



**STATE OF IOWA
DEPARTMENT OF
HUMAN SERVICES**

**IOWA MEDICAID ENTERPRISE
HIPAA 5010 AND ICD-10
TECHNICAL ASSISTANCE AND SUPPORT
RFP #MED-09-017**

**REDACTED
COPY**

**TECHNICAL PROPOSAL
DECEMBER 8, 2009**



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Chicago, IL 60601

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TAB 2: TRANSMITTAL LETTER

CSG Government Solutions and our partners, Health Management Associates (HMA) and Hubbert Systems Consulting (HSC), provide the transmittal letter for the Technical Proposal on the following pages. This transmittal letter specifically follows the numbering and sequence of the requirements found in RFP Section 4.2.2.



December 8, 2009

Ms. JoAnn Cowger
Iowa Department of Human Services
Iowa Medicaid Enterprise
100 Army Post Road
Des Moines, Iowa 50315

Re: HIPAA 5010 and ICD-10 Technical Assistance and Support
RFP # MED-09-017

Dear Ms. Cowger:

CSG Government Solutions (CSG) and our partners, Health Management Associates (HMA) and Hubbert Systems Consulting (HSC), are pleased to present this Technical Proposal in response to RFP Number MED-09-017 for Health Insurance Portability and Accountability Act (HIPAA) 5010 and ICD-10 Technical Assistance and Support services.

The following information responds to the requirements in RFP Section 4.2.2:

- 1) CSG's mailing address is 180 North Stetson Avenue, Suite 3200, Chicago, Illinois 60601
- 2) Tim Lenning, Executive Vice President, is authorized to sign this proposal and is the point of contact; his contact information is as follows:

Direct Telephone Number: 312-423-2111
Fax Number: 312-938-2191
Electronic Mail Address: TLenning@CSGdelivers.com

- 3) CSG Government Solutions is a corporation.
- 4) CSG is registered to do business in Iowa under Corporate Charter Number 305745 as a Foreign Profit Business; our partners, HMA and HSC, agree to register to do business in Iowa if the CSG Team is awarded this contract.
- 5) CSG's Federal Tax Identification Number is 36-4150867.
- 6) CSG accepts the Contract Terms and Conditions stated in Section 6 of the RFP, with the exception of the changes we have proposed in Tab 8, Section 4.2.8.1 of this proposal.
- 7) No attempt has been made or will be made by CSG to induce any other person or firm to submit or not to submit a proposal.
- 8) CSG does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap.
- 9) CSG has not included cost or pricing information in this letter or in the Technical Proposal.

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- 10) CSG has received the following amendments to this RFP: Amendment 1 dated November 12, 2009.
- 11) CSG certifies:
 - a. The prices proposed have been arrived at independently, without consultation, communication, or agreement, as to any matter relating to such prices with any other bidder or with any competitor for the purpose of restriction of competition.
 - b. Unless otherwise required by law, the prices quoted have not been knowingly disclosed by the bidder prior to award, directly or indirectly, to any other bidder or to any competitor.
- 12) I, Tim Lenning, as Executive Vice President, certify that I am authorized to make decision regarding the prices quoted and that I have not participated, and will not participate, in any action contrary to item 11 above.
- 13) Letters of Commitment from HMA and HSC, stating the information required in Section 4.2.2.13) are included on the pages that follow this transmittal letter.

Per Section 2.20 of the RFP, CSG has reviewed the Iowa Code Chapter 22 governing the examination of public records. The CSG contact authorized to respond to the Department about the confidential nature of the information is:

Tim Lenning, Executive Vice President
180 North Stetson, Suite 3200
Chicago, Illinois 60601
312.423.2111

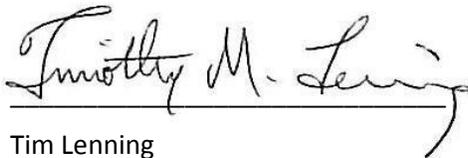
We have marked the following information as “Confidential” in our proposal and have provided the specific statutory basis supporting our request for confidential treatment of the information:

- Trade Secrets Exempt – We invoke the Trade Secrets exemption as defined in Iowa Code Chapter 22.7 for information contained in Tab 2 Transmittal Letter; Tab 4 Executive Summary/Introduction; Tab 5 CSG Understanding of IME Project; Tab 6 – Services Required. This information contains descriptions of our proprietary methodologies that CSG employs to deliver our technical assistance and support services. This information is secret, of value, for use in CSG’s business, and of advantage to our business over those who do not know or use it.
- Financial Statements Exempt – We invoke the Trade Secrets exemption as defined in Iowa Code Chapter 22.7 for information in Section 7.4 CSG Team Financial Information. CSG is a private company and does not publish financial statements or financial reports, except as required by agencies evaluating proposals. This information is secret, of value, for use in CSG’s business, and of advantage to our business over those who do not know or use it.

- CSG Team Resumes Exempt – We invoke the Trade Secrets exemption as defined in Iowa Code Chapter 22.7 for information contained in Tab 4 Executive Summary/Introduction and Tab 7 CSG Team Corporate Organization, Experience and Qualifications. This section contains the names of staff. Disclosure of these names may expose CSG to efforts to contact and/or solicit our employees. This information is secret, of value, for use in CSG's business, and of advantage to our business over those who do not know or use it.
- References Exempt – We invoke the Trade Secrets exemption as defined in Iowa Code Chapter 22.7 for information contained in Tab 7 CSG Team Corporate Organization, Experience and Qualifications. This information contains the names, phone numbers, and relationships of specific clients of CSG and our partners for this proposed solution. These clients permit their names to be used as references for a specific RFP, with the expectation that they will not be exposed to third parties with unknown legal or commercial objectives. This information is secret, of value, for use in CSG's business, and of advantage to our business over those who do not know or use it.

We appreciate the opportunity to respond to this RFP and look forward to working with the State of Iowa on this project. Please do not hesitate to contact me should you have questions related to the information presented in our proposal.

Sincerely,



Tim Lenning
Executive Vice President



HEALTH MANAGEMENT ASSOCIATES

December 8, 2009

Mr. Tim Lenning
Executive Vice President
CSG Government Solutions
180 North Stetson, Suite 3200
Chicago, Illinois 60601

Re: HIPAA 5010 and ICD-10 Technical Assistance and Support
RFP # MED-09-017

Dear Mr. Lenning:

This letter will confirm that we, Health Management Associates (HMA), agree to participate with CSG in submitting a proposal to the State of Iowa for RFP MED-09-017 for Health Insurance Portability and Accountability Act (HIPAA) 5010 and ICD-10 Technical Assistance and Support services.

HMA will provide expertise and support to the CSG Team in the following areas:

- Work with the project team to gather and consolidate all of the information required to complete the initial Advance Planning Document (APD)
- Create the initial APD document, ensuring that it contains all of the required information at the level of detail required by CMS
- Gather and document the information required for any APD amendments
- Work with IME and CMS to ensure that the initial APD and any amendments are approved as expeditiously as possible

Our role as a subcontractor will account for 2% of the total project work.

HMA acknowledges our intent and willingness to participate and be available on this project and we have read the terms and conditions of the proposed contract. We do not discriminate in employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap.

As President of HMA, I am authorized to legally bind the firm to the terms and conditions of the proposal.

Sincerely,

Jay Rosen, President

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120 NORTH WASHINGTON SQUARE
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December 8, 2009

Mr. Tim Lenning
Executive Vice President
CSG Government Solutions
180 North Stetson, Suite 3200
Chicago, Illinois 60601

Re: HIPAA 5010 and ICD-10 Technical Assistance and Support
RFP # MED-09-017

Dear Mr. Lenning:

This letter will confirm that we, Hubbert Systems Consulting (HSC), agree to participate with CSG in submitting a proposal to the State of Iowa for RFP MED-09-017 for Health Insurance Portability and Accountability Act (HIPAA) 5010 and ICD-10 Technical Assistance and Support services.

HSC will provide expertise and support to the CSG Team in the following areas:

- X12 5010 SME
 - ✓ Play a major role in determining the gap between what exists today in the Medicaid Policies, Business Processes, Systems, and Interfaces and what needs to be put in place to comply with the X12 5010 requirements.
 - ✓ Participate in determining how to close the X12 5010 related gaps in the Medicaid Policies, Business Processes, Systems, and Interfaces, including implementation strategies and a cost/benefit analysis. Ensure that the chosen implementation strategy addresses all identified gaps.
 - ✓ Participate in providing information specific to X12 5010 for the initial APD and any subsequent updates.
 - ✓ Provide the project team with detailed X12 5010 knowledge which will allow them to accurately implement the changes identified to close all gaps.
 - ✓ Provide input to all project reporting.
- NCPDP D.0 SME
 - ✓ Play a major role in determining the gap between what exists today in the Medicaid Policies, Business Processes, Systems, and Interfaces and what needs to be put in place to comply with the NCPDP D.0 requirements.
 - ✓ Participate in determining how to close the NCPDP D.0 related gaps in the Medicaid Policies, Business Processes, Systems, and Interfaces, including implementation



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strategies and a cost/benefit analysis. Ensure that the chosen implementation strategy addresses all identified gaps.

- ✓ Participate in providing information specific to NCPDP D.0 for the initial APD and any subsequent updates.
- ✓ Provide the project team with detailed NCPDP D.0 knowledge which will allow them to accurately implement the changes identified to close all gaps.
- ✓ Provide input to all project reporting.
- ICD-10
 - ✓ Play a major role in determining the gap between what exists today in the Medicaid Policies, Business Processes, Systems, and Interfaces and what needs to be put in place to comply with the ICD-10 requirements.
 - ✓ Participate in determining how to close the ICD-10 related gaps in the Medicaid Policies, Business Processes, Systems, and Interfaces, including implementation strategies and a cost/benefit analysis. Ensure that the chosen implementation strategy addresses all identified gaps.
 - ✓ Participate in providing information specific to ICD-10 for the initial APD and any subsequent updates.
 - ✓ Provide the project team with detailed ICD-10 knowledge which will allow them to accurately implement the changes identified to close all gaps.
 - ✓ Provide input to all project reporting.

Our role as a subcontractor will account for 18% of the total project work.

HSC acknowledges our intent and willingness to participate and be available on this project and we have read the terms and conditions of the proposed contract. We do not discriminate in employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap.

As CEO of HSC, I am authorized to legally bind the firm to the terms and conditions of the proposal.

Sincerely,

Ealon A. Hubbert
CEO



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TAB 3: MANDATORY REQUIREMENTS CHECKLIST

Mandatory Requirements Checklist (Tab 3) - The bidder shall submit with the bid proposal the document included as Attachment E in which the bidder will check each mandatory requirement it has met. The Department will make the final determination, however, whether the bid proposal meets the mandatory requirements.

A completed and signed copy of Attachment E Bid Proposal Mandatory Requirements Checklist is provided on the following page.



Attachment E

Bid Proposal Mandatory Requirements Checklist

DHS has provided a template for the Bid Proposal Mandatory Requirements Checklist that is to be submitted with the Technical Proposal portion of Bid Proposals. Bidders are expected to confirm compliance by typing or printing "Yes" in the "Bidder Check" column. Upon receipt of Bid Proposals, DHS will confirm compliance by entering "Yes" in the "DHS Check" column.

Bidder	DHS	
N/A		1. Did the Issuing Officer receive the bid proposal before 3:00 p.m. Central Time on the date specified for receipt?
Yes		2. Was the proposal submitted with the correct number of copies, and in the correct format as specified in section 4.1 of the RFP? <ul style="list-style-type: none"> • Submitted in spiral, comb or similar binder (no loose leaf binders) • Divided in two parts: (1) Technical Proposal; (2) Cost Proposal. • Original and seven (7) copies properly labeled • Two (2) electronic copies in Adobe PDF file format on CD ROM • One copy of bid proposal from which confidential information has been redacted, if any claim of confidential information is made. • Bid proposal must respond to RFP requirements by restating the number and text of the requirement in sequence and writing the response immediately after the restated requirement.
Yes		3. Does the proposal include a signed copy of Attachment F: Proposal Certification?
Yes		4. Does the proposal include a signed copy of Attachment G: Certification of Independence and No Conflict of Interest?
Yes		5. Does the proposal include a signed copy of Attachment H: Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion—Lower Tier Covered Transactions?
Yes		6. Does the proposal include a signed copy of Attachment J: Certification Regarding Registration, Collection and Remission of State Sales and Use Tax?
Yes		7. Does the proposal include a signed copy of Attachment I: Authorization to Release Information?
Yes		8. Does the proposal include a signed copy of Attachment K: Certification of Compliance with Pro-Children Act of 1994?
Yes		9. Does the proposal include a signed copy of Attachment L: Certification Regarding Lobbying?
Yes		10. Does the proposal include a signed copy of Attachment N: Proposal Certification of Available Resources?
Yes		11. Does the proposal include a transmittal letter as specified in Section 4.2.2 of the RFP?
Yes		12. Does the proposal include three (3) letters of reference as specified in Section 4.2.7.2.4 of the RFP?
Yes		13. Does the proposal include a bid bond or other bid security, payable to the State of Iowa, in the amount of \$5,000?

Signature 

Date 12/8/2009



TAB 4: EXECUTIVE SUMMARY/INTRODUCTION

Executive Summary/Introduction (Tab 4) - The bidder shall submit an executive summary/introduction that provides the Evaluation Committees and state Management with a collective understanding of the contents of the entire Bid Proposal. The executive summary/introduction should briefly summarize the strengths of the bidder and key features of its proposed approach to meet the requirements of this RFP. This section shall also include a summary of the bidder's Project Management Plans for the resulting contract.

Introduction

CSG Government Solutions (CSG) appreciates the opportunity to respond to the Iowa Medicaid Enterprise (IME) HIPAA 5010 and ICD-10 Code Sets Request for Proposal (RFP). We are confident that our proposal meets each requirement outlined in the IME RFP. In addition to outlining an approach to meet your expectations, we have invested significant time in our research, planning, and teaming efforts to develop this proposal. Our commitment to you does not just begin when we sign the contract; it began when we made the decision to submit a proposal in response to your RFP.

Compliance with the HIPAA mandated X12 5010, NCPDP D.0, and ICD-10 CM and ICD-10 PCS standards is challenging. The complex nature of the IME operational structure also affects the level of effort required to make these changes in policies, procedures, and systems. As we prepared our response to your RFP, we took all of these into consideration and leveraged our knowledge of your environment and these new Federal mandates to develop a solution designed to meet the unique IME needs.

We fully appreciate the unique environment of the IME. Our team includes experience working directly with your organization. Additionally, we understand the IME is currently in the process of reprocurring many of the Professional Services contracts. These proposal responses are due December 10, 2009. This timing reflects the challenge added to your HIPAA compliance efforts as there is potential for the IME to be in the process of migrating from one Professional Services provider to another in any of the eight areas currently in the procurement process.

For this reason, our approach to this project is different than it would be for our other Medicaid clients. It includes specific tasks and responsibilities designed to bring your vendor partners to the table, manage the migration to new vendor partners, and leverage performance measures to ensure success. We are knowledgeable about your environment and our approach to this project is as unique as the IME itself.

Through the course of our response, this proposal explains how we leverage our collaborative culture, HIPAA and ICD-10 subject matter expertise, Medicaid experience, and specific knowledge of the IME operating environment to develop a comprehensive work breakdown structure, assign a top-notch team, and provide you with the assurance that your compliance efforts are successful.

CSG Government Solutions (CSG)

CSG Government Solutions is a Management and Information Technology consulting firm focused on delivering high value solutions for our clients. We employ our CSG REALizeSM suite of proven project,





process, and quality management methodologies to design and build complex Information Technology (IT) solutions and to assist our clients in the oversight and quality assurance of their most critical initiatives. We help our clients transform IT strategies into real operational results. Founded in 1997, CSG has established itself as a leading provider of innovative information technology solutions throughout the United States.

CSG has a longstanding history of collaborating with government agencies and private sector clients on mission critical modernization projects. From Medicaid to unemployment insurance, childcare to food stamps, we leverage our proven REALizeSM methodology to help our clients define their business objectives and move toward improved enterprise maturity through technical implementation and business improvement projects.

Our CSG Team members have been involved in Medicaid, MITA, and the updated Certification process since inception. They also closely track issues impacting Medicaid including Health Information Exchange (HIE), updates to the Health Insurance Portability and Accountability Act (HIPAA) mandating migration to X12 5010, NCPDP D.O, and ICD-10-CM and -PCS. Our well-rounded knowledge of the healthcare industry, coupled with deep experience in Medicaid, provide the perfect combination for helping the IME move forward with the HIPAA 5010 and ICD-10 Code Sets Project.

We have successfully completed many high profile modernization projects providing assistance at every phase of the system development lifecycle. Strategic planning, gap analysis, remediation planning, procurement support, quality assurance, and Independent Verification and Validation (IV&V) are all part of our consulting experience and contract history. In addition to consulting services, we also build systems for government programs outside of Medicaid.

Among some of our keynote implementation projects, we have successfully implemented a system to provide real time eligibility and enrollment for the Illinois Food Stamp Modernization project and have a wealth of experience with Unemployment Insurance (UI) Modernization. This allows us to share technical shrewdness and expertise with our consulting services teams, presenting a “real world” view as we help clients determine requirements and develop their Request for Proposal (RFP) process. We provide more detail about these relevant projects in our response to Tab 7. Below is a sample client list, which exemplifies the breadth of our experience.

CSG Government Solutions – Sample Client List	
<i>Ohio Department of Job & Family Services</i>	<i>Oregon Department of Human Services</i>
<i>Indiana Family and Social Services Admin.</i>	<i>Illinois Dept of Commerce & Econ. Opportunity</i>
<i>Oklahoma Department of Human Services</i>	<i>Cook County (IL) Circuit Court</i>
<i>Illinois Department of Human Services</i>	<i>Illinois Dept. of Employment Security</i>
<i>Georgia Dept of Community Health</i>	<i>City of Chicago</i>
<i>North Carolina Employment Security Commission</i>	<i>New Mexico Department of Human Services</i>
<i>Iowa Workforce Development</i>	<i>Illinois Secretary of State</i>
<i>City of Los Angeles</i>	<i>Illinois State Board of Education</i>
<i>Georgia Department of Revenue</i>	<i>Illinois Tollway</i>
<i>State of Kansas</i>	<i>Job Service North Dakota</i>





Although many firms believe they provide excellent service, CSG has unbiased proof. The U.S. General Services Administration commissioned Dun & Bradstreet to conduct a random survey of our clients to ascertain our ability to deliver our services as represented in our proposals. The clients rated CSG on a scale of 1 to 100. Our goal in supporting IME is to add you to our list of very satisfied customers.

Category	Description	Rating
RELIABILITY	How reliably do you think this company follows through on its commitments?	94
COST	How closely did your final total costs correspond to your expectations at the beginning of the transaction?	92
DELIVERY/TIMELINESS	How satisfied do you feel about the timeliness of the product/service delivery?	95
QUALITY	How satisfied do you feel about the quality of the product/service offered by this company?	96
BUSINESS RELATIONS	How easy do you think this company is to do business with?	95
PERSONNEL	How satisfied do you feel about the attitude, courtesy, and professionalism of this company's staff?	97
CUSTOMER SUPPORT	How satisfied do you feel about the customer support you received from this company?	95
SUMMARY OF PERFORMANCE	Indicative of likely overall performance	93

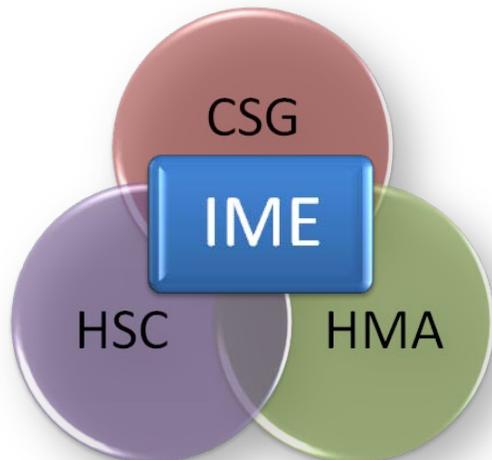
CSG understands our clients and their goals, develops sound approaches to meet requirements, and commits to the success of your project.



Best of Breed

One of the unique things about working with IME is the “best of breed” approach so eloquently orchestrated in your use of multiple contractors for specialized services in the administration of the Medicaid Program. We understand how valuable it is when experts come together and work collaboratively toward a common goal. In developing our response and creating your project team, we

engage two of our longer-term partners with specific experience that add value to our offering.



Our longstanding history of working with these individuals and organizations assures you that we already know how to work well together. We understand and leverage the strengths of each team member to bring you the very best and most efficient project team possible.

Because we value the concept of teamwork and agree that often multiple organizations, focused on their area of expertise can complete the overarching tasks in a more efficient manner, we are pleased to introduce you to our strategic teaming partners for this project.

Hubbert Systems Consulting (HSC)

In creating the project team for the IME HIPAA 5010 and ICD-10 Technical Assistance and Support Project, we complemented our HIPAA and MITA experience and expertise by bringing in our partner Hubbert Systems Consulting (HSC). Instrumental in assisting California Medicaid (Medi-Cal) with their initial HIPAA compliance efforts, as well as their National Provider Identifier (NPI) project, HSC brings a wealth of experience and staff expertise gained in another complex Medicaid environment. If you have been at an MMIS conference the past year or two, you have undoubtedly heard Medi-Cal explain the value they achieved through their MITA SS-A in partnership with HSC, a model promoted by CMS, as well.



HSC focuses on providing additional HIPAA experience and expertise to the CSG Team. Their level of involvement in this IME project includes support through all project phases.

Health Management Associates (HMA)

CSG also added our longstanding partner Health Management Associates (HMA), an organization focused on providing executive level subject matter expertise for Medicaid projects. They are unique in that many of their subject matter experts (SMEs) are former Medicaid Directors. Their experience across the vast Medicaid Enterprise provides our clients with the opportunity to leverage the experience





of peers to garner support at the Executive Level. Additionally, HMA has extensive experience in developing Advance Planning Documents (APDs) and Requests for Proposals (RFPs) for State Medicaid programs nationwide.

HMA focuses on providing additional APD support, as well as Medicaid Executive level strategic planning assistance to the CSG Team. Their level of involvement in this IME project focuses on the APD development tasks, which occur in Phase 3: Define, Develop, and Install Implementation Strategies. Their expert resources leverage experience with Planning APD (PAPD) for other states' HIPAA 5010 and ICD-10 Code Set projects, allowing you to gain insight into other strategies for compliance.

Summary of the CSG Team

As you can see, we have invested significant time in determining how to construct our teaming agreements and leverage our collective resources to best serve the IME project objectives. In planning our response and developing our team, we believe the CSG Team provides IME with a uniquely qualified vendor partner who:

- Understands the complex nature of HIPAA Transactions and Code Sets compliance efforts
- Has experience with the unique IME environment
- Understands Medicaid, MITA, and the Centers for Medicare & Medicaid Services (CMS) direction for the States through the Framework, as well as the updated Certification requirements
- Has experience both in and beyond the traditional boundaries of the Medicaid Enterprise
- Is committed to continual improvement of methodologies, practices, and outcomes
- Defines success as exceeding the stated objectives and assisting in our clients' success
- Tracks the movement within the broader healthcare industry to help you plan for the future

The IME HIPAA 5010 and ICD-10 Project Team

In creating this proposal and planning the work, we brought together industry leaders with years of Medicaid, HIPAA, and coding experience. The industry recognizes these individuals as experts and CSG makes them available to work on your project in accordance with the work breakdown structure created to plan our response.

While the healthcare industry has experienced a migration to X12 and NCPDP standards in the recent past (2003) the migration to ICD-10 represents unprecedented challenge for health plans, providers, and other organizations impacted by the legislation. The CSG Team participates in industry activities to monitor and influence progress toward these new standards. To ensure IME always has the most up-to-date information available, we create a Project Advisory Team (PAT) structure to allow your staff members and the CSG Team to have access to industry thought leaders.

For the IME HIPAA project, we selected the following team members to serve as your PAT:

- **REDACTED - Trade Secret Exemption**



REDACTED - Trade Secret Exemption



We participate and hold leadership positions within these committees because we understand that Medicaid staff are overextended with day-to-day tasks and need support when undertaking significant efforts such as the HIPAA 5010 and ICD-10 Code Sets Project. Our commitment is for your success. Collectively, your PAT members participate in and hold leadership positions in the following industry organizations on behalf of our clients:

- **Workgroup for Electronic Data Interchange (WEDI)**
- **Strategic National Implementation Process (SNIP)**
 - ✓ Steering Committee - Member
 - ✓ Education Committee - Member
 - ✓ HIPAA Transactions Subworkgroup – Lead
 - ✓ ICD-10 Education Committee – Lead
- **National Medicaid EDI Healthcare (NMEH) Workgroup**
 - ✓ MITA Subworkgroup – Lead
 - ✓ Code Subworkgroup – Member
- **Private Sector Technical Group (PSTG)**
 - ✓ Board of Directors

The CSG Team understands that the foundation for success in every project is the people involved. We have carefully considered your requirements to determine which of our resources best suit your goals. Following is a brief summary of the key staff members' qualifications. You can find more detail about each of these key CSG Team members and their role in your project in proposal Section 7.3 *CSG Team Personnel*.

- **REDACTED - Trade Secret Exemption**



REDACTED - Trade Secret Exemption

**REDACTED - Trade Secret Exemption****This Next HIPAA Challenge**

When Congress passed the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and its Administrative Simplification mandates, the healthcare industry experienced a difficult migration from proprietary formats to Transactions and Code Sets standards. This was no easy task. Many Medicaid agencies found themselves without important data elements such as Category of Service in the new standards. Loss of the ability to use local codes for specific covered procedures also caused problems in the migration. Yet, as part of the larger healthcare industry, Medicaid overcame these issues and began transacting in the standard format.

REDACTED - Trade Secret Exemption

According to industry consensus, none of the transactions modifications is nearly as complex as the migration to ICD-10. The CSG Team has extensive experience in the use of ICD-9 today, as well as the differences in the ICD-10 code sets. Along with the challenges this presents, ICD-10 also provides new opportunities for the IME to leverage the more comprehensive data to improve the overall Program administration. The CSG Team helps identify advantages in the use of ICD-10 CM and PCS to establish business value in your conversion project.

The Bigger Picture

The CSG Team also understands that Iowa is a major player in Health Information Exchange (HIE). Within the two weeks leading up to our submission of this proposal, the Office of the National Coordinator (ONC) announced that Iowa's Medicaid program is the first to receive federal matching funds for "planning activities necessary to implement" the electronic health record incentive program,

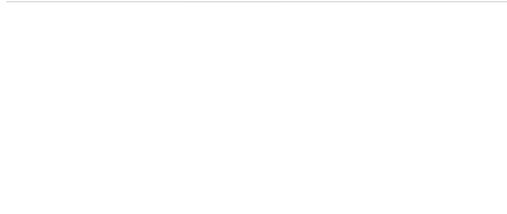


which is part of the American Recovery and Reinvestment Act of 2009. This \$1.16 million dollar matching grant supports planning activities and explores existing barriers to EHR use, as well as provides incentive payments to eligible providers. We congratulate Iowa on this momentous accomplishment!

This means in the midst of preparing to further your engagement with the Iowa HIE efforts, reprocur your Professional Services contracts, and maintain the many daily activities required to support the Medicaid Program, you are going to migrate to new Transaction and Code Set standards. This is an era of unprecedented change in the Medicaid industry. Our goal is to support your organization *in its entirety*, understanding that our work on your HIPAA 5010 and ICD-10 Code Sets project impacts the other activities underway in the IME, and is impacted by these other initiatives.

Our Approach

REDACTED - Trade Secret Exemption





REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



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REDACTED - Trade Secret Exemption



IME operates a unique Medicaid Program with the “best of breed” approach, so one size does not fit all for this engagement. The CSG team, approach, and culture of collaboration, leadership, and communication ensure IME has access to the most expert resources and the opportunity to enjoy this challenging project.

We are committed to your success.



TAB 5: CSG UNDERSTANDING OF IME PROJECT

Understanding of the Project in the Iowa Medicaid Environment (Tab 5) - The Department requests that bidders provide a written description of their understanding of the Iowa Medicaid Enterprise and how this project will be administered in the IME environment. In this Section, the Department is looking for evidence that bidders understand how multiple contractors inter-act and integrate their operations creating a unified Iowa Medicaid program and how the bidder will perform an assessment and operate a project management office and quality assurance function in such an environment.

Our Understanding of the Iowa Medicaid Environment

CSG recognizes the Iowa Department of Human Services has established the IME in order to take advantage of best of breed offerings in the marketplace to achieve success for the Iowa Medicaid program. The Department has implemented a model for the IME where nine professional services vendors work cooperatively with the Department staff to perform the MMIS functions. These functions are traditionally handled by one fiscal agent in many other states. Iowa has been very successful with this model, which is unique in the Medicaid world.

The Department has established an environment and structures, which enable the vendors to work together with Department policy and program staff to achieve common goals for the IME. Each vendor brings their specific best of breed expertise and knowledge to the IME. With this model, the IME functions much like a commercial health insurer - where the Department maintains ultimate authority and responsibility for the Medicaid program and hires those with expertise in specific domains.

The IME is a successful model of multiple vendors working together due to the solid leadership of the Department. We understand that the Department has significant contract management functions and maintains a unified view of the IME to ensure that all vendors work together. This is enabled through a governance model, which ensures the best of breed expertise of each vendor can benefit of the overall IME operations.

The Department has been successful in creating a model where teamwork is fostered around common organizational goals. We recognize that although the role and expertise of each of vendor is distinctly defined based on specific contractual requirements, they also must work together to support the unified model of the IME. The Department requires the vendors to work in a co-located IME facility, which allows for close cooperation and interaction among the vendors to achieve common goals and work

CSG Understands the IME Environment and the nature of the Gap Analysis, PMO, and QA roles

- The IME is a successful model which takes advantage of the best of breed from multiple vendors working together
- CSG recognizes the value of assembling the best of breed to accomplish goals
- Through our strategic partnerships we have assembled a team with the best people, processes and technology to support the project
- We recognize the unique challenges of re-procuring the IME contracts during this project
- CSG brings experienced team members and proven methodologies to support the Gap Analysis, PMO and QA roles for the project



together. This type of arrangement fosters working relationships and reduces the barriers which may otherwise exist due to physical separation of people. Cooperation and common success is the hallmark of the IME.

IME vendors working together in the shared facility in Des Moines use the same systems, freely share data and collaborate for effective work processes. We understand there are significant flows of information and interaction among systems and processes within the IME. The current IME vendors and a high-level description of how they work together to support the Iowa Medicaid Enterprise are listed below:

- Noridian Administrative Services
 - ✓ Core MMIS: These services include the operation and maintenance of the MMIS system, operation of the mailroom, imaging, workflow and overall claims administration. All of the vendors in the IME utilize the MMIS and are able to access the system to effectively perform their work – directly through access to the system panels as well as through interfaces with their systems.
 - ✓ Medicaid Claims Payment Support Services: This component includes processing of payments, electronic funds transfers and remittance advices.
- GHS Data Management
 - ✓ Pharmacy Point-of-Sale (POS): The Pharmacy Point-of-Sale services provide pharmacy claims processing, drug utilization review and drug rebate processing. The pharmacy claims are provided to the Core MMIS and likewise, the Core MMIS provides data for the POS and drug utilization review components. These POS services also include interaction with the Medical Services vendor for support of the approved preferred drug list.
- Iowa Foundation for Medical Care
 - ✓ Medical Services and Pharmacy Medical Services: This component of the IME manages the medical support for the overall Iowa Medicaid program including disease management, case management, prior authorization, retrospective drug utilization reviews, EPSDT and other medical services. Information from the Core MMIS is accessible by the Medical Services component and Core MMIS receives prior authorizations and other operational information for claims processing.
- Policy Studies, Inc.
 - ✓ Provider Services: These services support provider enrollment, provider relations (i.e., customer service, call center, publications) and training for providers. Provider Services interacts directly with the Core MMIS directly with online transactions.
- MAXIMUS
 - ✓ Member Services: This component handles enrollment in managed care and supports all customer service aspects for members including complaints and quality assurance. Information in the Core MMIS is used by the member services component.
- Myers & Stauffer, LLC
 - ✓ Provider Cost Audit: This includes cost review audits of Medicaid providers. The services include onsite and desk audits. Information from the Core MMIS supports these audits.



- Health Care Excel
 - ✓ SURS Analysis and Provider Audits: This component handles provider and member surveillance and utilization reviews. Electronic interface from the Core MMIS to the SURS system enables these operational reviews.
- Health Management Systems:
 - ✓ Revenue Collection Services: This includes third party liability – recoveries as well as estate, lien and overpayment recoveries. The Core MMIS is used for information and updates are made to MMIS to reflect recoveries.

In addition, the Department operates the Data Warehouse for the MMIS. This Data Warehouse is used by Department staff as well as the IME vendors to develop reports and perform research and analysis. Information flows from the Core MMIS to the Data Warehouse.

The IME has recently completed the MITA State Self-Assessment (SS-A). The CSG Team understands the importance of MITA for the IME operations. The vision and goals identified through the SS-A process will serve as a roadmap to guide the IME. We recognize that the model established for the IME with the interoperability of multiple vendor systems working together in support of the Iowa Medicaid Enterprise is truly an example of MITA in action.

The challenge of moving ahead with changes to all aspects of the IME for HIPAA 5010 and ICD-10 requires strong leadership and commitment in this complex environment. IME has issued the RFP for HIPAA 5010 and ICD-10 Technical Assistance and Support to procure services to ensure success for the IME in these compliance activities.

Administration of the HIPAA 5010 and ICD-10 Technical Assistance and Support Project

We recognize the value of teamwork and that multiple organizations, each focused on their area of expertise can complete the overarching tasks in a more efficient manner. To that end, the CSG proposal provides a team of experts chosen from our combined organizations, which we have assembled to bring the best of breed – people, processes, and tools - for this engagement. Our proposal for the HIPAA 5010 and ICD-10 Technical Assistance and Support Project identifies expertise from our combined organizations needed to accomplish the work of this project as the Department has defined.

Our team is well prepared with tools and experience to perform all phases of the HIPAA 5010 and ICD-10 Technical Assistance and Support Project. We have deep experience and subject matter experts to perform the assessment and gap analysis for HIPAA and ICD-10 compliance. Our team is able to provide solid Project Management Office leadership throughout the project with our skilled project management team supported by the CSG REALizeSM methodology. We have significant background and experience which will allow us to perform independent Quality Assurance throughout the implementation. CSG as the prime vendor accepts full responsibility for bringing together the right experts at the right time in the project by providing the overall leadership to accomplish the goals the Department has identified in the RFP for this project.

For the gap analysis assessment, the Department needs a strong team who can effectively review all aspects of the IME in a very compressed time. Our team quickly establishes working relationships – leveraging the PMO tools and support – to work together with IME vendors and Department staff. Existing working relationships and Department established governance models support this effort. Our team will be on the ground and quickly working on reviewing all aspects of the IME operations and policies to provide the full gap analysis and supporting assessment documents. We have the tools to



begin working immediately to get processes in place to educate stakeholders and begin analysis and review.

Our PMO will work with the IME stakeholders – Department and vendor staff – to establish governance procedures, communication tools and other project management supports which will allow us to effectively and efficiently coordinate all aspects of the project.

We understand the governance model for this project will include the PMO and Quality Assurance functions each reporting to the IME Project Director. The PMO will provide oversight and coordination for all activities needed for implementation of the HIPAA 5010 and ICD-10 federal mandates throughout the IME functions. The independent QA function will review activities of the IME to verify and validate all implementation activities. The CSG team will maintain strict independence between the PMO and QA teams – we recognize the need for true independence of the QA role to provide validation and verification services.

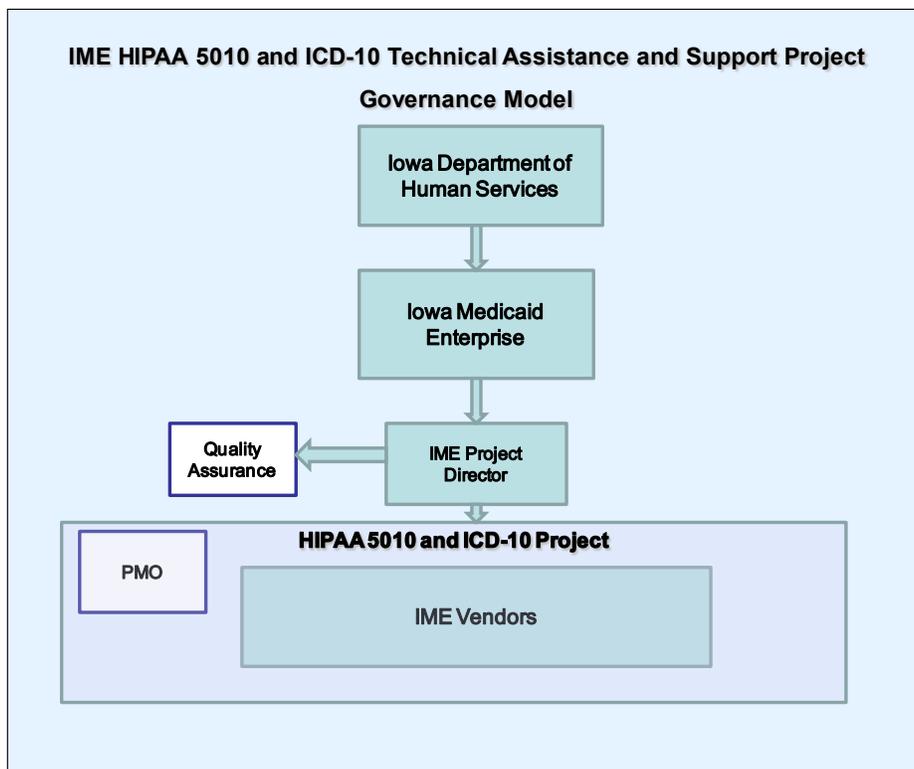


Figure 1: IME HIPAA 5010 and ICD-10 Technical Assistance and Support Project Governance Model - Our understanding of the governance model for the project.

We recognize there are challenges with such a complex environment with multiple vendors involved, however we also understand that the Department has an excellent structure established as the core working model for the IME. We will leverage this structure to work effectively to support the IME Project Director for overall success of the HIPAA 5010 and ICD-10 compliance activities.

Risks and Challenges

The fact that Iowa is moving ahead with the HIPAA 5010 and ICD-10 compliance efforts at this time shows the leadership and foresight by the Department. Many organizations are not yet to taking the



steps for real action that Iowa is achieving with this project. We also understand that the Department is currently in the midst of re-procuring the contracts for each of the IME service components. As vendor operations are likely to change in the midst of the HIPAA 5010 and ICD-10 compliance project, this presents a risk for the overall effort.

We recognize that one important way which the Department has chosen to mitigate this risk is to issue this RFP for the gap analysis assessment, PMO and QA services. As CSG has developed our response, we have considered carefully the unique environment of the IME as well as the specific circumstances of the IME operations at this juncture.

We are confident that we can fully support the Department to ensure success for meeting these critical compliance targets. Some industry experts have likened the work for this round of HIPAA compliance and the ICD-10 conversion to “Y2K on steroids”. In some ways this is similar to Y2K - code has to be reviewed, interfaces between systems have to be inspected, programs have to be changed and EVERYTHING has to be tested and orchestrated for moving into a production mode. Yet, it is dramatically different from Y2K. There are fundamental changes in the structure of the information, which is maintained in our healthcare systems. This has wide reaching implications – technology is only one aspect of these compliance requirements. If technology were all that had to change – this would be like Y2K.

The first round of HIPAA compliance efforts provides a glimpse of what needs to happen in order to achieve compliance for this round of HIPAA changes (HIPAA 2 as it is being called). However as the Department understands, there is a fundamental shift with this round of compliance changes which means digging deeper. The change to ICD-10 will require examining the way information is stored and how it is used. The implications for changes to the business itself present significant challenges as organizations move forward with complying with the ICD-10 changes.

Success

Our team has experience with Medicaid systems in multiple state environments – we understand the challenges needed for electronic data interchange modifications through our experience with the first round of HIPAA. We have worked on many gap analysis and remediation projects and will leverage this experience to address the review of IME systems, processes and policies. We have the methodology, tools and people to manage the HIPAA 5010 and ICD-10 remediation project for the Department in the unique environment with the IME. We are confident of our skills and leadership abilities that we can successfully coordinate and manage the efforts throughout the entire project. Our approach to QA is built on the solid foundation of our experience in independent verification and validation efforts – for Medicaid systems as well as other large complex public operations.

We understand the HIPAA 5010 and ICD-10 compliance project is about much more than technology – we have staffed our team with the experts who have worked in government and understand the challenges you will face.

The CSG team is staffed with individuals to complete the gap analysis, PMO and QA services who truly are best of breed experts who will be committed to support the Department to ensure your success.



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TAB 6: SERVICES REQUIRED

REDACTED – Trade Secrets Exemption

Iowa Code Chapter 22.7



TAB 7: CSG TEAM CORPORATE ORGANIZATION, EXPERIENCE AND QUALIFICATIONS

7.1 CSG Team Background Information (RFP Section 4.2.7.1)

4.2.7.1 Background Information. The bidder shall provide the following general background information:

CSG Team responses to the requirements in RFP Section 4.2.7.1 are provided in the following table. This includes background information for the three (3) companies that comprise the CSG Team: CSG, HMA, and HSC.



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RFP Section	RFP Description	CSG Government Solutions	HMA	HSC
4.2.7.1.1	Name, address, telephone number, fax number and e-mail address of the bidder including all d/b/as or assumed names or other operating names of the bidder.	Chicago Systems Group d/b/a CSG Government Solutions 180 N Stetson, Suite 3200 Chicago, IL 60601 Phone: 312.423.2111 Fax: 312.938.2191 TLenning@CSGdelivers.com	Health Management Associates 120 N Washington Sq, Suite 705 Lansing, MI 48933 Phone: 800.678.2299 Fax: 517.482.0920 gcrayton@healthmanagement.com	Hubbert Systems Consulting, Inc. 2330 Gold Meadow Way, Suite A Gold River, CA 95670 Phone: 916.853.0350 Fax: 916.635.5056 bhubbert@hubbertsystems.com
4.2.7.1.2	Form of business entity, i.e., corporation, partnership, proprietorship, limited liability company	Corporation	Corporation	Corporation
4.2.7.1.3	State of incorporation, state of formation, or state of organization	Illinois	Michigan	California
4.2.7.1.4	Identify and specify the location(s) and telephone number of the major offices and other facilities that relate to the bidder's performance under the terms of this RFP.	N/A	In addition to Lansing, Michigan: 301 S. Bronough St., Suite 500 Tallahassee, FL 32301 Phone: 850-222-0310	N/A
4.2.7.1.5	Local Office address and telephone number (if any).	N/A	N/A	N/A
4.2.7.1.6	Number of employees.	75	75	20



RFP Section	RFP Description	CSG Government Solutions	HMA	HSC
4.2.7.1.7	Type of business.	Management and Information Technology (IT) Consulting Firm	Health Research and Consulting Firm	Management and Information Technology (IT) Consulting Firm
4.2.7.1.8	Name, address and telephone number of the bidder's representative contact regarding all contractual and technical matters concerning this proposal.	Andrea Danes, Senior Principal 180 N Stetson, Suite 3200 Chicago, IL 60601 Phone: 217.698.8171	Gary Crayton, Principal 301 S. Bronough St., Suite 500 Tallahassee, FL 32301 Phone: 850-222-0310	Buddy Hubbert 2330 Gold Meadow Way, Suite A Gold River, CA 95670 Phone: 916.853.0350
4.2.7.1.9	Name, address and telephone number of the bidder's representative to contact regarding scheduling and other arrangements.	Tim Lenning Executive Vice President 180 N Stetson, Suite 3200 Chicago, IL 60601 Phone: 312.423.2111	Gary Crayton, Principal 301 S. Bronough St., Suite 500 Tallahassee, FL 32301 Phone: 850-222-0310	Buddy Hubbert 2330 Gold Meadow Way, Suite A Gold River, CA 95670 Phone: 916.853.0350
4.2.7.1.10	Identify the bidder's accounting firm.	Cukierski & Kowal, LLC	Warmels & Comstock, PLLC	N/A
4.2.7.1.11	The successful bidder will be required to register to do business in Iowa. If already registered, provide the date of the bidder's registration to do business in Iowa and the name of the bidder's registered agent.	1/24/2005 – CT Corporation System	10/3/2001 – CT Corporation System	Upon award of contract, Hubbert Systems Consulting will register to do business in Iowa.



7.2 CSG Team Experience (RFP Section 4.2.7.2)

In the following sections, we provide the corporate background and experience for the CSG Team: CSG Government Solutions, Health Management Associates, and Hubbert Systems Consulting. We also specifically address all the RFP requirements for Section 4.2.7.

4.2.7.2 Experience. The bidder shall provide the following information regarding its experience:

CSG Government Solutions is a Management and Information Technology consulting firm focused on delivering high value solutions for our clients. The firm employs its CSG REALizeSM suite of proven project, process, and quality management methodologies to design and build complex Information Technology solutions and to assist our clients in the oversight and quality assurance of their most critical initiatives. We help our clients transform Information Technology strategies into real operational results. Founded in 1997, CSG has established itself as a leading provider of innovative information technology solutions throughout the U.S. CSG specializes in providing Government Solutions. This assures Delaware that our focus is on your primary business; caring for your citizens through public provision of human services.



Specialists in Government Solutions

Now, more than ever, government agency decision makers are turning to technology to deliver better service, satisfy increased constituent demands, improve performance, increase information sharing, and streamline operations, systems, workflows, and processes.

To support our broad client base in various capacities, CSG Government Solutions is organized around the following focus practices and services:

CSG Government Solutions	
Practices	Services
➤ Medicaid & Health Information Technology	➤ Strategy
➤ Human Services	➤ Quality Management
➤ Unemployment Insurance & Workforce	➤ Systems Modernization
➤ Justice and Education	➤ Government 2.0

Our Clients and Our Focus on Delivery

We take a collaborative approach to working with our clients. We have a reputation of focusing on delivery and being easy to work with, placing the utmost priority on your success.

Following is a partial list of our clients:



Government Solutions – Sample Client List	
<i>Ohio Department of Job & Family Services</i>	<i>Oregon Department of Human Services</i>
<i>Georgia Dept of Community Health</i>	<i>Illinois Dept of Commerce & Econ. Opportunity</i>
<i>Oklahoma Department of Human Services</i>	<i>Cook County (IL) Circuit Court</i>
<i>Illinois Department of Human Services</i>	<i>Illinois Dept. of Employment Security</i>
<i>North Carolina Employment Security Commission</i>	<i>City of Chicago</i>
<i>Iowa Workforce Development</i>	<i>New Mexico Department of Human Services</i>
<i>Georgia Technology Authority</i>	<i>Illinois Secretary of State</i>
<i>Georgia Department of Revenue</i>	<i>Illinois State Board of Education</i>
<i>State of Kansas</i>	<i>Illinois Tollway</i>
<i>Massachusetts Labor & Workforce Development</i>	<i>Job Service North Dakota</i>

Experienced Consulting Staff

Our staff members are highly experienced Technology and Management Consultants, many with more than twenty years of experience in Information Technology and consulting. Seventy-five percent of our consultants have at least ten years of experience. Our project managers are all certified Project Management Professionals (PMP). Our technical consultants have certifications in mainstream technologies from Microsoft, IBM, Cisco, Sun and others. This assures IME that our team will bring a wide variety of experience and expertise to the MITA and MMIS Automated System Planning project.

Client Survey Ranks CSG

Although many firms believe they provide excellent service, CSG has unbiased proof. The U.S. General Services Administration commissioned Dun & Bradstreet to conduct a random survey of our clients to ascertain our ability to deliver our services as represented in our proposals. The clients rated CSG on a scale of 1 to 100. Our goal in supporting IME is to add you to our list of very satisfied customers.

Category	Description	Rating
RELIABILITY	How reliably do you think this company follows through on its commitments?	94
COST	How closely did your final total costs correspond to your expectations at the beginning of the transaction?	92
DELIVERY/TIMELINESS	How satisfied do you feel about the timeliness of the product/service delivery?	95
QUALITY	How satisfied do you feel about the quality of the product/service offered by this company?	96
BUSINESS RELATIONS	How easy do you think this company is to do business with?	95
PERSONNEL	How satisfied do you feel about the attitude, courtesy, and professionalism of this company’s staff?	97
CUSTOMER SUPPORT	How satisfied do you feel about the customer support you received from this company?	95
SUMMARY OF PERFORMANCE	Indicative of likely overall performance	93





Health Management Associates (HMA) is an independent national research and consulting firm specializing in complex healthcare program and policy issues. Founded in 1985, in Lansing, Michigan, Health Management Associates provides leadership, experience, and technical expertise to local, state, and federal governmental agencies, regional and national foundations, investors, multi-state health system organizations and single site healthcare providers, as well as employers and other purchasers in the public and private sectors.



HMA's staff is made up of experienced professionals, with backgrounds as health program administrators, managers, and analysts in public health policy and administration, healthcare finance and reimbursement, pharmacy benefit design and management, health economics, and program development and evaluation. HMA colleagues include over thirty principals, all of whom have held highly-visible, senior-level positions in public sector programs or large health systems, including ten former State Medicaid Directors, three former SCHIP Directors, a State Mental Health Commissioner, and policy advisors to governors and other elected officials.

HMA has ten offices strategically located in States that are home to half the U.S. population. As former public officials in these communities, HMA staff are often consulted, and called upon to provide research, analysis, and evaluation of the complex programs to which they have committed their careers. HMA staff members are close to public program offices, and well-informed regarding policy changes, new initiatives, and business opportunities. HMA offices are located in Atlanta, Georgia; Austin, Texas; Chicago, Illinois; Columbus, Ohio; Indianapolis, Indiana; Lansing, Michigan; New York, New York; Sacramento, California; Tallahassee, Florida; and Washington, D.C.

HMA Areas of Expertise

HMA is nationally recognized for its work in the areas of Medicaid, Medicare, and other public programs; local, state, and federal governments who develop and administer these programs; the providers, insurers and others who participate or have a stake in these programs; and the foundations who evaluate the outcomes these programs achieve. HMA has led and supported the design, development, implementation, and evaluation of large-scale health programs, including major new initiatives in Medicaid and Medicare. Specific areas of expertise include:

- **Medicaid**—HMA is best known for its expertise regarding Medicaid issues for State governments, foundations, associations, hospital systems, managed care organizations, and other providers (there is more detail about this below)
- **Health System Development and Restructuring**—HMA is a leader in providing comprehensive services to hospitals, community health centers, public health departments, and healthcare systems to assist them in fulfilling their missions by delivering care more effectively
- **Reimbursement and Reporting**—HMA has significant expertise in providing reimbursement consulting to state agencies, public and private hospitals, nursing facilities, physician groups, and many other healthcare providers
- **Health Economics**—The HMA staff includes several Ph.D. economists who have each worked for more than 20 years as specialists in health economics, bringing analytic rigor, blended with practical experience, to the analysis of health policy issues and reform concepts



- **Coverage for the Uninsured**—HMA has over a decade of experience in developing programs to expand health coverage for the uninsured, including implementing coverage expansion policy reforms and working in local communities to put healthcare coverage programs in place

HMA Services

HMA is organized to focus on issues pertaining to publicly-financed health programs and organizations, with an emphasis on strategic planning, policy development, and implementation processes. HMA combines detailed program knowledge and operational know-how with expertise in research and analysis, planning and financing, implementation, and evaluation. As experienced, independent professionals, HMA staff members provide objective information, and are able to identify and evaluate program options, develop recommendations for important program and investment decisions, and assist leaders throughout the healthcare sector in achieving their goals. Specific HMA services include:

- Data Research and Analysis
- Finance and Reimbursement Strategies
- Health Care Policy, Marketplace and Regulatory Services
- Health System Development and Restructuring
- Industry Analysis and Technical Assistance
- Managed Care Program and Market Development
- Payment Forecasting and Modeling
- Pharmacy Services
- Policy/Program Planning and Implementation
- Program Evaluation
- Proposal Development
- Regulatory Compliance

Medicaid

HMA provides particular expertise regarding Medicaid issues for state governments, foundations, associations, hospital systems, managed care organizations, and other providers. With ten former Medicaid Directors and many others who have held senior positions within State Medicaid programs, HMA has a breadth and depth of Medicaid knowledge and understanding that is virtually unmatched. HMA professionals are intimately familiar with the objectives, federal regulations, operations, challenges, and opportunities of the Medicaid program. HMA's Medicaid program services include:

- Designing, building, financing, operating, and evaluating strategies to improve access, quality, and cost-effectiveness in the Medicaid program
- Developing, drafting, and securing federal approval for Medicaid Advanced Planning Documents (APDs) and State Plan Amendments (SPAs)
- Tracking and analysis of state and federal policy developments
- Projections regarding financial and operational impacts of proposed policy changes



- Identification of operational responses to policy changes, and assistance in discussions and negotiations with federal and state administrative agencies
- Communication of findings and implications of public policy to decision makers
- Analysis of the potential for implementation of various program models (often based on research and comparison to programs in other States)
- Needs assessments and market analyses
- Assistance with strategic planning
- Development of detailed program designs and implementation plans
- Facilitation of collaborative efforts within and among organizations
- Hands-on implementation assistance and leadership
- Program tracking and evaluation

Health Information Technology

HMA also brings valuable insights to critical health information technology projects, both in the development and implementation of new systems, and the improvement of legacy systems. Many of HMA's staff were themselves responsible for start-to-finish MMIS procurements, and understand that successful implementation depends on balancing problem solving, policy development, and political circumstance. HMA expertise includes:

- Translate Medicaid workflow into health information technology (HIT) requirements
- Assess "As Is" and "To Be" HIT requirements
- Provide system design outlines
- Manage interactions between agency personnel and contractors
- Conduct Medicaid Information Technology Architecture (MITA) self-assessments
- Write advance planning documents (APDs) and facilitate negotiations with CMS
- Write requests for proposals (RFPs) for service procurement
- Provide procurement support
- Prepare evaluation methods and tools
- Evaluate bidder responses
- Negotiate contracts
- Develop programs for user training and support
- Provide independent verification and validation (IV&V)



HMA Clients

Since HMA was founded in 1985, we have had the privilege of working with a wide variety of clients who represent the entire spectrum of participants in the healthcare arena. HMA works with every level of government—local, state and federal. HMA staff work with Governors, agency heads, Medicaid directors, and with legislators and their staff; employers and other purchasers of health coverage; and prominent healthcare foundations that conduct research and evaluations of public programs. HMA also assists those who participate in these programs as providers, contractors, beneficiaries and their advocates.

Many city, county, state and federal government agencies, as well as private organizations and foundations, have relied on HMA for health policy development or program planning. We take special pride in our history of consulting with state agencies in the development of Medicaid, SCHIP, and other programs to improve coverage for the uninsured. HMA has over 125 active clients. Current and recent public sector clients include:

- Centers for Medicare & Medicaid Services (CMS)
- Health Resources and Services Administration (HRSA)
- Connecticut Department of Mental Health and Addiction Services
- Florida Agency for Health Care Administration
- Georgia Department of Community Health
- Illinois Department of Insurance
- Indiana Family and Social Services Administration
- Maryland Department of Health and Mental Hygiene
- Michigan Department of Community Health
- Montana Department of Public Health and Human Services
- New Mexico Department of Human Services
- Ohio Department of Job and Family Services
- Tennessee Department of Administration and Finance
- Vermont Department of Social Welfare
- Wisconsin Department of Health and Family Services
- Chicago Department of Public Health
- Ingham County and Kent County (Michigan)
- Macoupin County, Rockford Health Council (Illinois)



Hubbert Systems Consulting (HSC) was established in 1991 to provide superior, enterprise-wide technical and business consulting services. In the last several years, the government healthcare community has been largely focused on improving the way it implements and applies healthcare information technology. In our efforts to support and advance these developments, HSC has made major contributions to the evolution of various private healthcare organizations, several Medicaid departments and programs, and multiple counties in their drive toward improving healthcare quality and decreasing costs through innovative applications of information technology.



HSC has significant experience on projects that are similar in nature to the services requested in this Scope of Work. Business process assessment services are a cornerstone of our services, representing an intersection of various disciplines, experience, and talent. Process assessment knowledge and experience are most effective when combined with knowledge of the business domain (e.g. healthcare information technology) and surrounding business environments.

HSC has earned a reputation as a healthcare consulting organization with national standing and customer service that exceeds service levels provided by larger corporations. We attribute our success to several factors, including our focus on healthcare, our dedication to sound Project Management techniques and application (including the development of a Project Management Practice), and our commitment to continuous professional improvement.

HSC subject matter experts (SME) are well versed in HIPAA transactions and code sets and other related policies, processes and procedures including Medicaid Information Technology Architecture (MITA).

The benefits that result from the inclusion of HSC in this project include:

- **Trusted MITA Assessment** – HSC has been immersed in MITA since 2003, including current participation and monitoring of workgroups and committees involved in MITA standards. Our team has proven experience performing MITA Assessment work, including adapting the MITA Framework to manage its content gaps and application weaknesses.
- **We Connect with Medicaid Staff** – With our extensive knowledge of Medicaid business processes, systems, stakeholders and key artifacts (e.g. APDs), HSC establishes credibility throughout the enterprise without the disruption of business. Our team has decades experience across multiple states with the complexities of Medicaid programs and the MMIS. This credibility and connection is a key element of initiating organizational change that will last.
- **Low Impact on State Resources** – The work load for existing State resources is a key concern for many clients. HSC employs methods and experience that balance the need to capture accurate information with fostering participation and ownership while minimizing the burden to State staff.
- **Transparent Project Performance** – We exercise proven project management skills to establish clear work plans and assure delivery to them. Status is always clear and readily visible to all. There are no surprises or hidden performance problems when you engage the HSC team.
- **Lasting Positive Impact** – Our history has shown that HSC is able to leave a “Legacy of Value” – value beyond the deliverables produced by our staff.



- **No Start-up Time** – With our extensive Medicaid track record, we have gained an invaluable understanding of Medicaid operations and business processes. The unified HSC team is immediately applied and effective on this MITA assessment – there is no on-the-job training and no start-up time required with HSC.
- **Improving Enhanced FFP** – HSC has helped our Medicaid clients understand how to qualify existing initiatives under the MITA umbrella. This allows for engaging even more enhanced FFP to support business process and system enhancement efforts that might otherwise be funded by state only budgets. These funding incentives have an immediate influence on Medicaid priorities, budgets, staffing, and systems.

Industry Expertise

HSC has participated in several standards organizations to influence and interpret the regulations and their impact on the healthcare community.

Some of the groups that HSC has participated in include:

- **ASC X12** – The Accredited Standards Committee X12 is the U.S. standards body for the cross-industry development, maintenance, and publication of electronic data exchange standards, based on, but not limited to X12 EDI, XML, and UN/EDIFACT formats. ASC X12 also serves as a key player in international forums by contributing to the universal core component work and message design architecture.
- **MITA TAC** – Medicaid Information Technology Architecture, Technical Architecture Committee represents Medicaid technology industry leaders and has as its purpose to provide the Center for Medicaid & State Operations recommendations on establishing technical architecture standards relating to MITA. The MITA TAC also facilitates collaborative development of MITA standards.
- **PS-TG** – The Private Sector Technical Group provides a discussion and information forum for a broad-based and diverse group of information technology companies and professionals that provide solutions in the healthcare information systems environment and all related activities. The group's expertise spans all aspects of the healthcare information technology industry. In particular, PS-TG serves as an advisory panel to CMS and the states on technology issues affecting the private sector and the MMIS.
- **HL7** – Health Level Seven is one of several American National Standards Institute (ANSI) accredited Standards Developing Organizations (SDOs) operating in the healthcare arena. Most SDOs produce standards (sometimes called specifications or protocols) for a particular healthcare domain such as pharmacy, medical devices, imaging, or insurance (claims processing) transactions. Health Level Seven's domain is clinical and administrative data. Members of Health Level Seven are organized into technical committees and special interest groups. The technical committees are directly responsible for the content of the standards. Special interest groups serve as a test bed for exploring new areas that may need coverage in HL7's published standards. The MITA Framework is tightly integrated with HL7 standards.
- **NMEH** – The National Medicaid Electronic Data Interchange (EDI) HIPAA workgroup, or NMEH, consists of many sub-workgroups. NMEH holds conference calls and during these calls all the sub-workgroup chairs describe current activities and issues. National Association of State



Medicaid Director representatives to the various standards development organizations give reports after each standards organization meeting. The NMEH members who work on Workgroup for Electronic Data Interchange (WEDI)-Strategic National Implementation Process (SNIP) committees provide announcements on new drafts of SNIP white papers and solicit Medicaid information. One of the NMEH sub-workgroups is focused on MITA and its impact on data interchange.

- **WEDI** – Workgroup for Electronic Data Interchange provides a forum for the definition of standards, the resolution of implementation issues, the development and delivery of education and training programs and the development of strategies and tactics for the continued expansion of electronic commerce in healthcare.
- **A.F.E.H.C.T.** – Association for Electronic Healthcare Transactions is a healthcare industry advocacy group with a focus on federal and state public policy as it relates to the application of EDI, e-commerce, the Internet, and healthcare IT software associated with the delivery, financing, and administration of healthcare in both public and private sectors.

Experience

HSC's IT project management experience includes responsibility for the full system development lifecycle. Project oversight can take on many colors, from quality assurance to independent project oversight to verification and validation. HSC's recent project management experience includes:

- HSC provided the IT Project Management for ADP on the CalOMS project from March 2005 until 2009.
- HSC continues to provide the IT Project Management to the California Department of Health Care Services (DHCS) that involved making changes to the California Medicaid Management Information System (CA-MMIS) for Universal Product Numbers (UPN).
- HSC has provided IV&V services for HIPAA remediation for the MediCal Management Information System from 2005 to 2009.
- HSC has provided IV&V services for HIPAA remediation for the DentiCal Management Information System from 2004 – 2008.

In addition, HSC's level of expertise in project management of State healthcare IT systems also includes:

- HSC provided IV&V for the MIS/DSS system replacement at CDHS/DHCS from 2007 – 2009.
- HSC provided IT project management to the California Department of Mental Health from 2006 – 2009.
- HSC has also performed IT Assessment Projects for the CDHS/DHCS' MIS/DSS project as well as for HIPAA remediation projects within multiple Departments of the Health and Human Services Agency.



4.2.7.2.1 Number of years in business.

CSG Government Solutions

CSG Government Solutions was established in 1997 and has been in business for 12 years.

Health Management Associates

Health Management Associates was established in 1985 and has been in business for 24 years.

Hubbert Systems Consulting

Hubbert Systems Consulting was established in 1991 and has been in business for 18 years.

4.2.7.2.2 Number of years experience with providing the specific types of services sought by the RFP. The specific types of service are the gap analysis to determine necessary remediation strategies, the implementation and operation of a project management office to facilitate the project, and an independent verification and validation function to assure quality results.

As Management and IT Consulting firms specializing in government solutions, and healthcare in particular, each of the companies comprising the CSG Team have been delivering the three specific types of services sought since we were founded. In total, this covers 64 years of experience.

To demonstrate this depth of experience, following is a list of health and human services agencies the CSG Team has collaborated with to deliver results, providing similar services requested in your RFP. Additional details are provided in the following sub-sections of our proposal response.

Health and Human Service Agency Client List	
<i>Ohio Department of Job & Family Services</i>	<i>Federal Centers for Medicare & Medicaid Services (CMS)</i>
<i>Indiana Family and Social Services Administration</i>	<i>Vermont Department of Social Welfare</i>
<i>Massachusetts Labor and Workforce Development</i>	<i>Connecticut Dept of Mental Health & Addiction Services</i>
<i>Oklahoma Department of Human Services</i>	<i>California Department of Health Care Services</i>
<i>Illinois Department of Human Services</i>	<i>California Office of HIPAA Compliance</i>
<i>Georgia Department of Community Health</i>	<i>Health Resources and Services Administration (HRSA)</i>
<i>North Carolina Employment Security Commission</i>	<i>Florida Agency for Health Care Administration</i>
<i>Iowa Workforce Development</i>	<i>Maryland Department of Health and Mental Hygiene</i>
<i>City of Los Angeles Community Development Dept.</i>	<i>Michigan Department of Community Health</i>
<i>Oregon Human Services Department</i>	<i>Montana Dept of Public Health and Human Services</i>
<i>Illinois Dept of Commerce & Econ. Opportunity</i>	<i>Wisconsin Department of Health and Family Services</i>
<i>New Mexico Department of Human Services</i>	<i>Rockford Health Council (Illinois)</i>
<i>Job Service North Dakota</i>	<i>Chicago Department of Public Health</i>





4.2.7.2.3 Describe the level of technical experience in each of the three areas above providing the types of services sought by the RFP.

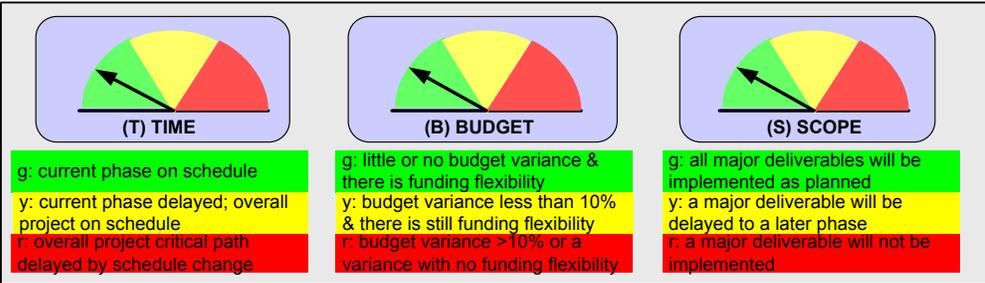
The CSG Team has deep and proven technical experience in each of the three areas above providing the types of services sought by the RFP. The following table provides additional detail on this technical experience.

Area of Experience	Description of Level of Technical Experience
Gap analysis to determine necessary remediation strategies	<ul style="list-style-type: none"> ➤ The CSG Team has developed and refined Strategic and Technology Planning methodologies which we have used to deliver multiple projects for our clients. These efforts always include Gap Analysis and Remediation Planning to address the gaps and to establish a roadmap and plan for achieving the “To-Be” state. ➤ Developed a protocol and methodology for Gap Analysis and Remediation Planning specifically for HIPAA and regulatory compliance projects in 2000. This methodology has matured and has been proven in many client environments over the past eight years. Our experienced team of Subject Matter Experts and Managers has focused on delivering meaningful results for our clients, and using each experience as an opportunity to re-examine the methodology, and make improvements where appropriate. We now have a client-tested and verified methodology based on best-practices executed by seasoned experts. ➤ Following are examples of project experience focused on Gap Analysis and Remediation Planning: <ul style="list-style-type: none"> ✓ Provided project management for Medicaid HIPAA analysis and implementation for the State of Indiana, including review of gap analysis, establishment of project plan, submission of federal advance planning documents for state approval and submission, revision of fiscal agent contracts for legal review and execution, weekly project management meetings with the state and fiscal agent, privacy rule compliance analysis, development of HIPAA policies and procedures, monitoring of all fiscal agent HIPAA activities ✓ Completed HIPAA Transaction and Code Set Gap Analysis and Remediation Planning for the California Department of Alcohol and Drug Programs, California Department of Mental Health, and California Department of Developmental Services ✓ Developed local code to HIPAA code conversion Gap Analysis and Remediation Planning for the California Office of HIPAA Compliance ✓ Delivered HIPAA Transaction and Code Set Gap Analysis and Remediation Planning for Solano County ✓ Members of our proposed team completed HIPAA gap analysis and remediation for the State of Illinois. This included determination of impact on policies and information systems, developing solutions to accommodate the mandated changes, coordinating changes with internal users and external business partners, documenting system change requests, developing test plans, and reviewing test results.



Area of Experience	Description of Level of Technical Experience																					
<p>Implementation and operation of a project management office to facilitate the project</p>	<p>➤ The CSG Team has significant experience setting up and running a Project Management Office. Following is a list of the typical PMO Functions and the corresponding objectives that we establish utilizing our CSG REALize-PMOSM methodology.</p>																					
<table border="1"> <thead> <tr> <th data-bbox="440 548 618 579">PMO Function</th> <th data-bbox="618 548 1429 579">Objectives</th> </tr> </thead> <tbody> <tr> <td data-bbox="440 579 618 684">Project Definition and Governance</td> <td data-bbox="618 579 1429 684"> <ul style="list-style-type: none"> ➤ Establish and mobilize the project through the creation of a Project Charter, Scope Statement, Business Case, and Project Plan. ➤ Support initial project staffing by identifying required skills and available resources. ➤ Confirm reporting lines and management responsibilities. </td> </tr> <tr> <td data-bbox="440 684 618 789">Communications Management</td> <td data-bbox="618 684 1429 789"> <ul style="list-style-type: none"> ➤ Establish processes and standards for status meetings, steering committee meetings and schedules. ➤ Interact as needed to ensure that implemented processes are appropriately executed upon. </td> </tr> <tr> <td data-bbox="440 789 618 894">Performance Management</td> <td data-bbox="618 789 1429 894"> <ul style="list-style-type: none"> ➤ Collect and report on project status, progress toward milestone completion, and general health of the project. ➤ Provide input for project dashboard reporting, earned value analysis, and other defined performance measurement baselines </td> </tr> <tr> <td data-bbox="440 894 618 1020">Schedule Management</td> <td data-bbox="618 894 1429 1020"> <ul style="list-style-type: none"> ➤ Maintain the project schedules to maximize successful delivery and adherence to scope. ➤ Assess the impact to scheduling and scope as change requests are submitted for review to the Change Control Board. ➤ Manage release schedules. ➤ Provide weekly task level status and input into dash board reporting. </td> </tr> <tr> <td data-bbox="440 1020 618 1073">Cost Management</td> <td data-bbox="618 1020 1429 1073"> <ul style="list-style-type: none"> ➤ Track and update project costs throughout the lifecycle of all project phases. ➤ Provide earned value analysis to determine performance against established criteria. </td> </tr> <tr> <td data-bbox="440 1073 618 1251">Issue, Risk and Change Management</td> <td data-bbox="618 1073 1429 1251"> <ul style="list-style-type: none"> ➤ Develop issue and risk management processes and maintain and manage issue and risk tracking and resolution processes. ➤ Establish and manage processes for issue analysis, prioritization, and resolution. ➤ Establish a Change Control Review Board for the formalized review, approval or rejection of change controls as needed. ➤ Facilitate cross-functional team communication for changes to the project and their impacts on the delivery of the project. </td> </tr> <tr> <td data-bbox="440 1251 618 1356">Configuration Management</td> <td data-bbox="618 1251 1429 1356"> <ul style="list-style-type: none"> ➤ Provide structured processes for creating, capturing, organizing, accessing, using and assessing information and expertise to share areas of knowledge. ➤ Determine configuration requirements and prepare the products and tools needed to manage and control the project. </td> </tr> <tr> <td data-bbox="440 1356 618 1461">Quality Management</td> <td data-bbox="618 1356 1429 1461"> <ul style="list-style-type: none"> ➤ Create a PMO Quality Policy. ➤ Develop a quality plan to measure process conformance. ➤ Plan and execute quality assurance testing, and assist in the development of corrective action planning as needed. </td> </tr> <tr> <td data-bbox="440 1461 618 1587">Release Management</td> <td data-bbox="618 1461 1429 1587"> <ul style="list-style-type: none"> ➤ Participate in working sessions to develop a release strategy and define the scope of each release ➤ Incorporate and analyze impact of release strategy on project plan and resource requirements ➤ Assist in establishing deadlines and measuring progress on planned releases </td> </tr> <tr> <td data-bbox="440 1587 618 1703">Mentoring and Training</td> <td data-bbox="618 1587 1429 1703"> <ul style="list-style-type: none"> ➤ Assess the project-specific and other skills and knowledge each staff member requires to perform assigned functions. ➤ Create a training plan that will emphasize personally paced assessments of project process knowledge. ➤ Facilitate mentoring and State staff transition into PMO roles </td> </tr> </tbody> </table>	PMO Function	Objectives	Project Definition and Governance	<ul style="list-style-type: none"> ➤ Establish and mobilize the project through the creation of a Project Charter, Scope Statement, Business Case, and Project Plan. ➤ Support initial project staffing by identifying required skills and available resources. ➤ Confirm reporting lines and management responsibilities. 	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Area of Experience	Description of Level of Technical Experience									
	<p>We also typically utilize management dashboard reporting so that the State can determine the overall status at a glance.</p> <div data-bbox="440 485 1425 768" style="border: 1px solid black; padding: 5px;">  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #00FF00; padding: 2px;">g: current phase on schedule</td> <td style="background-color: #00FF00; padding: 2px;">g: little or no budget variance & there is funding flexibility</td> <td style="background-color: #00FF00; padding: 2px;">g: all major deliverables will be implemented as planned</td> </tr> <tr> <td style="background-color: #FFFF00; padding: 2px;">y: current phase delayed; overall project on schedule</td> <td style="background-color: #FFFF00; padding: 2px;">y: budget variance less than 10% & there is still funding flexibility</td> <td style="background-color: #FFFF00; padding: 2px;">y: a major deliverable will be delayed to a later phase</td> </tr> <tr> <td style="background-color: #FF0000; padding: 2px;">r: overall project critical path delayed by schedule change</td> <td style="background-color: #FF0000; padding: 2px;">r: budget variance >10% or a variance with no funding flexibility</td> <td style="background-color: #FF0000; padding: 2px;">r: a major deliverable will not be implemented</td> </tr> </table> </div> <p>➤ Following are examples of project experience focused on Implementation and Operation of a Project Management Office:</p> <ul style="list-style-type: none"> ✓ Created a blueprint for successful PMO implementation and operation, and executed the blueprint in 2001 for the California Office of HIPAA Compliance. The Program management Plan still serves as the guiding document for all “end-to-end” HIPAA compliance projects. This PMP has been held up as a model for PMO implementations for large scale, complex environments. ✓ For Kemper Insurance, we led a major technology initiative which organized and implemented a Program Management Office (PMO) for a large technology refresh effort. As part of the Program, we led a \$17 million project to upgrade and standardize their server and client environment ✓ Providing Project Management, Oversight, and Technology services to the Illinois Tollway. We have maintained a long-term relationship spanning 8+ years based on partnership, trust, and delivery of high-value services, exceeding \$5M. ✓ For the federal Centers for Disease Control (CDC), we provided Project Management Control and Oversight, along with Independent Testing services for deploying the call center and core survey-related systems that run the world’s largest random-number dialed survey as part of a \$60 million, seven year contract. ✓ CSG serves as a strategic IT Consulting partner to SmithBucklin, providing Project Management Control Oversight, Planning, and Architecture-related services. Over the past two years, we have provided services in excess of \$3M on projects. ✓ We provided full system lifecycle project management and delivery for a large, fixed-price project (\$10+M budget) to design, develop, implement, and support a modernized, statewide job matching system for the State of Illinois. The multi-year project was on schedule and on budget. 	g: current phase on schedule	g: little or no budget variance & there is funding flexibility	g: all major deliverables will be implemented as planned	y: current phase delayed; overall project on schedule	y: budget variance less than 10% & there is still funding flexibility	y: a major deliverable will be delayed to a later phase	r: overall project critical path delayed by schedule change	r: budget variance >10% or a variance with no funding flexibility	r: a major deliverable will not be implemented
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Area of Experience	Description of Level of Technical Experience
<p>Independent verification and validation function to assure quality results</p>	<ul style="list-style-type: none"> ➤ The CSG Team has significant technical experience delivering Independent Verification and Validation services. Our proven REALize-IV&VSM methodology reflects the knowledge, skills, and experience we have gained from successfully delivering IV&V engagements. ➤ Our approach to IV&V provides a highly structured approach to assess the soundness of all aspects of the system development lifecycle. As shown in the figure below, we apply our IV&V methodology across the entire lifecycle, from “Engage” through “Support”. Our focus is to assure that quality is built into every phase, activity, task, and deliverable throughout the lifecycle. Our IV&V services approach also emphasizes Risk Management to mitigate risk by identifying risks early allowing for mitigation analysis, planning, and implementation. <div data-bbox="435 793 1409 1560" data-label="Diagram"> <p>The diagram illustrates the Independent Verification and Validation (IV&V) process across seven lifecycle phases: Engage, Define, Model, Build, Prove, Deploy, and Support. Each phase is represented by a colored vertical bar. Key activities are mapped to these phases: Acquisition (Engage), Planning V&V (between Engage and Define), Concept V&V (Define), Requirements V&V (Define), Design V&V (Model), Implementation V&V (Build), Test V&V (Prove), Install & Checkpoint V&V (Deploy), Operations V&V (Support), and Maintenance V&V (Support). A 'Manage Process' bar spans the bottom of all phases.</p> </div> <ul style="list-style-type: none"> ➤ Over the years, our team has found that the most effective IV&V services are delivered through experienced managers, subject matter experts, and technical experts. It is also critical that the team bring the knowledge and qualifications that will be respected by the client and by the system vendor. Over the years we have built a team that is well respected for our expertise, our professional judgment, and our ability to quickly mitigate risks and solve problems necessary to keep projects on track. Our clients will speak to the value delivered by our team and our methodology.



Area of Experience	Description of Level of Technical Experience
	<p>➤ Following are examples of project experience focused on Independent Verification and Validation to assure quality results:</p> <ul style="list-style-type: none">✓ The State of Ohio selected CSG for their qualified IV&V contractor list. Through this contract vehicle, CSG was selected for the following project: The Ohio Department of Job and Family Services (ODJFS) selected CSG to perform IV&V services for the Medicaid Information Technology System (MITS). MITS is Ohio's effort to replace their Medicaid Management Information System (MMIS) and is a \$120M project.✓ The State of Georgia selected CSG for their qualified IV&V contractor list. There are only three vendors on Georgia's qualified IV&V vendor list. CSG was subsequently selected for multiple IV&V projects in several different agencies:<ul style="list-style-type: none">• CSG is providing IV&V services for three mission-critical projects at the Georgia Department of Community Health.• CSG is providing IV&V services for two mission-critical projects at the Georgia Department of Revenue.• CSG successfully completed the IV&V effort for the Georgia Technology Authority's Network Architecture Security Project (NASP).✓ The State of Kansas selected CSG for their qualified IV&V contractor list. CSG was recently selected to provide IV&V services for the following project: CSG is providing on-going IV&V assessments for the Kansas Department of Revenue's DMV Modernization project.✓ The State of Oregon selected CSG to participate in their qualified IV&V contractor list through a competitive procurement process. CSG was recently selected to provide IV&V services for the following project: Provide comprehensive IV&V and Quality Assurance services for the Oregon Department of Human Services Children and Family Self-Sufficiency Modernization (CAF-SSM) project.✓ For the US Department of Labor (US DOL) and the Social Security Administration (SSA), CSG benchmarked state Unemployment Insurance systems to verify compliance with federal requirements for accessing sensitive Social Security Administration data.<ul style="list-style-type: none">• North Carolina Social Security Administration Data Exchange IV&V• Iowa Social Security Administration Data Exchange IV&V✓ CSG is on the list of qualified vendors for the State of Iowa ITQ IT Consulting Contract which includes provision of IV&V-related services.✓ The State of California Master Services Agreement includes CSG as a qualified vendor for services, including IV&V.✓ For a large foreign government, we conducted independent testing of critical software releases as part of an international team tasked with implementing



Area of Experience	Description of Level of Technical Experience
	<p>a national education reform initiative.</p> <ul style="list-style-type: none">✓ For the National Opinion Research Center (NORC) at the University of Chicago, we conducted independent testing of the company's new call center infrastructure.✓ For Kemper Insurance, we conducted independent testing of over 400 applications to insure that they worked correctly on the company's upgraded technical infrastructure.✓ IV&V over EDS and their MMIS enhancements for the California Department of Health Care Services to meet HIPAA transaction and code set requirements.✓ IV&V over Delta Dental and their MMIS enhancements for the California Department of Health Care Services to meet HIPAA transaction and code set requirements.✓ IV&V over EDS and their MMIS enhancements for the California Department of Health Care Services to meet HIPAA National Provider ID (NPI) requirements.✓ IV&V for the California Department of Health Care Services over the implementation by Bull Services of a "Next Generation" Management Information System / Decision Support System (MIS/DSS) for Medi-Cal.



4.2.7.2.4 List all services similar to those sought by this RFP that the bidder has provided to other businesses or governmental entities. This includes all contracts and projects that the bidder currently holds or is working on with a contact person's name from that vendor.

CSG Government Solutions

Following is a list of similar services to those sought by this RFP that we have provided to other businesses or government entities.

REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



Health Management Associates

Following is a list of similar services provided by HMA:

REDACTED - Trade Secret Exemption



Hubbert Systems Consulting

Following is a list of similar services provided by HSC:

REDACTED - Trade Secret Exemption



4.2.7.2.5 Identify if the services were timely provided and within budget.

CSG Government Solutions

CSG has a reputation of delivering on time and on budget and we also have an easy to work with style, as supported by our client references. As shown earlier, the following Client Survey results validate this statement.

The U.S. General Services Administration commissioned Dun & Bradstreet to conduct a random survey of our clients to ascertain our ability to deliver our services as represented in our proposals. The clients rated CSG on a scale of 1 to 100.

Category	Description	Rating
RELIABILITY	How reliably do you think this company follows through on its commitments?	94
COST	How closely did your final total costs correspond to your expectations at the beginning of the transaction?	92
DELIVERY/TIMELINESS	How satisfied do you feel about the timeliness of the product/service delivery?	95
QUALITY	How satisfied do you feel about the quality of the product/service offered by this company?	96
BUSINESS RELATIONS	How easy do you think this company is to do business with?	95
PERSONNEL	How satisfied do you feel about the attitude, courtesy, and professionalism of this company's staff?	97
CUSTOMER SUPPORT	How satisfied do you feel about the customer support you received from this company?	95
SUMMARY OF PERFORMANCE	Indicative of likely overall performance	93

Health Management Associates

HMA prides itself in working with customers to stay on schedule and on budget. HMA services were provided on schedule and on budget for all three of the projects that are included as references.

Hubbert Systems Consulting

HSC has earned a reputation as a healthcare consulting organization with national standing and customer service that exceeds service levels provided by larger corporations. We attribute our success to several factors, including our focus on healthcare, our dedication to sound Project Management techniques and application (including the development of a Project Management Practice), and our commitment to continuous professional improvement. HSC projects provided as references are on time and on budget.





4.2.7.2.6 Letters of reference from three (3) previous clients knowledgeable of the bidder's performance, as the Primary Contractor, in providing services similar to the services described in this RFP and a contact person and telephone number for each reference. These letters must reference work completed within the past three years.

CSG Government Solutions Letters of Reference

We are proud of our reputation for customer satisfaction and focus on delivering results.

Following are three letters of reference from our clients, as required by the RFP, where we have performed similar services to those requested by this RFP, within the last three years.

REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



HMA Letters of Reference

HMA provides the following letter of recommendation related to work completed within the last three (3) years:

REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



HSC Letters of Reference

HSC provides the following three (3) letters of recommendation related to work completed within the last three (3) years:

REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



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7.3 CSG Team Personnel (RFP Section 4.2.7.3)

4.2.7.3 Personnel - The bidder shall provide the following information regarding its personnel. Key personnel described in the bidder's proposal must be the same personnel that begins work on the project unless the Department is notified of and approves a change.

The CSG Team is comprised of industry experts well positioned to support IME in this important project. In addition to strong project management and quality assurance expertise, our team includes thought leaders in the recent HIPAA 5010 and ICD-10 mandates, Medicaid, MITA, and the larger healthcare industry.

REDACTED - Trade Secret Exemption

We plan to staff the IME project exactly as proposed above. However, if any of the proposed key resources become unavailable to work on this project once awarded, CSG will provide replacement candidates to IME for their review and approval. CSG assures IME that any proposed replacement staff will be of equal or better capabilities, experience, and skills as the staff they are replacing. CSG will provide notification to the Department as soon as any personnel changes are known.



4.2.7.3.1 Provide a table of organization. Illustrate the lines of authority. Include the names and credentials of the owners and executives of your organization and, if applicable, their roles on this project. Also include key personnel who will be involved in providing services contemplated by this RFP.

Following is the organization chart for the CSG Team, including the resources named above and titles for those positions to be determined, as well as the lines of authority.

REDACTED - Trade Secret Exemption

Contracting with CSG ensures partnership with a skilled and knowledgeable team of professionals that will work on the day-to-day operations of the IV&V project. However, contracting with CSG also provides more. When issues arise on the client side and you need additional clarification or assistance, the CSG Client Executive stands ready to engage in solution thinking and has the authority within our company to make things happen.

As indicated in the Executive Summary, when the project team encounters challenges, they have access to the wealth of CSG expertise through our Project Advisory Team (PAT) structure. Based on the scope of work, CSG assigns staff members with related experience and expertise to respond to project inquiries in a real time mode. For the Iowa HIPAA 5010 and ICD-10 Technical Assistance and Support project, we have assigned the following individuals to these roles:

REDACTED - Trade Secret Exemption





These individuals will provide the support to the IME project to ensure full circle support from our organization for the overall management of the IV&V Project.

CSG Corporate Organization Support for this Project

The following depicts the overall CSG business structure and shows how the Iowa HIPAA 5010 and ICD-10 Technical Assistance and Support project fits into our overall corporate organization, including the lines of authority.

REDACTED - Trade Secret Exemption

REDACTED - Trade Secret Exemption

CSG Team – Company Executives

Following are the names and credentials of the executives of CSG, HMA, and HSC who are ultimately responsible for ensuring CSG Team success for this project.

REDACTED - Trade Secret Exemption



REDACTED - Trade Secret Exemption



4.2.7.3.2 Provide resumes for all key personnel, including the project manager, who will be involved in providing the services contemplated by this RFP. The resumes must include: name, education, and years of experience and employment history, particularly as it relates to the scope of services specified herein.

For ease of review, we have provided staff resumes in three separate categories: Key Personnel, PAT members, and Resources Not Designated as Key Personnel. Please note the “to be determined” (TBD) resources are those which will be required later in the project to complete testing. Rather than provide names of staff members that may or may not be available after we finalize the work schedule with IME, we chose to indicate them as TBD. CSG is committed to providing the best resources available for this important IME project and understands that IME retains the right to review and approve or decline each candidate resource.

Each subsection begins with an at-a-glance table summarizing the expertise of the staff members in the category and is then followed by the staff resume.

REDACTED - Trade Secret Exemption



4.2.7.3.3 Provide the name and qualifications of any subcontractor who will be involved with this project. Describe the work and estimate the percent of total work the subcontractor will be performing.

CSG has partnered with Health Management Associates (HMA) and Hubbert Systems Consulting (HSC). Following are the qualifications of these partners, along with a description of the services they will provide for this project and the estimated percentage of total work they will perform.

HMA

HMA is an organization focused on providing executive level subject matter expertise for Medicaid projects. They are unique in that many of their subject matter experts (SMEs) are former Medicaid Directors. Their experience across the vast Medicaid Enterprise provides our clients with the opportunity to leverage the experience of peers to garner support at the Executive Level. Additionally, HMA has extensive experience in developing Advance Planning Documents (APDs) and Requests for Proposals (RFPs) for State Medicaid programs nationwide.

As is indicated in their statement of commitment attached to the Transmittal Letter in Tab 2 above, HMA will provide expertise and support to the CSG Team in the following areas:

- Work with the project team to gather and consolidate all of the information required to complete the initial Advance Planning Document (APD)
- Create the initial APD document, ensuring that it contains all of the required information at the level of detail required by CMS
- Gather and document the information required for any APD amendments
- Work with IME and CMS to ensure that the initial APD and any amendments are approved as expeditiously as possible

HMA's role as a subcontractor will account for an estimated two percent (2%) of the total project work.

HSC

HSC supports the efforts of the government healthcare community in improving the way it implements and applies healthcare information technology to improve healthcare quality and decrease costs. HSC has earned a reputation as a local healthcare consulting organization with national standing and customer service that meets and exceeds service levels provided by larger corporations. HSC brings a wealth of HIPAA compliance experience and staff expertise gained in the assisting California Medicaid (Medi-Cal). HSC focuses on providing additional HIPAA experience and expertise to the CSG Team. Their level of involvement in this IME project includes support through all project phases.

As indicated in their statement of commitment provided as an attachment to the Transmittal Letter in Tab 2 of this proposal, HSC will provide expertise and support to the CSG Team in the following areas:

- X12 5010 SME
 - ✓ Play a major role in determining the gap between what exists today in the Medicaid Policies, Business Processes, Systems, and Interfaces and what needs to be put in place to comply with the X12 5010 requirements.



- ✓ Participate in determining how to close the X12 5010 related gaps in the Medicaid Policies, Business Processes, Systems, and Interfaces, including implementation strategies and a cost/benefit analysis. Ensure that the chosen implementation strategy addresses all identified gaps.
- ✓ Participate in providing information specific to X12 5010 for the initial APD and any subsequent updates.
- ✓ Provide the project team with detailed X12 5010 knowledge which will allow them to accurately implement the changes identified to close all gaps.
- ✓ Provide input to all project reporting.
- NCPDP D.0 SME
 - ✓ Play a major role in determining the gap between what exists today in the Medicaid Policies, Business Processes, Systems, and Interfaces and what needs to be put in place to comply with the NCPDP D.0 requirements.
 - ✓ Participate in determining how to close the NCPDP D.0 related gaps in the Medicaid Policies, Business Processes, Systems, and Interfaces, including implementation strategies and a cost/benefit analysis. Ensure that the chosen implementation strategy addresses all identified gaps.
 - ✓ Participate in providing information specific to NCPDP D.0 for the initial APD and any subsequent updates.
 - ✓ Provide the project team with detailed NCPDP D.0 knowledge which will allow them to accurately implement the changes identified to close all gaps.
 - ✓ Provide input to all project reporting.
- ICD-10
 - ✓ Play a major role in determining the gap between what exists today in the Medicaid Policies, Business Processes, Systems, and Interfaces and what needs to be put in place to comply with the ICD-10 requirements.
 - ✓ Participate in determining how to close the ICD-10 related gaps in the Medicaid Policies, Business Processes, Systems, and Interfaces, including implementation strategies and a cost/benefit analysis. Ensure that the chosen implementation strategy addresses all identified gaps.
 - ✓ Participate in providing information specific to ICD-10 for the initial APD and any subsequent updates.
 - ✓ Provide the project team with detailed ICD-10 knowledge which will allow them to accurately implement the changes identified to close all gaps.
 - ✓ Provide input to all project reporting.

HSC's role as a subcontractor will account for an estimated eighteen percent (18%) of the total project work.



4.2.7.3.4 Describe other contracts and projects currently undertaken by the bidder.

CSG Government Solutions is currently providing similar consulting services to the State of Ohio Department of Job and Family Services, the State of Georgia Department of Community Health, the Indiana Family and Social Services Administration, the Oklahoma Department of Human Services, the Oregon Department of Human Services, the State of New Mexico Department of Human Services, and CIGNA Government Services.

We also have active projects for several public sector firms including the Illinois Supreme Court, the Massachusetts Department of Workforce Development, the City of Cleveland, the Illinois Tollway, the Illinois Department of Employment Security, and the Illinois Department of Commerce and Economic Opportunity. In addition, we have several active engagements at private sector clients.

CSG will deliver on our commitments to provide the services required for the IME HIPAA 5010 and ICD-10 TA and Support effort. As a Management and Information Technology consulting firm focused on providing high-value Strategy, Quality Management, and Systems Modernization consulting services to our clients, we closely manage all of our active projects and proposals to ensure we can staff the projects and deliver on our commitments. The CSG Management Team and Organization described in response to RFP section 4.2.7.3.1, meet at least weekly to conduct our Operations and Staffing process.



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7.4 CSG Team Financial Information (RFP Section 4.2.7.4)

4.2.7.4 Financial Information - The bidder must provide the following financial information:

4.2.7.4.1 Submit audited financial statements (annual reports) for the last three (3) years. Privately owned companies may supply unaudited statements if audited statements are not available.

- Balance sheet
- Income statement
- Statement of cash flow
- Notes to financial statements

CSG provides our audited financial statements for the last three (3) years on the pages that follow.

REDACTED – Trade Secret Exemption

Iowa Code Chapter 22.7



4.2.7.4.2 Provide a minimum of three (3) financial references.

Following are three (3) financial references for CSG:

REDACTED - Trade Secret Exemption



- 4.2.7.4.3** Provide the following organizational background information:
- Full name, address, and telephone number
 - Date established
 - Ownership (i.e. public company, partner-ship, etc.)
 - Description of business operations
 - Details of any proposed mergers, acquisitions, or sales that may affect financial stability or organizational structure
 - A description, if any, of insurance claims filed within the past five (5) years

The following table contains the information for CSG Government Solutions requested in RFP Section 4.2.7.4.3:

4.2.7.4.3 Requirement	CSG Response
Full name, address, and telephone number	CSG Government Solutions 180 N. Stetson Avenue, Suite 3200 Chicago, IL 60601 312.444.2760
Date established	April 21, 1997
Ownership (i.e. public company, partner-ship, etc.)	CSG Government Solutions is a privately-held S-Corporation.
Description of business operations	CSG Government Solutions is a Management and Information Technology consulting firm focused on delivering high value solutions for our clients. The firm employs its CSG REALize SM suite of proven project, process, and quality management methodologies to design and build complex Information Technology solutions and to assist our clients in the oversight and quality assurance of their most critical initiatives. We help our clients transform Information Technology strategies into real operational results. Founded in 1997, CSG has established itself as a leading provider of innovative information technology solutions throughout the U.S.
Detailed of any proposed mergers, acquisitions, or sales that may affect financial stability or organizational structure	We do not have plans for mergers, acquisitions, or sales.



4.2.7.4.3 Requirement	CSG Response
A description, if any, of any insurance claims filed within the past five (5) years	CSG has had no insurance claims filed within the past five (5) years.



7.5 CSG Team Termination, Litigation, and Investigation (RFP Section 4.2.7.5)

4.2.7.5 Termination, Litigation, and Investigation - The bidder must provide the following information:

4.2.7.5.1 During the last five (5) years, has the bidder had a contract for services terminated for any reason or has any such contract been subject to any form of default notice or threat of termination. If so, provide full details related to the termination, notice of default, or threat of termination.

CSG

CSG has not been terminated for any reason nor has any such contract been subject to any form of default notice or threat of termination within the last five (5) years.

HMA

HMA has not had a contract terminated early related to HMA performance. However, we did have a significant contract with the California Prison Healthcare Receivership Corporation terminated early due to the State's budget crisis and a change in leadership; as a result State staff members originally assigned to the initiative were redeployed and HMA's contract was ended prematurely.

HSC

HSC has not been terminated for any reason nor has any such contract been subject to any form of default notice or threat of termination within the last five (5) years.

4.2.7.5.2 During the last five (5) years, describe any damages or penalties or anything of value traded or given up by the bidder under any of its existing or past contracts as it relates to services performed that are similar to the services contemplated by this RFP and the resulting Contract. If so, indicate the reason and the estimated cost of that incident to the bidder.

The CSG Team members – CSG, HMA, and HSC – have no damages or penalties or anything of value traded or given up under any existing or past contracts as they relate to services performed that are similar to the services contemplated by this RFP and the resulting Contract.

4.2.7.5.3 During the last five (5) years, list and summarize pending or threatened litigation, administrative or regulatory proceedings, or similar matters that could affect the ability of the bidder to perform the required services. The bidder must also state whether it or any owners, officers, or primary partners have ever been convicted of a felony. Failure to disclose these matters may result in rejection of the bid proposal or in termination of any subsequent contract. This is a continuing disclosure requirement. Any such matter commencing after submission of a bid proposal, and with respect to the



successful bidder after the execution of a contract must be disclosed in a timely manner in a written statement to the Department

The CSG Team partners – CSG, HMA, and HSC – have no pending or threatened litigation, administrative or regulatory proceedings, or similar matters that could affect our ability to perform the required services. No owners, officers, or primary partners of our companies have ever been convicted of a felony.

4.2.7.5.4 During the last five (5) years, have any irregularities been discovered in any of the accounts maintained by the bidder on behalf of others? If so, describe the circumstances of irregularities or variances and disposition of resolving the irregularities or variances.

The CSG Team partners – CSG, HMA, and HSC – have no irregularities in any of the accounts maintained by the bidder on behalf of others.



TAB 8: CSG TEAM CERTIFICATIONS AND GUARANTEES (RFP SECTION 4.2.8)

4.2.8.1 Acceptance of Terms and Conditions - The bidder shall specifically stipulate that the bid proposal is predicated upon the acceptance of all terms and conditions stated in the RFP. If the bidder objects to any term or condition, specific reference to the RFP page and section number must be made. Objections or responses that materially alter the RFP shall be deemed non-responsive and disqualify the bidder. All changes to proposed contract language, include deletions, additions, and substitutions of language, must be address in the bid proposal.

CSG Government Solutions accepts the terms and conditions stated in the RFP, with the following exceptions:

Page 11, Article 2.21 – Copyrights.

Reword the last sentence to read:

“Except as to material and/or ideas identified as part of CSG’s proprietary REALizeSM products, including REALize-HIPAASM, REALize-IV&VSM, REALize-PMOSM, the Department shall have the right to use ideas or adaptations of ideas that are presented in the bid proposals.”

Page 78, Article 14.1 – General Indemnification.

Strike clause (c).

Page 84, Article 17.7 – Intellectual Property.

Requested changes in red:

17.7. Intellectual Property.

- a. Ownership and Assignment of Other Deliverables.** With the exception of any pre-existing works owned by CSG, including CSG’s REALizeSM products, such as REALize-HIPAASM, REALize-IV&VSM, and REALize-PMOSM, Contractor agrees that the State and Agency shall become the sole and exclusive owners of all deliverables. With the exception of any pre-existing works owned by CSG, including CSG’s REALizeSM products, such as REALize-HIPAASM, REALize-IV&VSM, and REALize-PMOSM, Contractor hereby irrevocably assigns, transfers and conveys to the State and the Agency all right, title and interest in and to all deliverables and all intellectual property rights and proprietary rights arising out of, embodied in, or related to such deliverables, including copyrights, patents, trademarks, trade secrets, trade dress, mask work, utility design, derivative works, and all other rights and interests therein or related thereto. With the exception of any pre-existing works owned by



CSG, including CSG's REALizeSM products, such as REALize-HIPAASM, REALize-IV&VSM, and REALize-PMOSM, Contractor represents and warrants that the State and the Agency shall acquire good and clear title to all deliverables, free from any claims, liens, security interests, encumbrances, intellectual property rights, proprietary rights, or other rights or interests of Contractor or of any third party, including any employee, agent, contractor, subcontractor, subsidiary or affiliate of Contractor. To the extent that CSG's ownership or intellectual property rights in pre-existing works are embodied in the deliverables, CSG grants the State an irrevocable, nonexclusive, nontransferable, royalty-free, paid-up license to use, reproduce, display, modify, and distribute such embodied pre-existing works exclusively for its own use. With the exception of any pre-existing works owned by CSG, including CSG's REALizeSM products, such as REALize-HIPAASM, REALize-IV&VSM, and REALize-PMOSM, the Contractor (and Contractor's employees, agents, contractors, subcontractors, subsidiaries and affiliates) shall not retain any property interests or other rights in and to the deliverables and shall not use any deliverables, in whole or in part, for any purpose, without the prior written consent of the Agency and the payment of such royalties or other compensation as the Agency deems appropriate. Unless otherwise requested by Agency, upon completion or termination of this Contract, Contractor will immediately turn over to Agency all deliverables not previously delivered to Agency, and no copies thereof shall be retained by Contractor or its employees, agents, subcontractors or affiliates, without the prior written consent of Agency.

- b. **Waiver.** With the exception of any pre-existing works owned by CSG, including CSG's REALizeSM products, such as REALize-HIPAASM, REALize-IV&VSM, and REALize-PMOSM, to the extent any of Contractor's rights in any deliverables are not subject to assignment or transfer hereunder, including any moral rights and any rights of attribution and of integrity, Contractor hereby irrevocably and unconditionally waives all such rights and enforcement thereof and agrees not to challenge the State's rights in and to the deliverables.

Page 88, Article 21 – Assignment of Intellectual Property Rights.

Requested changes in red:

21. Assignment of Intellectual Property Rights.

With the exception of any pre-existing works owned by CSG, including CSG's REALizeSM products, such as REALize-HIPAASM, REALize-IV&VSM, and REALize-PMOSM, contractor hereby irrevocably assigns, transfers and conveys to the State and the Agency all right, title and interest in and to all deliverables and all intellectual property rights and proprietary rights arising out of, embodied in, or related to such deliverables, including copyrights, patents, trademarks, trade secrets, trade dress, mask work, utility design, derivative works, and all other rights and interests therein or related



thereto. With the exception of any pre-existing works owned by CSG, including CSG's REALizeSM products, such as REALize-HIPAASM, REALize-IV&VSM, and REALize-PMOSM, contractor represents and warrants that the State and the Agency shall acquire good and clear title to all deliverables, free from any claims, liens, security interests, encumbrances, intellectual property rights, proprietary rights, or other rights or interests of Contractor or of any third party, including any employee, agent, contractor, subcontractor, subsidiary or affiliate of Contractor. To the extent that CSG's ownership or intellectual property rights in pre-existing works are embodied in the deliverables, CSG grants the State an irrevocable, nonexclusive, nontransferable, royalty-free, paid-up license to use, reproduce, display, modify, and distribute such embodied pre-existing works exclusively for its own use. With the exception of any pre-existing works owned by CSG, including CSG's REALizeSM products, such as REALize-HIPAASM, REALize-IV&VSM, and REALize-PMOSM, the Contractor (and Contractor's employees, agents, contractors, subcontractors, subsidiaries and affiliates) shall not retain any property interests or other rights in and to the deliverables and shall not use any deliverables, in whole or in part, for any purpose, without the prior written consent of the Agency and the payment of such royalties or other compensation as the Agency deems appropriate. Unless otherwise requested by Agency, upon completion or termination of this Contract, Contractor will immediately turn over to Agency all deliverables not previously delivered to Agency, and no copies thereof shall be retained by Contractor or its employees, agents, subcontractors or affiliates, without the prior written consent of Agency.

Page 88, Article 22 – General Provisions.

Requested changes in red:

22. General Provisions

22.1. With the exception of any pre-existing works owned by CSG, including CSG's REALizeSM products, such as REALize-HIPAASM, REALize-IV&VSM, and REALize-PMOSM, to the extent any of Contractor's rights in any deliverables are not subject to assignment or transfer hereunder, including any moral rights and any rights of attribution and of integrity, Contractor hereby irrevocably and unconditionally waives all such rights and enforcement thereof and agrees not to challenge the State's rights in and to the deliverables.



4.2.8.2 Proposal Certification - The bidder shall sign and submit with the bid proposal the document included as Attachment F in which the bidder shall certify that the contents of the bid proposal are true and accurate.

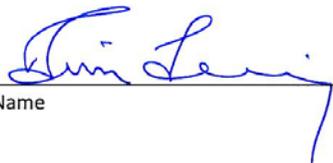
ATTACHMENT F

PROPOSAL CERTIFICATION

BIDDERS – SIGN AND SUBMIT CERTIFICATION WITH PROPOSAL.

I certify that I have the authority to bind the bidder indicated below to the specific terms, conditions and technical specifications required in the Department's Request for Proposals (RFP) and offered in the bidder's proposal. I understand that by submitting this bid proposal, the bidder indicated below agrees to provide services described in the Iowa Medicaid Enterprise **HIPAA 5010 and ICD-10 Code Sets** RFP which meet or exceed the requirements of the Department's RFP unless noted in the bid proposal and at the prices quoted by the bidder.

I certify that the contents of the bid proposal are true and accurate and that the bidder has not made any knowingly false statements in the bid proposal.


Name

12/8/2009
Date

Executive Vice President
Title

Chicago Systems Group, Inc. (DBA CSG Government Solutions)
Name of Bidder Organization



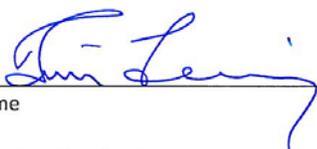
4.2.8.3 Certification of Independence and No Conflict of Interest - The bidder shall sign and submit with the bid proposal the document included as Attachment G in which the bidder shall certify that the bid proposal was developed independently. The bidder shall also certify that no relationship exists or will exist during the contract period between the bidder and the Department that interferes with fair competition or is a conflict of interest. The Department reserves the right to reject a bid proposal or cancel the Notice of Intent to Award if, in its sole discretion, any relationship exists that could interfere with fair competition or conflict with the interests of the Department.

ATTACHMENT G

CERTIFICATION OF INDEPENDENCE AND NO CONFLICT OF INTEREST

By submission of a bid proposal, the bidder certifies (and in the case of a joint proposal, each party thereto certifies) that:

- the bid proposal has been developed independently, without consultation, communication or agreement with any employee or consultant of the Department who has worked on the development of this RFP, or with any person serving as a member of the evaluation committee;
- the bid proposal has been developed independently, without consultation, communication or agreement with any other bidder or parties for the purpose of restricting competition;
- unless otherwise required by law, the information in the bid proposal has not been knowingly disclosed by the bidder and will not knowingly be disclosed prior to the award of the contract, directly or indirectly, to any other bidder;
- no attempt has been made or will be made by the bidder to induce any other bidder to submit or not to submit a bid proposal for the purpose of restricting competition;
- no relationship exists or will exist during the contract period between the bidder and the Department that interferes with fair competition or is a conflict of interest.


 Name 12/8/2009
 Date
 Executive Vice President
 Title
 Chicago Systems Group, Inc. (DBA CSG Government Solutions)
 Name of Bidder Organization





4.2.8.4 Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transactions - The bidder shall sign and submit with the bid proposal the document included as Attachment H in which the bidder shall certify that it is not presently debarred, suspended, proposed for debarment, declared ineligible

ATTACHMENT H

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION -- LOWER TIER COVERED TRANSACTIONS

By signing and submitting this Proposal, the bidder is providing the certification set out below:

1. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the bidder knowingly rendered an erroneous certification, in addition to other remedies available to the federal government the Department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
2. The bidder shall provide immediate written notice to the person to whom this Proposal is submitted if at any time the bidder learns that its certification was erroneous when submitted or had become erroneous by reason of changed circumstances.
3. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participant, person, primary covered transaction, principle, proposal, and voluntarily excluded, as used in this clause, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this Proposal is submitted for assistance in obtaining a copy of those regulations.
4. The bidder agrees by submitting this Proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Department or agency with which this transaction originated.
5. The bidder further agrees by submitting this Proposal that it will include this clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transaction," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
6. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from covered transactions, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. A participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Nonprocurement Programs.
7. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

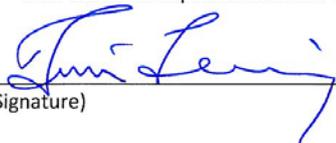


8. Except for transactions authorized under paragraph 4 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, the Department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND/OR VOLUNTARY EXCLUSION--LOWER TIER COVERED TRANSACTIONS

(1) The bidder certifies, by submission of this Proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

(2) Where the bidder is unable to certify to any of the statements in this certification, such bidder shall attach an explanation to this Proposal.



(Signature)

12/8/2009

(Date)

Executive Vice President

(Title)

Chicago Systems Group, Inc. (DBA CSG Government Solutions)

(Company Name)



4.2.8.5 Authorization to Release Information - The bidder shall sign and submit with the bid proposal the document included as Attachment I in which the bidder authorizes the release of information to the Department.

ATTACHMENT I

AUTHORIZATION TO RELEASE INFORMATION

Chicago Systems Group, Inc. (DBA CSG Government Solutions (name of bidder) hereby authorizes any person or entity, public or private, having any information concerning the bidder's background, including but not limited to its performance history regarding its prior rendering of services similar to those detailed in this RFP, to release such information to the Department.

The bidder acknowledges that it may not agree with the information and opinions given by such person or entity in response to a reference request. The bidder acknowledges that the information and opinions given by such person or entity may hurt its chances to receive contract awards from the Department or may otherwise hurt its reputation or operations. The bidder is willing to take that risk. The bidder agrees to release all persons, entities, the Department, and the Department of Iowa from any liability whatsoever that may be incurred in releasing this information or using this information.

Chicago Systems Group, Inc. (DBA CSG Government Solutions)
Printed Name of Bidder Organization



Signature of Authorized Representative

12/8/2009

Date



4.2.8.6 Certification Regarding Registration, Collection, and Remission of State Sales and Use Tax - The bidder shall sign and submit with the bid proposal the document included in Attachment J.

ATTACHMENT J

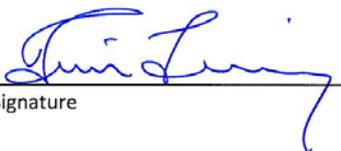
CERTIFICATION REGARDING REGISTRATION, COLLECTION, AND REMISSION OF STATE SALES AND USE TAX

By submitting a proposal in response to this Request for Proposal for MED-09-017 ("RFP"), the undersigned certifies the following: (check the applicable box):

Chicago Systems Group, Inc. (DBA CSG Government Solutions) [name of vendor] is registered or agrees to become registered if awarded the contract, with the Iowa Department of Revenue, and will collect and remit Iowa Sales and use taxes as required by Iowa Code chapter 423; or

[name of vendor] is not a "retailer" or a "retailer maintaining a place of business in the state" as those terms are defined in Iowa Code §§ 423.1(42) & (43) (2005).

Chicago Systems Group, Inc. (DBA CSG Government Solutions) [name of vendor] also acknowledges that the Department may declare the Vendor's bid or resulting contract void if the above certification is false. The Vendor also understands that fraudulent certification may result in the Department or its representative filing for damages for breach of contract.


Signature

12/8/2009
Date

Tim Lenning
Name - printed

Executive Vice President
Title

Chicago Systems Group, Inc. (DBA CSG Government Solutions)
Name of Bidder Organization



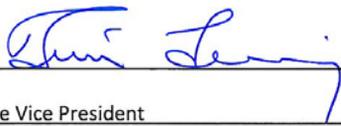
4.2.8.7 Certification of Compliance with Pro-Children Act of 1994 - The bidder shall sign and submit with the bid proposal the document included as Attachment K.

ATTACHMENT K

CERTIFICATION OF COMPLIANCE WITH PRO-CHILDREN ACT OF 1994

The Contractor must comply with Public Law 103-227, Part C Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act). This Act requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by federal programs either directly or through State or local governments. Federal programs include grants, cooperative agreements, loans or loan guarantees, and contracts. The law also applies to children's services that are provided in indoor facilities that are constructed, operated, or maintained with such federal funds. The law does not apply to children's services provided in private residences; portions of facilities used for inpatient drug or alcohol treatment; service providers whose sole source of applicable federal funds is Medicare or Medicaid; or facilities (other than clinics) where WIC coupons are redeemed.

The Contractor further agrees that the above language will be included in any subawards that contain provisions for children's services and that all subgrantees shall certify compliance accordingly. Failure to comply with the provisions of this law may result in the imposition of a civil monetary penalty of up to \$1000 per day.

Signature: 

Title: Executive Vice President

Organization: Chicago Systems Group, Inc. (DBA CSG Government Solutions)

Date: 12/8/2009



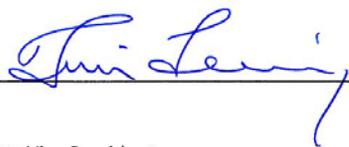
4.2.8.8 Certification Regarding Lobbying - The bidder shall sign and submit with the bid proposal the document included as Attachment L.

ATTACHMENT L

CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

- A. No federal appropriated funds have been paid or will be paid on behalf of the Sub-Grantee to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of the Congress, an officer or employee of the Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any federal contract, grant loan or cooperative agreement.
- B. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of the Congress, or an employee of a Member of Congress in connection with this Contract, grant, loan, or cooperative agreement, the applicant shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- C. The Contractor shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S.C.A. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Signature: 

Title: Executive Vice President

Organization: Chicago Systems Group, Inc. (DBA CSG Government Solutions)

Date: 12/8/2009



4.2.8.9 Business Associate Agreement (“BAA”) - The bidder shall sign and submit the bid proposal the document included as Attachment M.

CSG has reviewed and understands the information in the sample contract related to the Business Associate Agreement (BAA) and we will sign this form should we be awarded this contract. Per Amendment 1, Attachment M is the Proposal Certification of Available Resources, not the Business Associate Agreement (BAA) described in RFP Section 4.2.8.9.



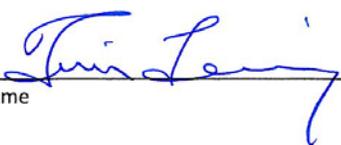
4.2.8.10 Proposal Certification of Available Resources – The bidder shall sign and submit with the bid proposal the document included as Attachment M.

ATTACHMENT M

PROPOSAL CERTIFICATION OF AVAILABLE RESOURCES

BIDDERS – SIGN AND SUBMIT CERTIFICATION WITH PROPOSAL.

I certify that the bidder organization indicated below has sufficient personnel resources available to provide all services proposed by this Bid Proposal. I duly certify that these personnel resources for the contract awarded will be available on and after **February 1, 2010**.


Name _____

12/8/2009
Date _____

Executive Vice President
Title _____

Chicago Systems Group, Inc. (DBA CSG Government Solutions)
Name of Bidder Organization



4.2.8.11 Firm Bid Proposal Terms – The bidder shall guarantee in writing the availability of the services offered and that all bid proposal terms, including price, will remain firm a minimum of 120 days following the deadline for submitting proposals.

CSG guarantees the availability of the services offered and guarantees all proposal terms, including price, will remain firm for a minimum of 120 days after the proposal submission date of December 8, 2009.