



Accenture LLP

1501 S. MoPac Expressway  
Austin, TX 78746  
accenture.com

November 27, 2013

Mr. Jon Wetlaufer – Issuing Officer  
Chief – Bureau of Service Contract Support  
Iowa Department of Human Services  
Hoover State Office Bldg. – First Floor South  
1305 E. Walnut Street  
Des Moines, Iowa 50319  
jwetlau@dhs.state.ia.us

RE: Accenture LLP Response to RFP MED-14-004 – Tab 1: Transmittal (RFP Section 4.3.1 and 4.3.1.1)

---

**4.3.1 Information to Include Behind Tab 1: Transmittal**

**4.3.1.1 Transmittal Letter.**

*The transmittal letter serves as a cover letter for the Technical Proposal. It must consist of an executive summary that briefly reviews the strengths of the bidder and key features of its proposed approach to meet the requirements of this RFP.*

*Tab 1 is limited to no more than five (5) pages.*

---

Dear Mr. Wetlaufer:

It is with great excitement, on behalf of Accenture, that I submit the attached response to RFP MED-14-004. As required by the RFP, this response includes our solution to support the **Medicaid Integrated Data Administration Solution (MIDAS)** project for the implementation and operation the new MMIS; to provide claims administration and mailroom services upon implementation of the new MMIS; and in parallel, takeover the system operations of the Legacy MMIS until the new system is in place. Within this letter we summarize our proposal's key features and strengths, and our bid bond is attached as required.

## **Our Understanding**

The Iowa Medicaid Enterprise (IME) is a recognized innovator among Medicaid programs. Working successfully with the Agency and other contractors in the IME requires collaboration and the right people, the right capabilities, and the right solution. Your stated objectives and stated strategy encapsulate this perfectly: Maintain the current business model of the **cohesive Iowa Medicaid Enterprise (IME)** with “best-of-breed” contractors efficiently co-located with Agency staff at a common facility. Continue to provide a **highly effective** level of service **for both members and providers** alike. Operate from a conceptual view **like a managed care organization (MCO)** or health maintenance organization (HMO) model. Continue executing on this strategy to allow the state to retain greater responsibility for the operation and direction of healthcare delivery to Medicaid members in Iowa.

In addition there are key goals set out by this RFP that demand the right combination of solution, capabilities, and people:

- The Agency continues to **emphasize the importance of coordination** of efforts among Agency staff and all contractors. No single contractor can perform their required responsibilities without **coordination and cooperation** with the other contractors. All contractors are to **maintain communication** with each other and with Agency staff as necessary to meet their responsibilities to the Agency.

**Tab 1: Transmittal**

- The Agency is seeking a **flexible solution** that maximizes the use of cost-effective, industry-related, and application-ready Commercial Off-The-Shelf (COTS) and Software as a Service (SaaS) technologies that will support the existing IME programs and future expansions and changes as directed by the Agency.
- The successful bidder, as **Prime Contractor, should possess the ability to update, modify, change, or make a derivative work of core application components** of the future MMIS. See RFP Section 4.3.4.7.1. While the Agency does not dictate that the Prime Contractor must directly own all core application components, direct ownership of such core application components provides the greatest security to the Agency by having a direct contract with the entity that has unfettered access to core application component code and the legal right to update, modify, change, or make a derivative work of the core application component code. **The Prime Contractor shall be solely responsible** for integration of all system work, regardless of whether Subcontractors are used by the Contractor.

## Our Team

**Coordination and collaboration** with Agency staff and IME contractors comes down to having the right people and experience working successfully within the IME. One of the goals that we know is important to the Agency is retention of IME experienced staff. To take advantage of the success and momentum we gained and demonstrated under the previous contract, [REDACTED] maintained the availability of key leadership team who worked on MIDAS previously, and supplemented the team with an outstanding group of professionals with complementary health care and technology expertise.

This team has been personally selected by [REDACTED], **MIDAS Account Manager**. Across Patrick's career with our company and other contractors, he has served Iowa Medicaid for more than 14 years. Known and respected by his peers in the industry, Patrick brings the knowledge, experience and his own personal approach required to effectively collaborate with the Agency and other IME contractors. Members of Patrick's team who are **proven performers specifically working with the IME and the MIDAS Project** include:

[REDACTED] – **Project Manager for the PMO** – A certified Project Management Professional (PMP), Jelane was the previous Project Manager for the PMO/Deputy Account Manager of the prior MIDAS Project. Jelane has successfully mobilized and managed our tools and processes and has a solid understanding of the Agency's reporting and deliverables approval process.

[REDACTED] – **Business Solutions Manager** – Andrea brings valuable on-the-ground exposure to the IME's operations and requirements from her work as Deputy Implementation Manager for our previous MIDAS work using the MITA-driven, SOA-based APHP solution that we propose for this contract.

[REDACTED] – **Claims Manager** – An Iowa native with 10 years of Iowa Medicaid experience, including 5 years spent managing the Iowa Medicaid claims team. Joselyn is a strong leader who has effectively managed projects teams and collaborated with Agency and IME contractor staff. Joselyn brings significant APHP knowledge to make transition to the MIDAS MMIS a seamless process.

[REDACTED] – **MIDAS Quality Assurance Manager** – A Certified Professional in Healthcare Quality (CPHQ) and a native Iowan, Becky brings 7 years of Iowa Medicaid program experience, which includes managing the Medicaid Services component of ICD-10 implementation project for the IME.

[REDACTED] – **Interface Manager** – A native Iowan, Nick brings 5 years of experience in systems integration and interface development, and was our Interface Manager during our previous MIDAS Project work with the IME.

[REDACTED] – **Systems Manager** – Experience including supporting the Legacy MMIS, Shyam brings a wealth of instructional knowledge and expertise of the key legacy and technical operations, which will help facilitate a smooth take over and transition to the replacement MMIS.

██████████ – **A lead Business Analyst**– Minh has successfully served several IME initiatives, including designing and testing solutions for implementing the Iowa Electronic Health Record Medicaid Incentive Payment Administration system and delivering user requirements and user acceptance for the Iowa Provider Enrollment Renewal in 2012. Minh served as a lead analyst previously on the MIDAS MMIS project.

██████████ – **Client Account Lead** – Jon, a certified PMP, returns as our Client Account Lead supporting Patrick and the team. Jon brings significant experience with a proven track record of success in MMIS takeover, operations, and implementations collaborating with clients and other contractors including the IME.

## Your MIDAS MMIS Solution

Supporting the IME’s multi-system, multi-vendor environment, the Accenture Public Health Platform (APHP) promotes **interoperability** through open standards interfaces to connect, integrate, and interact with systems like the ELIAS, the IHIN, and future programs and systems. **APHP was purpose-built and extended for healthcare benefit administration** specific to Medicaid and aligns with a managed care delivery mindset. We used the principles of MITA to establish standards for modularity and interoperability. We designed the business integration and services around MITA business processes. Your new MIDAS MMIS is a **true SOA-based framework** that allows components to work together and be configured as necessary to meet business requirements.

Technology in and of itself is only a starting point. APHP is built to deliver business value including:

- **Expandable:** with a **multi-program, multi-line of business benefit structure**, supporting programs and the **MCO organization structure of the IME** with flexibility for today and adaptability to change as requirements demand
- **Accessible:** providing users with **access to data in real-time**, equipping the IME for enhanced collaboration and effectiveness
- **Integration:** connect across the IME and beyond to **create an integrated health and human services framework** – managing populations holistically, leveraging the SOA framework
- **Operationally Focused:** designed by users for users – **portals designed to expedite work** for the Agency and IME professional services contractors
- **Self-Service:** enabling providers, members, and IME professional services contractors to **engage directly** and conveniently, reducing the burden on the State and operations.

We have continued with the development of APHP since our prior contract work on MIDAS as we committed to the Agency. APHP releases have continued to be made available with a committed roadmap and the product is more mature as a result.

## Our Approach

Central to our approach is to provide the IME with **complete transparency** into our progress at every step. As before, IME leadership will know what our leadership team knows when we know it; and we will work together, as a team, to deliver upon our proposed solution and timeline. In **Tab 4B – Approach to Contract Phases** you will find our project management approach and approach to each Contract Phase. Highlights of our approach include:

### MIDAS ACD Phase

Accenture proposes a 30-month implementation. We assessed the delivery timeframe as a balance of cost and risk in the context of meeting the takeover objectives for the current MMIS. We considered the demands the implementation will have on IME staff and believe our proposed timeline is optimal and responsible. Leveraging Accenture Delivery Methods (ADM), we build momentum early in the implementation through Conference Room Pilots. Among the many benefits of this approach is that IME staff and key stakeholders see the requirements brought to life early and often.

## Legacy MMIS Take-Over

The Agency benefits from our proven approach to Legacy MMIS Takeover providing a low-risk transition and continuity of service while mitigating risk for the MIDAS go-live. Critical to the success of take-over is to **stabilize staffing of critical skills**. To accomplish this **S2Tech is retained** as a key team member for MMIS maintenance and operations providing continuity. Additionally, our Operations team includes IME experienced managers including [REDACTED] and [REDACTED].

## Operations

Our approach is more than governance and methodology; it also includes a **relentless focus on operational excellence** and supporting the IME from a healthcare benefit administration perspective. Our approach is designed to elevate operations to focus on quality, outcomes, and achieving the best health outcome for each dollar spent on the program.

The Iowa Medicaid program leadership can count on Accenture to:

- Place significant emphasis on measuring and maintaining consistent **quality standards** in claims receipt and claims administration activities and always looking for ways to improve
- Employ a reporting management solution for the Agency that brings **transparency to both the day-to-day operations as well as the program financials and performance measures** by using insights gathered from real time activity across the IME business services
- Promote an innovative, **collaborative partnership** with the Agency through strategic planning, thorough execution across business, program, and product areas and a **focus on continuous improvement**

Leveraging a product fully designed in alignment with MITA 3.0, the IME will be positioned to excel in the area of quality measurement, apply automation throughout the Enterprise as never before and position **State staff and IME workers alike to be most effective** in their respective roles top to bottom.

Important to also point out, our staffing approach includes aggressively pursuing rebadging of incumbent staff who possess institutional, legacy knowledge that is invaluable to a successful transition to the new MMIS. Ninety-eight percent of incumbent personnel to whom we extend offers accept, and after two years of employment, ninety-five percent are still with Accenture. **We have assembled the right team of people** who are prepared and motivated to support the Agency in its mission.

## Certification

By design, APHP will support the iterative, “certify as you go” CMS certification process in which Iowa is the pilot state. We are eager to participate fully in all certification activities and use tools and formats that will be necessary as determined by the Agency and CMS. Our certification approach includes supporting the process of having **gated reviews at different points in the deployment process** as determined by the Agency and CMS.

Our certification approach provides a MIDAS MMIS that will help Iowa qualify for the highest eligible rate for Federal Financial Participation (FFP) retroactive to the first day of Operations. To achieve this, we have successfully completed **validation of APHP** and its Component Products **against MECT** and the **MITA 3.0 business processes**. Additionally, APHP **fully supports** the recently published **"Enhanced Funding Requirements: Seven Conditions and Standards."** Finally, our proposed team brings proven industry expertise with intimate knowledge of the MMIS certification process.

## Prime Contractor Commitment

We understand that the Agency is seeking a Prime Contractor, who by definition has the proper skill set, staff and professional dedication to successfully deliver and operate a new MMIS comprised of core application components. We are **uniquely qualified to fully meet this requirement and are not dependent** on a subcontractor to implement, configure, and support our offering, APHP; these are all critical activities for which the Prime Contractor should be responsible and accountable. Through Accenture Software, APHP is licensed and maintained, and is a COTS product itself that allows the integration of other COTS products such as Onbase, K2 Blackpearl, and Quantum Choice to provide business services in support of the IME. The Agency will become a key member of the APHP Product User Group and be invited to participate in a collaborative working environment that supports future product direction.

Creating value for Iowa means more than delivering a set of requirements. It means **understanding and supporting the goals of the Agency, putting ourselves in your place, and understanding your vision**. It means bringing **the best ideas, solutions, and approaches** to the project. It means a solid, consistent, and continued commitment to having real value for Iowa and the Medicaid program. When you succeed, we succeed.

We realize that the Agency is making an investment in the vendor selected for this contract. We also realize that this is a decision based on the best long-term value, not just the best value for the RFP requirements. The Agency **requires a partner who collaborates and innovates** to find opportunities to improve the MMIS, health outcomes, and the total cost of care for Iowans enrolled in Medicaid. **Accenture is committed to this partnership.**

Thank you in advance for your time. We look forward to the opportunity to discuss our proposal further. Please do not hesitate to contact me directly with questions or comments.

Best regards,

  
Managing Director  
Accenture LLP



## 1.2 BID PROPOSAL SECURITY

---

### 4.3.1.2 Bid Proposal Security.

*The bidder shall submit a bid bond, a certified or cashier's check, or an irrevocable letter of credit in favor of or made payable to the Agency in the amount \$100,000. The bid proposal security must be valid beginning on the Bid Proposal due date and remain valid for 180 days. If the bidder elects to use a bond, a surety licensed to do business in Iowa must issue the bond on a form acceptable to the Agency. The bid proposal security shall be forfeited if the bidder is chosen to receive the contract and withdraws its Bid Proposal after the Agency issues a Notice of Intent to Award, does not honor the terms offered in its Bid Proposal, or does not negotiate contract terms in good faith. The bid proposal security submitted by bidders will be returned, if not forfeited for reasons stated above, when the Bid Proposals expire, are rejected, or the Agency enters into a contract with the successful bidder, whichever is earliest.*

---

The following pages include our Bid Proposal Security.

---

# Bid Bond

---

KNOW ALL MEN BY THESE PRESENTS, that we, **Accenture LLP**  
180 North LaSalle Street, Chicago, IL 60601

(Here insert full name and address or legal title of Contractor)

as Principal, hereinafter called the Principal, and **Liberty Mutual Insurance Company**  
175 Berkely Street, Boston, MA 02117

(Here insert full name and address or legal title of Surety)

a corporation duly organized under the laws of the State of **Massachusetts**  
as Surety, hereinafter called the Surety, are held and firmly bound unto:

**Iowa Department of Human Services; 1305 E. Walnut Street, Des Moines, Iowa 50319**

(Here insert full name and address or legal title of Owner)

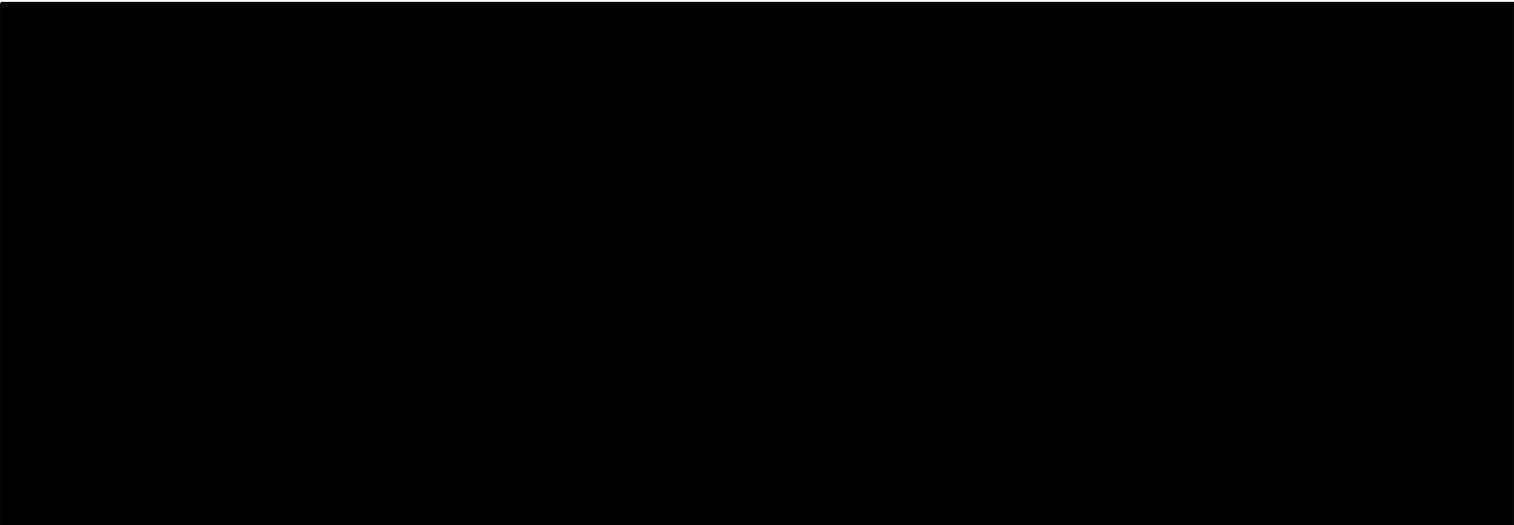
as Obligee, hereinafter called the Obligee, in the sum of **---One Hundred Thousand 00/100<sup>th</sup> Dollars (\$100,000.00) Dollars** for the payment of which sum well and truly to be made, the said Principal and the said Surety, bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the Principal has submitted a bid for

(Here insert full name, address and description of project)

**RFP for Iowa Medicaid Enterprise System and Services; MED-14-004 ("Project")**

NOW, THEREFORE, until the earlier of execution of a contract between Obligee and a chosen bidder for the Project (whether Principal or another bidder) or the passage of one hundred eighty (180) days from the submission by Principal of its bid, if the Principal: (1) is chosen to receive the contract and withdraws its bid after the Obligee issues a Notice of Intent to Award prior to engaging in good faith negotiations, or (2) does not honor the terms offered in its Bid or negotiate contract terms in good faith, then Obligee shall be entitled to receive from Surety the amount set forth above.



**THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON RED BACKGROUND.**

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Certificate No. 6091448

American Fire and Casualty Company  
The Ohio Casualty Insurance Company

Liberty Mutual Insurance Company  
West American Insurance Company

**POWER OF ATTORNEY**

KNOWN ALL PERSONS BY THESE PRESENTS: That American Fire & Casualty Company and The Ohio Casualty Insurance Company are corporations duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Adrienne C. Stevenson; Amy B. Wickett; Beatriz Polito; C. R. Hernandez; Douglas M. Schumde; John K. Johnson; Katherine J. Foreit

all of the city of CHICAGO, state of IL each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 23rd day of April, 2013.

American Fire and Casualty Company  
The Ohio Casualty Insurance Company  
Liberty Mutual Insurance Company  
West American Insurance Company



STATE OF WASHINGTON ss  
COUNTY OF KING

On this 23rd day of April, 2013, before me personally appeared Gregory W. Davenport, who acknowledged himself to be the Assistant Secretary of American Fire and Casualty Company, Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at Seattle, Washington, on the day and year first above written.

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of American Fire and Casualty Company, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

**ARTICLE IV – OFFICERS** – Section 12. Power of Attorney. Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

**ARTICLE XIII – Execution of Contracts – SECTION 5. Surety Bonds and Undertakings.** Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

**Certificate of Designation** – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes Gregory W. Davenport, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

**Authorization** – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, David M. Carey, the undersigned, Assistant Secretary, of American Fire and Casualty Company, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 13 day of November, 2013.



**CONFIDENTIAL**

Not valid for mortgage, note, loan, letter of credit, bank deposit, currency rate, interest rate or residual value guarantees.

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00 am and 4:30 pm EST on any business day.

STATE OF ILLINOIS  
COUNTY OF COOK

I, \_\_\_\_\_, a Notary Public in and for said County, do hereby  
certify that \_\_\_\_\_ Attorney-in-Fact, of the

<b>Liberty Mutual Insurance Company</b>	<b>Massachusetts Corporation</b>
---	----------------------------------

who is personally known to me to be the same person whose name is subscribed to the foregoing instrument, appeared before me this day in person, and acknowledged that they signed, sealed, and delivered said instrument for and on behalf of:

<b>Liberty Mutual Insurance Company</b>	<b>Massachusetts Corporation</b>
---	----------------------------------

for the uses and purposed therein set forth.

Given under my hand and notarial seal at my office in the City of Chicago in said County,  
this 13 day of November A.D. 2013.

[Redacted signature area]