



TAB 4: BIDDER'S APPROACH TO MEETING DELIVERABLES

Optimal performance on this contract requires an experienced collaborator, capable of effectively working within the IME, and with the proven Medicaid systems and operations expertise to provide an MMIS and framework that is interoperable, MITA-aligned, certifiable, and compliant with CMS standards and the Affordable Care Act.

4.3.4.1 General Guidance.

The responses behind Tab 4 shall be broken apart into separate tabbed headings as outlined below. Unless directed otherwise, within each tabbed heading, the bidder shall provide their methodology, approach and solution to address each Scope of Work element as listed in Section 2 of the RFP, by first restating the Scope of Work element and then explaining the bidder's planned approach to meeting each future Scope of Work obligation immediately after the restated text. Bidders are directed to not merely repeat the Scope of Work element as their response.

Like the Agency, we are committed to the success of this project. This is the most important opportunity that our Public Health team is pursuing. You have created a model of business excellence with the Iowa Medicaid Enterprise (IME) that inspires cohesive thought leadership and collective innovation across some of the country's leading health care organizations. The IME requires more than a commercial claims engine and a systems integrator. It requires a contractor that has led multi-vendor initiatives to successful completion and that can collaborate seamlessly and effectively within the IME structure. This is exactly what we offer the Agency.

Having worked with the IME on the previous Medicaid Integrated Data Administration Solution (MIDAS) contract to conduct in-depth requirements analysis and produce MIDAS documentation, we understand what it takes to successfully support the IME. We have analyzed the RFP requirements, developed a thorough understanding of the scope for all contract phases, and offer a proven solution that fully supports the current needs of the contract and provides the flexibility for change as policies, regulations, and populations change.

Our solutions, staffing, and management approach are designed to complement the existing IME infrastructure and resources. To propel the project forward, we have retained key leaders from our prior MIDAS contract. Additionally, the Accenture Public Health Platform (APHP), our modular commercial-off-the-shelf (COTS) MMIS, includes industry leading and award-winning COTS applications and service integrators, such as:

- Quantum Choice – powerful MMIS claims processing and financial management engine
- ClaimsXten (McKesson) – advanced claims auditing for varied claims/medical payment policies
- Edifecs XEngine (Edifecs) – enterprise-strength pre-processing validation for HIPAA transactions
- APC+DRG Grouper Plus (3M) – sophisticated reimbursement grouper for payment accuracy
- Kofax – enhanced capture, OCR, edit, and translation of processable 837s
- K2 Blackpearl (K2) – automated workflow execution engine for business processes
- One Automation (UC4) – industry leader for automating IT processes across Web and data centers
- BizTalk (Microsoft) – seamless COTS product integration

APHP also includes a comprehensive suite of recognized, integrated COTS products designed to enhance business processes and data flow across the MMIS and IME as described in detail in Tab 4B.3, Technical Specifications Narrative Response. APHP aligns to MITA (Medicaid Information Technology Architecture), meets the Seven Standards and Conditions of Enhanced Funding, and has the flexibility and defined roadmap to meet requirements now and for years to come. We are ready to serve the Agency today. *Your success is our success.*

Table 4-1 provides a brief overview of some of the key features and benefits we offer for each of the primary areas of the RFP.



Proven Delivery Experience to Support the IME

- Highly skilled account team led by MIDAS Account Manager [REDACTED], who successfully supported the IME for 6 years
- Successful completion of MIDAS requirements analysis deliverable allows our prior MIDAS team to move quickly to Takeover & execute ACD
- S2Tech, a key Accenture subcontractor, continues to support the legacy MMIS and convert data for MIDAS

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Table 4-1. We offer the Agency a rapid start, experienced support for takeover, and a certifiable, SOA architecture for improved data flow across the IME.

Section	Highlighted Features	Benefit to the Agency and IME
A – Approach to Project and General Responsibilities	<ul style="list-style-type: none"> Experience leading multi-vendor initiatives to completion 30-month implementation schedule CMMI Level 4 Quality Management (QM) approach aligns to Agency goals Real-time online status dashboards Guiding principles that align with Agency governance model Track record of delivering on time and on budget 	<ul style="list-style-type: none"> Seamless, collaborative immersion with the IME Faster access to real-time data, self-service portals, system certification QM Plan verifies objectives are met and helps eliminate potential risks Immediate, transparent access to progress and management details Accountability, open communication, and team approach at all staff levels Confidence that we will adhere to the project plan and budget
B1 – Contract Phases	<ul style="list-style-type: none"> Start-up activities leverage previously used and proven IME tools for MIDAS, key staff, and deliverable formats and content Takeover activities are a key focus initially with a ramp up of Analysis, Configuration, and Deployment (ACD) over time Transition to Operations on the new MMIS benefits from the same electronic data interchange (EDI) solution component implemented during the Takeover Operations Phase 	<ul style="list-style-type: none"> Rapid MIDAS restart: Our MIDAS leadership team’s established and positive collaboration with the IME will continue, picking up where we left off on the previous contract, providing a seamless transition and rapid restart of MIDAS Maximized Staff Availability and Responsibility: Takeover & ACD approach maximizes availability & daily responsibilities of key IME staff to achieve transition of Legacy MMIS Operations early in project and plan Conference Room Pilots to commence in a logical sequence Low-risk approach focused on achieving IME goals leveraging previous contract momentum
B2 – Project Plan	<ul style="list-style-type: none"> High-level plan included per requirements with a detailed plan ready for review with the IME following contract start date Go live with a new fully functional MMIS in October 2016 	<ul style="list-style-type: none"> Rapid completion of and management to a detailed Project Work Plan Seamless transition of Providers and trading partners to new EDI solution over time Consistent progress throughout ACD phase with achievable milestones that account for IME staff roles and responsibilities
B3 – System Requirements	<ul style="list-style-type: none"> True COTS product with out-of-the-box capability and configurations, licensed product updates, and user community input into a multi-year roadmap Adaptability from a true SOA that translates IME’s business processes into reusable, configurable, and interoperable web services following industry standards to achieve advanced MITA maturity levels Transparency achieved with web-accessible, fully integrated, real-time information with user-friendly dashboards, reports, and query capabilities 	<ul style="list-style-type: none"> Improved user accessibility to and the free flow of real-time information facilitates cost-effective administration across the IME and allows users to focus on improving business results Long-term commitment to our customers and our product offers the Agency predictable, reliable support across the license life reducing risk from the unpredictable Medicaid environment
4C - Operations	<ul style="list-style-type: none"> S2Tech retained to support Legacy MMIS during Takeover Operations 	<ul style="list-style-type: none"> Low-risk approach to allow a seamless transition of MMIS support from incumbent



Section	Highlighted Features	Benefit to the Agency and IME
4D - Certification	<ul style="list-style-type: none"> ▪ Dedicated, experienced Certification Manager from contract start ▪ Certification begins at Start-up with all requirements loaded and tracked from project initiation through CMS sign-off ▪ APHP-built solution based on the Medicaid Enterprise Certification Toolkit (MECT) checklist 	<ul style="list-style-type: none"> ▪ Experienced staff knowledgeable of CMS, the MECT Checklist and Certification Process provide IME the right team to manage the process to success ▪ Focus on Certification from Day 1 provides IME a level of focus throughout the MIDAS project ▪ APHP is certifiable by design, which eliminates customization and change orders to achieve Certification for the Agency
4E - Turnover	<ul style="list-style-type: none"> ▪ Defined Turnover methodology designed as a reverse transition ▪ Dedicated Turnover Manager and clearly defined schedule 	<ul style="list-style-type: none"> ▪ Supports Agency governance model and Accenture governance guidelines to minimize disruption and promote open, positive communication
4F – Hardware/ Software Licenses	<ul style="list-style-type: none"> ▪ All core MMIS applications are owned by Accenture 	<ul style="list-style-type: none"> ▪ Aligns with Agency goal for vendor-owned COTS solutions ▪ Enables direct and full rights to add, change, delete, or replace core MMIS application code, as needed

Mitigating Risk: Experience-Based Strategies

Risk is inherent in all phases of an MMIS contract. Effective, clearly defined risk mitigation and management strategies help to negate and eliminate many, if not most, of these risks. The key is to fully understand what the risks are before the project begins, and to quickly identify and resolve any risks or issues that arise during the course of the project. Table 4-2 identifies project risks and summarizes our mitigation and management strategies to keep the project on time and on budget.

Table 4-2. The Agency benefits from experience-based risk mitigation strategies that lower project risk.

Risk	Mitigation
Takeover: Legacy MMIS requires substantial time to transfer knowledge of applications, rules, interfaces, and reports to allow successful transition to new service provider	S2Tech, a key member of the Accenture Team, will continue to provide application support and maintenance, avoiding disruption in service quality or diminished capacity and helping to eliminate this risk.
MIDAS – ACD Requirements: Deliverable reuse requires substantial prior knowledge of the requirements and the approach to configuration, which could result in change orders and increased cost	We developed the requirements documentation for MIDAS with the IME and have retained key leaders, such as Patrick Dahlen, Jelane Johnson, Andrea Shook, Joselyn Gibson, and Becky Simer, who bring hands-on successful experience working with the IME and the requirements, helping to eliminate this risk.
Operations – Insight: Policy change and program expansion create potential for spikes in usage, budget overruns, and delays in service impacting key stakeholders	APHP provides the ability to model policy and program changes using what-if scenarios allowing forecasting of spend, impacts to providers and members, and comparison to historic actuals helping to mitigate and/or eliminate this risk.
Program Management and Reporting: Selected contractor manages risks internally until near critical failure, resulting in surprises, delays, and cost overruns	Complete transparency achieved with web-accessible, fully integrated, real-time information with user-friendly dashboards, reports, and query capabilities. The IME will know what we know at every minute, hour, and day of the week, allowing issues to be resolved early and avoiding major failures, helping to eliminate this risk.



We have carefully crafted our response to your project management, functional, and technical requirements and believe our solution and approach provides the benefit and long-term value you require. Throughout the responses in Tab 4, we describe our approach for supporting the Implementation, Technical, and Operations requirements of the RFP, including responses for Attachments K and L requirements. We designed our approach, solutions, staff, and strategies to maximize collaboration, efficiency, and quality, while minimizing program spend and risk across functions. As required, in Tab 4E we describe our Turnover approach and our solution for turning the project over at the end of the contract term. Additionally, Tab 4F, Meeting Hardware and Software Expectations, provides the hardware and software details of our solution, including license agreements.

We acknowledge and accept Section 2, Scope of Work (SOW) elements and requirements. Our proposed approach summarized throughout Tab 4 meets each RFP and contractor requirement.