordingly.

Since security incidents are considered confidential, the incident report will be encrypted, and password protected and stored in a secure location for future reference.

OMC07

The Contractor shall test and implement all production ready patches, upgrades, and releases for all software, firmware and operating systems in a timely manner, in coordination with other modules.

Team CNSI has developed an extensive operational system and support infrastructure comprised of well-documented processes and procedures that address the implementation of patches, upgrades, and releases for all software, firmware, and operating systems. Team CNSI's approach is built on an ITIL framework

augmented by our own best practices refined over years of collective health care administration operations experience in managing large and complex projects. A key part of aligning with ITIL involves designing processes or “services” so changes are tested and introduced into an operations environment in a controlled and systematic manner.

Each of the COTS software products (e.g., IBM WebSphere, Oracle Database, Cognos) and hardware components (such as Virtual Machines, Routers, and Servers) are also treated as CIs, and the current version is recorded as part of the product baseline. Configuration changes and patches that need to be applied to maintain optimum performance levels per the project requirements are discussed between all the concerned stakeholders in CCB, scheduled and implemented as part of the agreed Release and Maintenance cycle. Results are captured at each stage of testing and after production implementation.

The Operations Team will assess the impact of available patches, upgrades, and releases for all software, firmware, and operating systems and will recommend a maintenance schedule, either through Monthly Maintenance or through the Operational Release Management process depending on the impact of the change to other configurable items (CIs).

Patch/Upgrade through Monthly Maintenance: If the patch or upgrade is not anticipated to have any functional impact to other CIs and not require any code changes, then Team CNSI will recommend a maintenance schedule for testing and implementing that change, starting from the lower environments (dev/test, stage). The maintenance schedule is reviewed and approved by the Tier 2 CCB.

The change is then implemented in each of the lower environments, through separate maintenance windows, and sanity testing is completed afterwards. The change is continued to be tested for the remainder of the month. Any issue relating to the patch is verified and validated in the specific environment where it is reported. Once the issue is verified to be caused or related to the patch/upgrade, the Operations team works with the appropriate vendor to troubleshoot and resolve the issue. Once the patch/upgrade is completed with no pending issues, it is applied in the next environment and the same verification and validation process is followed.

Once the patch/upgrade is completed successfully in all lower environments, it is applied in the production environment during the next Maintenance window. A banner message is posted with the proposed maintenance schedule and related downtime two weeks in advance.

Patch/Upgrade through Operational Release: If the patch or upgrade is anticipated to have functional impact(s) to other CIs and may require code changes, then Team CNSI will complete a full impact assessment and identify the high-level scope of the change and impact to other module(s). This change will then need to go through the regular Change Management / Release Management processes like other system enhancements.

OMC12

The Contractor shall notify the appropriate user community, as defined by the State, of system events (e.g., major system changes and system outages).

The Team CNSI operations team uses a defined communication process to effectively communicate outages to the DPHHS and trading partners. The email communications as well as banner messages posted to the Provider Portal are used to effectively communicate an outages and/or system downtime in advance. In case of unplanned or emergency outages, Team CNSI will use all defined and available channels to communicate to DPHHS.

All planned outages are communicated in advance. The notification period will vary depending on the type of outage. For Planned outages, Team CNSI’s Operations Support Team will deploy a banner

message to notify the system users of the outage. Team CNSI also sends an email communication to the stakeholder notifying them of the release and/or outage (see the figure below).

For unplanned outages, Team CNSI will also send an email communication to the stakeholders notifying them of release and/or outage (see the below table). An example may be “Unexpected Downtime”, which requires only 30 minutes’ notice. Unplanned Outages may or may not require a Banner message depending on the impact and duration.

Team CNSI will continue to discuss the releases and outages in Tier 2 CCB and document them within the minutes. Figure 3.10.4-24 depicts the template for the communication types for notifying the appropriate users and stakeholders.

S#	Title	Description	Timeframe	Notification Method
1	Emergency Deficiency	Notifies the recipients that the system is down or severely impaired due to unexpected incident.	Within 15 minutes after the incident	Email, Phone call as needed
2	Emergency Deficiency - Resolution Plan	Notifies the recipients about the plan to restore all down or severely impaired functionality	Within 2 hours of the incident	Email, Phone call as needed
3	Emergency Deficiency Resolved	Notifies the recipients that the system function is restored to normal operating conditions. Includes a high-level root cause of the incident and the system impact.	Within 1 hour after the incident is resolved	Email
4	Monthly Maintenance - Outage	Notifies the recipients that the system will be down for maintenance during the scheduled monthly maintenance window.	5 working days prior to the outage	Banner Message Broadcast Message Email
5	Monthly Maintenance - Completion	Notifies the recipients that the monthly maintenance was completed after the sanity check.	Within 8 hours after the outage window	Email
6	Major release deployment - Outage	Notifies the recipients that the system will be down for the release deployment during the scheduled major release deployment.	2 weeks prior to the outage	Banner Message Broadcast Message Email
7	Major release deployment - Completion	Notifies the recipients that the major release deployment was completed after the sanity check.	Within 16 hours after the outage window	Email
8	Intermediate/Emergency release deployment - Outage	Notifies the recipients that the system will be down for the Intermediate/Emergency release deployment.	At least 2 days prior to the outage	Email
9	Intermediate/Emergency release deployment - Completion	Notifies the recipients that the Intermediate/Emergency release deployment was completed after the sanity check.	Within 8 hours after the outage window	Email

Figure 3.10.4-24. Team CNSI Communication Process. We document processes that provide timely notification of system events to the State and user community.

OMC15

The module Contractor shall provide help desk services to provide level 0 (customer self-service) level 1(basic support), level 2 (moderate support) that includes as appropriate, escalation to the State and level 3 (technical/integration) support related to the functionality of the module's scope of work. Level 1 help desk is the first point of contact and is responsible for logging the issue and, if possible, assisting the user.

Team CNSI provides a tiered support structure to respond to requests and ensure that incidents and requests are resolved efficiently. Incidents may be for general support, application processing, and technical inquires submitted by DPHHS and business operations staff. Team CNSI Help Desk availability is during normal business hours as defined by the State and aligned to State holidays as appropriate. Additionally, our OSC team provides 24x7x365 support to perform continuous support and ensure that issues are proactively addressed no matter when they occur. In addition, the Help Desk is available on-call on a 24x7x365 basis to support critical processing and application issues. Help Desk staff are trained to support a wide range of expected issues and inquiries and will route tickets to the appropriate support tier and team if they cannot resolve the issue. Our focus on training and continual improvement will enable our help desk staff to provide answers and responses to typical requests such as general and technical support and questions, password reset procedures, and application and software support.

Our Help Desk solution varies based on the stakeholder seeking support. Team CNSI business operations and DPHHS will have a single phone number to directly call the Help Desk for support. Users will also have the ability to email and log tickets via the Jira application. Figure 3.10.4-25 shows the support tiers and the corresponding support teams.

Support Level	Support Level Description	Support Teams	Responsibilities	Availability
0	Self-Service	Jira	- Web-based ticketing system - Instant visibility of tickets to all support tiers	24x7x365
1	Basic	Operations Support Center (Tier 1 Support)	- Log tickets and perform triage and ticket routing - Monitor system performance and operations processes - Support requests, application processing operations, access requests, and technical inquiries - Escalate tickets to Tier 2 or Tier 3 based on defined procedures	24x7x365
2	Moderate	Core Operations / Advanced Support & Maintenance (Tier 2 Support)	- Manage and support all operational activities - Monitor and maintain SLA compliance - Track, facilitate, and coordinate tickets and operations processes - Oversee operations processes including access requests, Incident Management, Event Management, Release Management, Change Requests, and SLAs - Escalate tickets to Tier 3 based on defined procedures	On Call (24x7x365)
3	Technical/ Integration	Core Operations / Advanced Support & Maintenance (Tier 3 Support)	- Triage, prioritize, and support tickets, incidents, and requests - Follows the DevOps model and collaborates closely with their business counterparts and CCB teams	On Call (24x7x365)

Support Level	Support Level Description	Support Teams	Responsibilities	Availability
3	Technical/ Integration	Infrastructure/ Data Services	Monitor, maintain, and provide incident response for infrastructure and data services	On Call (24x7x365)

Figure 3.10.4-25. Help Desk Support Tiers. Team CNSI’s tiered Help Desk structure and processes enable responsive and effective support services.

Team CNSI’s primary ticketing system, Jira, is used by the Help Desk to track and manage all tickets. Jira also provides web interface for users to submit Help Desk requests. Team CNSI’s processes ensure 100 percent of tickets are entered in Jira and are tracked to closure. The following information is typically recorded for each ticket:

- Caller name
- Caller phone number
- Caller email
- User ID (if applicable)
- Application subsystem (if applicable and known)
- Extent of problem (individual user encounter, multiple user encounters at site, entire site)
- Problem/inquiry description
- Additional details related to call (screenshots, last screen/tab/navigation activity before problem Help Desk SLA Monitoring and Reporting

Team CNSI’s Help Desk support team follows the incident and request fulfilment processes, outlined in our discussion of Request Fulfillment (page 494) and Events and Incident Management (page 497).

OMC16

The Contractor shall provide online help for external and internal users.

Team CNSI has implemented context-sensitive online help that instructs the user how to complete specific tasks within the repository. Online Help is a software program designed to display context sensitive, procedural information to end users of a software application or an operating system. Each screen in the evoBrix X CPMS solution has an associated online help page that contains information about that screen. The help page displays when the user clicks the Help button on the screen. Once help is opened, the user can browse or search for information on other screens or for steps to complete specific tasks.

Figure 3.10.4-26 and Figure 3.10.4-27 illustrate how Online Help is delivered in an HTML format using WinHelp (.HLP files).



Figure 3.10.4-26 Online Help “Screen Help” Page. Each page provides navigation steps and a reference to related topics.



Figure 3.10.4-27 . Online Help “Screen Help” Page for Submitting DDE Institutional Claims Online. Each page provides navigation steps and a reference to related topics.

OMC18

The Contractor shall notify the Department when updated reference materials (e.g., Requirements Matrices, Manuals, System Documentation, System Design Documentation, User Documentation, Business Rules Catalog, and Training Materials) are available for review.

Team CNSI will be utilizing SharePoint site as the Project Documentation Repository, wherein users can set alerts for any material they need to monitor. Team CNSI will notify DPHHS project leadership and designated DPHHS project team members when new or revised deliverables such as Requirements Traceability Matrix, System Documentation, System Design Documentation, User Documentation, Business Rules Catalog are posted. This notification of posting includes any component of formal documentation Team CNSI will provide. Team CNSI will apply the same principle and notify DPHHS when new or updated training materials are available in SharePoint. Please refer to section 3.10.2.1 Project Management for details on the SharePoint Repository. Please refer to our discussion of Documentation Change Management, Section 4.3.8, for details on the change management process for the documentation deliverables.

OMC19

The Contractor shall provide 24x7 access to the Department for all reference materials (e.g., Requirements Matrices, Manuals, System Documentation, System Design Documentation, User Documentation, Business Rules Catalog, and Training Materials).

As mentioned in Requirement OMC18, Team CNSI utilizes the SharePoint Project Documentation Repository to house all project documentation, which will be available 24x7. SharePoint is a secured repository; users only have access to materials they are authorized to see, change, upload, or download. The SharePoint Project Documentation Repository delivers superior project data management,

accessibility, and security. Please refer to section 3.10.2.1 Project Management for details on the SharePoint Repository.

The Project Documentation Repository supports the ability to define teams of users, such as DPHHS and IV&V. Document access controls can then be defined at the team level.

We will provide the state access to all of our reference manuals, system documentation, training materials, user documentation, business rules catalog, and all other related operational materials through ConnectionPoint, which includes an online content management system. The State will have access to this system at all times, and we will continually update the online materials so that they are relevant and current. ConnectionPoint has user-friendly navigation and links to current documents and policy materials, making it easy to access a wide range of relevant information to assist in efficient operations and customer service.

OMC30

The Contractor shall provide 7,500 system enhancement pool hours for the duration of the DDI phase of the contract. The cost of these 7500 system enhancement pool hours are included in the offeror's fixed price and included in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The System Enhancement Pool for DDI includes personnel cost for all resources supporting the system enhancement effort. The unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations or the number or system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for DDI will require one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Claims Pricing Schedules, Schedule D-Enhancement Pool Hours.

(base DDI)

Team CNSI follows its proven change management practices throughout the project life cycle. Change management during the DDI phase is applicable to any change that affects the baseline project scope, approved deliverable, or scheduled completion dates. Team CNSI’s change management process addresses the following:

- Activities that occur when a change is proposed
- Personnel roles and responsibilities in the initiation, impact analysis, review, and approval of changes

Once the baseline for scope, schedule, and budget have been established, all changes affecting these project baselines will be managed using the change management process described here. Some examples include:

- Changes to approved functional requirements after completion of system design
- Changes to approved system design after completion of system testing
- Changes to developed software that is consistent with the approved functional requirements and approved design

Team CNSI’s project manager oversees changes for the DDI phase and uses the following process:

- Receive Change Request (CR)
- Assign for review and analysis
- Analyze alternative and identify recommendation
- Prepare costs, schedule, and scope impact analysis
- Present proposed changes to DPHHS, and relevant stakeholders
- Update affected baselines if approval is received

Team CNSI has included the cost of 7500 system enhancement pool hours as part of the fixed price and confirms that the unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations. If the State notifies of a reduction in the system enhancement pool hours for DDI within the stipulated one-month notice period, Team CNSI will reduce the cost of the contract proportional to the cost of the reduction in system enhancement pool hours. Change management processes for system enhancements rolled over into Operations will follow the process outlined for Operations enhancements pool hours.

OMC31

The Contractor will provide 4,000 system enhancement pool hours during the Operations phase per operations year. The cost of these annual 4,000 system enhancement pool hours are included in the Offeror's fixed price and included in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The System Enhancement Pool includes personnel cost for all staff supporting the system enhancement effort. Unused system enhancement pool hours for each year of operations may be rolled forward to the next operations year or the number of system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for operations will require a one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The cost of the contract will be reduced proportional to the cost of the unused hours using the rates provided in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. (base Operations)

There are many factors driving changes to CNSI's evoBrix X solution, including:

- Federal regulatory compliance
- State legislative compliance
- Security and audit compliance
- Medicaid program objectives
- Operational objectives such as optimization of business processes, expansion of services etc.

These feature/functionality requests are identified by the State and go through the Change Management process. 4000 hours have been allocated by the State to address known enhancements and future anticipated enhancements. These enhancements would be authorized and prioritized by the State for implementation during scheduled system releases. The hours to address these enhancements would be approved by the State toward change orders scoped for each release.

The State and Team CNSI will monitor the planned use of these hours on a quarterly basis. Should the State elect not to utilize the total hours allocated, the remaining hours would then rollover to the next operations year or revert back to the State, as determined by the State. In the case of the latter, the State will provide one-month notice of the decision to reduce the system enhancement pool hours for that year.

OMC32

The Contractor shall provide 3,000 system enhancement pool hours for the duration of the DDI phase of the contract. The cost of these 3,000 system enhancement pool hours are included in the offeror's fixed price and included in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The System Enhancement Pool for DDI includes personnel cost for all resources supporting the system enhancement effort. The unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations or the number or system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for DDI will require one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Claims Pricing Schedules, Schedule D-Enhancement Pool Hours.

(Option A DDI)

Team CNSI has included the cost of 3000 system enhancement pool hours as part of the fixed price for Option A and confirms that the unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations. If the State notifies of a reduction in the system enhancement pool hours for DDI within the stipulated one-month notice period, Team CNSI will reduce the cost of the contract proportional to the cost of the reduction in system enhancement pool hours.

OMC33

The Contractor will provide 2,000 system enhancement pool hours during the Operations phase per operations year. The cost of these annual 2,000 system enhancement pool hours are included in the Offeror's fixed price and included in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The System Enhancement Pool includes personnel cost for all staff supporting the system enhancement effort. Unused system enhancement pool hours for each year of operations may be rolled forward to the next operations year or the number of system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for operations will require a one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The cost of the contract will be reduced proportional to the cost of the unused hours using the rates provided in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours.

(Option A Operations)

Team CNSI has included the cost of 2000 system enhancement pool hours as part of the fixed price for Operations phase for Option A per operations year. The State and Team CNSI will monitor the planned use of these hours on a quarterly basis. Should the State elect not to utilize the total hours allocated, the remaining hours would then rollover to the next operations year or revert to the State, as determined by the State. In the case of the latter, the State will provide one-month notice of the decision to reduce the system enhancement pool hours for that year.

OMC34

The Contractor shall provide 3,000 system enhancement pool hours for the duration of the DDI phase of the contract. The cost of these 3,000 system enhancement pool hours are included in the offeror's fixed price and included in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The System Enhancement Pool for DDI includes personnel cost for all resources supporting the system enhancement effort. The unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations or the number or system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for DDI will require one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Claims Pricing Schedules, Schedule D-Enhancement Pool Hours.

(Option B DDI)

Team CNSI has included the cost of 3000 system enhancement pool hours as part of the fixed price for Option B and confirms that the unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations. If the State notifies of a reduction in the system enhancement pool hours for DDI within the stipulated one-month notice period, Team CNSI will reduce the cost of the contract proportional to the cost of the reduction in system enhancement pool hours.

The CNSI Team will provide these system enhancement pool hours for the Option B –Call Center as required. The cost of these hours appears in Attachment G, Schedule D. Once the State provides a request for system enhancement, our project management team will estimate the number of hours required for the enhancement and the possible impacts on service and schedules. CNSI will present this information to the State so that state management can make a determination regarding whether they wish to implement the enhancement using pool hours or fund the Change Order outside of the pool (which would save pool hours for other changes later in the project).

We understand that any pool hours not used during DDI would be rolled over to the system enhancement pool hours for Operations, unless the State notifies CNSI one month prior to the start of Operations that the number of DDI pool hours should be adjusted downward. Should this downward adjustment occur, a reciprocating reduction in DDI price would also take place, using the rates provided in Attachment G, Claims Pricing Schedule.

OMC35

The Contractor will provide 2,000 system enhancement pool hours during the Operations phase per operations year. The cost of these annual 2,000 system enhancement pool hours are included in the Offeror's fixed price and included in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The System Enhancement Pool includes personnel cost for all staff supporting the system enhancement effort. Unused system enhancement pool hours for each year of operations may be rolled forward to the next operations year or the number of system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for operations will require a one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The cost of the contract will be reduced proportional to the cost of the unused hours using the rates provided in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours.

[Pertains to Option B, see above requirements]

Team CNSI has included the cost of 2000 system enhancement pool hours as part of the fixed price for Operations phase for Option B per operations year. The State and CNSI will monitor the planned use of these hours on a quarterly basis. Should the State elect not to utilize the total hours allocated, the remaining hours would then rollover to the next operations year or revert to the State, as determined by the State. In the case of the latter, the State will provide one-month notice of the decision to reduce the system enhancement pool hours for that year.

Team CNSI will also provide the required amount of Enhancement Pool Hours per operational year. We will include these hours in our fixed price as represented in Attachment G, Schedule D. Our Program Manager will coordinate with the operational and systems team during the Operations phase to determine the number of hours needed for each system enhancement requested by the State and to assess any possible impacts on services or schedules. The State will have the opportunity to review this information and decide whether to use these pool hours to accomplish the system enhancement or fund the Change Order process outside of the pool to save the hours for later in the project.

Team CNSI understands that any pool hours not used during a contract year would be rolled over to the system enhancement pool hours for the following contract year, unless the State notifies us one month prior that the number of DDI pool hours should be adjusted downward. Should this downward adjustment occur, a reciprocating reduction in the cost of the contract would also take place, using the rates provided in Attachment G, Claims Pricing Schedule.

OMC36

The Contractor shall provide 3,000 system enhancement pool hours for the duration of the DDI phase of the contract. The cost of these 3,000 system enhancement pool hours are included in the offeror's fixed price and included in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The System Enhancement Pool for DDI includes personnel cost for all resources supporting the system enhancement effort. The unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations or the number or system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for DDI will require one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Claims Pricing Schedules, Schedule D-Enhancement Pool Hours.

(Option C DDI)

Team CNSI has included the cost of 3000 system enhancement pool hours as part of the fixed price for Option C and confirms that the unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations. In the event that the State notifies of a reduction in the system enhancement pool hours for DDI within the stipulated one-month notice period, Team CNSI will reduce the cost of the contract proportional to the cost of the reduction in system enhancement pool hours.

OMC37

The Contractor will provide 2,000 system enhancement pool hours during the Operations phase per operations year. The cost of these annual 2,000 system enhancement pool hours are included in the Offeror's fixed price and included in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The System Enhancement Pool includes personnel cost for all staff supporting the system enhancement effort. Unused system enhancement pool hours for each year of operations may be rolled forward to the next operations year or the number of system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for operations will require a one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The cost of the contract will be reduced proportional to the cost of the unused hours using the rates provided in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours.

[Pertains to Option C, requirements shown above]

Team CNSI has included the cost of 2000 system enhancement pool hours as part of the fixed price for Operations phase for Option C per operations year. The State and Team CNSI will monitor the planned use of these hours on a quarterly basis. Should the State elect not to utilize the total hours allocated, the remaining hours would then rollover to the next operations year or revert to the State, as determined by the State. In the case of the latter, the State will provide one-month notice of the decision to reduce the system enhancement pool hours for that year.

OMC38

The Contractor shall provide 3,000 system enhancement pool hours for the duration of the DDI phase of the contract. The cost of these 3,000 system enhancement pool hours are included in the offeror's fixed price and included in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The System Enhancement Pool for DDI includes personnel cost for all resources supporting the system enhancement effort. The unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations or the number or system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for DDI will require one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G, Claims Pricing Schedules, Schedule D-Enhancement Pool Hours.

(Option D DDI)

Team CNSI has included the cost of 3000 system enhancement pool hours as part of the fixed price for Option D and confirms that the unused system enhancement pool hours for DDI will be rolled over to the system enhancement pool for Operations. If the State notifies of a reduction in the system enhancement pool hours for DDI within the stipulated one-month notice period, Team CNSI will reduce the cost of the contract proportional to the cost of the reduction in system enhancement pool hours.

OMC39

The Contractor will provide 2,000 system enhancement pool hours during the Operations phase per operations year. The cost of these annual 2,000 system enhancement pool hours are included in the Offeror's fixed price and included in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The System Enhancement Pool includes personnel cost for all staff supporting the system enhancement effort. Unused system enhancement pool hours for each year of operations may be rolled forward to the next operations year or the number of system enhancement pool hours may be adjusted downward, at the discretion of the State. Any reduction in the number of system enhancement pool hours for operations will require a one month notification by the State, and the cost of the contract will be reduced proportional to the cost of the reduction in system enhancement pool hours eliminated using the rates provided in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours. The cost of the contract will be reduced proportional to the cost of the unused hours using the rates provided in Attachment G Pricing Schedules, Schedule D-Enhancement Pool Hours.

[Pertains to Option D, requirements cited above]

Team CNSI has included the cost of 2000 system enhancement pool hours as part of the fixed price for Operations phase for Option D per operations year. The State and Team CNSI will monitor the planned use of these hours on a quarterly basis. Should the State elect not to utilize the total hours allocated, the remaining hours would then rollover to the next operations year or revert to the State, as determined by the State. In the case of the latter, the State will provide one-month notice of the decision to reduce the system enhancement pool hours for that year.

3.10.5 Key Personnel and Resources

The Offeror must provide key personnel to be assigned to the DDI and Certification phases of the project for the core claims solution. At a minimum, key personnel shall include a Project Manager, Technical Manager, Contract Manager, Claims Manager, Testing Lead, Integration Lead and a Certification Lead. DPHHS will review and approve all key personnel.

For the core claims solution, the Contractor shall provide the defined key personnel for the Operations, Maintenance and Configuration phase of the project. At a minimum, key personnel shall include a Project Manager, Operations Manager, Claims Manager, Technical Manager, and a Contract Manager. The Contractor must identify other key personnel for the Operations, Maintenance and Configuration phase of the project. The Department will review and approve all key personnel.

For Option A - Financial, The Contractor shall provide key personnel at a minimum that include a Financial Services Project Manager, Financial Services Lead Analyst, during the DDI and Certification Phases of the Program. Key personnel shall not hold more than one key role unless otherwise approved by the Department. The Department will review and approve all key personnel.

For Option A - Financial, the Contractor shall provide defined key personnel of Financial Manager for the Operations, Maintenance and Configuration phase of the project. The Contractor must identify other key personnel for the Operations, Maintenance and Configuration phase of the project. The Department will review and approve all key personnel.

For Option B - Call Center, the Contractor shall provide defined key personnel of Provider Relations Manager and Enrollment Broker Manager for the Operations, Maintenance and Configuration phase of the project. The Contractor must identify other key personnel for the Operations, Maintenance and Configuration phase of the project. The Department will review and approve all key personnel.

For Option B - Call Center, The Contractor shall provide key personnel at a minimum that include a Call Center Implementation Project Manager, Call Center Lead Analyst, during the DDI and Certification Phases of the Program. Key personnel shall not hold more than one key role unless otherwise approved by the Department. The Department will review and approve all key personnel.

For Option C - Federal Reporting, The Contractor shall provide key personnel at a minimum that include a Federal Reporting Implementation Project Manager, and three Federal Reporting Lead Analysts for the following areas: 1) Transformed Medicaid Statistical Information System (TMSIS), 2) CMS-64, CMS-21, CMS-37, 3) All other state and Federal reporting during the DDI and Certification Phases of the Program. Key personnel shall not hold more than one key role unless otherwise approved by the Department. The Department will review and approve all key personnel.

For Option C - Federal Reporting, the Contractor shall provide defined key personnel of Federal Reporting Manager for the Operations, Maintenance and Configuration phase of the project. The Contractor must identify other key personnel for the Operations, Maintenance and Configuration phase of the project. The Department will review and approve all key personnel.

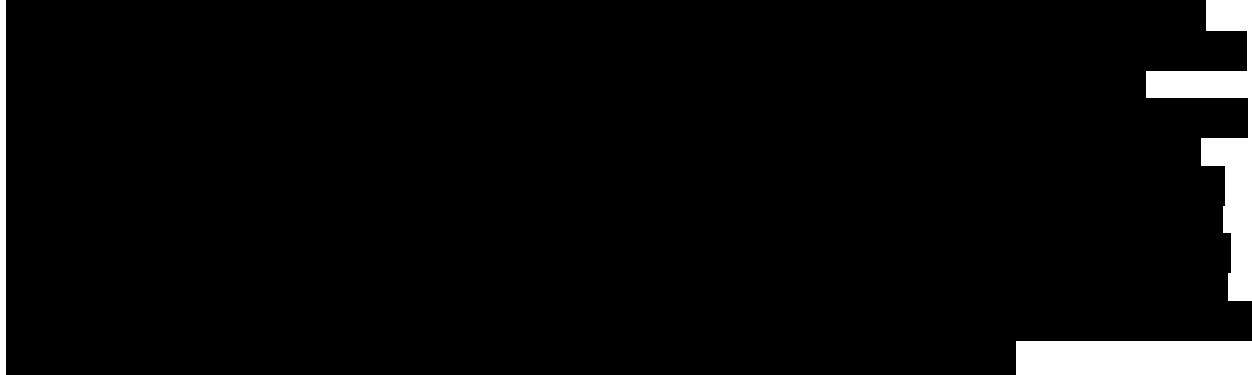
For all phases of the Project, the Offeror's Project Manager will be required to perform work at the Primary Project location (local Agency) unless approved by DPHHS to work remotely. Other Offeror staff working remotely, must be available to work in Helena, Montana at the Department's request for functions necessary to support the scope of work (e.g., risk review meetings, root cause analysis sessions, integration planning, release planning, operational readiness reviews, UAT, implementation, and production deployment). For any work performed at a location other than Helena, Montana, the Offeror must identify the specific location (city, state, country), describe the type of work to be performed, and the percent of the total hours for that type of work at that location.

The Offeror must propose a staffing approach to meet each of the requirements detailed in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

Team CNSI has carefully selected a team of professionals that provide deep industry expertise and knowledge of our proposed solution. Both the DDI and Operations phases of the contract are critical to success and identifying and providing the right resources are necessary to ensure quality and on-time delivery of solutions and services. Team CNSI has also identified some key personnel who will transition from the DDI and Certification phases (“DDI”) to the Operations, Maintenance and Configuration phase (“Operations”) phase to continue serving the state. Our proposed schedule and approach do not involve significant overlap of activities. Therefore, these key personnel will be able to seamlessly transition into

operational delivery as DDI phase activities are ending. Team CNSI will operate transparently to ensure operational readiness during the DDI and Certification phase. This transparency is critical to ensuring that the go-live transition is smooth, on-time and there are minimal post-implementation challenges that impact the provider community. We will also augment our Operations team, as needed, during turnover.

Our MT CPMS program effort will be led by Mr. Larry Iversen,



With clearly defined roles and responsibilities and without regard to subcontractor status, our key personnel will work seamlessly under the direction of Mr. Iversen, who will be Team CNSI's primary point of contact for DPHHS for all project-related matters and will oversee the day-to-day activities of the project. Reporting directly to executive level management, Mr. Iversen has the authority, accountability, and visibility needed to ensure successful project delivery. He will coordinate, schedule, and implement activities in a manner that maximizes stakeholder management, collaboration, and communication. He will also serve as a liaison for certification, collaborating with other contractors and stakeholders to ensure that we are gathering certification artifacts.

Team CNSI's personnel will work as an integrated team focused on successfully delivering our CPMS solution, while meeting the established quality standards within the timeline and budget. These resources bring extensive experience in multiple implementations of evoBrix X modules in multiple states, including multi-tenant, SaaS-based implementations for Michigan and Illinois. They were also instrumental in designing, building, and implementing our evoBrix X cloud-enabled application and the Cloud infrastructure it resides on. This experience has been invaluable and has led to the development of a large collection of assets for future implementations.

Our key and other resources bring deep experience with systems solutioning, configuration, and implementation. Additionally, several of the key resources have experience as State Medicaid Administrators, providing us with a unique advantage that we have an in depth understanding of the demands placed upon the State. An intrinsic advantage of SaaS implementations is that they are highly repeatable, due to the infrastructure, application code, and artifacts already in place and governed by a standardized and proven process. Team CNSI's resources will heavily leverage the existing human, technology, and process assets to successfully deliver our CPMS solution. Technical resources will be paired with business analysts throughout DDI and Certification to ensure that all solutions, configurations, and implementation decisions are made in the most operationally efficient manner. Assigning operations and maintenance resources throughout DDI will also help to mitigate the potential for any post-implementation challenges that occur when operational management is brought in too late on a project. Team CNSI's project organization is structured to provide clear lines of reporting as well as appropriately interfacing with DPHHS stakeholders and other Module contractors.

A listing of our proposed key personnel is provided in Figure 3.10.5-1. Our detailed key personnel experience and expertise is provided in our response to the requirements in Attachment F, specifically, KR01 to KR43.

Key Personnel Name	Title and Project Phase	Key Responsibilities
Larry Iversen	Project Manager DDI and Operations Phases	- Single Point of Contact (POC) to DPHHS for issue identification and resolution. In this POC role, spearheads Team's collaboration with State, SI and other modules. - Accountable for quality of Team CNSI performance across entire project, including but not limited to submitting superior deliverables on time, maintaining on-budget performance, managing risks and the change request process, managing schedule and integrating schedule within State's overarching Master Schedule, and meeting SLAs - Lead all status/progress reporting and discussions of status reports with State - Manage all project resources and overall staff performance
Rajesh Kusam	Technical Manager DDI and Operations Phases	- Apply disciplined Software Development Life Cycle (SDLC) processes across multiple and often coinciding project implementation efforts - Lead technical design teams, - Oversee end to end implementation of Team's evoBrix X CPMS solution
Linda Mras	Contract Manager DDI and Operations Phases	- Negotiate and manage contracts and subcontracts - Develop value-added relationship with State and other members of Team CNSI, under direction of PM - Flow down relevant quality standards to subcontracts with Team member organizations - Ensure contracts are compliant with all applicable regulatory requirements
Aditya Sakpal	Claims Manager DDI phase	- Plan, manage and organize functions of the claims department - Delegate and prioritize task assignments - Ensure call tracking, claims and adjustments are processed within the guidelines - Create report for distribution on pending claims and claims inventory - Assist in hiring and ensure new Claims personnel are properly trained according to all departmental policies and procedures - Provide ongoing training to staff as needed or required. - Update departmental desktop procedures
Julie Dawson	Claims Manager Operations Phase	- Manage and monitor claims activities, claims processing and team performance - Meet production standards and produce quality results - Deliver required technical assistance to staff - Remain abreast of relevant State regulations for claims processing, implement changes as need to comply with any new or emerging requirements
David Gulli	Testing Lead DDI Phase	- Lead Test team in performing the types of testing required by project implementation plan and schedule - Coordinate with PM, Operations Manager and State counterparts in scheduling, performing and sharing results of testing efforts
Sathish Anbarasan	Integration Lead DDI Phase	- Establish and lead implementation of Integration plans and requirements per State requirements - Interface with SI and other module POCs as needed to collaborate on integration efforts
Katie DeLorensi	Certification Lead DDI Phase	- Lead Team CNSI's CMS certification efforts to gain solution approval at federal level - Ensure compliance of CPMS solution with all applicable Medicaid

Key Personnel Name	Title and Project Phase	Key Responsibilities
		policies Track and oversee ongoing CMS certification compliance life cycle and toolkit changes
John Harding	Operations Manager Operations Phase	Manage overall site operations to include all staff and activities, under direction of PM
Kim Laney Gonzalez	Financial Services Manager Option A DDI Phase	- Track and report on project financial status and performance - Implement initiatives to improve program's financial effectiveness and efficiency, under direction of PM - Conduct financial and risk exposure reviews and support process improvements
Pranay Ponnala	Financial Services Lead Analyst Financial Services Application Manager Option A DDI and Operations phases	- Support preparation of final financial plan, forecasts, reporting, audits and analysis, under direction of Financial Services PM - Prepare monthly analyses of budget variances within financial results and performance against Key Performance Indicators
Brandon Goad	Call Center Implementation Project Manager Option B DDI Phase	- Lead Call Center operations, manages performance against all applicable Call Center SLAs - Ensure Call Center applies best practices for effective and efficient customer service - Manages communication processes and project reporting of Call Center statistics
Tiffany Buchanan	Call Center Lead Analyst Option B DDI Phase	- Administration, management and monitoring of critical call center technology - Assists in Incident Management and root cause identification of problems with Call Center technology, validates solutions after timely issue resolution - Conducts call routing health and performance checks, ensures call routing is operating as designed
Paula Wales	Provider Relations Manager Option B Operations Phase	- Assist in end-to-end provider claims and help enhance call quality • - Enhance ease of use of physician portal and future service enhancements • - Contribute to design and implementation of programs to build positive relationships - Support development and management of provider networks • - Identify gaps in network composition and services to assist network contracting and development teams
Christine Osterlund	Enrollment Broker Manager Option B Operations Phase	- Manage the day-to-day activities of member service operations for the project - Develop clear policies and procedures for member service in the call center - Ensure the efficient and effective performance of the project(s) - Work closely with the management staff, and state representatives associated with the project - Coordinate with other Enterprise entities to promote and coordinate member services

Key Personnel Name	Title and Project Phase	Key Responsibilities
Heidi Robbins-Brown	Federal Reporting Implementation Project Manager Option C DDI and Operations Phases	- Partner with State stakeholders and reporting staff to implement proven processes and strategies to accurately create federally required Medicaid reports - Ensure accurate report designs and templates by facilitating the identification of State specific requirements - Facilitate State approval of all report design, testing and final acceptance activities - Ensure implementation of quality assurance reviews and processes to confirm reports are timely, accurate and complete - Provide Medicaid federal reporting subject matter expertise from prior State experience - Prepare work scope with program staff and ensure timely submission of all deliverables - Monitor compliance with key deliverables and coordinate across agencies as necessary - Respond to inquiries and resolve any barriers to project success - Attend regular meetings, relevant conferences, trainings and workshops to expand knowledge of marketplace trends and policy changes
Vidya Emmela	Federal Reporting Lead Analyst for TMSIS Option C DDI and Operations Phases	- Manage operation and interactions with Medicaid - Provide T-MSIS SME support to developers - Attend CMS T-MSIS webinars to keep up with the latest changes to T-MSIS - Work with state counterpart to implement changes - Analyze the data quality issues raised by CMS/Mathematica - Attend meetings with CMS/Mathematica - Communicate any upcoming major enhancements in MMIS system with a potential impact to T-MSIS
David Napoli	Federal Reporting Lead Analyst for CMS-64, CMS-21, CMS-37 Option C DDI and Operations Phases	- Analyze requirements for the reports - Lead the joint design sessions with State counterparts - Provider SME support to developers - Review for any new changes and initiate the change request process with State - Review the report data with State counterparts for accuracy and any anomalies
Charlotte Lynds	Federal Reporting Lead Analyst for all other state and Federal reporting Option C DDI and Operations Phases	- Analyze requirements for the reports - Lead the joint design sessions with State counterparts - Provider SME support to developers - Review for any new changes and initiate the change request process with State - Review the report data with State counterparts for accuracy and any anomalies

Figure 3.10.5-1. Team CNSI's Proposed Key Personnel. Team CNSI's project leadership team comprises Medicaid-focused DDI, Certifications, and Operations SMEs.

Collectively, Team CNSI's key personnel bring an expert level of program, business, and system knowledge that will be critical as Montana embarks on its CPMS initiative, whether it pertains to insight into system scalability and flexibility requirements for addressing growing volumes, the architecture needed for reducing manual intervention and increased automation; reducing complexity of maintenance; or for soliciting stakeholder involvement and input to ensure our solution and services meet the State's program goals. More importantly, these key personnel will leverage their lessons learned on multiple similar engagements to ensure a successful partnership.

KR01

The Contractor can use off-shore and near-shore resources. However, offshore or near shore resources cannot develop security controls. The Contractor shall advise the Department when work is being completed by offshore or near shore resources. The Contractor shall ensure that all Contractor practices and procedures, including but not limited to secure coding practices are used by all resources.

To remain at the forefront of technology innovation, Team CNSI continuously look for ways to improve its products and services. Continuous improvement also benefits our customers by ensuring that their investment in our solutions provides them with the most modern, up-to-date and future-proof system for their needs. The primary asset we leverage for implementing continuous improvement is our technology Center of Excellence (COE) located in Rockville, MD. We will also use our Center for Technology and Innovation (CTI) located in Chennai, India, for some customization activities. As we have done on other state MMIS implementations, Team CNSI will engage off-shore resources only with approval of the state and in accordance with any state and contractual restrictions. In either scenario, benefits to the customer remain unchanged. For our MT CPMS work, CTI resources will be used for customizations only for the evoBrix X CPMS core framework and will not be involved in developing any security controls. CTI resources will only have access to de-identified data, ensuring that no PHI/PII is sent offshore. We will inform the Department if, when, and what work will be performed by our CTI resources.

Team CNSI's technical processes are standardized across all locations and practices across the organization ensuring that they are fully integrated and "One CNSI", therefore, CTI resources also follow the same secure procedures and coding practices that are followed by all our resources in our various US offices.

KR02

The Contractor, and any of its subcontractors, shall work cooperatively with module Contractors and Department staff to ensure the success of the program.

Collaboration has been the hallmark and guiding philosophy of Team CNSI's work on all our projects because CNSI truly believes that nothing gets down successfully without a team of talented people working towards a common set of goals. We have successfully collaborated with customers, stakeholders, and module/IV&V vendors on our MMIS implementations in Washington, Michigan, Illinois, and Utah, and on our federal contracts with the CMS where CNSI processes all Medicare Advantage Part C claims for the entire country – nearly a billion a year. We leveraged this philosophy of close collaboration and cooperation with State department staff and other contractors while supporting the state of Michigan's successful Inter-Governmental Agreement (IGA) with Illinois for Cloud CPMS implementation for the latter. Like these other engagements, we understand that the MT CPMS project involves several internal and external stakeholders, such as the SI/ESB and incumbent services contractors who will require timely and accurate program status and for the new contractors to be added through Montana's future procurements as noted in its roadmap. We will provide all stakeholders and other modular vendors controlled access and direct visibility into our project tasks, schedule, deliverables, status, and risks. We will also establish formal, informal, and ad hoc communication methods, while leveraging existing relationships, and establishing new ones, with DPHHS and other contractors to work together as a team in support of the common goal of meeting the Department's MT CPMS project vision.

KR03

The Contractor shall help prevent project delays and address them if they occur. This includes

assurances that sufficient resources and knowledgeable, experienced staff are available to meet the required project schedule.

Team CNSI's management approach ensures on-time, on-budget, quality delivery of our projects based on a logical and comprehensive method for managing the associated project activities, resources, schedules, and quality. Team CNSI's management approach continually takes lessons learned for past implementations to hone its approach to ensure implementation of a modular, flexible system that supports all intended state business needs. We employ proven practices to managed scope, schedule and budget while working with our partners to mitigate risks. These practices include timely communication throughout the term of the implementation and operations so that when an issue arises, it will be immediately addressed through collaboration on a resolution. With more than one million person-hours of experience managing projects for state and federal health IT, Team CNSI has its management processes in place for alignment to DPHHS standards.

Team CNSI's Project Manager, Larry Iversen, will develop a Project Schedule that details the activities, tasks, and milestones required for the implementation of our evoBrix X CPMS solution and subsequent operations. Prior to implementation, the PM also establishes milestones and dates for deliverables, cross-team dependencies, and key activities. Details for the activity definition, sequencing, and durations are defined in a highly iterative manner during the proposal stage with functional and technical teams providing input to the management team.

Upon contract award, Team CNSI key personnel will collaborate with their respective counterparts at DPHHS and module contractors to finalize the schedule and integrate milestones, activities, and understand the multi-vendor dependencies. When the Department approves the schedule, our PM will establish the baseline. Mr. Iversen will manage any changes to the baseline through Team CNSI's change management process. Each week, Mr. Iversen will update the schedule and complete a detailed review of progress. This will help him to identify potential risks and develop mitigation plans from a system perspective.

Risk Management, Quality Assurance/Control, and Change Management are three critical pillars of Team CNSI's overall project management approach to deliver services on-time. Our Project Manager will use an Integrated Master Schedule (IMS) to assign work for achieving task completion and resource allocation needed for the various phases and aspects of this project. We will coordinate with the MPATH System Integrator to align our IMS with other activities and dependencies to ensure a cohesive solution design and delivery schedule. Our key resources also use a Risk Register to identify, asses, and manage risks to acceptable levels through a review and update process. Team CNSI's knowledgeable staff has been utilizing these processes to successfully deliver and operate several claims and encounter processing projects similar in size, scope, and complexity to the MT CPMS project.

KR04

The Contractor shall provide sufficient personnel to administer and execute required project activities, including approvals, during development, implementation, and operations.

Team CNSI has successfully implemented several projects that are like the MT CPMS project. This experience has provided us the insight necessary to staff, manage, and execute these projects. As part of our approach to this proposal, each of our organization teams performed a detailed breakdown of work activities and requirements within their domain space to estimate the resource needs necessary to deliver all requirements, meet all milestones and ensure compliance with all service levels. Team CNSI will leverage these management processes, best practices, and skilled key and project personnel to achieve project success for DPHHS. The project will be staffed with the required dedicated staff, but the State will also have access to the entire pool of resources when project demands require extra staff. Team CNSI personnel have performed on many MMIS projects and have the experience necessary to plan and have highly skilled team

members standing ready for duty when necessary. As we have done on all our similar projects, we will provide and ensure enough personnel to administer and execute the activities required (including approvals) during all phases.

Team CNSI maintains a project-specific staff management approach of resources assigned to the project, which includes assigning resources, defining roles and responsibilities, and then providing project-specific training. Our process begins with the determination of staffing needs, knowledge, and skills for each role. Appropriate staff is either recruited or re-assigned from other projects where they have fulfilled their roles. We will then work with DPHHS and Module contractors to identify staff members who will be key contacts for collaboration and integration. Upon completion of this step, Team CNSI will define the roles and responsibilities appropriately and secure management approvals. The final step in our process involves conducting project orientation and project-specific training for assigned project staff members, including any training required by DPHHS.

KR07

Key personnel described in the proposal shall become named resources on the project and are subject to the following requirements:

- a. Key personnel shall not be transferred or removed without prior approval of the Department.
- b. The Department will approve key personnel assigned to the Contract.
- c. The Department reserves the right to request removal of any Contractor staff or subcontractor staff, if applicable, assigned to the project, and the Contractor shall comply with any such request immediately.
- d. If a vacancy occurs in a key role, the Contractor shall fill the position in compliance with identified SLAs.

As we do on all our projects, Team CNSI is proposing key personnel that will become named resources on this project. The requirements for key personnel set forth in this RFP are typical of the health IT and other government contracts we have performed, and we routinely comply with such requirements. Not only do we comply with these requirements, but we know how important consistency and continuity of staff are to project success.

For meeting these requirements on the MT CPMS project, Team CNSI accepts that our key resources will be subject to the following requirements:

- Key personnel shall not be transferred or removed without prior approval of the Department
- The Department will approve key personnel assigned to the Contract
- The Department reserves the right to request removal of any Team CNSI staff, if applicable, assigned to the project, and Team CNSI will comply with any such request immediately
- If a vacancy occurs in a key role, Team CNSI will fill the same in compliance with identified SLAs

Although we understand the importance of resource consistency changes to key staff are a reality and we will work with the state when changes occur and ensure replacement staff are very skilled and qualified.

KR08

The Contractor must designate a Project Manager to represent and oversee the day-to-day activities of the project. This individual shall serve as the Department's primary point of contact for matters relating to the project and serve as a liaison for certification, collaborating with other contractors, and

stakeholders.

Our CPMS program effort will be led by Mr. Iversen, an accomplished Project Manager with more than 24 years of technical, business planning, and management expertise that spans systems planning and implementation, large project management, and production systems support for a variety of commercial and government organizations. A certified PMP, Mr. Iversen will ensure CPMS success by leveraging PMBOK best practices and knowledge of the Medicaid and provider enrollment environments.

Mr. Iversen has the authority, accountability, and visibility needed to ensure successful project delivery. He will coordinate, schedule, and implement activities in a manner that maximizes stakeholder management, collaboration, and communication. Mr. Iverson understands the complexity of the Medicaid program, its stakeholders, systems and the constantly shifting demands facing state leaders. He will also serve as a liaison for certification in coordination with the Certification Manager, collaborating with other contractors and stakeholders to ensure project success through to the state receiving enhanced federal funding back to the date of implementation.

KR09

The Contractor's Project Manager must meet the following qualifications including:

- a. A minimum of seven (7) years' project management experience managing projects of similar size and scope, preferably in Medicaid or the healthcare industry. This experience must include relevant experience within the last three (3) years from the release date of the RFP.
- b. Project Management experience should include each phase of the system development life cycle.
- c. Project management certification through the Project Management Institute (PMI) is preferred.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

KR11

The Contractor's Integration Lead must meet the following qualifications including:

- a. Minimum of five (5) years leading system design and integration projects, including the technical design and implementation of projects similar in size and scope to this project.
- b. Experience must involve directing multi-discipline technical teams producing integration solutions (e.g., Service Oriented Architecture, network, hardware and software).
- c. A Bachelor's Degree in Information Systems Engineering, Computer Science, or a related field is preferred.

[illegible]

KR12

The Contractor must designate a Testing Lead to coordinate all testing activities.

Software Quality Testing is vital and a way of preventing mistakes and defects in developed software products and avoiding problems when delivering products or services. The execution of the quality assurance focused on providing confidence that requirements will be fulfilled against what was delivered. Implementing a repeatable, consistent form of quality control which shifts defect discovery earlier in the development lifecycle thus establishing predictable quality.

[REDACTED]

[REDACTED]

KR13

The Contractor's Testing Lead must meet the following qualifications including:

- Minimum of three (3) years' experience leading testing activities for a project similar in size and scope to this project.
- In-depth understanding of the testing lifecycle and all artifacts required to successfully validate the system.

[REDACTED]

[REDACTED]

KR14

The Contractor must designate a Contract Manager to be the single point of contact for matters concerning the Contractor's performance under the Contract. This person shall have the authority to make decisions that are binding to the Contract, shall be responsible for timely completion of the project, and shall be responsible for meeting all contractual obligations.

[REDACTED]

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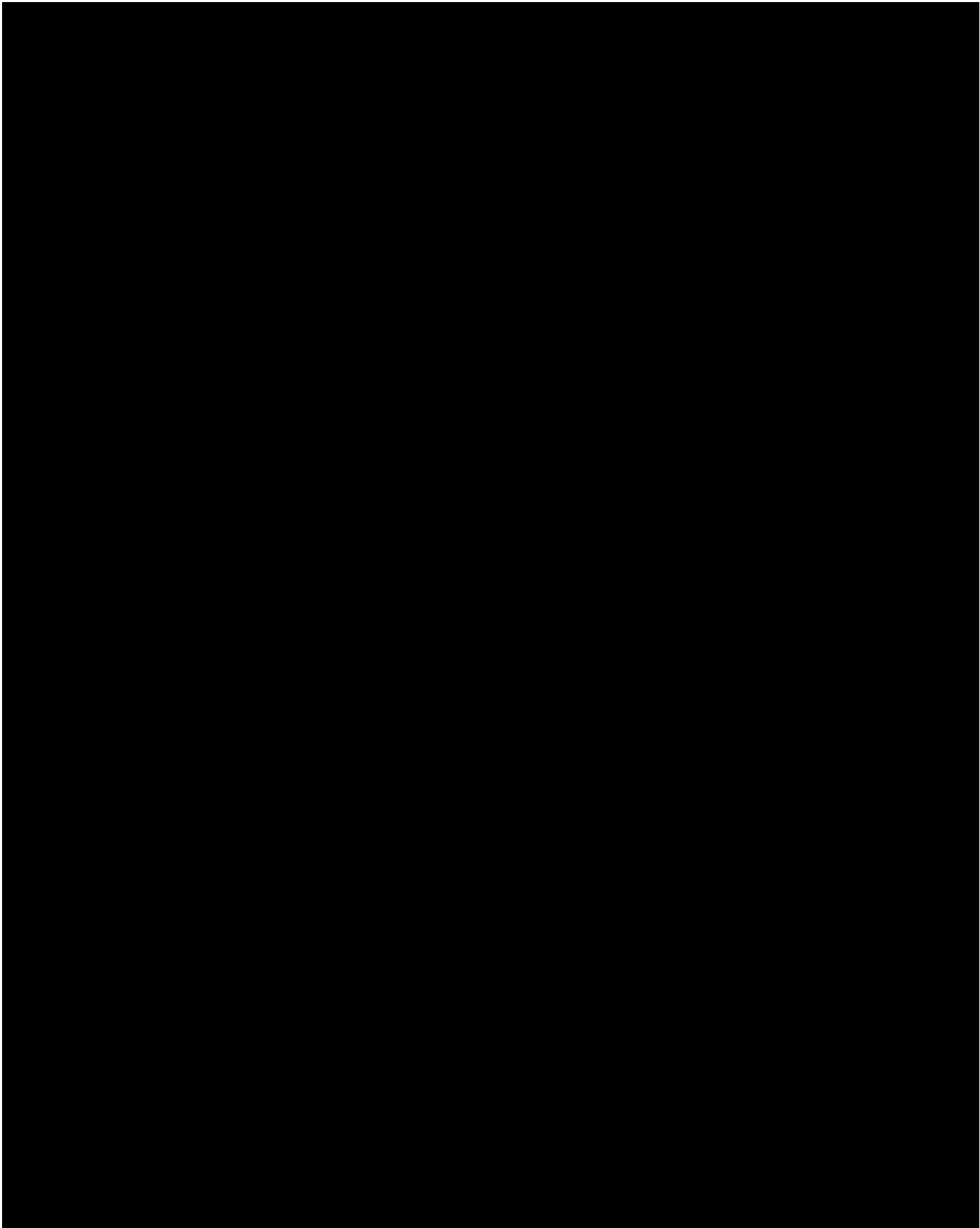
KR15

The Contractor's Contract Manager must have a minimum of five (5) years' contract management experience managing related services with similar budgets, preferably in Medicaid or the healthcare industry and for a project similar in size and scope to this project.

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KR16

The Contractor shall submit two (2) references for each of the key personnel being proposed for the project. Each reference should depict relevant and current experience for work completed no more than seven (7) years prior to the date of this RFP.



KR17

The Contractor must demonstrate that it can commit an adequate level of technical and human resources sufficient to complete the project within the required time frame and to meet the quality requirements outlined in this RFP. Furthermore, the level of technical and human resources which the Contractor agrees to commit to the project at the time of proposal must be maintained throughout the life of the project at a necessary level to complete the scope of work.

Team CNSI has a proven 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. 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 MMIS platform. Over 80% of CNSI's business is dedicated to supporting publicly funded healthcare and today, we participate in a majority of the health IT initiatives underway across the nation. 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 population.

For this important initiative, CNSI has teamed with MAXIMUS, 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. As a trusted partner to CMS for decades, MAXIMUS has decades of experience in claims processing, mailroom services, contact center start-up and operations.

Team CNSI represents a strong blend of Medicaid industry expertise and innovative technology, delivered seamlessly through a single organization. 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 evoBrix X solution to Montana and its constituents. The people we are proposing for Montana bring more than two decades of Medicaid implementation experience collectively. These resources bring both technical and functional expertise, as well as a wealth of knowledge implementing MMIS solutions in the states of Michigan, Washington, Illinois, and Utah. This experience has provided them with insight into the key requirements, as well as lessons learned, for a successful CPMS implementation in Montana. Team CNSI agrees to maintain the proposed level of technical and human resources throughout the life of the project at a necessary level to complete the scope of work.

KR18

The Contractor's staff shall have sufficient experience appropriate for their role.

The staff being proposed by Team CNSI have been performing in the same or similar capacity on their most recent project experience. They have been a part of CNSI's decade of operational experience managing nearly 750,000 active provider enrollments and processing over 500 million claims and encounters among the states of Michigan, Washington, Illinois, and Utah. Our SaaS service model has become CNSI's primary focus for delivering MMIS services to its customers. Moreover, the cloud-based evoBrix X solution being offered to DPHHS was the first in the nation to become fully ACA-compliant and has been supporting over 400,000 active provider enrollments in a multi-tenant SaaS platform for the states of Michigan and Illinois since July 2015. Our proposed staff has had the opportunity to work in, and learn from, these pioneering technological efforts, and will bring that unique insight and domain expertise to their CPMS work. Further, several staff have also run Medicaid programs in addition to having work in the private sector and truly understand the task at hand from multiple perspectives.

KR19

The Contractor must supply a Personnel Background Check Attestation (written documentation) of a favorable background check for Contractor personnel who might reasonably be expected to access sensitive and confidential member data contained in any system accessed during the course of the Contract. The Department may request the removal of staff for disqualifying offenses. Contractor must describe their process for performing background checks for non-US citizens or Green Card holders.

Following a structured interviewing and rating process, Team CNSI conducts background checks for all potential employees, including non-US citizens and Green Card holders, according to the security level requirements of the position. Team CNSI's Human Resources (HR) Department has written policies and procedures for conducting a background investigation, a search of the General Services Administration's (GSA's) Excluded Provider List System (EPLS), Office of Inspector General's list of excluded individuals and entities, the U.S. Treasury Office of Foreign Assets Control (OFAC), and reference checks for prospective employees.

We realize that the best candidates are not available for long, so our managers are trained to complete a thorough candidate review process within a short time frame. Offers are extended to the top candidates as soon as possible; however, these offers are always contingent upon successful completion of a satisfactory background check. For any personnel who might be expected to access sensitive and confidential member data contained in any system accessed during our CPMS contract, Team CNSI will supply a Personnel Background Check Attestation, in written form, of a favorable background check. We also understand and accept that the DPHHS may request the removal of staff for disqualifying offenses.

KR20

The Contractor's Project Manager shall be required to perform work at the State's primary project location (e.g., city, state), unless approved by the Department to work remotely.

For all phases of the Project, Mr. Iversen will perform work on-site at the State's primary project location (in this case, Helena, MT), unless approved to work off-site by DPHHS.

KR21

The Contractor's staff shall be available Monday through Friday as early as 7:00 AM MST and as late as 6:00 PM in the time zone of the participating State.

Team CNSI understands this requirement and will ensure that our staff will be available Monday through Friday as early as 7:00 AM MST and as late as 6:00 PM in the time zone of the participating State.

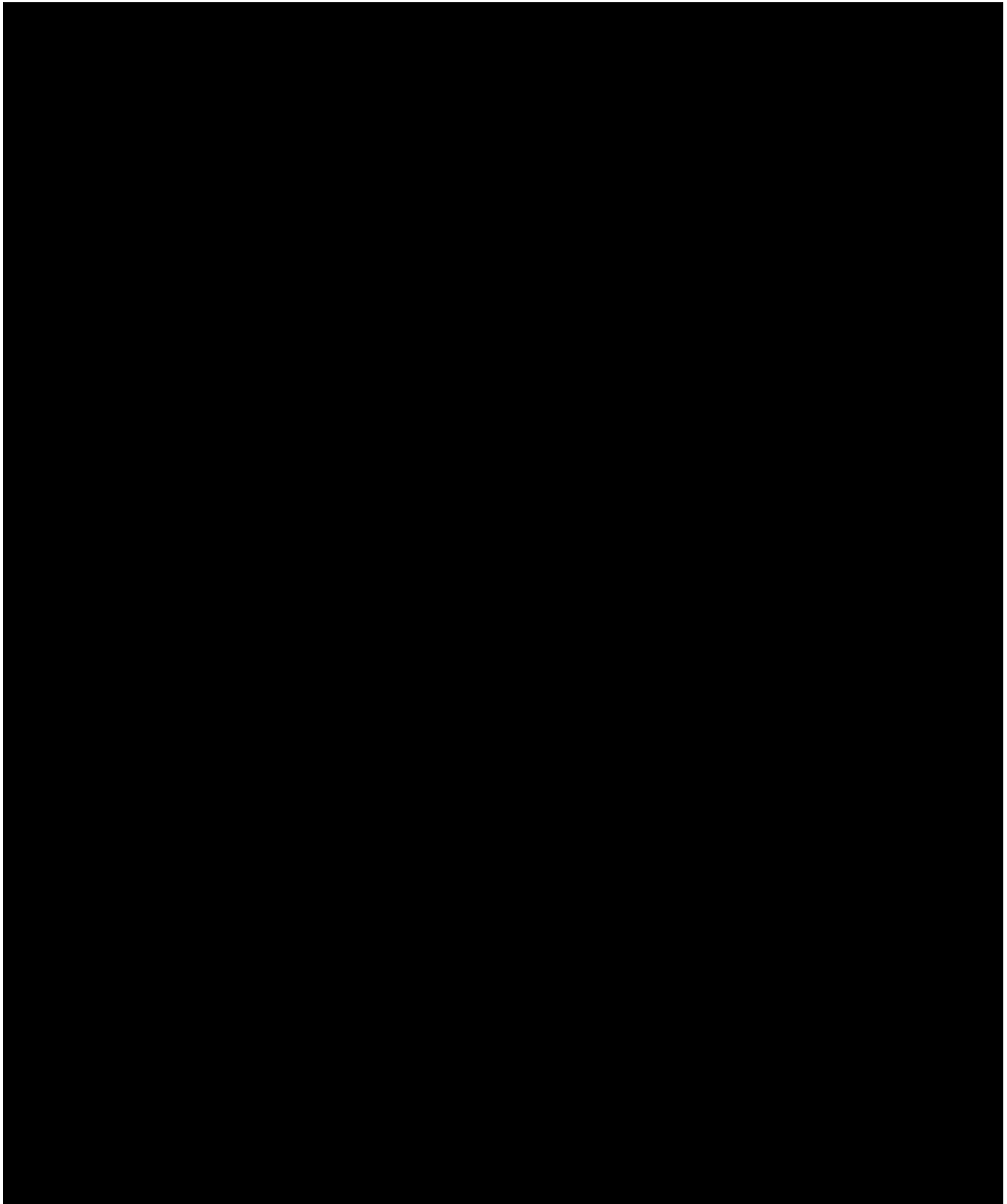
KR22

For any work performed at a location other than the primary Project site, the Contractor must identify the specific location (city, state, country), describe the type of work to be performed, and the percent of the total hours for that type of work at that location.

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]



KR23

The Contractor's staff working remotely, must be available to work in the State's primary project location at the Department's request for functions necessary to support the scope of work (e.g., risk review meetings, root cause analysis sessions, integration planning, release planning, operational readiness reviews, UAT, implementation, and production deployment).

Team CNSI understands the importance of team-building and will ensure opportunities for Key Staff and their state counterparts to meet and develop relationships based upon trust, respect and the desire to deliver a successful CPMS solution to MT. Team CNSI will also ensure that staff working remotely will be available to work in Helena, Montana at the Department's request for functions necessary to support the scope of work.

KR25

The Contractor's key personnel and/or management replacement must meet the minimum qualifications for the position. The Contractor shall provide a detailed resume for a proposed key personnel and/or management replacement. Replacements are subject to Department approval prior to any assignment.

Team CNSI assures DPHHS that replacements for any key personnel will meet the minimum qualifications for the position they are being proposed for. We will furnish DPHHS with a detailed resume of the proposed replacement and obtain Department approval prior to assigning them to any work.

KR26

The Contractor shall provide the appropriate level of knowledge transfer/training to Contractor staff.

Team CNSI takes a multi-faceted approach to ensure that staff can perform their roles effectively and efficiently on the project. Well-trained employees have higher satisfaction with their jobs, are more productive, and provide better results, all of which improve project outcomes and customer satisfaction. Complex projects also require that staff understand their roles and can perform them individually and as a member of the team.

Team CNSI staffs its project teams with professionals that have specific domain knowledge to perform their roles as well as experience in Medicaid. As a result, the focus of training is primarily concerned with orientating staff how evoBrix X satisfies CMS Medicaid requirements. To ensure that each project team is fully functional, Team CNSI performs an assessment of staff competency levels and potential training needs. Because each project team brings a mix of both seasoned professionals with long term experience on Team CNSI projects and may also include new professionals or mature professionals who are new to the organization, the training needs of each project form a unique profile which is evaluated and remediated as required. Individual training plans are incorporated and monitored through our Staff Management Plan, a sub-plan of the Project Management Plan. Team CNSI prepares staff for the role they play on the project by providing overview training of standard policies and procedures, training on tools and methodologies that project will employ, and through mentoring partnerships between experienced staff and those who are new. Team CNSI project leadership ensures that companywide training requirements, such as Health Insurance Portability and Accountability Act (HIPAA), are met by staff as well as any necessary project-specific training.

For project-specific training, Team CNSI begins with a "Project Bootcamp" experience for all the staff assigned to the initiative. Bootcamp is a training and communication activity that serves to level set the knowledge base of the team assigned to deliver the project. Each boot camp experience has some unique features that are tailored to the requirements of the project. During boot camp, team members review

policies, procedures and deliverables that will be required for the project. Team CNSI takes its responsibility to train its own staff very seriously and will not call on already over-booked state staff to perform these functions. Experienced staff assist to accelerate growth of newer staff and start operating as a seamless unit.

At the corporate level, Team CNSI offers CNSI University to newer hires which provides several foundational trainings to level set staff with the basic information needed to operate within the company.

Training programs that may be required for project team members based upon need include:

- **iVision 360 Program** – The iVision360 SDLC methodology described within this training serves to meet the needs of delivering complex Medicaid Management Information Systems (MMIS) and is able to be tailored to meet each project’s needs accordingly.
- **MMIS/Medicaid Program** - As CNSI employees, an understanding of basic Medicaid concepts can give us a running start as we develop tools for this key customer group. This knowledge acts as a foundation, giving the big picture of what Medicaid is and how it functions.
- **evoBrix X Solution Overview** – Team members assigned to implement Team CNSI’s evoBrix X platform are provided an overview of the solution and key features and functions. Focus is on how evoBrix X can be configured to satisfy Medicaid requirements.

KR28

The Contractor must designate a Certification Lead to coordinate all certification activities.

[Redacted]

KR29

The Contractor’s Certification Lead must meet the following qualifications including:

- Minimum of three (3) years’ experience certifying systems against industry standards for projects similar in size and scope to this project.
- In-depth understanding of the most current MECT certification lifecycle required to successfully validate the system.

[Redacted]

[Redacted]

vendor coordination as well. The State of Colorado received a 90% match on funding. She is currently working on R2 submission for Arizona and Hawaii for their Provider Enrollment Implementation.

KR34

The Contractor's key personnel positions may not be vacant for more than 10 Business Days without a qualified substitute (temporary replacement). A qualified substitute must be in place no more than 10 Business Days after the separation date of the vacating resource. The definition of a qualified substitute is someone meeting the requirements of the RFP and Contract Section 4. The Contractor may not fill vacant key personnel positions with other existing key personnel without approval by the Department. The Department will also have the authority to approve proposed replacements of key personnel by the Contractor.

We understand the critical nature that key personnel play on projects and the negative impact their separation from the project can have. As we do on all our projects, Team CNSI will leverage its proven recruiting process, described in the introduction to this section, to ensure:

- The Department is immediately notified of the vacancy
- An action plan for backfilling the position is provided and approved by the Department
- A suitable replacement is found prior to 10 business days of the vacancy

Team CNSI will not fill vacant key personnel positions with other existing key personnel without obtaining prior approval from the Department. We also accept that DPHHS will have the authority to approve proposed replacements of our key personnel.

KR35

The Contractor must designate an Integration Lead to coordinate with the Systems Integrator, other module vendors, and other stakeholders, manage the design, configuration/build, integration, defect management, and implementation of the Contractor's scope of work.

Mr. Sathish Anbarasan will serve as the Integration Lead to coordinate with the MPATH System Integrator, other module vendors, and other stakeholders. Immediately following contract award, Mr. Anbarasan and our Project Manager, Mr. Iversen, will work with DPHHS to coordinate introductory meetings or conference calls with the MPATH System Integrator and other modular vendors as appropriate. We will also seek to become engaged in any regular meetings that are facilitated by DPHHS or the MPATH System Integrator to immediately begin contributing to the implementation of the holistic MPATH solution.

KR36

The Contractor shall provide key personnel that at a minimum include the Project Manager, Technical Manager, Contract Manager, Claims Manager, Testing Lead, Integration Lead and a Certification Lead during the DDI and Certification Phases of the Program. For the Operations Phase of the Program, the Contractor shall provide key personnel that at a minimum include the Project Manager, Operations Manager, Claims Manager, Technical Manager, and Contract Manager. Key personnel shall not hold more than one key role unless otherwise approved by the Agency. The Agency will review and approve all key personnel.

Team CNSI is providing all the key personnel required by the CPMS RFP for the DDI and Certification phase of this program. A description of their roles is provided in Figure 3.10.5-7, while professional summaries for each are provided below in response to the relevant RFP requirements. Complete details

regarding their employment history, education, and other accomplishment are provided in their resumes in Section 4.2.3 (submitted as part of Section 4.0 response).

Title	Name	Project Role – DDI and Certification Phase
Project Manager	Larry Iversen DDI and Operations Phases	- Manages the Solution, Configuration, and Implementation (SCI) of the PSM solution - Supports the Contract Manager in communicating with DPHHS Leadership, Executive Sponsor Committee, MPATH Stakeholder Committee, module vendors, and other stakeholders - Responsible for the resolution of issues impacting the timeliness of deliverables - Facilitates the interaction of all parties to reduce risk and maximize benefits of deliverables - Leads the governance and involvement of the Project Management Office (PMO) during all phases of the SCI
Technical Manager	Rajesh Kusam DDI and Operations Phases	- Apply disciplined Software Development Life Cycle (SDLC) processes across multiple and often coinciding project implementation efforts - Lead technical design teams, - Oversees end to end implementation of Team's evoBrix X CPMS solution
Contract Manager	Linda Mras DDI and Operations Phases	- Team CNSI's senior representative for the contract - Serve as the primary point of contact for the DPHHS Steering Committee, Executive Sponsor Committee, MPATH Stakeholder Committee, and other State stakeholders - Responsible for Team CNSI's business relationship - Accountable for Team CNSI's activities related to contract deliverables, project management, and subcontractors
Claims Manager	Aditya Sakpal DDI Phase	- Plan, manage and organize functions of the claims department - Delegate and prioritize task assignments - Ensure call tracking, claims and adjustments are processed within the guidelines - Create report for distribution on pending claims and claims inventory - Assist in hiring and ensure new claims personnel are properly trained according to all departmental policies and procedures - Provide ongoing training to staff as needed or required. - Update departmental desktop procedures
Claims Manager	Julie Dawson Operations Phase	- Manage and monitor claims activities, claims processing and team performance - Produce quality results and meet production standards - Deliver required technical assistance to staff - Remain abreast of relevant State regulations for claims processing, implement changes as need to comply with any new or emerging requirements
Testing Lead	David Gulli DDI Phase	- Coordinate and plan testing activities for the PSM project - Ensure detailed, process driven, and fully documented testing procedures for all implementation and configuration changes within the Montana Healthcare Programs enterprise - Responsible for planning, managing and executing comprehensive testing, to include unit, system, regression, parallel, integration and UAT - Ensures test environment is configured per the requirements of development and test teams - Coordinate with DPHHS regarding test data collection and development - Monitor and report on discrepancies
Integration	Sathish Anabrasan	Coordinate with business improvement teams to support and guide

Title	Name	Project Role – DDI and Certification Phase
Lead	DDI Phase	them through system-related changes ■ Create routines to convert data from multiple sources to the PSM solution ■ Create routines to convert data from the legacy system to operate the PSM ■ Execute crosswalk of data to all components of the PSM ■ Evaluate performance metrics against service factors; institutes actions to correct shortcomings or further streamline the process, as necessary ■ Identify opportunities for business improvement with respect to tools, staff, training, process, procedures and work instructions
Certification Lead	Katie E. DeLorensi DDI Phase	■ Ensure solutions meets federal certification toolkit requirements and all artifacts have been collected and are ready for presentation ■ Note that certification preparation occurs all throughout the DDI process Carefully monitor CNSI's current and future requirements for certification ■ Work closely with IV&V for validation of certification requirements and necessary preparation activities for CMS certification process

Figure 3.10.5-7. Key Personnel. Team CNSI's Proposed Key Personnel for the CPMS DDI and Certification Phase.

Team CNSI has assigned qualified resources to staff each of the key roles for this project. As a standard practice, we do not assign our key personnel to more than one key role. We also understand that DPHHS will review and approve all key personnel prior to their assignment to this project.

KR37

For Option A - Financial, the Contractor shall provide defined key personnel of Financial Manager for the Operations, Maintenance and Configuration phase of the project. The Contractor must identify other key personnel for the Operations, Maintenance and Configuration phase of the project. The Department will review and approve all key personnel.

ney Gonzalez will serve as the Financial Services Manager for Option A – Financial. Ms.

We understand that if the State decide to choose Option A – Financial we will have to provide key personnel for the Operations, Maintenance and Configuration phase of the project as defined in the Participating State's Participating Addendum.

We acknowledge that our key personnel may not hold more than one key role unless otherwise approved by the Department. We also acknowledge that the Department must approve all key personnel.

KR38

For Option B - Call Center, the Contractor shall provide defined key personnel of Provider Relations Manager and Enrollment Broker Manager for the Operations, Maintenance and Configuration phase of the project. The Contractor must identify other key personnel for the Operations, Maintenance and Configuration phase of the project. The Department will review and approve all key personnel.

[REDACTED]

[REDACTED]

We acknowledge that our key personnel may not hold more than one key role unless otherwise approved by the Department. We also acknowledge that the Department must approve all key personnel.

KR39

For Option C - Federal Reporting, the Contractor shall provide defined key personnel of Federal Reporting Manager for the Operations, Maintenance and Configuration phase of the project. The Contractor must identify other key personnel for the Operations, Maintenance and Configuration phase of the project. The Department will review and approve all key personnel.

[REDACTED]

[REDACTED]

[REDACTED]

organizations. Mr. Napoli has knowledge and experience in applied statistics, population health, outcomes

[REDACTED]

Team CNSI will identify other key personnel for the Operations, Maintenance and Configuration phase of the project and we acknowledge that the Department must approve of all key personnel.

KR40

For Option D - State Specific Requirements, the Contractor shall provide key personnel for the Operations, Maintenance and Configuration phase of the project as defined in the Participating State's Participating Addendum. The Contractor must identify other key personnel for the Operations, Maintenance and Configuration phase of the project. The Department will review and approve all key personnel.

Team CNSI understands that if the State decide to choose Option D – State Specific Requirements we will have to provide key personnel for the Operations, Maintenance and Configuration phase of the project as defined in the Participating State’s Participating Addendum. We will work with the participating state to clarify requirements and expectations for the state specific requirements so that we may identify and engage the right resources with the right skills.

Team CNSI will also identify other key personnel for the Operations, Maintenance and Configuration phase of the project and we acknowledge that the Department must approve of all key personnel.

KR41

For Option A - Financial, The Contractor shall provide key personnel at a minimum that include a Financial Services Project Manager, Financial Services Lead Analyst, during the DDI and Certification Phases of the Program. Key personnel shall not hold more than one key role unless otherwise approved by the Department. The Department will review and approve all key personnel.

[REDACTED]

Team CNSI acknowledge that our key personnel may not hold more than one key role unless otherwise approved by the Department. We also acknowledge that the Department must approve all key personnel.

KR42

For Option B - Call Center, The Contractor shall provide key personnel at a minimum that include a Call Center Implementation Project Manager, Call Center Lead Analyst, during the DDI and Certification Phases of the Program. Key personnel shall not hold more than one key role unless otherwise approved by the Department. The Department will review and approve all key personnel.

[REDACTED]

[REDACTED]

Team CNSI acknowledge that our key personnel may not hold more than one key role unless otherwise approved by the Department. We also acknowledge that the Department must approve all key personnel.

KR43

For Option C - Federal Reporting, The Contractor shall provide key personnel at a minimum that include a Federal Reporting Implementation Project Manager, and three Federal Reporting Lead Analysts for the following areas: 1) Transformed Medicaid Statistical Information System (TMSIS), 2) CMS-64, CMS-21, CMS-37, 3) All other state and Federal reporting during the DDI and Certification Phases of the Program. Key personnel shall not hold more than one key role unless otherwise approved by the Department. The Department will review and approve all key personnel.

Heidi Robbins-Brown will serve as the Federal Reporting Implementation Project Manager for Option C - Federal Reporting.

Vidya.Emmela will serve as the Federal Reporting Lead Analyst for TMSIS.

David Napoli will serve as the Federal Reporting Lead Analyst for CMS-64, CMS-21, CMS-37.

Charlotte Lynds will serve as the Federal Reporting Lead Analyst for all other state and SURS, MARS and Federal reporting.

Team CNSI acknowledge that our key personnel may not hold more than one key role unless otherwise approved by the Department. We also acknowledge that the Department must approve all key personnel.

3.10.5.1 Resource Allocation Schedules

Offerors must complete the Resource Allocation Schedules provided in Attachment H – Resource Allocation Schedules. These schedules serve as the representation of Offeror's plan for staffing the project by resource type. Offeror should include additional information as necessary to explain the Offeror's resource allocation. If the Offeror has one or more subcontractors, the Offeror must submit a Schedule A and Schedule B with a comprehensive total for all FTE and hours representing the effort of the prime contractor and all subcontractor work in total. In addition, a separate Schedule A and Schedule B for each contractor (prime contractor and subcontractor) must be submitted.

Table 3.10.5.1 Resource Allocation Schedules (These schedules are provided in Attachment H – Resource Allocation Schedules).

List of Resource Allocation Schedules	
Schedule	Title
Schedule A - Core	Number of Full Time Equivalent
Schedule B - Core	Number of Hours
Schedule A Option A – Financial	Number of Full Time Equivalent
Schedule B Option A – Financial	Number of Hours
Schedule A Option B – Call Center	Number of Full Time Equivalent
Schedule B Option B – Call Center	Number of Hours
Schedule A Option C – Federal Reporting	Number of Full Time Equivalent
Schedule B Option C – Federal Reporting	Number of Hours
Schedule A Option D – State Specific Requirements	Number of Full Time Equivalent
Schedule B Option D – State Specific Requirements	Number of Hours

All schedules must be completed in full at the time of submittal. The resource types listed in the schedule are not exhaustive, nor should the Contractor assume that DPHHS is requesting resources from each category. Use any resource type listed above and/or add resource types necessary to successfully deliver the scope of work.

Schedule A: This schedule details the number of full time equivalents the Offeror plans to allocate to the project by phase and by resource type.

Schedule B: This schedule details the number of resource hours the Offeror plans to allocate to the project by phase and by resource type.

Team CNSI’s Attachment H includes additional worksheets to depict the total hours and resources needed to implement Option A, Option B, and Option C, along with running Operations, Maintenance and Configuration for MT CPMS, Option A, Option B, and Option C respectively.

Per the RFP Requirements and associated Question and Answer documents, Team CNSI is submitting a total of 15 resource allocation schedules. The 15 schedules are shown in Figure 3.10.5-8.

Resource Allocation Schedules
Tier 1: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Team CNSI Total)
Tier 2: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Team CNSI Total)
Tier 3: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Team CNSI Total)
Tier 4: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Team CNSI Total)
Tier 5: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Team CNSI Total)
Tier 1: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Prime (CNSI) only)
Tier 2: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Prime (CNSI) only)
Tier 3: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Prime (CNSI) only)

Resource Allocation Schedules
Tier 4: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Prime (CNSI) only)
Tier 5: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Prime (CNSI) only)
Tier 1: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Subcontractor (MAXIMUS) Only)
Tier 2: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Subcontractor (MAXIMUS) Only)
Tier 3: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Subcontractor (MAXIMUS) Only)
Tier 4: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Subcontractor (MAXIMUS) Only)
Tier 5: Schedule A & B - Total FTEs & Total Hours CPMS Base + Option A + Option B + Option C (Subcontractor (MAXIMUS) Only)

Figure 3.10.5-8. Team CNSI Resource Allocation Schedules. Team CNSI has provided prime contractor (CNSI) and Team CNSI member MAXIMUS's resource allocations separately and in aggregate for the base CPMS and Options A, B, and C.

Team CNSI follows a methodical process to develop resource estimates. Our approach is to begin with our high-level work breakdown structure (WBS) used for our previous CPMS implementations in Washington, Michigan, Illinois, and Utah. Team CNSI then used its project schedule and cost information from previous CPMS implementations, as input, to determine the necessary resource levels as presented in the Schedules in Appendix H.

We considered the State’s RFP requirements and performed an initial mapping to our evoBrix X CPMS solution. This exercise provided Team CNSI the information necessary to determine the fit with the State’s requirements and areas where solution analysis, configuration, and state-specific implementation is needed.

Our process included the following factors:

- Top-down analysis: Team CNSI begins our estimating process by looking at the entire scope of the project defined in the RFP and iteratively refining our examination to include a progressively more detailed context. This “drill down” approach allows us to consider only the material that is relevant to the particular context in which we are working. At the highest level, the context includes only the major software components and the interfaces between them. Anything that occurs entirely within a particular part of the system is encapsulated within a single component representing that part of the system. At each succeeding level, we define the details of what happens within each component, as well as what information is contained in the interfaces.
- Bottom-up analysis: Team CNSI also completes a bottom-up analysis based on the business areas and RFP requirements. We deconstruct and organize the business requirements of the RFP and assign the requirements to the estimating team for each business area. During the bottom-up analysis, we ask standard questions of each team lead developing the solution for each business area. These questions are designed to uncover major scope areas and establish activity duration estimates based on our comparison to previous systems we have built. The questions of the estimating survey include:
 - How many requirements are provided for each area?
 - What degree of effort is needed to configure the solution?
 - How many system components exist and will need minor modifications?
 - How many screen components, reports, correspondences, and interfaces are new and required specifically for the MT CPMS? Here we estimate the level of complexity for each screen (high, medium, low).
 - To what extent will we need to change to the evoBrix X data model? On a scale of 1 to 10, with 10 being the most complex, what is the level of complexity of the change?
 - Are there any unique challenges with respect to data conversion?

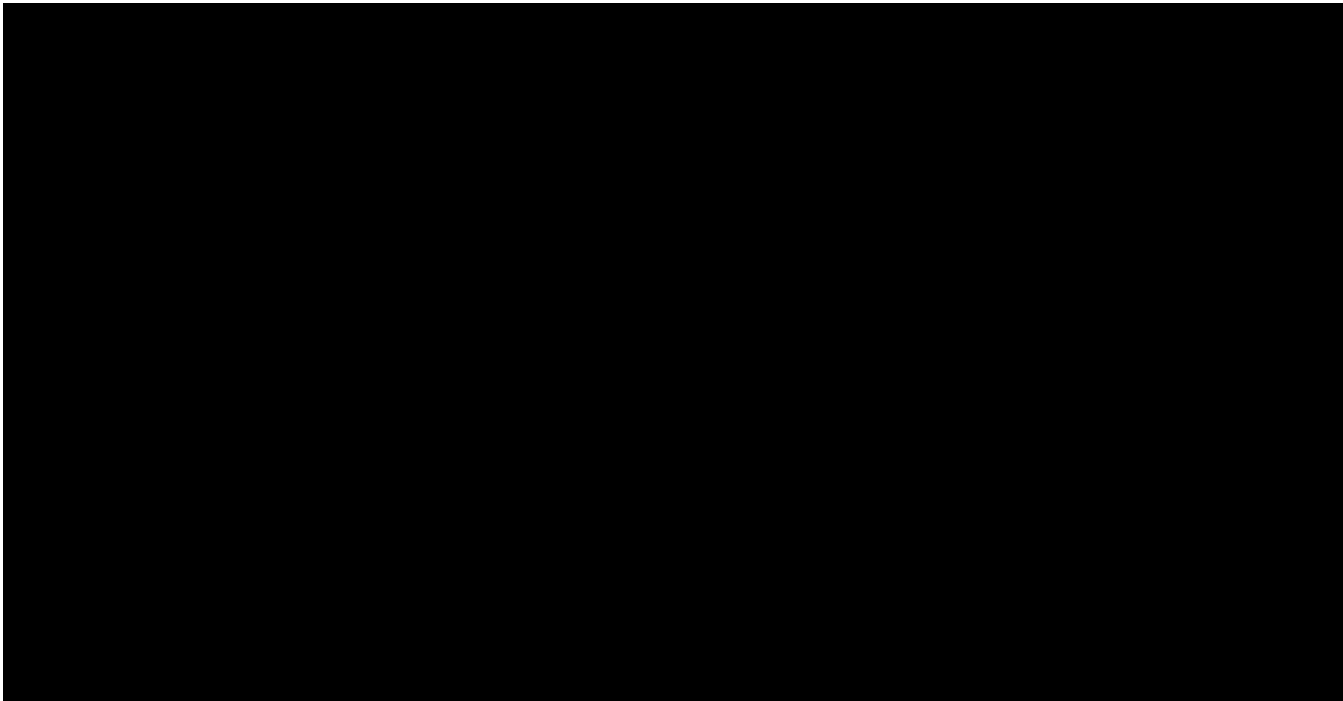
- What types of training materials are required?
- How many training sessions are necessary to support the deployment and operations of the MT CPMS implemented for the State?
- What are the assumptions pertaining to the business area?
- What are the risks pertaining to each business area?
- Knowledge from previous projects: Team CNSI has specific experience in conducting similar tasks for multiple claims processing implementation projects. This experience allows us to develop detailed resource estimates based on actual results. For example, we have data on the resources required to conduct solution analysis, configuration, testing, UAT, deployment, and CMS Certification. Our estimating approach includes reviewing this data and comparing past experience with expected effort for the MT CPMS.

We made the following planning assumptions for the phase by phase review of resources required to support the project:

- Project management is a critical discipline. Our resource allocations show that Team CNSI management resources and key personnel are allocated evenly throughout the life of the project.
- The early stages of the project are heavy on analytical resources and the later stages of the project emphasize testing, training, and implementation resources.
- Certification requires up-front commitment to develop the certification plan. However, most of the certification activity will occur post-go-live to support data collection and CMS certification meetings.
- The resources are allocated based on the phase of the project. Developers are assigned once the requirement and design phases are complete, while testers are assigned once the development has reached a milestone wherein meaningful, testable code can be deployed into the system test environment for testing.
- The system operations support resources and key resources for the system operations phase are allocated to the project once production operation of the MT CPMS begins. Our Resource Allocation worksheets show the resources necessary for supporting system operations.

Team CNSI is providing a proposal that includes the base CPMS as well as Options A, B, and C.

As shown in Figure 3.10.5-9, the implementation of MT CPMS will occur in 24 months with an additional 6 months anticipated to achieve CMS certification. Our project work plan (uploaded to the Supplier Attachments section on eMACS) provides a detailed schedule that includes separate PWP schedules and milestones for Core and each Option, and an integrated schedule that includes Core and all Options. Following our agile-based Solution, Configuration and Implementation (SCI) approach, Team CNSI is able to run phases of the project in parallel to support the iterative configuration and customization of the solution resulting in “Go Live” by 8/1/2023.



Team CNSI is committed to the purpose, goals, and values of the State and assure the MT CPMS key personnel team is highly skilled in claims processing and possess years of experience transitioning states from legacy systems to the CMS mandated modular environment.

3.10.6 Project Closeout and Turnover

At least twelve months prior to the end of the contract, the Contractor will provide an initial turnover plan to detail how the Contractor will manage the completion and closure of all work for the Contract and deliver project artifacts, including deliverables, data, and anything needed to operate and maintain the integrity of the Montana Healthcare Programs and systems.

Transition activities will be dependent upon the nature of the solution or services, which may include but is not limited to:

- State Owned and Contractor hosted
- State Leased software hosted by a third party
- Software as a Services (SaaS)

The Contractor must demonstrate that all contractual requirements have been met, transition operational tasks to a new Contractor and/or DPHHS completed, and provide lessons learned from the project prior to the end of the contract term. The Offeror must describe in detail their approach to meet each of the Project Closeout and Turnover requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

Team CNSI values establishing and fostering long-term relationships with our customers built upon a joint mission to meet our customers’ goals and objectives - even when we no longer have a direct business responsibility to them. Periods of contract and operational transition are risky and DPHHS is relying on Team CNSI to continue to fully support its programs and stakeholders by meeting all operational performance requirements, while collaborating with the succeeding entity to ensure their full understanding of and ability to seamlessly continue claims processing operations. Our goal is to perform a seamless turnover with no negative impact on continuing operations and services.

We will perform turnover activities with the same careful attention, planning, and execution that the State will have come to expect based on our performance throughout the MT CPMS operations. We fully support that the DPHHS may require Team CNSI to turn over complete and up-to-date systems, documentation, fiscal intermediary responsibilities, and materials; to provide training in use, functionality, and processes for the successor; and provide lessons learned from the project prior to the end of the contract term.

The key ingredient to a successful turnover is engaging the right resources across all stakeholder entities. Ensuring the right person, with the right training, is in place is the focus of the Turnover activities. During the planning phase of the MT CPMS project, Team CNSI will work with DPHHS to define schedule for turnover planning and execution. Our turnover plan will include consideration and support of the transition to a new claims processing platform including necessary contingencies for transition to State Owned and Contractor hosted, State leased software hosted by a third-party, and/or software as a service (SaaS) solutions. Our approach will also include considerations for any Options that are currently operated by Team CNSI. Figure 3.10.6-1 and Figure 3.10.6-2 illustrates Team CNSI’s turnover activities and approach.

The Team CNSI Advantage

Team CNSI maintains its commitment to DPHHS' success in all phases of the project, including Turnover.

- We collaborate with DPHHS, its System Integrator, and successor contractor, to ensure successful planning and execution of all Turnover activities
- We begin planning for Turnover early and provide successively more detailed plans as the Turnover stage approaches
- We provide the resources necessary to ensure that Turnover activities are accomplished without impacting ongoing operations and service levels

MTCPM-1.2.4-010

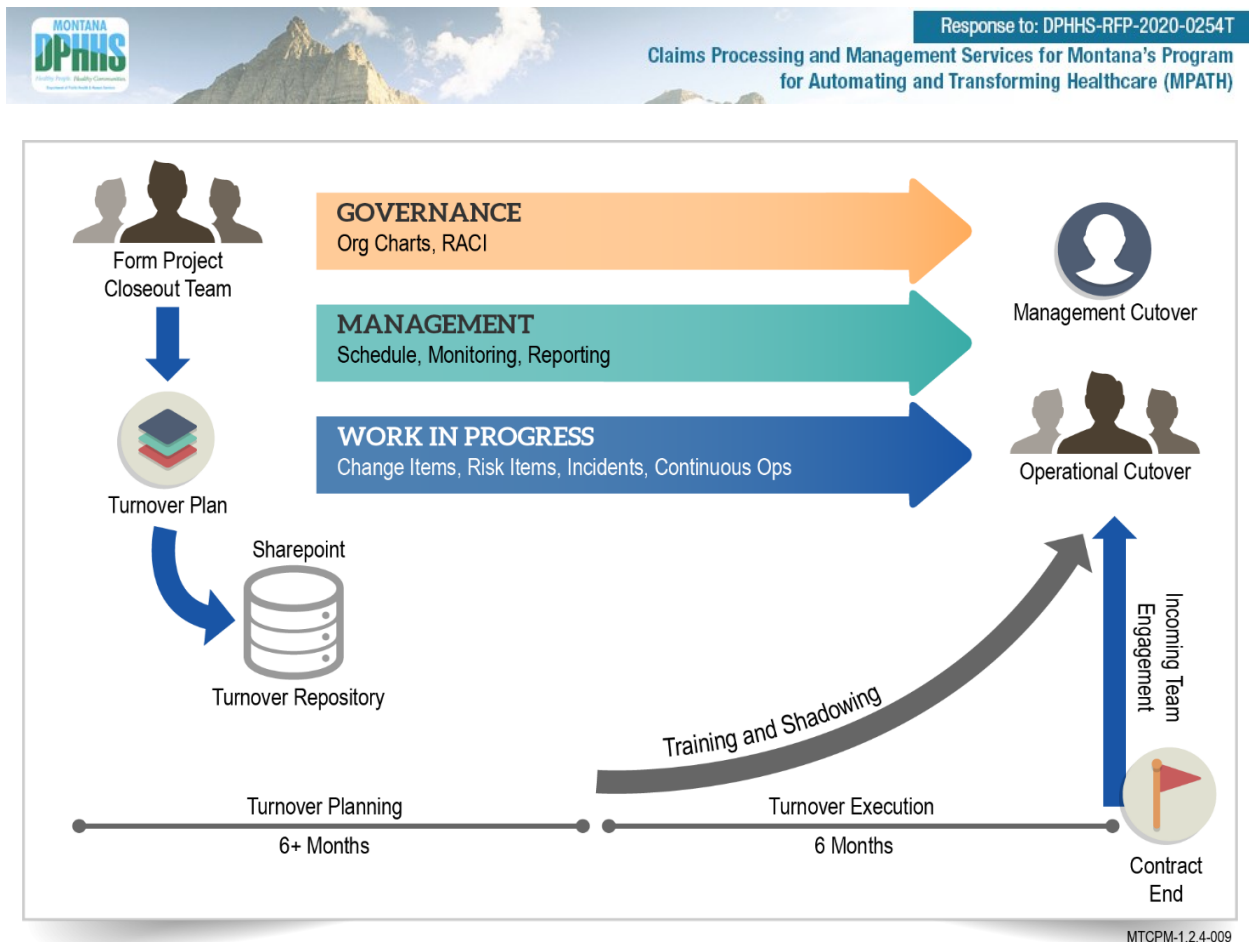


Figure 3.10.6-1. Team CNSI's Turnover Activities. Team CNSI's approach to turnover ensures that all governance, management, and work in progress will be ready by the agreed upon operational cutover milestone.

Area of Focus	Purpose	Activities
Governance	Provide consistent continuation of organizational oversight, policy, and structure.	- Provide organizational chart - Provide RACI matrix including roles and responsibilities during turnover - Provide policy guidance, recommendations, and documentation
Management	Prepare management staff to provide continuous management of staff and operational performance	- Provide a staff list of current resources, expertise, responsibilities, and hours dedicate to the role - Continuous monitoring of all performance throughout the transition period - Monitoring and reporting on turnover schedule activities and outcomes - Provide readiness assessment reports to DPHHS prior to cutover of operational responsibility
Documentation	Provide current documentation covering all operational areas	- Develop and maintain Turnover Plan that provides detailed information, checklists, and proposed notional schedules for turnover activities. - Provide current documentation of system functionality, procedures, and lessons learned - Provide current version of all business operations procedures - Provide current version of all technical documents including architectural diagrams, workflows, and interface documentation

Area of Focus	Purpose	Activities
Operations	Prepare incoming team to assume full operational responsibility	- Provide training to new resources including formal classroom / e-training, and on-the-job (OTJ) training as part of a formal knowledge transfer process - Existing resources will shadow new resources to ensure complete understanding of all practices and procedures - Transition all work in progress including open incidents, defects, and release plans - Support transition from Jira Service Desk to other incident management system

Figure 3.10.6-2. Team CNSI's Turnover Approach. Team CNSI will support Turnover activities in multiple tracks to ensure that the incoming provider is ready to assume all operational activities.

PTO01

The Contractor shall provide a turnover approach and the services required for the transition of operations, services and module components.

Team CNSI will provide a Turnover Plan that defines the turnover approach and identifies all the activities and services that are necessary to ensure continuous service operation. We will plan for and provide support for data conversion from the evoBrix X solution to DPHHS’ selected replacement solution. Team CNSI will prepare a comprehensive work breakdown structure and schedule supporting the Turnover Plan. The Turnover Plan WBS includes all activities and tasks that will be necessary to ensure a seamless, low-risk transition of all work elements with no impact to operations. The Turnover Plan will also include a notional schedule with high level milestones so that transition activities can be integrated with the incoming entity’s master schedule. The durations of tasks in the notional schedule are based on Team CNSI experience transitioning in as a new contractor to support State MMIS contracts. The exact durations and schedule elements will be coordinated with DPHHS and the incoming entity.

The Turnover Plan and related schedule will be developed during the second full year of operations and delivered to DPHHS at least six months prior to the end of the contract as required in Requirement PTO02.

PTO02

At least six (6) months prior to the final Contract year (including option years that have been exercised) and at least six (6) months prior to the end of any contract extension(s), the Contractor shall provide the following:

- An updated Turnover Plan.
- Complete and update system and user documentation.
- Statement of the resources that would be required by the Department or another contractor to fully take over solution, technical, and business functions outlined in the Contract(s). This includes quantity and types of resources and volume of tasks to support the scope of work.
- Operational tasks and procedures as necessary to support ongoing operations of the solution.
- Lessons learned report.
- List of incomplete tasks, such as system defects, modifications or enhancements, mass adjustments, reference updates, and configuration requests.
- A detailed description of the services that would be required by another Contractor to fully take over system, technical, and business functions outlined in the Contract.

The Department reserves the right to request this information at any time throughout the Contract.

At least six months prior to the final contract year, Team CNSI will provide an updated Turnover Plan that defines:

- A final Turnover Plan activities, responsibilities and schedule
- Updated user and business process documentation
- A detailed statement of the resources required to take over operation of the business functions of the solution including:
 - Number and type of resources
 - Tasks and task volumes
- Business process and procedure documentation for the operational tasks performed by Team CNSI sufficient for a third party to operate the solution
- A “lessons learned” report
- A list of incomplete tasks, such as reference updates, open customer service ticket, and other in-process or pending operational tasks required for turnover
- A detailed description of the services that would be required for another contractor to fully take over the business functions outlined in the contract.

Figure 3.10.6-3 provides a sample Table of Contents based upon our standard Turnover Plan Template. Team CNSI will tailor the MT CPMS Turnover plan to meet specific requirements within the state.

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Figure 3.10.6-3. Team CNSI’s Turnover Plan Table of Contents. Team CNSI’s Turnover Plan provides a road map to transition all system and operational support elements to the successor contractor.

Team CNSI understands that the Department reserves the right to request this information at any time throughout the contract.

PTO03

The Contractor shall provide a Monthly Turnover Report reflecting transition activities during the turnover period.

Team CNSI will provide a monthly Turnover Report reflecting the status of transition activities during the turnover period. Team CNSI will work with DPHHS and its new contractor to ensure that the report accurately reflects the necessary activities and their status throughout the turnover period. The status report will be made available electronically on the SharePoint repository and will include the following:

- Recent accomplishments, milestones met, and deliverables completed
- Plan for the upcoming period including major tasks, milestones, and deliverables
- Status of any risks being tracked
- Status of any issues being tracked
- An extract of the turnover schedule providing status of each major step

Team CNSI will also maintain details on a real-time dashboard to view schedule, activities, progress, metrics, and other information.

PTO04

The Contractor shall provide operational procedures that describe how maintenance is performed for the solution.

Since Team CNSI is offering our evoBrix X Claims Processing module as a SaaS solution, Team CNSI and the DPHHS will collaborate to determine the scope of turnover needed for the CPMS operations. We develop and maintain operational procedures in the form of process guides, workflows and checklists that provide details on maintenance activities, tools, templates and activities that ensure the system remains operational. This information will be provided to DPHHS as part of the Project Turnover process.

PTO05

The Contractor shall cooperate with the successor contractor while providing all required turnover services. This will include meeting with the successor and devising work schedules that are agreeable for both the Department and the successor contractor.

Team CNSI approaches Turnover with the same commitment to DPHHS success as we do to the initial implementation of our solution. We will work collaboratively with DPHHS, its System Integrator (Deloitte), and the successor contractor to define the activities and schedule for an effective transition. This includes initially meeting with the successor contractor to develop a mutually agreeable schedule. Once the schedule is finalized, Team CNSI will work with the successor contract as defined in the agreed schedule to review progress and ensure understanding of the turnover material we provide. DPHHS's satisfaction with Team CNSI's services applies to all phases of the project, including Turnover.

PTO06

The Contractor must transfer solution and services documentation and all data requested by the State to the State.

Team CNSI actively maintains operational documentation throughout the period of performance. We will transfer all applicable solution and services documentation as part of the Turnover efforts. Solution and services documentation are maintained in a SharePoint repository throughout the period of performance. We follow strict change management processes and regularly review and update all documentation to ensure that the latest versions are available on SharePoint throughout the contract. We will collaborate with DPHHS to create a checklist of all solution and services documentation that is necessary to transfer to ensure that all artifacts are accounted for. As a result, transition of these artifacts to the State will be seamless and simple. In addition, we will transfer all data requested by the State to the appropriate receiving entity. A data conversion plan will be created in collaboration with DPHHS and the receiving entity that describes the process to transfer all requested data.

PTO07

The Contractor shall deliver a Turnover Results Report that documents completion of each step of the Turnover Plan.

Team CNSI will deliver a Turnover Results Report that documents completion of each step of the Turnover Plan. Each step of the Turnover Plan will be tracked so that details of the activities and outcomes of each step are available to DPHHS and other stakeholders as necessary. Team CNSI will include the Turnover Results Report as repeating deliverable within the monthly status report.

3.10.7 Project Deliverables and Documentation

The documentation deliverables outlined in Table 3.10.7 have been identified for this scope of work. If the successful offeror provides a Commercial off the Shelf (COTS)/Software as a Service (SaaS) solution, DPHHS will review the list of required deliverables and may remove or modify the deliverable requirements to reflect a COTS or SaaS implementation approach. COTS or SaaS contractors will still be required to provide all documentation required for MECT certification. For each documentation deliverable, the Contractor shall follow the guidelines outlined in the Documentation Standards document in the Procurement Library in eMACS. The Contractor will submit documents that meet the specific deliverable acceptance criteria as outlined in the Deliverable Expectation Document for the specific deliverable. All deliverables must be approved by DPHHS. Project artifacts and information will be shared on the CMS Reuse Repository. The Offeror must describe in detail their approach to meet each of the Documentation requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

Table 3.10.7 Documentation Deliverables

Deliverable	Delivery and Update Frequency	Requirement Number	Deliverables Expectations Document Required?
Business Rules Catalog	Project initiation, procurement of each MPATH module and updates as necessary	BR03	Yes
Certification Crosswalk	As scheduled in approved PWP, updates as necessary	CERT01	Yes
Data Dictionary	As scheduled in approved PWP, updates as necessary	DM11	Yes
Conceptual Data Model	As scheduled in approved PWP, updates as necessary	DM145	Yes
System Security Plan	As scheduled in approved PWP, updates as necessary	DOC01	Yes
Certification Plan	As scheduled in approved PWP, updates as necessary	DOC02	Yes
Data Management, Conversion, and Migration Plan	As scheduled in approved PWP, updates as necessary	DOC03	Yes
Application, Configuration, and Maintenance Plan	As scheduled in approved PWP, updates as necessary	DOC04	Yes
User Documentation	Project initiation, updates as necessary	DOC07	Yes
Business Continuity and Disaster Recovery Plan	As scheduled in approved PWP, annually	DOC08, DOC09, DOC10	Yes
Operations, Maintenance and Configuration Plan	As scheduled in approved PWP, updates as necessary	DOC12	Yes
Module Implementation Plan	As scheduled in approved PWP, updates as necessary	DOC50	Yes
System Design Documentation	As scheduled in approved PWP, updates as necessary	DOC14	Yes
Communication Plan	As scheduled in approved PWP, updates as necessary	DOC15	Yes

Deliverable	Delivery and Update Frequency	Requirement Number	Deliverables Expectations Document Required?
Quality Management Plan	As scheduled in approved PWP, updates as necessary	DOC16	Yes
Change Management Plan	As scheduled in approved PWP, updates as necessary	DOC18	Yes
Technical Documentation	Project initiation, updates as necessary	DOC19	Yes
Solution Architecture Document	As scheduled in approved PWP, updates as necessary	DOC21	Yes
Defect Management Plan	As scheduled in approved PWP, updates as necessary	DOC22	Yes
Staffing Plan	As scheduled in approved PWP, updates as necessary	DOC24	Yes
Master Test Plan	As scheduled in approved PWP, updates as necessary	DOC26	Yes
System Test Plan	As scheduled in approved PWP, updates as necessary	DOC28	Yes
System Documentation	Project initiation, updates as necessary	DOC29	Yes
Turnover Plan	12 months prior to final Contract year	DOC37	Yes
Risk Management Plan	As scheduled in approved PWP, updates as necessary	DOC38	Yes
Issue Management Plan	As scheduled in approved PWP, updates as necessary	DOC40	Yes
Operations Procedure Manual	As scheduled in approved PWP, updates as necessary	DOC42	Yes
Attachment L – Technology Matrix	Upon initial proposal, annually	DOC44	No
User Interface Style Guide	As scheduled in approved PWP, updates as necessary	DOC46	Yes
Training Plan	As scheduled in approved PWP, updates as necessary	DOC51	Yes
Implementation Letter	As scheduled in approved PWP	IA01	No
Operational Readiness Test Results	As scheduled in approved PWP date	IA04	Yes
Operational Readiness Review Checklist	As scheduled in approved PWP date	IA06	Yes
Interface Control	As scheduled in approved PWP,	INR33	Yes

Deliverable	Delivery and Update Frequency	Requirement Number	Deliverables Expectations Document Required?
Documents (ICD)	updates as necessary		
Personnel Background Check Attestation	As scheduled in approved PWP, updates as necessary	KR19	No
Disaster Recovery/Business Continuity Test Report	Annual	OMC03	Yes
Deliverable Review and Acceptance Process	Project initiation, updates as necessary	PMT38	Yes
Monthly Status Report	Monthly	PMT17	No
Project Management Plan	As scheduled in approved PWP, updates as necessary	PMT18	Yes
System Enhancement Pool Report	Monthly	PMT29	Yes
Project Work Plan	Project initiation, updates as approved.	PMT36	No
Updated Turnover Plan	6 months prior to final Contract year	PTO02	No
Monthly Turnover Report	Monthly, during Turnover Period	PTO03	Yes
Turnover Results Report	Upon completion of turnover activities	PTO07	Yes
Requirements Traceability Matrix (RTM)	As scheduled in approved PWP, updates as necessary	RQM06	Yes
Risk Assessments	Annually and As Needed	SEC11	Yes
Penetration Test Report	Annual and 6 months prior to implementation	SEC15	Yes
Security Audit Report	Annually on September 30	SEC22	No
CMS Information Security Program Plan of Action and Milestones (POA&MS)	Conditional upon security risk assessment findings	SEC55	No
Privacy Impact Analysis	As scheduled in the approved PWP, updated annually	SEC68	No
Service Organizational Control (SOC) 1 Type II Reports	Annually	SEC83	No
Subcontractor Usage Report	Annual	SUB05	Yes
Integration Test Results	As scheduled in approved PWP, updates as necessary	TEST04	Yes
Parallel Test Results	As scheduled in approved PWP,	TEST04	Yes

Deliverable	Delivery and Update Frequency	Requirement Number	Deliverables Expectations Document Required?
	updates as necessary		
Performance Test Results	As scheduled in approved PWP, updates as necessary	TEST04	Yes
Regression Test Results	As scheduled in approved PWP, updates as necessary	TEST04	Yes
System Test Results	As scheduled in approved PWP, updates as necessary	TEST04	Yes

High quality, accurate, and timely deliverables are a critical element of the successful provision of services to the State of Montana. For DPHHS, our project deliverables and documentation support regular information sharing about key program performance elements and enhance ongoing strategic planning capabilities. Our Project Deliverables and Documentation practices are applied across all elements of our solution including Core, Option A, Option B and Option C.

Team CNSI provides the full set of deliverables through our iVision360 framework. This framework is based on industry best practices, including the PMI PMBOK, and has been assessed at CMMI for Development Level 3. It is the same methodology framework that we used in the successful Michigan, Illinois, and Utah implementations.

This methodology is proposed here specifically to meet detailed documentation requirements. Based upon the timeline, the availability of state resources to perform reviews, and the solution being a SaaS model, documentation will require a more lean, agile approach in the end with tailoring to accommodate the progression through phases of the project life cycle.

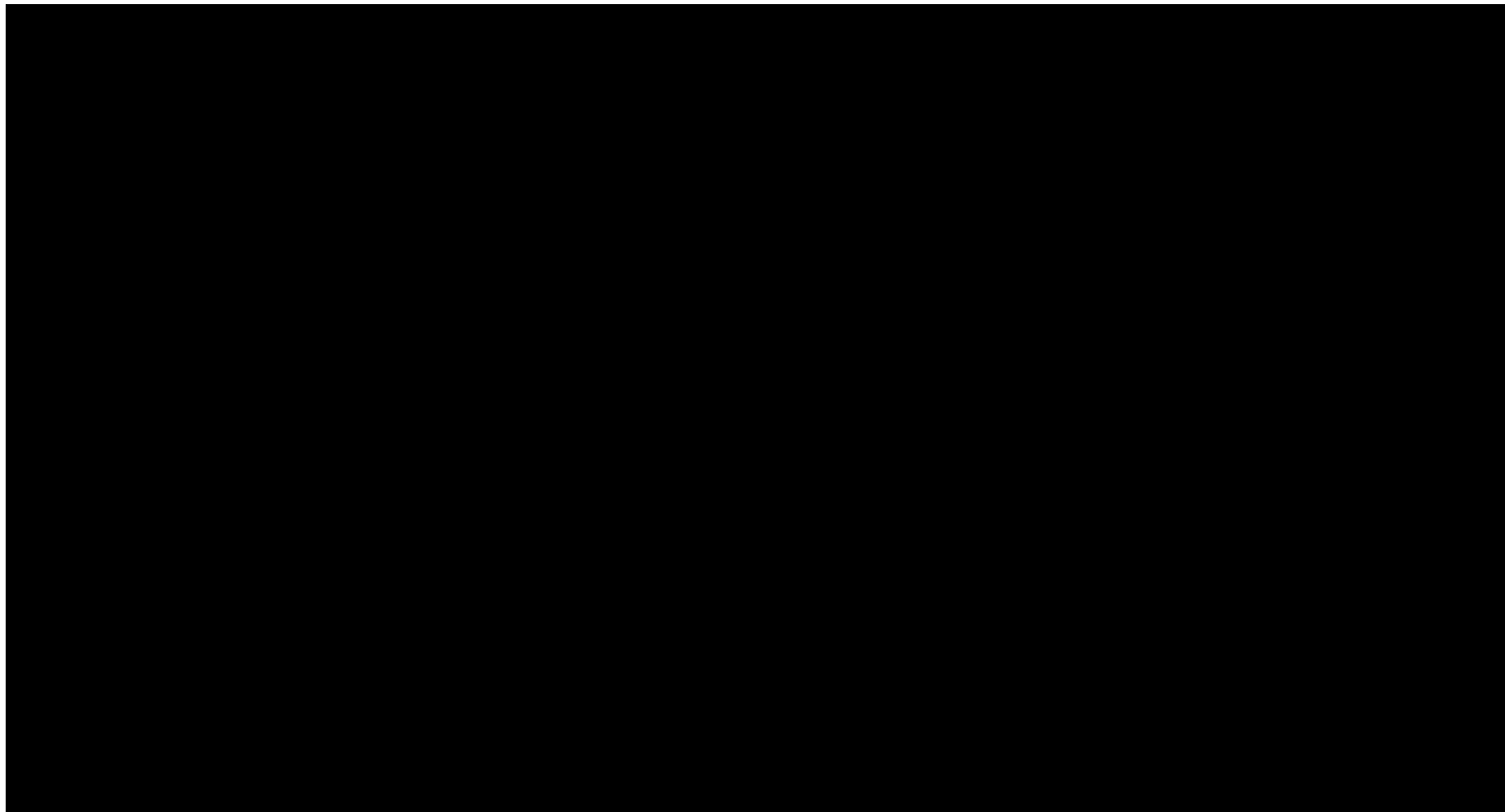
The iVision360 framework includes a deliverable management process that leverages progressive review steps, as shown in Figure 3.10.7-1.

The Team CNSI Advantage

Our iVision 360 management framework includes a detailed document development and peer review process to ensure high quality artifacts are completed on time for DPHHS review and approval.

- Professional technical writers with extensive experience and a degree in communications, writing, marketing, or other similar fields
- Incorporates PMI and CMMI best practices
- Proven in multiple evoBrix X implementations

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This proven approach to deliverable review and management helps reduce the overall risk to the State, provides high-quality results on schedule, and ensures compliance with the requirements stated in the Montana Program for Automating and Transforming HealthCare (MPATH) Documentation Standards, including:

- Providing consistent structure to all deliverables
- Adhering to document naming conventions and version control
- Ensuring high-quality work products

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The TW team notifies the author of the results of the TW review. If any major comments or rework is

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

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[REDACTED]

Deliverable Type	Review Cycle		
	1st Submission	2nd Submission	3rd Submission (if necessary)
Security-Related	20 days	10 days	5 days
All Others	10 days	5 days	5 days

Figure 3.10.7-2. DPHHS Review Window. Team CNSI leverages DPHHS-recommended review windows to ensure deliverables are accepted per the project schedule.

Upon completion of the DPHHS review process, the DPHHS project manager (PM) or designee gathers

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Documentation Requirements

Team CNSI has addressed all requirements defined in RFP Table 3.10.7. The alignment to iVision360 and approach is highlighted in Figure 3.10.7-3. As a best practice, Team CNSI has learned that it is highly beneficial to leverage existing documentation templates wherever possible. We will collaborate with DPHHS to identify templates that can be reused to meet deliverable requirements. Team CNSI has included all documentation requirements below within our Project Work Plan.

Deliverable Name	iVision360 Deliverable Name	Format	Requirement Number
Application Configuration and Maintenance Plan	Configuration Management Plan, Iteration Plan, Release Schedule	MS Word format with MS Excel appendices	DOC04
Attachment L – Technology Matrix	N/A (unique to MT)	MS Excel	DOC44
Business Continuity and Disaster Recovery Plan	Disaster Recovery Plan	MS Word	DOC08, DOC09, DOC10
Business Rules Catalog	Business Rules	MS Word format with MS Excel attachments	BR03
Certification Crosswalk	Certification Plan	MS Word format with MS Excel attachments	CERT01
Certification Plan	Certification Plan	MS Word format with MS Excel attachments	DOC02
Change Management Plan	Change Management Plan	MS Word	DOC18
CMS Information Security Program Plan of Action and Milestones (POA&MS)	Security POA&M	MS Word	SEC55
Communication Plan	Communication Management Plan (PMP)	MS Word	DOC15
Conceptual Data Model	Data Model	MS Word format with MS Excel attachments	DM145
Data Dictionary	Data Dictionary	MS Word format with MS Excel attachments	DM11
Data Management, Conversion, and Migration Plan	Conversion Plan	MS Word	DOC03
Defect Management Plan	System Test Plan	MS Word	DOC22
Deliverable Review and Acceptance Process	DST	MS Word	PMT38
Disaster Recovery and Business Continuity Test Report	Disaster Recovery Test Results	MS Word format with MS Excel attachments	OMC03
Implementation Letter	Delivery Letter	MS Word	IA01
Integration Test Results	System Test Results	MS Word format with MS Excel attachments	TEST04
Interface Control Documents (ICD)	Interface Control Document (ICD)	MS Word format with MS Excel attachments	INR33
Issue Management Plan	Risk and Issue Management Plan (PMP)	MS Word	DOC40



Deliverable Name	iVision360 Deliverable Name	Format	Requirement Number
Master Test Plan	Test Plan	MS Word	DOC26
Module Implementation Plan	Implementation Plan	MS Word format with MS Excel appendices	DOC50
Monthly Status Report	Status Report	MS Word	PMT17
Monthly Turnover Report	Status Report	MS Word format with MS Excel attachments	PTO03
Operational Readiness Review Checklist	Implementation Checklist	MS Word	IA06
Operational Readiness Test Results	Implementation Checklist	Create and submit DED Tailor existing template Deliver in MS Word Format	IA04
Operations Procedure Manual	Operations Plan	MS Word format with MS Excel attachments	DOC42
Operations, Maintenance and Configuration Plan	Operations, Maintenance and Configuration Plan, Release Schedule, Operations Dashboards	MS Word	DOC12
Parallel Test Results	Parallel Test Results	MS Word format with MS Excel attachments	TEST04
Penetration Test Report	Penetration Test Results	MS Word format with MS Excel attachments	SEC15
Performance Test Results	Volume/Performance Test Results	MS Word format with MS Excel attachments	TEST04
Personnel Background Check Attestation	Personnel Validation	MS Word format	KR19
Privacy Impact Analysis	Privacy Impact Analysis	MS Word format with MS Excel attachments	SEC68
Project Management Plan	Project Management Plan	MS Word format	PMT18
Project Work Plan	Project Management Plan	MS Word format with schedule attachment in MS Project	PMT36
Quality Management Plan	Quality Management Plan (QMP)	MS Word format	DOC16
Regression Test Results	System Test Results	MS Word format with MS Excel attachments	TEST04
Requirements Traceability Matrix (RTM)	Requirements Traceability Matrix (RTM)	MS Excel format	RQM06
Risk Assessments	Risk and Issue Management Plan (included in PMP)	MS Word	SEC11
Risk Management Plan	Risk and Issue Management Plan (included in PMP)		DOC38

Deliverable Name	iVision360 Deliverable Name	Format	Requirement Number
Security Audit Report	Audit Report	MS Word format with Excel attachments	SEC22
Service Organizational Control (SOC) 1 Type II Reports	Audit Report	MS Word format with Excel attachments	SEC73
Solution Architecture Document	System Architectural Diagrams	MS Word format with MS Excel attachments	DOC21
Staffing Plan	Staff Management Plan (PMP)	MS Word format with MS Excel attachments	DOC24
Subcontractor Usage Report	Subcontractor Usage Report	MS Word format with MS Excel Attachments	SUB05
Summary Solution Analysis Report	Summary Solution Analysis Report	MS Word	N/A
System Design Documentation	Detailed System Design Documentation (DSDD)	MS Word format with MS Excel attachments	DOC14
System Documentation	Detailed System Design Documentation (DSDD)	MS Word format with MS Excel attachments	DOC29
System Enhancement Pool Report	System Enhancement Pool Report	MS Word format	PMT29
System Security Plan	Security Plan	MS Word Format	DOC01
System Test Plan	System Test Plan	MS Word format	DOC28
System Test Results	System Test Results	MS Word format	TEST04
Technical Documentation	Detailed System Design Documentation (DSDD)	MS Word format with MS Excel attachments	DOC19
Training Plan	Training Plan	MS Word format with MS Excel attachments	DOC46
Turnover Plan	Project Turnover Plan	MS Word format	DOC51
Turnover Results Report	Project Turnover Report	MS Word format	DOC37
Updated Turnover Plan	Project Turnover Plan	MS Word format using track changes	PTO07
User Documentation	Online Help, DSDD	MS Word format with MS Excel appendices	PTO02
User Interface Style Guide	User Style Guide	MS Word format	DOC07

Figure 3.10.7-3. Deliverable List. Team CNSI. Team CNSI leverages existing templates and deliverable reviews to ensure high-quality delivery.

DOC01

"The Contractor shall develop, execute, maintain and deliver for the State's approval, a System Security

Plan (SSP) that will document the current level of security controls within the module scope of work that protects the confidentiality, integrity and availability (CIA) of the solution and its information. This is a living document and will be updated no less than annually and when new vulnerabilities are identified and mitigated and when additional functionality and/or components are implemented. The System Security Plan must be approved before any State data is transferred or entered into the solution. The State must approve all revisions of the System Security Plan. If the Contractor's solution is hosted by the State, the State will provide supporting information to the Contractor to complete the SSP.

The SSP must address the following topics:

- Adherence to the State's requirements outlined in the ""Security and Privacy Controls Requirements"" document, included in the Procurement Library;
- Compliance with the Centers for Medicare and Medicaid Services (CMS) Acceptable Risk Safeguards (ARS) to assess CIA and NIST SP 800-53 Rev 4 at a ""moderate"" control level;
- Data center physical security;
- Network segmentation, access controls, and forensics;
- Perimeter security;
- Application security and data sensitivity classification, including Protected Health Information (PHI) and Personally Identifiable Information (PII);
- End-point protections such as multiple redundant firewalls and host-based intrusion detection systems;
- Identification and prevention of the use of prohibited functions, ports, protocols, and services;
- Network, firewall, server and other security-related configurations and changes;
- Intrusion detection and prevention;
- Network scanning tools;
- Host hardening;
- Internet filtering;
- Remote access;
- Encryption of data at rest and in transit;
- User authentication and directory services;
- Interfaces and exchange of data with external entities;
- System penetration testing;
- Management of operating system and security patches;
- Anti-Virus and malware detection and email gateways;
- Assessment and testing of system and code modifications; and
- Allowable internal and external communication protocols.
- Compliance with the Federal Risk and Authorization Management Program (FedRAMP) Certification, FedRAMP Risk Assessment that indicates compliance or documented NIST 800-53 rev 4 at a ""moderate"" system risk assessment designation for Contractor hosted solutions;
- Compliance with Statement on Standards for Attestation Engagements (SSAE-18) SOC 2 Type 2. "

Team CNSI understands the importance that underlines the requirement to maintain comprehensive security documentation throughout the MT CPMS project. Based on our experience and documentation from our Medicaid projects in Michigan, Washington, Illinois, and Utah, Team CNSI will collaborate with the State of Montana to tailor Team CNSI's Security Plan to meet DPHHS requirements, including:

- Alignment to the Security and Privacy Controls Requirements
- Compliance with CMS Acceptable Risk Safeguards
- Data Center physical security and compliance with Federal Information Processing standards
- Network segmentation, access controls, and monitoring
- Perimeter security
- Application security and data classification, including PHI and PII
- End-point protections, such as redundant firewalls
- Identification and prevention of the use of prohibited functions
- Network, firewall, and server security configurations
- Intrusion detection and prevention

- Network scanning tools
- Host hardening
- Internet filtering
- Remote access controls
- Data encryption at rest and in transit
- User authentication
- Interfaces and exchange of data with external entities
- System penetration testing
- Management of operating system and security patches
- Anti-Virus and malware detection and email gateways
- Assessment and testing of system and code modifications
- Allowable internal and external communication protocols
- Compliance with FedRAMP at a “moderate” risk assessment designation
- Compliance with SSAE-18, SOC 2

Figure 3.10.7-4 provides the Security Plan table of contents from an actual deliverable which is generally used in other MMIS projects.

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2.3 Designated Contacts.....2	3.18 Information Security Program Family.....170
2.4 Assignment of Secure Responsibility.....3	Section 4 – Privacy Controls Detail and Control
2.5 System Operational Status.....3	Implementation Description.....179
2.6 Description of Operational/System	4.1 Authority and Purpose.....180
Environment and Special Considerations.....4	4.2 Accountability, Audit, and Risk Management.....182
2.6.1 Identify Management, User Authentication, and	4.3 Data Quality and Integrity.....190
Authorization.....4	4.4 Data Minimization and Retention.....191
2.6.2 Data Center Cloud Hosting.....4	4.5 Individual Participation and Redress.....194
2.6.3 Network Access to Backend Systems.....4	4.6 Security.....199
2.7 System Interconnection and Information Sharing.....4	4.7 Transparency.....201
Section 3 – Security Controls Detail and Comment.....5	4.8 Use Limitation.....202
3.1 Access Control Family.....5	Appendix A – General Acceptance Criteria.....205
3.2 Awareness and Training Family.....32	Appendix B – Deliverable Specific Acceptance Criteria.....182
3.3 Audit and Accountability Family.....35	Appendix C – IRS Requirements for Safeguarding FTI.....205
3.4 Certification, Accreditation and Security Assessments	Appendix D – Equipment List.....182
Family.....41	Appendix E – Software List.....190
3.5 Configuration Management Family.....45	Appendix F – Detailed Configuration Settings.....191
3.6 Contingency Planning Family.....61	Glossary.....194
3.7 Identification and Authentication Family.....71	Acronyms.....199

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Figure 3.10.7-4. Security Plan Table of Contents. Team CNSI will collaboratively review and tailor the Security Plan to meet Montana’s requirements.

Team CNSI will leverage our existing, well documented System Security Plan as the starting point. We acknowledge that the System Security Plan is a living document and will be updated no less than annually and when new vulnerabilities are identified and mitigated and when additional functionality and/or

components are implemented. Team CNSI will ensure that the System Security Plan will be approved before any State data is transferred or entered into the solution.

DOC02

The Contractor shall develop and maintain a Certification Plan that defines the contractor's approach to CMS certification. It must describe the processes and procedures that will be used to manage Certification requirements. The Certification Plan must comply with the most current MECT process to ensure the system will meet all certification requirements.

System certification from CMS is a shared goal of DPHHS and Team CNSI. Team CNSI brings the experience and tools at contract award to ensure this goal is achieved on the first attempt. We minimize risks by providing evoBrix module components that have been previously certified by CMS in Michigan and Washington.

Team CNSI begins early in the project by working with DPHHS to tailor the Certification Plan we have used in our prior certification efforts. Team CNSI will work with DPHHS to finalize the support approach for certification under the most current MECT process and synchronize our efforts. Team CNSI will then prepare the Certification Plan for the MT CPMS solution. A sample table of contents from a prior certification effort is shown in Figure 3.10.7-5.

Table of Contents	
Preface	1
Purpose	1
Scope	1
Audience	2
Deliverable Type	2
Document Maintenance	2
Referenced Documents	2
Section 1 – Overview	3
1.1 Certification Definition	10
1.2 Relationship Between Certification Plan and MECT	11
1.3 Roles and Responsibilities	11
Section 2 – Implications of the Cloud Hosting Environment	12
2.1 Draft and Final Certification Plan	12
2.2 The Certification Process	12
2.2.1 Initial Assessment	12
2.2.1.1 Identification of SCI Certification Stakeholders	12
2.2.1.2 System to MITA Crosswalk Evaluation	13
2.2.1.3 Initiating Preemptive Remediation for SCI Phase	14
2.2.2 Activities During SCI	15
2.2.2.1 Managing Crosswalk Updates	15
2.2.2.2 Managing Certification Checklist Reevaluation	16
2.2.2.3 Pre-Implementation Certification Readiness Review	17
2.2.2.4 Establish the Certification Evidence Repository	18
2.2.3 Preparation for Formal Certification Request	19
2.2.3.1 Identify Critical Success Factors	19
2.2.3.2 Commission Certification Team	20
2.2.3.3 Construct Initial Certification Schedule	20
2.2.3.4 Conduct Certification Team Orientation	21
2.2.3.5 Data Collection and Monitoring	21
2.2.3.6 Perform Periodic Progress Reporting	22
2.2.3.7 Conduct Certification Readiness Review	22
2.3 Request to CMS for Certification Review	23
2.4 Review Preparation	23
2.5 CSM Certification Process	24
2.6 Certification Disposition	25
2.6.1 Potential Remediation Activity	25
2.6.2 Final Certification Disposition	25
Appendix A – General Acceptance Criteria	26
Appendix B – Deliverable-Specific Criteria	28
Glossary	30
Acronyms	31

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Figure 3.10.7-5. Team CNSI's Sample Certification Plan Outline. Using a proven plan, Team CNSI provides support for the enterprise certification effort throughout the project. We use our historical documentation data store and evoBrix X to MITA crosswalk to launch certification efforts early, which reduces risks to DPHHS.

DOC03

The Contractor shall develop, submit, and maintain a Data Management, Conversion and Migration

Plan to include the following:

- a. A data management strategy that will support integration, optimization, quality, stewardship, standards, and governance of data.
- b. Description of appropriate skill sets, processes, technologies/tools, and any naming conventions followed.
- c. Approach to conversion, cleansing and migration.
- d. Approach to risk management for data conversion effort.
- e. Approach for testing migration or converted data;
- f. Approach to reporting the number of records successfully converted vs. errors or exceptions.
- g. Approach for cleansing data to prepare it for loading to the proposed solution that is refined as necessary.
- h. Approach to resolving data conversion errors and issues.
- i. Approach for supporting the Department validation of converted data.
- j. Tasks, timelines, and responsible parties for all conversion and migration tasks.
- k. Entrance and exit criteria for each phase of the effort.

Conversion and management of the legacy data is an integral component of the MT CPMS project. Team CNSI has successfully accomplished data conversions for the states of Washington, Michigan, Utah, and Illinois. The technical and management processes used on those large-scale initiatives to support conversion and a smooth data transition are documented in Team CNSI's data conversion plan. Specifically, the plan documents:

- The processes and tools to be used for the Data Conversion activity.
- High-level conversion and migration tasks and responsible parties; detailed tasks, timeline, and resources is captured in the project work plan.
- Conversion, cleansing and migration approach.
- Risk management and mitigation approach for data conversion issues.
- Approach for testing converted and migrated data.
- Stakeholder involvement in the data conversion process.
- The standardized source file layouts and the periodic extracts from the source system for supporting iterative data conversion runs.
- Generation of exception/reconciliation reports. The comprehensive conversion reporting mechanism for exception handling and reconciliation will provide statistics of the converted data, as well as provide a monitoring mechanism during the iterative conversion runs to ensure that the data transformation occurred in an iterative and increasingly improved fashion over the course of the execution of the implementation. As the source system is a live system, the iterative process will also account for source data getting generated during the project timeline.
- The testing mechanism for the converted data, both through the backend as well as through the application itself.
- Data cleansing activities based on the exception and reconciliation reports, ensure the source data gets incrementally refined and transformed during conversion from the source to the target system.
- Generation of the final Go-Live conversion report and post-Go-Live report to address any conversion-related questions.

Team CNSI will work collaboratively with DPHHS to tailor this successful data conversion plan to meet Montana requirements and prepare the Data Management, Conversion, and Migration Plan. This tailoring

addresses data gaps and data uniformity challenges. A sample table of contents from a prior data conversion effort is included in Figure 3.10.7-6.

Table of Contents	
Section 1 – Preface.....	1
1.1 Purpose	1
1.2 Scope	1
1.3 Audience	1
1.4 Referenced Documents	1
Section 2 – Overview.....	2
Section 3 – Conversion.....	3
3.1 Tools and Technology	3
3.2 Conversion Process Flow	3
3.3 Environments	4
3.4 Conversion Job Structure	5
3.5 Exception Handling	6
3.6 Testing and Validation of Converted Data	7
Section 4 – Provider Enrollment Core Data Overview	9
4.1 Provider Enrollment Data Model Overview – Major Entities	9
Appendix A – Glossary	11
Appendix B – Acronym List.....	12

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Figure 3.10.7-6. Team CNSI's Sample Data Conversion Plan Outline. Team CNSI brings to Montana a proven approach and plan for data conversion and management.

DOC04

Prior to beginning design and configuration/build activities, the Contractor must develop and submit to the State an Application Configuration and Maintenance Plan that describes the Contractor's approach to applications configuration and enhancements including:

- Approach to conducting design sessions or walkthroughs.
- Approach to conducting sprints or iterations.
- Configuration management.
- Schedule of major and minor releases.
- Tasks, timelines, and responsible parties for design and configure/build tasks.
- Approach to system enhancements
- Programming and coding standards

The plan must be maintained through the system implementation. Revisions must be approved by the State.

Team CNSI has established processes supporting the Solution, Configure, and Implementation (SCI) methodology for design, configuration, and build having worked with both Illinois and Utah on recent successful provider projects and earlier claims processing implementations in Washington and Michigan. These processes are documented in our iVision360 framework supported by the Operations, Maintenance and Configuration Plan. Team CNSI will tailor these documents and provide a consolidated Application Maintenance and Configuration Plan prior to the commencement of the solution phase. This deliverable will contain:

- Approach for conducting the solution analysis walkthroughs and modeling sessions
- Approach to Agile sprints or release iterations
- Approach and roles and responsibilities for configuration iterations
- Configuration management processes, tools, and roles and responsibilities
- Enhancement and release planning and schedule
- Programming and coding standards

Team CNSI acknowledges and accepts that the Application Maintenance and Configuration Plan will be maintain throughout the lifecycle of the MT CPMS project.

DOC07

The Contractor shall provide during the initiation phase of the project and maintained throughout the project user documentation.

The State requires User Documentation for use by a novice business user to understand the automated system or application from a business function perspective. The Contractor shall provide comprehensive, well-organized user documentation. The Contractor's User Documentation shall include at a minimum:

- Written in a procedural step-by-step format. (Instructions for sequential functions must follow the flow of actual activity).
- Manuals that helps users understand the purpose and operation of the module/module component(s) for each business process/major program/functional area.
- Acronyms used in user instructions must be identified and must be consistent with windows, screens, reports, and the data element dictionary.
- Cover system navigation, online help, and policies and procedures.
- The documentation must be available on-line and provide an on-line search capability with context-sensitive help.
- Provide the ability to produce a PDF version upon request
- Use version control to retain historical versions of documentation and revisions must be clearly identified.
- User documentation must be written and organized so that novice users can learn from reading the documentation how to access the on-line windows/screens, read reports, and perform all other user functions.
- User manuals must contain a table of contents and an index.
- Definitions of codes used in various Sections of a user manual must be consistent.
- Descriptions of error messages for all fields incurring edits must be presented and the necessary steps to correct such errors must be provided.
- Abbreviations must be consistent throughout the documentation.
- Each user manual must contain a Section describing all reports generated within the subsystem, which includes the following:
 - 1.) A narrative description of each report.
 - 2.) The purpose of the report.
 - 3.) Definition of all fields in the report, including detailed explanations of calculations used to create all data and explanations of all subtotals and totals.
 - 4.) Definitions of all user-defined, report-specific code descriptions; and a copy of representative; and pages of each report.
 - Instructions for requesting reports or other outputs must be presented with examples of input documents and/or screens.
 - Instructions for making on-line updates must clearly depict which data and files are being changed.

The user documentation for Team CNSI's proposed MT CPMS solution is primarily in the form of online help and DSDDs. These documents provide users a sequential series of steps describing the functionality available in the solution, system navigation, and user interaction.

The evoBrix X MT CPMS solution offers a user guide in the form of an online help library that is organized by procedures to facilitate use of the system. It includes:

- A Table of contents and indexing
- System navigation online, context-sensitive help; and policies and procedures
- The ability to produce a PDF version upon request
- Versioning systems
- Descriptions of error messages users may receive and steps to address the error being shown
- Consistency in abbreviations and use of codes across user manuals
- User manuals with a section describing all reports (e.g., a narrative description, purpose of report, field definitions, definitions of report-specific code descriptions).
- Instructions on how to request online reports and make online updates

The procedures in the online help library are formatted to provide end users with the steps needed to navigate the system and complete procedures for their role. The solution comes with standard online help as part of the SaaS offering. Upon completion of design activities for DPHHS, the online help is tailored and updated to meet DPHHS's requirements and user needs.

The DSDDs are organized in a logical manner to provide clearly documented navigation and process documentation. The overall organization of the DSDDs is described in Figure 3.10.7-7.

DSDD Part	Description
Part 1 - Overview	Part 1 provides an overview of the functional module including: ■ A description of the business process and functions within the module ■ Module context diagram that shows the interactions between the module and other external system of modules ■ Design assumptions, constraints, and dependencies ■ User Interface model, including layouts for the following components ● Web page ● Dialog page ● Search page ● Detail page ● Screen ● Data Models ● Report layouts ● Correspondence layouts
Part 2 - Use Cases	Part 2 consists of one or more logical group that define the module functionality and interfaces: ■ The functional use cases defining business functionality in step by step main and alternate flow ■ Business rules defining the system actions ■ System and Error Messages, including names and descriptions ■ Special Design Constraints
Part 3 - Appendices	Part 3 consists of appendices with specific detailed design content, such as: ■ Definition of profiles or standard actors used in the use cases ■ Medicaid Information Technology Architecture Business Architecture Traceability Matrix ■ Applicable edits or audits ■ Configuration values ■ Transaction mapping documents ■ Glossary and Acronym List

Figure 3.10.7-7. Organization of DSDD Parts. The DSDD defines the solution functionality in logical manner for users.

Team CNSI will post the DSDDs to the online document repository, so it may be accessed, printed in PDF format, and searched by users online. As a deliverable, the DSDDs will be governed by Team CNSI's Operations, Maintenance and Configuration Plan. All revisions will be tracked through the revision history and notification sent when updated versions are posted throughout the project lifecycle.

To support ease of use and reference, Team CNSI maintains on the Project Portal a repository of acronyms and definitions. This repository contains a master list developed and built on from prior and existing projects as well as a customer specific list.

DOC08

The Contractor shall develop and maintain annually, a Business Continuity and Disaster Recovery Plan that must be in place before any Department data is transferred or entered into the solution. The Plan must contain procedures for data backup, restoration, and emergency mode operations in the event of:

- Hardware or Software Failures;
- Human Error;
- Natural Disaster; and/or
- Other unforeseeable emergencies.

The Business Continuity and Disaster Recovery Plan must be approved by the Department.

Team CNSI proposes a model for disaster recovery (DR) and business continuity successfully used in our other Team CNSI Medicaid solutions, including Washington, Michigan, Illinois, and Utah. The model of DR is called a “warm” DR and is divided into different priorities of recovery with the most critical coming first. For example, the provider enrollment and supporting transactional components will be of highest priority for business restoration in the DR facility. If production experiences a declared disaster whether that be from hardware or software failure, human error, natural disaster, or other unforeseeable emergencies, all the users of the Montana solution will be redirected to the DR site. In other Team CNSI Medicaid solutions that have been operational since 2010, Team CNSI successfully planned and executed annual DR testing. These proven processes are documented in the Business Continuity and DR Plan which will be tailored in collaboration with DPHHS. A sample table of contents from another DR effort is included in Figure 3.10.7-8.

Table of Contents	
Preface	1
Purpose	1
Scope	1
Audience	2
Deliverable Type	2
Document Maintenance	2
Referenced Documents	2
Section 1 – Overview	3
Section 2 – Concept of Operations	11
2.1 System Description	11
2.2 Cloud Mission-Essential Functions	11
2.3 Cloud Backup Procedures	26
2.4 State Application Hosting Environment	26
Section 3 – Implications of the Cloud Hosting Environment	34
3.1 Options for the Cloud	34
3.2 Duties of the Cloud Disruption Response Team	37
3.3 Organization and Responsibilities	38
3.4 Line of Succession	41
3.5 Plan Training	42
3.6 Plan Testing	42
Section 4 – Notification and Activation Phase	45
4.1 Notification Sequence	45
4.2 Damage Assessment	46
4.3 Cloud DRP Activation Decision	46
4.4 Plan Activation	47
4.5 Notification Procedures	48
Section 5 – Recovery Operations	51
5.1 Disruptions	51
5.2 Recovery Phase Cloud Support System and Telecommunications	52
5.3 Recovery Phase Cloud User Facilities	53
5.4 Recovery Phase Cloud Users	55
5.5 Recovery Phase Cloud User Facilities and Cloud Users	56
Section 6 – Reconstitution Phase	58
6.1 Reconstitution Phase Cloud Support System and Telecommunications	59
6.2 Reconstitution Phase Cloud User Facilities	61
6.3 Reconstitution Phase Cloud Users	62
6.4 Plan Deactivation	64
Appendix A – General Acceptance Criteria	67
Appendix B – Deliverable-Specific Criteria	69
Appendix C – IT Standard Operating Procedures	71
Appendix D – Business Impact Analysis	72
Appendix E – Related Contingency Plans	73
Appendix F – Emergency Management Plan	74
Appendix G – Occupant Evacuation Plan	75
Glossary	76
Acronyms	77

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Figure 3.10.7-8. Team CNSI's Sample Disaster Plan Outline. Team CNSI brings DR Plan is proven in multiple Medicaid implementations.

DOC09

The Contractor's Business Continuity portion of the plan must include the following:

- a. Identification of the core business processes involved in the production solution. For each core business process include:
 - 1) Identification of potential failures for the process;
 - 2) Risk analysis;
 - 3) Impact analysis; and
 - 4) Definition of minimum acceptable levels of service/output.
- b. Definition of triggers for activating contingency plans.
- c. Procedures for activating any special teams for business continuity.
- d. A plan for recovery of business functions, units, processes, human resources, and technology infrastructure.
- e. Communication protocols and process for restoring operations in a timely manner.

Section 2 of Team CNSI's proven Business Continuity and DR Plan, as shown Figure 3.10.7-8 (DOC08), defines the core mission-critical functions, recovery timeline intervals, and other details that define the trigger and response expectations in the event of a disaster event. Section 3 of the plan defines the disaster response procedures. Team CNSI will work collaboratively with DPHHS to outline Montana-specific business continuity components that will be documented in the plan, including:

- Identification of potential events or failures that will trigger a disaster declaration
- Analysis of the risk and risk responses
- Analysis of the impact
- Agreement on the acceptable levels of service and outputs
- Definition of the threshold that will trigger contingency plans
- Documentation of the procedures for engaging the recovery teams
- Agreement on the plan to recover the mission-critical business functions
- Definition of the communication processes used during a disaster event

DOC10

The Contractor's Disaster Recovery portion of the plan must address, at a minimum:

- a. Retention and storage of backup files and software;
- b. Hardware backup for critical solution components;
- c. Facility backup;
- d. Backup for any telecommunications links and networks;
- e. Backup procedures and support to accommodate the loss of any online communications;
- f. A detailed file backup plan, procedures, and schedules, including rotation to an off-site storage facility.
- g. The off-site storage facility must provide security of the data stored there, including protections against unauthorized access or disclosure of the information, fire, sabotage, and environmental considerations.

-
- h. An enumeration of the prioritized order of restoration for Contractor's proposed solution.
 - i. Provide a short-term uninterruptible power supply to facilitate an orderly shutdown of the information system in the event of a primary power source loss.
-

Team CNSI has supported operational Medicaid systems since 2003 and has successfully used the disaster plans to annually test the DR process and procedures. This Business Continuity and DR Plan, as outlined in Figure 3.10.7-8 (DOC08), will be tailored to accommodate Montana-specific content, including:

- Retention and storage of backup files and software for Montana
- Back-up of Hardware critical to the MT CPMS solution components
- Defined Montana facility back-up, including telecommunication links and networks
- Back-up procedures for online communications
- Detailed backup plan and procedures for rotation to off-site storage facility
- Documented security protocols for back-up sites
- Prioritized mission-critical functions for restoration
- Defined plan for short-term uninterruptible power support to facilitate orderly shutdown of solution components in the event of power failure

DOC11

The Contractor shall update all project documentation (e.g., system design documentation, user and training documentation) as necessary throughout all phases of the project.

Throughout all phases of the MT CPMS project, Team CNSI will continue to comply with all relevant DPHHS processes and protocols for maintaining project documentation. Scheduled documentation reviews and updates are planned in the Project Work Plan, supported by our team of Technical Writers. Formal deliverables are baselined on customer approval and the project's change management procedures are applied to modify baselined deliverables. When updates are made, the document owner checks out the deliverable from the project repository, makes the necessary revisions tracking the changes, and submits the document through the review and approval process. Upon DPHHS approval, Team CNSI accepts all the tracked changes and baselines the documents. Then, Team CNSI uploads a copy of the baselined document into the approved document repository.

DOC12

The Contractor shall provide and maintain an Operations, Maintenance and Configuration Plan for the Department's approval that describes post-implementation processes for areas such as:

- a. Architecture/hosting operations.
 - b. Monitoring daily operations performance.
 - c. Performing routine maintenance.
 - d. Maintaining user documentation.
 - e. Online help approach and documentation, as appropriate.
 - f. Configuration and change management.
 - g. Approach to enhancements and other new requirements.
 - h. Maintaining system documentation.
 - i. Maintaining training documentation.
-

- j. Archiving requirements.
- k. Tasks, timelines, and responsible parties for design and configure/build tasks.
- l. Reporting status against relevant Service Level Agreements (SLAs)
- m. Schedule of major and minor releases.

The Department must review and approve all revisions of the Operations, Maintenance and Configuration Plan.

Applied during our successful implementations in Michigan, Washington, Illinois, and Utah, Team CNSI's change management approach is proven and defines the process and procedures to effectively document and address change requests in collaboration with DPHHS throughout the project. Team CNSI's approach to change management is currently documented in our iVision360 framework, Configuration Management Plan, Change Management Plan, and Release Plan. Team CNSI will consolidate and tailor these documents into the Operations, Maintenance and Configuration Plan for the MT CPMS project. We will work with DPHHS to review deliverable requirements and make recommendations for the deliverable based on providing evoBrix X Claims SaaS.

This deliverable will contain the following:

- Processes and procedures for monitoring daily operations performance
- Schedule and process for performing routine maintenance
- Process for maintaining user, system, and training documentation
- Activities planned to maintain online help, as appropriate
- Processes and procedures for configuration and change management in operations (post-deployment)
- Approach to documenting and prioritizing enhancements and other new requirements
- Process to archive implemented requirements
- Tasks, timelines, and responsible parties for design and configure/build tasks for operational releases
- Process for reporting status against relevant Service Level Agreements (SLAs)
- Architecture/hosting operations
- Schedule of major and minor releases in operations (post-deployment)

DOC14

The State defines System Design Document (SDD) as documentation that describes how the functional and nonfunctional requirements recorded in the Requirements Response Matrix transform into more technical system design specifications from which the system is configured and built. The SDD documents the high-level system design and the low-level detailed design specifications.

The SDD describes design goals and considerations, provides a high-level overview of the system architecture, and describes the data design associated with the system, as well as the human-machine interface and operational scenarios. The high-level system design is further decomposed into low-level detailed design specifications for each system component, including hardware, internal communications, software, system integrity controls, and external interfaces.

The SDD documents and tracks the necessary information required to effectively define architecture and system design in order to give the development team guidance on the architecture of the system to be developed. Design documents are incrementally and iteratively updated during the system development life cycle and includes proprietary contractor material (this excludes proprietary information related to COTS products). Its intended audience is the project manager, project team, and development team. The Contractor shall provide and maintain system design documentation that includes at a minimum:

- A description of each component, their purpose, including basic functions and the business areas supported

- User stories/use cases
- User interface design
- Physical database design
- A module system diagram, including all components, identifying all business process diagrams, data flows, systems functions, and their associated data storage
- Configurations
- Job streams within each module, identifying programs, inputs and outputs, control, job stream flow, operating procedures, and error and recovery procedures.
- A network schematic showing all network components and technical security control
- Listing of the edits and audits applied to each input item and the corresponding error messages.
- Interface Control Documentation
- Narrative descriptions of each of the reports and an explanation of their use must be presented.
- Definition of all fields in reports, including a detailed explanation of all report item calculations.

Team CNSI will create SDDs to describe all functional and non-functional requirements in alignment with our Requirements Traceability Matrix. We create detailed system design documents (DSDD) to detail design specifications at the lowest level for each system component. These documents define the module components of the solution, decomposed into low-level detailed design. It is provided during the MT CPMS initiation phase. The DSDDs are organized into three parts to define the features and functions of each module. This organization is described in Figure 3.10.7-9.

DSDD Part	Description
Part 1 - Overview	Part 1 provides an overview of the functional module including: ■ A description of the business process and functions within the module ■ Module context diagram that shows the interactions between the module and other external system of modules ■ Design assumptions, constraints, and dependencies ■ User Interface model, including layouts for the following components ● Web page ● Dialog page ● Search page ● Detail page ● Screen ● Data models ● Report layouts ● Correspondence layouts
Part 2 - Use Cases	Part 2 consists of one or more logical group that define the module functionality and interfaces: ■ The functional use cases ■ Business rules ■ System and Error Messages ■ Special Design Constraints
Part 3 - Appendices	Part 3 consists of appendices with specific detailed design content, such as: ■ Definition of profiles or standard actors used in the use cases ■ Medicaid Information Technology Architecture Business Architecture Traceability Matrix ■ Applicable edits or audits ■ Configuration values ■ Transaction mapping documents ■ Glossary and Acronym List

Figure 3.10.7-9. DSDD Part Contents. The DSDD content is logically organized to define the features and functions of the module.

In addition to the DSDD contents listed in Figure 3.10.7-9, the evoBrix X Claims comes with provider operations manual, detailed processes, interface documentation, logical database model, security assessments, and reports as part of the SaaS offering.

Team CNSI believes that the following deliverables included in the requirement should be reviewed and may not be applicable in part or as a whole to the SaaS solution being proposed:

- Physical database design
- A module system diagram, including all components, identifying all business process diagrams, data flows, systems functions, and their associated data storage
- A network schematic showing all network components

DOC15

The Contractor shall develop and maintain a Communication Plan. The purpose of the Communication Plan is to provide a description of the communication that will occur on the project and how it will be managed. This includes details about various types and means of communication, communication channels, communication flow within the organizational structure, escalation, guidelines for meetings, dissemination of knowledge, and communication effectiveness. The Communication Plan shall ensure that the communication approach addresses communication across multiple vendors. Effective communication is a key element for the success of the project.

Team CNSI includes the Communications Management Plan as sub-plan of our comprehensive Project Management Plan. Used in multiple healthcare projects, including Michigan, Illinois, and Utah, the communication plan identifies stakeholder needs and plans the delivery of the right information at the right time to reduce project risk and support successful delivery.

Effective communication is the responsibility of every project stakeholder and team member. Every individual is responsible for receiving and understanding project assignments and for communicating the status of his or her work within the organizational hierarchy. Every team member is also responsible for executing his or her portion of the communications processes outlined in the Communications Management Plan, including reading and understanding information that is distributed and resolving any problems with its content.

One of the key outputs to help ensure effective communication is the communication matrices. These are used to clearly identify stakeholders, timelines, method, frequency, and guidelines for communication and escalation. Examples of a regular reporting matrix and a regular events matrix are provided as Figure 3.10.7-10 and Figure 3.10.7-11.

Event	Purpose	Stakeholder Roles	Content	Method	Timing/Frequency	Chairpers on Role
Project Weekly Status Meeting	Project meeting to discuss project progress, risks, issues, and changes	Account Manager Project Manager PMO Director	Review current project activities and newly escalated issues, risks, change requests, and action items	Recurring meeting	Weekly	PMO Director
Steering Committee Meeting	Program status meeting to discuss progress on project status and program level tasks and operational performance metrics when applicable	Steering Committee Members Account Manager	Schedule performance, action items and decisions, planned activities, risks and mitigation plans, and issues	Recurring meeting	Monthly	PMO Director

Event	Purpose	Stakeholder Roles	Content	Method	Timing/Frequency	Chairpers on Role
		PMO Director	and corrective actions			

Figure 3.10.7-10. Regularly Schedule Events Matrix Example. This matrix is used to manage Team CNSI's event communications among stakeholders.

Report	Purpose	Stakeholders	Content	Method	Timing/Frequency	Role Responsible
Project Status	Informs management of project status	Management	Scheduled events, upcoming events, recent achieved and upcoming milestones, major decisions, risks, and issues	Microsoft Excel Report	Weekly	Project Manager
Operations Status	Informs management of operations status	Management	Provider and call center performance metrics, system performance metrics, and schedule outages	PDF report	Weekly	Operations Manager

Figure 3.10.7-11. Regularly Scheduled Reports Matrix Example. This matrix is used to manage Team CNSI's Report communications among stakeholders.

Team CNSI will seek the input of DPHHS to account for and support all communications needs of Montana and ensure all pertinent project information is communicated to the right people on the project at the right time.

DOC16

The Contractor shall develop and maintain a Quality Management Plan. The Quality Management Plan identifies the quality standards for the project and how quality standards are measured. It includes the process steps and quality tools that will be used (e.g., templates, standards, and checklists).

Team CNSI's Quality Management Plan (QMP) encompasses all projected phases, and each phase has a distinct approach for addressing quality planning, quality assurance, and quality control, as well as ensuring continual process improvement. Quality assessments during the Solution, Configure, and Implementation (SCI) phases of the project focus on quality of the deliverables supporting implementation of the MT CPMS solution and compliance with the methodology. Quality assessments following solution implementation focus on the delivery of services to meet the service levels agreement parameters.

Team CNSI's QMP is structured to include each phase of the MT CPMS solution and includes process steps, tools, and checklist. CNSI discontinued the traditional Design, Develop, and Implement (DDI) approach with the first release of its SaaS modular solution for Medicaid and now employs the SCI delivery methodology to implement the cloud evoBrix X solution for each Medicaid client. Using the SCI methodology, Team CNSI deploys the modular solution to meet Montana's services needs with less risk and within the overall project timeline. Stages within SCI are planning, solutioning, configuration, and implementation. Each stage is further divided into work packages. Each work package includes quality processes with the appropriate measures to ensure quality outcomes.

The QMP details the required quality assurance (QA) reviews. Team CNSI incorporates these activities as part of the project plan and schedule and conducts QA audits and reviews throughout the project to:

- Verify conformance to standards, procedures, and utilization of approved templates

- Identify and document nonconformance, as well as provide continuous feedback to project staff and management on the results of QA activities
- Ensure nonconformance issues are corrected and measures implemented to avoid a repeat of the same or related issue

The QMP identifies specific activities to conduct during the SCI Phase of the project. Figure 3.10.7-12 identifies the sections of our standard QMP. Team CNSI's quality team meets with the project management team to identify audits and reviews points applicable to the MT CPMS project, which are then used to tailor a plan for review and approval by DPHHS.

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Figure 3.10.7-12. Team CNSI's QMP Table of Contents. We tailor the detail content within each section of the QMP to the needs of the CPMS MT CPMS project.

DOC18

The Contractor shall develop and maintain a Change Management Plan. The Change Management Plan must include the following elements.

- a. Tools to support change management
- b. Change management process steps
- c. Escalation process
- d. Training
- e. Roles and Responsibilities

Team CNSI includes a Change Management Plan as a sub-plan of our comprehensive Project Management Plan. Our change management approach proactively anticipates and manages changes throughout the project and supports the State's organizational change management activities. Used during our successful implementations in Michigan, Illinois, and Utah, Team CNSI's change management approach is proven and defines the process and procedures to effectively document and address change requests in collaboration with DPHHS.

Change and configuration management processes and activities align with ITIL Change Management (or Change Enablement as outlined and defined in ITIL 4). Through this approach, we categorize changes as they are identified based upon the level of complexity and risk involved with the change. Changes will be categorized as follows:

- Standard: Pre-authorized, low-risk changes that follow a standardized procedure.

- Emergency: Changes that must be implemented immediately to resolve incidents or to deploy required policy or regulatory modifications.
- Normal: All other changes that do not fall into one of the above categories.

For each category, Team CNSI has a procedure within our Change Management Plan to define the steps, activities, and timelines necessary to complete and validate the change. The Change Management Plan also defines the roles and responsibilities for change management activities. Team CNSI has a robust change management process, training, and supporting change management plan template which includes:

- Detailed process and workflow steps
- Assessment and escalation criteria and processes
- Change request tools and templates

Team CNSI will tailor its Change Management Plan to conform to Montana's requirements.

DOC19

The Contractor shall provide and maintain Technical Documentation including written description of module component(s) design, function and architecture that will provide guidance to system developers. Additionally, the Contractor must include a detailed list of all environments, each environments' IT technologies including software, middleware, hardware, utility applications, development tools, testing tools, and provides detailed information on the programming languages and protocols used.

Team CNSI's proposed Claims solution is documented primarily in the form of DSDDs. Full information on DSDDs has been provided in our response to DOC14.

DOC21

The Contractor shall provide a Solution Architecture Document. The Solution Architecture Document includes a technical explanation of all aspects of the solution including detailed architectural diagrams, data flows, component specifications, SaaS, COTS products and hosting environment details. The document will include architectural tradeoffs using the Architecture Tradeoff Analysis Method (ATAM) method or other suitable method for evaluating the proposed platform architecture relative to the enterprise goals to identify risks that would inhibit the achievement of Agency's business goals.

Team CNSI maintains System Architectural Diagrams that define the evoBrix X CPMS solution in architectural diagrams, which includes data flows and other platform and component details. As per the Project Work Plan, Team CNSI will consolidate these diagrams and create the Solution Architecture Document for DPHHS review. This deliverable will consist of the following:

- Architectural diagrams
- Data flows
- Components specifications
- SaaS
- COTS products and hosting environment details

In addition, Team CNSI will document any architectural tradeoffs using the Architecture Tradeoff Analysis Method (ATAM) method or other suitable method for evaluating the proposed platform architecture relative to the enterprise goals to identify risks that would inhibit the achievement of DPHHS business goals.

DOC22

The Contractor shall develop and maintain a Defect Management Plan that describes the process of submitting, monitoring and resolving defects. The plan will detail the following:

- a. Approach and tools utilized to assign, identify, prioritize, track, resolve, and test system defects.
- b. Approach to defect severity categorization using an industry standard methodology.
- b. Approach to reporting and documenting defects.
- c. Describe how the Contractor will work collaboratively with other State healthcare programs enterprise vendors.
- d. Describe the defect management processes related to all test types and levels in the RFP (e.g., the relationship between defect resolution and the coordinated test case execution).
- e. Describe the defect management processes after implementation.

Team CNSI offers a highly efficient, multi-layered, comprehensive test approach that minimizes risk to DPHHS. Through previous MMIS implementation experiences in Michigan, Washington, Illinois, and Utah, Team CNSI refined the test strategy we are offering for the MT CPMS project. Team CNSI's Defect Management Plan, a component of our Master Test Plan, provides our approach and methodology to manage submit, monitor, and resolve defects. Sections within this plan that will be tailored for Montana include based up on the evoBrix SaaS solution offering:

- Defect Management Policies
- Defect Management Process Description
- Defect Metrics

The Defect Management Plan section will describe the approach for entering, documenting, categorizing, tracking, assigning and collaborating with other organizations to resolve defects. Warranty periods and the defect management process during implementation and post implementation will be delineated in the plan document.

DOC24

The Contractor shall submit and maintain a Staffing Plan as part of the Project Management Plan. The Staffing Plan must include:

- a. Identify the roles and responsibilities by resource type throughout all phases of the contract, including identifying key and non-key personnel as well as FTE allocation for all personnel.
 - b. Staffing Levels (estimated by resource type by phase for the duration of the project) to be reported in the Resource Allocation Matrix.
 - c. Detail how the staffing levels shall achieve consistent, dependable service regardless of changes that may influence work volume.
 - d. Detail differentiated by Proposer staff, subcontractor staff, if applicable, and State project staff.
 - e. Identify total hours to be expended, per phase or effort, and for the entire project, by Proposer staff and by State project staff.
 - f. Tools and processes used to screen available staff and fill positions.
 - g. Expectations regarding onsite time for contractor resources
 - h. Process for temporarily and permanently replacing vacancies in key personnel and other manager/lead positions consistent with staffing SLAs.
-

Well-managed project staff management establishes the foundation for successful project performance by providing the right organizational structure, team members, and processes to consistently deliver quality products. It is important that all parties work together to understand the roles and responsibilities of each position and leverage the staff management processes throughout the life of the project.

Team CNSI's Staff Management Plan is a sub-plan of the comprehensive Project Management plan and has been used for our successful implementations in Michigan, Illinois, and Utah. Early in the project, Team CNSI will work with DPHHS to tailor the Staff Management Plan for the MT CPMS project.

Project-specific details include:

- Defined roles and responsibilities, including differentiating between CNSI, Noridian, and State staff
- Project-specific staff management tools and processes, including TW assessment tools and coding tests used to review candidates' skills and these skills match position requirements
- Project hours and staffing level expectations
- Resource utilization and metrics reporting
- Onsite and remote staff support
- Key staff vacancy contingency plans

DOC26

The Contractor shall develop, submit and maintain a Master Test Plan that describes the Contractor's plan for all testing activities, processes, types and levels. Testing must be as automated and self-documenting as possible (e.g., continuous unit testing). At a minimum, the Master Test Plan must address the following:

- a. Overall testing strategy for the following testing types: unit testing, system testing, integration testing, regression testing, parallel testing, performance and load testing, manual and automated and/or scripted testing, disaster recovery and end-to-end integration testing of COTS products if any.
- b. Approach to planning and preparing the test/staging environment
- c. Approach to conducting each test level.
- d. Approach for supporting UAT.
- e. Approach for testing nonfunctional requirements.
- f. Approach to test documentation (e.g., test cases, test scripts, test case matrices added as design progresses).
- g. Approach to quality control/quality assurance.
- h. Approach to bi-traceability to requirements and design.
- i. Tools, techniques, and methods.
- j. Reporting mechanisms, traceability and metrics.
- k. Defects and defects resolution.
- l. Entrance and exit criteria for each test level including alignment with industry standards.
- m. Configuration management for each test level
- n. Testing roles and responsibilities
- o. Acceptance Criteria shall include but is not limited to; no high or critical defects in code released to production and production releases will not be promoted if more than 5% of requirements have an open defect

Team CNSI's Master Test Plan encompasses all activities as detailed in DOC26 to ensure that the software products configured for MT CPMS are compliant with the project's design specifications and that the solution functions effectively in the proposed infrastructure environment. This test plan has been

successfully used for our Washington, Michigan, Illinois, and Utah projects and includes defining and establishing the required infrastructure for the testing, testing the solution and its interfaces, testing with the converted data, managing defect resolution processes, and supporting user acceptance testing.

Other key aspects of the Master Test Plan are:

- Definition of strategy for all test phases, including unit testing, system testing, integration testing, regression testing, parallel testing, performance and load testing, manual and automated testing, DR, and end-to-end testing
- UAT approach
- Standards-based entrance and exit criteria
- Test environment readiness and preparation activities and coordination
- The definition of the entry and exit criteria for each phase of testing
- The approach for constructing and executing test cases for each test phase
- Approach for testing nonfunctional requirements
- Traceability of gaps to the test cases
- Defect reporting, management, and reporting
- Configuration management for testing phases
- Testing roles and responsibilities
- Acceptance criteria that specifies the existence of no critical defects and the defect threshold that must be met before releasing to production

Team CNSI will work with DPHHS to tailor the Master Test Plan for the MT CPMS project. Figure 3.10.7-13 provides an outline of Team CNSI's test plan.

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Figure 3.10.7-13. Team CNSI's Master Test Plan Outline. Team CNSI has an established test plan that will be tailored for the MT CPMS project.

DOC28

The Contractor shall develop in collaboration with the Department, a System Test Plan that describes the Contractor's System Testing approach and includes at a minimum the following:

- a. Test Coverage
- b. Walkthroughs and Inspections
- c. Test Data Considerations
- d. Entrance Criteria
- e. Exit Criteria
- f. Configuration Management
- g. Testing Documentation
- h. Process Steps
- i. Inputs to System Testing
- j. Outputs for System Testing
- k. Metrics
- l. Pass/Fail Criteria
- m. Suspension Criteria and Resumption requirements
- n. Testing Deliverables
- o. Testing activities
- p. Resources, Roles and responsibilities
- q. Testing Tools
- r. Meetings and Communication
- s. Acceptance Criteria shall include but is not limited to; no high or critical defects in code released to production and production releases will not be promoted if more than 5% of requirements have an open defect.

Team CNSI's System Test Plan, a component of the Master Test Plan, provides our approach and methodology to plan and conduct system testing which will be tailored for the MT CPMS project. The objective of the System Test system testing is to confirm the configured solution work as designed. Testing is done in a functional manner where the test scenarios and procedures are organized in a logical progression to perform typical operational and system end-to-end activities. This testing is designed to cover all typical system processes and functions, including:

- System test approach and coverage
- Planned walkthroughs and inspections
- Test data set-up requirements
- Entrance and exit criteria
- Test documentation and metrics reporting
- Configuration management
- Testing execution steps and processes
- Required inputs and outputs from the testing
- Criteria for determining test case pass and failure
- Suspension Criteria and Resumption requirements
- Testing deliverables

- Resources, roles, and responsibilities
- Testing tools and activities
- Planned meetings, status reporting, and metrics communication
- Test completion or acceptance criteria

Team CNSI acknowledges and accepts that the system test acceptance criteria will include having less than 5% of requirements with open defects.

DOC29

The Contractor shall provide during the initiation phase of the project and maintain throughout the project, system documentation that at a minimum includes:

- A description of each component, their purpose, including basic functions and the business areas supported
- User stories/use cases
- Screen layouts, report layouts, and other output definitions, including examples and content definitions
- Physical database design
- A module system diagram, including all components, identifying all business process diagrams, data flows, systems functions, and their associated data storage
- Configurations
- Job streams within each module, identifying programs, inputs and outputs, control, job stream flow, operating procedures, and error and recovery procedures.
- A network schematic showing all network components and technical security control
- Listing of the edits and audits applied to each input item and the corresponding error messages.
- As applicable, listing and description of all control reports
- Interface Control Documents
- Narrative descriptions of each of the reports and an explanation of their use must be presented.
- Definition of all fields in reports, including a detailed explanation of all report item calculations.
- Operations Procedure Manual
- Data Dictionary

Team CNSI's proposed Claims solution is documented primarily in the form of DSDDs. These documents for the modules applicable for the MT CPMS solution will be provided during the initiation phase. The DSDD are organized into three parts to define the features and functions of each module. This organization is described in Figure 3.10.7-14. Full information on DSDDs has been provided in our response to DOC14.

DSDD Part	Description
Part 1 - Overview	Part 1 provides an overview of the functional module including: ■ A description of the business process and functions within the module ■ Module context diagram that shows the interactions between the module and other external system of modules ■ Design assumptions, constraints, and dependencies ■ User Interface model, including layouts for the following components ● Web page ● Dialog page ● Search page ● Detail page ● Screen ● Data models ● Report layouts ● Correspondence layouts
Part 2 - Use Cases	Part 2 consists of one or more logical group that define the module functionality and interfaces: ■ The functional use cases ■ Business rules ■ System and Error Messages ■ Special Design Constraints
Part 3 - Appendices	Part 3 consists of appendices with specific detailed design content, such as: ■ Definition of profiles or standard actors used in the use cases ■ Medicaid Information Technology Architecture Business Architecture Traceability Matrix ■ Applicable edits or audits ■ Configuration values ■ Transaction mapping documents ■ Glossary and Acronym List

Figure 3.10.7-14. DSDD Part Contents. The DSDD content is logically organized to define the features and functions of the module.

In addition to the DSDD, Team CNSI will submit documentation of the following for the MT CPMS solution during the initiation.

- Logical database model
- Operations Procedure Manual
- Data Dictionary
- Interface Control Documents
- Narrative descriptions of each report
- Configurations - understood to mean List of Configuration Items
- Technical Security Controls
- Job streams within each module, identifying programs, inputs and outputs, control, job stream flow, operating procedures, and error and recovery procedures

Team CNSI believes that the following deliverables included in the requirement should be reviewed and may not be applicable in part or as a whole to the SaaS solution being proposed:

- Physical database design
- A module system diagram, including all components, identifying all business process diagrams, data flows, systems functions, and their associated data storage
- A network schematic showing all network components

DOC37

At least twelve (12) months before the start of the final Contract year (including option years that have been exercised) the Contractor shall provide, a Turnover Plan to the Department. The Plan will include:

- a. Proposed approach to turnover.
- b. Tasks and subtasks for turnover.
- c. Schedule for turnover.
- d. Updated operational tasks and procedures during turnover.
- e. Description of vendor coordination activities that will occur during the turnover task and implementation of the activities to ensure continued system and services as deemed necessary by the Department.
- f. List of incomplete tasks, such as system defects, modifications or enhancements, mass adjustments, reference updates, and configuration requests.
- g. A detailed description of the services that would be required by another Contractor to fully take over system, technical, and business functions outlined in the Contract. The description shall also include an estimate of the number and type of personnel required to support the technical platform and supporting services.
- h. The data and documentation shall be organized in a format required by the State (e.g., by provider unique ID and provider name).

Team CNSI will perform turnover activities with the same careful attention, planning, and execution that DPHHS will have come to expect based on our performance during implementation and throughout the solution operations. We fully support the DPHHS requirement to turn over systems and operations duties. Team CNSI's past turnover experience is an asset to DPHHS because we use the lessons learned from prior contract transitions, both as an incumbent and as a successor, to identify what worked, and to modify or eliminate what did not. Our turnover activities begin at least six months before the start of the final contract year with the submission of the Turnover Plan. The Turnover Plan defines:

- The approach for the turnover
- Tasks and subtasks for the turnover
- Turnover schedule
- Updated operational tasks and procedures
- Vendor coordination activities for the turnover period
- Identification of all the in-progress or future-planned tasks, such as system modification, adjustments, and reference updates
- Definition of activities and services required for the takeover of the system, technical, and business functions
- Updated data and documentation in the format as required by DPHHS

The table of contents of a proposed plan that will be tailored for the MT CPMS turnover is provided in Figure 3.10.7-15.

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Figure 3.10.7-15. Team CNSI's Turnover Plan Table of Contents. Team CNSI's Turnover Plan provides a roadmap to transition system and business operations to the successor contractor.

DOC38

The Risk Management portion of the Project Management Plan must describe at a minimum:

- Proactive identification and analysis of risks before they become issues.
- Development of risk avoidance, transfer, mitigation or management strategies.
- Approach to monitoring, communicating, reporting of risk status including procedures for documenting, resolving, and reporting issues and risks identified by the Contractor, the Department or other project contractors.
- Approach to root cause analysis.
- The appropriate methods, tools, and techniques for active and ongoing identification and assessment of project risks.
- Describe how risks will be quantified and qualified.

Risk are inherent in any project and arise from uncertainty surrounding project decisions and outcomes. A risk refers to the potential for adverse outcome or loss. Risks may become an issue if not effectively mitigated. The goal of risk management is to proactively maximize the positive affects while minimizing the negative results associate with project risks. Team CNSI follows risk management practices throughout the project's lifecycle as defined in the Risk Management Plan, a sub-plan of the comprehensive Project Management Plan. The plan includes:

- Processes to proactively identify, document, analyze, and mitigate risks
- Risk avoidance, transfer, mitigation, and management strategies
- Roles and responsibilities for reporting and managing project risks
- Procedures to monitor, communication, and report risk status to DPHHS and other project stakeholders
- Process for conducting root cause analysis
- Tools, methods, and techniques used in risk management
- Risk evaluation and prioritization ratings and criteria

Early in the project, Team CNSI will work with DPHHS to tailor the Risk Management Plan for the MT CPMS project.

DOC39

The Contractor shall develop comprehensive Desk Level Procedures which provide guidelines for the operation and use of the Contractor's solution. At minimum the Desk Level Procedures shall contain policies, processes and workflows for the MPATH module.

Desk Level Procedures provide the routine about how and when to complete specific operational tasks in accordance with the State requirements. The process of developing Desk Level Procedures begins with documenting system workflows, incorporating State policies and mapping the operational functional processes.

The Operations Manager will develop comprehensive Desk Level Procedures for each aspect of claims processing (including, but not limited to scanning, data entry, authorizations, claims resolution, adjustments, call center, and appeals). The Operations Manager maintains close connection with the configuration and development teams to analyze the progress on approved changes to the system and identifying and documenting any associated changes to Desk Level Procedures. The Desk Level Procedures become a component of our comprehensive Operations Manual and also supplement our training materials.

DOC40

The Issues Management Plan portion of the Project Management Plan must describe at a minimum:

- a. Approach to issue management.
- b. Issue management process steps including:
 - Approach to prioritizing, tracking, escalating, communicating, reporting issues
 - Approach to documenting, reporting, and resolving issues identified by the Contractor, the Department or other module contractors.
 - Approach to impact analysis.
- c. Tools, and techniques for active and ongoing identification and monitoring of project issues.
- d. Roles and responsibilities.
- e. Describe how issues will be quantified and qualified

Any member of the project team can identify and report issues. However, it is not adequate to just identify issues. To effectively address the conditions and events that can have a negative impact on the project, there must be a process to analyze these identified issues and develop resolution plan. Therefore, Team CNSI has established processes to manage project issues. These are documented in the Issue Management Plan, a sub-plan of the comprehensive Project Management Plan. The Issue Management Plan defines:

- The roles and responsibilities for issue management for the MT CPMS project
- The approach and process steps for issue management activities
- Criteria and process to prioritize, track, escalate, communicate and report status of identified issues
- Tools and procedures to document, report, and resolve issues
- Strategy to conduct impact analysis of issues, including methods to quantify and qualify issue impact

Early in the project, Team CNSI will work with DPHHS to tailor the Issue Management Plan for the MT CPMS project.

DOC41

The Contractor shall provide a Deliverable Expectations Document (DED) for each deliverable that describes the purpose, content, applicable MECT minimum required content and industry standards (e.g., PMI, IEEE/ISO, CMS XLC) that are satisfied for each Deliverable. Each DED is a deliverable.

Team CNSI acknowledges and accepts that a Deliverable Expectation Document (DED) is required for each formal deliverable. With successful long running implementations in multiple states, Team CNSI has proven templates and sample documents to leverage in setting the expectations of content and acceptance criteria for each formal deliverable prior to submission.

DOC42

The Contractor shall develop a comprehensive Operations Procedure Manual which shall provide guidelines for the operation and use of the module and/or module component(s). At a minimum, the Operations Procedure Manual shall contain policies, processes and workflows for the module and/or module component(s).

Team CNSI will create an Operations Procedure Manual for the MT CPMS solution. The Operations Procedure Manual will provide the framework for production and support processes, define day-to-day support, and included detail procedures for items including:

- Identifying the root cause of corrupted data, identifying the fix, and repairing any corrupted data that is associated with a problem
- Providing the State with a copy of the routine planned maintenance schedule no less than 30 calendar days in advance of the scheduled maintenance date for approval (including the process for presentation to the State and receiving concurrence from the State) and the scheduling of the maintenance so as not to disrupt the negotiated operational hours
- Developing an automated process for purging production Software as a Service (SaaS) platform files as determined by data governance decisions
- Include administration procedures and describe the scheduled operations of the production system, including specific instructions on things an operator needs to do to manage the system daily
- Descriptions of administrative tasks
- Instructions on how to run interface and database (DB) jobs
- What to do in abnormal situations; for example, an interface job failure or a system restart due to hung threads
- System documentation will also detail the following:
 - Operations procedures, including batch or background process schedules, dependencies, sequencing, and timing
 - Administrative tasks, including user administration, system security administration, reference data maintenance, creation of report templates, and maintenance of service provider data and contracts
 - Other reference materials and presentations required to supplement the training and support activities
- A High Availability and DR Plan for the entire evoBrix X solution driven by the State's Recovery Time Objectives
- Application validation procedures
- Server startup and shutdown procedures
- Build documentation

The Operations Procedure Manual (Figure 3.10.7-16) will describe our ongoing support and operations procedures. Manual creation will be coordinated within the multi-vendor environment and will be formatted in the following structure:

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Figure 3.10.7-16 Team CNSI's Operations Plan Table of Contents. The Operations Plan provides comprehensive information that covers all ongoing support and operations procedures.

DOC44

The Contractor shall maintain Attachment L- Technology Matrix, and deliver annually for the Department for review.

Team CNSI acknowledges and accepts the responsibility to maintain Attachment L - Technology Matrix. Team CNSI will update the document annually and deliver it to DPHHS for review.

DOC46

The Contractor shall provide a User Interface Style Guide or equivalent document defining the design standards for user interfaces. The User Interface Style Guide must demonstrate how the solution meets the most current MECT user interface requirements including:

- User ability to customize or make adjustments (e.g. language support, font size) to portal presentation.
- Users utilizing scripting languages and/or assistive technology have the ability to access the information, field elements, and functionality required for electronic form or page completion and submission including directions and cues.
- User Interface organization so documents are readable without requiring an associated style sheet. completion and submission of forms, to display content or create interface elements.
- User Interfaces identifying row and column headers for data tables.
- User Interfaces informing users when a timed response is required and given sufficient time to indicate more time is required.
- User Interfaces providing a method that permits users to skip repetitive navigation links.

- g. User Interfaces provide text titles for frames to facilitate frame identification and navigation.
- h. User Interfaces use markup to associate data cells and row/header cells for data tables that have two or more logical levels of row or column headers.

Team CNSI will create the User Interface Style Guide based upon the detailed information included in the DSDDs. The User Interface Style Guide will include:

- Configuration options for the portal presentation, such as language support and font size
- Use of scripting languages or other tools to access the information, field elements, and functionality required for electronic form or page completion and submission
- User interface organization
 - Completion of forms
 - Display content
 - Interface elements
- Row and column headers for data tables
- User interfaces informing users when a timed response is required and given sufficient time to indicate more time is required
- User interfaces providing a method that permits users to skip repetitive navigation links
- User interfaces provide text titles for frames to facilitate frame identification and navigation
- User interfaces use markup to associate data cells and row/header cells for data tables that have two or more logical levels of row or column headers.

DOC50

The Contractor shall develop a Module Implementation Plan in conjunction with the State that describes, at a minimum:

- a. The rollout approach, including phased implementation, if necessary.
- b. Overall integration approach
- c. Approach to continuous integration of other modules or data from other data providing entities.
- d. Integration Testing, including coordination procedures with System Integrator, other modules, other stakeholders and vendors.
- e. Approach to continuous integration of other modules or data from other data providing entities.
- f. The proposed implementation schedule.
- g. The rollback strategy.
- h. Communication and Contractor support procedures.
- i. Contractor and State roles and responsibilities.
- j. Operational Readiness Checklist(s) that defines, in advance, the go/no-go decision, and all aspects of Contractor, solution, and State readiness.
- k. All critical tasks that are required for cutover.
- l. Post cutover monitoring.
- m. The onsite and offsite user support provided by the Contractor and State during the initial solution implementation.
- n. Solution acceptance procedures.
- o. Tools and processes to ensure overall quality.
- p. Describe post implementation production deployment process and activities.

Implementation planning typically begins before the completion of system testing and continues through the UAT and deployment phases of the project. We prepare an initial implementation plan, then we draw in all affected stakeholders to build the detailed implementation plan [provide specific dates per Angela]. On large project, this may be six months before implementation. We have the implementation plan, which provides a narrative description of the various factors included in the implementation and we supplement this with detailed checklists and calendar artifacts.

The implementation phase is the third phase of our SCI process and follows the Solution and Configuration phases. As part of implementation, CNSI performs User Acceptance Testing, deployment and certification activities. Implementation activities are documented in Team CNSI's Implementation Plan.

The table of contents of a proposed plan that will be tailored for the MT CPMS implementation will include:

- Implementation Approach and Assumptions
- Collaborative Implementation Planning Activities
- High-Level Timeline
- Roles and Responsibilities
- Operational Readiness Checklist
- Implementation Calendar
- Defect Management
- Implementation Approval
- CMS Certification
- Post-Implementation Maintenance
- Production Go-Live

DOC51

"The Contractor shall develop and submit a Training Plan that, at a minimum, addresses the following

- a. Summary of the Contractor's training approach that focuses on methodology, objectives, and desired outcomes.
- b. Training needs analysis, including an assessment of the target audience and their knowledge and skills.
- c. Recommendations on type and delivery approach based on training needs analysis.
- d. Summary of proposed training materials and documentation in addition to hands-on training.
- e. Approach to maintaining training documentation and accompanying materials.
- f. Approach to providing training necessary to support new functionality and/or major software releases that materially change the user interaction.
- g. Approach for incorporating feedback to improve training effectiveness over the life of the Contract.
- h. Training schedule to be approved by the agency."

Team CNSI recognizes that effective implementation training for Team CNSI, DPHHS, vendors, and providers is critical to maximizing acceptance, satisfaction, and use of a new system. Team CNSI uses the industry-standard Analysis, Design, Development, Implementation, and Evaluation (ADDIE) method to guide collaboration in tailoring our solution training to DPHHS' needs by leveraging plans, tools, and approaches that have been used in previous implementations.

Team CNSI collaborates with DPHHS to analyze the full scope of training needs and configure the appropriate implementation training strategy. The result of this activity is the Training Plan. The Training Plan is submitted to DPHHS for review and approval and includes:

- Training strategy, including objectives and desired outcomes
- Training approach and methodology, including train-the-trainers
- Summary and recommendations from the training needs analysis
- Training calendar and curriculum
- Proposed training documentation and materials

- Planned training delivery mechanisms
- Process for evaluating training results
- Procedures to manage updates to the training content

An example of a Training Plan is outlined in Figure 3.10.7-17. The Training Plan will be created for MT CPMS.

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Figure 3.10.7-17. Sample Training Plan. Team CNSI leverages existing content and collaborates with DPHHS to tailor the best training plan to fit Montana's needs.

3.10.8 Performance Standards

Performance requirements are defined in Attachment F – Requirements Response Matrix. Performance standards (Service Level Agreements), including associated liquidated damages for unmet standards are defined in Attachment J – Service Level Agreements. The Department will defer the enforcement of Operational Performance Standards until the first full month that begins 60 calendar days following the System Acceptance by the Department of the production implementation of the Claims Processing and Management solution. This one-time deferral does not apply to software deployments or releases that follow the initial production implementation (e.g., major/minor implementations, patches, fixes, or maintenance releases). In their response, the Offeror must describe in detail their approach to meet the Performance requirements in Attachment F – Requirements Response Matrix and Performance Standards (Service Level Agreements) in Attachment J – Service Level Agreements. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP

Team CNSI is committed to providing quality performance, ensuring DPHHS service level agreements (SLAs) are met. Our team brings a management strategy to align with DPHHS objectives and to consistently deliver our services. Team CNSI’s methodology ensures streamlined and standardized methods for maintaining performance compliance. Our approach applies to all elements of our solution including Core, Option A, Option B and Option C. Our staff collaboratively works with the State throughout all phases of the project for transparency, accountability, and efficiency to ensure Team CNSI performance standards consistently exceed compliance with service level agreements.

The Team CNSI Advantage

Team CNSI's strategy ensures streamlined and standardized methods for maintaining performance compliance, while collaboratively working with DPHHS throughout all phases of the project. Team CNSI brings:

- Mature Quality Assurance processes for achieving excellence in service delivery
- High Availability infrastructure for maximum uptime
- Multi-tier mature operations support processes and organization
- Extensive automation of system processes
- Robust tools for managing operations and operational reporting

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Highlights of our SLA compliance strategy include:

- **Commitment to Excellence.** Team CNSI brings a comprehensive set of practices, policies, procedures, and processes that will enable us to focus on business value by providing consistent, predictable, and measurable results.
 - Extensive project and quality management plans for accurate and timely deliverables.
 - Innovative tools for managing, tracking, and reporting service level agreements electronically
 - Comprehensive business continuity and disaster recovery plans to ensure high availability
- **Mature Quality Management.** Team CNSI has an extensive library of process assets, procedures, best practices, and templates to implement our operations management strategy and subsequent processes. Our Project Management team is staffed with years of proven experience in delivering quality and accuracy with a variety of tools to measure, track, monitor and report on performance. Team CNSI continually measures business processes and records, normalizes, and analyzes metrics data to provide insight into our performance. Our experience allows us to create internal metrics to support SLA timeframes.
- **High Availability and Disaster Recovery.** Team CNSI’s evoBrix X CPMS solution architecture, process redundancies, and maintenance procedures provide stability to DPHHS. Our business continuity and disaster recovery plans ensure Team CNSI’s solution and services remain above 99.5% availability rate. We continually review business process availability requirements and align them with our ITIL framework. This ensures that cost-effective contingency plans are in place and tested on a regular basis to ensure that the business needs of DPHHS are met. Team CNSI’s Availability Management plan includes but is not limited to the following aspects:
 - Designing high availability, redundant systems to support mission-critical applications
 - Utilizing state of the art technology for Disaster Recovery (DR) operations

- Testing system availability to meet all MPATH SLAs
- Monitoring and reporting high availability to ensure that SLAs are being met

■ **Proactive Support System.** Team CNSI’s support staff uses a configurable set of tools including HealthBeat, Jira Service Desk, OpManager, SLA Dashboard Automation, Oracle Enterprise Manager and AWS CloudWatch to monitor the system and assist in the day-to-day operations activities to meet SLAs. Our quality support service provides transparency in reporting, fulfilling user requests, resolving service failures, fixing problems, and carrying out routine operational tasks. Team CNSI’s support structure consists of the following areas to ensure quality and proactive support is provided to DPHHS.

- Project Teams
- Call Center
- OSC/Operations Support
- Infrastructure
- Tier 1-3 Help Desk with robust ticketing and reporting capabilities

■ **Innovative Solutions.** Team CNSI establishes solutions in all areas and phases of implementation of the evoBrix X solution for measurable performance standards. Our performance strategy is also about monitoring performance measures with our SLA Automation tool and reporting dashboard, HealthBeat, in addition to other operations monitoring tools and reports. Focusing on metrics enables Team CNSI to make data-driven decisions, remain *accountable* for our performance and focus on areas where quality improvements can be made.

The following sections outline our strategy for monitoring and managing key categories of SLA compliance.

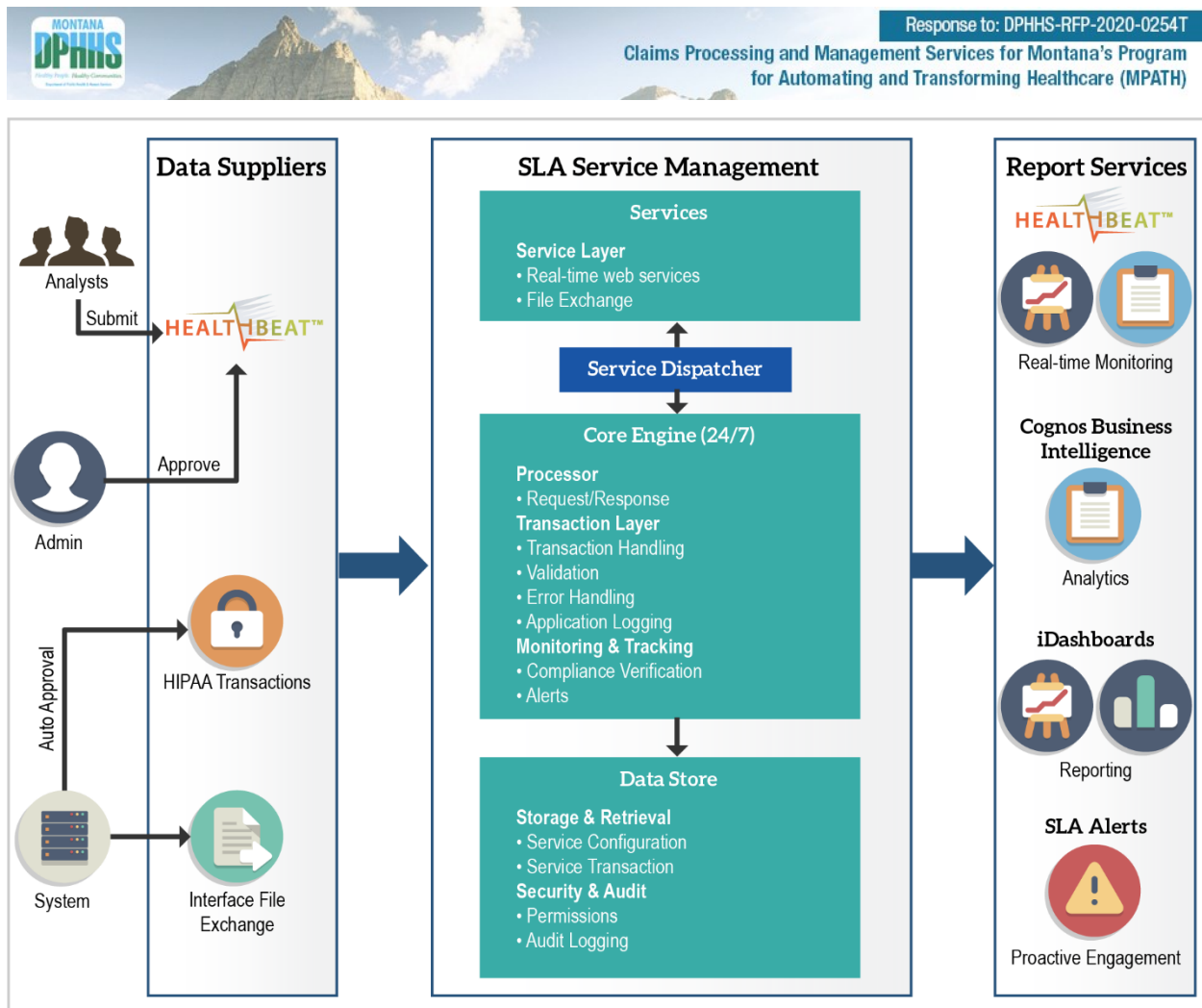
SLA Tracking and Reporting

Team CNSI’s reporting solution contains several management and operational reports that are scheduled to run from the Online Transaction Processing System (OLTP) on a daily, weekly, monthly, or quarterly basis, as per business requirements. These reports will be made available through IBM Cognos BI Connection Portal for viewing and retrieval. The report outputs are archived and integrated into IBM Cognos BI Content Store and could be retained according to pre-defined retention policies. The daily and weekly reports, though they vary according to business requirements, are scheduled within the same day or the next business day of the reporting period and are expected to complete the same day. All monthly reports are scheduled to execute within the first business day following the reporting period and are expected to complete the same day. All quarterly reports are scheduled to execute within the first two business days following the reporting period and are expected to complete the same day.

Service Level Agreement (SLA) Automation Tool

Team CNSI’s SLA automation solution provides DPHHS with configurable SLA management capabilities. It is one of the tools that allow Team CNSI and DPHHS to track and ensure that SLAs are being met as defined in Attachment J - Service Level Agreements (SLA) of the Solicitation. Figure 3.10.8-1 shows the SLA automation tool architecture. Our solution uses an SLA Automation Engine which is configured to automatically or manually track various SLAs related to system and business functions, such as interfaces and report generations.

Our solution allows Team CNSI and DPHHS to have visibility of daily system and business functions and their corresponding SLAs performances. The tool is also equipped with tracking, reporting, and management capabilities using Team CNSI’s HealthBeat as the front-end application. For example, the tool allows Team CNSI to measure SLAs on interface processing or ticket resolution statistics. This allows Team CNSI the necessary visibility to monitor performance and provide SLA course correction when necessary.



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Figure 3.10.8-1. SLA Automation Tool Architecture. The SLA Automation Engine is configured to automatically or manually track various SLAs.

The SLA Automation tool is integrated with HealthBeat, with the service configurations and transactions accessible via HealthBeat's front-end. Each SLA Configuration is individually configured and managed, as shown below in Figure 3.10.8-2. SLA transactions are pre-populated for future records, up to 30 days. This allows Team CNSI and DPHHS the ability to see what automatic and manual SLA measurements are upcoming, enabling proactive responses to ensure compliance is met.

The SLA Automation engine runs on a configurable interval to generate service transactions based on the unlimited number of configured SLA's frequency schedules. The system retrieves data input from various source systems via REST or SOAP web service requests for multiple service configurations at any given time. The retrieved data – such as process start/end times and status codes – is matched to the SLA transaction based on unique criteria linked with the reference number, and automatically updated with the provided data. In the event of a non-compliant transaction, notification alert emails are generated and sent to email addresses linked to that service configuration.



Response to: DPHHS-RFP-2020-0254T

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

HEALTHBEAT

Presented by QTC

SLA Configuration

Add

Approve

Reject

Name
100
101
102
103
105
106
107
108
109
110

Showing 1 to 10 of 167 records

Add New Configuration

Service Details

Name: MT Weekly Meeting

Service Type: EMAIL-NOTIFICATION

Operational Flag: Active

Service Description: Provider Enrollment Weekly meeting - Agenda

Primary System: PE

Secondary System: PS

Start Date: 10/23/2017

End Date: 10/23/2099

Communication Method: EMAIL

Source: PE

Target: EMAIL_HB

Comments: comments

Escalation and Resolution

Operations Escalation Process: Team CNSI must distribute meeting agendas to invitees at least 24 hours before the start of a scheduled meeting involving Project Stakeholders

Stakeholder Escalation Process: DPHHS will notify CNSI via email when meeting agenda's are not distributed in advance

Resolution Process: Team CNSI tracks compliance and will log any late or non-compliance in the SLA transaction

Business Owner: DPHHS

Technical Owner: Team CNSI

Resolution Time Limit (hrs): 4

Severity: Medium

Medium - A function or service which poses limited impact and/or has an alternate method of completion.

Schedule

Schedule Type: Manual

Frequency: WEEKLY

Add

Close

SLA Configuration

Search:

Status	Transaction
reviewed	
reviewed	
reviewed	
reviewed	
reviewed	
reviewed	
reviewed	
reviewed	
reviewed	
reviewed	

3 4 5 ... 49 Next Last

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Figure 3.10.8-2. SLA Configuration Screen. The SLA Configuration Screen allows Team CNSI to manage service level agreements individually.

HealthBeat Reporting Dashboard

In support of Team CNSI's commitment to information transparency, HealthBeat provides DPHHS with configurable, automated, and real-time visibility into business operations, SLA compliance, and system monitoring. HealthBeat enables the setup of a hierarchy of MITA business, system, and application objectives or goals that can be linked with metrics to events and services. This will allow Team CNSI and the State to monitor the health of business and system processes not only in the short term but also over the long term to track historical trends. Such an approach allows Team CNSI to use real-life data in the business process configuration and ensures continuous business process improvement across all business process areas.

HealthBeat provides optimized, configurable, automated, and near real-time visibility into business operations through well designed and effectively presented dashboards organized by business area. HealthBeat provides aggregation, analysis, and ongoing performance monitoring data to stakeholders in the form of interactive scorecards, dashboards, and drill-down functionality. As part of our transparency strategy, we provide DPHHS access to the operational performance data that is also monitored by our staff. This approach will enable DPHHS to have near real-time visibility into SLA performance and other key metrics. Currently, HealthBeat contains more than 130 metrics, most with applicability to CPMS requirements. HealthBeat continuously evolves to provide metrics meaningful to clients seeking rapid or real time access to these measurements. HealthBeat is a web-based, mobile friendly application that will be integrated with Cogito in the MT CPMS implementation.

Proactively monitoring the health of operations enables Team CNSI to be more predictive, rather than reactive, in the provision of our services. However, it is essential that up-to-date metrics be available to provide us with the visibility needed for conducting this proactive monitoring. Team CNSI uses our HealthBeat solution as the operations dashboard to monitor business processes and system performance. Supporting performance measures that are aligned to MITA business processes, HealthBeat is in production in the states of Michigan, Utah, and Washington. In addition, the Centers for Medicare &

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Medicaid Services (CMS) has implemented HealthBeat to monitor operational data related to their interaction with insurers on health exchanges.

Traditional operations dashboards are snapshots of a point in time and focus solely on history. HealthBeat goes beyond this limitation and provides the capability to highlight trends and support forecasting, enabling Team CNSI to shift thinking from “what has happened” to “what could happen” – a proactive versus reactive approach. Figure 3.10.8-3 provides one of the main HealthBeat views.



Figure 3.10.8-3. HealthBeat Dashboard. HealthBeat’s interactive kiosk mode provides a display with rotating chart capabilities.

One of the features of HealthBeat is the ability to operate in a kiosk mode, which enables executives and managers to view operational performance in near-real time. MT CPMS solution stakeholders will be able to monitor data trends and view early warning signals using thresholds and longer-term trends that employ historical data analysis and rule-based correlation techniques. HealthBeat is configurable and supports the addition of new metrics as needed to monitor business processes. It is pre-configured to support all MITA business processes and system operations. Team CNSI will configure HealthBeat to support the operations services required as part of our MT CPMS solution.

HealthBeat provides a comprehensive application activity monitoring framework along with the capability to facilitate continuous process improvement. As the system handles each process, it collects process-related data in the data store. This data is then used to display the process dashboard and provide visibility to the process metrics and the health of the operation. The system uses workflow-based analytics to provide feedback on potential bottlenecks and application performance issues. Thresholds are configured to display performance in the traditional “red,” “yellow,” and “green” dashboard status. Team CNSI operations staff sets appropriate thresholds during service design. Thresholds that have DPHHS visibility will be reviewed with DPHHS to meet our commitment for transparency.

Related to system monitoring, HealthBeat reports accurate data on items such as end-user response time, CPU utilization, and hourly load averages on different servers. This allows the DPHHS and Team CNSI to see the system from a higher point of view and help make informed, strategic decisions on daily operations or future changes in policy and programs. Application management and monitoring, web services management, systems management and monitoring, network management and monitoring, performance monitoring, and event monitoring are all managed via the framework of HealthBeat.

HealthBeat also provides various reporting mechanisms, including dashboards and graphs, which can be used to report on the metrics associated with performance standards. Team CNSI uses the HealthBeat tool to collect and report on final performance measures and standards. HealthBeat uses automation to extract, analyze, and report data from various business processes and systems, and to provide a centralized reporting database. This tool provides a robust interface to the various MT CPMS components for gathering and compiling data, allowing near-real-time access to workload and system performance information.

Operations management staff regularly monitor data displayed through the dashboard and can proactively respond if performance indicators begin to decline. In this way, Team CNSI can implement corrective actions before a “red flag” situation occurs. In addition, email alerts are established to notify appropriate Team CNSI and State staff based on configured exception thresholds. Team CNSI also compiles information collected through HealthBeat and summarizes it in our regular reporting mechanisms, including statuses and required workload reports.

Monitoring evoBrix X

The purpose of Team CNSI’s comprehensive monitoring approach during the post-implementation period is not only to perform quality control, but also to provide feedback for process improvement. Team CNSI’s monitoring approach includes three tiers:

- Team CNSI OSC’s(Operations Support Center) non-stop system monitoring on a 24x7x365 basis
- Application software engineers monitoring
- Business area monitoring

In addition to monitoring system performance and processes, we also monitor application throughputs to identify areas of improvement, either from the system or process perspective. By analyzing the throughputs and backlog, we can make changes to the system when needed to remedy performance deficiencies. We are also able to make improvements to the application processes or provide feedback to providers regarding claims submission, resulting in improved performance of the system and associated business processes.

During the pre-deployment phase, Team CNSI will identify operational performance measures and the associated reports that generate or contain data relevant to system and operational performance to be monitored and reported through the evoBrix X HealthBeat performance tool. Team CNSI’s OSC (Operations Support Center) is responsible for generating system and workload reports.

Oracle Enterprise Manager (OEM)

Team CNSI’s database administrators and system administrators rely on OEM to maintain, monitor, and configure proactive alerts for Oracle databases, SOA Suite, and Application Servers. Oracle Management Service (OMS) monitors various targets and collects the performance metrics. These metrics are then uploaded to the Repository through a Java Database Connectivity (JDBC) API. The OEM Console and Enterprise Manager Command Line Interface (EMCLI) enables administrators to access and manage OEM functionalities, which in turn sends notifications and alerts to the OSC team. They triages issues to the appropriate operations team for corrective action. Team CNSI’s proactive monitoring enables us to predict when issues may arise in the future. By monitoring trending data, we can determine whether a system is likely to have issues. For example, if we see that a system is spiking on CPU usage and memory on a regular basis, that system may require a hardware upgrade or optimization to remove capacity concerns.

Team CNSI’s performance standards are measured throughout each phase of implementation utilizing our innovative solutions listed below and outlined in the sections below:

- Project Management
- Incident and Change Management

- System Availability
- Disaster Recovery
- Solution Architecture
- Data Management

Project Management

Team CNSI’s project management approach has the central theme of collaborative and transparent delivery. Engaging DPHHS and MT CPMS stakeholder involvement is key to our approach. In every phase of the project, and we strive to involve stakeholders in a meaningful manner.

Team CNSI brings highly structured iVision360 software development lifecycle project management methodology to Montana, based on the PMI PMBOK and the CMMI framework. This proven approach to deliverable review and management helps reduce the overall risk to the State provides high-quality results on schedule and ensures compliance with the requirements stated in the MPATH Documentation Standards, in addition to compliance with service level agreements.

Team CNSI’s standard Project Work Plan (PWP) contains a high-level Gantt chart showing major phase and activity start- and end-dates which will be aligned to the scope of work outlined in this RFP. Our standard PWP contains the detailed project work breakdown structure (WBS) and detailed schedule to ensure Acceptance of each Deliverable is met per the outlined due dates. Refer to Section 3.10.2.1, Project Management, page 346 for PWP details.

Team CNSI’s extensive deliverable review process, using iVision360 methodology, coupled with our Quality Management Plan (QMP) ensures consistency, accuracy, and satisfies the acceptance criteria. Once the initial draft of any deliverable is produced, the following series of steps are taken prior to submission to DPHHS ensuring deliverables do not exceed two submissions to gain acceptance (steps are defined in Section 3.10.7, Project Deliverables and Documentation, page 574):

- Conduct Internal Review
- Produce Next Draft
- Technical Writing Review
- Quality Assurance Review
- Delivery to DPHHS
- DPHHS Initial Review
- Produce the Final Draft

Our Quality Management Plan includes process evaluation and improvement guidelines applicable to evaluating and improving document management processes and outputs.

Team CNSI’s proposed CPMS solution is documented primarily in the form of Detailed Design System Design Documents (DSDD). The DSDD provides functional details on the user interface. Team CNSI will leverage this document and create the User Interface Style Guide for the MT CPMS project. Any changes/updates to the functional documentation are completed within 10 days of implementing the change.

The evoBrix X CPMS solution is designed to comply with state and federal policies, laws, statutes and guidelines. The system enforces these as business rules. The DSDD outlines these business rules and the functionality of the system will be in accord with the business rules. Team CNSI produces and delivers evoBrix X Base DSDD. This allows the State the ability to cross-reference the regulations to the DSDD document which contains these rules for the policies and guidelines.

Team CNSI follows standardized processes to ensure that all tickets are prioritized and responded to accordingly. Team CNSI will work with DPHHS to implement critical priority tickets by the required implementation date.

Our change management process, as describe in Section 3.10.4, page 505, includes methods for communicating, evaluating, and approving or rejecting changes throughout the project. This process ensures that proposed changes, submitted via Jira defect tracking system, are evaluated for impact to system, schedule, scope, cost, and resources. This facilitates informed decision-making by all parties involved in the change.

Team CNSI follows the change management plan processes. Jira ticket priority levels are identified as shown in Figure 3.10.8-4.

Priority Level	Resolution Time Limit (RTL)
Critical	100 percent of tickets will be resolved and implemented by the defined implementation date
High	80 percent of tickets will be resolved and implemented by the defined implementation date 100 percent of tickets will be resolved and implemented by within five business days after the defined implementation date
Medium	75 percent of tickets will be resolved and implemented by the defined implementation date 100 percent of tickets will be resolved and implemented by within ten business days after the defined implementation date

Figure 3.10.8-4. Ticket Resolution and Implementation Times by Priority. Team CNSI’s Jira-based process meets or exceeds SLA requirements.

Incident and Change Management

Team CNSI defines an incident/problem as any anomaly in the operational or technical environment that affects delivery of services. When a problem occurs:

- Team CNSI’s operations management is notified.
- Team CNSI OSC is notified of the issue and impact to services. The OSC opens an incident ticket using OTRS.
 - The ticket describes the event and the module or operational area affected by the issue
 - The OSC assigns the DPHHS pre-defined Priority Level (i.e., Urgent, High, Normal, or Low) and enters pertinent information
 - OSC notifies the appropriate response team
 - OSC notifies account management of the issue and the assigned response team
- Team CNSI assembles the appropriate personnel to conduct an analysis of the issue and define an action plan to resolve the issue depending upon the severity level of the issue.
- Once the appropriate course of action is determined, Team CNSI opens a Jira ticket for internal tracking purposes.
- Team CNSI assigns the appropriate personnel to conduct its own detailed internal review and obtain the appropriate approvals to commence the resolution. In this meeting, a discussion of the issue, solution, and a review of the potential solutions, if any, is conducted. Solution should meet the same standards set by Team CNSI internally to ensure continuity and reduce the chance of negative effects to the system.
- Once approved, the resolution is implemented.
- Team CNSI Operations Management receives periodic updates throughout the incident until the resolution is completed.
- Team CNSI management notifies the appropriate DPHHS personnel.

After the incident or problem has been resolved, Team CNSI creates an Incident Report. An Incident Report compiles the following information:

- What triggered the incident
- What services are affected by the incident

- Complete timeline of events
- All actions taken to resolve the issue
- Lessons that were learned and ideas for prevention in the future
- List of each person involved at any time throughout the incident
- Summary of each communication
- Attachments, including actual emails and records of phone calls and meetings, with a summary of what was discussed

The completed Incident Report is then distributed to Team CNSI management. After review, Team CNSI management distributes the Incident Report to the appropriate DPHHS personnel. If more than one problem occurs in the same area, Team CNSI conducts a root-cause analysis to develop a thorough understanding of the issue and its causes. The Incident Reports for those problems are used as part of the tracking and understanding of the problems. A plan is derived from the analysis for either corrective or preventative actions that will reduce the risk of another occurrence to an acceptable level. The corrective or preventative actions will be documented, implemented, and shared with DPHHS. Follow up reviews of the actions are conducted to make sure they are properly alleviating the issue and determine whether there is a more efficient way of correcting or preventing the problem.

Changes are a natural part of projects and operational environments. Team CNSI proposes processes that not only anticipate changes but also addresses them on a timely and proactive basis. Team CNSI delivers high quality software to its customers through the execution of our CMMI level 3 processes for all department change requests for enhancements, which includes proposed solution and pool hours/cost within 10 days for low complexity projects, 20 days for medium complexity projects or 30 days for high complexity projects, from submission of a Department Change Request for an Enhancement.

Changes arise from new requirements leading to enhancements, process changes or software defects. Team CNSI will implement a change management process that will be used throughout the operations phase of the contract. The process and associated supporting artifacts, such as forms, templates, or reports, will be included in the Change Control Plan. The steps conducted in tracking Change Requests (CRs) are as follows:

- Create and submit the CR
- Record and review the CR information
- Assess and evaluate the CR
- Authorize the change through the CCB
- Update plans and other documents based on the impact analysis
- Implement the CR and coordinate with impact organizations
- Review and close the CR

A CR may be used to propose a change to the scope, schedule, cost, or configurable items such as hardware, software, or security permissions. A CR can originate from the State, fiscal intermediary staff, other project team members, external stakeholders, and end users that need service. CRs may also originate from the risk or issue management processes.

System Availability

Team CNSI availability architecture provides redundancy and scalability needed to support 99.5 percent availability and the goal of minimal disruption to providers, members, and other users of the solution.

Reviews business process availability requirements and aligns them with our ITIL framework. This ensures that cost-effective contingency plans are in place and tested on a regular basis to ensure that the business needs of DPHHS are met. Team CNSI’s Availability Management plan includes but is not limited to the following aspects:

- Designing high-availability, redundant systems to support mission-critical applications
- Testing system availability to meet all MPATH SLAs
- Monitoring and reporting high availability to ensure that SLAs are being met

Team CNSI’s hosting platform includes hardware and software components that are built using either Traditional licensing, Infrastructure as a Service (IaaS), or Software as a Service (SaaS) services. Detailed list of all the proposed services and solutions are listed in Attachment L - Technology Metrics. All hardware and software components that are required to support the proposed solution and services will have the necessary licensing agreements in place for the entire duration of the contract.

Team CNSI’s hosting solution includes three types of licensing models:

- Subscription based license
- Perpetual license
- Open Source

For all components that are licensed on a subscription basis or perpetual basis, upon request Team CNSI will turn over the subscription contracts and perpetual license contracts to DPHHS within 30 calendar days or less. For all components that are open sourced but have support contracts in place, upon request Team CNSI can turn over the necessary support contracts to DPHHS within 30 calendar days or less.

Team CNSI’s proposed solution is built on a resilient, redundant design with best-of-breed AWS cloud infrastructure and a highly robust network architecture. All hardware components including servers, switches, storage appliances, backup storage appliances, and firewalls have in-built redundancy in both the primary and Disaster recovery AWS VPC(Virtual Private Cloud). The primary AWS VPC will host Test (System Test, User Acceptance Test, Regression Test) and Production environments, while the standby/DR AWS VPC will host Stage (Performance, Parallel Test, B2B) and DR environments.

Team CNSI’s evoBrix X CPMS solution is modular and highly scalable supporting multiple applications in different logical environments starting from Development to Production. Detailed information about the environment topology and application topology is listed in Figure 3.10.1-66 and Figure 3.10.1-67 under ENV06 requirement in Section 3.10.1.3, Hosting and Environments.

Every environment is configured to support all applications necessary to perform the designated business functions. Detailed information about various applications that are required for a logical environment is specified in Figure 3.10.1-69 under the ENV06 requirement in Section 3.10.1.3, Hosting and Environments. Team CNSI will also ensure that all these applications running in different environments have the necessary licensing agreements required to support them.

Disaster Recovery

Team CNSI’s Disaster Recovery/Business Continuity (DR/BC) Plan, as outlined in section 3.10.1.3 Hosting, page 153, ensures that Team CNSI’s evoBrix X CPMS solution continues with little disruption, as well as meeting and exceeding their business continuity requirements. Team CNSI’s DR/BC Plan is defined based on the following examples that can lead to the declaration of a disaster:

- Extended power outage expected to exceed backup power capacity facility-wide
- Loss of a building or buildings due to fire, flood, earthquake, volcano, tsunami, or a hazardous material (HAZMAT) incident
- Water or structural damage
- Regional or local damage or conditions from severe weather
- Incidents that causes the primary AWS VPC data center or telecommunication lines to be non-functional

To successfully restore system availability within four hours of unplanned downtime, Team CNSI’s evoBrix X CPMS solution has a fully equipped secondary AWS VPC site that is geographically separated from the primary system to prevent failure due to facility disruption from natural disasters. The secondary

site is built to the same exacting security and facilities standards as the primary site. All data is replicated in real time to the secondary site so that in the event of the primary site not being available, the secondary site will fully takeover all tasks and workload. Based upon our annual testing, the secondary site becomes fully operational within four hours.

Interface Solution Architecture

The evoBrix X core architecture leverages ESB features within the SOA framework to integrate disparate systems effectively. This architecture provides an integration backbone that connects core applications and services without directly accessing underlying systems. The evoBrix X architecture is based on leveraging a series of COTS products that use a services-based integration platform.

Our evoBrix X CPMS solution relies on open standards and standard application program interfaces (API), such as the Java Business Integration (JBI) standard, for plug-ability of third-party communities. The evoBrix X architecture uses an enterprise class service bus (Oracle Fusion SOA) as the core orchestration tool of business processes across the different applications that support Medicaid operations. evoBrix supports robust authorization, authentication and validation features using Oracle Service Bus. The proposed solution is capable of handling common industry standard service requests such as SOAP and REST. Also, evoBrix X has the ability to change the various attributes of the service without impacting existing clients. The ESB infrastructure allows Core MMIS to avoid point-to-point communication between different system components to streamline flow of all information throughout the MT CPMS implementation. This ensures the maximum amount of time between the receipts of a transaction, by the Enterprise Service Bus (ESB) through the response sent to the appropriate receiving system, will not exceed two seconds.

Data Management

As part of the MT CPMS conversion effort, Team CNSI's conversion team will ensure that all data converted is correctly mapped and usable by the scheduled completion date. Team CNSI would like to emphasize the fact that the successful outcome of the conversion effort is tied to the quality of the conversion business rules to be provided by DPHHS jointly working with Team CNSI, so it is critical to ensure that the conversion mapping exercise is validated by the relevant stakeholders to ensure a quality outcome. We will also convert all required and supporting source data to ensure that the business and usage requirements are met right from the go live in the new MT CPMS solution. The conversion process will take the following into account:

- Conversion of all operationally relevant and required source data for day-to-day operations
- Sufficient historical data to ensure all audit and legal requirements are addressed
- All required source data is accurately mapped in the conversion mapping documents
- Varying time periods for different functional areas which are required for reporting, analytics, and business operation
- The conversion process is completed as per the project timelines and requirements

The evoBrix X solution for MT CPMS is designed on an integrated data model to handle transactional and operational data. The data model not only determines the structure and flow of data throughout the solution, but more importantly ensures the data that gets into the system is consistent in terms of business relevancy, data format, and other data semantics. The data model is normalized and minimizes data inconsistencies by enforcing data integrity via a combination of database constraints such as primary key, foreign/referential integrity keys, check and unique integrity constraints, and validates for the presence of mandatory values in conjunction with application enforced business rules. With the enforcement of data integrity, the evoBrix X MT CPMS solution has the checks and balances in place to ensure that anomalous data is not introduced to begin with ensuring that the overall data integrity error rate for any data updates or batch updates stays less than .001%. The same philosophy applies to any data updates in MT CPMS that are triggered by batch/real-time feeds coming from external systems and the MT CPMS

solution will ensure that the transactional processing/routing errors stay less than .001% and proper notifications are generated to communicate the errors.

All web service traffic to Team CNSI’s evoBrix X MT CPMS solution will be routed via Oracle OSB managed by ISR framework. Team CNSI’s evoBrix X integration solution, which has been proven in CNSI’s current implementation with other states (Michigan, Illinois, and Utah), enables MT CPMS’s real-time transactions to receive data from real-time Interfaces to be accessible in the Module within three seconds at least 99% of the time; excluding batch interface updates. The audit capability of the solution provides the ability to monitor request time, response time, requesting user, requested service, request message and response message. This enables our solution’s users to measure the performance of real time transactions, as outlined in section 3.10.1.6, Interfaces.

Team CNSI has extensive experience in implementing X12 version 5010 and interacting with providers, clearing houses and third-party vendors using the following HIPAA transactions as required by 45 CFR Parts 160 and 162, to adhere to applicable specifications of all EDI transactions.

- 270 – Eligibility, Coverage, or Benefit Inquiry
- 271 – Eligibility, Coverage, or Benefit Information
- 276 – Electronic Claim Submission System Request
- 277 – Electronic Claim Submission System Response
- 277RQ - Health Care Claims Request for Additional Information
- 277CA - Health Care Claim Acknowledgement Report
- 835 – Healthcare Claim Payment Advice
- 837D – Healthcare Claim – Dental
- 837I – Healthcare Claim – Institutional
- 837P – Healthcare Claim – Professional
- 999 – Functional Acknowledgment
- TA1 – Interchange Acknowledgment
- 278 – Prior Authorization Request
- 278 – Prior Authorization Response

Team CNSI follows a ‘design first’ approach when developing its REST APIs for target audiences who are the external customers and trading partners. Since ‘design first’ approach advocates for designing the API’s contract first before writing any code, we use Swagger Specification to publish the API description. The clients consuming these services will have a rich User Interface (UI) that serves as a playground for interactive testing of the REST API. The approach is transparent to the clients, speeding up the integration process with parallel development.

Team CNSI’s evoBrix X solution for MT CPMS can support DPHHS need to move towards real-time web services. There are several instances of enabling near real-time web services that supported in our production environments that can be leveraged for meeting DPHHS needs. The following are the different scenarios of near real-time web services usage that are available in the evoBrix solution.

The key interoperability capabilities of the proposed solution are as follows:

- SOA/Standards-based integration approaches using protocols including REST, SOAP, and COTS APIs.
- Support for standard content formats such as documents, XML, JSON, EDI for user, and machine-readable and understandable content.
- REST APIs leveraging Swagger specifications for producing, consuming, and visualizing APIs. Used to support service inquiries.
- SOAP APIs leveraging WSDL specifications for data exchange with business partners for post services. Versioning through the Mediation layer allows for rapid adoption of change. Web-services-based information exchange for real-time integration capabilities.

- COTS APIs expose COTS functionality as internal and external interfaces through standard APIs. Examples include Document Management API, Workflow API, Correspondence API, and SIEBEL API.
- Supports for standards-based information exchange for EDI transactions (e.g., HIPAA ANSI X12 standards). Support for secure FTP gateway. Compliance with CORE rules.
- File-based information exchange for standard and non-standard file-based integration.
- Secure information exchange using API keys, web service security 1.0 standards, and other security protocols for securing data during transit.

PRFM01

The Contractor shall develop a method for maintaining performance compliance with Service Level Agreements (SLA).

Our method for maintaining performance compliance is to: define SLA measurements; design and implement for performance compliance; measure SLA performance; report SLA performance; monitor SLA performance; and take indicated action(s) both reactive and proactive. We have thoroughly reviewed all of the SLAs included with the RFP and performed an analysis of each SLA requirement to validate that our system is able to track the metrics required to measure and monitor performance against the SLA.

Team CNSI maintains performance compliance with SLA through the following process:

1. Define SLA: Team CNSI and DPHHS discusses and come to agreement on what all SLA’s needs to be tracked as per the requirement. Team CNSI assumes that the SLAs defined in the solicitation are the baseline requirements. We will collaborate with DPHHS to determine the approach to measure, monitor, track and report on each SLA.
2. Design and implement: Team CNSI decides on what tool will be used to measure the key performance indicators that relate to the performance SLA metric. CNSI uses wide range of tool (HealthBeat, OpManager, Oracle OEM, AWS CloudWatch, Oracle SOA etc) to measure performance SLA as per the compatibility of tool to measure specific SLA. As per SLA CNSI will configure all SLA in respective tools as per the agreement with DPHHS.
3. Measure and report SLA: Team CNSI various tools measures all defined SLA in respective tool and keep history of all SLA’s minimum for one year. All SLA’s metrics reports will be sent to DPHHS on daily, monthly, quarterly and yearly as per the requirement of SLA.
4. Proactive Monitoring and action: Team CNSI operations team will consistently monitor all SLA and take pro-active action if needed to meet SLA requirement. CNSI operation team will coordinate with DPHHS team if any adjustments in SLA jobs needed to be made and take action accordingly.

PRFM04

The Contractor shall meet Service Level Agreements and integrate tools for monitoring system and component performance and create the necessary reports or supply a dashboard to support SLAs.

Team CNSI’s CPMS solution consists of tools i.e HealthBeat, Jira Service Desk Manager, OpManager, Oracle OEM, AWS CloudWatch and Oracle SOA interface architecture to record and manage pre-defined and ad-hoc SLAs.

Pre-defined and ad-hoc SLA reporting will be done with below process

1. HealthBeat portal: HealthBeat records and maintain history of most of the pre-defined SLAs and will maintain history of SLA’s for minimum of one year. If any SLAs are missed then CNSI

operations team and DPHHS team will be notified via email alert about missed SLA and corrective action will be taken by coordinating with DPHHS team.

2. Daily reports: Team CNSI will consolidate all SLA reports in one report on daily, monthly and weekly reports and will deliver to DPHHS team on pre-defined timelines.
3. SOA interface: SOA interface solution schedule, execute, monitor and records SLA for all inbound and outbound interfaces. Interface SLA report will be available to DPHHS on SOA interface portal.
4. Ad-hoc SLA: CNSI understand that as per the business requirement DPHHS team will need to monitor some additional metrics which are not predefined. In this case team CNSI will co-ordinate with DPHHS team to set up new metric for ad-hoc SLA and setup those metrics accordingly in predefined timelines. Respective ad-hoc SLA's will be made available to DPHHS team as per defined method of delivery.
5. Operations team monitoring: All predefined SLA's pro-active monitoring will be done by team CNSI and will co-ordinate with DPHHS team to take any pro-active actions.

PRFM05

The system shall track performance measures for each SLA requirement using predefined and ad hoc reporting methods

Team CNSI's CPMS solution consists of tools i.e HealthBeat, Jira Service Desk Manager, OpManager, Oracle OEM, AWS CloudWatch and Oracle SOA interface architecture to record and manage pre-defined and ad-hoc SLAs. SLA information is available on a near real-time basis through these tools, and users can leverage standard or create ad hoc reports to focus on specific SLAs or other key performance indicators.

3.10.9 Subcontractors

The Offeror will be the Prime Contractor if a contract is awarded and shall be responsible, in total, including for all work of any subcontractors. Nothing contained within this document or any contract documents created as a result of any contract awards derived from this RFP shall create any contractual relationships between any subcontractor and the State. The Offeror must describe in detail their approach to meet the Subcontractor requirements in Attachment F – Requirements Response Matrix. The Offeror simply repeating the RFP requirements does not qualify as a good response as defined in Section 6.1.1 of this RFP.

CNSI is appraised at Capability Maturity Model Integration (CMMI) Maturity Level 3 for Development, including our approach to subcontractor management. CNSI’s partner/vendor management team at the corporate level is responsible for establishing and maintaining relationships with our partners to ensure close collaboration and problem solving. This is critical for escalating and resolving issues quickly. Company roles and responsibilities, performance expectations, and flowdowns of contract terms and conditions are defined in our subcontractor team agreements. Part of this process is the clear definition and assignment of work to the various entities participating on our team, and ensure agreement with, and understanding of, each parties respective and shared responsibilities.

CNSI has performed a detailed analysis of all of the program requirements including the Core Claims Processing Requirements, Option A Financial Services, Option B Call Center Services, and Option C Federal Reporting. CNSI will serve as the Prime Contractor and will manage all subcontractors we engage to perform portions of the scope of services under the contract. CNSI’s solution, including our evoBrix X system and the services related to its configuration, implementation, and operation covers the vast majority of requirements of the Base scope. We have engaged MAXIMUS to provide services related to call center implementation and operations, mail room services, and print services within the Base scope and Option B, Call Center Services. This partnership was established following a detailed analysis of the requirements, joint solution sessions and an examination and analysis of each partner’s capabilities and proven performance.

The following sections provide CNSI’s responses to the RFP requirements specific to Subcontractors.

SUB02

If the Contractor transfers resources required to fulfill the contract to a third party, the third party is considered a sub-contractor and the transfer will be subject to the 40% subcontractor limitation.

As the developer and owner of the evoBrix X solution that Team CNSI is proposing to meet the MT CPMS requirements, CNSI does not anticipate transferring resources to fulfill the contract to a third party.

In the event that we engage a third party to perform any part of the work, that third party will be considered a sub-contractor and the total work performed by all subcontractors will not exceed the 40% subcontractor limitation. CNSI will immediately inform the DPHHS of the addition to our team and ensure that work assignment to the third party will still conform within the overall subcontracting limit under this contract.

Key Personnel Spotlight

Linda Mras, Contract Manager

Ms. Mras is a 29-year seasoned Contracts Manager with experience in contracting, government relations, customer management and operations. Ms. Mras has demonstrated skills and abilities overseeing contract development, negotiations, conducting strategy meetings to identify issues and client requirements as well as managing customer contracts. Ms. Mras previously worked at Dunn & Bradstreet, as Director of Contracts leading their global legal team. She currently services as Vice President of Contracts at CNSI.

SUB03

The Contractor shall list all subcontractors, if any, in the proposal.

CNSI anticipates using the following subcontractors to support some elements of the Core solution (mailroom and print services) and the Call Center requirements of Option B:

■ MAXIMUS

CNSI is not planning to use any additional subcontractors in support of the Core solution, Option A, or Option C.

SUB04

The Contractor shall provide a detailed description of all work to be subcontracted to third parties.

MAXIMUS shall provide services for mailroom and print technology and solutions in support of the Core requirements, Option B Member and Provider Call Center and Option D (as determined under separate requirements definition with participating state).

The work to be performed by MAXIMUS includes:

■ Core Claims Scope of Work

- Mailroom Technology using Hyland Onbase ECM\OCR\ICR
- Mailroom Operations
- Intake, imaging, OCR, data perfection, print fulfillment, and outbound mail
- Production of Medicaid ID Cards
- Center for Health Literacy resource

■ Option B: Member and Provider Call Center

- Call Center Technology using the following core solution elements:
 - Cisco Journey Platform (CJP) Telephony Infrastructure
 - ConnectionPoint CRM System
 - Panviva KMS
 - Inquisiq LMS/Training System
 - MedChat Chat
 - Salesforce Market Text/Email
- Call Center Operations
 - All inbound and outbound calls
- Key Staff to be provided by MAXIMUS
 - Implementation Phase
 - Call Center Implementation Project Manager
 - Call Center Lead Analyst
 - Operations M&C Phase
 - Provider Relations Manager
 - Enrollment Broker Manager

■ Option D: State Specific Requirements

- MAXIMUS will provide support as part of Team CNSI as necessary to address any specific state requirements as identified through the Participation Addendum negotiation process in alignment with the scope of services performed under the Base requirements and Option B requirements as described above.

SUB05

The Contractor must submit to the Department annually, a Subcontractor Usage Report on the use of subcontractors and certify that all subcontractors are in compliance with the employment practices mandated by federal and State statutes and regulations. The Subcontractor Usage Report must at a minimum contain the total subcontract dollar value, total subcontractor FTE's, total subcontractor hours.

CNSI agrees to submit a Subcontractor Usage Report to DPHHS and will certify that our subcontractor is in compliance with the employment practices mandated by federal and State statutes and regulations. We will also ensure that the Report contains the total subcontract dollar value, total subcontractor FTE's, and total subcontractor hours. CNSI has submitted similar reports on other contracts, such as those with the states of Maryland and Washington. CNSI will require any subcontractor engaged to work on this contract to certify compliance with all employment practices that are mandated by federal and State statutes and regulations. MAXIMUS has reviewed the employment practices as outlined in the RFP and agreed to them as part of our teaming agreement.

SUB06

The subcontractor will be required to enter into a signed Business Associate Agreement (BAA) as a part of the contract, that is in compliance with the Privacy and Security provisions of the Health Insurance Portability and Accountability Act of 1996 (HIPAA) prior to start of work. The BAA is included in the contract template found in the Procurement Library.

Following contract award and prior to the start of contract work, CNSI will require our subcontractors to provide a signed Business Associate Agreement (BAA) to become part of our contract to show that they will be in compliance with the Privacy and Security provisions of HIPAA. MAXIMUS has reviewed the entirety of the RFP and agreed to enter into a BAA as part of their subcontract agreement.

SUB07

The Contractor shall allow Department personnel direct access to all subcontractor or third-party personnel serving in critical roles on the project and shall not act as an intermediary between the Department and such parties for questions about the proposed solution or operation of the proposed solution. The Department reserves the right to discuss design, configuration, implementation, operation, routine maintenance, and enhancement of the proposed solution(s) directly with any subcontractors or third parties involved in performing work for the Department.

CNSI will provide DPHHS full transparency to our subcontractors including providing access to, and enforcement of, the same security policies. This creates a “badgeless” team, with each individual working with one “face” and “voice” for the customer, regardless of which company employs the team member. Project resources are unified and the fact that they are employed by different employers is not a barrier to communication or project commitment and completion.

To validate this approach, Team CNSI provides DPHHS with a single point of contact – our Project Manager, Mr. Larry Iversen – to streamline communication and bolster responsiveness. However, we agree to allow DPHHS personnel direct access to all subcontractor personnel serving in critical roles on

the project. CNSI will not act as an intermediary between the DPHHS and our subcontractor for questions about the proposed solution or operation of the proposed solution. We understand and accept that the Department reserves the right to discuss design, configuration, implementation, operation, routine maintenance, and enhancement of the proposed solution(s) directly with any of our subcontractors who are involved in performing work for the DPHHS.

SUB08

The Department shall have the right to review and approve any subcontracts through the Contractor.

CNSI acknowledges and accepts that DPHHS will have the right to review and approve any subcontracts through CNSI.

SUB09

The Contractor may use subcontractors for no more than forty percent (40%) of the scope of work included in the contract.

CNSI will perform the majority of the scope of work included in the contract and will not use subcontractors for more than 40% of the scope of work.

On the Core scope of services, CNSI has entered into a teaming agreement with MAXIMUS as a subcontractor to perform portions of the scope as defined above in SUB04.

CNSI is performing 100% of the scope of work under Option A and Option C.

CNSI will leverage MAXIMUS to support the majority of work under Option B – Member and Provider Services. MAXIMUS will not exceed 40% of the total scope of work of an awarded contract (which will include at a minimum the Core claims processing scope of work in addition to any awarded options).