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#### 4.2.2 TRANSMITTAL LETTER

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*TRANSMITTAL LETTER: An individual authorized to legally bind the bidder shall produce and sign a Transmittal Letter on official business letterhead. A photocopy of the Transmittal Letter shall be included in each copy of the Technical Proposal. The Transmittal Letter shall include: numbers one (1) through 13.d on pages 29 to 31 of the RFP. Any request for confidential treatment or information shall also be identified in the Transmittal Letter, as well as the specific statutory basis supporting the request and an explanation why disclosure of the information is not in the best interest of the public. The Transmittal Letter shall also contain the name, address and telephone number of the individual authorized to respond to the Department about the confidential nature of the information. Transmittal Letters should be numbered in sequence with the remainder of the Technical Proposal.*

A transmittal letter signed by the Executive Vice President, who is authorized to legally bind Fox Systems, Inc. (FOX) to the contents and provisions of this proposal, is provided on the following pages.

September 29, 2008

Joanne Rockey, Issuing Officer  
Iowa Department of Human Services  
Iowa Medicaid Enterprise  
100 Army Post Road  
Des Moines, Iowa 50315

Re: MED-09-006 Technical Assistance and Support for Iowa Medicaid Enterprise Services  
Procurement – Redacted Copy

Dear Ms. Rockey,

Fox Systems, Inc. (FOX) is pleased to submit this proposal to the Iowa Department of Human Services (Department), Iowa Medicaid Enterprise (IME) to provide Technical Assistance and Support for IME Services Procurement.

FOX is one of the nation's premier Medicaid Management Information System (MMIS) consultants and we offer a rich background of projects performed for the Centers for Medicare & Medicaid Services (CMS) and three-fourths of the State Medicaid agencies. Per the requirements in Section 4.2.2 of the Request for Proposal (RFP), FOX has included the following information.

- 1) The bidder's mailing address.  
Fox Systems, Inc.  
6263 N. Scottsdale Road, Suite 200  
Scottsdale, AZ 85250
- 2) Electronic mail address, fax number, and telephone number for both the authorized signer and the point of contact designated by the bidder.  
Authorized Signer: Desh Ahuja, Executive Vice President  
Fax Number: 480.423.8108  
Phone Number: 480.423.8184, ext. 6000  
  
Point of Contact: Angie Jared, Proposal Manager  
Fax Number: 480.423.8108  
Phone Number: 480.423.8184, ext. 5907
- 3) Fox Systems, Inc. (FOX) is a corporation, incorporated in California in 1987.
- 4) FOX, the Prime Contractor for this proposal, is registered to do business in the State of Iowa. Our corporate charter number is 368781. FOX will not be utilizing any subcontractors for this response.
- 5) FOX Federal Tax Identification Number is 68-0121468.

- 6) FOX will comply with all Contract Terms and Conditions as indicated by Section 6 of the RFP.
- 7) FOX has made no attempt, nor will we make an attempt, to induce any other person or firm to submit or not submit a proposal in response to this RFP.
- 8) FOX does not discriminate in our employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap.
- 9) No cost or pricing information has been included in this letter or the Technical Proposal.
- 10) FOX has received the following amendments to this RFP, which were issued by the State.
  - a. Amendment 1, issued Monday, September 15, 2008
  - b. Amendment 2, issued Tuesday, September 16, 2008
  - c. Questions and Answers, issued Wednesday, September 17, 2008
- 11) In connection with this procurement, FOX certifies that:
  - 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 competition; and
  - b. Unless otherwise required by law, the prices quoted have not been knowingly disclosed by FOX prior to award, directly or indirectly, to any other bidder or to any competitor.
- 12) Desh Ahuja, Executive Vice President for FOX, certifies that he is the person in FOX's organization responsible for, or authorized to make, decisions regarding the prices quoted and that he has not participated, and will not participate, in any action contrary to item 11 above.
- 13) FOX will not be utilizing subcontractors for this effort and response.

FOX has marked the following information in the Technical Proposal as "Confidential". This information has been removed from this redacted copy of the proposal.

- FOX proprietary software information, page 69
- Resumes, pages 202-214
- Financial data, pages 216-259

FOX requests that the information listed above (the "Information") be treated as confidential under Iowa's Freedom of Information Act (the "Act"), Iowa Code Chapter 22:

The Act does not require disclosure of the Information because it may be properly characterized as trade secrets under Iowa Code section 22.7(3) and as information, which if disclosed would give an advantage to competitors of FOX under Iowa Code section 22.7(6).

Although section 22.7(3) does not define trade secrets, the definition contained in the Uniform Trade Secrets Act, Iowa Code section 550.2(4) is controlling. Section 550.2(4) provides:

“*Trade secret*” means information, including but not limited to a formula, pattern, compilation, program, device, method, technique, or process that is both of the following:

- a. Derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by a person able to obtain economic value from its disclosure or use.
- b. Is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.

Under the plain language of the statute, “trade secret” is defined as “information” and eight examples of this term are provided. Although these examples cover items normally associated with the production of goods, “trade secrets” are not limited to the listed examples. Business financial information may also fall within the definition of a trade secret. Trade secrets can range from customer information, to financial information, to information about manufacturing processes to the composition of products. There is virtually no category of information that cannot, as long as the information is protected from disclosure to the public, constitute a trade secret. U.S. West Communications, Inc. v. Office of Consumer Advocate, 498 N.W.2d 711, 714 (Iowa 1993) (citing Thomas J. Collin, *Determining Whether Information Is a Trade Secret Under Ohio Law*, 19 U.Tol.L.Rev. 543, 545 (1988)).

Our financial data, resumes of our personnel proposed for the project, and our proprietary software information is of “economic value” because FOX has expended considerable resources to develop the Information, it would be useful to a competitor and would require considerable cost, time, and effort to duplicate. This Information is not generally known outside of FOX because of the efforts and measures taken by FOX to guard the secrecy of the Information. The Information is marked “Confidential” and stored on a network system, retrievable only by certain allowed users with password access. The Information could not easily be acquired or duplicated by others. All FOX employees and outside businesses partners must sign nondisclosure agreements to protect the Information from dissemination. The company’s trade secret protection program is explained to all employees in the FOX Employee Handbook. No other business shares office space with FOX. The door to the office is locked and protected by key pad access. Visitors must ring a bell for admittance and sign in before being allowed to leave the reception area.

The authorized individuals the Department may contact about the confidential nature of the Information are:

Desh Ahuja, Executive VP  
6263 N. Scottsdale Road, Suite 200  
Scottsdale, AZ 85250  
(480) 423-8184, ext. 6000

Marne Woods, Corporate Legal Counsel  
6263 N. Scottsdale Road, Suite 200  
Scottsdale, AZ 85250  
(480) 423-8184, ext. 5929

Ms. Joanne Rockey  
September 25, 2008  
Transmittal Letter  
Page 4

As Executive Vice President, I am authorized to enter into contracts and bind the firm to the contents of this proposal. We appreciate the opportunity to respond to this RFP and hope to work with the Department on this important project. Please do not hesitate to contact us if you have any questions about our proposal and the services we are offering.

Sincerely,

Desh Ahuja  
Executive Vice President

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### 4.2.3 MANDATORY REQUIREMENTS CHECKLIST

*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.*

#### ATTACHMENT E

#### MANDATORY REQUIREMENTS AND REASONS FOR DISQUALIFICATIONS

Bidders are expected to confirm review of their proposal against the Mandatory Requirements for this RFP by initialing the space provided. The Agency will make the final determination as to the whether Mandatory Requirements have been met. This document is to be submitted with the Technical Proposal portion of Bid Proposals.

Bidder	Agency	Mandatory Requirements
Yes		1. Was the Letter of Intent submitted on time as specified in section 2.6 of the RFP?
Yes		2. Did the Issuing Officer receive the bid proposal before 3:00 p.m. Central Time <b>as specified in section 2.4 of the RFP?</b>
Yes. FOX proposal submission is in comb binding, divided into Technical and Cost, enclosed in separate envelopes and labeled as required. 2 PDF CDs were included as well as a redacted copy of the proposal and all RFP requirements are restated in number and text.		3. 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"> <li>• Submitted in spiral, comb or similar binder (no loose leaf binders)</li> <li>• Divided in two parts: (1) Technical Proposal; (2) Cost Proposal.</li> <li>• Original and seven (7) copies properly labeled</li> <li>• Two (2) electronic copies in Adobe PDF file format on CD ROM</li> <li>• One copy of bid proposal from which confidential information has been redacted, if any claim of confidential information is made.</li> <li>• 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.</li> </ul>



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Yes		4. Does the proposal include a signed copy of Attachment F: Proposal Certification?
Yes		5. Does the proposal include a signed copy of Attachment G: Certification of Independence and No Conflict of Interest?
Yes		6. Does the proposal include a signed copy of Attachment H: Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion— Lower Tier Covered Transactions?
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 J: Certification Regarding Registration, Collection and Remission of State Sales and Use Tax?
Yes		9. Does the proposal include a signed copy of Attachment K: Certification of Compliance with Pro-Children Act of 1994?
Yes		10. Does the proposal include a signed copy of Attachment L: Certification Regarding Lobbying?
No, per Q&A and Amendment 2, not required.		11. Does the proposal include a signed copy of Attachment M: Business Associate Agreement (BAA)?
Yes		12. Does the proposal include a signed copy of Attachment N: Proposal Certification of Available Resources?
Yes		13. Does the proposal include a transmittal letter as specified in section 4.2.2 of the RFP?
Yes		14. Does the proposal include three (3) letters of reference as specified in section 4.2.7.2.6 of the RFP?
Includes a cashier's check in the Cost Proposal submission, per section 4.3.2 of the RFP.		15. Does the proposal include a bid bond, payable to the State of Iowa, in the amount of \$5,000?

---

		Desh Ahuja
Signature of Authorized Representative for Bidder	Initials	Printed Name

---

Signature of Agency Representative	Initials	Printed Name





#### 4.2.4 EXECUTIVE SUMMARY/INTRODUCTION

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*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.*

FOX is pleased to have the opportunity to present this proposal to the Iowa Department of Human Services for Technical Assistance and Support for the Iowa Medicaid Enterprise Services Procurement. We are confident that you will find our proposal addresses all requirements and demonstrates our understanding of the services requested in the solicitation. Most importantly, our proposal addresses our unique understanding and qualification for the next round of procurements regarding the systems and services contracts that support the Iowa Medicaid program in the unique model of collaboration and cooperation that characterizes the Iowa Medicaid Enterprise (IME); making us a uniquely positioned Qualified Services Provider (QSP).

The IME represents a transformational model of how states can administer the Medicaid program. FOX is proud to have been instrumental in assisting DHS in this transformation, and we have remained involved in the IME since its inception. We assisted DHS in the most fundamental element in the transformation, the establishment of a culture of partnership and collaboration that makes the IME as unique a culture as that of the State of Iowa.

In 2003 DHS engaged FOX to assist in the development of requirements and procurement support for a replacement MMIS and fiscal agent contractor. We worked with the State staff in a number of meetings and facilitated work sessions to identify new system requirements and the scope of work for the fiscal agent. Our approach to this type of information gathering has always been a "business driven" approach, much like what has become the Medicaid Information Technology Architecture (MITA) business process model.

From these sessions, we learned that many of the existing business processes were weak, lacked basic controls, and did not align with DHS program and policy staff responsibilities. We identified a number of business areas in need of improvement. We concluded that DHS did not need a new system rather it needed to address the business problems that were impacting the Medicaid program, including:

- A contractor across town that was not always timely in responsiveness
- State staff that were unfamiliar with fiscal agent functions and processes
- Business processes that were largely paper-driven with limited controls and accountability
- Performance measures and metrics were limited and focused on timely claims processing without respect to other needs of the business



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- Weak set of help desk services for Title XIX recipients

FOX and DHS staff worked cooperatively to develop decision points and assist in the development of alternative business requirements, including additional systems support.

DHS executive management understood and supported the FOX/DHS strategy, going beyond the original strategy to envision a new business model that would operate more like a health plan instead of a government entity. The plan had a member-centric focus and an organizational model that was built on accountability and performance management. The “best of breed” model that was chosen was named the Iowa Medicaid Enterprise and encompasses the full extent of services and responsibilities that make up the Iowa Medicaid Program.

The FOX/DHS team worked together to translate the vision into a reality by developing a strategy to make it happen within the available time constraints of the expiring Fiscal Agent contract. FOX and DHS collaborated to define the service and business components of the RFP, establish performance thresholds and metrics, developing the RFP, Advanced Planning Document, and Proposal Evaluation Materials.

Our partnership and teamwork established a bond that helped meet fixed deadlines and overcome obstacles. Out of necessity, FOX and DHS built a consensus vision of the IME and were able to successfully communicate the vision and strategy, making a business case through executive commitment, obtaining buy-in by key shareholders, and gaining the support of the Iowa Legislature.

It is through this partnership that FOX developed a fundamental understanding of the IME and how the model is designed to emphasize and achieve key IME objectives:

- Improved Service to both Members and Providers
- Emphasis on Quality Healthcare and Identification of Chronic Illness
- Better Access to Data and Better Decision Support Capabilities
- Better Management of Program by State
- Improved Potential for Program Savings
- Increased Federal Matching Dollars
- Iowa Economic Development

FOX also assisted DHS during the procurement period through bidders’ conference activities, answering hundreds of questions for bidders, and in assisting in the evaluation period, including the oral presentations by the bidders.

After our procurement contract ended, FOX continued to provide services in support of IME. FOX was engaged by the Core Contractor, Noridian Administrative Services, to assist them in better understanding Medicaid, the IME concept, and how to manage the system enhancements that were part of their implementation responsibilities. Our periodic risk reporting to Noridian executive management helped Noridian match their performance to their ambitions in their first Medicaid contract. During the system transition to Noridian, FOX provided valuable technical



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and project leadership services. During the recent, successful National Provider Identification (NPI) implementation, FOX was again engaged by DHS to provide Project Management and QA services.

FOX has continuously monitored the IME, through frequent contact and meetings and in a subsequent contract awarded in 2006 to assist the IME in assessing the impact of the HIPAA mandated National Provider Identifier, and in follow-on work to provide PMO and IV&V services in 2007.

FOX has witnessed the evolution and the growth of the IME model, seen it operate first-hand, and experienced directly how the proximity and interaction between the State and eight contractors has improved the responsiveness and adaptability of the model to support the Medicaid model. We know IME and as some of its earliest supporters, we look forward to participating as the QSP in the IME Procurement project.

Our proposal has been developed to according to the requirements and instructions described in Section 4 of the RFP. We have organized our response into two volumes a Technical Proposal and a Cost Proposal.

The Technical Proposal is organized as follows:

- Table of Contents (Tab 1)
- Transmittal Letter (Tab 2)
- Mandatory Requirements Checklist (Tab 3)
- Executive Summary/Introduction (Tab 4)
- Understanding of the Iowa Medicaid Procurement (Tab 5)
- Service Requirements (Tab 6)
- Corporate Organization, Experience and Qualifications (Tab 7)
- Certification and Guarantees (Tab 8)

### **Executive Summary**

In this section FOX describes its past and recent experience with the Department and with the IME in particular. We believe that our experience and past performance makes us the ideal candidate to be the QSP for the new round of procurement because our understanding, demonstrated effectiveness in working with the Department, and our core competencies, including procurement assistance, MITA, PMO and IV&V are potentially within the scope or possible future scope needed by the Department. In addition to providing a brief readers version of the technical proposal, we also highlight the features of our approach, and the benefits which DHS will realize with assistance from FOX as the QSP.

### **Understanding of the Project**

FOX carefully reviewed the requirements described in the RFP and our Understanding of the Iowa Medicaid Procurement Project section is intended to confirm our understanding of this



procurement project and to demonstrate our understanding of the IME model itself. In order to assist the Department in activities associated with procurement it is critical now, as it was in 2004, to understand the goals of the IME:

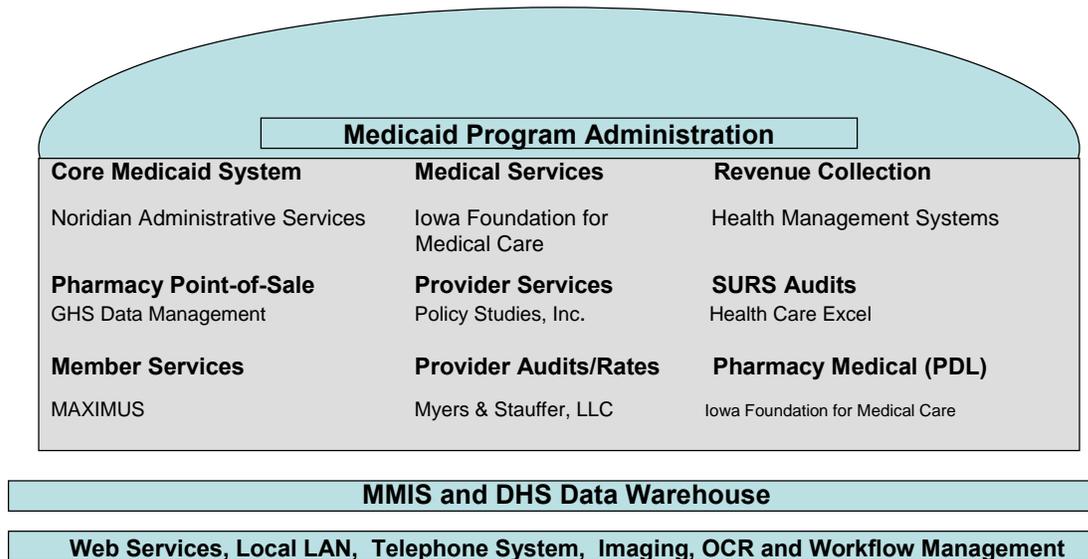
**Figure 1: Goals of the IME**

Goal	Implementation
An emphasis on quality and outstanding performance	The operational model is centered around more than 250 performance measures which are monitored, reported, and used to incentivize component contractors
A commitment to program and system integrity	Promoting uniform decision-making, the elimination of fraud, program transparency, and accuracy through the co-location of state and contractor staff and accountability
Consistent, reliable service	An emphasis on providing consistently accurate information in a friendly, customer-centric way to both members and providers

Understanding of the IME Environment

The key to understanding the IME environment is understanding how each of the components are organized and co-located in the IME facility on Army Post Road in Des Moines, as shown in the figure below.

**Figure 2: Organization of IME Facility**



All of the Contractors, comprising over 325 individuals, and DHS staff work together in an open "borderless" environment, with common facilities and meeting rooms. Each component shares a number of support tools and services including the mailroom, imaging, and workflow



management system, which together with the LAN and email system form the network for the IME.

A Complex Environment for Reprocurement

The QSP involved with this project must be able to come into this environment, establish its secure project management functions, and begin the comparative analysis which involves the comparison of IME functions to best practices from other similar health plan and insurance operations. In our understanding of the project section of this proposal response we present a number of possible risks which we have identified that will need to be finalized in our project management plans and tracked through the course of the project. The design of the IME model is intended to minimize the “transfer risks” and we look forward to developing further strategies during the procurement in order to mitigate the types of risks that face Medicaid contractor turnover phases.

**Scope of Services**

In the section, which follows our understanding of the project, we present our approach to the following three principle areas:

- Evaluating the IME against a model of industry best practices
- Developing, writing and assisting in the two multipart IME RFPs and evaluation guides
- Updating the MITA State Self Assessment

We have built our project around the specific requirements, milestones and performance requirements. The Gantt chart below summarizes our work breakdown structure for the activities in the project.

**Figure 3: High-level Gantt Chart Overview**

ID	WBS	Task Name	Duration	Start	Finish	2008																	
						1	2	3	4	1	D	J	F	M	A	M	J	J	A	S	O	N	D
1	1	Project Start-up (3.2.1)	20 days?	Wed 10/15/08	Tue 11/11/08																		
53	2	Ongoing Project Management	745 days	Tue 10/28/08	Mon 9/5/11																		
91	3	Comparative Analysis (3.2.2)	160 days	Tue 10/21/08	Mon 6/1/09																		
143																							
165																							
166	4	Develop the IME Professional Services Request for Proposals (RFPs) (3.2.3)	156 days	Tue 2/17/09	Tue 9/22/09																		
185																							
198																							
239	5	Conduct Bidders Conference and Respond to Bidders Questions (3.2.4)	40 days	Thu 7/2/09	Wed 8/26/09																		
259																							
260	6	Update Iowa's MITA State Self-Assessment (3.2.5)	32 days	Tue 2/17/09	Wed 4/1/09																		
266																							
267	7	IV&V over Professional Services Implementation (Not included in SOW)	286 days	Thu 11/19/09	Thu 12/23/10																		
268																							
269	8	Develop the IME System Support Services Request for Proposal (RFP) (3.2.3)	268 days	Wed 12/1/10	Fri 12/9/11																		
294																							
313																							
326																							
367																							
368	9	Conduct Bidders Conference and Respond to Bidders Questions (3.2.4)	51 days	Wed 10/19/11	Wed 12/28/11																		
388																							
389	10	IV&V over IME System Support Services Implementation (Not included in SOW)	413 days	Thu 3/1/12	Mon 9/30/13																		
390																							
391	11	Update Iowa's SS-A so that is current with the newly procured processes and technologies in most current CMS format (3.2.5.2)	196 days	Mon 1/2/12	Mon 10/1/12																		



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These three areas address the service requirements specified in Section 3.2 of the RFP. In this section we discuss our approach to the key activities, confirm our understanding of the contractor responsibilities, describe the deliverables, and describe how our work plan and management approach ensures that we will meet the specified performance requirements.

**Corporate Organization, Experience and Qualifications**

FOX is a richly experienced and leading consultant to State Medicaid programs who seek assistance with MMIS planning, MITA SS-A, requirements analysis, procurement support, and project oversight such as quality assurance, quality control, and IV&V services. We are also a key contractor in assisting CMS with the development of MITA. This section of our proposal highlights FOX qualifications, background, and relevant experience.

Additionally, our long-standing relationship with Iowa DHS provides a solid knowledge base of the Department's programs, services, and IT infrastructure which enhances our experience and qualifications related to this project. As requested we present a depth and breadth of detail regarding our most relevant, recent, similar projects that help to demonstrate our unique qualifications.

In addition, we present reference letters from three of our clients who will attest to the work we have performed in their state for similar activities.

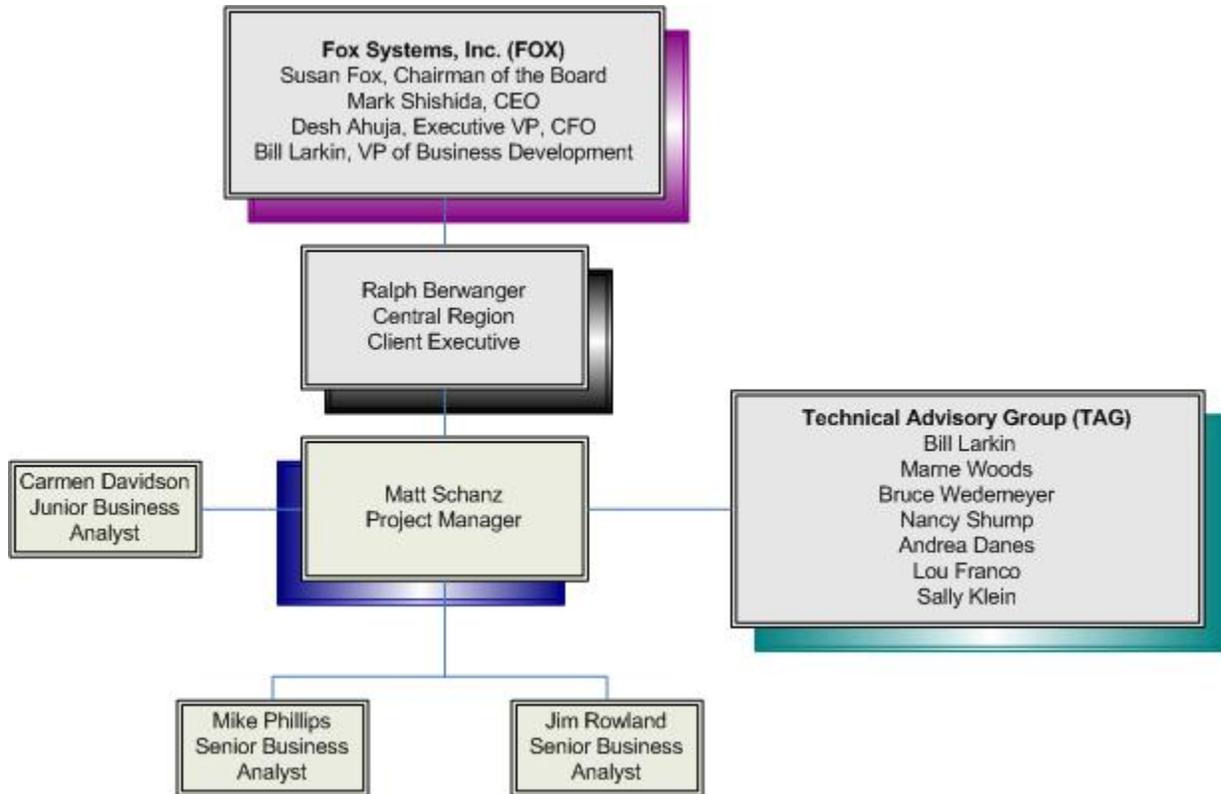
**Personnel**

We are proposing a core project team of key personnel that consists of a Project Manager, two Senior Business Analysts, and a Junior Business Analyst. All team members possess the technical, consulting, and interpersonal skills and expertise to ensure the Department that the objectives of the project will be met or surpassed. This core team will be supported by the FOX Central Regional Director and a Technical Advisory Group made up of FOX Subject Matter Experts. We will also draw on our capability to rotate additional Subject Matter Experts into the project at any time if the need for specialized skill sets arises.

We have included a copy of the IME Project Organizational Chart and additional personnel information is included in Section 4.2.7.3.2 of this proposal.



Figure 4: FOX IME Services Procurement Project Organizational Chart



**Matt Schanz**, our project manager for the IME Services Procurement project, is a certified Project Management Professional (PMP) with over 15 years experience providing information technology (IT) solutions and more than 5 years of experience providing healthcare project management services. His recent project management experience includes support, communication, and coordination for approximately 10 different companies and over 50 individuals for the Healthy Indiana Plan (HIP) project. His responsibilities for the HIP project also included IT Project Management activities related to providing oversight and managing all IT requirements and initial member enrollment.

Mr. Schanz' Medicaid procurement experience includes Medicaid Management Information System (MMIS), Medicaid Information Technology Architecture (MITA), and behavioral health-related Advance Planning Document (APD) and Request for Proposal (RFP) development. He has extensive knowledge of the MITA initiative related to business, information, and technical process models, including the integration of these models into State Medicaid processes.

Mr. Schanz also has extensive insurance-related experience outside the Medicaid industry. He has assisted with business process improvement and reengineering projects, as well as planning, analysis, and reporting development for over 400 projects for State Farm Insurance.

The key personnel proposed for this project will be supervised by Ralph Berwanger, the Central Region Client Executive.



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**Ralph Berwanger** has managed multiple eBusiness programs and information systems projects in the healthcare, finance and supply chain industries, and for federal agencies, including projects for the Department of Defense, Department of Education, Environmental Protection Agency, and the Uniform Code Council. These projects demanded innovative solutions to protect highly-sensitive customer and client information; integrate new and emerging technology, and re-engineer external and internal business processes. Mr. Berwanger is a hands-on leader, capable of managing all levels of budgets, and is technically proficient in a variety of software applications as well as several programming languages.

Mr. Berwanger's project management approach follows industry best practices, such as the Project Management Institute's Project Management Body of Knowledge (PMBOK®), and client standards for project management, risk management, and project quality assurance.

In addition to Mr. Berwanger's oversight of the project, additional experience will be brought to the project through our Technical Advisory Group (TAG).

***Technical Advisory Group (TAG) – Bill Larkin, Marne Woods, Bruce Weydemeyer, Nancy Shump, Andrea Danes, Lou Franco, and Sally Klein***

The success of FOX is due largely to our belief that making our most experienced team available and accessible to our clients and project managers will increase progress and improve communications. To support this claim, we are offering a TAG for this project that is comprised of well-respected Medicaid industry experts. The TAG will weigh in on MITA and technical issues that might arise during the course of the project. The Project Coordinator may occasionally seek the TAG's advice regarding the best way to serve the needs of the Department, and the TAG would welcome any discourse with Department executive management.

**Bill Larkin** is the Vice President of Business Development for Fox Systems, Inc. and has extensive experience as a Client Executive, Senior Project Manager and Systems Analyst on the design, development and implementation of large Medicaid Management Information Systems (MMIS) and other healthcare information systems over the last 27 years.

Mr. Larkin is currently assisting as a Client Executive working with the State of California Department of Health Care Services where FOX is providing procurement assistance for the Medicaid Fiscal Intermediary Contract, as well as quality assurance reviews of deliverables and overall quality of the work performed. Previously, Mr. Larkin has served as Client Executive for the Iowa Medicaid Enterprise systems and professional services project. He also served as the Client Executive leading a team of consultants to provide the State of Oregon Department of Human Services (Department) and the Office of Medical Assistance Programs (OMAP) with an MMIS that met all state and Federal Medicaid and certification requirements and all current OMAP MMIS functional and business requirements.

Prior to joining FOX, Mr. Larkin was President of HealthNet Data Link, a firm developing and offering web-based system applications to health care providers and insurers. He also formerly served on the executive management team with Consultec prior to its acquisition by ACS where he had broad responsibilities for MMIS and Fiscal Agent marketing, systems development and operations for multiple states.



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**Marne Woods, J.D.**, is a Corporate Attorney for FOX, responsible for providing legal review and advice regarding contract-related and corporate activities. Before joining FOX, she was Assistant Attorney General for the State of Iowa, Department of Justice for 12 years. In this position, she represented the Department of Human Services (Department), which is the largest state government health and human services agency. She advised Department on the operation of the Medicaid program and the procurement of services and represented the agency in administrative and judicial actions. She was also a Law Clerk responsible for researching and drafting legal opinions in federal district court and an Iowa appellate court.

**Bruce Weydemeyer** has nearly 30 years of experience in Medicaid operations, including policy development, program administration, systems development and procurement, implementation support, contract management and budgeting. His most recent assignments include serving as Project Manager for the Iowa Medicaid Enterprise procurement and as Interface Manager for the Minnesota HealthMatch eligibility development. In Iowa, he led a team of FOX consultants in defining requirements and developing a Request for Proposal (RFP) for new systems and professional services contracts. In Minnesota, he is responsible for defining interfaces for the new automated eligibility system for Medicaid and Minnesota Care clients. He also served as Project Manager for another FOX project to procure a new Medicaid Fiscal Agent contract for the State of Alaska.

Mr. Weydemeyer's wide ranging experience as a manager and policy expert for the New Mexico Medicaid program, when combined with his private sector experience analyzing state business requirements for health care delivery systems and evaluating vendor models for automated Medicaid support, make him one of the nation's premier Medicaid and Medicaid Management Information System (MMIS) experts. Through his knowledge of the national Medicaid program environment and work with systems vendors, Mr. Weydemeyer brings a big picture view to state healthcare program needs for the 21st century.

**Nancy Shump** is highly experienced in the design, development, implementation, and operation of large-scale MMIS and other healthcare systems. She is also an expert in Medicaid Management Information System (MMIS) implementation Quality Assurance and Independent Verification and Validation (IV&V) tasks. Currently, Ms. Shump is the QA Team Leader providing QA and IV&V services on the FOX project to assist the State of New Hampshire implement a new MMIS and Fiscal Agent Operation. Prior to this assignment, she provided similar services on the FOX project to assist the State of Alaska implement a new Fiscal Agent and MMIS. Ms. Shump also served as a Business Analyst on the FOX project team that conducted the Iowa Medicaid Enterprise (IME) procurement. In addition, she has acted in the project management and designer role on numerous state Medicaid projects across the country, including Alaska, Delaware, Georgia, Louisiana, New Mexico, Oregon, Tennessee, and West Virginia.

**Andrea Danes** is an executive level health care professional with both public and private enterprise experience. As Senior Director of Health Information Transformation, she is a key strategist to States and other organizations seeking to develop business driven technical solutions to improve the administration and delivery of health care services. She has more than 10 years of experience with State systems, including Medicaid/MMIS. Her work with the Centers for Medicare & Medicaid Services (CMS) Medicaid Information Technology Architecture



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(MITA) initiative is paving the way for business process improvement, including a business needs-driven approach to system development and implementation. In addition to project experience, she brings a wide array of MITA and Health Insurance Portability and Accountability Act (HIPAA) knowledge and expertise to the health care industry. She has been instrumental in the compliance achievements and technical developments of many organizations.

**Lou Franco** is a Consultant to FOX with over 37 years of public sector insurance industry management, operational and information technology systems experience with major insurance, reinsurance, broker, third party administrator, and consulting organizations, including insurance company-administered Medicare, private and other government sector health and welfare programs.

Mr. Franco's extensive experience includes: Medicare administration and claims adjudication systems; HHS/CMS/MMA policy/rate and compliance, Medicare and Medicaid operations, HEDIS, EMPAQ, HIPAA, JCAHO rules and compliance; state and federal healthcare legislation; evaluation and implementation of healthcare and third party software, hardware and administration systems; managed care, HMO/PPO networks; alternate healthcare delivery and alternate risk management systems; integrated absence, disability and disease management systems and operations; private and governmental sectors RFP and procurement management; provider network development; risk management; health care/casualty administration and management; utilization review; information technology; retail/wholesale brokerage; professional/general liability insurance; and employee benefits/BPO/human capital consulting.

His experience managing and evaluating healthcare and provider networks includes significant involvement in such areas as in-depth knowledge of Medicare and Medicaid operations, H/W and S/W vendors, Healthcare provider networks, HIPAA and other state and federal compliance laws, benefit and provider capitation rate development and analysis, utilization review system development, case management and disease management protocols and healthcare program loss control and risk management.

**Sally Klein** is a Project Management Professional (PMP) with over 35 years of experience in the health care industry. She is currently acting as the Senior Business Analyst for the Mississippi MITA State Self-Assessment (SS-A) project and has just completed the Montana MITA SS-A as the Lead Analyst. She has recent Medicaid project experience for the States of Iowa, Minnesota, and Alaska. As a FOX HIPAA specialist for government agencies, she has coordinated activities to comply with HIPAA requirements and analyzed system requirements and business practices to ensure continuity of remediation efforts.

Prior to joining FOX, Ms. Klein was the HIPAA Project Manager for the Montana Department of Public Health and Human Services. She is considered a national HIPAA expert and served as National Medicaid representative to the ASC X12N standards setting committee and several other national committees. She provided frequent testimony and national presentations regarding Medicaid preparation for HIPAA compliance and has also been responsible for all aspects of HIPAA privacy compliance, having served as the HIPAA Privacy Officer for the Department of Public Health and Human Services.



## Cost Proposal

FOX has submitted our cost proposal as a separate document per the RFP requirements and we have included the required cashier's check payable to the Department for \$5,000 in our submission.

## FOX is the Best Fit for the IME Procurement Project

FOX and DHS formed a partnership in the development of the IME five years ago. We have seen this concept move through the procurement, implementation, and operations. Both DHS and FOX have a special knowledge and understanding of the IME model and the lessons learned to-date can be applied to both strengthening the model and acquiring additional capabilities, which will enable the IME to take the Iowa Medicaid Program to a higher level of service.

IME is MITA in that it is the business model representation of the principles behind MITA. We look forward to the opportunity to assist the Department in the refinement of the business model, through the adoption of best practices, and the procurement of service and system contractors that can provide the highest level of service to IME stakeholders; including DHS, members, providers, and the citizens of Iowa.

- 1. FOX Understands.** The IME is different than other Medicaid business models. In order to meet the requirements in the scope of work, the QSP must have a good working understanding of Medicaid and Medicaid supporting systems and services. The QSP must also understand the IME model and the culture that the IME model supports, which is based on cooperation and collaboration. We have the ability to provide the highest level of service because we require little or no training time to familiarize ourselves with the IME model. We can start on the comparative analysis and the assessment of the current IME functionality and toolsets with a unique perspective on the current scope of service for each component element.
- 2. Proven Partnership Philosophy.** FOX and DHS understand how to work together to innovate and to adapt to new requirements and we work well together. Our proven partnership was demonstrated during the initial IME procurement contract. Additionally, we have worked with the IME in operations, assisting with the project management and quality assurance for the NPI implementation, which was one of largest undertakings for the IME since it is inception. Our project management approach has been harmonized and works well with the Department and with the IME contractor components.
- 3. FOX is the expert on Medicaid procurements.** We bring an unequaled set of qualifications to assist in the scope of work under this project. Our ability to be flexible and responsive to Department needs was demonstrated in our work on the initial IME procurements. We place a high value on quality and we have adopted industry standard processes to continuously improve our performance.
- 4. FOX is the expert on MITA.** FOX is the contractor of choice in many states to assist them in their MITA State Self-Assessment. We understand the requirements to update the current IME SS-A and what is needed to maintain currency for the SS-A in order to support the requirements development and APD activities through the contract period.



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- 5. Vision for the Future.** FOX has earned a reputation as an innovator and a change agent because we understand our clients and their transaction processing, program management, financial management, and analytic needs that are supported through MMIS and contracted services. FOX has a unique understanding of the evolution of healthcare, and our role as the CMS MITA contractor gives us a special understanding of the future, where administrative and clinical data are used effectively in both individual case management and large scale population health management.

With a track record of innovation and a history of successful projects, FOX has become the contractor of choice for all States, large and small, seeking solutions that transcend business as usual. With future system requirements defined by the MITA maturity model, it is not surprising that States as large and complex as New York, California and Illinois have recently chosen FOX as their MMIS assessment and procurement support contractor.

FOX understands Iowa and the IME. We have extensive experience in the procurement process and with our past proven partnership with DHS we feel we offer the best option for a successful project.



## 4.2.5 UNDERSTANDING OF THE IOWA MEDICAID PROCUREMENT PROJECT

*Due to the complex nature of this procurement, the Department requests that bidders provide a written description of their company's understanding of the Iowa Medicaid Enterprise Procurement project. In this Section, the Department is looking for evidence that bidders understand how multiple contractors interact and integrate their operations creating a unified Iowa Medicaid program. In addition, it is expected that bidders will identify the risks inherent in the procurement of a multi-faceted operation such as the IME and identify the strategies the bidder will use to mitigate each risk.*

Fox Systems, Inc. (FOX) is uniquely qualified to provide the services requested in the RFP for Technical Assistance and Support for Iowa Medicaid Enterprise Services Procurement. FOX was the Technical Assistance contractor for the 2004 procurement of the current IME and assisted the Department in developing the multi-contractor concept to obtain "best of breed" contractors housed under one roof in a unified Iowa Medicaid program. During this engagement, FOX performed many of the services that are required in the current RFP, including:

- Conducted a review of the current MMIS and fiscal agent (FA) activity
- Developed requirements for the business areas included in the IME
- Prepared RFPs for the IME component contracts
- Prepared responses to bidders' questions
- Prepared the evaluation methodology, tool and evaluation manuals
- Trained the evaluators
- Compiled the evaluation results and prepared the recommendation report

Subsequent to the procurement process, FOX provided staff to assist the Core MMIS contractor in the implementation of the MMIS in the IME environment. In its most recent engagement with the Department, FOX provided quality assurance services for the development and implementation of the modifications to the Core MMIS to accommodate the new National Provider Identifier (NPI) requirements.

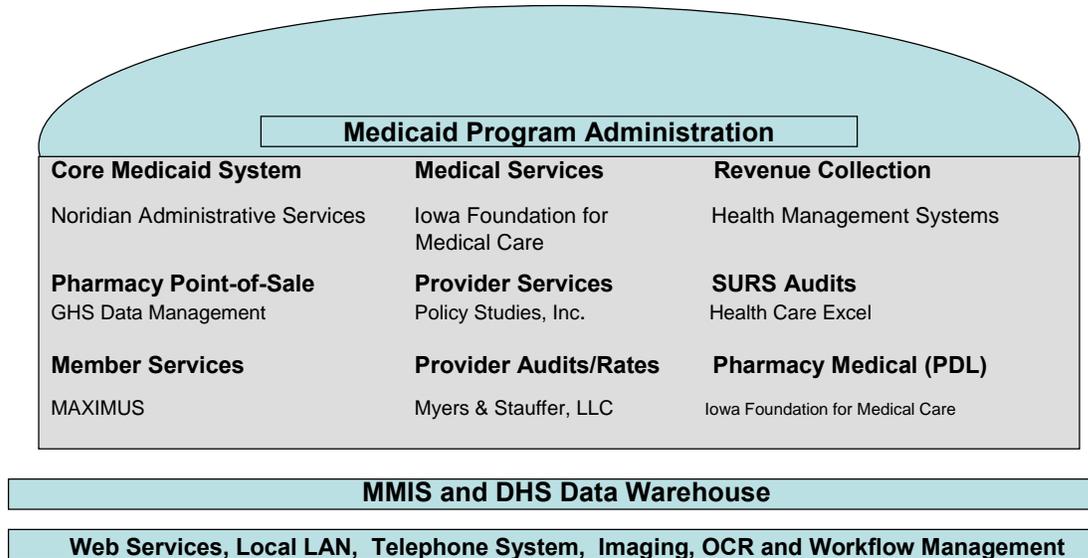
Based on our experience in the previous procurement process and in working with Department in the operational environment of the IME, FOX has first-hand knowledge and understanding of the unified Iowa Medicaid program. Our understanding of the project and the risks inherent in Iowa's multi-faceted operations is described in the following sections.

### Understanding of Iowa's Multi-Contractor Environment

The key to understanding the IME environment is understanding that the current Iowa Medicaid Enterprise consists of nine contractors, most of which are co-located with the State IME staff in a single IME facility in Des Moines as shown in the figure below.



Figure 5: Organization of IME Facility



All of the Contractors, comprising over 325 individuals, and DHS staff work together in an open “borderless” environment, with common facilities and meeting rooms. Each component shares a number of support tools and services including the mailroom, imaging, and workflow management system, which together with the LAN and email system form the network for the IME.

These contractors provide services in defined functional areas of expertise for the following IME components:

- **Core MMIS.** The Core MMIS component of the IME provides the MMIS system, mailroom operations, and claims administration functions. The Core MMIS contractor provides access to the MMIS to the other operational contractors via direct on-line access and through interfaces with the contractors who use MMIS data in their systems and operations so that data can be freely shared among the IME components.
- **Pharmacy Point Of Sale (POS).** The Pharmacy POS component of the IME provides pharmacy claims processing, drug utilization review including both Pro-Drug Utilization Review (Pro-DUR) and Retro-DUR, and drug rebate services. The POS contractor also provides services with the Medical Services contractor for development and maintenance of the approved Preferred Drug List. The POS system provides pharmacy claims data to the Core MMIS, and the Core MMIS provides MMIS data needed for the operation of the POS and DUR systems to the Pharmacy POS system.
- **Provider Services.** The Provider Services component of the IME performs provider enrollment and provider relations services, including responding to provider inquiries (both telephone and written inquiries) and provider training. The Provider Services operation has direct access to the Core MMIS data via on-line access to the MMIS databases.



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- **Member Services.** The Member Services component of the IME performs the member relations services, including responding to member inquiries and assisting members to find and access Medicaid services for which they are eligible. The Member Services operation has direct access to the Core MMIS data via on-line access to the MMIS databases.
- **Medical Services.** The Medical Services component of the IME performs service authorization and medical review services. The Medical Services contractor also provides services with the POS contractor for development and maintenance of the approved Preferred Drug List. The Medical Services component has direct access to the Core MMIS data via on-line access to the MMIS databases.
- **Provider Cost Audit.** The Provider Cost Audit component of the IME performs cost audits of the Medicaid facility providers. This includes both desk and on-site audits and development of facility rates for claims payment. The Provider Cost Audit component receives MMIS cost data from the Core MMIS via electronic interfaces.
- **SURS.** The Surveillance and Utilization Review Subsystem (SURS) component of the IME performs provider and member surveillance and utilization reviews, including processing MMIS data in the SURS system and performing operational reviews. The SURS component receives MMIS claims data from the Core MMIS via electronic interfaces.
- **Revenue Collections.** The Revenue Collections component of the IME provides Third Party Liability (TPL) and Estate Recovery services, including identifying and verifying third party coverage for members, benefit recovery for pay-and-chase claims, accident and trauma recovery, and estate recovery. The Revenue Collections component of the IME receives MMIS claims data from the Core MMIS via electronic interface and also has direct access to the MMIS via on-line access for research purposes.
- **Data Warehouse.** The Data Warehouse component of the MMIS provides data warehousing of MMIS data and Decision Support System (DSS) services. The Data Warehouse receives MMIS data from the Core MMIS contractor and provides DSS functionality to the other MMIS components and State Medicaid staff for production of reports, research, and analysis.

Among the many positive aspects of housing all of the MMIS functions together is that the State has the benefit of using contractors with specific expertise in their areas of responsibility, but the contractors can work together when their functions overlap. For example, during the NPI implementation, each of the contractors who use provider data had input to the changes that were necessary in the Core MMIS. The contractors were then involved in the testing of the changes to ensure that the Core MMIS functionality met the needs of all the contractors and the providers. The ability to conduct meetings with all of the affected contractors in the IME facility and the ability for the contractors to interact directly with each other for questions and problem resolution facilitated the timely and accurate implementation of the NPI in Iowa. Although the IME consists of multiple contractors, each a “best of breed,” there are no bright lines separating the contractors; all are working in a collective manner contributing to the overall success of Iowa’s Medicaid program.



## Understanding of the Complex Nature of the Procurement

From our experience in the previous procurement activities in Iowa, FOX understands the complexities of the analysis and development of procurement documents for the IME. In order to ensure the success of the procurement and the implementation and operations resulting from the procurement, the structure of the procurement activities must take into account the specific functions performed by each component contractor and the points of interaction among the components.

During the analysis phase of the procurement project, the data collection sessions must allow for discussions with the contractors to discuss their specific responsibilities as well as sessions that include the contractors with whom they interface. For example, there will need to be specific sessions with the Provider Services contractor to discuss their manual operations and sessions with the Provider Services and Core MMIS contractor to discuss the Provider system requirements. Likewise, there will need to be sessions with the Provider Cost Audit contractor to discuss the specific requirements for conducting cost audits and sessions with the Provider Cost Audit and Core MMIS contractors to discuss the interfaces between the two contractors. The results of the analyses must clearly define and separate the functional requirements for each component.

In developing the RFPs for the procurement, the key will be to clearly differentiate and specify the requirements for each component of the IME. The Statement of Work (SOW) for each RFP must not only identify the specific responsibilities of the contractor for its own operations, but also detail the requirements for the interface and interactions where there are interfaces between and among component contractors. For example, where there is an automated interface between two contractors, the requirements for producing the interface file must be included in one of the RFPs and the requirements for receiving and processing the interface must be included in the other RFP. In addition, the RFP requirements must not overlap among contractors. Any overlap in responsibilities will cause confusion for the vendors and create difficulties during implementation. Finally, and most importantly, performance measures for each contractor must be based on activities that are within the contractor's control.

## Risks Inherent In the Procurement of a Multi-Faceted Operation

Although the multi-contractor operation provides many benefits to the State, it also has many inherent risks. The development of the procurement documents must include strategies to mitigate these risks during the implementation and operations phases of the project. The risks and FOX's mitigation strategies are described below.

- **Challenges of managing multiple contracts**

A major challenge to the Department is managing the multiple contracts resulting from the procurement. This risk includes both the additional time it takes to manage multiple contracts compared to the time it takes to manage a single contract and the additional challenge of mediating disputes between contractors.

To mitigate this risk, FOX recommends the assignment of specific Department staff to manage each contract and meetings as necessary between and among the Department management staff to ensure all components are working cohesively. Fox also



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recommends that the RFP requirements include specific simple reports designed to allow Department management staff to quickly assess the status of each contract. Finally, to reduce the potential for conflicts between contractors, FOX will ensure that the interactions between contractors are clearly defined in the RFP and responsibilities will not overlap among contractors.

- **Compatibility of systems**

Because there are multiple systems involved in the procurement, there is a potential for incompatibilities among the systems used in the IME.

To mitigate this risk, FOX will clearly specify the requirements for interactions among the vendors and will ensure that specifications for the current interfaces are included in the bidders' library. By doing this the vendors will know in advance the system requirements that they must meet to be compatible with each other.

- **Overlapping of responsibilities**

One of the major risks in working with multiple contractors is the overlapping of responsibilities. This can occur because the same or similar requirements are included in more than one RFP or when the interactions between contractors are not clearly specified.

To mitigate this risk, FOX will ensure that the RFP requirements are specific and the specified responsibilities for each contractor are unique. Where there are interfaces between contractors, FOX will write the RFP requirements to specify the responsibilities of each party in the interface. As described above, one RFP will specify the responsibilities for producing the interface, and the other RFP will specify the responsibilities for receiving and processing the interface.

- **Finger pointing**

Another major risk for the project is the potential for finger pointing among the vendors when performance requirements are not met or a contractor has difficulty in performing its functions.

To mitigate this risk, FOX will make sure that the performance requirements for each contractor are based on activities that the contractor can control, i.e., activities in which the contractor is not dependent on another contractor to be able to perform the activity.

- **Contractors working independently**

Because the vendors responding to some of the component RFPs will likely not be the traditional Medicaid vendors, they may be used to working independently on contracts rather than working in a cooperative environment. This could cause difficulties in ensuring that the interactions among the contractors are handled smoothly and with all of the contractors' interests in mind.

To mitigate this risk, FOX will include in the RFP a description of the current working environment at the IME and the requirements for interaction among the contractors. To



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facilitate successful interaction among the contractors, FOX recommends there be no bright lines dividing the physical location of each contractor.

▪ **Prioritization of cross-functional activities**

Finally, one of the major challenges in the multi-contractor environment is setting priorities for changes when multiple contractors require changes that are dependent on other contractors. This occurs most often when more than one of the professional services contractors needs a change to the Core MMIS and each change is a priority for the contractor requesting the change.

To mitigate this risk, FOX will include in the State Responsibilities section of each RFP a bullet that specifies that the Department is responsible for setting priorities for all IME contractors.

**Lessons learned**

Taking back the daily operations of the Medicaid program through a series of contracts with multiple contractors, each representing a “best of breed” in their area of expertise, and co-locating the contractors with the Department to form the IME was uncharted territory in 2005. By all accounts, the IME has been a resounding success, but “bumps” likely occurred along the way. To avoid the same in this procurement, FOX recommends that a series of meetings between FOX and Department staff occur early in the project so that solutions can be formulated and included in this procurement.



## 4.2.6 SERVICE REQUIREMENTS

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*The bidder shall address each service requirement in Section 3 and explain how it plans to approach each requirement. Bidders are given wide latitude in the degree of detail they offer or the extent to which they reveal plans, designs, examples, processes, and procedures. Bid proposals must be fully responsive to the service requirements in Section 3. Merely repeating the requirement will be considered non-responsive and disqualify the bidder. Bid proposals must identify any deviations from the requirements of this RFP the bidder cannot satisfy.*

In this section we present our approach to the following three principle areas:

- Evaluating the IME against a model of industry best practices
- Developing, writing, and assisting in the two multi-part IME RFPs and evaluation guides
- Updating the MITA State Self Assessment

These three areas address the service requirements specified in Section 3.2 of the RFP. In this section we discuss our approach to the key activities, confirm our understanding of the contractor responsibilities, describe the deliverables, and describe how our work plan and management approach ensures that we will meet the specified performance requirements.

### 4.2.6.1 RFP Requirement 3.2.1 – Project Start-up

In this section, we address all of the service requirements found in Section 3 of the Technical Assistance and Support for Iowa Medicaid Enterprise (IME) Services Procurement RFP. We have provided a preliminary Work Plan to guide FOX and Department staff to the successful completion of the project. The preliminary Work Plan includes all of the activities required in the RFP, along with many of our own sub-activities, as well as timelines for the completion of each activity. It is FOX's policy to update the Work Plan on a regular basis and we will determine the frequency of these updates in consultation with the Department. During the project kickoff meeting, we will walk through the Work Plan and make adjustments as necessary. Further adjustments will be made from time to time at the request of the Department and as circumstances dictate.

Because we have worked closely with the Department on several other projects, we know quite well the specific requirements regarding the structure and content of Work Plans, other project planning and management documents, routine and ad hoc reporting, and meeting note presentations. In each of the activity areas describe below, we will adhere to those requirements and will also incorporate deliverable material into the FOX Portal Knowledge Repository, which is discussed later in this section in more detail.

The FOX approach and methodology to start and complete the work for this IME Procurement Services Project includes a number of activities to monitor, coordinate, and control the work. This is accomplished through consistent and continuous communication and coordination between the Department, FOX, and other project stakeholders.



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FOX believes that effective project management is critical to project success. To manage our participation in the project, FOX will follow a defined management methodology for meeting timelines and Department expectations with minimal scope changes through our dedication to project management, communications, and a team-like relationship with the Department. FOX has developed a management approach that can be tailored to the requirements of this project and encompasses a comprehensive set of skills and tools.

This section provides an implementation timetable and presents our approach to general project management activities for the IME re-procurement services contracts. These general activities, which will be performed commencing with the project start-up and continue throughout the project, focus on management-related tasks that ensure the project is based on sound management methodologies and processes.





#### 4.2.6.1.1 Key Activity

##### 3.2.1.1 Key Activity 1 Requirement

*The Contractor will establish a project management structure, to be approved by the Department, within which the project will be managed. This will include a work plan that, once approved by the Department, will contain required dates for all deliverables.*

Our team of seasoned professionals understands the importance of project start-up activities and the need to move the project forward rapidly. As a key component of our project management structure, FOX believes that a common understanding of the scope and objectives of the project must be reached as soon as possible after project initiation. Upon approval of the Department, the FOX team will schedule a meeting or series of meetings with the appropriate Department staff immediately after project initiation in order to develop this common understanding of the scope and objectives of the project. During these initial meetings, participants will review the preliminary Work Plan that has been submitted with this proposal and will identify stakeholders for each component of the project. During this meeting all known assumptions and constraints will be discussed and confirmed, and all planned project deliverables and milestones will be reviewed and confirmed. From this information, the FOX team will bring the Work Plan up-to-date and incorporate any changes that may have resulted from final contract negotiations in order to reflect the actual project begin date. This meeting will also be used to discuss or identify sources of information for:

- The Department organizational structure to enable the FOX team members to better understand the organizational components of the Department and to determine the lines of communication for the project
- Existing issues tracking and change control mechanisms to understand the tools and processes that are currently available, with the objective of determining whether the project should incorporate issues tracking and change control into current processes or establish separate processes
- Iowa's technology standards and the technical environment and identification of documentation and key staff available to provide a more complete understanding of the standards and environment
- Physical facility locations and system access for the FOX team members

Following the preliminary meeting(s), the FOX team will revise the Work Plan in accordance with the agreements reached. The result will be a Work Plan to be presented to stakeholders. The Work Plan will provide an overall project road map, as well as the basis for tracking progress toward all the deliverables required for this project.

FOX realizes that effective project management is critical to successfully completing the activities required by the Department for this project. FOX follows a defined management methodology for meeting timelines and meeting the expectations of the Department with minimal scope changes. We offer a management approach that has been honed through more than 21 years of experience that encompasses Project Management Office (PMO) services and a comprehensive set of skills and tools. As shown in the following table, the FOX-defined methodology aligns with the Project Management Institute's PMBOK® standards.



**Table 1: Alignment of FOX Management Methodology to PMBOK**

PMBOK Requirement	Equivalent FOX Process
<p><b>Project Integration Management</b> – processes which ensure that elements of the project are properly coordinated</p>	<ul style="list-style-type: none"> <li>▪ Developing a detailed project plan using Microsoft Project software based on the project scope of work and metrics from previous, similar projects</li> <li>▪ Incorporating the project plan into the contract scope of work</li> <li>▪ Utilizing the project plan as the basis for all work activities and staff assignments</li> <li>▪ Generating project reports tracking activity status, deadlines and costs</li> <li>▪ Making the baseline project plan a “living document” to incorporate changes discussed with and agreed upon with the Department.</li> </ul>
<p><b>Project Scope Management</b> – processes which ensure that the scope of work is defined and followed</p>	<ul style="list-style-type: none"> <li>▪ Refining activities into a Work Breakdown Structure (WBS) format</li> <li>▪ Conducting kick-off meetings with Department staff to discuss scope of work and ensure common understanding</li> <li>▪ Documenting all known assumptions and constraints</li> <li>▪ Defining all project deliverables and milestones</li> <li>▪ Developing detailed deliverable outlines and Tables of Contents in advance of actual work on the deliverable</li> <li>▪ Developing procedures for discussing potential changes in scope and for addressing their contractual impacts</li> <li>▪ Developing and maintaining project issue lists including those issues related to scope of work</li> </ul>
<p><b>Project Time Management</b> – those processes required to ensure timely completion of the project</p>	<ul style="list-style-type: none"> <li>▪ Defining scheduled task durations, beginning and ending task dates in the project work plan</li> <li>▪ Defining task predecessors and successors so that all task dependencies are known</li> <li>▪ Maintaining FOX and Department staff calendars so that resource constraints are known</li> <li>▪ Capturing and maintaining data about task status and dates</li> <li>▪ Generating reports using Microsoft Project on late activities</li> </ul>
<p><b>Project Cost Management</b> – those processes required to ensure that the project budget is complied with</p>	<ul style="list-style-type: none"> <li>▪ Defining staff and other resource “per unit” costs based on actual costs</li> <li>▪ Capturing project resource utilization on an ongoing basis</li> <li>▪ Reporting to-date costs and comparing against budgeted costs with appropriate adjustments for actual project status</li> <li>▪ Comparing projected project costs against project budget to identify potential cost overruns</li> <li>▪ Periodically reconciling financial system and time reporting system reports to estimated Microsoft Project cost reports</li> </ul>
<p><b>Project Quality Management</b> – those processes which ensure that the project satisfies project objectives. In other words, did you successfully solve the correct problem?</p>	<ul style="list-style-type: none"> <li>▪ Identifying non-project resources responsible for project quality assurance</li> <li>▪ Developing project quality assurance procedures and standards</li> <li>▪ Implementing project quality assurance</li> </ul>



PMBOK Requirement	Equivalent FOX Process
<p><b>Project Human Resource Management</b> – processes to ensure effective use of project human resources</p>	<ul style="list-style-type: none"> <li>▪ Defining project staffing requirements by skills and function</li> <li>▪ Identifying appropriate internal resources and assigning them to project tasks as appropriate</li> <li>▪ Orienting project members to the project’s objectives, scope of work, deliverables, schedules and budget</li> <li>▪ Monitoring staff utilization and assignments versus the project plan</li> </ul>
<p><b>Project Communication Management</b> – processes which ensure effective and timely communication with the client, team members and project stakeholders</p>	<ul style="list-style-type: none"> <li>▪ Developing project directory for FOX and Department staff with email addresses, phone numbers and other directory information</li> <li>▪ Defining project reporting and deliverable distribution protocols including who, when and how gets appropriate information</li> <li>▪ Defining project status report formats and content</li> <li>▪ Establishing network folders and files for shared documents</li> <li>▪ Defining deliverable and work paper standards</li> <li>▪ Producing and distributing status reports and deliverables</li> <li>▪ Holding frequent verbal project status update sessions</li> </ul>
<p><b>Project Risk Management</b> – processes which identify, analyze and respond to project risk</p>	<ul style="list-style-type: none"> <li>▪ Involving the FOX Technical Advisory Group in the review and analysis of all FOX deliverables and review of transition vendor plans</li> <li>▪ Developing a risk management plan</li> <li>▪ Including ongoing assessment of project risks in written status reports to the Department using risk analysis techniques to prioritize potential risks</li> </ul>
<p><b>Project Procurement Management</b> – processes required to acquire goods and services, when required, from outside organizations</p>	<ul style="list-style-type: none"> <li>▪ Project Manager access to corporate administrative resources, including Accounting and HR, should any resource be required</li> </ul>

FOX Executive Management has committed extensive time and capital toward the acquisition of Project Management Professional (PMP) Certifications for our Project Managers, International Organization for Standardization (ISO) 9001:2000 Certification, and the Carnegie Mellon Software Engineering Institute’s Capability Maturity Model Integration (CMMI) Certification – Level 2. FOX dedication to the adoption and use of standards and our commitment and achievement of both ISO and CMMI accreditation enable us to provide the highest level of project and quality management services.

### Risk Management

Because no technical assistance and support project is without risk, risk management is an essential component of our project management methodology. Our risk assessment approach is based on the concept that risks will arise throughout the IME Procurement Services Project life cycle, risks will change as the project progresses, and risks must be continually managed. The following subsections describe our approach to risk assessment and mitigation and our risk management process. Since risks are so closely tied to issues, we have also included a description of our issue management process.

### Risk Assessment and Mitigation

FOX proposes to conduct an initial assessment of the risks of the project, including recommended risk mitigation strategies designed to reduce the number and impact of identified



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risks. In our periodic reviews and reports, FOX not only reports on the status of the mitigation strategies employed by the project, but also identifies new risks as they emerge throughout the project life cycle, with recommended mitigation strategies for each new risk identified.

When identifying and analyzing risks for this project, FOX will examine potential risks from various perspectives:

- **Project Management and Governance.** Risks related to:
  - Planning, such as robust project management plan
  - Work Plan and Schedule, including detailed task list with reasonable time to complete
  - Project Structure, including project team and governance structures
  - Organizational Change Management, such as management support, relationships with project stakeholders, and competing priorities
- **Technical.** Risks related to the Fiscal Agent's performance, adherence to a defined system development methodology, hardware infrastructure environment
- **Financial.** Risks related to the adequacy and availability of project funds
- **Legal Issues.** Risks related to contract issues, procurement mandates, and disputes between the parties, as well as risks related to federal and state mandates, regulatory and statutory requirements

As part of the initial project planning phase, we will prepare the following formal documents related to risk: Prioritized List of Project Risks and Risk Response Plan.

- **Prioritized List of Project Risks.** This document attempts to identify all risk factors that may be encountered during the execution of the project. Using both historical information about past projects and an analysis of the IME Procurement Services Project, the FOX project team and Department stakeholders will develop a consolidated list of all factors that could negatively impact the project from a cost, schedule, functionality, or quality perspective. Once identified, these factors are then rated to determine their impact of the success of the project and potential for occurring.
- **Risk Response Plan.** For the risks judged to be the most severe, we will prepare detailed response plans to ensure that these items are managed intelligently, aggressively, and proactively. For the procurement phase, for example, a response plan may be drawn up for those items that have liquidated damages associated with them. A good risk response plan identifies ways to minimize the chance that a given risk event will occur. In a system enhancement effort, this might include the use of prototyping for specific high-risk components to ensure they can meet technical and functional requirements. For those risks that do occur, a good risk response plan also outlines a series of actions that can be taken to minimize their cost and impact on the project schedule. This response often takes the form of an increased contingency reserve that could be used to bring in outside contractors with very specialized skills to support troubleshooting efforts.



## Risk Management Process

FOX defines risk as events or conditions that threaten the timely completion of the project, cost of the project, or the quality of the project's products. Unlike issues that arise during the course of the project, risks can be anticipated and mitigation planned at project initiation. For example, most projects face a potential risk that adequate staff time will not be available to complete tasks in a timely manner. Careful scheduling of events, minimizing staff time required, and coordination of existing responsibilities can mitigate that risk prior to the need for staff time. However, even with the best intentions and planning, risks to the project arise throughout its course and must be identified and managed on an ongoing basis.

During project initiation, FOX will work with the Department and appropriate representatives to identify a set of pertinent risks and potential obstacles, develop mitigation strategies, and document them in the Risk Management Plan.

Examples of risks and obstacles we commonly encounter in MMIS enhancement and/or replacement projects include:

- **General Project Management**

General project management practices can constitute a risk to the project. Project management must maintain effective management within the project team and internal and external project stakeholders. In addition, timely identification of risks, staffing problems, cost overruns, schedule delays or design changes can pose great risks to the project. FOX monitors general project management to identify and assist in resolution of such problems.

- **Schedule Slippage**

The project work schedule specifies the pace at which work must proceed to complete the project in the time allowed. Any unplanned deviation from the schedule places the project at risk and must be immediately addressed. However, the reasons for schedule slippage are many and varied. The response required to correct delays must be tailored to the cause. Furthermore, the obstacle must be identified and addressed at an early point to prevent it from permanently affecting the schedule. Some causes of unanticipated delays include:

- Slow Completion of Tasks

Often either too few staff has been assigned to tasks or those assigned do not have adequate skills to make progress. The solution is to require more skilled and senior staff to ensure adequate progress. Adding staff does not necessarily resolve the issue because additional staff requires improved management and coordination and can itself become a problem. Furthermore, often the problem is not having more resources but having the correct resources.

- Focus on As Is Processes

In some cases, lack of experience or design expertise can cause staff to focus too much on "how" things are done as opposed to "what" is done. This can result in an overly complex design that simply increases the automation of an unnecessary activity. Design and physical implementation approaches discussed in JAR sessions and described in design documents must be monitored to ensure the most effective and efficient design and workflow approach.



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- **Slow Risk Mitigation**

In some cases, progress is delayed because identified risks are not resolved in a timely fashion. The solution is to track risks carefully and set tight, but realistic deadlines for mitigation. If the risk is not resolved according to schedule, it is escalated to a higher level for resolution. Additional delay in critical risks may cause it to generate changes to the project timeline, cost, and/or staffing.

- **Inappropriate Documentation**

Sometimes the level of documentation that is developed is more than what is required for design. This is often true with use cases or current process documentation where the level of detail and complexity exceeds that required for the system design. The solution is to monitor JAR sessions and resulting documents to maintain focus on the appropriate level of detail.

- **Scope Creep**

Unanticipated changes in design or business rules occur in virtually every project. The essential element in addressing such changes is distinguishing which changes are simply extensions or natural implications of known and included rules, which are new rules that are essential to implementation of the system, and which are enhancements that can be scheduled for future releases.

- **Staff Availability**

Sufficient time from knowledgeable Department staff is essential throughout the project for processes such as definition and clarification of business rules, document reviews, decision formulation and execution, acceptance testing, training, evaluation and scheduling. Because of our experience, FOX is able to identify the types and numbers of staff required for each stage of the project, identify alternatives for those areas where ideal staffing patterns are not possible, monitor staff availability and participation, and identify specific risks when staffing does not meet project needs.

- **Slow Deliverable Review**

To be fair to both FOX and Department staff, the project schedule agreed upon at project implementation should include a reasonable review and comment period for each deliverable. FOX obtains commitments to adhere to these review schedules, which must be respected to maintain the project schedule. Any pattern of delay in obtaining responses to deliverables will be identified as a risk and resolved through the risk mitigation process.

- **Budget and Costs**

Changes in project costs due to cost overruns, cost reporting errors, unforeseen factors in the project and/or changes in the State's funding support can threaten the successful completion of the project. FOX monitors these factors to identify any emerging risks at an early stage and works toward an early resolution of risks and development of an approach to successfully completing the project.

- **Inappropriate Specification/Documentation**

System enhancements need the same level of specification and documentation as system replacement activities. We agree that a system enhancement may be less complex than a system replacement; however, there is no difference in the need to accurately define and document system enhancements. Any proposed enhancement should contain technically current and flexible design. They should be able to



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incorporate policy and technical changes over a defined system life cycle. More importantly the enhancements should not compromise the base functionality of the existing system.

FOX has developed and implemented a structured risk management methodology that we have successfully used in our MMIS projects.

The first step of the process is to develop a Risk Management Plan at the outset of the project. Any tasks required for mitigating those risks are defined and assigned at this time. During the course of the project, additional risks may be identified or known risks may assume higher probability or severity than originally believed. This would indicate that the original mitigating tasks are not working as effectively as anticipated. We would expect that these risk updates could be received from the Department Executive Steering Committee (or equivalent), the project staff, or any stakeholder or participant in the project. The Executive Steering Committee evaluates the risk and either accepts or rejects it. If the update is accepted, the Executive Steering Committee defines and assigns additional tasks to attempt to mitigate the risk.

When the mitigation tasks have been completed, the Executive Steering Committee again assesses the risk. A change request may be required to further mitigate the risk. If so, the change control process will be initiated. The Executive Steering Committee will monitor the effectiveness of the mitigation strategy. If it has been successful, the risk record is updated and the risk continues to be monitored by the FOX Project Director. If the mitigation has not been effective, additional tasks are formulated and assigned.

This entire process is supported by the FOX Risk Management software available through our Web-enabled, FOX Analytical Support Tools (FAST) module used for reporting project risk. The FAST tool has been developed specifically for integrated risk management, and FOX can provide this for use by both FOX and IME team members. The FAST tool fully integrates risk management with all project management processes. The tool allows users to enter risks and link them to project management components incorporated in the tool, including:

- Project plans and tasks
- Project issues
- Project changes
- An online project documentation library

The FAST tool also supports online entry of potential risks by anyone with web access to the tool and security that supports risk entry. An initial entry will have a status of 'potential' until it is reviewed by the risk assessment team. This eliminates the need for paper forms, which require additional entry time and can be lost, misinterpreted or entered with errors. Alternatively, if a paper trail is desired, the forms can be collected and entered into the tool.

Examples of the documentation of potential project risks and associated mitigation strategies for overcoming them are provided in the table below.



**Table 2: Potential Project Risks**

<b>Risk Factor</b>	<b>Potential Impacts</b>	<b>Probability (Percentage)</b>	<b>Severity (1=Low to 5=High)</b>	<b>Exposure (Probability times Severity)</b>	<b>Mitigation Strategies</b>
<b>Scope Creep</b>	Schedule Budget Design	80%	3	2.4	<ul style="list-style-type: none"> <li>Obtain commitment to change control from Department</li> <li>Establish periodic project status meetings to discuss management of functions, costs, and time</li> <li>Establish an automated change control data base to track all change requests, project impact analysis, estimates, and Department sign-off</li> </ul>
<b>Availability of Key IME Staff</b>	Schedule Design	60%	5	3.0	<ul style="list-style-type: none"> <li>Obtain commitment from Department early on</li> <li>Clearly identify staff needs</li> <li>Clearly identify staff alternates</li> <li>Make clear assignments</li> </ul>
<b>Availability of IME Staff for Deliverable Review and Approval</b>	Schedule Design	45%	4	1.8	<ul style="list-style-type: none"> <li>Identify Department staff early in the process and in sufficient numbers</li> <li>Set appropriate expectations for the time needed to complete reviews</li> <li>Obtain agreement to keep moving even if some staff are not available</li> <li>Communicate the schedule early on</li> <li>Use electronic media to keep all participants posted</li> </ul>
<b>System and Business Process Changes Required</b>	Schedule Budget	75%	4	3.0	<ul style="list-style-type: none"> <li>Obtain clear definitions of expectations for system functionality up front</li> <li>Explain to Department staff how important understanding the enhanced system will be. This will reduce the number of changes users will require</li> <li>Work closely with Department during the analysis to understand the requirements</li> <li>Clearly understand the current system</li> <li>Work with the project team and the fiscal agent to ensure that users are educated on how the enhanced system will meet their system and business process requirements. Work with the fiscal agent to do the best job possible explaining the benefits of the enhanced system</li> </ul>



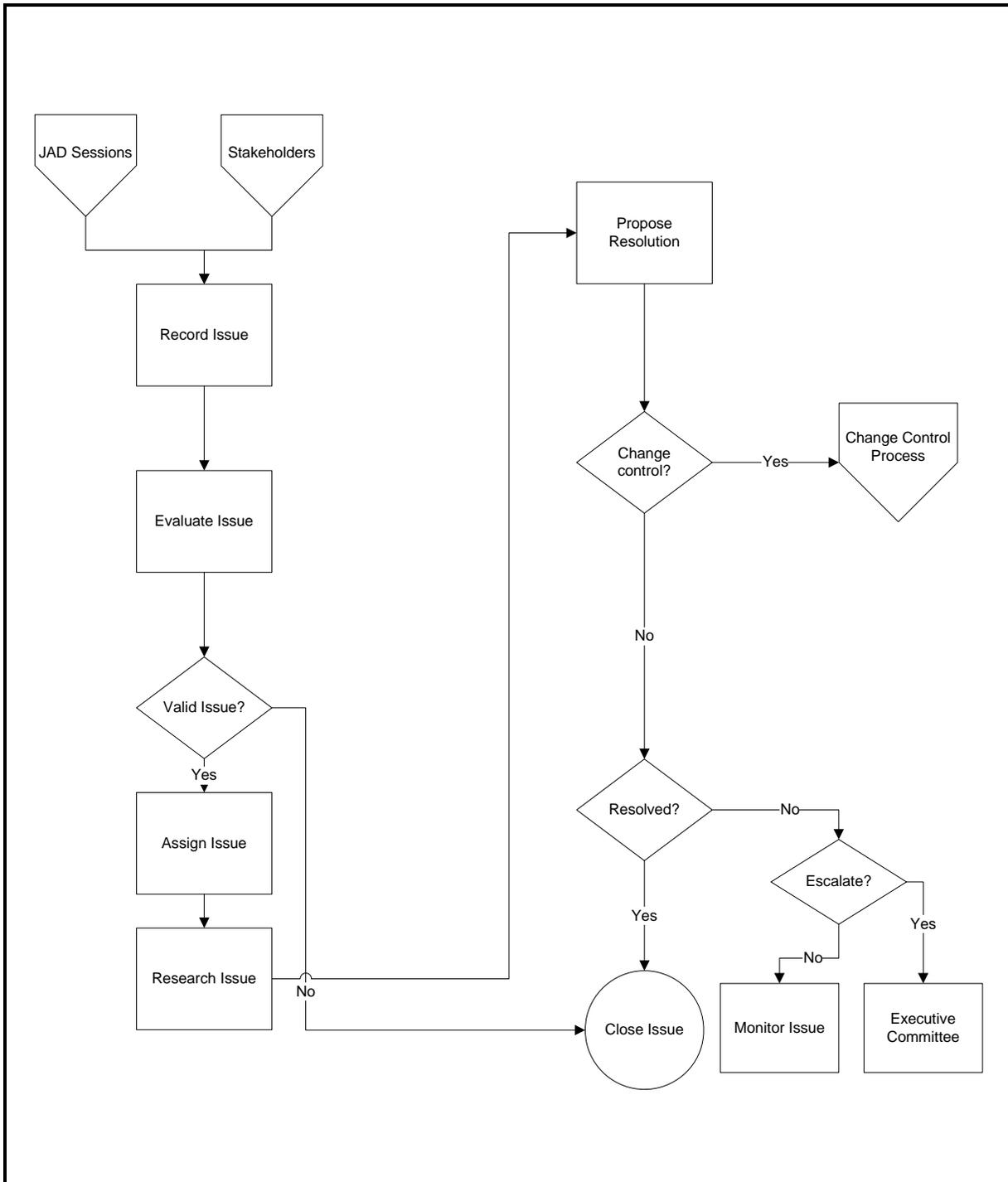
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Risk Factor	Potential Impacts	Probability (Percentage)	Severity (1=Low to 5=High)	Exposure (Probability times Severity)	Mitigation Strategies
<b><i>Schedule and Budget Overruns, Excessive Scope Reduction</i></b>	Schedule Budget	50%	2	1.0	<ul style="list-style-type: none"> <li>Obtain a clear definition of functionality requirements for the system</li> <li>Establish clear priorities</li> <li>Track all change requests in an automated database for future reference and consideration</li> <li>Provide careful and collaborative resource and time estimates</li> </ul>
<b><i>Assurance of Executive Level Support and Timely Decision Making</i></b>	Schedule Budget	30%	4	1.2	<ul style="list-style-type: none"> <li>Develop a project charter that articulates the roles and responsibilities of all parties and the importance of these to the accomplishment of objectives</li> <li>Communicate project objectives and needs to all stakeholders.</li> <li>Record and report on all project decisions</li> </ul>

The figure on the following page provides a high level illustration of the overall risk management process that FOX incorporates into an ongoing Risk Management Plan.



Figure 7: FOX Risk Management Process





## Issue Management

On a large project it is possible to have hundreds, even thousands of issues that have to be managed or they end up negatively impacting the project. For example, during testing or implementation, users may start complaining that the system does not do what they expected. The fiscal agent may claim they never heard what is alleged to have been asked, or those who reviewed specifications may claim they were not aware of the requirement. The problem arises because an issue that was raised was never resolved. At that time, what should have been a simple clarification may become a major change management issue because answers were not given to designers or coders in time for incorporation into the system. Of the three similar processes—issues, risk, and change management—more problems arise in schedules, testing, or implementation over unresolved issues than either of the others.

For this reason, we start the process of issue collection, review, and resolution as early as possible and make scheduling and resolution a routine part of our project management activities. We feel there should be standing meetings at least weekly to discuss issues that have been raised. These meetings do not always have to be at the highest project management levels, but sometimes at a working level with the people who can evaluate the issues and assign them for resolution. Close to implementation, the meetings should be daily. If the Department already has an issue management process in place, FOX will develop our issue database with the Department's existing information as a starting point.

FOX defines project issues as conditions or events that require action at the working level. The most common are those that arise when a question is raised in the examination of current systems or visioning for enhanced requirements that cannot be immediately answered. There may also be disagreement among participants as to the correct answer. If such situations are not resolved quickly, they unnecessarily consume time of staff and prevent related or downstream questions from being resolved. Consequently, they can delay the entire project or leave key questions unanswered in the requirements, which may become risks in the future.

During the implementation phase, issues may arise regarding implementation strategy, timing, training requirements, operational steps required, and any number of decisions that must be made regarding implementation. Each issue must be tracked and resolved if implementation is to proceed successfully. Our issues and risk management processes track each issue raised, its assignment to staff for resolution, due dates, and the recommended resolution. Reports can be produced for any subset of issues and risks, such as outstanding issues, overdue issues, issues that have become risks, and resolved issues.

To clearly identify and resolve issues in a timely manner, we have developed and refined a robust issues tracking process. We use the FOX Enterprise Portal (Portal) to enter and categorize issues; assign them to FOX, the Department, or other staff as necessary; and establish the expected resolution date. The Portal issues database is updated regularly and used to produce management reports on all due, past due, and outstanding open issues. Using a single tracking mechanism allows users to see the complete history of an issue, assignments made, and actions taken from the initial establishment of an issue through possible elevation to risk or change request to disposition. The use of the FOX issues tracking process enables us to



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identify and track issues that may or may not be on the project issues management log maintained by the Department.

The process begins when a project participant identifies a potential issue. The issue is entered into the Portal and includes the following data:

**Table 3: Issues Data**

Data	Description
The Issue Number	The issue ID or key
The Issue Title	The short name by which the issue is know
Task Number	The work product to which the issue is related
Date Received	The date the issue was received or entered
Due Date	The date issue resolution is due
Issue Category	A classification of issues for reporting purposes
Issue Status	The current status of this issue: New, Assigned, Resolved, Closed
Issue Description	A long description of this issue. This can reference an issue paper.
Source of Issue	The person or process that generated the issue
Assigned Issue Owner	The person assigned to obtain resolution of this issue.
Severity	The level of impact if the issue is not resolved

This data allows us to track an issue from its earliest identification, identify who is assigned to resolve it, and whether the issue has been resolved in a timely way. The Portal supports aggressive management of the issues definition and resolution process. The tool is also fully auditable and identifies when the issue was changed, by whom, and the nature of the change.

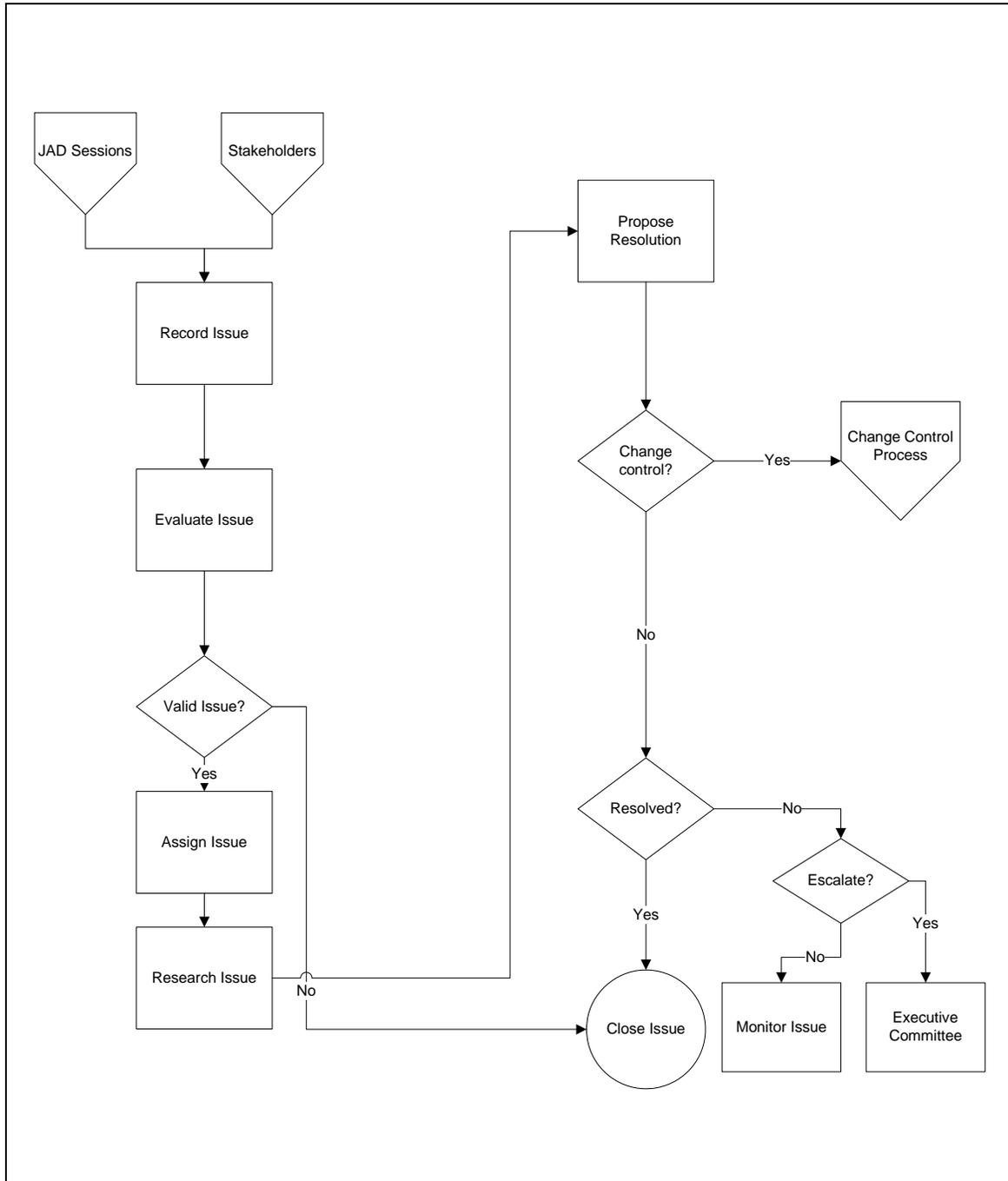
FOX proposes the establishment of an Issues Review Team composed of Department and FOX Team members who have decision-making power for their respective organizations. As appropriate, additional staff may also participate in the issues review process or serve as members of the Issues Review Team.

On a regular basis that is defined during project initiation, the Issues Review Team reviews issues, including new issues, proposed issue resolutions, and past due issues. If an issue requires analysis, it is assigned to appropriate staff, with a due date for resolution. If the Review Team accepts the resolution, the issue is closed and the resolution documented. If the Team does not find the resolution adequate or if the assigned person could not obtain resolution, the issue remains open and is reassigned for resolution or escalated for Executive Steering Committee review.

The figure on the following page provides a graphic representation of the issues tracking process.



Figure 8: Issue Resolution Process



### Work Plan

An initial Work Plan for the project is included in the deliverable response of this section. As indicated above, the Work Plan will be reviewed, revised, and approved by the Department as part of the project kick-off activities.



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Once the Work Plan has been approved by the Department, the approved version will be established as the baseline for tracking of all activity from that point forward. The Work Plan will be updated by FOX each week, or other frequency specified by the Department, to reflect all activities completed during the period and will specify the actual completion dates of tasks. Any revised projected dates for activities will also be recorded in the Work Plan. However, the Microsoft (MS) Project software will retain all baseline projected dates and activities within the Work Plan. This allows reports to be generated to show any variances between the originally estimated completion dates and the actual completion or revised estimated completion dates. The MS Project software will also be used to identify actual activity completion during the reporting period, activities scheduled for completion during the upcoming reporting period, and activities lagging behind their scheduled begin and end dates for incorporation into the periodic project status report.

The Work Plan will be updated each week or other frequency specified by the Department. The update will be in conjunction with the status report. The revised Work Plan will be distributed with each status report. Each updated version of the Work Plan will be retained within the electronic project library.

Use of the Work Plan as the basis for all work activities and staff assignments and for generating project tracking activity status reports are aspects of PMI's PMBOK recommended Project Integration Management, which are processes employed to ensure that elements of the project are properly coordinated.

### Contractor Responsibilities

#### **3.2.1.1 Key Activity 1 Contractor Responsibilities Requirement**

- *Develop a structure that, when approved, will be maintained by the Contractor so it remains current and will successfully maintain all approved time frames so all parts of the project will be completed on time.*
- *Describe in your proposed structure, the project methodology and tools that would be used to manage the project.*
- *Include details regarding project management and oversight, communications plan, project status reporting and tracking (i.e. tasks, issues, decisions, and ad hoc and status reporting), corrective actions, change control, and risk management.*

### FOX Project Management Approach and Structure

FOX project management processes are standards based, yet adapted to the unique and sometimes peculiar nature of Medicaid and government sponsored health care. Our adoption of standardized repeatable practices enables us to bring to Iowa the collective wisdom and experience of all our clients, their challenges, and mitigation strategies that result in a superior project. The FOX planning and procurement methodology is based on industry best practices in all areas of system development and related disciplines. The cornerstones of our approach are the following standards:

- Incorporation of MITA Framework 2.0 models, guidelines, and principles
- Use of the CMS Medicaid Enterprise Certification Toolkit as a reference document



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- IEEE Std. 1074, IEEE Standard for Developing Software Life Cycle Processes. This standard defines a set of activities that constitute the mandatory processes for the development and maintenance of software
- CMMI Level 2 conformance

The proven set of best practices is the basis of our project and quality management approach and is consistent with best practices for MMIS projects. FOX will also expect that the future IME contractor(s) will adhere to the process expectations defined in the Capabilities Maturity Module (CMM) published/recommended by the Software Engineering Institute (SEI). FOX is fully familiar with these processes as our internal IT and Federal business sectors are certified at CMMI Level Two.

FOX understands that project management is the organized and structured application of knowledge, skills, tools and techniques to achieve a result that meets project objectives. Projects involve people, are inherently temporary, and limited by time, budget, and resource constraints. To perform projects governed by these criteria, FOX follows standard processes to initiate, plan, execute control of, and close projects. Put simply, project management is responsible for ensuring that plans are developed, details of each activity are defined, resources are scheduled, and that all critical factors are constantly monitored and communicated across the broader organization. Resources to be managed include constrained resources, such as time, skilled staff, and cost. Less constrained are variables such as work methods, staff mix, task definition and solution definition.

Risk and issue management is a critical component of our project management approach and is discussed in detail in *Risk Management (4.2.6.1.2 RFP Requirement 3.2.1.1 – Key Activity 1 Requirement)*. Additional components include:

- Definition of the project management approach
- Project management planning
- Project cost management
- Communications management and summary

### **Definition of the Project Management Approach**

Defining an approach to project management establishes a framework to which all subsequent project activities must conform. A well-defined project management approach sets expectations among project stakeholders about how various activities will be carried out in all phases of the project.

### **Project Management Planning**

Project management planning is tailored to Department-specific standards and requirements, considers the project phase, and is built on the requirements and artifacts of the project. Using this approach, we summarize the comprehensive planning process in a Project Management Summary document. The Project Management Summary contains an overview of each of the subsidiary management plans that are developed during the planning phase and help guide actions during the execution phase of a project. These plans include:



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- **Scope Management Plan.** This plan describes how project scope will be managed and how scope changes will be integrated into the project. The scope management plan should also attempt to address the stability of project scope, the expected frequency of changes, and the impact of such changes. The scope management plan, for example, spells out the process necessary to implement a change request during the execution phase of the project.
- **Schedule Management Plan.** This plan defines how changes to the project schedule will be managed during the course of the project. If the completion date for a major project milestone needs to be changed, for example, the schedule management plan specifies the process that must be followed.
- **Cost Management Plan.** This plan describes how cost variances will be managed over the life of the project. If project costs come in higher than budgeted, for example, the cost management plan would spell out the circumstances under which the project's cost baseline could be updated.
- **Quality Management Plan.** This plan defines how the project management team will manage both project and product quality. For example, the quality management plan would include information about any Department-mandated quality standards.
- **Staffing Management Plan.** This plan defines how human resource issues should be handled by the project. The process that must be followed when hiring outside contractors for a project, for example, should be specified in the Staffing Management Plan. The staffing management plan should also include information on Department policies that affect the project, like the granting of comp time.
- **Communication Management Plan.** This plan defines how project communication will be managed. If the Department requests modifications be made to the format of the status report, for example, the Communication Management Plan will define the process that must be followed in order to get such a change approved.
- **Procurement Management Plan.** This plan defines the Department policies that affect the project-related purchase of from outside vendors. The Procurement Management Plan should include things like preferred vendor lists, required contract and non-compete/non-disclosure forms, and policies showing the authority levels that are required for various kinds of contracts, purchase orders, and agreements.
- **Risk Management Plan.** This plan describes the approaches that will be followed in regards to on-going risk identification, risk response planning, risk monitoring and tracking, risk control, and the roles and responsibilities related to the various risk management activities. The risk management plan, for example, should establish the threshold value that requires the development of a response plan for a given risk event.

## **Project Cost Management**

At the end of the planning phase, we typically prepare the Project Cost Estimate and Project Cost Baseline documents.

- **Project Cost Estimate.** The cost estimate attempts to quantify all the costs associated with completing the required scope of work. Because of the high-degree of accuracy



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required of the cost estimate, it is almost always necessary to develop a bottom-up cost estimate (as opposed to using top-down estimating).

- **Project Cost Baseline.** Using both the project schedule and the project cost estimate as input, a project cost baseline is developed that allocates costs to specific activities at specific points in time. The project cost baseline allows us to see the total project costs that should be expended at any point in time during the development process. It is an essential component to Earned Value Management and provides the benchmark against which actual project progress on the project is measured.

Both the project cost estimate and the project cost baseline include supporting detail that documents the assumptions that were used in the estimating and budgeting processes.

### Communication Management and Summary

During the planning phase, a considerable amount of work is put forth in generating a communication plan that outlines how information about the project will be distributed to the various project stakeholders. A key component of communication planning is defining work progress measurements and reporting over the life of the project.

Taking into account the specific informational needs of the various stakeholder groups, the Communication Summary spells out who needs what information, when they will need it, how it will be given to them, and by whom. The Communication Summary serves as a roadmap to project communication and provides high-level information about each method of communication (e.g., status reports, updates to work plans, team meetings, forecasts, weekly conference calls, etc.) that will be used during the course of the project. The Communication Summary reflects any contractual requirements, as well as organizational standards, and often includes the following for each communication component.

- Item Description
- Author/Leader
- Audience/Participants
- Schedule/Format
- Notes/Comments

As part of the Communication Summary, a supporting information section is used to store documents developed during the planning process that, while important, do not fit neatly into any of the other areas outlined earlier. At a minimum, the supporting information section includes the following:

- **List of Assumptions.** This list should detail all the assumptions that were used during the project planning process. This might include assumptions regarding the availability of staff working on other projects, the release dates for new software packages currently under development, etc.
- **List of Constraints.** This list should detail all the constraints that will impact the project. This might include a contractually-required project end date, the use of tools and processes mandated by the customer, etc.



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- **Open Issues List.** This list should detail all the issues that were still pending as of the end of the planning process. The open issues list might, for example, provide information about functional requirements that are not adequately addressed by the proposed solution.
- **Related Documents/Information.** This section should also incorporate any documents – either by reference or inclusion – that were used by the project team in the planning process. In a competitive procurement situation, for example, these documents would include the RFP, Questions and Answers (Q&A), and the Proposal. This section should also contain technical drawings and conceptual designs developed during the planning process, complete versions of all vendors/subcontractor agreements, and full copies of all subsidiary management plans (e.g., Risk Management Plan and Schedule Management Plan).

### **FOX Project Management Plan**

The Project Management Plan is the primary tool used to manage the project. FOX uses the Project Management Plan as the key defining document for the project. It is both a reference and a control device that incorporates all aspects of the project. It is routinely updated and in the transition phase of the project it will be used to integrate contractor and all Department tasks into an integrated project plan guiding the transition and implementation phases. Our approach to the Project Management Plan features:

- Use of Microsoft Project software for the work plans and schedules and earned value measurement
- Adherence to the Project Management Institute/Project Management Body of Knowledge (PMI/PMBOK) standards for project management, risk management, and project quality assurance.
- Adherence to industry standard methodologies for quality assurance, including Total Quality Management (TQM) and Continuous Quality Improvement (CQI) principles; Capability Maturity Model Integration (CMMI); IEEE 1012-1998 standards for software Verification and Validation (V&V); and International Standards Organization ISO12207, for development lifecycle management, and ISO 17799 for information security.
- Use of our proprietary suite of tools, the FOX Analytical Support Tool (FAST). FAST is a set of web-based automated applications that integrates project management into a single robust tool.
- Use of deliverable templates, such as status reports, deliverable review checklists for each type of deliverable, planning documents (e.g., conversion, testing), and others developed and successfully used by FOX on similar projects.
- FOX Issues Management System (FIMS) which provides change control functionality by facilitating, tracking, and maintaining project issues and risks.
- Risk Management. FOX captures risks similar to the way that issues are captured. Each risk is recorded in the Portal. Risk entries include an ID, name, description, assignments, probability, severity, mitigation tasks, task assignments and due dates. Reports on project risks and mitigation tasks can be generated to document outstanding



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risks and the current and historical level of risk, outstanding mitigation tasks, tasks overdue, and closed risks.

- FOX Change Control Tool. Provides change control functionality by facilitating tracking and maintenance of project change control items for all FAST tools. This tool may also be used to support managing change control items for client software applications.
- Requirements Analysis Management System (RAMS). FOX's proprietary application assists in the creation of the MITA SS-A; facilitates creating and tracking RFP requirements; manages requirements in a secure, role-based, field-level password protected environment; supports acceptance testing by providing traceability between individual test events and system requirements; and generates performance and ad-hoc reports from the repository.

In conjunction with the Department, FOX Team members will participate in the development of a comprehensive Project Management Plan that provides the necessary guidelines for managing the MMIS Consultant Services contract from its inception through re-certification activities. The Project Management Plan describes in detail the tools, techniques, methodologies, resources, and procedures required to successfully manage a project of this complexity. The Plan includes, at a minimum, definitions and documentation of the following project management areas:

- Scope of Work
- Project Governance
- Team Organization
- Team Communications
- Issues Management
- Risk Management
- Change Management
- Policy Recommendations
- Contingency Planning
- Documentation Control

### Scope of Services

FOX will work collaboratively with the Department to document the Scope of Services (SOS) elements that establish the initial logical boundaries for the project. An approved SOS is a key to establishing a common understanding among project stakeholders regarding the major activities that will, and will not, be undertaken during the course of the project.

Changes to the initial scope may be requested throughout the project lifecycle due to a variety of factors including the introduction of new information, validation of assumptions, or changes in legislation. Documenting the scope at the project's inception establishes a baseline of activities, assumptions, and deliverables from which potential future changes can be evaluated and decisions made in an objective atmosphere.



### Project Governance

The ongoing need for project decisions and direction will be a significant part of the daily duties for the Project Team. It is extremely important that all decisions, whether made at the lowest or the highest levels of the project team structure, are sanctioned and communicated. FOX will assist the Department in establishing governance procedures that facilitate effective decision-making during all project phases and by all levels of the Project Team hierarchy.

The Project Governance Procedure provides guidelines for the Project Team to understand what types of decisions will be made by project Work Groups, Team Leads, Project Managers, Leadership Committees, and Executive Sponsors. It describes the escalation process for resolution of project issues and for mitigation of project risk. The procedure also describes the approval process for project deliverables. A Governance Responsibility Matrix summarizes the review and decision responsibilities for all groups that make up the Project Team.

### Team Organization

FOX will develop a Comprehensive Project Team Organization Chart that shows relationships within and across the Department’s team, the FOX Team, and other entities as appropriate. This organization chart is utilized throughout the Project Management Plan, including definition of the Governance Procedure, Team Communications, Issues Management, Risk Management, and other areas as needed.

In addition to the organization chart, FOX will produce an organizational roles and responsibilities matrix. This matrix identifies the key project activities for which each part of the Project Team will be responsible. An excerpt from a typical Roles and Responsibilities Matrix is shown in the table below.

**Table 4: Roles and Responsibilities Matrix Excerpt**

ROLE		RESPONSIBILITIES
Project Steering Committee	Name – Medicaid Director Name – CIO Name – COO Name – Project Director Name – FOX PM Name – State PM Name – Vendor PM	Provide overall project direction <ul style="list-style-type: none"> <li>▪ Ensure adequate funding for the project</li> <li>▪ Ensure leadership are apprised of the critical nature of the project</li> <li>▪ Resolve conflicts and remove internal barriers</li> <li>▪ Ensure that resources are available per the project work plan</li> <li>▪ Review and approve project deliverables as required</li> <li>▪ Attend scheduled executive review sessions</li> </ul>



ROLE		RESPONSIBILITIES
Project Director	Name	<p>Provide overall project management</p> <ul style="list-style-type: none"> <li>▪ Ensure resources are apprised of the project goals and commitments</li> <li>▪ Review and approve project deliverables</li> <li>▪ Resolve conflicts and remove internal barriers</li> <li>▪ Ensure that resources are available per the project work plan</li> <li>▪ Conduct scheduled project management meetings</li> <li>▪ Communicate project status to the Project Steering Committee and other stakeholders</li> <li>▪ Escalate project issues to the Project Steering Committee</li> </ul> <p>Provide project management expertise to the Project Team</p> <ul style="list-style-type: none"> <li>▪ Develop and maintain project work plan</li> <li>▪ Review and approve project deliverables, as required</li> <li>▪ Attend scheduled project management and executive review sessions</li> <li>▪ Facilitate project communications</li> <li>▪ Report project status</li> <li>▪ Manage project budget, risks and issues</li> </ul>
Fiscal Agent Project Manager	Name	<p>Provide project management for the Fiscal Agent's Technical Team</p> <ul style="list-style-type: none"> <li>▪ Develop and maintain technical project work plan</li> <li>▪ Review and approve technical approach and project deliverables</li> <li>▪ Communicate technical work plan changes</li> <li>▪ Attend scheduled project management and executive review sessions</li> <li>▪ Ensure on-time and on-budget delivery of FA project deliverables</li> <li>▪ Ensure that appropriate resources are available per the technical project work plan</li> <li>▪ Manage and report its project status, budget, issues and risks</li> </ul>

### Team Communication

FOX understands that the IME Services Procurement contract touches many internal Department and external provider entities. Communicating the right information at the right time to the right people is a critical success factor for the Project Team. FOX will assist the Department in the development of a comprehensive Communication Plan. The Communication Plan will include a Communication Matrix that describes:

- The Communication Audience
- The Communication Type
- The Communication Method/Channel
- The Communication Frequency



The table below provides an excerpt from a Communication Matrix containing a sample of communication audiences.

**Table 5: Communication Matrix Excerpt**

Audience	Communication Type	Method/Channel	Frequency
Project Steering Committee	<ul style="list-style-type: none"> <li>▪ Project education</li> <li>▪ Project Overview</li> <li>▪ Policy-related issues</li> <li>▪ Overall project progress</li> <li>▪ Escalated project issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Kickoff meeting</li> <li>▪ Steering committee meetings</li> <li>▪ Project status reports</li> <li>▪ Project issues logs, as needed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project kickoff education (one time)</li> <li>▪ On-going Project education (as needed)</li> <li>▪ Project steering committee meetings (monthly)</li> <li>▪ Status reports (weekly)</li> <li>▪ Project escalated issues (as needed)</li> </ul>
Project Director	<ul style="list-style-type: none"> <li>▪ Project education</li> <li>▪ Project Overview</li> <li>▪ Project teams and overall project progress</li> <li>▪ Business deliverables</li> <li>▪ Technical deliverables</li> <li>▪ Business issues</li> <li>▪ Technical issues</li> <li>▪ Business project changes</li> <li>▪ Technical project changes</li> <li>▪ Provider outreach</li> </ul>	<ul style="list-style-type: none"> <li>▪ Kickoff meeting</li> <li>▪ Project steering committee meetings</li> <li>▪ Project management meetings</li> <li>▪ Project teams and individual meetings</li> <li>▪ Project status reports</li> <li>▪ Project issues reports</li> <li>▪ Project change requests</li> <li>▪ Project teams' work plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project kickoff education (one time)</li> <li>▪ Regularly scheduled Project Steering Committee meetings (monthly)</li> <li>▪ Regularly-scheduled project management meetings (weekly)</li> <li>▪ Business teams meetings (as needed)</li> <li>▪ Business and technical teams' status and issues reports (weekly)</li> <li>▪ Business and technical teams' change requests (as needed)</li> <li>▪ Business and technical teams' work plans</li> </ul>



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Audience	Communication Type	Method/Channel	Frequency
			(weekly) <ul style="list-style-type: none"> <li>▪ Provider outreach communications (per work plan schedule and as needed)</li> </ul>

The Communication Plan also includes a Communication Schedule that describes the following:

- Communication Activity
- Communication Day/Date
- Communication Time
- Communication Duration
- Communication Frequency
- Communication Responsibility

The table below shows an excerpt from the Communication Schedule we used on an MMIS replacement project.

**Table 6: Communication Plan Excerpt**

Activity	Day/Date	Time	Duration	Frequency	Responsibility
Project Implementation Kick-off Meeting	6/27/06	10:00	1 Hour	Once	Steering Committee Executive Sponsor Project Director Business Teams Technical Teams State Project Manager DDI Contractor Project Manager FOX QA Lead
Project Steering Committee Meeting	Wednesday	2:00	1 Hour	Monthly	Steering Committee Executive Sponsor Project Director State Project Manager DDI Contractor Project Manager FOX QA Lead
Project Management Meeting	Tuesday	9:30	2 Hours	Weekly	Project Director State Project Manager DDI Contractor Project Manager FOX QA Lead



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<b>Activity</b>	<b>Day/Date</b>	<b>Time</b>	<b>Duration</b>	<b>Frequency</b>	<b>Responsibility</b>
Project Status Reports	Monday	EOD	N/A	Weekly	Project Director State Project Manager DDI Contractor Project Manager FOX QA Lead

Once the Communication Plan is approved, its schedule is incorporated into the MS Project Work Plan for tracking and monitoring purposes.

### **Status Reporting**

Another important component of the Communication Plan is a description of the Project Status Reporting process. FOX will work with the Department Project Manager to develop the content and format for the status reports to be used by the Project Team. The figure below provides a status report template that was used successfully on another project and provides a color-coded dashboard summary of key project activities for the reporting period. The dashboard is followed by details of accomplishments, issues, and corrective actions for the current reporting period, and upcoming project tasks and staff travel plans for the next period.



Figure 9: Sample Status Report Template

<b>For Period:</b>			
<b>Submitted By:</b>			
<b>Distribution:</b>			
Status Item	Current Status	Prior Status	Comments
OVERALL PROJECT STATUS			Continuing to make progress in all areas.
Schedule			Awaiting Project Director's project work plan comments.
Scope			Awaiting Project Director's Scope draft comments.
Resources			No resource issues for the current period.
Communications & Change Management			No change requests received at this time. Conducted communications meeting for IS and business users.
Technical Issues			No technical issues to report at this time
Quality Issues			No quality issues identified at this time
= on schedule / time / budget / scope = schedule/scope slipping, may impact results = behind schedule, or expansion of scope, requires attention			

**Key Decisions:**



**Key Accomplishments:**



**Issues and Corrective Actions:**



**Planned Activities for Next Period:**



Upcoming Project Tasks	Responsible Party	Due Date	Status

**Staff Location/Travel Schedule**

#	Name	Location	Time Frame
1			
2			



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### **Issues and Risk Management**

Another critical success factor for the Project Team is the ongoing identification and management of project issues and risks. FOX recommends a standard approach for managing issues and risks wherein all issues and risks are documented in a standard format and undergo regular reviews and updates by the FOX Project Manager.

### **Change Management**

Once all project team work plans have been approved, a baseline for the project is established. As the project progresses, a variety of circumstances, such as increased knowledge due to testing results, can trigger changes to the project work plan that affect the project scope.

Should a change be needed that impacts the project scope, the established process for change management will be employed. The process is designed to ensure a consistent and documented method of requesting changes, reviewing impacts, approving requests, and implementing changes.

All change requests will be recorded and maintained by the FOX Project Manager in a change control log.

The figures on the following pages present examples of issues, risk, and change control tracking logs



Figure 10: Sample Issues Tracking Log

Issue #	Date	Issue Title	Issue Description	Issue Originator	Reported By	Assigned To	Assigned To Date	Actions	Status
001									
002									
003									
004									
005									

Figure 11: Sample Risk Management Log

Risk #	Log Date	Submitted By	Risk Item	Impact 0 = None 1 = Minor 2 = Medium 3 = Major	Probability (Probability that the risk will happen) 1=Low 2=Medium 3=High	Rating (Impact * Probability)	Responsibility for Risk Handling Plan	Status	Approach/Action Plan (Describe the approach or action plan to mitigate or handle the risk. For larger projects use the Risk Handling Plan)
<b>Non-Compliance Risks</b>									
1	6/30/06	FOX	Providers may not be paid adequately for the services they render.	2	2	4		Open	



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Risk #	Log Date	Submitted By	Risk Item	Impact 0 = None 1 = Minor 2 = Medium 3 = Major	Probability (Probability that the risk will happen) 1=Low 2=Medium 3=High	Rating (Impact * Probability)	Responsibility for Risk Handling Plan	Status	Approach/Action Plan (Describe the approach or action plan to mitigate or handle the risk. For larger projects use the Risk Handling Plan)
2	6/30/06	FOX	Providers may be overpaid for services without payer checks and balances.	2	1	2		Open	
<b>Compliance Process Risks</b>									
9	6/30/06	FOX	System changes may make the system dysfunctional for a while.	2	2	2		Open	
10	6/30/06	FOX	System changes may not produce the intended results.	2	1	2		Open	



**Figure 12: Sample Change Control Log**  
**Change Control Log Template**

Change Request Number	Description of Change	Impact on Resources or Schedule	Status	Status Date

Fields	Definitions
Change Request Number	Sequential Number Assigned by PMO
Description of Change	Shortened description from change request form
Impact on Resources or Schedule	Impact resources or schedule completion date from change request form
Status	Current status of request. Valid status codes:
Status Date	Date on which status was established



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**Policy Recommendations**

Certain requirements for the IME Procurement Project may be facilitated by a change in policies or addition of new policies.

If changes or additions are needed, FOX recommends that a standard process be followed whereby the policy change/addition is documented, along with the associated pros and cons, and recommended actions. This documentation will typically be sent to the Performance Review Team for review and approval.

An example of a policy recommendation matrix follows on the next page.



**Figure 13: Sample Policy Recommendation Matrix**

**Summary of Needed Policy Decisions and Workgroup Recommendations**

On May 17, 2006 representatives from the organization's technical and business units met to discuss several policy decisions that need to be made within the next several weeks in regards to NPI. The below information identifies the specific policy decisions needed and the workgroup's recommended solution. Additional information is attached. 1) Continue to assign legacy numbers after May 23, 2007 or move to assignment of only NPIs. Recommendation: To continue issuing legacy numbers after May 23, 2007.

<b>Continue to assign legacy numbers after May 23, 2007 or move to assignment of only NPIs.</b>			
<b>Pros</b>	<b>Cons</b>	<b>Issues/Concerns</b>	<b>Recommendations</b>
<ul style="list-style-type: none"> <li>Does not require significant change to the internal systems and minimizes costs.</li> <li>Historical data does not need to be converted to compare to current claim processes</li> <li>Business processes related to assignment of provider numbers will continue as is currently done</li> <li>Interface processes and additional systems do not require significant changes</li> </ul>	<ul style="list-style-type: none"> <li>Crosswalk tables must be continually maintained</li> <li>New providers will require legacy provider IDs replicating existing mechanisms</li> <li>Benefits of administrative simplification are not realized</li> <li>If existing systems are updated or replaced before the MMIS Core, they will be forced to replicate current mechanisms.</li> <li>Staff will continue to rely on legacy numbers to conduct their work, even as providers begin to embrace their NPI as their only provider identifier. This requires time-consuming translations.</li> <li>Key data entry will continue to have to use look up tables to convert an NPI.</li> <li>Legacy numbers are soon maximized, systems will need to change to enable the continuation of the current assignment scheme.</li> <li>Pharmacy and Dental claim transactions do not allow for the use of legacy numbers during a period of transition.</li> </ul>	<ul style="list-style-type: none"> <li>Call center issues regarding receiving only the NPI and matching to legacy number</li> <li>Processing adjustments without legacy numbers</li> <li>Potentially need to require the TCN</li> <li>Consider making changes to paper RA to include NPI</li> <li>EOMB (may be impacted need to verify content) (This is the verification of service letters to client)</li> <li>Review all correspondence for provider information and NPI requirements</li> <li>Timing of Medicare's acceptance of NPI</li> <li>Identification of Care Claims</li> <li>Handling of liens and garnishments (e.g. assignment of child care provider numbers)</li> <li>Possibility of zip code 5+4=2+1 (The 2+1 would likely require software on both sides)</li> </ul>	<ul style="list-style-type: none"> <li>Continue issuing legacy numbers after May 23, 2007.</li> </ul>



## Contingency Planning

Prudent project management practices need to anticipate unforeseen circumstances that can adversely affect the project and plan for contingencies. As part of this project, FOX, in conjunction with the Department, will develop a Contingency Plan that initially identifies events that trigger the development of detailed contingency responses.

An example of contingency triggers for an NPI remediation project follows below.

**Figure 14: Sample Contingency Planning Document**

Trigger	Action Plan to Achieve Compliance	Responsible Person	Anticipated Compliance Deadline
More than 40% of estimated providers have not enumerated by January, 2007 More than 20% of estimated provider have not enumerated by March, 2007	<ol style="list-style-type: none"> <li>Determine estimates of providers to enumerate</li> <li>Identify unenumerated providers</li> <li>Contact unenumerated providers to encourage enumeration</li> <li>Establish deadlines where providers with no NPI will not be paid and publish this information.</li> </ol>		January 1, 2008 or earlier
NPI dissemination information is not available from NPES before March, 2007	<ol style="list-style-type: none"> <li>Continue attempts to crosswalk using current data bases</li> <li>Use Data Use Agreement to CMS to obtain the NPI information for TennCare providers</li> <li>Establish or improve communications between other health plans and MCOs.</li> </ol>		January 1, 2008 or earlier
System changes and/or testing are not completed	<ol style="list-style-type: none"> <li>Document progress toward system remediation</li> <li>Identify issues and remediation solutions.</li> <li>Increase efforts to speed up testing schedule</li> </ol>		January 1, 2008 or earlier
System changes have resulted in significant difficulties	<ol style="list-style-type: none"> <li>Identify and document the issues and plans to remediate them</li> <li>Old payment strategies continue to be effective</li> <li>Develop transition plans between old system and newly modified system</li> </ol>		January 1, 2008 or earlier



## Documentation Control

FOX understands that improper documentation controls result in unnecessary Project Team confusion, frustration, and re-work that negatively impacts the project's established timeline. If the Department does not have a document control strategy in place for the project, FOX will recommend one that includes a permission-based project library and versioning control standards. Lacking an existing strategy for documentation control, FOX's Portal solution, which is part of the FAST tool set, can be easily employed for the project. The Portal documents library, which is described in the following section, has been structured to allow the progression of deliverable documents from working drafts to submitted drafts/finals into accepted deliverables

## FOX Project Management Tools

This subsection describes two of the key support tools proposed for this project:

1. The FOX Enterprise Portal
2. The FOX Requirements Analysis Management System (RAMS)

## FOX Enterprise Portal

The FOX Enterprise Portal (Portal) is a comprehensive project planning, monitoring, and management tool. It provides browser-based access to a collaborative document management platform for FOX project teams and designated Department management and project staff. Through its web-based architecture, project planning and monitoring is conducted in an online, real-time mode. Authorized users are granted complete access to the project work plan, budget, documentation, dashboard, and all project-related information by simply logging into the system via the internet.

The Portal integrates and supports critical project management activities, including the project work plan; risk, issue, and change control tracking; and document management.

- *Project Work Plan.* The Portal uses a standard MS Project version as the basis for project schedule and staffing documentation, with modifications to accommodate data necessary for comprehensive project management and control. FOX uses the MS Project component to enter the Work Breakdown Structure (WBS) required to create all project tasks. These tasks provide the basis for the project schedule, staffing requirements, and a staffing plan. The work plan will be maintained and updated in the Portal throughout the project, allowing the project team and authorized IME staff to view the current status at any time.
- *Issue and Change Control Management.* The Portal supports entry of project issues and change control items. Entry includes an identifier, issue name, issue description, source, status, due date, and staff assignment. When the issue is resolved, the resolution narrative is entered in a memo field on the same record. If an issue requires a change in project scope, a related change control record is created on the same database. This change item includes assignments, status, due date, expected cost and expected schedule impact. Reports are generated as required indicating which issues



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or change control items are outstanding, due, overdue, and resolved. Similar reporting is available on change control items.

- *Document Management.* We propose to use the Portal documentation library, which has full built-in security, version control, and automatic audit trails, to store all documents pertinent to the project in a SQL Server database. This includes management documents, status reports, issue papers, design documents, notices, resolution documents, and any other management or system documentation pertinent to the project. Security is role-based, so that the ability to create, update, delete, or view records is defined by a project team member's assigned role. The version control feature creates a full history of changes made to documents once they have been saved in the repository, including the date of the modification and who modified it. Project documents can be imported into the project library from scanned hard copy documents or electronic documents. The tool supports multi-layered subdirectories by which documents are organized in multiple dimensions, such as by topic, source, and project phase. In addition, documents will be linked to project tasks and deliverables, issues, change control items and project risks. The Portal provides a completely integrated document management system. For this project, FOX will use the documentation library as a repository to store and maintain project-specific data and information.

The Portal is a fully integrated system, with cross referencing among all elements. For example, an issue can be linked to a task on the work plan, a change request, a risk, and/or documents in the project library. In addition, a change request might be linked to the original issue that generated it, a risk to the project, an issue paper in the project library, and one or more design documents in the project library. This integration of project management functions eliminates the need to enter or reference data or documents in multiple places and facilitates the management of complex issues.

The Portal has the following security features:

- Access Control: Secure, role-based access
- Password Security: Windows Integrated authentication and Active Directory domain accounts.
- Antivirus: Symantec Antivirus
- Data Encryption: Verisign secured SSL (Secure Socket Layer)
- Server Based Security: Windows 2003 server-based security with IIS 6.0

Software requirements for accessing the Portal include:

- Internet Explorer version 5.5 or above
- Windows 2000 and above (recommended); but should work with Windows 98
- MS Office 2000 or above (recommended)
- Web browser-based access. Access with the functionality to view tasks and the Project Work Plan will require downloading ActiveX



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- Web browser-based access with additional functionality, such as view and edit the Project Work Plan, will require access to the terminal server and requires: 1) connection through VPN to access the terminal server at FOX, and 2) Terminal Services Client application to connect to the FOX Terminal Server

While providing value to our clients is our primary goal, FOX realizes that the Department may use tools and methodologies that work well within its organizational environment. If this is the case for the IME Procurement Project, FOX will adapt our use of tools and methodologies to be consistent with Department requirements.

### Requirements Analysis Management System (RAMS)

FOX understands that requirements definition and accurate incorporation of those requirements into a system is a crucial factor in the success of any information system acquisition or development project. We are also familiar with the challenges and issues encountered on these types of projects and are experienced at overcoming them to realize successful project outcomes. For this reason, FOX advocates carefully defining requirements and tracking them throughout the system lifecycle.

Due to some of the unique needs for requirements analysis within health care systems and specifically Medicaid systems, FOX decided to develop our own requirements management system that would incorporate unique and more integrated functionality that was not available in commercial-off-the-shelf (COTS) solutions. This FOX proprietary system application, RAMS (Requirements Analysis Management System), is deployed within a .NET environment that allows rapid deployment of the tool among members of the FOX and Department team with minimal setup time. We have successfully used RAMS in projects for 12 States.

The RAMS tool provides an automated requirements capture and management, contract management capabilities, and full requirement traceability and reporting for all types and phases of a systems procurement project. The unique feature of RAMS is that it can trace requirements through contract changes and design changes to testing, and it tracks which requirements have been tested. The RAMS tool uses a SQL Server database to provide automated requirements capture and management, contract management capabilities, and full requirement traceability and reporting for all types and phases of a systems procurement project. The users can create a variety of standard reports as well as ad hoc reports from the central repository that assures full traceability throughout the system modules. In addition, RAMS includes the MITA Wizard that supports MMIS Analysis and MITA SS-A.

As shown in the figure below, RAMS has the following six modules:



**Figure 15: RAMS Module CONFIDENTIAL**

IMAGE REMOVED

For the IME Procurement project, we propose to use the Requirements Capture and Reporting, MITA, and Proposal Evaluation modules.

The RAMS tool is integrated with a COTS reporting tool that allows a vast array of user-defined and pre-defined reports to be produced. Reports can be distributed to defined lists of recipients at prescribed times to enhance overall management of the project. An added benefit is that the reporting tool can also be extended to produce reports using data captured within the Portal. Routine risk and issue reports can be defined based on business need.

The RAMS tool can be modified as required to meet the needs and technical environment of the IME Procurement project. The tool represents our commitment to providing the Department with the most effective requirements management processes available.

**Deliverables**

**3.2.1.1 Key Activity 1 Deliverables Requirement**

- *Details of a structure within which the project will be managed*
- *A work plan*
- *Monthly reports to include each performance measure and the progress towards its successful attainment*

**FOX Deliverable Development**

FOX places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that will be applied to ensure top quality in all deliverables produced for this project. By applying these quality standards, working collaboratively with the Department to develop deliverables, and ensuring all draft and final deliverables are subject to internal quality assurance reviews, FOX will meet or exceed the requirements and expectations for all deliverables.

Prior to the start of deliverable development, FOX will create the format and content specifications for the product, including the outline and major elements to be addressed in the deliverable. We will submit these specifications to the Department for review and approval and incorporate comments received into the final version. This process will establish a clear expectation for the content of the deliverable and help avoid any delays that may affect the project's critical path.

By clearly defining deliverable content and format through this process, we will produce deliverables that meet the Department's needs and expectations without requiring extensive revisions or rework. This facilitates deliverable acceptance and finalization, which ensures that deliverables that lay the foundation for other deliverables or tasks are produced in a timely manner.



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As deliverables are developed, the FOX Project Manager will review the content and progress on a regular basis. This consists of concept review sessions in the early stages of development and review of draft sections as they become available. The Project Manager will be responsible for ensuring that the deliverable conforms to the approved format and content specifications and will track the development progress on the Work Plan.

Prior to delivery of the draft deliverable to the Department, the FOX Project Manager will review the document for quality and compliance pertaining to format and content specifications. After this internal QA review, we will submit the draft to the Department for review. Upon receipt of the Department's comments, the FOX Team will incorporate any necessary modifications to the deliverable.

Each final deliverable will be sent through a preliminary internal QA review by the FOX Project Manager, and any necessary updates will be made. The FOX Client Executive will then conduct a final internal QA review in preparation for submission to the Department.

The FOX Team will submit deliverables in the quantity and medium defined at project start-up. FOX proposes to upload electronic copies of draft and final deliverables to the FOX Enterprise Portal, a project management tool described above on page 69 where Department staff can access them. However, we will work with the Department during project start-up to define the medium and process to be used for electronic documents.

### **FOX Project Management Structure**

To summarize the FOX project management structure presented in the sections above, FOX adheres to industry standards, guidelines, and principles, including MITA, PMI/PMBOK, IEEE, and CMMI as the foundation of our project management methodology. As we have done for Iowa on previous engagements, FOX will adapt our project management structure and methodology to fully meet the needs of the Department for this project.

### **FOX Preliminary Work Plan**

An initial Work Plan for the project is included on the following pages. This work plan includes tasks for both the initial scope of services as well as additional IV&V services which may result through an amendment at the Department's discretion. As indicated above, FOX will work with the Department during project start-up to update and revise this Work Plan in order to obtain the Department's approval.









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ID	WBS	Task Name	Duration	Start	Finish	Gantt Chart (2009-2013)											
162	3.2.5.3	IME Review	10 days	Thu 5/14/09	Wed 5/27/09	[Gantt bar from 5/14/09 to 5/27/09]											
163	3.2.5.4	Modify, per IME Comments	3 days	Thu 5/28/09	Mon 6/1/09	[Gantt bar from 5/28/09 to 6/1/09]											
164	3.2.5.5	Submit Final Cost Benefit Analysis Report and Supporting Documentation	0 days	Mon 6/1/09	Mon 6/1/09	[Gantt bar from 6/1/09 to 6/1/09]											
165						[Gantt bar from 6/1/09 to 6/1/09]											
166	4	Develop the IME Professional Services Request for Proposals (RFPs) (3.2.3)	258 days?	Wed 11/6/08	Fri 10/30/09	[Gantt bar from 11/6/08 to 10/30/09]											
167	4.1	Assist with all modifications to the APD (3.2.3.1)	119 days	Thu 4/9/09	Tue 9/22/09	[Gantt bar from 4/9/09 to 9/22/09]											
168	4.1.1	Identify when modifications are needed	37 days	Thu 4/9/09	Fri 5/29/09	[Gantt bar from 4/9/09 to 5/29/09]											
169	4.1.1.1	Review existing APD	5 days	Thu 4/9/09	Wed 4/15/09	[Gantt bar from 4/9/09 to 4/15/09]											
170	4.1.1.2	Prepare gap analysis with New Professional Services SOWs	10 days	Thu 4/16/09	Wed 4/29/09	[Gantt bar from 4/16/09 to 4/29/09]											
171	4.1.1.3	Identify necessary APD modifications	5 days	Thu 4/30/09	Wed 5/6/09	[Gantt bar from 4/30/09 to 5/6/09]											
172	4.1.1.4	Prepare APD Modification Report	5 days	Thu 5/7/09	Wed 5/13/09	[Gantt bar from 5/7/09 to 5/13/09]											
173	4.1.1.5	Submit Report to IME for review	0 days	Wed 5/13/09	Wed 5/13/09	[Gantt bar from 5/13/09 to 5/13/09]											
174	4.1.1.6	IME review	10 days	Thu 5/14/09	Wed 5/27/09	[Gantt bar from 5/14/09 to 5/27/09]											
175	4.1.1.7	Revise Report as needed	2 days	Thu 5/28/09	Fri 5/29/09	[Gantt bar from 5/28/09 to 5/29/09]											
176	4.1.1.8	Finalize APD Modification Report	0 days	Fri 5/29/09	Fri 5/29/09	[Gantt bar from 5/29/09 to 5/29/09]											
177	4.1.2	Assist Department staff in making modifications per CMS guidelines and requirements	22 days	Mon 6/1/09	Tue 6/30/09	[Gantt bar from 6/1/09 to 6/30/09]											
178	4.1.2.1	Prepare APD drafts	10 days	Mon 6/1/09	Fri 6/12/09	[Gantt bar from 6/1/09 to 6/12/09]											
179	4.1.2.2	Submit APD draft to IME for review	0 days	Fri 6/12/09	Fri 6/12/09	[Gantt bar from 6/12/09 to 6/12/09]											
180	4.1.2.3	IME review	10 days	Mon 6/15/09	Fri 6/26/09	[Gantt bar from 6/15/09 to 6/26/09]											
181	4.1.2.4	Revise APD as needed	2 days	Mon 6/29/09	Tue 6/30/09	[Gantt bar from 6/29/09 to 6/30/09]											
182	4.1.2.5	Finalize APD draft	0 days	Tue 6/30/09	Tue 6/30/09	[Gantt bar from 6/30/09 to 6/30/09]											
183	4.1.3	Assist the Department in obtaining any CMS Approvals	60 days	Wed 7/1/09	Tue 9/22/09	[Gantt bar from 7/1/09 to 9/22/09]											
184	4.1.4	Assist the Department in in securing appropriate matching funding from CMS	60 days	Wed 7/1/09	Tue 9/22/09	[Gantt bar from 7/1/09 to 9/22/09]											
185						[Gantt bar from 7/1/09 to 9/22/09]											
186	4.2	Develop Professional Services RFPs and amend as necessary (3.2.3.2)	165 days	Tue 2/17/09	Mon 10/5/09	[Gantt bar from 2/17/09 to 10/5/09]											
187	4.2.1	Based on requirements analyses and approved scope of work and performance measures, for each IME contract, write RFPs meeting all state and federal	165 days	Tue 2/17/09	Mon 10/5/09	[Gantt bar from 2/17/09 to 10/5/09]											
188	4.2.1.1	Identify RFP outline	5 days	Tue 2/17/09	Mon 2/23/09	[Gantt bar from 2/17/09 to 2/23/09]											
189	4.2.1.2	Create SOW section of RFP	10 days	Thu 4/9/09	Wed 4/22/09	[Gantt bar from 4/9/09 to 4/22/09]											
190	4.2.1.3	Create other sections of the RFP	45 days	Tue 2/17/09	Mon 4/20/09	[Gantt bar from 2/17/09 to 4/20/09]											
191	4.2.1.4	Assemble draft RFP	7 days	Thu 4/23/09	Fri 5/1/09	[Gantt bar from 4/23/09 to 5/1/09]											
192	4.2.1.5	Submit draft RFP to IME for review	0 days	Fri 5/1/09	Fri 5/1/09	[Gantt bar from 5/1/09 to 5/1/09]											
193	4.2.1.6	IME review	10 days	Mon 5/4/09	Fri 5/15/09	[Gantt bar from 5/4/09 to 5/15/09]											
194	4.2.1.7	Revise RFP as needed	11 days	Mon 5/18/09	Mon 6/1/09	[Gantt bar from 5/18/09 to 6/1/09]											
195	4.2.1.8	Submit final Professional Services RFP to CMS	0 days	Mon 6/1/09	Mon 6/1/09	[Gantt bar from 6/1/09 to 6/1/09]											
196	4.2.1.9	Assist the Department in getting all approvals for the RFPs including CMS approval	22 days	Tue 6/2/09	Wed 7/1/09	[Gantt bar from 6/2/09 to 7/1/09]											
197	4.2.1.10	Amend the RFP as necessary	90 days	Tue 6/2/09	Mon 10/5/09	[Gantt bar from 6/2/09 to 10/5/09]											
198	4.2.1.11	Issue RFP	0 days	Wed 7/1/09	Wed 7/1/09	[Gantt bar from 7/1/09 to 7/1/09]											
199	4.3	Develop an evaluation methodology for each RFP and support the Department throughout	258 days?	Wed 11/6/08	Fri 10/30/09	[Gantt bar from 11/6/08 to 10/30/09]											
200	4.3.1	Assist IME in the Development of Evaluation Criteria and Methodology for RFP (3.2.3.3)	52 days	Wed 11/6/08	Thu 1/16/09	[Gantt bar from 11/6/08 to 1/16/09]											
201	4.3.1.1	Identify Components of RFP Responses that are Mandatory Requirements	5 days	Wed 11/5/08	Tue 11/11/08	[Gantt bar from 11/5/08 to 11/11/08]											
202	4.3.1.2	Identify Components of RFP Responses to be Graded as Pass/Fail	5 days	Wed 11/12/08	Tue 11/18/08	[Gantt bar from 11/12/08 to 11/18/08]											
203	4.3.1.3	Identify Components of RFP Responses to be Graded on Point Scales	5 days	Wed 11/19/08	Tue 11/25/08	[Gantt bar from 11/19/08 to 11/25/08]											















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## **Monthly Status Reporting**

The FOX team will produce monthly project status reports using the processes and procedures for status reporting that will be established at the beginning of this contract. The written status reports will be delivered according to the distribution established at that time. These monthly reports will be uploaded to the Portal.

FOX has developed a status report template for our Medicaid systems projects that can be tailored to Department needs, including reporting the progress of each performance measure. We recommend including the following information:

- Overall project status
- Accomplishments
- Risk tracking
- Action item tracking
- Deliverable status
- Issues and potential schedule slippage
- Risks
- Items requiring management attention
- Upcoming activities
- Key meetings scheduled
- Staffing/resources
- Action items
- Project plan

The FOX team firmly believes that a well-organized and comprehensive project status reporting system plays an integral role in project success. As discussed earlier on page 69, we have developed and utilized a Sharepoint-based project portal tool in several similar projects to provide a central repository for all project information. The repository would include any and all deliverables, status reports, risks and issues, and other various documents. Communication is vital, and during the planning phase, the FOX team will spend a considerable amount of time generating a plan for disseminating information about the project to various project stakeholders.

The FOX Project Manager is responsible for ensuring the project status reports are produced timely. These reports are directed to Department personnel and other project stakeholders, and detail the work completed, milestones reached, problems or issues requiring decisions or resolution, planned work for the upcoming week, and significant deviations from the Work Plan. During project start-up, the FOX team will develop Project Status Report models for approval by the State.



The figures below provide a sample of a narrative bi-weekly project status report, a sample QA Project Schedule Status, and a sample “report card” project status report from recent FOX projects.

**Figure 16: Sample Narrative Status Report**

<b>Status Report for the Week of:</b>	January 7 - 20, 2006
<b>Prepared by:</b>	XXXXXXXX

<b>Accomplishments for the Current Period</b>
<p>Task 1.5.4: Continued work on Business Implementation support</p> <p>Task 2.1a: Began review of quarterly update to Project Plan</p> <p>Task 2.1b: Continued participation in requirements sessions; continued work on review of Part 3 deliverable; began work on Part 4 review</p> <p>Task 2.1c: Began review of Detailed Gap Analysis for Part 3</p> <p>Task 2.1f: Continued work on review of Part 3 deliverable; began work on Part 4 review</p> <p>Task 2.1m: Began review of Development Environment deliverable</p> <p>Task 2.3b: Continued work on Monthly Status Report for January</p> <p>Task 3.1: Continued work updating Quarterly QA Report with feedback from State staff</p> <p>Task 5.2: Participated in weekly status meeting with State and XXXX; participated in Risk Management Team meeting</p>

<b>Planned Activities for the Next Period (2 weeks)</b>
<p>Task 1.5.4: Continue work on Business Implementation support</p> <p>Task 2.1a: Complete review quarterly update to XXXX Project Plan and submit (due 1/24)</p> <p>Task 2.1b: Participate in conclusion of requirements sessions; submit review of Part 3 deliverable (due 1/23); submit review of Part 4 deliverable (due 1/31)</p> <p>Task 2.1c: Complete review of Detailed Gap Analysis (Part 3) (due 2/2)</p> <p>Task 2.1f: Continue participation in requirements sessions and discussions around High-Level To-Be Processes; submit review of Part 3 deliverable (due 1/23); submit review of Part 4 deliverable (due 1/31)</p> <p>Task 2.1m: Complete review of XXXX Development Environment deliverable; submit (due 1/24)</p> <p>Task 2.3b: Continue work on Monthly Status Report for January; submit report (due 1/31)</p> <p>Task 3.1: Continue update of Quarterly QA Report based on feedback from State; present to Executive Steering Committee on 1/30</p> <p>Task 5.2: Continue risk management</p>

<b>Project Concerns</b>
We will be closely evaluating the interaction between “design” sessions and “business process” work



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Figure 17: QA Project Schedule Status

Legend: **Green: On-time** **Red: Behind Schedule** **Blue: Complete**

Del. #	Deliverable Name	Contract Due Date	Actual Submit Date	Accepted Date	% Complete
<b>TASK 1</b>					
1.1	Quality Standards	6/16/05	6/15/05	6/29/05	100%
1.2	Quality Checklists	6/30/05	6/30/05	7/29/05	100%
1.3	Quality Management Plan	6/8/05	6/8/05	7/25/05	100%
1.4	Baseline Project Plan	6/15/05	6/15/05	6/29/05	100%
1.5.1	21 Additional Checklists	6/30/05	6/30/05	7/29/05	100%
1.5.2	1 Checklist and 3 QC Reviews	7/15/05	7/15/05	7/29/05	100%
1.5.3	Business Implementation Plan – V1	10/15/05	10/15/05	10/28/05	100%
1.5.4.1	Business Implementation Plan Update	Monthly			Ongoing
1.5.4.2	BIP Status Report	Monthly			Ongoing
1.6	Lessons Learned Report – Project Eval	TBD			0%
<b>TASK 2</b>					
2.1a	DDI Proj. Plan Reviews	Quarterly	--	--	Ongoing
	August 2005	8/22/05	8/17/05	8/31/05	100%
	October 2005	10/19/05	10/19/05	10/28/05	100%
	January 2006	1/24/06			85%
	April 2006	4/18/06			
	July 2006	7/19/06			
	October 2006	10/17/06			
	January 2007	1/16/07			
	April 2007	4/17/07			
	July 2007	7/17/07			
	October 2007	10/18/07			
2.1b	Detailed Requirements Review				
	Part 1: EDMS	10/28/05	10/26/05	12/12/05	100%
	Part 2: Provider and Gen Sys / IT	11/15/05	11/14/05	12/12/05	100%
	Part 3: Member Services	1/23/06			95%
	Part 4: DSSURS	1/31/06			
	Part 5: All other areas	3/17/06			
2.1c	Detailed Gap Analysis Review				
	Part 1: EDMS	11/4/05	11/1/05	12/12/05	100%
	Part 2: Provider and Gen Sys / IT	12/16/05	12/16/05		95%
	Part 3: Member Services	2/2/06			
	Part 4: DSSURS	TBD			
	Part 5: All other areas	3/17/05			
2.1d	Implementation Plan (V1) Review				
	Part 1	TBD			
	Part 2	TBD			
	Part 3	3/21/06			
	Part 4	3/29/06			
	Part 5	6/21/06			
2.1e	Business Continuity Plan (V1) Review	10/13/05	10/13/05	12/12/05	100%



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Del. #	Deliverable Name	Contract Due Date	Actual Submit Date	Accepted Date	% Complete
2.1f	Proposed "To-Be" Processes / Org Structure				
	High-level – Part 1 – EDMS	10/28/05	10/27/05	12/12/05	100%
	High-level – Part 2 – Provider/IT	11/15/05	11/15/05	12/12/05	100%
	High-level – Part 3 – Member Svcs	1/23/06			95%
	High-level – Part 4 -- DSSURS	1/31/06			
	High-level – Part 5 – All other areas	3/17/06			
	Desk-level – EDMS Phase 1	4/24/06			
	Desk-level – All other areas	10/6/06			
	High-level org structure – EDMS Phase 1	TBD			
	High-level org structure – All other areas	6/5/06			
	Detailed org structure – EDMS Phase 1	4/12/06			
	Detailed org structure – All other areas	12/05/06			
2.1g	System Arch & Design Doc Review				
	Part 1	TBD			
	Part 2	7/28/06			
	Part 3	8/10/06			
	Part 4	8/22/06			
	Part 5	8/31/06			
	EDMS Phase 2	7/11/06			
2.1h	Test Management Plan Review	11/29/06			5%
2.1i	Construction Test Results Review	1/29/07			
2.1j	Acceptance Test Plan Review				
	EDMS Phase 1	5/5/06			
	All others	12/12/06			
2.1k	Project Repository Review	10/5/05	9/28/05	10/13/05	100%
2.1l	Training Plan Review				
	EDMS Phase 1	1/30/06			
	All others	4/17/06			
2.1m	Development Environment Review	1/24/06			85%
2.1n	Test Environment Review	2/6/07			
2.1o	Training Environment Review	5/15/06			



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Del. #	Deliverable Name	Contract Due Date	Actual Submit Date	Accepted Date	% Complete
2.1p	Production Environment Review	6/6/07			
2.1q	Source Code Library V1	12/25/06			
2.1r	Operating Procedures V1	6/7/06			
2.1aa	Assist – BCP V2 Review				
	EDMS Phase 1	3/23/06			
	All others	5/17/07			
2.1ab	Assist – Data Conversion Plan Review				
	EDMS Phase 1	TBD			
	All others	TBD			
2.2a	Security Code Review and Sampling Plan	TBD			
2.2b	Review Code Samples	TBD			
2.3a	Monthly Quality Status Report Format	4/22/05	4/21/05	5/12/05	100%
2.3b	Monthly Quality Status Reports	Monthly			Ongoing
<b>TASK 3</b>					
3.1	QA Status and Improvement Reports	Quarterly			Ongoing
<b>TASK 4</b>					
4.1	IV&V Master Test Plan	TBD			
4.2	Test Execution and Status Report	TBD			
4.3	Security Test Execution	TBD			
<b>TASK 5</b>					
5.1	Initial Risk Assessment	7/11/05	7/11/05	8/1/05	100%
5.2	Ongoing Risk Notification	Ongoing			Ongoing



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Figure 18: Sample Report Card Status Report

FOX Systems Project Progress Report					Project Status <b>M</b>	
State of XXX HIPAA Transaction Mapping July 1, 2003						
<b>Overview Status</b>					<b>Issues</b>	
Status (L,M,H)	Task/Deliverable	Due Date	Expected Date	% Complete	Severity (L,M,H)	Description
L	Project Management Taks Plan and Schedule	06/09/03	06/09/03	100%	M	Just beginning to receive trading partner test data from client. Put proposal to XXX for FOX to develop test data for acceptance testing.
L	Mapping Deliverable #1	06/23/03	07/21/03	100%	M	Client unable to provide a connection with FTP secure server. - SeeBeyond currently working with DHS to correct.
L	Mapping Deliverable #2	06/30/03	07/25/03	80%	L	Developers have been working with DHS and SeeBeyond to solve some software technical issues which have slowed progress to date. Appears that
M	Mapping Deliverable #3	07/07/03	07/25/03	60%	M	Client discovered that VSAM software necessary for online mapping is not
M	Mapping Deliverable #4	07/14/03	07/31/03	0%	M	Thread 17 - OMAP 820 - XXX hasn't decided whether to send packed
M	Mapping Deliverable #5	07/21/03	08/04/03	0%	M	Thread 16 - batch 276/277 - DB2 & VSAM file access not yet available.
M	Task # 3 - Trading Partner Profiles	06/23/03	06/30/03	90%	M	Thread 14 - 278 request - flat file record layout not yet available.
L	Task # 4 - Training and Mentoring	08/08/03	08/08/03	0%	M	Thread 12 - batch 270/271 - CICS file access not yet available.
					M	Thread 15 - 278 response - flat file record layout not yet available.
					M	Thread 19 - real-time 276/277 - DB2 or VSAM file access not yet available.
					M	Thread 13 - real-time 270/271 - CICS file access not yet available.
M	Overall Completion	08/08/03	08/22/03	50%		
<b>Legend</b>					<b>Legend</b>	
L	On schedule, expected to meet milestone objective				L	Low Risk to project timeline, budget and/or completion.
M	At risk, behind schedule, but expected to catch up and meet milestone objective				M	Moderate Risk to project timeline, budget and/or completion.
H	Late, behind schedule, will not meet milestone objective without special attention				H	High Risk to project timeline, budget and/or completion.
<b>Accomplishments</b>					<b>Current Activities/Action Items/Next Steps</b>	
1. Completed Group I mappings and passed on to XXX for acceptance testing. 2. Completed threads 5, 6, and 8 of Group II and passed on to XXX for acceptance testing. 3. Completed formal acceptance test approval and are currently using it to project when client must complete acceptance test.					First schema is being run through complete claim and remittance advice process. This is the first data that has not been created by the developers and the first time the entire process will be tested. Completed formal acceptance test approval and are currently using it to project when client must complete acceptance test. Track daily progress of issue resolutions and escalate when risk appears to be moving from one stage to another.	



## Performance Measures

### **3.2.1.1 Key Activity 1 Performance Measures Requirement**

- *Detailed design of a project management structure will be presented to the Department for approval no later than seven (7) calendar days after the Contract begins*
- *No later than ten (10) calendar days after the Contract begins, the Contractor shall submit a work plan for approval by the Department*
- *Monthly reports shall be due the fifth day following the last day of the month for which the report is due*
- *All deliverables not having a specific date in the approved work plan will be due at a time designated by the Department. Such dates will not be assigned unreasonably.*

## FOX Project Management Structure

As part of the project “kick-off” meetings that will be scheduled within seven (7) days of the Contract begin date, FOX will provide the Department with a detailed design of our project management structure. The kick-off meeting will also cover the following topics:

- Introduction of the FOX Team members and key Department project participants
- Project overview
- FOX’s understanding of the Iowa project requirements
- Review of the preliminary Work Plan
- Next project planning steps
  - Itemize documents to be reviewed
  - Determine Department subject matter experts to participate in document reviews
- Assessments to be conducted
- Open to all alternatives
- Roles and responsibilities
- FOX scope of work by phase

## Work Plan

FOX has submitted a preliminary Work Plan with this proposal and will work with the Department to prepare a revised Work Plan for Department approval within ten (10) calendar days after the Contract begin date.

## Monthly Status Reporting

FOX will submit monthly reports to the Department by the fifth day following the last day of the month for which the report is due. The FOX Project Manager will be responsible for ensuring this deadline is met each month.

## Deliverable Due Dates



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FOX will work with the Department to specify deliverable due dates whenever possible. In the event that a deliverable does not have a due date defined in the Work Plan, FOX will ensure that all reasonable deliverable due dates designated by the Department are met.

#### 4.2.6.2 RFP Requirement 3.2.2 – Comparative Analysis

*The Contractor will assist the Department in reviewing current Medicaid operational procedures and policies, roles, responsibilities, performance measures, and operational tools of the current IME functional areas (or Units) against standardized commercial insurance company standards of operation and identify proposed enhancements to those policies, procedures, roles, responsibilities, performance measures and tools for opportunities for the IME to implement industry standard “best practices” and possible inclusion in the IME contracts.*

*The Contractor will review the IME tools currently used in IME operations, including but not limited to, the systems, electronic workflow management tools, data warehouse, mailroom; and assist the Department in identifying further opportunities to incorporate “best practice” standards when the next contracts are re-procured.*

*Based on these reviews and analyses, the Contractor will collaborate with the Department to develop a set of recommendations for inclusion as scope of work and performance measures for each IME contract and produce technical and functional requirements for a set of operational tools for the IME. All recommendations will be driven by the need of the business to produce more effective health outcomes. **MITA goals and objectives are to be integrated into all solutions.***

#### Evaluation and Analysis of Current IME Functional Areas

Over the past 21 years, FOX has performed analyses similar to the review required for the IME Procurement Services Project. This experience includes projects for 16 States, including Iowa, as well as Florida, Michigan, Mississippi, Missouri, and New Hampshire. We understand how to organize activities for this type of project and how to use our team and State resources efficiently. We can draw upon tools we have used successfully in other projects to quickly collect and document the information required to evaluate and analyze the current systems and processes. Additionally, because of our experience assisting the Department with the initial IME project, FOX has a unique understanding of the model of collaboration and cooperation that characterizes IME.

The following discussion details our approach to reviewing, understanding, and evaluating the IME in preparation for identifying and procuring industry “best practices” when the next contracts are re-procured. This approach requires that a single set of data collection activities be conducted to support Comparative Analysis (3.2.2), Requirements Analysis (3.2.3), and updating of the IME SS-A (3.2.5). The MITA Framework 2.0 structure will be the basis for the organization of the data collection activities and will include requirements analysis and the comparative analysis in order to fulfill the requirements of these key activities. This approach will eliminate the need to revisit the same topics repetitively and will reduce the amount of time Department staff are called upon to assist with data collection over the life of the project.



## FOX Evaluation of IME Functional Areas

FOX staff will evaluate the current IME functional areas by reviewing formal documentation including the previous MITA SS-A and policies and procedures. The FOX Team will also conduct Joint Application Review (JAR) sessions with State staff and other agency stakeholders as part of this evaluation. Once the evaluation has been completed, the FOX Team will create a report documenting the recommendations for enhancing the IME. This report will include the advantages and disadvantages, as well as strengths and weaknesses.

The FOX methodology for analyzing the IME uses a multi-phase approach that has proven very successful in other States. In the first phase, FOX staff uses the formal documentation of the IME to identify current system functionality. This will include the previous SS-A, as well as a review of the existing change orders, policies, and procedures related to the current functional areas. Documentation will be augmented through discussions with key staff in order to clarify ambiguities in the documentation.

The information gathering process will populate our Requirements Analysis Management System (RAMS) database, which is discussed in greater detail in Section 4.2.6.1, Project Start-up of this proposal. As information from our review expands, a description of the current IME will be documented. This second phase of the methodology creates initial system documentation and uses our experience at both the State and Federal levels to develop our straw man model approach to IME requirements. The FOX model is closely aligned with the MHCCM (Medicaid HIPAA-Compliant Concept Model) developed under our CMS contract as a model of State Medicaid business processes. From the beginning, the MHCCM was established as a model of Medicaid operations on which HIPAA impacts could be measured. This model has been used by FOX in other States as a point of reference for our process models. The model also closely reflects the MITA conceptual design and promotes a Service-Oriented Architecture (SOA).

This standardized requirements model, or straw man model, is not a projection of requirements for the State, but serves as an early reference point. For example, virtually all MMIS systems must include processes for recording and validating providers and their credentials. We expect to find parallel processes in reviewing the IME functional areas. The model provides a way to organize the data obtained from Department documentation that is easily compared with other States. If we begin to identify Department processes that are much more complex than similar processes in other States, a question arises regarding why the Department processes are different. There may be good reasons for the complexity, or some processes may be overly complex or redundant. If standard processes are missing from the Department documentation, it gives rise to questions of how those requirements are being met and whether they should be included as enhancements in the next contracts for IME services.

The straw man model does not in any way replace the analysis of the IME functional areas. Review and analysis of all documentation proceeds separately and is completed as a separate



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task. As our understanding of the systems grows, the model focuses additional attention on possible problem areas and minimizes the time required to resolve issues.

The third phase of the methodology uses interviews and Joint Application Requirements (JAR) sessions to verify the business processes and design features identified from the previous sources, to clarify and expand our understanding, and to begin the visioning process for the enhancements. The results of the JAR sessions are captured by a scribe, verified, and entered into formal JAR documentation, which is maintained within RAMS and accessible through the FOX Enterprise Portal (Portal).

Finally, the JAR results and documentation are integrated in the Requirements Definition Report.

### Approach to IME Evaluation

We recommend that this task incorporate several subtasks, including:

- Information gathering and documentation of the current functional areas
- Documentation and baseline understanding
- Development of information for expansion and visioning of enhancements
- Refinement and verification of current and future IME requirements through JAR sessions
- Creation of the IME requirements definition

Each of these subtasks is discussed in more detail below.

### Information Gathering and Documentation of Current Functional Areas

FOX staff will review the business processes and system documentation in order to understand the current Medicaid processes and functional areas. Using available sources we will document system elements and develop a detailed description of the business processes that are supported by the IME and other related systems. In order to resolve ambiguities in the documentation and fill gaps in our understanding, we will schedule and conduct interviews with the stakeholders identified during this phase.

The processes to be reviewed during this stage of the project include all manual and automated processes that support the following system components:

- Claims processing
- Data entry
- Decision Support
- HIPAA compliance
- Managed care
- Management and Administrative Reporting Subsystem (MARS)



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- Point of Sale (Pharmacy)
- Provider
- Recipient
- Recipient liability
- Surveillance and Utilization Review Subsystem (SURS)
- Third party liability

The FOX Team prefers to use mechanisms specifically designed to meet an organization's needs and structure. For this reason, we do not limit ourselves to JAR/interview sessions. Other data collection activities may include the use of surveys, distributed via e-mail, implemented using a web-based application, or conducted in sessions attended by multiple respondents. FOX has successfully used surveys on other projects to collect information related to the roles and responsibilities of individuals in an organization. We have also utilized one-on-one interviews designed to address a specific idea or issue that impacts an organization. This approach can often result in a more open discussion with key individuals, thus improving the accuracy of the information collected. The FOX Team will work with the Department to determine the best approaches to data collection activities for this project.

### Documentation and Baseline Understanding

The results of our information gathering will be documented using RAMS and various Microsoft Office tools. Working drafts of our documentation will be developed in the form of work papers, and will include:

- **Workflow.** Functional flows for each process identified will be documented.
- **Data Flow Diagrams.** Processes will be further documented and decomposed using data flow diagrams. The data flow diagrams will document interdependencies in the current system as well as current data flow requirements.
- **Process Description.** A narrative process description will be developed to document all the functions currently being performed. These processes will be defined and maintained in a manner that supports revision and update throughout the project life cycle through configuration management procedures as approved by the Department.
- **Data Overview.** High-Level Entity-Relationship diagrams will be developed to document the logical data structures used by the current system. We will not attempt to develop detailed data tables or data definitions at this time.
- **System Statistics.** Data on system statistics, such as numbers of records for each subsystem and transaction volumes, will be maintained to evaluate future capacity needs.
- **Possible Gaps in MMIS Functionality.** Using the straw man model and FOX experience in other States, staff will develop a database of possible gaps in the current system. The gaps will be defined as processes or functions that should be included in the enhanced MMIS system, but are not adequately supported by the current MMIS.



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- **Issues.** Staff will develop sets of issues for each functional area. These issues will include ambiguities or disagreements identified in documentation or discussions that have not been resolved. They will also include any processes that appear to be inefficient, unnecessary, or redundant.

The product of this documentation stage will be a draft description of current IME processes and functional areas. Our working papers will provide the starting point for refining our understanding during JAR sessions. Where possible, the working papers will be provided for review by the stakeholders for each subsystem to ensure that our understanding is accurate. When comments are received, revisions will be made. The revised documentation will:

- Define the current functionality of the existing IME and other related systems
- Document all interfaces
- Identify stakeholders and trading partners
- Identify requirements of the State, CMS and other governing entities that are not being properly met
- Identify processes that are inefficient, redundant, or unnecessary
- Document and describe the technical environment
- Assess the strengths and weaknesses of the current IME

### Information for Expansion and Visioning of Enhancements

As a separate part of this stage, FOX staff will begin documenting processes, innovations, or optional functionality that could improve the functioning of the IME. These processes will be based on the straw man model and our understanding of the current IME functional areas.

FOX believes that in order to be effective, prospective business needs and possible innovations should be topics for discussion and verification during the JAR sessions, if possible.

### Verify Current Functionality and Define IME Enhancements

We propose to conduct comprehensive JAR sessions with key Department users and other IME stakeholders associated with each core business process. These sessions will verify and further document each business process and any other associated requirements. A FOX JAR Facilitator will lead the group through the process to define and capture all required information. A key element of the approach is to have our facilitator present the straw man business process model for review, validation, and revision.

FOX staff will use the knowledge gathered during the information and documentation steps of the project as the basis for formal JAR sessions with Department staff. FOX has been a leader in the application of Joint Application Development (JAD) and JAR processes to Medicaid systems development and has developed a strong support methodology.

This task involves the most extensive level of participation of Department staff. It will begin with the comprehensive scheduling and coordination. This will include Department staff members



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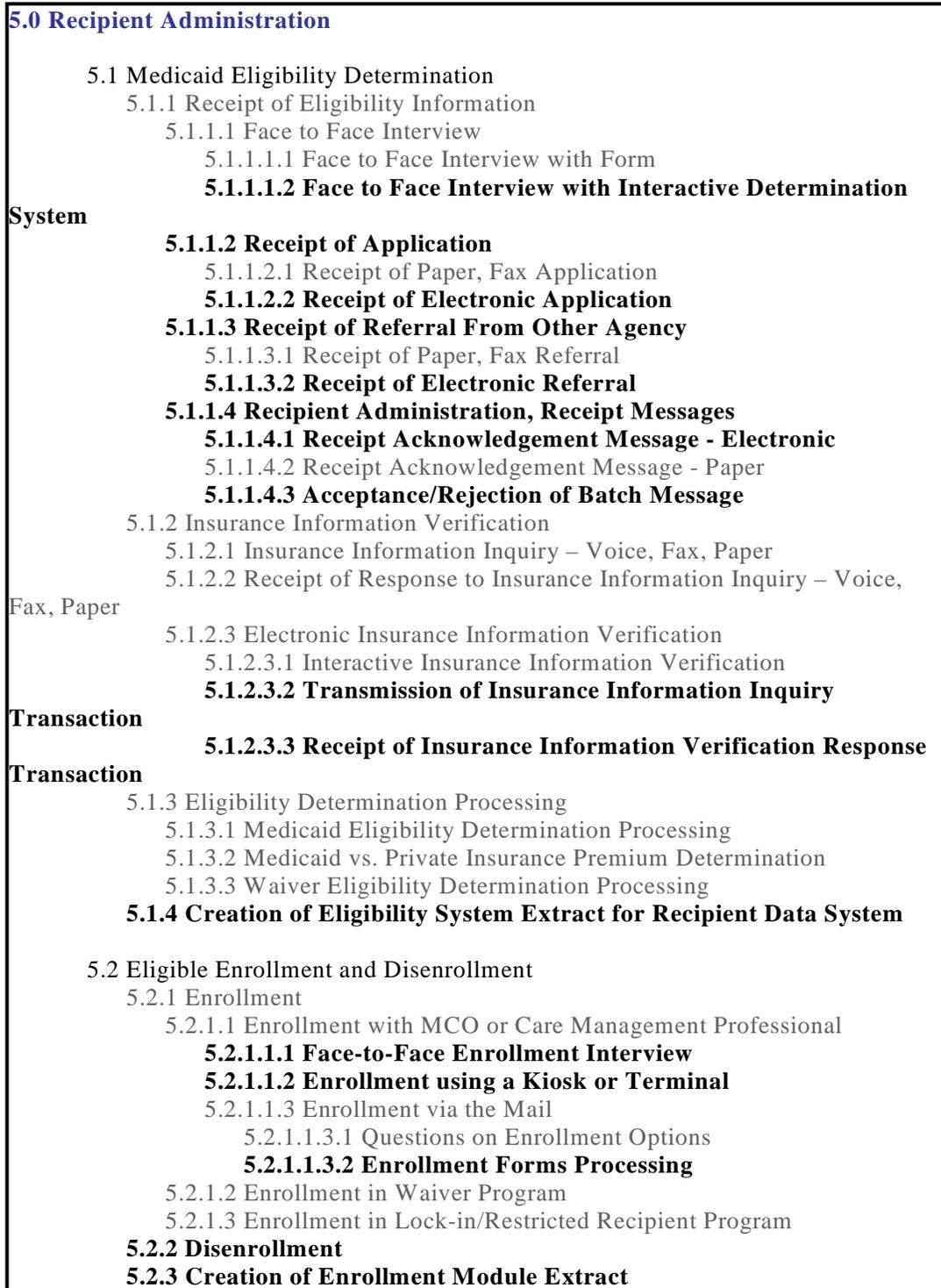
who are the most knowledgeable about the business processes that support the IME program. We will review the JAR objectives with them and define a process and schedule suited to the timing needs of this project and the day-to-day management of the IME Program.

The FOX team will work with the Department to identify the appropriate participants and to develop the schedule sequence for the JAR sessions. JAR session participants will be invited to attend a special “just in time” training session that will provide an overview of the JAR process and the role of participants in the sessions. The training information will describe how the business areas have been defined. FOX will discuss the ground rules of the JAR session as well as the modeling methods to be used during the sessions. Such tools will include process modeling and decomposition, the categorization and classification of functional requirements, and the use of prioritization and “parking lots” for ideas. Chances are that many Department staff members have previously participated in JAR or JAD sessions but FOX will work to ensure ease of the sessions, regardless of previous staff involvement or experience.

We propose to functionally decompose each Medicaid core business process into sub-processes, each of which needs to be defined, and which may, in turn, be further decomposed. Using our business process model as an example of process decomposition, the following sample illustrates the process/sub-process and tertiary activity hierarchy for a generic Medicaid eligibility and enrollment process. Again, this is illustrative only, and our process modeling will reflect Iowa’s unique processes and work flows.



Figure 19: Process Decomposition - Business Process Model





A scribe will record comments and information discussed during the sessions using Word, Visio or other documentation templates. In addition, detailed requirements statements will be compiled and entered into RAMS. The notes and other documentation from each session will be distributed post-session to all participants for verification of the accuracy of the information. A JAR Summary Document will also be used to document the results of a JAR session and will include the following:

**Table 7: Sample JAR Summary Document**

JAR DOCUMENT SECTION	DESCRIPTION
<b>JAR ID</b>	The identifier used to refer to this session.
<b>Business Processes</b>	The business process description as defined by the consultant project team.
<b>Session(s) – Date, Time, and Place</b>	The date, time and place of the sessions for the business area.
<b>Attendees</b>	The names and job titles of all attendees by session.
<b>Requirements List</b>	A list of requirements that were documented in the JAR session.
<b>Parking Lot</b>	A list of parking lot items that were recorded during the JAR session.
<b>Issues</b>	A list of issues that were recorded during the JAR session that require follow-up and disposition.

If necessary, the JAR sessions may be supplemented by “off line” individual interviews to capture more detailed requirements. This generally happens when discussion of these requirements could impede the work progress of the joint facilitated sessions.

Once the existing core processes have been verified, our team will develop recommended new To Be business processes and system enhancements that are feasible, given new enabling technologies identified during the technology assessment. We will develop models reflecting our recommendations for any new processes that can be easily overlaid on the current processes for contrast and documentation of change requirements.

Finally, we will develop detailed business requirements for the RFP including proposed enhancements to the IME. These include:

- **General System Requirements** that describe overall IME capabilities and features
- **Business Functional Requirements** that describe the business functions and processes which the IME must support from a MITA/SOA perspective
- **System Technology Requirements** describing the technological underpinnings for enhancements to the IME, including applicable architecture requirements, recommended hardware / software platforms, network requirements, and standards for interoperability
- **System Enhancement Requirements** describing enhancements to the current IME that will be required



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Examples of the type of system business requirements that might be developed for the IME are presented in the following tables.

**Table 8: General System Requirements (Example)**

<b>General Requirement</b>	<b>Description Of Requirement</b>
1. HIPAA compliance	Ability of IME to support all HIPAA transactions, code sets, and security and privacy regulations.
2. MMIS interface with Iowa enterprise system	Ability of IME to interface readily with other the Iowa human services systems.
3. Client and provider Web access	Provide Web-based access to IME applications and data through the Internet for clients and providers.
4. Flexibility to support changes to Iowa Medicaid policy	Utilize architectures and technologies which enhance the ability to add or modify system business rules through table driven logic, re-use of components, etc.
5. Real-time adjudication of claims	Provide for real-time, not batch, transaction processing.
6. On-line access to user documentation and help screens	Provide context sensitive help and on-line system documentation, which can be kept centrally maintained and updated for consistency throughout the organization.

**Table 9: Business Functional Requirements (Example)**

<b>Major Functional Category</b>	<b>Description of Function</b>
Eligibility and Enrollment	Web access to Medicaid eligibility verification.
Member Services	Consolidated tracking for all client and provider events.
Benefits Administration	Flexible benefit structures to administer all types of plans.
Service Authorization / Referrals	Web access to allow providers to request authorization.
Provider Enrollment	Web self-service tools for provider enrollment application.
Contract Management	Provider and plan enrollment capacity tracking.
Claims and Encounters	Web portal to submit and view results of claims processing.
Financials Services	Multiple methods of payment (direct deposit, EFT).
Quality Assurance / Utilization Management	Tracking of trends in provider practice patterns for analysis.



**Table 10: System Technology Requirements and Descriptions (Example)**

System Technology Requirements	Description
System design will be modular, object oriented and based on an open architecture.	Provide necessary flexibility for system logic, maintenance and operational platforms.
Meet HIPAA security requirements.	Provide <ul style="list-style-type: none"> <li>• Administrative Procedures</li> <li>• Physical Safeguards</li> <li>• Technical Security Services</li> <li>• Technical Security for Network Communications</li> </ul>
Integrate with Iowa security architecture.	Provide compatibility with Iowa security standards and access and authentication protocols as they are developed and implemented.
Provide interface capability to other Iowa systems and external business associates and trading partners.	Provide interface capability to the systems following Iowa technology standards.
Support data exchange with external partners.	Provide information to sister agencies, the federal government, and business associates.
Adhere to E-Government portal standards, if necessary.	Be compatible with Iowa Technology Standards and HIPAA security regulations.
System must be table driven for reference data and claim error disposition.	Maintain an extensive reference and claims workflow functionality through the use of user updateable tables.

An important attribute of future IME requirements will be the assignment of requirement priorities. It is not feasible for all system requirements be classified as “Mandatory” but that relative priorities are assigned to all identified requirements to help determine options for system phasing and costs. A two-step prioritization process will take place: initially with JAR participants and later with Department management.

During JAR sessions, our facilitators will poll participants to classify each requirement as either “Must,” “Should,” or “Could” (or, alternatively as “Mandatory,” “Important” or “Beneficial.”) A requirement is determined “Beneficial” if the group assessed the functionality as contributing to efficiency by enhancing automation, improving workflow management or contributing significantly to information access by enrollees, business partners or stakeholders. In the subsequent review and analysis of the requirements with the Department, the requirements are distilled down into the “Mandatory,” “Important” and “Beneficial” requirements for the MMIS.

The result of the JAR sessions will be a verified assessment and evaluation of the current IME including:

- **Workflow.** Functional flows for each process identified will be documented.



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- **Data Flow Diagrams.** Processes will be further documented and decomposed using data flow diagrams. The data flow diagrams will document interdependencies in the current system as well as current data flow requirements.
- **Process Description.** A narrative process description will be developed to document all the functions currently being performed. These processes will be defined and maintained in a manner that supports revision and update through the project life cycle through configuration management procedures as approved by the Department.
- **Job Descriptions and Staffing Levels.** Job descriptions and staffing levels and certain volume related metrics will be gathered and documented to support the Cost Benefit Analysis.
- **System Statistics.** Data on system statistics, such as numbers of records for each subsystem and transaction volumes, will be maintained to evaluate future capacity needs.
- **Data Overview.** High Level Entity-Relationship diagrams will be developed to document the logical data structures used by the current system. We will not attempt to develop detailed data tables or data definitions at this time.
- **Possible Gaps in the IME.** Using the straw man model and FOX experience in other States, staff will develop a database of possible gaps in the current system. The gaps will be defined as processes or functions that should be included in a revised MMIS system, but are not adequately supported by the current IME.
- **Outstanding Issues.** Staff will develop sets of issues for each functional area. These issues will include ambiguities or disagreements identified in documentation or discussions that have not been resolved. They will also include any processes that appear to be inefficient, unnecessary, or redundant.
- **Potential Improvement Options.** As a separate part of this stage, FOX staff will begin documenting processes, innovations, or optional functionality that may improve the functioning of the Iowa Medicaid program. These options will be based on the straw man models we will provide from other projects.

This information will help document the final assessment and evaluation of the IME functional areas and recommendations for system enhancements. The report will summarize:

- Description of the current functionality of the existing IME and other related systems that support the Medicaid Program
- Documentation of all interfaces
- Identification of stakeholders and trading partners
- Specification of requirements of the State, CMS and other governing entities that are not being effectively met
- Identification of processes that are inefficient, redundant, or unnecessary
- Understanding of the technical environment
- Assessment of the strengths and weaknesses of the current IME



- Assessment of advantages and disadvantages of enhancing the current IME

A sample Table of Contents from a report for one of our previous engagements is provided below.

**Figure 20: Example Table of Contents**

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An example of content that would be included in the report is shown in the following figure.

**Figure 21: Report Content Example**

## **1.0 EXECUTIVE SUMMARY**

This section provides an overview of the deliverable. The Executive Summary provides a preview of the other sections of the document. This document contains both the Business Process analysis and System Assessment.

## **2.0 METHODOLOGY**

Each project deliverable contains a brief narrative that describes the methodology followed in the task and the sub tasks of activities that were performed to develop the deliverable.

## **3.0 BUSINESS PROCESS ANALYSIS**

The business process analysis contains the description and documentation of the Oklahoma Medicaid business processes as they exist today. Each functional area is described showing dependencies between processes. Users of the MMIS are identified and tied to the functional area of the MMIS they use to perform specific tasks. A special subsection describes the current data entry process and identifies possible less labor intensive future solutions.

## **4.0 PROVIDER CLAIMS SUBMISSION ANALYSIS**

This section analyzes current provider claim submission processes, identifies possible future solutions and a possible strategy to reducing paper claim volume.

## **5.0 BUSINESS FUNCTIONS THAT COULD BE CONSOLIDATED**

This section identifies the business functions that may be duplicative or are similar in generic function and could be consolidated.

## **6.0 REGULATORY REQUIREMENTS GAP ASSESSMENT**

This section identifies the state, federal and other governing entities whose requirements are not being met by the MMIS.

## **7.0 MMIS SYSTEM DESCRIPTION**

The purpose of this section is to describe the MMIS processing environment and systems. Following is a list of the remaining subsections.. The descriptions include how they relate to each other and how this document can be used as a roadmap for analyzing the entire MMIS system.

### ***Front End MMIS Subsystems***

This section describes in detail the front-end subsystems that comprise the MMIS. A detailed description is provided for each subsystem. For each subsystem, primary processing functions are described, system jobs are referenced, and data access is documented.

### ***Back End MMIS Subsystems***

This section describes in detail the back-end subsystems that comprise the MMIS. A detailed description is provided for each subsystem. For each subsystem, primary processing functions are described, system jobs are referenced, and data access is documented.

### ***External System Interfaces***

This section documents every system interface external to the MMIS. For each interface a short description is provided, the business partner that the MMIS is interfacing with, and flow charts are included that reference to the specific MMIS program where the interface is first processed.



**Technical Environment**

This section describes the State and MMIS technical organization and technology environment.

**Reporting**

This section identifies all of the reports that are used from the MMIS. They are categorized by subsystem, Each report listing includes the job name and Report ID that can be used to locate the report on the MMIS system. The usage of reports is described, including reports that are needed and reports that are needed but not produced by MMIS.

**8.0 STRENGTHS AND WEAKNESSES**

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FOX has extensive experience conducting comprehensive reviews of current business operations, process manuals, and other documentation that tell a story about the areas where complex logic exists or where key improvements may be made. This process is especially useful when the staff conducting the review have seen many different approaches to the structure and content of these types of documents. FOX staff will work closely with the Department to relate lessons we have learned in other States and combine our knowledge of process logic and quality business processes with the Department’s understanding of the operation. Reviewing provider manuals, desk procedure documentation (where it exists), and previously published results of earlier analytical efforts will allow a quick orientation for the FOX Team. An important element of this review will be the study of existing and proposed change control requests. By studying the history and content of these requests, as well as the level to which they have been addressed, the FOX Team will be able to identify key processes that are needed for this project.

**Evaluate and Analyze Possible Interoperability**

In recent years State Medicaid agencies have been interested in leveraging technological advances to provide interoperability of the MMIS with other State agencies. Where Medicaid data needs have dovetailed with the data needs of other agencies, such as beneficiary eligibility, claims processing functions, and enterprise-wide data warehouse needs, States have requested and encouraged the use of the MMIS to meet the needs of other State agencies.





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FOX has included analyses of the potential for this type of integration in many of our recent engagements, including implementing real-time updates of eligibility data, utilizing the MMIS for processing claims for mental health and juvenile justice agencies, and other opportunities for cost savings and processing efficiencies across the State government.

The FOX Team will use its knowledge of the Medicaid marketplace and current Medicaid contracts to begin the analysis of opportunities for Iowa. FOX will also review current procurements and development activities to identify additional possibilities for interoperability and innovative approaches to contracts. Based on these activities, FOX staff will prepare a list of potential changes that could be implemented in Iowa and will then prepare an analysis of the pros and cons of each potential change based on the unique needs and environment in Iowa.

### Conduct a MITA Gap Analysis and To Be Assessment

The FOX Team offers a unique combination of expertise and experience which we believe empowers us to best support the Department in this very important project. Our philosophy includes approaching projects as a partnership between the FOX Team and each client. FOX believes that this type of shared project responsibility creates the most positive work environment with a true “win-win” for both the Department and the FOX Team. As you consider our response to this requirement, please consider these factors related to specific FOX experience that differentiate us from other contractors:

- **CMS MITA Contractor:** Since its inception, FOX has been part of the CMS contractor team to develop and evolve the MITA Framework. We are currently the prime contractor to CMS for this project and are heavily involved in the day-to-day operations related to the evolution and deployment of MITA.
- **CMS Certification Manual Revision Contractor:** FOX recently completed a project to assist CMS with the rewrite of the MMIS Certification manual to align it with the MITA Framework. With the end goal of Certification in sight from the beginning of the Department planning phase, FOX will assist the Department with creating a strategy which will culminate with the CMS Certification of implementation results.
- **State Partner:** For more than 21 years the FOX Team has partnered with States and CMS to assist in the successful completion of complex Medicaid projects. From early Chapter 11 compliance, through HIPAA and Y2K, and now with the deployment of MITA, FOX has worked closely with States and CMS to share lessons learned and best practices for successful projects. Our dedication to MITA is an extension of our traditional State assistance.
- **Industry Thought Leader:** Exemplifying our dedication to our State clients and the MITA initiative, FOX has many team members who have previously served and currently serve in industry leadership positions as noted below:
  - National Medicaid EDI HIPAA (NMEH) MITA Subworkgroup Lead
  - Health Level 7 (HL7) MITA Project Lead and members
  - Private Sector Technology Group (PS-TG) Member



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- PS-TG Technical Advisory Committee (TAC) Lead
- Workgroup for Electronic Data Interchange (WEDI) Strategic National Implementation Process (SNIP) Steering Committee
- WEDI Education Committee
- WEDI Transactions Workgroup Lead
- Former MITA Technical Group (MTG) team member
- Former Systems Technical Advisory Group member (S-TAG)

Additionally, the table below identifies the MITA SS-A and related services FOX has been contracted to provide to individual States:

**Table 11: FOX MITA SS-A Contracted Services**

State	MITA SS-A	Detailed Strategic Planning	APD/IAPD Development	RFP Development	Other
Georgia		✓	✓	✓	MITA Level Assessment
Kansas	✓				
Maryland	✓	✓			
Minnesota	✓	✓	✓		UML/BPEL
Mississippi	✓				
Missouri	✓				
Montana	✓	✓	✓	✓	
Nevada	✓	✓	✓		
Utah	✓	✓	✓	✓	

It is our intention to bring this experience and expertise to the Department while completing the MITA SS-A tasks described in the RFP. Traditionally we conduct the full SS-A from executive visioning and training, through As Is business and technical analysis, To Be target development and strategic planning. However, we understand that the Department has completed an SS-A using Volume 1.0 and the FOX Team will use this SS-A, developed in July, 2005, to convert the format to reflect Iowa’s SS-A under the Framework 2.0 format.

Using documented organizational information and the results of the original SS-A, the FOX Team will make an initial determination regarding the relationship of IME processes and functions to the MITA Business Architecture as articulated in the MITA Framework 2.0. The Framework includes a collection of Business Areas and Processes that are common among most Medicaid programs. At a higher level, these Business Areas group similar processes together into the eight (8) MITA Business Areas. Each Business Area is broken down into two or more Business Processes. Department business units and functions will be mapped to the MITA Framework 2.0/2.01 Business Areas and Business Processes. These processes are the components of the MITA Framework required by CMS to be assessed during the course of the MITA SS-A project and documented in the APD. As necessary, the FOX Team will perform a



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cursory gap analysis between the Volume 1.0 To Be targets and the Framework 2.0/2.01 As Is to identify objectives that have been met since the original SS-A was completed, to ensure the SS-A is current, and to retain the outstanding To Be goals for inclusion in the To Be analysis as described in more detail below.

### **To Be Maturity Analysis**

The MITA Framework 2.0 defines five overarching levels of maturity and distinct capabilities aligned with each defined Business Process. These form the foundation for determining the Department's To Be targets which enable the State to identify the gaps between the current As Is capabilities and those targeted for improvement.

To obtain the To Be target information from Department Subject Matter Experts (SMEs) the FOX Team will send information templates to each identified stakeholder including the As Is information from the previously completed SS-A activities. The SMEs will be asked to identify targeted capabilities from those included in Framework 2.0 and aligned with their respective area of expertise. The FOX Team will collect the stakeholder feedback and combine all responses into a single set of information, including To Be maturity level analysis. These recommendations will be discussed with the SMEs in stakeholder validation sessions scheduled by Business Area in order to expedite the review.

It is important to note that the FOX Team is aware of the "holes" in the Framework 2.0 capability statements for some MITA-defined Business Processes. Our methodology leverages the overarching MITA Maturity Model in order to distill capabilities for use in assessment when the Framework does not provide the level of detail necessary. This methodology has been shared with CMS and we are assisting in the development of revised capabilities through that contract. We will keep the Department informed of all improvements as quickly as the information is made publicly available.

The FOX Team will provide the Department with a summary document outlining the To Be assessment for each Business Process. This document will contain information about stakeholder participation and input, and information related to opportunities to improve the IME per the MITA-defined maturity levels. It will include the following:

1. All meeting agendas, syllabi, and meeting notes.
2. A list of attendees for each session.
3. A list of all business processes discussed during each session.
4. Discussions from each session on the future of each current business process in terms of the MITA maturity levels.
5. An executive summary of the To Be assessment of the IME from a business perspective.
6. Based on the conclusions of the To Be assessment, a written detailed description of the high level, short term, and long term plans for the IME.

The FOX Team will assist the Department in developing a phased strategy including both short term (2 to 5 years) and long term goals (6 to 10+ years). The goal of the short-term strategy will be determined by the To Be targets defined by the Department SMEs. However, it is important to note that Medicaid agencies are unable to achieve full Level 3 maturity until CMS adopts the



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HL7 standards which are still in development. As these standards are developed, reviewed, and adopted for use by States, the ability of the Department to achieve full Level 3 maturity will become available. It is our recommendation that the Department engage in efforts to track progress to ensure that timely information related to this ongoing development is available through subsequent planning phases.

In addition to the MITA definition of business process maturity, the FOX Team will also include other variables projected to affect the Department in the next few years. Legislative mandates such as the migration to newer versions of the HIPAA transactions and industry transition to ICD-10 will greatly impact the Department and it is imperative that these factors also be included in the agency's strategic plan. The FOX Team will use our industry activities and knowledge of these potential impacts to enhance the accuracy of the Department's strategic plan.

Additionally, the strategic roadmap for the Department will include the opportunity to leverage MMIS development activities in other health care information initiatives. Like no other time in history, the Medicaid agency is uniquely positioned to combine a sound methodology (MITA) and development of core data and information standards (HL7) to actively participate in, or perhaps even lead, a revolution in the utilization and exchange of health information. Through our work with initiatives and organizations such as MITA, HL7, SOA, HISPC, HITSP, American National Standards Institute (ANSI) Accredited Standards Committee X12, and National Council for Prescription Drug Programs (NCPDP), we will bring the broad spectrum of opportunity to the Department's strategic discussions for consideration. A brief summary of some of these opportunities is included below.

- **Health Information Exchange (HIE).** Many current HIE activities are newer versions of the existing silos, creating one-off and proprietary data sharing agreements that will be cumbersome to develop and maintain. However, the Department and other Medicaid agencies have the unique opportunity to combine the developing HL7 standards to help define interfaces and potential interaction with other entities in order to create the foundation for true interoperability. When the core data of health care has been represented in the HL7 Reference Information Model (RIM) and the HL7 MITA Project has constrained it to represent the Medicaid domain, the initial roadblocks to seamless health information exchange will be eliminated. The FOX Team is well-positioned to include strategic planning for Department participation in HIE as part of the planning project.
- **Electronic Health Records (EHR).** A handful of States have embarked on projects designed to create claims-based EHRs for their populations. This is an opportunity the Department will likely explore as it develops the short and long term strategy. However, the advancement of SOA will open doors for the Department to participate in extended information exchanges, including the exchange of clinical information (MITA maturity level 4) that will affect the agency's prioritization of EHR implementation. FOX is prepared to lead discussions with Department stakeholders to establish the most efficient and effective manner for EHR implementation and utilization.

In summary, the FOX team will leverage 1) Department priorities, 2) the MITA maturity goals, and 3) other health care influencing factors in order to develop a comprehensive short and long



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term strategy for addressing issues and achieving goals within the IME implementation activities.

Another vital component of developing the Department strategy is ensuring it is compliant with CMS requirements for federal funding. The FOX Team will work with the appropriate Department staff and other designated stakeholders to develop a strategy that will achieve maximum CMS funding participation and establish a solid foundation for CMS Certification, once system improvements are implemented. Keeping the To Be goals in sight, the FOX Team will assist the Department with creating a sustainable foundation for improvement efforts and related funding.

### Gap Analysis Development

At the conclusion of the To Be development activities, the information set for the Department will contain details for each Business Process related to the As Is level of maturity and the To Be targets. The next step is for the FOX Team to work closely with the appropriate Department staff to define the improvements needed in order to evolve the Department to the To Be targets, both from a business and technical perspective. Included in this gap analysis phase will be internal and external considerations. An example of internal considerations might include a State mandated Enterprise Architecture with rules of operation for Iowa State agencies. External considerations must include dependencies on developments outside of State control such as the development of HL7 standards required for achieving Level 3 maturity.

The FOX Team is prepared to complete the gap analysis for the Department based on identification of the As Is and To Be capabilities defined through the SS-A activities. Identification of these gaps will create the foundation for the strategic roadmap described above and help to define the Department's plan for improvement in both the short and long term. The FOX Team will complete Appendix E to the MITA Framework for the Department, providing the documentation required by CMS to provide justification for the APD funding request for planned MMIS improvements.

The gap analysis identifies business and technical services needed to implement targeted capabilities. For example, a Level 3 capability for Member Enrollment requires a MITA business service for determining member eligibility using member-supplied information and eligibility criteria for Medicaid programs, e.g., the "Enroll Member" business service. Similarly, technical services in support of this capability would include security services that control access to the Member Registry, a State Medicaid technical reference model and standards based on the MITA and the State Enterprise Architecture (EA), and identification of issues/inconsistencies between the State EA and the MITA-based State Medicaid EA. The issues and gaps will be presented in the MITA SS-A document.

The FOX team will evaluate the business and technical assessments to help develop the roadmap in accordance with Department priorities. Department stakeholders will have input into the process throughout the evaluation and the results of their participation will be defined in this exercise.

While CMS has yet to establish MITA compliance criteria, they have been very direct about their intent to review funding requests on the Framework 2.0 foundation, requiring States to have a



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long term plan for maturity improvement. As the Business, Information, and Technical Architectures all continue to evolve, it will be imperative that the Department track these efforts and modify the strategic plan accordingly. Throughout the course of our engagement with the Department, we will assist in training State staff to monitor these efforts, including their relevance and impact on the resulting strategic plan.

### Evaluate and Analyze Innovative Technologies

FOX has developed a technology profile model that is updated to reflect the latest trends in MMIS, health care, and other public programs systems supporting technology and application functionality. We use this technology profile model to develop a Gap Analysis that compares State-specific technology standards and practices to those that are "Best Practices."

FOX is well-respected throughout the industry for its knowledge and familiarity with innovations and the application of technology for Medicaid. At both the State and Federal level, our clients depend on us to guide them through the complex world of technology in order to identify and implement technology that supports business needs.

FOX recognizes that the IME "best of breed" approach is best supported by periodic review of commercial insurance company standards of operation practices to identify industry "best practices" against which IME operations can be measured. Since this is one of our core competencies, we have developed and are continuously maintaining and updating the FOX technology reference model with details regarding MMIS systems, their core and extended sets of functionality. FOX is a proponent of open standards and the adoption Commercial Off-The-Shelf (COTS) software as it may meet Medicaid requirements.

Our Public Health practice also includes information systems assessment and quality oversight over Women, Infants, and Children (WIC) and the National Electronic Disease Surveillance System (NEDSS) projects in numerous States, including New Mexico and Louisiana. Outside Medicaid, there are a number of key technology projects that hold the promise of both speed of development and ease of maintenance. For example, FOX is on the Healthwatch team in Minnesota that is using the @Vantage framework for the development of the Medicaid eligibility determination system for Minnesota. This broad cross section of public information systems knowledge enables us to make a significant contribution of knowledge to support technology needs assessment for the IME Procurement Services Project.

Our constant activities related to MMIS procurement and implementation support keep us current on all systems and variations that are available for transfer and implementation in the United States and the territories. The FOX technology reference model database identifies the many key functional and technological components of all systems currently being marketed to



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State Medicaid agencies for both MMIS and significant components, such as stand-alone SURS and Decision Support systems. Illustrated below is a sample of the FOX technology reference model.



Figure 22: Sample FOX Technology Reference Matrix

Medicaid Function, Feature/Capability	Vendor A	Vendor B	State X MMIS	Vendor C	Vendor D	Vendor E (COTS)
<b>Functionality</b>						
TPL Cost Avoidance	●	●	●	●	●	●
Individual & Mass Claim Adjustments	●	●	●	●	●	●
Prior Authorization	●	●	●	●	●	●
HIPAA Referral/Authorization	●	●	●	●	●	●
Pharmacy POS Claims Processing (thru PBM)	●	●	●	●	●	●
Prospective DUR (thru PBM)	●	●	●	●	●	●

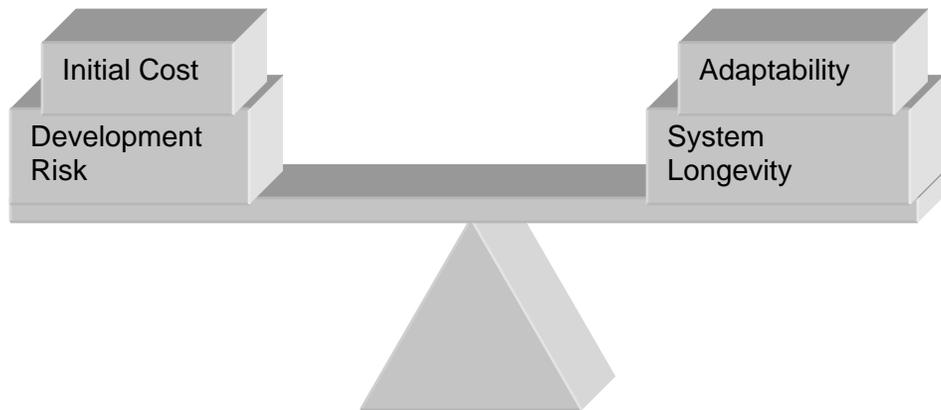
In this task, we will conduct a comparison analysis of the Medicaid information systems developed within the past five years that meet Medicaid certification requirements and are currently in use in other States and territories of the United States.

### FOX Approach to Reporting Technology Trends

FOX is familiar with current technological trends. While MMIS systems have been relatively slow to adopt new technology, some other public sector programs, such as public health, income assistance eligibility, mental health, child welfare, clinical data systems, and child support enforcement have successfully adopted current technology. These examples have demonstrated that the technology can be implemented in a State environment and that future MMIS systems will include many of these technologies. FOX and the staff proposed for this project have worked with such systems and are very familiar with the requirements and risks of implementing them.



Figure 23: Selection of Options



We believe that one of the most complex tasks in evaluating technology needs and potential procurement strategy is assessing the tradeoff between the potential risk and cost involved in seeking innovative solutions and the potential benefits and expected system life that more advanced technology offers. FOX will carefully evaluate that tradeoff in defining the technological options available to Iowa. We will consider current technology implemented in health and public sector programs as potential future technology for MMIS systems and consider it in recommending an approach to system enhancement.

### **Technical Approach**

Decisions regarding technology have long-term implications. Since this evaluation and analysis is intended to determine the technology needs to support the business needs for Medicaid 15-20 years into the future, critical decisions also need to be made to determine the best way to fulfill technology requirements.

This section describes how FOX will assess the technological needs of the IME Procurement Project. FOX has developed a technology profile model that is updated to reflect the latest trends in MMIS, health care, and other public programs systems supporting technology and application functionality. We use this technology profile model to develop the Gap Analysis discussed above that compares State-specific technology standards and practices to those that are "Best Practices." Per the RFP requirements, this analysis will include but not be limited to:

- Online Eligibility Determination Enhancement completion
- HIPAA transactions completion (i.e. Lab results)
- National Provider ID (NPI) native rather than crosswalk
- Electronic Health Records with claim capture and submittal
- Health Information Exchange with more interoperability than just clinical
- Digital Images (e.g., Ability of MMIS to accept digital images such as x-rays, MRIs as attachments)
- Predictive Modeling



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- Integrated Verification and Referral
- New generation ID card (REAL ID Act of 2005 or equivalent)
- Integrated Call Center technology and operations
- Online chat capability
- Computerized Physician Order Entry
- ASC X12 005010 Transactions
- Medical Office Management Integration into the MMIS
- Security/Privacy regarding EHR/HIE/HIT
- Agency Imaging
- Workflow Software Utilization
- ICD-10
- Bandwidth Analysis
- Data Leakage Prevention
- Network Performance Management
- VPN Connectivity – LAN to LAN and SSL

FOX will also review and make recommendations regarding the business functions of external agencies and business associates that may be incorporated into the IME.

***Review Vendor Technology Information from Recent Procurements***

To identify trends in system technology that could be incorporated into existing MMIS systems, FOX will review vendor information and a number of recent procurements from other States. Contemporary systems are generally derived from earlier ones and have evolved to incorporate common Medicaid business logic as defined by federal enhanced funding and certification requirements. In this task, we will research and assess the Medicaid information systems developed within the past three years that meet Medicaid certification requirements and are currently in use in other States and territories of the United States.

We will also review current developments and procurements by organizations in the broader health care industry to identify technological trends for systems similar to MMIS components. These procurements will identify technology that effectively addresses processes required by the Iowa MMIS that have not yet been incorporated into commercial MMIS systems.

Finally, we will review recent State government procurements that have components very similar to MMIS systems and transaction volumes similar to the Iowa MMIS. If comparable functionality can be identified and verified as consistent with Iowa's needs and environment, it can be evaluated to determine whether or not this particular approach should be required of the successful MMIS vendor.



### ***Compare Business Needs and Technology Solutions***

FOX will review identified business needs and compare the business needs to the typical technology solutions to ascertain compatibility or limitations. For example, HIPAA security requirements might limit or eliminate some solutions because they are not able to meet these requirements.

In addition, FOX will identify other constraints that must be considered with different types of technology, such as availability of support, adequacy of affordable service level agreements, and ease of maintenance. Each of these considerations will be evaluated based on Iowa technology standards.

### ***Review Iowa Standards***

FOX will review Iowa Technology Standards and our analysis will assess compatibility of possible technological solutions to Department standards. Our experience suggests that most solutions will be compliant with the published standards. In this task FOX will also work with the Department to identify not only published standards, but Department preferences. We will also identify enterprise licensed products whose adoption as a requirement could eliminate redundant licensing and support costs.

We will include these standards, as well as Department standards and/or standard practices, to ensure that the technology being considered is conforming. Operating systems and platforms must support a wide range of commercially available software and development tools, and the system platforms will allow for application migration to other platforms as they grow.

FOX will incorporate State standards, including hardware, software, system design and development methodologies, in the requirements that are promulgated in the RFP. FOX experience has shown that it is essential to specify adopted standards to the degree possible in the RFP to ensure that bidders build conformance for both technology and methodology into their proposed approach and scope of work.

### ***Use FOX Technology Reference Model***

FOX has developed a technology reference model that is updated to reflect the latest trends in MMIS, health care, and other public sector systems supporting technology and application functionality. We will use this technology profile model to develop a Gap Analysis that compares State-specific technology standards and practices to those that are *best practices*. FOX understands the technology requirements, within a range of options that are likely to be requirements for the MMIS. FOX proposes to use our technology reference model and available information from MITA to develop a preliminary report on MMIS technology needs.

### ***Preliminary Report***

FOX proposes to provide a preliminary report in the form of a White Paper on current and future MMIS Technology. This report will provide a concise summary of the likely needs for an MMIS that can:

- Meet CMS federal certification requirements (including HIPAA) and align with MITA



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- Define the expected useful life of the system
- Discuss the likely fit of recent MMIS solutions and how they map to preliminary business needs
- Identify other technology or information technologies being used by States to better manage Medicaid programs
- Provide estimated costs for Design, Development and Implementation (DDI) costs
- Provide a range of estimated operational costs
- Identify underlying technology that will be compared to Iowa standards

FOX proposes to develop this deliverable so that it can be used in supporting the identification and discussion of business needs. An example of a FOX Technology Report is shown on the next page.



Figure 24: Sample White Paper

<p>Oregon Department of Human Services</p> <hr/> <p>White Paper On Current Deliverable 4WP</p> <hr/> <p>Requirements Analysis Information System (MIS)</p> <hr/> <p>September 13, 2001 Version 1.0</p> 	<p><b>TABLE OF CONTENTS</b></p> <p><b>1.0 EXECUTIVE SUMMARY ..... 1</b></p> <p><b>2.0 ANTICIPATED OREGON MMIS FUNCTIONAL IMPROVEMENTS ..... 2</b></p> <p>2.1 SYSTEM DESIGN AND ARCHITECTURE CONSIDERATIONS ..... 2</p> <p><b>3.0 EMERGING MMIS FUNCTIONALITY TRENDS ..... 3</b></p> <p>3.1 SUPPORT OF INNOVATIVE HEALTH CARE PROGRAMS ..... 4</p> <p>3.1.1 <i>Flexible Benefit Designs for Multiple Benefit Plans and Programs</i> ..... 5</p> <p>3.1.2 <i>Wide Spectrum of Managed Care Support</i> ..... 5</p> <p>3.2 INFORMATION EXCHANGE ..... 5</p> <p>3.2.1 <i>Internet Web Portals for External Users</i> ..... 5</p> <p>3.2.2 <i>Security to Meet Regulatory Requirements</i> ..... 5</p> <p>3.2.3 <i>Eligibility Updates</i> ..... 6</p> <p>3.2.4 <i>Online Adjudication /Point Of Sale</i> ..... 6</p> <p>3.3 IMPROVED DATA MANAGEMENT AND ACCESS ..... 6</p> <p>3.3.1 <i>Relational Data Base Management System (RDBMS)</i> ..... 6</p> <p>3.3.2 <i>Graphical User Interface (GUI)</i> ..... 6</p> <p>3.3.3 <i>Financial Controls</i> ..... 6</p> <p>3.3.4 <i>Management and Administrative Reporting Subsystem (MARS)</i> ..... 6</p> <p>3.4 FRIENDLY USER ACCESS ..... 7</p> <p>3.5 SYSTEM ARCHITECTURE AND DESIGN ..... 7</p> <p><b>4.0 SUITABILITY OF MMIS SOLUTIONS TO OREGON REQUIREMENTS ..... 9</b></p> <p>ARIZONA ..... 10</p> <p>MINNESOTA ..... 10</p> <p>UTAH ..... 10</p> <p><b>5.0 APPENDICES ..... 11</b></p> <p>APPENDIX A RECENT STATE COLLABORATIONS ..... 11</p> <p>APPENDIX B VENDOR BACKGROUNDS ..... 12</p>
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**Comprehensive Technological Report**

FOX will prepare a final comprehensive technological report after the State has reviewed the technology White Paper. The report will include the following sections.

**Identification of Similar Medicaid Business Needs and Practices**

The analysis of technological needs will identify States or other health care payer organizations with similar business practices. The report will identify those organizations and describe the technology they use to address similar business needs. Web portals, java web user interfaces, and integrated telephony and commercial Customer Relationship Systems (CRM) are examples of the types of technology that we will identify.



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**Assessment of Certified MMIS Systems**

FOX will review recently installed and certified MMIS systems. We will use the FOX Technology Reference Model to identify MMIS that most closely match Iowa business and technology requirements.

**Assessment of Recent Technology for Potential Transfer**

FOX will identify the technology used in recently certified MMIS and other health care payer organizations to identify best practices and best solutions that may be candidates for Iowa.

**Benefits and Drawbacks of Recent Technology for Potential Transfer**

For each of the identified technological elements, we will present, in table format, an assessment of the features/benefits and drawbacks of each potential transfer technology.

**Assessment of Maintenance and Support Characteristics of Recent Technology**

For each of the technological elements, we will present, in table format, the licensing, source, and levels of available support. We will consider the practicality of support response times in Iowa. We will assess the cost to implement and operate each technology, as well as the ease of maintenance.

**Technological Trends that Have Potential to Impact the MMIS**

FOX will develop a bird's eye view of trends in technology that have potential to impact the MMIS during the seven-year and 15-year points in its operational lifetime.

**Compatibility of Technological Solutions with Iowa Technology Standards**

FOX will review each technology element and compare it to published Iowa technology standards and to Department preferred standards where no State standard exists. We will perform a compatibility analysis to determine how State technology standards may impact selection of technology, and we will determine the appropriateness of the technology if it is in conflict with an Iowa standard.

As an example of our commitment to assisting States with the comparison of all options, FOX developed two technological reports for Oregon that served a similar purpose in the solution development requirements of that project. Examples of these deliverables are found on the following pages. The two Oregon reports are presented to illustrate an example of the level of detail that is provided by FOX in the Technological Report.



Figure 25: Sample 1 of Technological Report

<p>Oregon Department of Human Services</p> <hr/> <p>Current Technological Needs Report</p> <p>Deliverable 5.1.a</p> <hr/> <p>Requirements Analysis Services for Information System (MMIS) Project</p> <p>April 17, 2002</p> <p>Version 1.0</p> 	<p style="text-align: center;">Table of Contents</p> <p><b>1 EXECUTIVE SUMMARY ..... 1</b></p> <p><b>2 METHODOLOGY ..... 2</b></p> <p>2.1 UNDERSTANDING OREGON'S CURRENT TECHNICAL ENVIRONMENT ..... 2</p> <p>2.2 UNDERSTANDING OF CURRENT MMIS TECHNOLOGY ..... 3</p> <p><b>3 TECHNOLOGICAL IMPACT/REQUIREMENTS ASSESSMENT OF REGULATORY REQUIREMENTS ..... 5</b></p> <p>3.1 TECHNOLOGICAL BACKGROUND AND HISTORY OF MMIS ..... 5</p> <p>3.1.1 <i>Legal Mandates</i> ..... 5</p> <p>3.1.2 <i>MMIS Technical Evolution</i> ..... 6</p> <p>3.2 HIPAA OVERVIEW AND IMPACTS ..... 6</p> <p>3.2.1 <i>Transaction Standards</i> ..... 8</p> <p>3.2.2 <i>Standard Code Sets</i> ..... 8</p> <p>3.2.3 <i>Use of Data Domains in Support of Transaction and Code Set Standards</i> ..... 9</p> <p>3.2.4 <i>Translators and Enterprise Application Integrators</i> ..... 10</p> <p>3.2.5 <i>Unique Identifiers</i> ..... 13</p> <p>3.2.6 <i>Security Standards</i> ..... 14</p> <p>3.2.7 <i>Privacy Standards</i> ..... 15</p> <p>3.4 TECHNICAL IMPLEMENTATION OF REGULATORY REQUIREMENTS ..... 15</p> <p>3.2.8 <i>Technical Security Services</i> ..... 15</p> <p>3.2.9 <i>Technical Security Mechanisms</i> ..... 17</p> <p><b>4 TECHNOLOGY SOLUTION ASSESSMENT ..... 19</b></p> <p><b>5 TECHNOLOGICAL TRENDS THAT HAVE THE POTENTIAL TO IMPACT THE MMIS ..... 21</b></p> <p>5.1 WEB PORTALS ..... 21</p> <p>5.2 DOCUMENT IMAGING AND AUTOMATED WORKFLOW MANAGEMENT ..... 22</p> <p>5.3 RELATIONAL DATA BASE MANAGEMENT SYSTEM (RDBMS) ..... 22</p> <p>5.4 GRAPHICAL USER INTERFACE (GUI) ..... 23</p> <p>5.5 AD HOC QUERY ..... 23</p> <p><b>APPENDIX A - HIPAA SUPPORT REQUIREMENTS ..... A1</b></p> <p><b>APPENDIX B - IDENTIFIED TECHNOLOGICAL REQUIREMENTS ..... B1</b></p>
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Figure 26: Sample 2 of Technological Report

<p>Oregon Department of Human Services</p>	
<p>Prospective Technological Needs Report Deliverable 5.1.b</p>	<p style="text-align: center;"><b>Table of Contents</b></p> <p><b>1 EXECUTIVE SUMMARY .....</b></p> <p><b>2 METHODOLOGY .....</b></p> <p>2.1 UNDERSTANDING OREGON'S CURRENT TECHNICAL ENVIRONMENT .....</p> <p>2.2 UNDERSTANDING OF FUTURE MMIS TECHNOLOGY .....</p> <p><b>3 TECHNOLOGICAL IMPACT/REQUIREMENTS ASSESSMENT OF REGULATORY REQUIREMENTS .....</b></p> <p>3.1 SYSTEM ARCHITECTURES .....</p> <p>3.2 SCALABILITY IMPACTS .....</p> <p><b>4 OPERATIONAL/REQUIREMENTS ASSESSMENT OF VARIOUS TECHNOLOGICAL SOLUTIONS .....</b></p> <p>4.1 MAINTENANCE ROLES .....</p> <p>4.2 SYSTEM OPERATIONAL ROLES .....</p> <p><b>5 TECHNOLOGICAL TRENDS THAT HAVE THE POTENTIAL TO IMPACT THE MMIS .....</b></p> <p>5.1 NEW MMIS PROCUREMENTS .....</p> <p>5.2 DEVELOPMENT ENVIRONMENTS .....</p> <p>5.2.1 Enterprise Application Integration (EAI) .....</p> <p>5.2.2 Customer Relationship Management (CRM) .....</p> <p>5.2.3 Database Vendor Tools .....</p> <p>5.2.4 Middleware .....</p> <p>5.2.5 Regionalized Development .....</p> <p>5.3 PORTABILITY AND SELF-SERVICE TECHNOLOGIES .....</p> <p>5.3.1 Wireless Networking .....</p> <p>5.3.2 Portable Technology .....</p> <p>5.3.3 Development Frameworks .....</p> <p>5.4 EMERGING TECHNOLOGIES .....</p> <p>5.4.1 Voice Recognition .....</p> <p>5.4.2 Biometrics .....</p> <p>5.4.3 Smart Cards .....</p> <p>5.4.4 Business Intelligence .....</p>
<p>Requirements Analysis Services for Information System (MMIS) Project</p> <p>Version 1.0 June 2002</p> 	



The following figures are different Technological Report content examples.

**Figure 27: Preliminary Technological Report (White Paper on MMIS Systems)**

<p><b>1.0 EXECUTIVE SUMMARY</b></p> <p>The overview of the report presents a summary of the sections that follow and provides a synopsis of the major themes in each section.</p> <p><b>2.0 METHODOLOGY</b></p> <p>This section describes the approach taken to assess the likely technology requirements and costs for the new MMIS.</p> <p><b>3.0 TECHNOLOGY TRENDS IN RECENT MMIS INSTALLATIONS</b></p> <p>This section discusses the likely “fit” of recent MMIS solutions and how they map to preliminary business needs as contained in the Preliminary Report on Medicaid Business Needs that is being developed concurrently.</p> <p><b>4.0 FEDERAL CERTIFICATION REQUIREMENTS AND MITA</b></p> <p>This section briefly describes federal MMIS requirements and introduces MITA.</p> <p><b>5.0 LIKELY COSTS AND EXPECTED USEFUL LIFE</b></p> <p>This section provides a range of estimated costs for design, development, and implementation costs, and a range of estimated operational costs.</p> <p><b>6.0 COMPATIBILITY OF TECHNOLOGY WITH OKLAHOMA IT STANDARDS</b></p> <p>This section identifies underlying technologies that are compared with Oklahoma standards</p>
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**Figure 28: Technological Report**

<p><b>1.0 EXECUTIVE SUMMARY</b></p> <p>The overview of the report presents a summary of the sections that follow and provides a synopsis of the major themes in each section.</p> <p><b>2.0 METHODOLOGY</b></p> <p>This section describes the approach taken to assess the likely technology requirements and costs for the new MMIS.</p> <p><b>3.0 TECHNOLOGY TRENDS IN RECENT MMIS INSTALLATIONS</b></p> <p>This section discusses the likely “fit” of recent MMIS solutions and how they map to preliminary business needs as contained in the Report on Future Medicaid Business Needs that is being developed concurrently.</p> <p><b>4.0 FEDERAL CERTIFICATION REQUIREMENTS AND MITA</b></p> <p>This section describes federal MMIS requirements and MITA and the potential for MITA to impact the MMIS both positively and negatively.</p> <p><b>5.0 OTHER TECHNOLOGY TRENDS THAT MIGHT IMPACT MMIS</b></p> <p>This section identifies other technology that may impact MMIS in its expected useful life.</p>
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**6.0 LIKELY COSTS AND EXPECTED USEFUL LIFE**

This section will provide a range estimated costs for design, development and implementation costs, and a range of estimated operational costs

**7.0 COMPATABILITY OF TECHNOLOGY WITH OKLAHOMA IT STANDARDS**

This section identifies underlying technologies that are compared with Oklahoma standards

**Summary**

FOX fully understands the need to complete a comprehensive technological assessment as part of the requirements analysis and selection of alternatives. This information is essential to the decision-making process. Recent MMIS implementations have included a range of technologies that may or may not be a good fit for Iowa. As a fundamental principle, FOX believes that the business requirements must always drive the technology of an MMIS project. FOX is unique in its ability to assist the Department in sorting out the numerous technological issues and decisions that will need to be made, defined, and incorporated into the IME Services Procurement Project.

Following are samples of the reports prepared for other projects including a Summary Document from an As Is Assessment, a Summary Document from a To Be Assessment, a Business Gap Analysis report, and a sample Recommendation Report.





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Iowa Medicaid Enterprise

Figure 30: Minnesota Summary Documents from To Be Assessment

ATTACHMENT 3.0 MINNESOTA HEALTH SERVICES MODEL PRIORITY ELEMENTS MAPPED AGAINST INTERSECTING MITA BUSINESS AREAS (1 = Primary Enabler or User; 2 = Supporting Involvement)		MINNESOTA BUSINESS AREAS										
		PMI	Managed Care	Counties	Provider Relations	Chemical/Mental Health	Claim/TPL	Age/Disabled/HVAs	Eligibility/MNCare/Health Match	Health Services Medical Mgmt	Member Management	Provider Management
0	Medicaid Business Process Management (BPM)											
1	Program Management											
11	Fee-for-Service (ref. also Program and Payment Rules for items affecting multiple programs)											
112	> greater automation across service categories, especially DME (in addition to other items in 12.1 and 12.2)							AP				
12	Managed Care											
12.1	> more automated and flexible eligibility and enrollment processing		AP									2
12.2	> multiple enrollment and payment options		AP									2
12.3	> patient categorization system (e.g. demographic, diagnostic, risk, etc.)		AP			AP						2
12.4	> automated rate setting cells for program staff estimations and determinations		AP									2
13	Waiver Programs											
13.1	> integration of DHS administration and reporting with County programming and budget requirements		AP									2
13.2	> improved coordination across programs and between DHS and Counties											
14	Cost-effective Premium-paid Insurance											
14.1	Service Delivery Management											
12	Program Rules											
12.1	Payment Rules and Claims (ref. also Program Management and Program Rules)											
12.2	Documentation Management											
12.4	Workflow Management		IR	IR	IR	IR	IR	IR	IR	IR	IR	1 1
12.5	Portfolio Management		IR	IR	IR	IR	IR	IR	IR	IR	IR	1 1
12.6	People Management		IR	IR	IR	IR	IR	IR	IR	IR	IR	
13	Communications Management / Program Website											
13.1	Near Term Automation via email and web contacts for member and partner business		IR	IR	IR	IR	IR	IR	IR	IR	IR	
13.2	Longer Term Member and Partner Portals beginning with provider, county and member											
13.2.1	> Provider portal to automate manual access, provider and patient documentation, claims and inquiries, etc.						AP					
2.0	Medicaid Member Relations Management (MRM)											
2.1	Eligibility Determination											
2.1.1	> automated interfaces, verifications and data exchange with Medicare, VA, WIC and other programs						AP					AP
2.2	Program Enrollment											
2.2.1	> integrated with Eligibility Determination and Comprehensive Assessment as an "any door", "one-stop" member service		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR
2.3	Comprehensive Assessment system						AP		AP		AP	

ATTACHMENT 3.1 MINNESOTA HEALTH SERVICES MODEL PRIORITY ELEMENTS MAPPED AGAINST INTERSECTING MITA MEMBER MANAGEMENT BUSINESS PROCESSES (1 = Primary Enabler or User; 2 = Supporting Involvement)		MINNESOTA BUSINESS AREAS										MITA ME	
		PMI	Managed Care	Counties	Provider Relations	Chemical/Mental Health	Claim/TPL	Age/Disabled/HVAs	Eligibility/MNCare/Health Match	Health Services Medical Mgmt	MET	ME2	
10	Medicaid Business Process Management (BPM)												
11	Program Management												
11.1	Fee-for-Service (ref. also Program and Payment Rules for items affecting multiple programs)												
12	Managed Care												
12.1	> more automated and flexible eligibility and enrollment processing		AP										1 1
12.2	> multiple enrollment and payment options		AP										1 1
12.3	> patient categorization system (e.g. demographic, diagnostic, risk, etc.)		AP			AP							1 1
12.4	> automated rate setting cells for program staff estimations and determinations		AP										1 1
13	Waiver Programs												
13.1	> improved coordination across programs and between DHS and Counties												
13.2	> improved coordination across programs and between DHS and Counties												
14	Cost-effective Premium-paid Insurance												
12	Service Delivery Management												
12.1	Program Rules												
12.2	Payment Rules and Claims (ref. also Program Management and Program Rules)												
12.3	Documentation Management												
12.4	Workflow Management		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR	1 1
12.5	Portfolio Management		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR	1 1
12.6	People Management		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR	
13	Communications Management / Program Website												
13.1	Near Term Automation via email and web contacts for member and partner business		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR	
13.2	Longer Term Member and Partner Portals beginning with provider, county and member												
13.2.1	> Provider portal to automate manual access, provider and patient documentation, claims and inquiries, etc.						AP						

ATTACHMENT 3.2 MINNESOTA HEALTH SERVICES MODEL PRIORITY ELEMENTS MAPPED AGAINST INTERSECTING MITA PROVIDER MANAGEMENT BUSINESS PROCESSES (1 = Primary Enabler or User; 2 = Supporting Involvement)		MINNESOTA BUSINESS AREAS										PM1	PM2
		PMI	Managed Care	Counties	Provider Relations	Chemical/Mental Health	Claim/TPL	Age/Disabled/HVAs	Eligibility/MNCare/Health Match	Health Services Medical Mgmt			
0	Medicaid Business Process Management (BPM)												
1	Program Management												
11	Fee-for-Service (ref. also Program and Payment Rules for items affecting multiple programs)												
11.2	> greater automation across service categories, especially DME (in addition to other items in 12.1 and 12.2)								AP				2
12	Managed Care												
12.1	> more automated and flexible eligibility and enrollment processing		AP										
12.2	> multiple enrollment and payment options		AP										2
12.3	> patient categorization system (e.g. demographic, diagnostic, risk, etc.)		AP			AP							2
12.4	> automated rate setting cells for program staff estimations and determinations		AP										2
13	Waiver Programs												
13.1	> integration of DHS administration and reporting with County programming and budget requirements								AP				2
13.2	> improved coordination across programs and between DHS and Counties								AP				2
14	Cost-effective Premium-paid Insurance												
12	Service Delivery Management												
12.1	Program Rules												
12.2	Payment Rules and Claims (ref. also Program Management and Program Rules)												
12.2.1	> increased automation of processing (e.g. pricing, adjustments, recoupments, TPL, premiums, rate setting, CPI, etc.)						AP		AP				AP
12.2.2	> increased automation of supplemental items (e.g. attachments, information, imaging and other future requirements)						AP		AP				AP
12.3	Documentation Management		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR	IR
12.4	Workflow Management		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR	IR
12.5	Portfolio Management		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR	IR
12.6	People Management		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR	IR
13	Communications Management / Program Website												
13.1	Near Term Automation via email and web contacts for member and partner business		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR	IR
13.2	Longer Term Member and Partner Portals beginning with provider, county and member												
13.2.1	> Provider portal to automate manual access, provider and patient documentation, claims and inquiries, etc.						AP						
2.0	Medicaid Member Relations Management (MRM)												
2.1	Eligibility Determination												
2.1.1	> automated interfaces, verifications and data exchange with Medicare, VA, WIC and other programs						AP						AP
2.2	Program Enrollment												
2.2.1	> integrated with Eligibility Determination and Comprehensive Assessment as an "any door", "one-stop" member service		IR	IR	IR	IR	IR	IR	IR	IR	IR	IR	IR
2.3	Comprehensive Assessment system						AP		AP		AP		



Figure 31: Minnesota Business Gap Analysis

MMIS Procurement Services  
Contract# C206047001

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**MISSOURI**  
MMIS PROCUREMENT  
CONSULTING SERVICES PROJECT  
FUTURE MEDICAID BUSINESS NEEDS REPORT

**DELIVERABLE #5**  
(RFP 3.2.4 b)

Prepared by:  
**FOX Systems, Inc.**  
6263 North Scottsdale Road  
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Telephone: 480-423-8184  
October 09, 2006



MMIS Procurement Services  
Contract# C206047001

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MMIS Procurement Services  
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### 1. Future Medicaid Business Needs Overview

This report provides a high-level overview of future Medicaid business needs, including an overview of the current Missouri business needs; a summary of industry best practices and trends and an assessment of recently developed Medicaid business processes used by other States.

An overview of the current Missouri business needs is provided in Section 2 of this report. In this section, FOX builds on the information gathered during the Analysis of the Current MMIS (deliverable #3) and identifies for Division of Medical Services (DMS) business users the enabling technologies that, if implemented, would be the next logical step to moving Missouri business processes from manual processing to higher levels of capabilities using automated business processes.

A review of current best practices, strategies, and trends within the health care industry is included in Section 3. Several best practices in payment incentives, including financial incentive programs such as pay for performance, bonuses, withholdings and penalties and any combination of these incentives; non-financial incentive programs; and CMS Quality Initiatives are discussed. Additionally this section identifies state Medicaid programs where these best practices have been implemented. The State of Missouri is among those nationally recognized for having implemented several best practices in pharmacy and non-emergency transportation services.

Section 4 presents a review of Medicaid business processes adopted by other States within the last five years. Two current trends identified within State Medicaid programs include establishment of Regional Health Information Organizations (RHIOs) to facilitate interoperability for data exchange between stakeholder systems and the use of Electronic Medical Records (EHRs) for future development of their State information technology. A second trend focuses on long term care cost containment initiatives, which are changing Medicaid programs from being institutionally-based and provider-driven, to "person-centered" and consumer-controlled. These initiatives support individuals in their desire to remain independent and self-care in their own homes and communities.

The FOX recommendations on which industry best practices to incorporate into the reengineered MMIS are provided in Section 5; and a schedule for incorporating those recommended changes into the MMIS is provided in Section 6. Other targeted capabilities to include within the reengineered system were previously identified and reported to DMS during the preparation of the Cost Benefit Analysis deliverable.

### 2. Overview of Current Missouri Business Needs

FOX Systems, Inc. (FOX) is under contract to the Missouri Department of Social Services (DSS), Division of Medical Services (DMS) to provide consulting services for the Medicaid Management Information System (MMIS) Procurement Project. As part of

October 9, 2006 5





Figure 32: Missouri Sample Recommendation Report

MMS Procurement Services  
Contract # C26047001



**MISSOURI**  
MMIS Procurement  
Consulting Services Project  
Cost Benefit Analysis &  
Recommendations Report

Deliverable #7  
(RFP Section: 3.2.6)

Prepared by:  
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August 28, 2006



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4.6.2	C
4.6.3	B
4.7	Options
4.7.1	F
4.7.2	C
4.7.3	B



MMS Procurement Services  
Contract # C26047001

**I. Executive Summary**

The Department of Social Services (DSS), Division of Medical Services (DMS) engaged Fox Systems, Inc. (FOX) to assess the current Medicaid Management Information System (MMIS) and make recommendations for future Information Technology needs.

To begin the process, FOX conducted an assessment of the current business processes for the Medicaid and SCHIP programs and reviewed the technology supporting each business process, using the Medicaid Information Technology Architecture (MITA) Framework 2.0, principles and standards as published by the Center for Medicaid and State Operations (CMSO).

MITA is designed to establish national guidelines for technologies and processes that can enable improved program administration for the Medicaid enterprise. The Medicaid enterprise is made up of stakeholders that have an interest in seeing that the mission and goals of the Medicaid program are met.

The MITA Initiative includes an architecture framework, process, and planning guidelines for enabling state Medicaid enterprises to meet common objectives within the framework while supporting unique local needs. MITA Maturity Model measures capabilities using a five point scale that identifies a pathway of continuous business improvement toward a realistic future state. Each higher level of maturity incorporates the best practices of the level below and, more importantly, introduces new higher level capabilities.

The results of the MITA assessment in Missouri revealed that most business processes are at a MITA Maturity Model capability level 1 or 2, which is typical for a legacy mainframe system. The MITA technical capabilities were assessed to be at a level 1 with identified weaknesses, and the Medicaid Enterprise Architecture is undefined at this time.

**1.1 Targeted Capabilities for Future MMIS**

The MITA framework defines technical opportunities for improvement as the "Targeted Capabilities". Based upon our assessment of the Missouri Medicaid business processes, FOX has identified several areas where implementing new system functionality will lead to increased agency efficiency and cost savings. When implemented, these technical capabilities will promote consistent and timely processing; replace current labor intensive manual efforts, and improve utilization management capabilities. The targeted capabilities identified include:

- All HIPAA ANSIX12N Transactions and code sets in the most current form
- Centralized Web-based prior authorization
- Commercial -Off-The-Shelf (COTS) financial application
- Correspondence imaging and automated workflow software with supervisory reporting capability



Future Medicaid Technology Needs Page 5



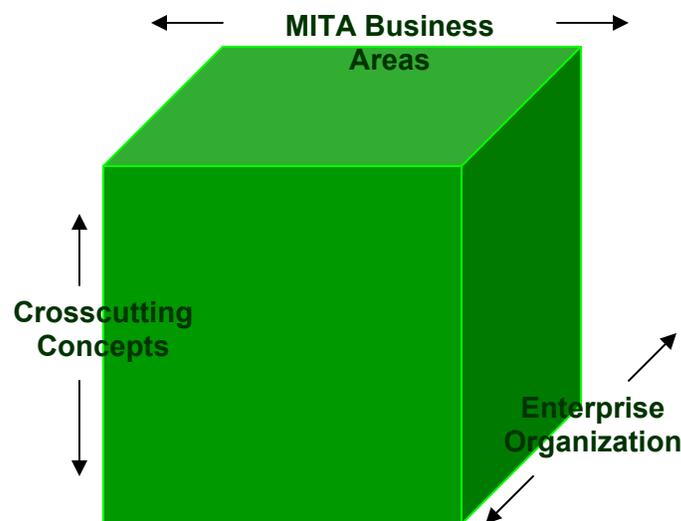
#### 4.2.6.2.1 Key Activity

##### 3.2.2.1 Key Activity 1 Requirement

*Conduct analyses of IME operational procedures and policies, roles, responsibilities, and performance measures and IME tools. Make recommendations to include commercial insurance “best practices” within IME business processes.*

The FOX Team has participated in a number of previous engagements that involved creation and documentation of the MITA SS-A and the subsequent preparation an APD and RFP. The team has learned that the use of a three-dimensional approach to the structuring of requirements analysis sessions best serve the needs of Medicaid agencies moving forward. This three-dimensional approach will be applied to the structuring of the data collection activities to determine where the MITA Business Process structure will serve the needs of requirement analysis and the comparative analysis, and where adjustments are needed to meet project requirements. The following diagram illustrates the three “dimensions” of this approach.

**Figure 33: Three Dimensions to MITA Aligned Requirements Analysis**



Each dimension represents a slightly different view of the Medicaid Enterprise.

- The MITA Business Areas align the agency with the future of Medicaid as envisioned by CMS, placing the focus on the business needs of the Enterprise and ensuring that the necessary information is gathered to update the IME SS-A to meet the 2.0 Framework requirements
- The Enterprise Organization takes into account which SMEs can best describe the As Is state of the Enterprise and articulate the future needs of the Enterprise at the level of detail needed for requirement analysis
- Crosscutting Concepts take into account a variety of factors:



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- The Department's vision for the future (the next 5 to 10 years) and the associated goals for the Enterprise
- The technical architecture and related goals, needs, opportunities, and constraints
- Initiatives and projects already underway that cross organizational boundaries
- Known deficiencies in the IME that cross organizational boundaries
- Technology and process opportunities
- Pending legislation, both Federal and State, that will impact the IME
- Certification requirements where they are not already addressed by another concept (addressing these requirements starting at this point in the process provides traceability from start to finish of the overall procurement effort)

If any one of these "dimensions" are used exclusively, the data collection activities can either become unwieldy in terms of numbers of participants, miss addressing important goals or issues that cross both MITA and Department organizational lines, or miss the opportunity to identify a more effective approach to the collection of the necessary data.

Utilizing the set of Data Collection activities outlined in the previous section, the FOX Team will gather the information necessary for conducting an analysis of the IME. Based on our experience in the State's previous procurement process and working with the Department in the operational environment of the IME, we will leverage our first-hand knowledge and understanding of the unified Iowa Medicaid Enterprise program to ensure that any recommendations will take into account the unique opportunities and risks inherent in the structure of the IME. Recommendations will be made based on informed results in the SS-A Report (the "vision" for the Department's future and Business Process To Be goals) and the information contained in the Matrix of Industry Best Practices. The IME Business Architecture Recommendations Report addresses operational procedures and policies, roles, responsibilities, and performance measures. The IME Operational Tools Recommendations Report addresses the IME tools. The Contract Scope of Work documents included in this key activity will be produced once the results of the CBA have been reviewed by Department and the Department has finalized the strategic plan and set its priorities for the IME Services Procurement.

Additional detail on all parts of this key activity can be found in the previous section and under Contractor Responsibilities and Deliverables, below.

### Contractor Responsibilities

#### **3.2.2.1 Key Activity 1 Contractor Responsibilities Requirement**

- *Review current operational policies and procedures*
- *Review IME roles and responsibilities*
- *Review IME contractor performance measures*
- *Review current IME operational tools*
- *Identify commercial insurance industry "best practices" against which IME operations can be measured*
- *Conduct meetings with Department staff to solicit input regarding functional requirements or enhancements of the IME*



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Iowa Medicaid Enterprise**

- *Meet with the Department's Chief Information Officer (CIO) to discuss chief strategies of the Department's information technology goals and receive input.*
- *Develop scope of work and performance measures for each contract of the IME*
- *Develop recommendations to the Department on technical and functional requirements of the IME operations tools*
- *Prioritize any recommended replacement of any operational tools*

As stated previously, one of the first Data Collection activities is the identification of commercial insurance industry "best practices". This must be accomplished early in the process to ensure that the information is available during later analysis activities so that current processes and functions can be measured against these industry "best practices".

Data Collection activities will address the following contractor responsibilities:

- *Review of Department documentation will include review of any written information on:*
  - Current operational policies and procedures
  - IME roles and responsibilities
  - IME contractor performance measures
  - Current IME operational tools
- *Interview sessions will gather additional information regarding :*
  - Current operational policies and procedures
  - IME roles and responsibilities
  - IME contractor performance measures
  - Current IME operational tools
  - Solicit input regarding functional requirements or enhancements of the IME
- *One-on-one interviews will include:*
  - A meeting, or meetings, with the Department's Chief Information Officer (CIO) to discuss the chief strategies of the Department's information technology goals and receive additional input.

The Analysis activities that will take place once the Data Collection has occurred include the development of the IME Business Architecture Recommendations Report, the IME Operational Tools Recommendations Report, and the draft SS-A report, all of which address technical and functional requirements of IME business processes and operational tools. These reports will also take into account the changing environment within the insurance industry, both generally and specifically in terms of Medicaid, requirements introduced by MITA Framework 2.0/2.01, pending HIPAA transaction changes to include electronic attachments and version 5010, and the ICD-10. Prioritization of recommendations regarding the replacement of operational tools will be addressed in the draft SS-A, and the CBA will be presented for consideration during the presentation of the CBA results to the Department and the following discussions.



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Based on the guidance regarding priorities received from the Department, FOX will develop a scope of work and performance measures for each contract of the IME, including:

- Pharmacy POS, Data Warehouse / Decision Support
- Medical Services, Provider Services
- Member Services
- Revenue Collection
- SURS Analysis and Provider Audits
- Provider Cost Audits and Rate Setting
- Medicaid Claims Payment Support Services

### Deliverables

#### **3.2.2.1 Key Activity 1 Deliverables Requirement**

- *A written report with recommendations of changes in IME policies and procedures, roles, responsibilities, and performance measures*
- *A written report with recommendations of changes to IME operational tools*
- *A written scope of work (functional requirements) and performance measures for each of the IME contracts*
- *A matrix of "best practices" by functional area*

### FOX Deliverable Development

As previously discussed, FOX places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that will be applied to ensure top quality in all deliverables produced for this project. By applying these quality standards, working collaboratively with the Department to develop deliverables, and ensuring all draft and final deliverables are subject to internal quality assurance reviews, FOX will meet or exceed the requirements and expectations for all deliverables.

### IME Business Architecture Recommendation Report

FOX will prepare an IME Business Architecture Recommendation Report which will address changes in IME policies and procedures, roles, responsibilities, and performance measures. We will prepare an outline of the report for Department review and comment and update the report based on Department comments and feedback. Once the report is updated based on Department feedback, FOX will prepare a draft IME Business Architecture Recommendations Report and submit it to the Department for approval. Once additional comments and feedback are incorporated into the report, we will produce the final IME Business Architecture Recommendations Report and will submit the report to the Department for approval.

### IME Operational Tools Recommendation Report

FOX will prepare an IME Operational Tools Recommendations Report that will address changes to the IME operational tools, including but not limited to, the systems, electronic workflow, management tools, data warehouse, and mailroom. We will prepare an outline of the report for Department review and comment and update the report based on Department comments and



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Iowa Medicaid Enterprise**

feedback. Once the report is updated based on Department feedback, FOX will prepare a draft IME Operational Tools Recommendations Report and submit it to the Department for approval. Once additional comments and feedback are incorporated into the report, we will produce the final IME Operational Tools Recommendations Report and will submit the report to the Department for approval.

**Contract Scope of Work**

FOX will prepare documents for each of the IME contracts to include the functional requirements and associated performance measures. For each Scope of Work (SOW) document created FOX will base contract SOW document outlines on Department contract standards to prepare the draft Contract SOW document. The document will be submitted to the Department for review and comment, updated based on Department comments and feedback, and the final Contract SOW document produced and submitted to the Department for approval.

**Matrix of Industry Best Practices**

FOX will create a Matrix of Industry Best Practices organized by Department functional area. We will prepare an outline of the Matrix for Department review and comment, modify the information based on Department feedback, create a modified document for Department review and approval and incorporate any necessary changes. FOX will then produce the final Matrix of Industry Best Practices and will submit the information to the Department for approval.

The following table illustrates Best Practices by Functional Area.



**Figure 34: Illustrative Matrix of Industry Best Practices by Functional Area**

Commercial Insurer Functional Area	Comparable IME Functional Area	Industry Best Practice A	Industry Best Practice B	Industry Best Practice C	Industry Best Practice D
PBM	Medical /Pharmacy Medical Services	(1 – 5)	(1 – 5)	(1 – 5)	(1 – 5)
Policyholder Service/CRM	Member & Provider Services	(1 – 5)	(1 – 5)	(1 – 5)	(1 – 5)
Administration	Mailroom	(1 – 5)	(1 – 5)	(1 – 5)	(1 – 5)
Administration/PAS	Workflow Management System	(1 – 5)	(1 – 5)	(1 – 5)	(1 – 5)
Claims Processing & Adjudication	Claims Adjudication	(1 – 5)	(1 – 5)	(1 – 5)	(1 – 5)
Underwriting	Provider Cost Audit & Rate Setting	(1 – 5)	(1 – 5)	(1 – 5)	(1 – 5)
Claims & Loss Control	Surveillance & Utilization Review	(1 – 5)	(1 – 5)	(1 – 5)	(1 – 5)
Billing, Collection & Reconciliation	Revenue Collections	(1 – 5)	(1 – 5)	(1 – 5)	(1 – 5)
IT / IMS /Health Care PAS /Analytics	MMIS, Data Warehouse & POS	(1 – 5)	(1 – 5)	(1 – 5)	(1 – 5)

**Rating Scale: 1 – 5** (1 = Offers IME least efficiencies / 5 = Offers IME most efficiencies)

Acronym Legend: PBM (Pharmacy Benefit Management); CRM (Customer Relationship Management); PAS (Policyholder Administration System); IT (Information Technology); IMS (Information management Systems); MMIS (Medicaid Management Information System); POS (Point of Service).



## Performance Measures

### **3.2.2.1 Key Activity 1 Performance Measures Requirement**

- *A matrix of industry “best practices” by functional area to be received by the Department no later than November 1, 2008*
- *A written report on recommended changes to policies, procedures, roles, responsibilities, and performance measures no later than May 1, 2009*
- *A written report on recommended changes to the IME operational tools no later than May 1, 2009*
- *A written scope of work and associated performance measures for each of the IME contracts by May 1, 2009*

### **Matrix of Industry Best Practices**

FOX will produce a matrix of Industry Best Practices by functional area and submit it to the Department no later than November 1, 2008.

### **Recommended Business Architecture Changes**

FOX will produce a written IME Business Architecture Recommendations Report with recommended changes related to policies, procedures, roles, responsibilities, and performance measures no later than May 1, 2009.

### **Recommended Operational Tools Changes**

FOX will provide the Department with a written IME Operational Tools Recommendation Report no later than May 1, 2009.

### **Written Scope of Work**

FOX will create and submit a written Scope of Work report with associated performance measures included for each of the IME contracts by May 1, 2009.

### **4.2.6.2.2 Key Activity**

#### **3.2.2.2 Key Activity 2 Requirement**

*Produce a cost benefit analysis (CBA) to support the cost effectiveness of the overall recommended solution(s).*

The cost benefit analysis (CBA) task represents a FOX core competency and is what we have specialized in for more than twenty-one years. We believe that the combination of our proposed team experience and our deep corporate experience performing this type of assessment separates FOX from our competition.

The Cost Benefit Analysis (CBA) must provide relevant information to support the Recommendation Reports and must also conform to CMS guidelines for Advance Planning Documents (APD) as contained in the State Systems APD Guide. The Department needs an Independent Technical Assistance Contractor that knows the MMIS market solution alternatives and has worked with numerous states on this type of task. FOX is unique among consultants in the number of cost benefit analyses we have performed and in the quality of the information we



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have provided to states to complete and obtain approval of APD documents for MMIS. In the past seven years, we have prepared CBAs for the states of Alaska, Florida, Georgia, Mississippi, Missouri, New York, North Dakota, Oregon, and Tennessee.

FOX has a highly-refined model for the CBA. This model can easily be tailored to align with the assumptions that support each of the options that will be included in the comparisons in the cost benefit analysis.

### **Prepare Cost/Benefit Analysis (CBA)**

FOX has developed a sound, structured methodology for the development of all procurement-related deliverables and work product artifacts. Because we understand the relationship and dependencies that exist between deliverables in the procurement development project, FOX is able to develop preliminary deliverables that, on approval, facilitate decision-making, guide expectations, and provide definition and guidance to succeeding deliverables.

Thus, the Cost Benefit Analysis (CBA) must not only provide a review of each alternative, it must provide relevant information to support the Recommendation Report and must also conform to HHS guidelines for Advance Planning Documents (APD) as contained in the State Systems APD Guide. FOX has a highly-refined model for the cost benefit analysis. This model can easily be tailored to align with the assumptions that support each of the alternative options that are included in the comparisons in the cost benefit analysis.

This task involves analysis of each option through a number of financial analyses that use a set of cost estimates and assumptions that can support quantitative analysis of the options. The FOX CBA model develops two distinct categories of cost and benefit data:

- MMIS system development and IT operational costs
- MMIS functional operational costs and savings over 7 years

Our approach to the evaluation of options through a cost benefit analysis is based on the definition of each selected alternatives. This is an extensive financial assessment that is based on data available from the Department. While it is recognized that the useful life of MMIS is likely to be 15-20 years, the seven-year model provides reasonably valid data for forecasting purposes and is consistent with CMS enhanced funding request requirements.

The FOX Model is based upon the developing Total Cost of Ownership (TCO) benefit and cost models. This detailed model includes the cost of acquiring and implementing each alternative, as well as costs associated with hardware and software maintenance, operations, enhancement, and software licensing over a seven-year operational period. In addition to TCO analysis, the FOX Model produces the following additional analysis tools:

- Return on Investment
- Cost/Benefit Analysis
- Payback Analysis
- Staffing Impact Analysis



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- State and Federal Financial Participation Analysis

As stated above, FOX is unique among consultants in the number of cost benefit analyses we have performed and in the quality of the information we have provided to States to complete and obtain approval of APD documents for MMIS.

We will present different proven formulas from other FOX projects and work with the Department to select the best approach for Iowa. Following are sample documents of CBAs FOX has created for other projects:



Figure 35: Missouri Sample of Cost Benefit Analysis



**MISSOURI**  
MMIS Procurement  
Consulting Services Project  
Cost Benefit Analysis &  
Recommendations Report

Deliverable #7  
(RFP Section: 3.2.6)

Prepared by:  
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August 28, 2006

 Confidential

MMIS Procurement Services  
Contract # C206047001

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4.4 Option

4.4.1 F

4.4.2 C

4.4.3 B

4.5 Option

4.5.1 F

4.5.2 C

4.5.3 B

4.6 Option

4.6.1 F

4.6.2 C

4.6.3 B

4.7 Option

4.7.1 F

4.7.2 C

4.7.3 B



MMIS Procurement Services  
Contract # C206047001

### I. Executive Summary

The Department of Social Services (DSS), Division of Medical Services (DMS) engaged Fox Systems, Inc. (FOX) to assess the current Medicaid Management Information System (MMIS) and make recommendations for future Information Technology needs.

To begin the process, FOX conducted an assessment of the current business processes for the Medicaid and SCHIP programs and reviewed the technology supporting each business process, using the Medicaid Information Technology Architecture (MITA) Framework 2.0, principles and standards as published by the Center for Medicaid and State Operations (CMSO).

MITA is designed to establish national guidelines for technologies and processes that can enable improved program administration for the Medicaid enterprise. The Medicaid enterprise is made up of stakeholders that have an interest in seeing that the mission and goals of the Medicaid program are met.

The MITA Initiative includes an architecture framework, process, and planning guidelines for enabling state Medicaid enterprises to meet common objectives within the framework while supporting unique local needs. MITA Maturity Model measures capabilities using a five point scale that identifies a pathway of continuous business improvement toward a realistic future state. Each higher level of maturity incorporates the best practices of the level below and, more importantly, introduces new higher level capabilities.

The results of the MITA assessment in Missouri revealed that most business processes are at a MITA Maturity Model capability level 1 or 2, which is typical for a legacy mainframe system. The MITA technical capabilities were assessed to be at a level 1 with identified weaknesses, and the Medicaid Enterprise Architecture is undefined at this time.

#### 1.1 Targeted Capabilities for Future MMIS

The MITA framework defines technical opportunities for improvement as the "Targeted Capabilities". Based upon our assessment of the Missouri Medicaid business processes, FOX has identified several areas where implementing new system functionality will lead to increased agency efficiency and cost savings. When implemented, these technical capabilities will promote consistent and timely processing, replace current labor intensive manual efforts, and improve utilization management capabilities. The targeted capabilities identified include:

- All HIPAA ANSI X12N Transactions and code sets in the most current form
- Centralized Web-based prior authorization
- Commercial -Off-The-Shelf (COTS) financial application
- Correspondence imaging and automated workflow software with supervisory reporting capability

 Future Medicaid Technology Needs Page 5



**Figure 36: Sample Cost Benefit Analysis Content Example**

#### **1.0 EXECUTIVE SUMMARY**

The overview of the report presents a summary of the sections that follow and provides a synopsis of the major themes in each section.

#### **2.0 METHODOLOGY**

This section describes our cost benefit methodology. We develop the cost benefit analysis for each of the alternatives and then compare each of the alternatives through a weighted scoring methodology that considers both the costs and benefits as well as the intangible factors, as adjusted by the weights given each element.

#### **3.0 COST/BENEFIT ANALYSIS DEFINITIONS AND ASSUMPTIONS**

This section presents the cost benefit factors and definitions and provides examples of the types of criteria that need to be developed particular to DPHHS. This section describes how all other factors, such as interface requirements, platform changes, process changes and implementation considerations are handled in the analysis.

#### **4.0 COST/BENEFIT ANALYSIS FORMULA AND FORMAT**

This section presents Cost Benefit Formula. We present the formula in the form of spreadsheet templates to be used to evaluate each alternative.

- 4.1 COST ANALYSIS OF ALTERNATIVES
- 4.2 ANALYSIS OF BENEFITS INTRODUCTION
- 4.3 RETURN ON INVESTMENT ANALYSIS
- 4.4 STAFFING IMPACT ANALYSIS
- 4.5 ANALYSIS BY FUNDING SOURCE
- 4.6 PAYBACK

#### **APPENDIX**

The Appendix contains additional supporting spreadsheets that are used to evaluate the criteria.

### **Contractor Responsibilities**

#### **3.2.2.2 Key Activity 2 Contractor Responsibilities Requirement**

- *Gather required data for a CBA through MARS reports, CMS 64s an the data warehouse*
- *Produce a CBA to show the cost effectiveness of the recommended solution in section 3.2.2*

FOX will review the information gathered during the Data Collection activities and the recommendations made in the IME Business Architecture Recommendations, the IME Operational Tools Recommendations, and the draft SS-A Reports. FOX will also work with Department staff to gather additional data through MARS reports, CMS64s and the data warehouse.



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Utilizing the inputs listed above, FOX will first develop an outline delineating sections to ensure that all IME functional areas are addressed and that CMS guidelines for Advance Planning Documents are incorporated and that the CBA reflects the MITA Business Area and Technical Architecture requirements. This outline will be reviewed with the Department to ensure that it addresses all necessary points in a manner to facilitate decision-making. Once the outline is approved, FOX will synthesize all relevant information and populate the outline with the applicable data to determine the likely technical needs of the IME, the capacity and costs for the IME to address the needs, and the potential costs associated with maintenance and operations over time for each scenario.

### Deliverables

#### **3.2.2.2 Key Activity 2 Deliverables Requirement**

- *A cost benefit analysis*
- *Supporting documentation*

### FOX Deliverable Development

As previously discussed, FOX places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that will be applied to ensure top quality in all deliverables produced for this project. By applying these quality standards, working collaboratively with the Department to develop deliverables, and ensuring all draft and final deliverables are subject to internal quality assurance reviews, FOX will meet or exceed the requirements and expectations for all deliverables.

### Cost Benefit Analysis Report

FOX will create a Cost Benefit Analysis (CBA) report that includes a summary and comparative analysis of the recommendations contained in the IME Business Architecture Recommendations, IME Operational Tools Recommendations, and the draft SS-A Reports, along with a decision matrix that clearly lays out the recommended options. The report will include a prepared outline of the CBA report for Department review and comment. Any modifications needed based on Department comments will be incorporated and an updated CBA draft report created for submission to the Department for review and approval until FOX receives approval to produce the final CBA report. Once the final CBA report is created we will submit the final report to the Department for approval.

### Supporting Cost Benefit Analysis Documentation

FOX will provide the following supporting CBA Documentation:

- IME Business Architecture Recommendations Report
- IME Operational Tools Recommendations Report
- Draft SS-A Report
- Any additional data obtained from MARS reports, CMS64s and the data warehouse.



## Performance Measures

### **3.2.2.2 Key Activity 2 Performance Measures Requirement**

- *A completed CBA to the Department for approval by June 1, 2009*

## Cost Benefit Analysis

FOX will ensure that a completed Cost Benefit Analysis (CBA) report is submitted to the Department for approval by June 1, 2009.

### **4.2.6.3 RFP Requirement 3.2.3 – Develop the Request for Proposals (RFPs)**

*The Contractor shall develop draft RFPs for review by the Department. The Contractor will make all revisions as requested by the Department in order to produce final RFPs for approval by the Department and CMS. Once approved, the Contractor will finalize the RFPs and assist the Department in releasing them to the public. The Contractor will assist the Department in all phases of the procurement process including answering any questions the Department may receive from potential bidders, facilitating the contractor bidders' conferences and contract negotiations. The Department seeks assistance from the TA Contractor in developing solutions to structuring the RFPs in a way that minimizes the need for future amendments while also managing the Contractors' risk. The Department reserves the right to approve and make changes to the RFPs as necessary. The Contractor will also develop an evaluation methodology and any necessary forms and tools for use by the evaluators with training as necessary. The Contractor shall prepare amendments to the RFPs as necessary and assist in any needed modifications to the Advanced Planning Document (APD).*

Public sector system procurement projects are inherently competitive procurements involving the development and issuance of solicitation documents and the evaluation of competitively bid proposals. Since a large percentage of our work is performed on behalf of Federal, State, county and local government agencies, FOX understands the need to develop an RFP scope of work that encourages free and open competition. This is desirable not only from the standpoint of fairness, as proscribed by State procurement rules, but from a cost and quality standpoint. More vendor participation equates to more competition, which translates into lower costs, greater innovation, and more customization. FOX understands the critical importance of both the content and language of an RFP. Our experience has enabled us to develop an approach that is based on industry standards (IEEE Std 1233) and common industry best practices, such as the CMS Requirements Writers Guide Version 3.1.

An important objective of the IME Services Procurement is to produce multiple RFP's that inspire competition and result in the best solution for the State. The FOX Team will draw upon our experience in similar procurement projects in other States and our past experience in Iowa to validate the timeline, critical events, potential risks, terms and conditions, and planning. Iowa's approach to contracting with multiple vendors in order to obtain "best of breed" contractors for the various business components of the IME encourages competition by more vendors than the traditional MMIS vendors. An important part of the RFP development task is identifying potential contract language and RFP requirements that are expansive rather than exclusionary and that make the opportunity attractive to more qualified bidders. It is critical to



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the success of the project to have all qualified vendors submit responses to the RFP's. We become allies with Department in promoting competition for this procurement.

Although the RFP language will be designed to provide the greatest clarity in describing the requirements, vendors will always have questions on the procurement. FOX will assist the State in responding to vendor questions in the bidder's conference and in formal written responses to vendor questions. FOX will work with State staff to facilitate a bidder's conference that provides vendors with a clear picture of how the IME operates and clarifies common questions that are received prior to the conference. Subsequently, FOX will assist the State in preparing the formal responses to bidder questions and any RFP amendments for posting to the website for distribution to the vendors.

FOX will also develop the criteria to be used for evaluation and their relative weighting. In addition, FOX will develop the evaluation criteria that will be applied to MMIS proposals. The evaluation criteria will include the general submission requirements for all of the proposals, as well as detailed evaluation criteria for each component RFP. FOX will prepare evaluation manuals for each of the RFPs and an evaluation tool that can be used for all of the components. The evaluation manuals and the evaluation tool will then be used to train the evaluation teams.

Finally, FOX will assist the State in preparing any modifications to the APD that will be required as a result of the analysis conducted prior to the development of the RFPs and any changes in the project scope and costs identified in the RFP requirements. FOX has assisted many State Medicaid agencies with the preparation of Advance Planning Documents (APDs) for Federal funding of MMIS project development and implementation, including assisting Iowa in the 2003 procurement for the current IME.

The following sections of our proposal present a detailed description of FOX's approach to meeting RFP requirement 3.2.3.

#### **4.2.6.3.1 Key Activity**

##### **3.2.3.1 Key Activity 1 Requirement**

- *Assist with all modifications to the APD*

FOX has developed or has assisted in developing APDs for a number of States, which are shown in the following table. We have shepherded several APDs/IAPDs through the Federal approval process. FOX will provide staff with experience in the preparation of APDs that meet the approval of the client and the Federal funding sources.



**Table 12: APD Development Experience**

State	Developed APD/IAPD	Assisted with APD/IAPD	Followed Federal Guidelines	Followed Other Guidelines
Alaska	✓		✓	
Arizona		✓	✓	✓
Oregon		✓	✓	✓
Tennessee	✓		✓	
Iowa	✓		✓	
Michigan	✓		✓	
North Dakota	✓		✓	
Louisiana	✓		✓	
Florida	✓		✓	
Georgia	✓		✓	
New Mexico	✓		✓	
Virginia	✓		✓	
Arkansas		✓	✓	

The following sample outline is from a CMS-approved APD that FOX recently developed.

**Figure 37: Sample CMS Approved APD Table of Contents**

<b>4.2.1</b>	<b>TABLE OF CONTENTS</b> .....	<b>1</b>
<b>4.2.2</b>	<b>TRANSMITTAL LETTER</b> .....	<b>5</b>
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<b>4.2.4</b>	<b>EXECUTIVE SUMMARY/INTRODUCTION</b> .....	<b>13</b>
<b>4.2.5</b>	<b>UNDERSTANDING OF THE IOWA MEDICAID PROCUREMENT PROJECT</b> .....	<b>25</b>
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The FOX approach to assisting Department with the modifications to the APD is described in the section below.

**Contractor Responsibilities**

**3.2.3.1 Key Activity 1 Contractor Responsibilities Requirement**

- *Identify when modifications are needed to the APD*
- *Assist Department staff in making any modifications in accordance with CMS guidelines and requirements*
- *Assist the Department in obtaining any CMS approvals*
- *Assist the Department in securing appropriate matching funding from CMS*

FOX will utilize the information gathered through the analyses described above in Section 4.2.6.2 to identify modifications that will be needed to the APD. FOX will review the current Iowa APD and compare it to the recommendations, scope of work, and cost benefit analysis deliverables produced during the first phase of the project to identify the required changes to the APD. This analysis will include changes to any of the following aspects of the IME project:

- The nature of the project and the program needs or the requirements that the proposed solution is intended to meet
- The functions to be enhanced and the specific enhancements to be implemented
- How the project fits into the State’s long-term plans and, if appropriate, how it fits into the overall direction of its technology plans i.e., telecommunication plan, Enterprise Architecture (EA) strategy, and MITA
- The involvement of the State’s top management in the project to ensure success and the proposed project management organization and responsibilities
- The State’s plans concerning the takeover of current systems and/or operations of the IME and transfer of IME component responsibilities to the winning vendor(s)



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- The schedule for developing, modifying and/or implementing the systems and operations, showing major milestones, including a statement concerning the State's judgment about its ability to meet this preliminary schedule
- The expected impacts on State organizational entities that will be affected by the implementation, including such issues as staffing, interfaces, and communications

FOX will compile the results of the analysis into a list of the modifications to the APD for Department review and approval. Upon approval of the list, FOX will assist Department staff to draft language for the following required sections of the APD:

- Executive Summary
- Statement of Needs and Objectives
- Requirements Analysis, Feasibility Study, and Alternative Analysis
- Cost/Benefit Analysis
- Project Management Plan
- Nature, Scope, Methods, Activities, Schedule and Deliverables
- Project Organization and Personnel Resources
- State and Contractor Resource Needs
- System Life Expectancy
- Proposed Project Budget
- Assurances

In addition to these traditional components, CMS has new requirements for submission of APD documents as follows:

- Effective April 1, 2007, States are required to include the results of a Framework 2.0 based SS-A in accordance with Appendix E formats and requirements. FOX will distill SS-A results into this required template for inclusion with the APD.
- Effective immediately, CMS now requires inclusion of each relevant Certification Checklist from the Certification Toolkit, be included with an APD. The FOX Team will identify the relevant Checklists and include them with the required APD documentation to IME.

FOX will then incorporate the changes into the APD document and prepare and submit a draft updated APD to Department for review and approval. Following Department' review and comments, we will incorporate revisions and address any outstanding issues identified during the review process. The FOX Team will update the draft report with the review comments and any issue resolution, if required, and prepare the final APD for the Department approval, sign-off, and submission of the document to CMS for review and approval. FOX staff will respond to any questions CMS may have regarding the APD and will update the APD based on CMS comments, if required.



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Prior to submitting a finalized version of the Advance Planning Document to CMS, FOX has found that early involvement of Regional Office staff in the project is a key step to a fast approval and maximization of matching funds for the project. FOX recommends contacting the Regional Office liaisons early in the project to discuss their level of involvement in the project and continuing the dialogue throughout each stage of the project. Following this course will ensure that when CMS receives copies of the APD, there will be no surprises, a phrase that FOX considers an emblem of our project management approach.

### Deliverables

#### **3.2.3.1 Key Activity 1 Deliverables Requirement**

- *Written communications identifying needed changes to the APD*
- *Written APD drafts with modifications, in accordance with CMS guidelines*
- *If requested by the Department, produce final documents to be submitted to CMS for approval*

### FOX Deliverable Development

As previously discussed, FOX places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that will be applied to ensure top quality in all deliverables produced for this project. By applying these quality standards, working collaboratively with the Department to develop deliverables, and ensuring all draft and final deliverables are subject to internal quality assurance reviews, FOX will meet or exceed the requirements and expectations for all deliverables.

### APD Deliverables

FOX will prepare the following APD deliverables for review and approval by the State.

#### Needed Changes to the APD

FOX will prepare a list of the changes needed to the APD based on the analyses conducted in the first phase of the project. The list will include a table of the required changes sorted by the APD section in which the changes need to be made. The list will then be submitted to Department for review. Once the State has reviewed the list, FOX will update the list based on the State comments and prepare the final list for Department approval.

#### APD Drafts

Using the approved list of needed changes, FOX will work with the State to identify the Department staff that will be responsible for each change. FOX will then meet with the assigned staff members to discuss the changes and assist the staff in drafting the updates. As the draft updates are prepared, FOX will incorporate the changes into the full APD document and prepare the final draft in accordance with CMS guidelines. The full draft will then be submitted to Department for review. Once the State review has been completed, FOX will update the APD based on any State comments and return the draft to Department for final approval.

#### Final Documents to be Submitted to CMS



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If requested by the Department, FOX will prepare the final APD to be submitted to CMS for approval. Once the State approves the draft APD, FOX will do a final QA review and edit to prepare the APD in final format for submission to CMS.

**Performance Measures**

**3.2.3.1 Key Activity 1 Performance Measures Requirement**

- *All identification of changes to the APD must be given to the Department within 24 hours of identification of the need for modifications, to be submitted to CMS.*
- *Final APD document must be ready for submission to CMS within 24 hours of final Department approval.*

**APD Document**

FOX will provide the list of identified changes to the APD to the Department within 24 hours of the identification of the modifications. FOX will also provide the final APD document for submission to CMS within 24 hours of receiving the Department's final approval.

**4.2.6.3.2 Key Activity**

**3.2.3.2 Key Activity 2 Requirement**

- *Develop RFPs and amend as necessary*

Government health care system procurements are our main business. Our objective is to produce Requests for Proposal (RFPs) for the IME that encourage competition and result in the best solution for Department. From our many years of experience in assisting State Medicaid and government agencies in their development of these documents, FOX has established a logical, structured, and comprehensive development process that ensures:

- Department goals, objectives, and requirements will be met
- State administrative and regulatory requirements will be met
- Component vendors are interested
- Required technology components actually exist

FOX believes it is critical to the success of the project to establish a competitive environment and RFPs that elicit responses from all qualified vendors. Consequently, we want to partner with Department to produce concise, clearly written scopes of work that thoroughly describe the State's needs, is in accordance with Iowa State procurement and CMS guidelines, and elicit good responses from the vendor community. FOX also recommends establishing a Vendor Library that contains information not available in the proposal. FOX will discuss this option with the State RFP Project Manager and, if requested, assist the State in building this library.

RFP clarity is important in gaining quality responses. We will draw on our experience assisting other States with MMIS procurement projects and analyze other recent procurements and contract awards, including other State of Iowa procurements that Department may identify, to



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help define content requirements and identify potential shortfalls. FOX applies rigorous quality control to the RFP to eliminate ambiguities.

### **Contractor Responsibilities**

#### **3.2.3.2. Key Activity 2 Contractor Responsibilities Requirement**

- *Based on requirements analyses and approved scope of work and performance measures, for each IME contract, write RFPs meeting all state and federal requirements for a competitive bid.*
- *Assist the Department in getting all approvals for the RFPs including CMS approval.*
- *Amend RFPs as necessary*

RFP development is a large task that requires major coordination between all parties involved. Activities include:

- **Preparing Annotated Outlines for the RFPs and Obtaining Department Approval:** FOX will prepare an annotated draft outline of each IME component RFP with a description of the intended content of all sections. The outline will be based on the Iowa State standard RFP outline and the requirements identified during the first phase of the project. The outlines will identify the sections that will be common to all of the RFPs and the sections that will vary based on the specific IME components. This will help Department reach consensus on the major divisions and contents of the RFPs. Once the outlines have been approved, they will be loaded to our proprietary Requirements Analysis Management System (RAMS) tool. The RAMS tool allows us to control the development of the RFPs and assures that as the RFPs are built they automatically conform to the approved format and numbering. Using the RAMS tool saves time and work by allowing the writers to concentrate on the content of the RFPs rather than having to spend time on the formatting of the documents.
- **Linking Business and Technological Needs to the RFP Scope of Work (SOW):** FOX links the validated requirements and performance measures defined during the previous tasks to the SOW. FOX loads the approved requirements to the RAMS tool to build the RFPs. As each requirement is added to the RAMS tool, the user will specify the component RFP and the RFP section to which the requirement belongs using a point-and-click functionality.
- **Preparing the RFP Sections:** We will prepare the RFP for each component using the features in the RAMS tool that allow us to tie the requirements to the approved RFP outlines. The RAMS tool has built-in features that automatically format and number the requirements as they are tied to the outlines. When changes are made to the RFPs, the RAMS tool automatically re-numbers the requirements as new requirements are added or requirements are re-sequenced. The RFPs will be maintained in a secure environment via the FOX Project Management Portal and the RAMS tool will be accessible to specified State staff via our .NET version of the tool. As each RFP draft is completed, a Word version of the RFP will be produced directly from the RAMS tool for review by the State. The RAMS tool has built-in functionality to produce the Word version of the document from the requirements that have been loaded. A complete version of an RFP can be produced, or the user can request just a specific section of an RFP for review. Version control will be maintained in RAMS at all times. FOX will



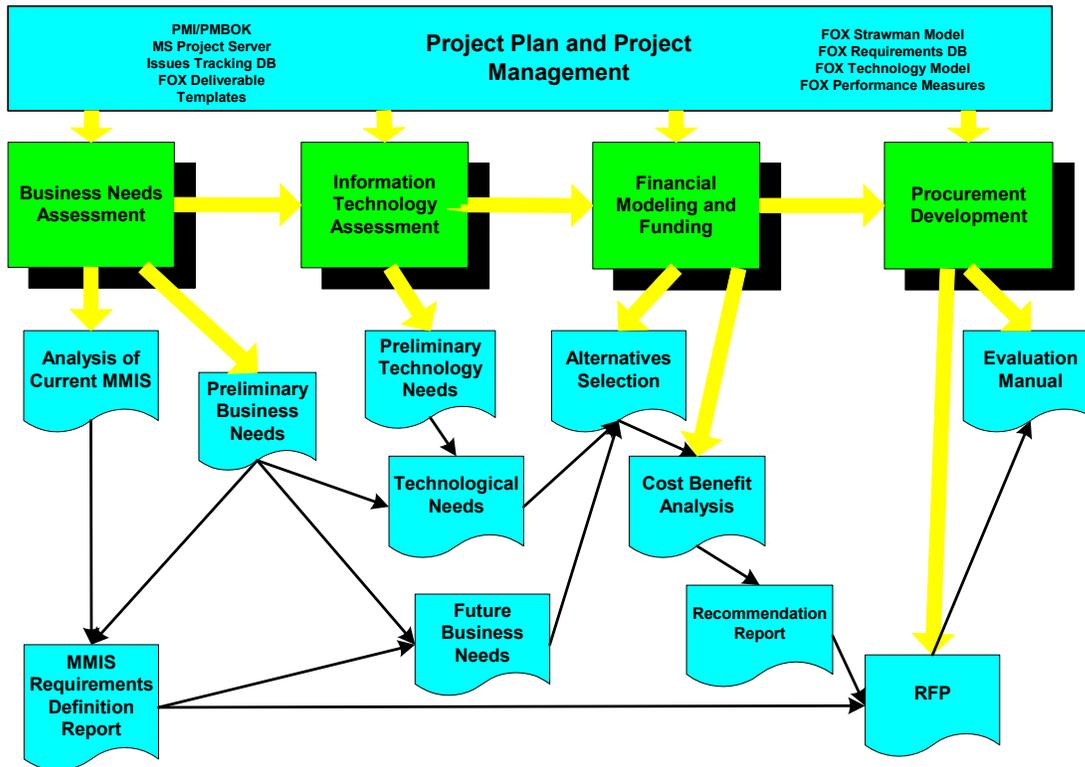
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establish directories or folders within the Portal to facilitate collection of information for the specific sections and subsections of the document.

- **Conducting Quality Control on Format, Language, and Content:** FOX employs a rigorous Quality Control (QC) process for sensitive documents such as an RFP and Evaluation Manual. We are particularly proud of the quality of the documents we produce and will strive to capture the intentions of the State and present clear and concise information that all bidders can understand. The FOX QC function is in addition to the review required by Department staff.
- **Reviewing and Commenting on the RFPs:** The FOX Project Manager will coordinate the review and approval process for the RFPs with Department, the Iowa State procurement office and any additional stakeholders. FOX will incorporate all changes and feedback into the draft SOW deliverable and resubmit the revised deliverable for review.
- **Updating the RFPs:** We expect that different parties will review different RFPs and subsections of the RFP iteratively, which could require multiple revisions. In addition, the CMS Regional Office may require more than one set of changes. To update the RFPs based on the comments, FOX will make the changes to the requirements in the RAMS tool and then produce a new version of the RFP. Because we can produce a new Word version of the RFP document with literally a click of the mouse once the changes have been entered in RAMS, the turnaround time for producing updated documents is greatly reduced. We are prepared to support as many revisions as necessary, but will always strive to reduce the number of iterations to the lowest number possible.
- **Obtaining Approval of Final RFPs:** FOX will prepare the final drafts of the RFPs as soon as all revisions are made. FOX will then present the RFPs to the Department Project Manager who will coordinate with the Iowa procurement office for final internal document sign-off. FOX will then make any final modifications and prepare the RFPs for submission to CMS. Once CMS reviews the RFPs, FOX will assist the State in responding to any CMS questions and make the final revisions to the RFPs in the RAMS tool. When all the final revisions to the RFPs have been approved by CMS, FOX will produce the final RFPs for loading to the Iowa website and distribution to vendors.
- **Amending RFPs as necessary** – After the RFPs have been released, FOX will work with the State to amend the RFPs, if necessary. FOX will discuss any potential amendments with Department to determine how Department wants to address the issue(s). FOX will then prepare draft amendments and submit them to the State for review and approval. Upon approval of the amendments, FOX will prepare the final amendment document(s) and submit them to Department for final approval and posting to the Iowa website.

The following figure depicts the manner in which various deliverables culminate in the development of the RFP.

**Figure 38: RFP Development Process**



## Deliverables

### 3.2.3.2 Key Activity 2 Deliverables Requirements

- Write an RFP draft for approval by the Department for the IME Professional Services
- Modify draft RFP as directed by the Department
- Create the final IME Professional Services RFP for Department and CMS approval
- Write an RFP draft for approval by the Department for IME System Support Services
- Modify draft RFP as directed by the Department
- Create the final IME System Support Services RFP for Department and CMS approval

## FOX Deliverable Development

As previously discussed, FOX places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that will be applied to ensure top quality in all deliverables produced for this project. By applying these quality standards, working collaboratively with the Department to develop deliverables, and ensuring all draft and final deliverables are subject to internal quality assurance reviews, FOX will meet or exceed the requirements and expectations for all deliverables.

## Draft RFP Deliverables

FOX will create the following RFP draft deliverables.



### **RFP Draft for IME Professional Services**

FOX will write the draft RFP for the IME Professional Services by first preparing and loading the IME Professional Services RFP outline into the RAMS tool discussed in Section 4.2.6.1, Project Start-up of this response. After the outline has been loaded, we will load the Iowa RFP standard requirements and the IME Professional Services requirements, as defined in the analysis phase of the project, into RAMS and will link these requirements to the RFP outline already in RAMS. This will produce the draft IME Professional Services RFP in a Word document and FOX will then conduct an internal Quality Assurance (QA) review of the draft RFP. Once we have completed our review we will deliver the draft IME Professional Services RFP to the Department for review.

### **Modified Draft RFP for IME Professional Services**

Once we receive the Department's requested modifications to the draft RFP, we will update the RFP requirements in the RAMS tool as directed by the Department, which will produce an updated RFP for IME Professional Services in a Word document. FOX will then conduct an internal QA review of the updated RFP and will deliver the updated and modified draft RFP for IME Professional Services to the Department for approval.

### **Final RFP for IME Professional Services**

Upon Department approval of the draft or modified draft RFP, FOX will prepare the final RFP for IME Professional Services by updating any RFP requirements for the final modifications into the RAMS tool. This will then produce the final RFP for IME Professional Services in a Word document so that FOX can conduct an internal QA of the final RFP. Once we have completed our review, FOX will submit the final RFP for IME Professional Services to the Department for submission to CMS. Based on comments received from CMS, FOX will make updates to the final RFP and will produce the final RFP to the Department.

### **RFP Draft for IME System Support Services**

FOX will write the draft RFP for the IME System Support Services by first preparing and loading the IME System Support Services RFP outline into the RAMS tool discussed in Section 4.2.6.1, Project Start-up of this response. After the outline has been loaded, we will load the Iowa RFP standard requirements and the IME System Support Services requirements, as defined in the analysis phase of the project, into RAMS and will link these requirements to the RFP outline already in RAMS. This will produce the draft IME System Support Services RFP in a Word document and FOX will then conduct an internal Quality Assurance (QA) review of the draft RFP. Once we have completed our review we will deliver the draft IME System Support Services RFP to the Department for review.

### **Modified Draft RFP for IME System Support Services**

Once we receive the Department's requested modifications to the draft RFP, we will update the RFP requirements in the RAMS tool as directed by the Department, which will produce an updated RFP for IME System Support Services in a Word document. FOX will then conduct an internal QA review of the updated RFP and will deliver the updated and modified draft RFP for IME System Support Services to the Department for approval.



## Final RFP for IME System Support Services

Upon Department approval of the draft or modified draft RFP, FOX will prepare the final RFP for IME System Support Services by updating any RFP requirements for the final modifications into the RAMS tool. This will then produce the final RFP for IME System Support Services in a Word document so that FOX can conduct an internal QA of the final RFP. Once we have completed our review, FOX will submit the final RFP for IME System Support Services to the Department for submission to CMS. Based on comments received from CMS, FOX will make updates to the final RFP and will produce the final RFP to the Department.

## Performance Measures

### 3.2.3.2 Key Activity 2 Performance Measures Requirement

- *Finalize draft of IME Professional Services RFP no later than May 1, 2009*
- *Submit final IMP Professional Services RFP to the Department for approval so the RFP is issued no later than July 1, 2009*
- *Finalized draft of IME System Support Services RFP no later than September 1, 2011*
- *Submit final IME Systems Support Services RFP to the Department for approval so the RFP is issued no later than November 1, 2011*
- *RFPs will be technically, functionally, and legally sound as determined by the Department, CMS and the Iowa Attorney's General's Office*
- *RFP amendments as necessary on a schedule as approved by the Department*

## IME Professional Services RFP

FOX will finalize the draft of IME Professional Services RFP no later than May 1, 2009 and will ensure that the final IME Professional Services RFP is submitted to the Department for approval so that the RFP is issued no later than July 1, 2009.

## IME Systems Support RFP

FOX will finalize the draft of IME System Support Services RFP no later than September 1, 2011 and will ensure that the final IME Systems Support Services RFP is submitted to the Department for approval so that the RFP is issued to later than November 1, 2011.

## RFP Standards

FOX ensures that both the IME Professional Services and IME System Support Services RFPs will be technically, functionally, and legally sound as determined by the Department, CMS, and the Iowa Attorney's General Office.

## RFP Amendments

FOX will work with the Department on RFP amendments, as necessary, on a schedule approved by the Department.

## 4.2.6.3.3 Key Activity

### 3.2.3.3 Key Activity 3 Requirement



**Iowa Department of Human Services  
Iowa Medicaid Enterprise**

- *Develop an evaluation methodology to be utilized in each RFP and support the Department throughout the evaluation process.*

Development of a proposal evaluation methodology is a key component of MMIS procurement support services, and FOX has extensive experience providing advice to State Medicaid agencies on how to structure evaluation guides and criteria to rate vendor proposals. We have assisted many States with this task, advising them on how evaluations should be performed to ensure fairness; creating reasonable evaluation criteria; and establishing the relative weighting of various evaluation factors according to State procurement rules, CMS recommendations, and the objectives of the respective Medicaid program. The FOX evaluation plans include proposal factor weighting (e.g., technical versus business), technical proposal scoring factors, cost proposal scoring factors, and combined scoring. We also offer proven tools and templates based on the evaluation criteria and weighting methodologies selected by each client to be used to train proposal evaluators to ensure that the best outcome is achieved in the selection process.

As an example of our expertise in this area, FOX developed evaluation criteria for the Alaska MMIS RFP that went beyond the standard. We grouped requirements by business area, such as eligibility or Management and Administrative Reporting Subsystem (MARS), and prepared the requisite examples of each standard for each business area, or sub-business area, as required. Because this was so successful in Alaska, we customized the criteria for the Iowa Medicaid Enterprise implementation and Michigan MMIS procurement projects, again with great success.

### **Contractor Responsibilities**

#### **3.2.3.3 Key Activity 3 Contractor Responsibilities Requirement**

- *Recommend an evaluation methodology that will fairly assess bidders' proposals*
- *Design all tools and forms necessary for conducting an impartial evaluation of all bids*
- *Develop training materials for the evaluation process*
- *Provide training as necessary to Department staff on the evaluation tool*
- *Provide technical assistance during the evaluation process*
- *Assist the Department in conducting the evaluations of all valid bids*
- *If requested, the TA Contractor shall also participate as an evaluator*

FOX project management staff will meet with senior Department staff to review the objectives of the procurement and evaluation and to identify the most important evaluation categories. We want Department to be fully informed of the consequences of RFP evaluation choices. We have paid special attention to this part of the procurement process and have compiled a significant number of "what if" scenarios that will be used in this task.

FOX will develop a comprehensive recommendations document that defines the criteria to be used for evaluation and their relative weighting and facilitates the training of the Department Proposal Evaluation Committees (PEC). Specific percentages or weights will be developed for these evaluation factors.

Typically, the evaluation factors would include:



**Iowa Department of Human Services  
Iowa Medicaid Enterprise**

- Robustness of the proposed functionality
- Extent of HIPAA compliance
- Extent of MITA
- Proposed technologies
- Vendor capabilities and experience
- Key staff capabilities and experience
- Implementation methodologies and approach
- Operations plan and approach (if applicable)
- Cost

No two evaluation methodologies are alike, which you would expect since no two States or MMIS requirements are alike. FOX has learned that successful evaluation plans must adapt to the Medicaid program's objectives and to the Department's vision and goals. Some different approaches that we have developed in collaboration with our State clients include:

- *Formal, Structured Evaluation Plan.* A dedicated off-site evaluation team follows a rigid scoring checklist. The team is sequestered like a jury. A monitor is present to observe and answer questions. Evaluators do not discuss the proposal contents with their teammates. Each evaluator independently scores. A list of questions parallels the RFP requirements. Each question has a weight that the evaluator does not see. The evaluator uses a scale (e.g., 0-5; 0-10) and enters a score for each question. All questions must be scored. Evaluators may be asked to explain high and low scores. Evaluator score sheets are entered into a database. Evaluation scores are tallied for each proposal and displayed in a spreadsheet. Scores are rolled up and summed at the level that will be used for final scoring, e.g., 100 points for corporate qualifications, 200 points for staff qualifications, 500 points for methodology and approach, etc. The cost proposal is evaluated separately.
- *Consensus Building Plan.* Teams of Department staff are formed to review separate sections of the proposals, e.g., Vendor Qualifications, Technical Solution. Each team reviews the same section in all of the proposals and informally scores them. The team convenes to compare notes and discuss. A facilitator guides the team through a decision-making process to arrive at a consensus regarding how to rank the proposals. A selection committee reviews the team results and arrives at a final score.
- *Executive Committee Selection Plan.* An Executive Committee develops a limited number of top success factors, e.g., strength of the organization, skills of the team, credibility of the technical solution, overall cost. A pool of experts is identified to review and unofficially score individual sections of all proposals, e.g., Financial Reports, References, and Technical Capabilities. The Executive Committee is briefed by the technical reviewers. The technical reviewers do not make the final decision. The Executive Committee arrives at a consensus and documents the results.



Iowa Department of Human Services  
Iowa Medicaid Enterprise

FOX will develop a recommended proposal evaluation plan that incorporates and addresses Iowa MMIS objectives. These recommendations will cover, as appropriate:

- The evaluation process
- Evaluation Committee organization and membership
- Proposal factor weighting (e.g., technical versus business)
- Technical proposal scoring factors
- Cost proposal scoring factors
- Combined scoring

FOX will propose an evaluation package that includes:

- **Evaluation Criteria/Weights.** We will recommend evaluation criteria and weights based on State procurement requirements and the factors that Department believes are most relevant to the resulting procurement process. The written proposal does not constitute 100 percent of the information upon which the State will base its decision. In addition to the management, technical, and cost information provided in the proposal, references from vendor clients, and, potentially, vendor presentations will be sought as well.
- **Special Evaluation Considerations.** An important factor in the evaluation strategy is the relative weight of Cost and Technical scores. Less weight on cost emphasizes the quality of the technical proposal but may not be consistent with Department spending goals. More weight on proven technology may stifle innovative solutions. All these factors must be carefully considered while the RFP and evaluation strategy are under development.
- **Evaluation Spreadsheets.** We will develop an Excel spreadsheet prototype based on the approved detail evaluation methodology. This spreadsheet will incorporate Department-approved evaluation factors and weights and will require only entry of each vendor's scores by each evaluator.
- **Evaluation Manual.** FOX will prepare an evaluation manual containing all the reference materials required by the Evaluation Committee.
- **Evaluation Training Materials.** Training materials, which can be used to test or walk through the proposal evaluation methodology, will be developed. Training includes a list of "Do's and Don'ts" for evaluators and the agenda for the training workshops.
- **Confidentiality and Total Silence Related to the Procurement.** We will instill proper respect for the evaluation process in all participants.

The FOX Team will develop a recommendation for calculating proposal scores based on the evaluation methodology and evaluation criteria approved by Department. FOX has many models for calculating scores from our previous engagements, and we will discuss various options with Department before preparing our final recommendation.



**Iowa Department of Human Services  
Iowa Medicaid Enterprise**

The following exhibits are models of evaluation sheets filled with pseudo data. They are presented as examples only, because the Department evaluation plan could be quite different.



Figure 39: Sample Evaluation Scoring Spreadsheet

**FOX Systems, Inc.**

Proposal Evaluation Tool Prepared for:

Assumptions	
Total Points	1600.00
Technical Proposal (% of total)	75%
Cost Proposal (% of total)	25%
Technical Proposal (Subtotal)	1200.00
Cost Proposal (Subtotal)	400.00
Implementation % of Cost Proposal	20%
Operations % of Cost Proposal	70%
CSR Rate % of Cost Proposal	10%

Technical Proposal	
Executive Summary / Intro	50.00
Understanding of Iowa Project	50.00
System Overview	100.00
General Requirements	50.00
Start-up Activities	50.00
Operational Requirements	600.00
Management Plan for Project	150.00
Experience & Qualifications	150.00
<b>Technical Proposal (Subtotal)</b>	<b>1200.00</b>

Vendor A	Vendor B	Vendor C	Vendor D	Vendor E	Vendor F	Vendor G
43.25	41.50	47.50	46.00	40.00	42.00	40.00
44.50	43.00	46.50	44.13	45.00	42.00	40.00
87.88	86.25	91.50	89.88	91.00	85.00	95.00
46.38	43.38	43.25	44.75	41.00	46.00	45.00
45.88	44.25	44.50	47.00	41.00	46.00	43.00
526.88	556.88	460.63	535.00	500.00	525.00	505.00
132.88	138.00	142.63	138.75	110.00	140.00	125.00
80.63	87.88	80.00	85.63	75.00	70.00	80.00
<b>1008.25</b>	<b>1041.13</b>	<b>956.50</b>	<b>1031.13</b>	<b>943.00</b>	<b>996.00</b>	<b>973.00</b>

Cost Proposal	
Proposed Implementation Cost	
Implementation Cost Score	
Monthly NPV of Future Operations Costs	
Ongoing Ops Cost Eval Score	
<b>Proposed Total Cost</b>	
Proposed Rate for CSR	
CSR Rate Eval Score	
<b>Cost Proposal Total Score</b>	<b>400.00</b>
<b>Lowest Implementation Cost</b>	<b>\$ 3,700,000.00</b>
<b>Lowest Ongoing Ops Cost</b>	<b>\$ 50,000,000.00</b>
<b>Lowest CSR Rate</b>	<b>\$ 65.00</b>

Vendor A	Vendor B	Vendor C	Vendor D	Vendor E	Vendor F	Vendor G
\$ 4,000,000.00	\$ 3,700,000.00	\$ 4,200,000.00	\$ 4,500,000.00	\$ 5,000,000.00	\$ 6,000,000.00	\$ 5,500,000.00
74.00	80.00	70.48	65.78	59.20	49.33	53.82
\$ 50,000,000.00	\$ 55,000,000.00	\$ 60,000,000.00	\$ 65,000,000.00	\$ 58,000,000.00	\$ 61,000,000.00	\$ 75,000,000.00
280.00	254.55	233.33	215.38	241.38	229.51	186.67
<b>\$ 54,000,000.00</b>	<b>\$ 58,700,000.00</b>	<b>\$ 64,200,000.00</b>	<b>\$ 69,500,000.00</b>	<b>\$ 63,000,000.00</b>	<b>\$ 67,000,000.00</b>	<b>\$ 80,500,000.00</b>
\$ 100.00	\$ 70.00	\$ 75.00	\$ 70.00	\$ 65.00	\$ 120.00	\$ 135.00
26.00	37.14	34.67	37.14	40.00	21.67	19.26
<b>380.00</b>	<b>371.69</b>	<b>338.48</b>	<b>318.31</b>	<b>340.58</b>	<b>300.51</b>	<b>259.74</b>

<b>Grand Total</b>	<b>1600.00</b>
<b>Rank Among Vendors</b>	

Vendor A	Vendor B	Vendor C	Vendor D	Vendor E	Vendor F	Vendor G
<b>1388.25</b>	<b>1412.81</b>	<b>1294.98</b>	<b>1349.43</b>	<b>1283.58</b>	<b>1296.51</b>	<b>1232.74</b>
<b>2</b>	<b>1</b>	<b>5</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>7</b>



Figure 40: Sample Evaluation Scoring Spreadsheet

Reference Number	Table 7.1-1	Priority	Priority Wt %	Vendor Response	Comments	Override Response	Actual Point Score
Perfect Score: 210.7							
A	Non-mainframe, client/server architecture	1	0.44	1			17.56
B	Ability to quickly switch users without signing off	1	0.44	1			17.56
C	Thin client desktop	2	0.33	1			13.17
D	Operates system on DMA data network	1	0.44	1			17.56
E	Web-enabled	1	0.44	1			17.56
	Based on commonly used hardware, operating system, database management system and programming languages						
F		1	0.44	1			17.56
G	Includes Enterprise Master Patient Index (EMPI)	1	0.44	1			17.56
H	Uses healthcare industry transaction standards	1	0.44	1			17.56
I	Uses Interface Engine or similar technology	2	0.33	1			13.17
J	Provides separate transaction DB	2	0.33	1			13.17
K	Data dictionary for metadata	3	0.22	1			8.78
L	Dissemination of data by email, pager, fax and voice	3	0.22	1			8.78
M	Data warehouse populated from the transaction DB	2	0.33	1			13.17
N	Web PKI Security	1	0.44	1			17.56
							210.70

Once the method for determining scores has been determined, FOX staff will prepare an evaluation tool to implement the methodology. Each procurement evaluation tool is developed based on particular considerations that are unique to each State and procurement, and the format and content of the tool will be defined and presented to Department for approval. We present the following representative Table of Contents and model evaluation manual structure as an example.

Figure 41: Example Evaluation Tool Table of Contents

Example Table of Contents	
<b>1.0</b>	<b>EXECUTIVE SUMMARY</b>
<b>2.0</b>	<b>METHODOLOGY</b>
<b>3.0</b>	<b>EVALUATION CRITERIA</b>
3.1	OBJECTIVE
3.2	EVALUATION COMMITTEE
3.3	MANDATORY REQUIREMENTS FOR PROPOSALS
3.4	EVALUATION REQUIREMENTS FOR TECHNICAL PROPOSALS
3.4.1	<i>Introduction (25 Points)</i>
3.4.2	<i>Understanding of the MMIS Replacement Project (30 Points)</i>
3.4.3	<i>Methodology Used to Address Proposed System Requirements (800 Points)</i>
3.4.3.1	System Overview (100 points)
3.4.3.2	Functional Description (525 points)
3.4.3.2.1	Claims Processing Activity (175 points)
3.4.3.2.2	Financial and Utilization (175 points)
3.4.3.2.3	Provider and Recipient (175 points)
3.4.3.3	Other Requirements (175) points



3.4.4 *Management Plan for the Project (150 Points)*  
3.4.5 *Experience and Qualifications (195 Points)*  
3.4.6 *Technical Scoring*

3.5 SCORE COST PROPOSALS

3.6 PROPOSAL RANKING

3.7 FEDERAL/STATE APPROVALS

**Example Evaluation Manual Structure**

**EXECUTIVE SUMMARY**

The executive summary provides a brief overview of the purpose and use of the evaluation tool in the proposal evaluation phase of the procurement.

**METHODOLOGY**

The methodology section describes the evaluation process and mechanics, including roles and responsibilities of the evaluators, and the formulation of the Evaluation committee and the relationship of the Evaluation Committee to the Executive Committee and to Department management.

**EVALUATION REQUIREMENTS**

This section contains the specific criteria to be used to score each proposal. The criteria follow the Evaluation Criteria section of the RFP.

3.1 EVALUATION REQUIREMENTS FOR TECHNICAL ( EXAMPLE)

3.1.1 *Introduction (25 Points)*  
3.1.2 *Understanding of the MMIS Replacement Project (30 Points)*  
3.1.3 *Methodology Used to Address Proposed System Requirements (800 Points)*

3.1.3.1 System Overview (100 points)  
3.1.3.2 Functional Description (525 points)

3.1.3.2.1 Claims Processing Activity (175 points)  
3.1.3.2.2 Financial and Utilization (175 points)  
3.1.3.2.3 Provider and Recipient (175 points)

3.1.3.3 Other Requirements such as Oral Presentations(175) points

3.4.4 *Management Plan for the Project (150 Points)*  
3.4.5 *Experience and Qualifications (195 Points)*  
3.4.6 *Technical Scoring*

**4.0 SCORE COST PROPOSALS**

This section contains the specific criteria to be used to score each cost proposal. The criteria follow the Evaluation Criteria section of the RFP.

**5.0 RANKING OF PROPOSALS**

This section describes how the proposals are ranked after all proposals have been scored and the cost proposals have been opened and evaluated.



## 6.0 FEDERAL/STATE APPROVALS

The following information describes the final steps in the award process.

Ensuring that PEC members receive training and are prepared for the evaluation process is critical to success. FOX will prepare a presentation that describes the overall evaluation approach and methodology to be used as the starting point in the training. The approved evaluation manuals will be used as the detailed training materials.

Our team will develop a training plan that identifies how we will train the PEC members to be effective participants in the selection process. The training plan will consist of a general training session to discuss the overall evaluation approach and methodology. Following the general session, FOX will meet with the evaluation teams for each RFP separately for the detailed training. These detailed training sessions will consist of a review of the training manual, discussion of the approach and scoring methodology, and use of the evaluation tool. During this session FOX will also answer any questions from the evaluators.

FOX staff have experience serving as members of State evaluation teams, including participation in the functional and technical evaluation of the vendor proposals and participation in all meetings related to proposal evaluation. FOX Team members will provide technical assistance during the evaluation process to answer questions regarding the evaluation process, scoring, and use of the evaluation tool. FOX staff will also assist the Department in conducting the evaluations. FOX will review each proposal and conduct an independent scoring, and then participate as an advisor to the evaluators to answer questions and provide assistance in identifying the location of specific responses in the vendor proposals. FOX staff will also participate as evaluators, if requested by Department.

### Deliverables

#### **3.2.3.3 Key Activity 3 Deliverables Requirement**

- *Written recommendations of the evaluation methodology for approval by the Department*
- *Written forms and evaluation instructions for approval by the Department*
- *Training materials for the evaluation teams. All materials will be approved by the Department prior to use*
- *Conduct training for the evaluation teams*
- *A written summary of the evaluation process including all recommendations from the evaluation teams*

### FOX Deliverable Development

As previously discussed, FOX places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that will be applied to ensure top quality in all deliverables produced for this project. By applying these quality standards, working collaboratively with the Department to develop deliverables, and ensuring all draft and final deliverables are subject to internal quality assurance reviews, FOX will meet or exceed the requirements and expectations for all deliverables.



## RFP Evaluation Deliverables

FOX will prepare the following RFP evaluation deliverables.

## Recommendations of Evaluation Methodology

Based on our discussions with Department management staff regarding the evaluation approach, FOX will prepare a draft recommendations document and submit it to the Department for review and comment. Based on Department feedback FOX will update the document and produce a final recommendations document to be submitted to the Department for approval.

## Evaluation Forms and Instructions

FOX will prepare an evaluation manual for each RFP that includes all necessary forms and instructions. We will first prepare draft evaluation manuals that include evaluation overview, evaluation instructions, evaluation forms, and an evaluation tool. The draft evaluations manuals will be submitted to the Department for review and comments and updates to the drafts will be made based on Department feedback. After updates to the draft are completed we will produce the final evaluations manuals and submit them to the Department for approval.

## Evaluation Training Materials

FOX preparation of evaluation training materials will include preparing an agenda and draft presentation for the evaluation training. Once these documents are prepared, we will assemble the training materials package, which will include the agenda, the presentation, and the evaluation manuals. The training materials package will be submitted to the Department for review and approval. Based on Department feedback we will make any necessary changes or updates to the training materials, will produce the final materials, and will submit the final evaluation training materials to the Department for approval.

## Conduct Evaluation Training

FOX will conduct training for the evaluators by preparing a draft training schedule, which will be submitted to the Department for review. Based on the Department's comments we will update or adjust the training schedule as necessary. FOX will work with the Department to identify location(s) and schedule trainings and will then produce the final training schedule. We will prepare training notification for the Department, who will distribute the information to participants. FOX will conduct overview trainings for all evaluators and a detailed training for each RFP evaluation team.

## Summary of the Evaluation Process

FOX will prepare the summary of the evaluation process by entering all evaluator scores into the evaluation tool and will prepare the final evaluation score sheets. Based on this information we will prepare final recommendations from the evaluation teams and will prepare an evaluation recommendation report. FOX will submit the recommendation report to the Department for review and comment, will update the report based on the Department's feedback, and will submit the final recommendation report to the Department for approval.



## Performance Measures

### **3.2.3.3 Key Activity 3 Performance Measures Requirement**

- *The recommendation of the evaluation methodology will be delivered at a date as defined by the Department approved work plan*
- *Forms and instructions are to be delivered at a date as defined by the Department approved work plan*
- *Provide training materials a minimum of fourteen (14) business days prior to evaluations*
- *Provide evaluation team training a minimum of seven (7) business days prior to evaluations*
- *Summarize the evaluation process, including recommendations, within 24 hours of final evaluation team meetings*

## Evaluation Performance Measures

FOX will ensure that the recommendation of the evaluation methodology is delivered at a date as defined by the Department in the approved project work plan. All forms and instructions will be delivered at a date as defined by the Department and the approved project work plan. Training materials will be provided a minimum of fourteen (14) days prior to evaluations and evaluation team training will take place a minimum of seven (7) days prior to evaluations. FOX understands we will need to summarize the evaluation process, including recommendations, within 24 hours of the final evaluation team meetings.

FOX will meet the following performance requirements for the evaluation process:

### **4.2.6.4 RFP Requirement 3.2.4 – Conduct Bidders’ Conference and Respond to Bidders’ Questions**

*The TA Contractor shall support the Department in preparing for and conducting the bidders’ conference following issuance of each RFP. The Contractor shall review and assess the bidders’ questions submitted during the procurement process. The Contractor shall prepare answers to bidders’ questions to be published as part of the procurement process.*

FOX has supported many of our clients in preparing for and conducting bidders’ conferences and preparing responses to bidders’ questions, including assisting Department during the IME procurement in 2004. The objective of the bidders’ conferences is to allow vendors to meet with Department staff face-to-face, and to allow Department staff to provide information to the vendors and clarify elements of the procurement. Because of the complex and unique nature of the IME, FOX recommends that Department provide a tour of the IME facility as part of the bidders’ conference if possible. When the State provides this option, the facility vendors often ask for a tour of the facility so that they may better understand the environment they will be working in. The bidders’ conferences also provide an opportunity for the State to answer any general questions they have received from vendors prior to the conferences, if they wish to do so.

FOX will review and prepare written responses to vendor questions. This is a function we have performed in all of our RFP development engagements. Vendor questions generally revolve around the following topics:



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- Clarifications of the RFP requirements
- Clarifications of IME policies and procedures
- Requests for changes to timeframes or other procurement specifications

We will prepare the responses in coordination with Department and prepare the response document in a format approved by Department.

### 4.2.6.4.1 Key Activity

#### **3.2.4.1 Key Activity 1 Requirement**

- *Prepare for and conduct the IME Bidders' Conferences to be held at a State government facility*

FOX has supported many of our clients in preparing for and conducting bidders' conferences and the FOX Team will support this activity for Department. The types of services we have provided on similar projects include:

- Coordinate and schedule the conference
- Arrange for space
- Develop instructions and agendas
- Facilitate the conference
- Record the names and numbers of attendees
- Take detailed notes of the discussion and questions
- Develop any required handouts and other materials

FOX is prepared to support and assist Department in preparing for and conducting the bidders' conferences as described in the following section.

### Contractor Responsibilities

#### **3.2.4.1 Key Activity 1 Contractor Responsibilities Requirement**

- *Secure time and location for each bidders' conference*
- *Prepare site for bidders' conference*
- *After each bidders' conference return site to the original condition*
- *Assist the Department in any other needs relative to the bidders' conferences*

FOX staff will work with Department project management to determine the best time to hold the bidders' conferences. Once that decision has been made, FOX will assist Department to determine where the bidders' conferences will be held based on the availability of conference rooms at State facilities and the anticipated number of attendees. Prior to each bidders' conference FOX will assist the Department in preparing materials for the conference, if requested. These materials may include any or all of the following:

- Agendas



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- Sign-in Sheets
- Handouts
- Presentation materials
- Directions to the bidders' conference location and the IME facility (if Department decides to provide a facility tour)

Prior to the scheduled conferences, FOX staff will visit the conference site to determine the set-up needs and identify any equipment that will need to be provided. On the day of the bidders' conference, FOX staff will arrive at the conference in advance of the starting time to set up the room and ensure that any required equipment is in good working order. FOX will prepare a sign-in area to ensure that all attendees sign-in and receive any handouts that will be used during the conference.

FOX project staff will attend the bidders' conference and is prepared to assist Department during the conference, if requested. Some potential activities for which FOX can provide assistance include:

- Directing attendees to the conference room
- Ensuring that attendees sign-in for the conference and receive handouts
- Take notes and record any questions raised in the conference

When the conference concludes and all attendees have left, FOX staff will return the room to its original condition. FOX will collect any handouts or other materials that have been left behind, ensure that any garbage is discarded in the appropriate receptacles, and return any chairs and tables to their original location.

### Deliverables

#### **3.2.4.1 Key Activity 1 Deliverables Requirement**

- *A detailed written plan submitted to the Department for approval to conduct each bidders' conference*

### FOX Deliverable Development

As previously discussed, FOX places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that will be applied to ensure top quality in all deliverables produced for this project. By applying these quality standards, working collaboratively with the Department to develop deliverables, and ensuring all draft and final deliverables are subject to internal quality assurance reviews, FOX will meet or exceed the requirements and expectations for all deliverables.

### Written Plan to Conduct Bidders' Conference

FOX will prepare and submit a detailed written plan to the Department for approval to conduct each bidders' conference. Each plan will include identifying the following information:



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- Dates and time of the bidders' conferences
- Location(s) of the bidders' conferences
- Any equipment that will be needed at the conferences
- Any handouts or other materials

Additionally, FOX will develop the schedule for bidders' conference activities and prepare the draft bidders' conference plan. Once the written plan is complete, FOX will submit the bidders' conference plan to the Department for review and will update the bidders' conference plan based on Department comments and feedback. Once the updates are complete, we will submit the final bidders' conference plan to the Department for approval.

### **Performance Measures**

#### **3.2.4.1 Key Activity 1 Performance Measures Requirement**

- *The detailed written plan for approval by the Department will be submitted according to the dates in the Department approved work plan*

### **Written Bidders' Conference Plan**

FOX will prepare and submit the written bidders' conference plan according to the approved Department dates in the project work plan.

#### **4.2.6.4.2 Key Activity**

#### **3.2.4.2 Key Activity 2 Requirement**

- *Review, assess and prepare responses to bidders' questions*

Timely responses to bidders' questions are critical to the success of the procurement. The more clarity the State can provide, the better the vendors can respond to the State's requirements. Also, the quicker the vendors receive responses to their questions, the easier it is for the vendors to incorporate the response into their proposals. To facilitate rapid responses to questions, we propose to capture and track all questions in electronic form in the FOX Requirements Analysis Management System (RAMS) tool. The questions will be categorized so that similar questions and associated responses can be grouped to ensure consistency and to refer questioners to previous responses if the question has already been substantially answered. If it is necessary to seek a decision from Department, we will track communications with the responsible person and ensure that the response is provided on a timely basis. The RAMS tool includes a pre-defined report of the questions and responses, so that as soon as the responses have been entered we can produce the responses in a format that is ready for distribution.



## Contractor Responsibilities

### **3.2.4.2 Key Activity 2 Contractor Responsibilities Requirement**

- *Review all bidders' questions that are submitted timely*
- *Consult with the Department on the recommended answers*
- *Write responses to bidders' questions, approved by the Department, to be released in a format approved by the Department*

FOX proposes to capture and track all questions that are submitted in the required time frame in electronic form in the FOX Requirements Analysis Management System (RAMS) tool. The questions will be categorized so that similar questions and associated responses can be grouped to ensure consistency and to refer questioners to previous responses if the question has already been substantially answered. If it is necessary to seek a decision from Department, we will track communications with the responsible person and ensure that the response is provided on a timely basis.

For questions related to the RFP and its requirements, FOX will prepare draft responses for review by Department. For questions related to Iowa MMIS policies and procedures, FOX will consult with the State in reviewing responses prepared by Department staff or prepare the responses based on information provided by Department staff. For questions related to requests for changes in timeframes or other procurement specifications, FOX will provide input to the State if requested to determine whether or not to agree to the request and then prepare the responses. When the responses have been entered in the RAMS tool, FOX will produce the response document in the format approved by Department.

When the questions and answers have been prepared, FOX will conduct a quality review on the responses to ensure that the responses are clear and understandable. Following the internal QA review, FOX will submit the responses to Department for review and approval.

## Deliverables

### **3.2.4.2 Key Activity 2 Deliverables Requirement**

- *Department approved written responses to the bidders' questions in a format approved by the Department*

## FOX Deliverable Development

As previously discussed, FOX places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that will be applied to ensure top quality in all deliverables produced for this project. By applying these quality standards, working collaboratively with the Department to develop deliverables, and ensuring all draft and final deliverables are subject to internal quality assurance reviews, FOX will meet or exceed the requirements and expectations for all deliverables.

## Written Responses to Bidders' Questions

Once FOX has determined that bidder questions have been received and submitted timely we will review and categorize the bidder's questions and assign questions to FOX staff for response. We will use the RAMS tool to load bidder questions and will prepare and load the



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responses to questions that don't require Department input into the tool, as well. FOX will meet with Department staff to determine responses to questions that require Department input. Once these responses are received from the Department we will load those responses into the RAMS tool. Based on the information loaded into RAMS we will produce the responses in the format previously approved by the Department and submit the information to the Department for review. Responses will be updated based on Department comment, FOX will produce the final responses to bidders' questions in the approved format, and we will submit the final bidders' questions responses to the Department for approval.

### Performance Measures

#### **3.2.4.2 Key Activity 2 Performance Measures Requirement**

- *All recommended answers must be presented to the Department for its review and approval no later than five (5) days prior to the date of release*
- *All approved answers must be released no later than the date designated by the Department*

### Recommended Answers to Department

FOX will present all recommended answers to the Department for its review and approval no later than five (5) days prior to the date of release.

### Release of Approved Answers

FOX will ensure that the release of all approved answers is no later than the date designated by the Department.

### 4.2.6.5 RFP Requirement 3.2.5 – Update Iowa's MITA State Self-Assessment

*As an early adopter state Iowa completed a MITA State Self-Assessment (SS-A) under Framework 1.0. The TA Contractor will convert Iowa's SS-A to Framework 2.0 format, updating as needed. At the conclusion of the IME procurement process, the SS-A will be updated to reflect the most current maturity levels for all functional processes.*

The FOX Team understands that Iowa has completed a State Self-Assessment based on Volume 1 and would like that assessment converted to fit the requirements of a State Self-Assessment (SS-A) as defined in Framework 2.0. As stated in Section 4.2.6.2 above, Sections 3.2.2, 3.2.3, and 3.2.5 of the Scope of Services include activities dependent on significant data collection through both the study of existing IME documentation, which includes the previous assessment, and direct discussions with IME subject matter experts. The FOX Team is proposing that a single set of Data Collection activities be conducted to support the updating of the IME SS-A.

The Centers for Medicare and Medicaid Services (CMS) readily acknowledges a significant shift in MITA occurred between publication of Volume 1 and subsequent publication of Framework 2.0. In light of this, the FOX Team proposes to analyze the result of the IME Volume 1 assessment to identify applicability under Framework 2.0. The portions determined to cross-over will be incorporated into the foundational information provided to the IME SMEs through



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the information gathering process. The goal of this initial exercise is to create a SS-A based on Framework 2.0, in accordance with CMS direction, for inclusion with the IAPD. Effective April 1, 2007, CMS began requiring this inclusion for every APD submitted.

Additionally, the FOX Team understands that IME's goal is to have an updated SS-A at the conclusion of the implementation project. We would recommend the updates occur *after implementation* to ensure that the stated goals are achieved by each contractor. However, based on this RFP, the FOX contract with IME would end prior to full implementation, unless IME decides to amend the contract to include IV&V services. Based on this unknown, our proposal includes two methods for completing the final updates to the SS-A as follows:

- If IME selects FOX and elects to add IV&V to the SOS, the FOX Team will monitor implementation activities from the foundation of To Be goals, ensuring procured vendors meet IME expectations. When met, the formerly identified To Be goals become the current state, or As Is, allowing IME to establish new To Be goals. The FOX Team will facilitate this process and update the documentation accordingly.
- If IME selects FOX and elects **not** to add IV&V to the SOS, FOX would still create the As Is and To Be prior to the APD reflecting current and planned maturity, and follow the procurement project with an update process. However, the update would **presume** contracted vendors would meet IME's To Be goals without being able to audit and verify achievement. We would then work with IME to develop the next round of To Be milestones, but IME would be responsible for finalizing the updates based on implementation results.

As you can see, we are poised to assist in completing this task, regardless of the IME decisions related to IV&V, but clearly understand the nuances of different approaches dependent upon our role and full project scope. More information about our detailed methodology and approach are included in the following paragraphs.

We bring a customizable MITA SS-A approach to the Iowa project and will work collaboratively with IME to determine the best way to apply our methodology to the tasks defined in the statement of services. Results from the previous assessment will be analyzed to determine the relationship to the MITA Framework 2.0 defined Business Areas and Processes, but there is actually very little crossover from MITA Volume 1 to Framework 2.0. FOX proposes to use the assessment that Iowa currently has as foundational information for conducting the SS-A based on MITA Framework 2.0. The organization of the Data Collection activities will have the MITA Framework 2.0 structure as the base, adding in needs of requirements analysis and Comparative Analysis to fulfill the requirements of the SOS. The results of the Volume 1 assessment will be parceled out in these sessions for the MITA areas where there is crossover to Framework 2.0. Throughout this process, the FOX Team will ensure all Business Processes and Business Areas are current based on Iowa processes at the time of the assessment and that the SS-A is complete based on Framework 2.0 guidelines.

At the conclusion of the IME procurement process, the FOX Team will work collaboratively with IME to determine the best way to apply our methodology to the task of updating the SS-A to the most current CMS format at that time and basing it on the most current IME procured processes and technologies. Additionally, the IME decisions related to IV&V inclusion or exclusion from



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this contracted work and/or subsequent amendments will impact the methodology deployed for updating the SS-A. Section 4.2.6.2 above describes details of the FOX MITA SS-A methodology.

#### **4.2.6.5.1 Key Activity**

##### **3.2.5.1 Key Activity 1 Requirement**

- *Using the SS-A developed in July, 2005, convert the format to reflect Iowa's SS-A under the Framework 2.0 format. As needed confirm the SS-A is current*

The FOX Team will leverage the Iowa assessment developed in July, 2005, in the development of Iowa's SS-A based on Framework 2.0, to the extent possible. The FOX Team understands that Iowa has completed this assessment based on Volume 1 and would like that information converted to fit the requirements of a SS-A as defined in Framework 2.0. Updating the Iowa assessment to Framework 2.0 will be accomplished through both the study of existing IME documentation, which includes the previous assessment, and direct discussions with IME subject matter experts. The FOX Team is proposing that a single set of Data Collection activities be conducted to support the updating of the IME SS-A.

Reiterating the plan above, the FOX Team will align the Volume 1 assessment with Framework 2.0 in the early project phase so the information can be applied as part of the foundational and institutional knowledge during the stakeholder information gathering sessions. This will effectively migrate Volume 1 information into the new process, where applicable. To ensure IME has the most up-to-date SS-A possible, we will also conclude this engagement by updating the As Is to reflect the post-procurement or post-implementation status (approach varies depending upon IME decisions related to IV&V activities) and aligning the next generation of improvements with a new set of To Be targets for IME. This aligns with the CMS vision of continual Business Process maturity improvement for States.

#### **Contractor Responsibilities**

##### **3.2.5.1 Key Activity 1 Contractor Responsibilities Requirement**

- *Using the SS-A deliverable developed in July, 2005, convert the SS-A using Framework 2.0*
- *Confirm the completeness of the current SS-A as needed*
- *Use the converted SS-A deliverable as a resource in the development of the RFPs*

The FOX Team will be responsible for using the assessment deliverable developed in July, 2005, and leveraging it to develop the SS-A as defined in Framework 2.0, confirming the completeness (crossover) of the current assessment, where applicable, and using the SS-A developed based on current processes and Framework 2.0 as a resource in the development of the RFPs.

The FOX Team understands that Iowa has completed an assessment based on Volume 1 and would like that material to be reused in developing the SS-A based on current Framework 2.0 requirements. As stated in Section 4.2.6.2 above, Sections 3.2.2, 3.2.3, and 3.2.5 of the Scope of Services include activities dependent on significant data collection through both the study of



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existing IME documentation, which includes the previous assessment, and direct discussions with IME subject matter experts. The FOX Team is proposing that a single set of Data Collection activities be conducted to support the updating of the IME SS-A.

Results from the previous assessment will be analyzed to determine the relationship to the MITA Framework 2.0 defined Business Areas and Processes, but there is actually very little crossover from MITA Volume 1 to Framework 2.0. FOX proposes to use the SS-A that Iowa currently has as foundational information for updating to Framework 2.0. The organization of the Data Collection activities will have the MITA Framework 2.0 structure as the base, adding in needs of requirements analysis and Comparative Analysis to fulfill the requirements of the SOS. The results of the Volume 1 assessment will be parsed out in these sessions for the MITA areas where there is crossover to Framework 2.0. Throughout this process, the FOX Team will ensure all Business Processes and Business Areas are current based on Iowa processes at the time of the assessment and that the SS-A is complete based on Framework 2.0 guidelines.

The FOX Team has participated in a number of previous engagements that involved facilitating a SS-A, and the subsequent production of an APD and RFP. The team has learned that the use of a three-dimensional approach to the structuring of requirements analysis sessions best serve the needs of Medicaid agencies moving forward. The three dimensions include the MITA Business Areas, the Enterprise Organization and Crosscutting Concepts. This three-dimensional approach will be applied to the structuring of the Data Collection sessions to determine where the MITA Business Process structure will serve the needs of requirement analysis, and where adjustments are needed to meet requirements analysis needs. FOX will use the updated SS-A as a resource in the development of the RFPs for Iowa. Section 4.2.6.2 above contains details on the FOX MITA SS-A methodology and leveraging the Data Collection sessions to include requirements gathering.

Per CMS guidance, the Business Process and Capability requirements identified through the course of an SS-A project should directly tie to the requirements included in resulting RFP documents. To this end, the FOX Team will work with the IME stakeholders to determine which Business Areas, Processes, and Capabilities relate to each of the RFP development efforts. This information will then be included to further substantiate the intent of IME to improve business maturity with this set of procurement activities.

### Deliverables

#### **3.2.5.1 Key Activity 1 Deliverables Requirement**

- *A SS-A in MITA Framework 2.0*

### FOX Deliverable Development

As previously discussed, FOX places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that will be applied to ensure top quality in all deliverables produced for this project. By applying these quality standards, working collaboratively with the Department to develop deliverables, and ensuring all draft and final deliverables are subject to internal quality assurance reviews, FOX will meet or exceed the requirements and expectations for all deliverables.



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**MITA SS-A**

The FOX Team will produce a MITA State Self-Assessment based on Framework 2.0 and current IME processes. This SS-A report will include the alignment of IME business units to the Business Areas and Processes defined in Framework 2.0, the current description of each Business Process in accordance with the IME model, the assessed level of As Is business maturity, To Be targets, identified gaps, and supporting technology needed to achieve the To Be targets. This information will include a summarized version in the Appendix E template for inclusion with the APD document.

Following figures are sample SS-A documents from our projects assisting Minnesota and Missouri with the preparation of their MITA SS-A:





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Figure 43: Missouri State Self-Assessment

MMIS Procurement Services  
Contract # C206047001

## MISSOURI

### MMIS Procurement Consulting Services Project

#### Analysis of Current MMIS and Preliminary MITA Assessment

**Deliverable #3**  
(RFP Section 3.2.3.0)

Prepared by:  
**FOX Systems, Inc.**  
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Telephone: 480-427-8184  
August 24, 2006

FOX Systems, Inc. Confidential

MMIS Procurement Services  
Contract # C206047001

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MMIS Procurement Services  
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4. 5

4.1

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5. 1

## 2. DMS Goals and Objectives

As part of an assessment of the current MMIS, FOX first looked at the State agency goals and objectives as well as the agency's vision for the future. Keeping in mind that it takes a minimum of two-to-three years to implement a new MMIS, when developing a strategic plan for the agency's systems, it is important to identify systems functionality that supports current goals and objectives, as well as a system that will support the agency's envisioned goals and objectives within the next five-to-ten years.

### 2.1 Mission of the Division of Medical Services (DMS)

"The purpose of the Division of Medical Services is to purchase and monitor health care services for low income and vulnerable citizens of the State of Missouri. The agency assures quality health care through development of service delivery systems, standards setting and enforcement, and education of providers and recipients. We are fiscally accountable for maximum and appropriate utilization of resources."<sup>1</sup>

### 2.2 Vision of the Division of Medical Services (DMS)

"Missouri's low income and vulnerable citizens will have access to excellent health care in order to maximize their quality of life and independence. We are committed to purchasing services that are cost effective and appropriate. We value and respect our partners in health care delivery."<sup>2</sup>

### 2.3 Medicaid Reform Initiative

Concerned about the dramatic increases in Medicaid expenditures (from \$26 million in FY 1968<sup>3</sup> to expenditures exceeding \$5.5 billion in FY 2005<sup>4</sup>), the Missouri State Legislature enacted Senate Bill 539. This bill established a Medicaid Reform Commission to recreate Missouri's Medicaid program. The current Medicaid program will sunset on June 30, 2008, unless the legislation is repealed.

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<sup>1</sup> Missouri Department of Social Services, Division of Medical Services webpage at <http://www.dss.mo.gov/dms/>

<sup>2</sup> *Ibid.*

<sup>3</sup> The Missouri State Executive Budget Report, Fiscal Year 1969-1970

<sup>4</sup> Missouri Department of Social Services, Program and Service Delivery Report for FY 2005

FOX Systems, Inc. MMIS Analysis & MITA Assessment Page 8



## Performance Measures

### **3.2.5.1 Key Activity 1 Performance Measures Requirement**

- *Complete the conversion of the SS-A Framework 2.0 no later than April 1, 2009 so that it will be used as a resource in the development of the RFPs*

## Complete Conversion of SS-A Framework 2.0

FOX will submit a MITA State Self-Assessment based on Framework 2.0 and current IME processes no later than April 1, 2009, and will use the results of the SS-A as a resource in the development of RFPs for Iowa.

## 4.2.6.5.2 Key Activity

### **3.2.5.2 Key Activity 2 Requirement**

- *Near the conclusion of the IME procurement process for all IME contracts, update Iowa's SS-A so that it is current with all newly procured processes and technologies and in the most current CMS format.*

Near the conclusion of the IME procurement process for all IME contracts, the FOX Team will produce an updated MITA State Self-Assessment that is current with all newly procured processes and technologies and in the most current CMS format.

As described above, this engagement will include an SS-A update process after the procurement of new contracts is complete or the implementation of new contractors and solutions is complete. Either way, our approach will allow the FOX Team to lead the IME stakeholders through a review of the proposed To Be capabilities, auditing whether or not the procurement or implementation results are on target to achieve these business goals. Note: If this procurement included IV&V activities, the FOX Team would monitor this real-time, through implementation, so there would not be "surprises" when renewing the SS-A. When the procurement meets the stated goals from the initial SS-A, the To Be goals now reflect the As Is reality. At this point, the IME stakeholders will need to establish new To Be targets, further developing the road map for continued improvement.

The FOX Team understands that IME's goal is to have an updated SS-A at the conclusion of the implementation project. We would recommend the updates occur *after implementation* to ensure the stated goals are achieved by each contractor. However, based on this RFP, the FOX contract with IME would end prior to full implementation, unless IME decides to amend the contract to include IV&V services. Based on this unknown, we are restating our intent to include two methods for completing the final updates to the SS-A as follows:

- If IME selects FOX and elects to add IV&V to the SOS, the FOX Team will monitor implementation activities from the foundation of To Be goals, ensuring procured vendors meet IME expectations. When met, the formerly identified To Be goals become the current state, or As Is, allowing IME to establish new To Be goals. The FOX Team will facilitate this process and update the documentation accordingly.



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- If IME selects FOX and elects **not** to add IV&V to the SOS, FOX would still create the As Is and To Be prior to the APD reflecting current and planned maturity, and follow the procurement project with an update process. However, the update would **presume** contracted vendors would meet IME's To Be goals without being able to audit and verify achievement. We would then work with IME to develop the next round of To Be milestones, but IME would be responsible for finalizing the updates based on implementation results.

As you can see, we are poised to assist in completing this task, regardless of the IME decisions related to IV&V, but clearly understand the nuances of different approaches dependent upon our role and full project scope. More information about our detailed methodology and approach are included here.

In addition to the continual improvement of the IME Program, the MITA Framework is continually evolving. Updates to the MITA Framework 2.0 have just been made available for use. The published Business Process documents, versioned 2.01, represent improvements from review and may now be used in the course of performing SS-A activities. Some business processes have more detail added, a couple processes are new, some processes remain unchanged, and a few are new business process placeholders. The HL7 MITA Project is currently developing the next generation of these Business Processes by modeling them using Unified Modeling Language (UML) protocols. This same group is also in the process of developing the Information Architecture by using HL7 Reference Information Model (RIM) standards and Medicaid data needs. Additional work is also being done by the Technical Advisory Board (TAC) to revise the Technical Architecture. As technology evolves, and as States are moving forward with new technology, the collective knowledge about how technology supports the business of Medicaid continues to improve. Other updates to Framework 2.0 are expected by the estimated date of conclusion for the IME procurement process. FOX has staff that participate in all of the above-mentioned workgroups and will ensure IME is leveraging the most up-to-date, publicly available Framework information throughout the course of this engagement.

The templates that describe MITA Business Processes that were used to collect the data for requirements analysis can be updated to reflect the most current CMS format to support an updated SS-A. Key to this task will be updating the sections of the templates that apply to the maturity assessment to reflect the new As Is maturity level of IME processes and re-focus the To Be maturity levels to future goals. FOX will work with Iowa to customize the MITA SS-A approach to this task and will work collaboratively with IME to determine the best way to apply our methodology to the task of updating the SS-A to the most current CMS format and basing it on the most current IME procured processes and technologies.

### **Contractor Responsibilities**

#### ***3.2.5.2 Key Activity 2 Contractor Responsibilities Requirement***

- *Update Iowa's SS-A to reflect all recently procured processes and technologies*
- *Document where there were advancements in maturity levels and make recommendations for the next steps to advance maturity levels further*
- *Document the SS-A process in the most current CMS format*



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FOX will be responsible for updating Iowa's State Self-Assessment to reflect all recently procured processes and technologies, documenting advancements in maturity levels and making recommendations for next steps to advance maturity levels further, and documenting the updated SS-A in the most current CMS format at that time.

As mentioned above, the initial work to align IME with Framework 2.0 will establish the roadmap for this procurement. Upon completion of the implementation activities, the previously identified To Be goals should reflect the As Is state of operations. This necessitates establishment of new To Be goals for the next round of procurement. Leveraging this methodology as requested in this RFP truly represents the CMS goals of continued process maturity improvement and may be seen as a model for other States to follow. The FOX Team is committed to working with IME stakeholders to ensure the most current IME and Framework information are used through the course of this engagement. While we will not be able to base the new As Is on full implementation information due to the nature of the RFP requirements (i.e. ending prior to implementation with no IV&V activities unless the SOS is amended to include these activities) the FOX Team is committed to completing the updates and training an IME resource to update the SS-A after implementation activities are complete.

The MITA process is continually evolving. Updates to the MITA Framework 2.0 have just been made available for use. The published Business Process documents, versioned 2.01, represent improvements from review and may now be used in the course of performing SS-A activities. Some business processes have more detail added, a couple processes are new, some remain unchanged, and a few are new business process placeholders. The HL7 MITA Project is developing the next generation of these Business Processes by modeling them using Unified Modeling Language (UML) protocols. This same group is also in the process of developing the Information Architecture by using HL7 Reference Information Model (RIM) standards and Medicaid data needs. Additional work is also being done by the Technical Advisory Board (TAC) to revise the Technical Architecture. As technology evolves, and as States are moving forward with new technology, the collective knowledge about how technology supports the business of Medicaid continues to improve. Other updates to Framework 2.0 are expected by the estimated date of conclusion for the IME procurement process. FOX staff participate in all the above-mentioned workgroups and will ensure IME is leveraging the most up-to-date, publicly available Framework information through the course of this engagement.

The templates that describe MITA Business Processes that were used to collect the data for requirements analysis can be updated to reflect the most current CMS format to support an updated SS-A. Key to this task will be updating the sections of the templates that apply to the maturity assessment to reflect the new As Is maturity level of IME processes and re-focus the To Be maturity levels to future goals. Because Iowa will be procuring new processes and technologies, some MITA Business Processes will mature to a higher level and will need new To Be goals identified. FOX will work with Iowa to customize the MITA SS-A approach to this task and will work collaboratively with IME to determine the best way to apply our methodology to the task of updating the SS-A to the most current CMS format and basing it on the most current IME procured processes and technologies.



## Deliverables

### **3.2.5.2 Key Activity 2 Deliverables Requirement**

- *A report summarizing in an executive summary, the advancement of the IME as a result of the new procurements*
- *SS-A updated and presented in the most current CMS format at the conclusion of the procurement process*

## FOX Deliverable Development

As previously discussed, FOX places a great deal of emphasis on the quality and content of deliverables. We have rigorous quality standards that will be applied to ensure top quality in all deliverables produced for this project. By applying these quality standards, working collaboratively with the Department to develop deliverables, and ensuring all draft and final deliverables are subject to internal quality assurance reviews, FOX will meet or exceed the requirements and expectations for all deliverables.

## Executive Summary Report

The FOX Team will produce an Executive Summary Report outlining the advancement in maturity levels of the IME as a result of procurements and recommending next steps to advance maturity levels further.

## Updated MITA SS-A

The FOX Team will also produce an updated MITA State Self-Assessment that is current with all newly procured processes and technologies and in the most current CMS format.

## Performance Measures

### **3.2.5.2 Key Activity 2 Performance Measures Requirement**

- *The summary report will be submitted to the Department for approval no later than September 1, 2012*
- *The updated SS-A will be submitted to the Department for approval no later than October 1, 2012*

## Summary Report

FOX will submit a Summary Report outlining the advancement in maturity levels of the IME as a result of procurements and recommend next steps to advance maturity levels further. This report will be submitted no later than September 1, 2012.

## Updated MITA SS-A

FOX will submit an updated MITA State Self-Assessment that is current with all newly procured processes and technologies and in the most current CMS format no later than October 1, 2012.

If the SOS is amended to include IV&V activities, the date for producing these deliverables would align with the conclusion of the implementation phase, allowing for validation of To Be target accomplishments as the current maturity level and establishment of new To Be goals.



## 4.2.7 CORPORATE ORGANIZATION, EXPERIENCE AND QUALIFICATIONS

FOX is richly experienced and a leading consultant to State Medicaid programs who seek assistance with MMIS planning, MITA SS-A, requirements analysis, procurement support, and project oversight such as quality assurance, quality control, and IV&V services. We are also a key contractor in assisting CMS with the development of MITA. This section of our proposal highlights FOX qualifications, background, and relevant experience.

Additionally, our long-standing relationship with Iowa Department provides a solid knowledge base of the Department’s programs, services, and IT infrastructure.

### 4.2.7.1 Background information

*The bidder shall provide the general background information as shown in sections 4.2.7.1.1 through 4.2.7.1.11 on pages 32 to 33 of the RFP.*

The following table outlines FOX background information in response to RFP requirements 4.2.7.1.1 through 4.2.7.1.11.

**Table 13: FOX Background Information**

RFP Section	RFP Requirement	FOX Response
4.2.7.1.1	Name, address, telephone number, fax number and e-mail address of the bidder include all d/b/as or assumed names or other operating names of the bidder	Fox Systems, Inc. 6263 N. Scottsdale Road, Suite 200 Scottsdale, AZ 85250 Phone: (480) 423-8184 Fax: (480) 423.8108 Email: <a href="mailto:desh.ahuja@foxsys.com">desh.ahuja@foxsys.com</a>  Fox Systems, Inc. (FOX) is a part of the Affiliated Fox Group, Inc.
4.2.7.1.2	Form of business entity, i.e. corporation, partnership, proprietorship, LLC	Fox Systems, Inc. (FOX) is a corporation.
4.2.7.1.3	State of incorporation, state of formation, or state of organization.	FOX is incorporated in California.
4.2.7.1.4	Identify and specify the location(s) and telephone numbers of the major offices and other facilities that relate to the bidder’s performance under the terms of this RFP.	FOX Corporate Headquarters 6263 N. Scottsdale Road, Suite 200 Scottsdale, AZ 85250 Phone: (480) 423-8184
4.2.7.1.5	Local Office address and telephone number (if any).	FOX does not have a local office in Des Moines, IA.
4.2.7.1.6	Number of employees	171
4.2.7.1.7	Type of business	Company that provides high quality technical and management consulting services to public and private healthcare organizations.
4.2.7.1.8	Name, address and telephone number of the bidder’s representative to contact	Angie Jared, Proposal Manager 6263 N. Scottsdale Road, Suite 200



RFP Section	RFP Requirement	FOX Response
	regarding all contractual and technical matters concerning this proposal.	Scottsdale, AZ 85250 (480) 423-8184, ext. 5907
4.2.7.1.9	Name, address and telephone number of the bidder's representative to contract regarding scheduling and other arrangements	Angie Jared, Proposal Manager 6263 N. Scottsdale Road, Suite 200 Scottsdale, AZ 85250 (480) 423-8181, ext. 5907
4.2.7.1.10	Identify the bidder's accounting firm	Moss Adams, LLC
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.	FOX is registered to do business in the State of Iowa.  Date of Registration: 9/15/08 Registered Agent: CT Corporation System

#### 4.2.7.2 Experience

*The bidder shall provide information regarding its experience as indicated in sections 4.2.7.2.1 through 4.2.7.2.6 on pages 33 to 34 of the RFP.*

When a State seeks an MMIS Consultant, it expects to purchase skilled staff, solid methodologies, implementation of lessons learned, and best practices. Each of these expectations are met within the FOX methodology for project management by our adherence to industry standards, modified to meet the specific needs of our Medicaid clients through more than 21 years of experience and refined to a greater level of specificity for Iowa Department. It is our goal to leverage each of these components to support this Department project.

As a Medicaid and health care IT thought leader, FOX has had long-standing involvement with national standards organizations and Federal projects that are shaping the future of Medicaid and the health care industry as a whole. For example, FOX is currently a key subcontractor for the Centers for Medicare & Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) Project. We are providing Medicaid subject matter expertise and recommendations regarding enabling technologies and the use of technical and data standards to produce the MITA model for the future Medicaid system.

Furthermore, FOX dedicates considerable resources to knowledge management and participation in national organizations and standards-setting bodies. Our involvement at the national level is driven by our commitment to improving Medicaid and, in particular, in furthering the fundamental movement across the industry toward Health Information Exchange (HIE), Electronic Health Records (EHRs), and Personal Health Records (PHRs). We firmly believe that advances in these areas will enhance treatment and care, improve safety, and control health care costs. From the American National Standards Institute (ANSI) to X12, in the National Council for Prescription Drug Programs (NCPDP) and the Workgroup for Electronic Data Interchange (WEDI), in addition to the Public Health Data Standards Organization (PHDSO) and Health Level 7 (HL7), FOX not only participates, but has assumed leadership roles to represent Medicaid interests as standards are defined and decisions are made that will shape health care and health care technology in the 21<sup>st</sup> century.



#### 4.2.7.2.1 Number of Years in Business

*Number of years in business.*

FOX was established in 1987. We have been in business for over 21 years.

#### 4.2.7.2.2 Number of Years Experience

*Number of years experience with providing the three specific types of services sought by the RFP. The three specific types of service are the comparative analysis with the insurance industry "best practices", experience developing and writing a Medicaid RFP and developing a MITA State self-assessment.*

### COMPARATIVE ANALYSIS

FOX has developed a technology profile model that is updated to reflect the latest trends in MMIS, health care, and other public programs systems supporting technology and application functionality. We use this technology profile model to develop a Gap Analysis that compares State-specific technology standards and practices to those that are "Best Practices."

FOX is well-respected throughout the industry for its knowledge and familiarity with innovations and the application of technology for Medicaid. At both the State and Federal level, our clients have depended on us for more than 21 years to guide them through the complex world of technology in order to identify and implement technology that supports business needs.

Since this is one of our core competencies, we have developed and are continuously maintaining and updating the FOX technology reference model with details regarding MMIS systems, their core and extended sets of functionality. FOX is a proponent of open standards and the adoption Commercial-Off-The-Shelf (COTS) software as it may meet Medicaid requirements.

Our Public Health practice also includes information systems assessment and quality oversight over Women, Infants, and Children (WIC) and the National Electronic Disease Surveillance System (NEDSS) projects in numerous States, including New Mexico and Louisiana. Outside Medicaid, there are a number of key technology projects that hold the promise of both speed of development and ease of maintenance. For example, FOX is on the Healthwatch team in Minnesota that is using the @Vantage framework for the development of the Medicaid eligibility determination system for Minnesota. This broad cross section of public information systems knowledge enables us to make a significant contribution of knowledge to support technology needs assessment for the Iowa Medicaid Enterprise Services Procurement project.

Our constant activities related to MMIS procurement and implementation support keep us current on all systems and variations that are available for transfer and implementation in the United States and the territories. The FOX technology reference model database identifies the many key functional and technological components of all systems currently being marketed to



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State Medicaid agencies for both MMIS and significant components, such as stand-alone SURS and Decision Support Systems.

**RFP Development**

FOX understands that *one size does not fit all* and we have helped many States, including Iowa, with finding alternative and innovative approaches to procurements to meet their specific needs. We have developed MMIS RFPs for the following States:

- Montana (2008)
- Missouri (2006)
- Michigan (2005)
- Mississippi (2005)
- North Dakota (2004)
- Iowa (2003)
- Tennessee (2003 and 2006)
- Alaska (1993 and 2000)
- Florida (1992, 2000 and 2005)
- Georgia (1998 and 2006)
- Nevada (1998)
- Arkansas (1996)
- Louisiana (1995)
- New Mexico (1994)
- Virginia (1992)

**FOX Experience**

- **MMIS RFPs are our core business**
- **Worked with three-fourths of the State Medicaid Agencies**
- **Leadership with CMS on MITA, MHCCM, and Certification Manual Update projects**
- **Superior tools and methodologies**
- **Knowledge of the latest technology and its impact on MMIS**
- **Knowledge of the latest MMIS vendor systems (First Health, ACS Omnicaid, EDS interChange, CNSI, and Unisys Health Pas)**

FOX has extensive Independent Verification & Validation (IV&V) and Quality Assurance (QA) experience, and we have performed MMIS IV&V/QA projects for the States of Alaska, Florida, Georgia, Mississippi, Missouri, New Mexico, Oregon, Tennessee, Texas, and New Hampshire. We are currently conducting projects for the States of Florida, Mississippi, New Hampshire, and Oregon that include Medicaid systems replacement QA and IV&V components.

As mentioned in the transmittal letter, we have worked for three-fourths of the State Medicaid agencies, as well as with departments of behavioral health, public health, county health, and the Indian Health Services. We have participated in the Planning Phase for many State MMIS replacement projects over the past decade, including Iowa, as well as Alaska, Florida, Georgia, Mississippi, Missouri, North Dakota, Oregon, and Tennessee.

**MITA SS-A Development**

FOX has worked on the CMS MITA contract from the beginning of the project in 2002 and we are now the prime contractor for the MITA Phase II work. We have incorporated the principles





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of MITA wherever possible into our State MMIS requirements and RFP projects and we have fully integrated the MITA framework into the methodology and tools that we developed to assist States with MITA-aligned self-assessments.

With the CMS publication of MITA Volume 1.0, FOX worked with CMS and early adopter states to formalize the SS-A process. Upon publication of MITA Framework 2.0, FOX began assisting states in completing the formal SS-A documentation. Following is a table listing the MITA SS-A and related services FOX has been contracted to provide to State Medicaid agencies:

**Table 14: FOX MITA SS-A Contracted Services**

State	MITA SS-A	Detailed Strategic Planning	APD/IAPD Development	RFP Development	Other
Georgia		✓	✓	✓	MITA Level Assessment
Kansas	✓				
Maryland	✓	✓			
Minnesota	✓	✓	✓		UML/BPEL
Mississippi	✓				
Missouri	✓				
Montana	✓	✓	✓	✓	
Nevada	✓	✓	✓		
Utah	✓	✓	✓	✓	

As an contractor assisting CMS with MITA Phase II work, FOX is providing information technology (IT) and subject matter expertise to develop models for Business, Information, and Technical Architecture which form the MITA Framework. This project is defining the future basis for State MMIS applications that are expected to operate in a universe of standards-driven, interoperable systems. This architecture will also make it possible for Iowa Department to work more closely with other agencies and to eventually operate in a National Health Information Network (NHIN) environment that includes the exchange of both clinical and administrative information.

FOX has contributed to many of the fundamental principles of MITA, and we have an ongoing role in the development of the MITA architecture. This ensures that all FOX consultants have the most up-to-date publicly available information about MITA. We also have Medicaid consultants in the field, working with State clients on MMIS re-procurement, implementation, HIPAA remediation, independent IV&V projects, and MITA SS-A projects. These staff members are able to bring the most current understanding of MITA to our clients.

FOX field staff members have been trained to apply the current MITA Preparation for State Transition and Implementation Planning methodology for assessing a State’s current business capabilities, determining goals for improvements, and developing a strategic plan for transformation. This document outlines the MITA approach for conducting a thorough, enterprise-wide gap analysis of a State’s current business processes in light of a State’s goals for strategic improvements.



**Project Management, Quality Assurance, and IV&V Services**

As mentioned above, FOX has been providing project management, quality assurance, and IV&V services for public sector information system development and implementation projects since 1987. We have recently begun IV&V activities for MMIS re-procurement projects for the District of Columbia and the State of Missouri, and the State of Georgia. FOX Teams are currently deployed to provide IV&V services for the following MMIS Re-procurement projects: District of Columbia and the States of California, Montana, Florida, New Hampshire, New York, Oregon, Missouri, and Georgia.

Following is a table containing a description of the MMIS IV&V projects we have participated in over the last 10 years, as well as the verification and validation services performed for each project. This table includes services provided as part of the Iowa Fiscal Agent Support Services Procurement project and the Iowa NPI Implementation project:

**Table 15: FOX IV&V Experience Related to MMIS Projects**

State of Alaska, Division of Health Care Services
<p><b>Year(s)</b> ..... 11/2000 – 09/2007  <b>Project</b> ..... MMIS Procurement, IV&amp;V and Project Management Office (PMO) Project  <b>FOX Role</b> ..... Prime Contractor</p> <p><b><u>Project Description</u></b></p> <ul style="list-style-type: none"> <li>▪ Support initial procurement project</li> <li>▪ Conduct Requirements Analysis</li> <li>▪ Conduct Cost/Benefit Analysis</li> <li>▪ Conduct Alternatives Analysis</li> <li>▪ Develop APD</li> <li>▪ Develop RFP</li> <li>▪ Support evaluation of Vendor proposals</li> <li>▪ Provide IV&amp;V services during implementation efforts</li> <li>▪ Conduct full HIPAA Gap Analysis</li> <li>▪ Trained staff on transaction formats, and security and privacy requirements</li> <li>▪ NPI Gap Analysis</li> <li>▪ IV&amp;V of NPI system development</li> </ul>
State of California, Department of Health Care Services
<p><b>Year(s)</b> ..... 10/2007 - Ongoing  <b>Project</b> ..... MMIS RFP Procurement Assistance  <b>FOX Role</b> ..... Prime Contractor</p> <p><b><u>Project Description</u></b></p> <ul style="list-style-type: none"> <li>▪ Develop and maintain project plan</li> <li>▪ Prepare progress and status reports</li> <li>▪ Provide expertise related to procurement strategies</li> <li>▪ Provide expertise related to advancements and innovations in claims processing and reporting systems</li> <li>▪ Develop language to encourage free and open competition</li> <li>▪ Provide expertise to cost the contract</li> <li>▪ Provide methodologies for creating a 'level playing field'</li> <li>▪ Gather information for defining current MMIS and medical policy</li> <li>▪ Prepare Risk Reports</li> </ul>



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- Perform Needs Assessment
- Develop Scope of Work exhibits for the options of Takeover, Operations, and Replacement
- Assist in facilitating Bidders' Conference
- Participate in high level management meetings

**State of Florida, Agency for Health Care Administration**

**Year(s)** ..... 10/2004 - Ongoing  
**Project** ..... Development of a New MMIS and Decision Support System (DSS)  
**FOX Role** ..... Prime Contractor

**Project Description**

- Establish a Project Management Office (PMO)
- Assess Medicaid business requirements for claims processing and information retrieval
- Develop "Make or Buy" analysis
- Recommend replacement MMIS and DSS solutions
- Develop technical components of MMIS and DSS Procurement RFP
- Assist with proposal evaluation
- Assess Florida's readiness for MMIS (Results were presented at 2005 MMIS Conference)
- Provide project oversight
- Provide IV&V services

**State of Georgia, Department of Community Health**

**Year(s)** ..... 10/2004 - Ongoing  
**Project** ..... MMIS Pre- and Post-Procurement Services  
**FOX Role** ..... Subcontractor to CapGemini

**Project Description (FOX Activities)**

- Perform Strategic Options Analysis and Planning
- Interview business users
- Identify and level assess all programs' business processes mapped to MITA
- Review MMIS Technical Capabilities to support Business Processes
- Analyze future Medicaid business needs and technology
- Identify targeted capabilities
- Make recommendations to move MMIS to a higher MITA Maturity Model Capabilities Level considering cost effectiveness and administrative efficiency
- Prepare RFP
- Develop an Evaluation Manual
- Assist with responses to Vendor proposal questions related to RFP
- Assist with overall proposal evaluation process

**State of Iowa, Department of Human Services**

**Year(s)** ..... 08/2002 – 06/2004  
**Project** ..... Fiscal Agent Support Services - Procurement Project  
**FOX Role** ..... Prime Contractor

**Project Description**

- Assess current MMIS and FA operations
- Evaluate current HIPAA remediation efforts and make recommendations on requirements for vendor compliance
- Identify existing system requirements and future enhancements through a series of Joint Application Development (JAD) meetings
- Evaluate options for obtaining future FA services
- Provide recommendations to Iowa Department management
- Prepare Request for Information (RFI) to obtain vendor input into procurement options
- Prepare RFP



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- Provide technical support for the evaluation and selection process

Deliverables included:

- Description of current operation and scope of work for the FA contractor
- Technical description of MMIS including system software, hardware, and operating environment
- Recommendations on structure for the procurement and relative state versus contractor functions
- Report on HIPAA readiness and recommended strategies for vendor requirements to be incorporated into MMIS
- Requirements analysis document
- Report of findings and recommendations from Vendor RFI
- Draft and Final RFP
- Evaluation guide and training materials
- Technical assistance for evaluators

**State of Iowa, Department of Human Services**

**Year(s)** .....2/2005 – 11/2007

**Project** .....NPI Implementation Project

**FOX Role** .....Prime Contractor

**Project Description**

- Analysis of the various programs and vendors involved in the Iowa Medicaid Enterprise
- Assessing the business processes involved with those programs
- Determination of the impact of NPI on business processes that required provider identification
- Determination of the policy decisions required for NPI implementation
- Analysis of the impact on programs and vendors related to those policy decisions
- Suggesting possible language to define the policies and program changes
- Assessment of risks related to policy or program changes
- Creation of a work plan for NPI implementation and testing
- Management of the implementation project in three phases
- Management of the testing schedule and results documentation
- Conduct of weekly meetings to review changes and testing results and make assignments for further testing
- Monitoring the implementation process based on the testing results
- Determination of new policy and program direction, such as contingency period operations and when to go live

**State of Kansas, Health Policy Authority**

**Year(s)** .....Phase I: 8/2006 – 12/2006; Phase II: 7/2007 – 10/2007

**Project** .....MITA Enterprise Assessment

**FOX Role** .....Prime Contractor

**Project Description**

- Reviewed strategic goals and objectives during MITA EA projects and assisted State Medicaid agencies in measuring their current business processes and system capabilities against the MITA Framework 2.0
- Assisted the individual assessment teams with development of a 'state specific' project plan
- Developed/modified organizational hierarchy through interviews with key managers and stakeholders
- Assisted the State in defining the systems that support their organization as well as recording these within the RAMS MITA module
- Defined As-Is processes through interviews with key managers, stakeholders and SMEs and



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- reviewed business process documentation
- Mapped As-Is processes to one of the eight management areas listed in the Business Process Model
- Assigned a capability or maturity level to As-Is business processes that support the organization; determined jointly with the State. Reviewed As-is business processes from both the organizational perspective and the MITA perspective
- Selected to be MITA capabilities to support the organization; mapped to the appropriate maturity level in the To-Be environment
- Reviewed Self-Assessment
- Finalized two MITA: one on the As-Is foundational MITA EA, and one on both the As-Is and To-Be information
- Assigned As-Is capabilities

**Michigan Department of Community Health**

**Year(s)** .....08/2004 – 3/2005

**Project** .....Procurement Support for MMIS Replacement Project

**FOX Role** .....Prime Contractor

**Project Description**

- Assisted Michigan in its goal to become an early adopter of MITA
- Conducted a business case analysis of current Medicaid business activities
- Conducted Joint Application Development (JAD) sessions to define requirements for the new system
- Performed requirements analysis
- Prepared IAPD
- Developed a comprehensive document used for proposal evaluation
- Advised the State on Medicaid and MMIS procurement strategies
- Developed RFP
- Developed proposal evaluation guidelines and criteria
- Assisted with facilitating Bidders' Conference and developing responses to vendors' questions

**Mississippi Division of Medicaid**

**Year(s)** .....02/2005 – 06/2007

**Project** .....Medicaid Fiscal Agent and MMIS Procurement and Implementation – Planning and QA/IV&V Services

**FOX Role** .....Prime Contractor

**Project Description**

- Provided technical analysis and assessment of current MMIS
- Documented prospective business and technical needs
- Identified and evaluated MMIS replacement options through alternatives analysis
- Prepared Cost Benefit Analysis
- Developed MMIS “takeover with enhancements” RFP
- Provided proposal evaluation support
- Monitored all facets of project including implementation plan, design documentation, system testing and interfaces, conversion, pilot implementation, and statewide deployment plan
- Identified any deficiencies and recommended solutions
- Evaluated FA deliverables and recommend corrective action plan (when necessary)
- Ensured compliance with all Federal and State requirements
- Ensured Project Work Plan Review Team generates a day-to-day implementation and roll-out punch list
- Prepared documentation for any Federal reviews
- Provided project management services during DDI phase



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Iowa Medicaid Enterprise**

- Developed and maintained Project Management Plan
- Coordinated all efforts throughout project to ensure all HIPAA requirements were met

**Missouri Department of Social Services, Division of Medical Services**

**Year(s)** .....05/2006 - Ongoing  
**Project** .....MMIS Procurement Consulting and Independent Verification and Validation (IV&V) Services  
**FOX Role** .....Prime Contractor

**Project Description**

- Provided analysis, planning and performance of MITA assessment
- Prepared draft and final RFP with contractor requirements
- Developed APD
- Prepared Evaluation Manual
- Assisted with Vendor proposal response to questions related to the RFP
- Provided "bid" support
- Providing IV&V services

Additional services:

- Developed RFP for Pharmacy and Clinical Services unit to include: fiscal and medical appropriateness edits, drug rebate processing, price posting, prospective and retrospective utilization drug review, maintenance of the drug formulary, and selected Internet functionality for providers and pharmacists
- Provided evaluation support
- Providing IV&V services during implementation phase

**State of Montana, Department of Public Health and Human Services**

**Year(s)** .....12/2007 - Ongoing  
**Project** .....MMIS Procurement Consulting and Independent Verification and Validation (IV&V) Services  
**FOX Role** .....Prime Contractor

**Project Description**

- Analyze and evaluate current MMIS, business processes and staffing
- Perform project start-up activities
- Develop Project Plan
- Assess current MMIS architecture
- Assist Montana with performing MITA State Self-Assessment
- Complete current System Architectural Design Report
- Assess MMIS options: continuing with current MMIS, pursuing enhancements or replacement
- Assess replacement options
- Perform cost benefit analysis
- Provide recommendations for MMIS options
- Facilitate detailed requirements gathering sessions
- Develop high-level system requirements
- Assist in developing IAPD
- Assist in developing RFP
- Assist Montana with the RFP review process and with the RFP evaluation plan
- Train Montana staff on evaluation protocol

**State of New Hampshire, Department of Health and Human Services**

**Year(s)** .....12/2004 - Ongoing  
**Project** .....MMIS Quality Assurance Services Project  
**FOX Role** .....Prime Contractor



**Iowa Department of Human Services  
Iowa Medicaid Enterprise**

**Project Description**

- Providing project management, monitoring, planning, quality assurance and IV&V services for New Hampshire's MMIS replacement project
- Developed project planning documents
- Scheduled and reviewed current Medicaid operations in the context of integrating best practices and improving business processes
- Providing QA/IV&V services during DDI phase of MMIS implementation
- Ensuring that selected system is HIPAA compliant
- Ensuring that acceptance test plans include full testing of HIPAA requirements

**State of New York, Department of Health**

**Year(s)** .....09/2006 - Ongoing

**Project** .....Quality Assurance Services Related to MMIS/Data Warehouse/Fiscal Agent Services

**FOX Role** .....Prime Contractor

**Project Description**

- Providing quality assurance and monitoring of current fiscal agent contract
- Assisting with the procurement of a contractor(s) for the Electronic Medicaid System and Data Warehouse
- Reviewed Data Warehouse design documentation
- Reviewed invoice billing for evolution projects
- Participating in weekly meetings, including preparing agendas and minutes
- Developing two (2) RFPs – one for the Data Warehouse and the other for the MMIS
- Provide ongoing critical review and assessment of performance of both fiscal agents for 12-month period after “new” fiscal agent system implementation
- Provide ongoing review of operations and system evolution

**State of North Dakota, Department of Human Services**

**Year(s)** .....04/2004 - 6/2005

**Project** .....MMIS Replacement Project – Procurement Support

**FOX Role** .....Prime Contractor

**Project Description**

- Reviewed documentation
- Conducted staff interviews
- Facilitated JAD sessions with key users and stakeholders associated with each core business process area
- Performed technical needs analysis
- Performed business needs analysis
- Documented prospective business and technical needs
- Identified and evaluated all MMIS replacement options via an alternatives analysis
- Prepared Cost Benefit Analysis
- Prepared APD
- Developed MMIS replacement RFP
- Prepared proposal evaluation materials including Evaluation Manuals and Evaluation Tools
- Provided “train the trainer” evaluation training sessions
- Provided contract negotiation technical assistance
- Provided ongoing project management

**State of Oregon, Department of Human Services**

**Year(s)** .....04/2005 - Ongoing

**Project** .....MMIS Quality Assurance Project

**FOX Role** .....Prime Contractor



**Project Description**

Providing the following services during the DDI Phase of Oregon’s MMIS Replacement Project:

- Quality Management Planning
- Quality Assurance
- Quality Control
- IV&V
- Risk Assessment

**State of Oregon, Department of Human Services**

**Year(s)** .....05/2001 – 03/2003

**Project** .....Requirements Analysis, Identification of Alternatives and Cost Benefit Analysis for Replacement MMIS

**FOX Role** .....Prime Contractor

**Project Description**

- Performed a series of formal and informal information gathering techniques
- Compared Oregon processes to the Medicaid HIPAA Compliance Concept Model (MHCCM)
- Identified processes the new MMIS might support
- Developed baseline, straw man model containing over 1200 requirements
- Developed a logical data and process model for the new MMIS
- Researched IT solutions used by other states
- Identified alternative MMIS options and applicable new technologies
- Performed Cost Benefit Analysis
- Assisted Oregon in the development of a range of options and selection of four final alternatives
- Developed Decision Support documentation
- Assisted with the completion of gap analysis and recommendations for HIPAA compliance for several Human Services programs

**State of Tennessee, Bureau of TennCare**

**Year(s)** .....06/2006 - Ongoing

**Project** .....Facilities Manager Take Over and Implementation

**FOX Role** .....Prime Contractor

**Project Description**

- Develop RFP and Pro Forma Contract to procure System Management and Business Process Management services
- Manage Procurement Process
- Contract Implementation Review
- Assess and Certify Readiness
- Monitor Transition

**State of Tennessee, Bureau of TennCare**

**Year(s)** .....10/2006 – 04/2007

**Project** .....New Managed Care Contractors

**FOX Role** .....Prime Contractor

**Project Description**

- Provided new MCO implementation support
- Assisted in reviewing documents
- Evaluated desk audit information
- Documented Work Requests for defects that FA must correct
- Documented System Change Requests for enhancements to be made by FA
- Performed extensive testing to ensure new MCOs are ready to start operations and receive



membership
<b>State of Tennessee, Bureau of TennCare</b>
<p><b>Year(s)</b> ..... 12/2000 – 05/2006  <b>Project</b> ..... MMIS Procurement, IV&amp;V and Project Management Office Services  <b>FOX Role</b> ..... Prime Contractor</p> <p><b>Project Description</b>          Performed tasks related to a multi-phase project for new TCMIS managed care system and data warehouse/DSS.</p> <ul style="list-style-type: none"> <li>▪ Facilitated Joint Application Design (JAD) sessions</li> <li>▪ Developed requirements using Information Engineering methodologies</li> <li>▪ Developed APD/RFP</li> <li>▪ Assisted with procurement and contract negotiations</li> <li>▪ Established and support Project Management Office (PMO)</li> <li>▪ Provided IV&amp;V services to assist Tennessee in the implementation phase of a new managed care-oriented MMIS</li> <li>▪ Conducted an Operations Impact Study</li> </ul>
<b>State of Utah, Department of Health, Division of Health Care Financing</b>
<p><b>Year(s)</b> ..... 3/10/08 - Ongoing  <b>Project</b> ..... Technical Assistance in Planning Activities for Replacement of MMIS System  <b>FOX Role</b> ..... Prime Contractor</p> <p><b>Project Description</b>          Perform tasks related to a multi-phase project for MMIS Replacement. Phases include:</p> <ul style="list-style-type: none"> <li>▪ Phase 1: MITA SS-A</li> <li>▪ Phase 2: Gap Analysis</li> <li>▪ Phase 3: Assessment of State Capacity</li> <li>▪ Phase 4: Cost Benefit Analysis</li> <li>▪ Phase 5: Request for Information</li> <li>▪ Phase 6: Proven Practices</li> <li>▪ Phase 7: Model System Architecture</li> <li>▪ Phase 8: Regional CMS face to face meetings.</li> <li>▪ Phase 9: Requirements Analysis and Documentation</li> <li>▪ Phase 10: Write DDI IAPD</li> <li>▪ Phase 11: Write RFP and Assist with the Procurement of a DDI Contractor.</li> <li>▪ Phase 12: Write RFP and Assist with the Procurement of a IV&amp;V Contractor.</li> </ul>

The following table contains FOX experience providing IV&V services for non-MMIS projects:

**Table 16: FOX IV&V Experience Related to Non-MMIS Projects**

<b>State of Iowa, Department of Human Services</b>
<p><b>Year(s)</b> ..... 2/2005 – 11/2007  <b>Project</b> ..... NPI Implementation Project</p> <p><b>IV&amp;V/QA Activities</b>          FOX conducted an NPI Assessment for the Iowa Medicaid Enterprise (IME). IME is a new MMIS configuration comprised of a variety of vendors conducting specific pieces of the Iowa Medicaid Program. Throughout the project, FOX is responsible for oversight of the IME NPI compliance activities including internal coordination, communication with external entities, and multiple systems, including:</p>



**Iowa Department of Human Services  
Iowa Medicaid Enterprise**

- Medicaid Management Information System (MMIS)
- Title XIX Eligibility system (TXIX)
- Individualized Services Information System (ISIS)
- Iowa Automated Benefits Calculation (IABC) system
- Iowa Medicaid Enterprise (IME) data warehouse
- Medicaid Quality Utilization Improvement Data System (MQUIDS)

IV&V/QA activities included:

- Suggested potential NPI implementation strategies
- Analyzed the risks related to the implementation strategy chosen
- Created a work plan for NPI implementation and testing
- Managed the implementation project in three phases
- Managed the testing schedule and results documentation
- Conducted weekly meetings to review changes and testing results and make assignments for further testing
- Monitored the implementation process based on the testing results
- Determined new policy and program direction, such as contingency period operations and when to go live

**State of Iowa, Department of Human Services**

**Year(s)** .....6/2006 – Ongoing  
**Project** .....SACWIS and CCMIS Services

**IV&V/QA Activities**

FOX is providing project oversight and IV&V services for the Department’s combined Statewide Automated Child Welfare Information System (SACWIS) / Child Care MIS (CCMIS) projects. While the CCMIS and SACWIS systems project was the result of a single procurement and has an integrated project management structure, the implementation of the two systems is very different. The CCMIS implementation involves the modification and implementation of a package childcare system. The SACWIS implementation involves the enhancement of an existing mainframe child welfare system, including the creation of a new graphical user interface (GUI).

IV&V/QA activities include:

- Attend project meetings, including design and planning sessions, as well as meetings to resolve specific issues
- Review the project for contract compliance, which involves the review of deliverables produced by the Implementation Contractor and review of the processes used to manage the project, both by the State and the Contractor
- Provide risk management and issue tracking maintain the issue tracking system.
- Perform periodic reviews of the SACWIS project work in progress to ensure that it remains in substantial compliance with the requirements of the federal SACWIS Assessment Review Guide
- Provide phase-end review of the project and collect, edit, and produce the project’s lessons learned documents

**State of Oregon, Department of Human Services**

**Year(s)** .....4/2006 – Ongoing  
**Project** .....SACWIS Planning & Quality Control

**IV&V/QA Activities**

FOX is a subcontractor to Walter R. McDonald & Associates for the identification and procurement of a new SACWIS system. We are providing Child Welfare and SACWIS experts to assist with planning, preparation of required federal documents, and development of the RFP for the Implementation Contractor. Based on PMBOK methodologies and standards, FOX has





**Iowa Department of Human Services  
Iowa Medicaid Enterprise**

performed project management support activities related to development of the following deliverables: Planning and Quality Control Work Plan; Initial risk assessment; evaluation and development of an Integrated Project Plan; DDI RFP Technical Proposal evaluation criteria; issue resolution process; and general quality control for Planning and Quality Control deliverables as well as facilitation of client/contractor meetings.

IV&V/QA activities include:

- Provide quality control oversight to ensure that the SACWIS components meet functional and performance requirements
- Assist with acceptance testing of the new SACWIS system

**State of Louisiana, Department of Health and Hospitals**

**Year(s)** .....4/1999 – 5/2006

**Project** .....WIC System Requirements Analysis and Procurement

**IV&V/QA Activities**

FOX provided procurement support for a comprehensive integrated information system to support the delivery of WIC services for the Louisiana Office of Public Health, Women, Infant, and Children (WIC) program. We assisted the State in acquiring an integrated WIC clinic management system to replace the legacy Louisiana system, Passport. We identified both functional and technical requirements and performed an alternative analysis of existing public domain WIC software. We also assisted the State in preparing the system implementation plan conforming to the USDA Implementation Advanced Planning (IAPD) format using the guidelines set forth in the FNS Handbook 901. In addition, we assisted in the procurement process to acquire WIC software.

IV&V/QA activities include:

- Testing and data conversion
- Training of State staff
- Production cut-over oversight
- Post-implementation review

**State of New Mexico, Department of Health**

**Year(s)** .....8/2001 – Ongoing

**Project** .....WIC System Requirements Analysis and Procurement

**IV&V/QA Activities**

FOX has provided IV&V services on the following DOH IT projects over the years:

- Community Provider Payment System
- Integrated Network for Public Health Official Records Managements (INPHORM) Project
- Behavioral Health InfoMC Project
- Facilities System Enhancement Project (FSEP)
- E-Learning Project
- Health Alert Network (HAN)
- New Mexico Electronic Disease Surveillance System (NM EDS) Project
- Nurse Health Advice Line
- Families, Infants and Toddlers (FIT) Claiming Project.

We provided IV&V oversight for all phases in the system development life cycle for these projects, from initial planning and requirements management through system acquisition, testing, training, and implementation.



#### 4.2.7.2.3 Technical Experience

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

FOX has developed and grown to be one of leading organizations providing services to State Medicaid programs because we have the unique ability to assist States in developing innovative approaches to address the complex business and technical issues associated with State Medicaid programs, including Iowa. This track record of innovation is exemplified by the following significant projects in FOX's history which includes the IME Design project:

- **Arizona PMMIS** (1987-1991). FOX was responsible for the reporting subsystem design for the Prepaid Medicaid Management Information System (PMMIS), which was the first new MMIS design since 1987, and the first MMIS designed to support a completely managed care Medicaid Program, the Arizona Health Care Cost Containment System (AHCCCS). PMMIS was innovative in design, not only because of its member centric design, but also because it was one of the first Medicaid system designed around a fully relational data model and specifically developed to support both fee-for-service and managed care models.
- **Virginia MMIS** (1994-1996). FOX contracted with the Virginia Department of Medical Assistance Services to design a completely new MMIS for the Virginia Medicaid System. This design effort was the first to use contemporary CASE tools for data and process modeling, and the first FOX project to use the FOX straw man model for business-driven requirements development.
- **Georgia Department of Community Health** (1996-1999). FOX was contracted by the Georgia department of Social Services (later the Department of Community Health) to develop a new contracting model for Medicaid that followed the FOX requirements development methodology, but specified a multiple solution "best of breed" approach to contracting. For Medicaid this was the first "best of cluster" contracting model nationally.
- **Nevada Medical Assistance Department** (1998 - Subcontractor to TRW). FOX staff assisted with a business process reengineering study to analyze and document the State of Nevada Medical Assistance Department's Medicaid legacy system to identify deficiencies in the current operating environment, to create a To-Be model, and examine alternatives for improving the business and systems environment. We examined the status quo (an uncertified system), build or transfer, State-operated, and Fiscal Agent options. We presented a cost/benefit analysis for each alternative and presented these findings to State legislators, IT management, and agency executives.
- **CMS Medicaid HIPAA Compliant Concept Model (MHCCM)** (2000-2003). FOX was subcontracted to CMS to assist in the implementation of HIPAA regulations through the development of a methodology and a shared business model that encapsulated all known Medicaid business processes in a business model that was the first conceptual view of a Medicaid enterprise.



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- **CMS Medicaid Information Technology Architecture (MITA)** (2003-present). As CMS sought to define new approaches to Medicaid systems, it contacted with FOX to provide the subject matter expertise for the business model, based on MHCCM and the FOX straw man model.
- **Iowa Medicaid Enterprise Design** (2003-2005). The Iowa Department of Human Services (Department) contracted with FOX to develop the requirements for their MMIS and Fiscal Agent contract. FOX and Iowa Department developed a completely new approach to contracting for Medicaid and a new business model, the Iowa Medicaid Enterprise that established a performance-based contracting model for multiple contractors using a “best of breed” approach.
- **Missouri MMIS Requirements and Procurement Support** (2006-present). FOX was contracted by the Missouri Department of Social Services to develop the requirements for a replacement MMIS, assist with a MITA SS-A, conduct a cost/benefit analysis and assist in an alternatives analysis to choose the fulfillment approach for the replacement MMIS. From the alternative analysis, Missouri chose an MMIS reengineering to replace the MMIS sequentially, and to preserve the business logic present in the legacy MMIS.
- **Minnesota MITA Assessment** (2007-present). Earlier this year, the Minnesota Department of Human Services (Department) chose FOX to assist Department in the comprehensive assessment of all parts of the Department in conjunction with its MITA SS-A. As a self-administered State, Minnesota is proceeding with MITA as a fundamental element in its future enterprise architecture. After the business modeling is completed, Minnesota is planning to contract a future phase to complete the data modeling for their enterprise architecture based on accepted industry standards (HL7) so that the Minnesota system of the future will be able to manage both administrative and clinical data. Minnesota Department anticipates data modeling as their next strategy.

#### **4.2.7.2.4 Similar Services FOX has provided**

*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.*

The previous section (4.2.7.2.3) provided information related to the various States FOX is currently working with in addition to the States we have worked with in the past. The information in this section will focus on providing contact information for contracts that we currently hold or have recently completed.

Following is a table of the current or recent contracts, the date range of the contracts, the phases similar to the services required by this RFP, and the contact information for each contract.



Figure 44: FOX Experience Providing Similar Services

State	Year(s)	Similar Services Provided	Contact Information
Alaska Division of Health Care Services	11/2000 – 09/2007	Comparative Analysis APD Development RFP Development IV&V Services	William Streur Deputy Commissioner for Medicaid and Health Care Policy Alaska Department of Health and Social Services 4501 Business Park Blvd., Suite 24 Anchorage, AK 99503-7167 Phone: 907-334-2520
California Department of Health Care Services	10/2007 - Ongoing	Comparative Analysis APD Development RFP Development	Maria Enriquez Chief California Department of Health Care Services Project Management Branch 1501 Capitol Avenue Sacramento, CA 95814 Phone 916.552.8314 Email: <a href="mailto:Menriqu1@dhs.ca.gov">Menriqu1@dhs.ca.gov</a>
Florida Agency for Health Care Administration	10/2004 – Ongoing and 6/1997 – 9/1999	Comparative Analysis IAPD Development RFP Development MITA Assistance IV&V Services	Angela Ramsey, Medicaid Procurement Team Lead Bureau of Contract Management 2727 Mahan Drive, Mail Stop 56 Tallahassee, Florida 32308 Phone: 850-413-8031 Email: <a href="mailto:smitha@ahca.myflorida.com">smitha@ahca.myflorida.com</a>
Georgia Department of Community Health	3/2006 – Ongoing and 8/1995 – 6/1999	Comparative Analysis APD Development RFP Development MITA Assistance	Sonny Munter, Chief Information Officer Department of Community Health 2 Peachtree St., 38th Floor Atlanta, GA 30303-3159 Phone: 404-656-2375 Email: <a href="mailto:smunter@dch.ga.gov">smunter@dch.ga.gov</a>
Kansas Health Policy Authority	08/2006 – 10/2007	MITA Assistance	Diane Davidson Kansas Health Policy Authority Landon State Office Building 900 SW Jackson, Rm. 900N Topeka, KS 66612 785-296-3981 <a href="mailto:diane.davidson@khpa.ks.gov">diane.davidson@khpa.ks.gov</a>



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Iowa Medicaid Enterprise**

State	Year(s)	Similar Services Provided	Contact Information
Minnesota Department of Human Services	12/2007 – 08/2008	MITA Assistance APD Development	Kathleen Cota Minnesota Department of Human Services PO Box 64993 St. Paul MN 55164-0993 Phone: 651-431-4285 Fax : 651-741-7434 <a href="mailto:Kathleen.cota@state.mn.us">Kathleen.cota@state.mn.us</a>
Mississippi Division of Medicaid	02/2005 – 06/2007  07/2008 - Ongoing	Comparative Analysis APD Development RFP Development QA IV&V Services  MITA Assistance	JJ Dunn, CIO MS Division of Medicaid Walter Sillers Building 550 High Street, Suite 1000 Jackson, MS 39201 Phone: 601.576.4147 Email: <a href="mailto:PPJJD@medicaid.state.ms.us">PPJJD@medicaid.state.ms.us</a>
Missouri Department of Social Services, Division of Medical Services	05/2006 - Ongoing	Comparative Analysis APD Development RFP Development MITA Assistance QA/IV&V Services	Debbie Kolb DMS Director of Information Services Division of Medical Services Department of Social Services 615 Howerton Ct. Jefferson City, MO 65102 Phone: 573-751-7996 Email: <a href="mailto:Debbie.kolb@dss.mo.gov">Debbie.kolb@dss.mo.gov</a>
Montana Department of Public Health and Human Services	12/2007 - Ongoing	Comparative Analysis APD Development RFP Development MITA Assistance	Duane Preshinger, Senior Medicaid Policy Manager Montana Department of Public Health and Human Services PO Box 4210 Helena MT 59604-4210 Phone : (406) 444-4145 Fax : (406) 444-1970 <a href="mailto:dpreshinger@mt.gov">dpreshinger@mt.gov</a>



Iowa Department of Human Services  
Iowa Medicaid Enterprise

State	Year(s)	Similar Services Provided	Contact Information
NEVADA	6/2008 – Ongoing	MITA Assistance	Mel Rosenberg IT Chief Nevada Department of Health and Human Services Division of Health Care Financing and Policy 1100 East William Street Suite 101 Carson City, NV 89701 Phone: 775.684.3736 Email: <a href="mailto:MRosenberg@dncfp.nv.gov">MRosenberg@dncfp.nv.gov</a>
New Mexico Human Services Department, Medical Assistance Division	6/1993 - 2002	APD Development RFP Development QA/IV&V Services	Julie Weinberg, Deputy Director Human Services Department Medical Assistance Division 2025 South Pacheco Ark Plaza Santa Fe, New Mexico 87505 Phone: 505-827-6253
Oregon Department of Human Services	5/2001 – Ongoing	Comparative Analysis APD Development RFP Development QA/IV&V Services	Jim Joyce, MMIS Project Manager Office of Information Services, Department of Human Services 2850 Broadway St. NE, 2nd Fl Salem, OR 97303-6500 Phone: 503-278-2101 ext. 357 Email: <a href="mailto:j.joyce@state.or.us">j.joyce@state.or.us</a>
Tennessee Bureau of TennCare	06/2006 – Ongoing and 12/2000 – 05/2006	Comparative Analysis APD Development RFP Development QA/IV&V Services	Brent Antony, CIO Bureau of TennCare 310 Great Circle Road Nashville, TN 37243 Phone : 615-507-6339 Email: <a href="mailto:brent.antony@state.tn.us">brent.antony@state.tn.us</a>
UTAH	03/2008 - Ongoing	Comparative Analysis APD Development RFP Development MITA Assistance	Ms. Paula McGuire Director, Bureau of Medicaid Operations MAPP Project Manager State of Utah, DHCF 3760 South Highland Drive Salt Lake City, UT 84114 Phone: 801.538.6155 Fax: 801.538.0476 Email: <a href="mailto:pmcguire@utah.gov">pmcguire@utah.gov</a>



#### 4.2.7.2.5 Services Budget Information

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

While the FOX Team puts forth every effort to keep all projects on time and on budget, the reality is that contract extensions and add-ons are occasionally necessary. Generally, these circumstances are unforeseeable and beyond the control of the FOX project team. As mentioned in Section 4.2.6.1, *Project Start-Up*, above, FOX employs rigorous project management methodologies to ensure projects stay on time and on budget to the best of our ability.

#### 4.2.7.2.6 Letters of Reference

*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 two years.*

FOX has included references letters from the following clients on the following pages.

- State of Mississippi, Division of Medicaid
- State of Montana, Department of Public Health and Human Services
- State of Oregon, Department of Human Services



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Iowa Medicaid Enterprise



STATE OF MISSISSIPPI  
OFFICE OF THE GOVERNOR  
DIVISION OF MEDICAID

DR. ROBERT L. ROBINSON  
EXECUTIVE DIRECTOR

September 22, 2008

To Whom It May Concern:

In June, 2008, Fox Systems Inc. (FOX) was selected to provide MITA State Self-Assessment services to the Mississippi Division of Medicaid.

FOX Project Manager Peggy Billhartz and the FOX Project Team have skillfully conducted validation sessions with DOM subject matter experts to determine the current state of MS Medicaid's processes, the future goals of the Division, and the challenges to reaching those goals. They also prepared multiple deliverable documents, including a Goals and Objectives Report, an As Is/To Be/Gap Analysis Report, and a Transition and Implementation Plan.

Throughout the course of the project, FOX has proven its expertise not only pertaining to MITA, but also to Medicaid, HIPAA, and health care business and trends. We highly recommend Fox Systems, Inc. as a consultant for similar services.

Should you have any questions, please do not hesitate to contact me at 601-576-4147 or PPJJD@medicaid.state.ms.us.

Sincerely,

Mr. JJ Dunn, CIO  
MS Division of Medicaid  
Walter Sillers Building  
550 High Street, Suite 1000  
Jackson, MS 39201

Suite 1000, Walter Sillers Building, 550 High Street, Jackson, MS 39201, (601) 359-6050



Iowa Department of Human Services  
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BRIAN SCHWEITZER  
GOVERNOR

JOAN MILES  
DIRECTOR

STATE OF MONTANA

www.dphhs.mt.gov

September 22, 2008

To Whom It May Concern:

In December, 2007, Fox Systems Inc. (FOX) was selected to provide consulting services for the Medicaid Management Information System (MMIS) Analysis and Medicaid Information Technology Architecture (MITA) State Self-Assessment Project to Montana Department of Public Health and Human Services.

FOX Project Manager Pat Godbout and the FOX Project Team have skillfully assisted the Department in completion of a MITA Self-Assessment. The Team also completed a cost benefit analysis of options for replacement of the MMIS and are assisting with the procurement of a replacement MMIS. Additional Fox responsibilities are as follows:

1. Development of the draft Implementation Advance Planning Document,
2. Completion of a requirements analysis,
3. Development of a draft request for proposal,
4. Development of an RFP evaluation tool, and
5. Technical support during the procurement process.

Throughout the course of the project, FOX has proven its expertise in the administration of Medicaid programs, the MITA framework, the CMS MMIS Certification Checklist, and MMIS procurement activities. We highly recommend Fox Systems, Inc. as a consultant for similar services.

Should you have any questions, please do not hesitate to contact Michelle Gillespie at (406) 444-1813 or [[mgillespie@mt.gov](mailto:mgillespie@mt.gov)].

Sincerely,

Michelle Gillespie  
MMIS Project Manager



Iowa Department of Human Services  
Iowa Medicaid Enterprise



**Oregon**

Theodore R. Kulongoski, Governor

**Department of Human Services**  
MMIS Replacement Project  
*Office of Information Services*  
4070 27<sup>th</sup> Court SE, Suite 100  
Salem, Oregon 97302

September 23, 2008

To Whom It May Concern:

In March 2005, FOX Systems, Inc. (FOX) was selected to provide the independent Quality Assurance and Quality Control services to the Medicaid Management Information System (MMIS) Replacement Project for the Oregon Department of Human Services.

FOX Project Manager, Ron Hittner and the FOX Project Team have skillfully assisted the Department in providing quality assurance and quality control services during the design, development and implementation phase of the Project. The FOX Project Team has worked collaboratively with the Department, the DDI contractor, and the State's legislative oversight group. FOX responsibilities are as follows:

1. Quality Management Planning
2. Quality Control (QC)
3. Quality Assurance (QA)
4. Independent Validation and Verification (IV&V)
5. Risk Assessment

Throughout the course of the Project, FOX has proven its expertise in the administration and knowledge of Medicaid programs. We highly recommend FOX Systems, Inc. as a contractor for similar services.

Should you have any questions, please do not hesitate to contact me at 503-383-3330 or [jim.joyce@state.os.us](mailto:jim.joyce@state.os.us).

Sincerely,

Jim Joyce  
MMIS Replacement Project Manager  
Department of Human Services



### 4.2.7.3 Personnel

*The bidder shall provide the following information regarding its personnel (RFP sections 4.2.7.3.1 through 4.2.7.3.4 on page 34 of the RFP). 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.*

We strongly believe in collaboration that emphasizes the team approach and FOX is eager to work with the Department Project Team on the Technical Support for IME Services Procurement Project. We have assembled a team that possesses the complimentary skills and experience needed to effectively work in concert with the Department's team. Our goal is to smoothly integrate with the Department's team structure in order to function together and maximize project performance.

Our project organization and staffing is based on our understanding of the project requirements, the capacity of the Department to support the project scope with internal resources, and our experience conducting projects of similar scope. The success of the project depends entirely on the ability of all parties to adopt a shared vision of success and to effectively collaborate to create that vision.

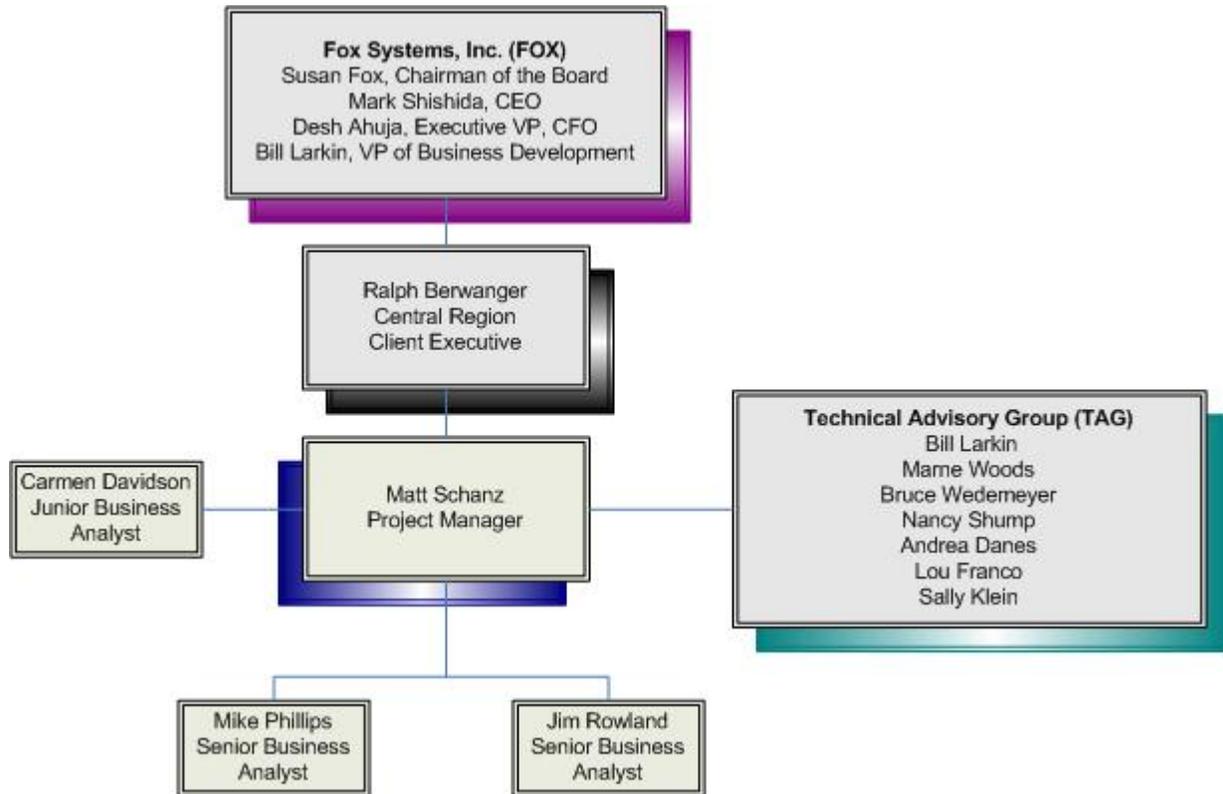
#### 4.2.7.3.1 Organization Chart

We are proposing a core project team of key personnel that consists of a Project Manager, two Senior Business Analysts, and a Junior Business Analyst. All team members possess the technical, consulting, and interpersonal skills and expertise to ensure the Department that the objectives of the project will be met or surpassed. This core team will be supported by the FOX Central Regional Director and a Technical Advisory Group made up of FOX Subject Matter Experts. We will also draw on our capability to rotate additional Subject Matter Experts into the project at any time if the need for specialized skill sets arises.

The following figure depicts our organizational chart for the IME Services Procurement Project.



Figure 45: FOX IME Services Procurement Project Organization Chart



### **FOX Owners and Executives**

In response to Section 4.2.7.3.1 of the RFP, the following individuals are the owners and executives of Fox Systems, Inc.:

- Susan Fox, Chairman of the Board
- Mark Shishida, Chief Executive Officer
- Desh Ahuja, Executive Vice President and Chief Financial Officer
- Bill Larkin, Vice President of Business Development

Although there is the possibility that additional executives will participate in the IME Services Procurement Project on some level, the only executive scheduled to participate in the project is Bill Larkin. Mr. Larkin will be a part of the Technical Advisory Group (TAG) as depicted in the figure above.

### **Technical Advisory Group (TAG) – Bill Larkin, Marne Woods, Bruce Weydemeyer, Nancy Shump, Andrea Danes, Lou Franco, and Sally Klein**

The success of FOX is due largely to our belief that making our most experienced team available and accessible to our clients and project managers will increase progress and improve communications. To support this claim, we are offering a TAG for this project that is comprised



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Iowa Medicaid Enterprise**

of well-respected Medicaid industry experts. The TAG will weigh in on MITA and technical issues that might arise during the course of the project. The Project Coordinator may occasionally seek the TAG's advice regarding the best way to serve the needs of the Department, and the TAG would welcome any discourse with Department executive management.

**Bill Larkin** is the Vice President of Business Development for Fox Systems, Inc. and has extensive experience as a Client Executive, Senior Project Manager and Systems Analyst on the design, development and implementation of large Medicaid Management Information Systems (MMIS) and other healthcare information systems over the last 27 years.

Mr. Larkin is currently assisting as a Client Executive working with the State of California Department of Health Care Services where FOX is providing procurement assistance for the Medicaid Fiscal Intermediary Contract, as well as quality assurance reviews of deliverables and overall quality of the work performed. Previously, Mr. Larkin has served as Client Executive for the Iowa Medicaid Enterprise systems and professional services project. He also served as the Client Executive leading a team of consultants to provide the State of Oregon Department of Human Services (Department) and the Office of Medical Assistance Programs (OMAP) with an MMIS that met all state and Federal Medicaid and certification requirements and all current OMAP MMIS functional and business requirements.

Prior to joining FOX, Mr. Larkin was CEO of HealthNet Data Link, a firm developing and offering web-based system applications to health care providers and insurers. He also formerly served on the executive management team with Consultec prior to its acquisition by ACS where he had broad responsibilities for MMIS and Fiscal Agent marketing, systems development and operations for multiple states.

**Marne Woods, J.D.**, is a Corporate Attorney for FOX, responsible for providing legal review and advice regarding contract-related and corporate activities. Before joining FOX, she was Assistant Attorney General for the State of Iowa, Department of Justice for 12 years. In this position, she represented the Department of Human Services (Department), which is the largest state government health and human services agency. She advised Department on the operation of the Medicaid program and the procurement of services and represented the agency in administrative and judicial actions. She was also a Law Clerk responsible for researching and drafting legal opinions in federal district court and an Iowa appellate court.

**Bruce Weydemeyer** has nearly 30 years of experience in Medicaid operations, including policy development, program administration, systems development and procurement, implementation support, contract management and budgeting. His most recent assignments include serving as Project Manager for the Iowa Medicaid Enterprise procurement and as Interface Manager for the Minnesota HealthMatch eligibility development. In Iowa, he led a team of FOX consultants in defining requirements and developing a Request for Proposal (RFP) for new systems and professional services contracts. In Minnesota, he is responsible for defining interfaces for the new automated eligibility system for Medicaid and Minnesota Care clients. He also served as Project Manager for another FOX project to procure a new Medicaid Fiscal Agent contract for the State of Alaska.

Mr. Weydemeyer's wide ranging experience as a manager and policy expert for the New Mexico Medicaid program, when combined with his private sector experience analyzing state business



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Iowa Medicaid Enterprise**

requirements for health care delivery systems and evaluating vendor models for automated Medicaid support, make him one of the nation's premier Medicaid and Medicaid Management Information System (MMIS) experts. Through his knowledge of the national Medicaid program environment and work with systems vendors, Mr. Weydemeyer brings a big picture view to state healthcare program needs for the 21st century.

**Nancy Shump** is highly experienced in the design, development, implementation, and operation of large-scale MMIS and other healthcare systems. She is also an expert in Medicaid Management Information System (MMIS) implementation Quality Assurance and Independent Verification and Validation (IV&V) tasks. Currently, Ms. Shump is the QA Team Leader providing QA and IV&V services on the FOX project to assist the State of New Hampshire implement a new MMIS and Fiscal Agent Operation. Prior to this assignment, she provided similar services on the FOX project to assist the State of Alaska implement a new Fiscal Agent and MMIS. Ms. Shump also served as a Business Analyst on the FOX project team that conducted the Iowa Medicaid Enterprise (IME) procurement. In addition, she has acted in the project management and designer role on numerous state Medicaid projects across the country, including Alaska, Delaware, Georgia, Louisiana, New Mexico, Oregon, Tennessee, and West Virginia.

**Andrea Danes** is an executive level health care professional with both public and private enterprise experience. As Senior Director of Health Information Transformation, she is a key strategist to States and other organizations seeking to develop business driven technical solutions to improve the administration and delivery of health care services. She has more than 10 years of experience with State systems, including Medicaid/MMIS. Her work with the Centers for Medicare & Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) initiative is paving the way for business process improvement, including a business needs-driven approach to system development and implementation. In addition to project experience, she brings a wide array of MITA and Health Insurance Portability and Accountability Act (HIPAA) knowledge and expertise to the health care industry. She has been instrumental in the compliance achievements and technical developments of many organizations.

**Lou Franco** is a Consultant to FOX with over 37 years of public sector insurance industry management, operational and information technology systems experience with major insurance, reinsurance, broker, third party administrator, and consulting organizations, including insurance company-administered Medicare, private and other government sector health and welfare programs.

Mr. Franco's extensive experience includes: Medicare administration and claims adjudication systems; HHS/CMS/MMA policy/rate and compliance, Medicare and Medicaid operations, HEDIS, EMPAQ, HIPAA, JCAHO rules and compliance; state and federal healthcare legislation; evaluation and implementation of healthcare and third party software, hardware and administration systems; managed care, HMO/PPO networks; alternate healthcare delivery and alternate risk management systems; integrated absence, disability and disease management systems and operations; private and governmental sectors RFP and procurement management; provider network development; risk management; health care/casualty administration and management; utilization review; information technology; retail/wholesale brokerage; professional/general liability insurance; and employee benefits/BPO/human capital consulting.

His experience managing and evaluating healthcare and provider networks includes significant involvement in such areas as in-depth knowledge of Medicare and Medicaid operations, H/W



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and S/W vendors, Healthcare provider networks, HIPAA and other state and federal compliance laws, benefit and provider capitation rate development and analysis, utilization review system development, case management and disease management protocols and healthcare program loss control and risk management.

**Sally Klein** is a Project Management Professional (PMP) with over 35 years of experience in the health care industry. She is currently acting as the Senior Business Analyst for the Mississippi MITA State Self-Assessment (SS-A) project and has just completed the Montana MITA SS-A as the Lead Analyst. She has recent Medicaid project experience for the States of Iowa, Minnesota, and Alaska. As a FOX HIPAA specialist for government agencies, she has coordinated activities to comply with HIPAA requirements and analyzed system requirements and business practices to ensure continuity of remediation efforts.

Prior to joining FOX, Ms. Klein was the HIPAA Project Manager for the Montana Department of Public Health and Human Services. She is considered a national HIPAA expert and served as National Medicaid representative to the ASC X12N standards setting committee and several other national committees. She provided frequent testimony and national presentations regarding Medicaid preparation for HIPAA compliance and has also been responsible for all aspects of HIPAA privacy compliance, having served as the HIPAA Privacy Officer for the Department of Public Health and Human Services.

#### **4.2.7.3.2 Resumes for Key Personnel**

The key personnel proposed for this project will be supervised by Ralph Berwanger, the Central Region Client Executive.

**Ralph Berwanger** has managed multiple eBusiness programs and information systems projects in the healthcare, finance and supply chain industries, and for federal agencies, including projects for the Department of Defense, Department of Education, Environmental Protection Agency, and the Uniform Code Council. These projects demanded innovative solutions to protect highly-sensitive customer and client information; integrate new and emerging technology, and re-engineer external and internal business processes. Mr. Berwanger is a hands-on leader, capable of managing all levels of budgets, and is technically proficient in a variety of software applications as well as several programming languages.

Mr. Berwanger's project management approach follows industry best practices, such as the Project Management Institute's Project Management Body of Knowledge (PMBOK®), and client standards for project management, risk management, and project quality assurance.

The resumes for all key personnel, including the project manager, are included on the following pages.



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Resumes for the following individuals removed:

Matt Schanz, PM  
Mike Phillips, SBA  
Jim Rowland, SBA  
Carmen Davidson, JBA



#### 4.2.7.3.3 Subcontractors

FOX will not be utilizing subcontractors for this project.

#### 4.2.7.3.4 Current Contracts and Projects

The following table shows FOX current contracts and projects as of September 22, 2008.

**Table 17: Current FOX Contracts and Projects**

Current FOX Projects as of September 22, 2008		
Project	FOX Prime	FOX Subcontractor
AZ AHCCCS – HleHR Staffing	X	
CA – MMIS SOW Development	X	
CA DVA – Ew-VHIS Procurement	X	
CA DVA – Project Management Consulting	X	
GA MMIS		X
CMS – Audit MIC Umbrella Contract	X	
CMS – MITA II	X	
CMS – MITA III	X	
CMS – NPI Enumerator	X	
CMS – SAMHSA MITA	X	
Connecticut DSS – Ph2 DW/DSS	X	
District of Columbia – Project Management	X	
MD MMIS Planning		X
MMIS MITA SME		X
Florida AHCA – MMIS/DSS	X	
IL – MMIS (pending executed contract)	X	
KS SRS – HSM Roadmap & Feasibility Study	X	
Minnesota – MITA	X	
Missouri – MMIS Procurement	X	
MN – MITA UML	X	
Molina Healthcare – Healthcare Consulting Services	X	
Montana – MMIS	X	
MS DOM – MITA	X	
NCPDP – Technical Assistance	X	
NE DHHS – IV&V for MMIS	X	
New Hampshire – MMIS QA	X	
New York DOH – eMedNY	X	
NM ALTSD – IV&V	X	
NM DOH BEHR		X
NM DOH – EPHT IV&V	X	
NM DOH – e-Reporting IV&V	X	
NM DOH – Kronos IV&V	X	
CMS MAC J3 PHR Pilot		X
NV – MITA	X	
OK – MMIS & MITA (pending executed contract)	X	
ONC – HIPAA Privacy & Security	X	
OR – BHIP Planning & QC Services (pending executed contract)	X	



Current FOX Projects as of September 22, 2008		
Project	FOX Prime	FOX Subcontractor
Oregon – MMIS QA	X	
San Luis Obispo (Cty) – BHEHR System	X	
Solano County (CA) – MHD EMR (pending executed contract)	X	
TennCare System Mgmt & BPR	X	
Utah – TA in Planning Activities	X	
OR SACWIS		X

#### 4.2.7.4 Financial Information

*The bidder must provide the financial information as outlined in RFP sections 4.2.7.4.1 through 4.2.7.4.3 on pages 34 and 35 of the RFP.*

As demonstrated in the following subsections, FOX is a financially sound and robust company that is able to meet the fiscal commitments required to successfully complete our projects.

##### 4.2.7.4.1 Financial Statements

*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.*

*Such information should include, at the minimum:*

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

Beginning on the following page, FOX has included our financial statements for the last three (3) years, including balance sheets, statements of income, statements of cash flow, and notes to financial statements. FOX follows the Generally Accepted Accounting Principles (GAAP) and has no other significant accounting policies outside of that standard.



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FOX Financial Statements for the previous three (3) years removed.



**4.2.7.4.2 Financial References**

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

FOX banking references are:

Avis Budget Group  
Wayne Olin  
Office: (480) 361-5444  
Cell: (602) 751-5920  
[wayne.olin@avisbudget.com](mailto:wayne.olin@avisbudget.com)

Arizona Business Bank  
Stacey Reinert (602) 217-1606  
6909 E. Greenway Parkway, Ste. 150  
Scottsdale, AZ 85254-2149

Kelly Services  
Arnell Becker, SPHR (701) 281-4850  
District Manager  
Fargo, ND

**4.2.7.4.3 Organizational Background Information**

*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 provides information related to the FOX organizational background requested in Section 4.2.7.4.2 of the RFP. A portion of this information has been previously above in response to Section 4.2.7.1 of the RFP.

**Table 18: FOX Organizational Background**

RFP Requirement	FOX Response
Full name, address, and telephone number	Fox Systems, Inc. (FOX) 6263 N. Scottsdale Road, Suite 200 Scottsdale, AZ 85250 Phone: (480) 423-8184
Date established	FOX was established in March 1987.
Ownership (i.e. public company, partner-ship, etc.)	FOX is a privately held S-Corporation incorporated in the State of California.



RFP Requirement	FOX Response
Description of business operations	FOX is a company that provides high quality technical and management consulting services to public and private healthcare organizations.
Details of any proposed mergers, acquisitions, or sales that may affect financial stability or organizational structure	At this time, FOX has no proposed mergers, acquisitions, or sales to report.
A description, if any, of insurance claims filed within the past five (5) years.	FOX has not had any insurance claims filed within the past five (5) years.

**4.2.7.5 Termination, Litigation and Investigation**

*The bidder must provide the information as outlined in RFP sections 4.2.7.5.1 through 4.2.7.5.4 on pages 35 and 36 of the RFP.*

The subsections below warrant that FOX has no terminations, litigation, or investigations to report.

**4.2.7.5.1 Termination of Services**

*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.*

No FOX contract has ever been terminated for cause, nonperformance, or non-allocation of funds.

**4.2.7.5.2 Damages and Penalties**

*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.*

FOX has never been required to compensate a client for damages, penalties or other such causes for reparations.



#### 4.2.7.5.3 Litigation

*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.*

FOX warrants that there are no judgments, current, pending or expected litigation that may materially affect FOX's viability or stability, and no such condition is known to exist. FOX further warrants that no owners, officers, or primary partners have ever been convicted of a felony.

FOX understands that this is a continuing disclosure requirement and will immediately report, in writing, any such matters occurring after submission of this proposal, throughout the contract period, should FOX be awarded the contract for this project.

#### 4.2.7.5.4 Investigation

*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.*

FOX has never had a circumstance where irregularities in accounts maintained by FOX on behalf of others have been discovered.



## 4.2.8 CERTIFICATION AND GUARANTEES

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This section includes all completed forms and attachments per the RFP requirements in 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 addressed in the bid proposal.*

FOX stipulates that this bid proposal is predicated upon the acceptance of all terms and conditions stated in the RFP. FOX has no objections to any term or condition in the RFP.



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#### 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.*

A signed copy of Attachment F is included on the following page.



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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 Technical Assistance and Support for Iowa Medicaid Enterprise Services Procurement 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.

Desh Ahuja  9/26/08  
Name Date

Executive Vice President  
Title

Fox Systems, Inc.  
Name of Bidder Organization





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#### 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.*

A signed copy of Attachment G is included on the following page.



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**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.

Desh Ahuja  
Name

9/26/08  
Date

Executive Vice President  
Title

Fox Systems, Inc.  
Name of Bidder Organization



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#### 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.*

A signed copy of Attachment H is included on the following pages.



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**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

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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)  
9/26/08  
\_\_\_\_\_  
(Date)  
**Executive Vice President**  
\_\_\_\_\_  
(Title)  
**Fox Systems, Inc.**  
\_\_\_\_\_  
(Company Name)





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#### 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.*

A signed copy of Attachment I is included on the following page.



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**ATTACHMENT I**

**AUTHORIZATION TO RELEASE INFORMATION**

Fox Systems, Inc. (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.

Fox Systems, Inc.  
Printed Name of Bidder Organization

  
\_\_\_\_\_  
Signature of Authorized Representative

9/26/08  
Date



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#### 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.*

A signed copy of Attachment J is included on the following page.



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**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 MMIS Procurement Svcs ("RFP"), the undersigned certifies the following: (check the applicable box):

Fox Systems, Inc. [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).

Fox Systems, Inc. [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

9/26/08

\_\_\_\_\_  
Date

Desh Ahuja

\_\_\_\_\_  
Name - printed

Executive Vice President

\_\_\_\_\_  
Title

Fox Systems, Inc.

\_\_\_\_\_  
Name of Bidder Organization



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#### 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 in Attachment K.*

A signed copy of Attachment K is included on the following page.



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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: Fox Systems, Inc.

Date: September 26, 2008



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#### 4.2.8.8 Certification Regarding Lobbying

*The bidder shall sign and submit with the bid proposal the document included as Attachment L.*

A signed copy of Attachment L is included on the following page.



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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: Fox Systems, Inc.

Date: September 26, 2008

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#### 4.2.8.9 Business Associate Agreement

*The bidder shall sign and submit the bid proposal the document included as Attachment M.*

Per Amendment 2, Attachment M has been removed from this response submission.



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#### 4.2.8.10 Proposal Certification and Available Resources

*The bidder shall sign and submit with the bid proposal the document included as Attachment N.*

A signed copy of Attachment N is included on the following page.



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ATTACHMENT N

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 July 1, 2004.

In the event that we, the bidder, have bid more than one component contract specified by this RFP, my signature below also certifies that the personnel bid for this component Bid Proposal are not personnel for any other component Bid Proposal. If my organization is awarded more than one component, I understand that the State may agree to shared resource allocation if the bidder can prove feasibility of shared resource.

Desh Ahuja

9/26/08

Name

Date

Executive Vice President

Title

Fox Systems, Inc.

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.*

FOX guarantees the availability of services offered in this response and that all bid proposal terms, including price, will remain firm a minimum of 120 days following the deadline for submitting proposals.