



**STATE OF IOWA
DEPARTMENT OF
HUMAN SERVICES**

**PROJECT OVERSIGHT, MANAGEMENT AND
INTEGRATION SERVICES FOR IOWA'S
MEDICAID MANAGEMENT INFORMATION
SYSTEM (MMIS) IMPLEMENTATION
PROJECT**

RFP # MED-12-029

PUBLIC COPY

**TECHNICAL PROPOSAL
NOVEMBER 9, 2011**



180 N. Stetson
Suite 3200
Chicago, IL 60601

Phone: 312.444.2760
Fax: 312.938.2191
www.csghdelivers.com

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3.2.1 TAB 1: SUBMITTAL INFORMATION

CSG provides the following required submittal information on the following pages.

- **Transmittal Letter** – including an executive summary that summarizes the strengths of CSG and key features of our proposed approach to completing the requirements of the RFP
- **Bid Proposal Security** – CSG submits a cashier's check made payable to the Iowa Department of Human Services in the amount of \$5000. We understand that the bid proposal security shall be forfeited if the CSG is chosen to receive the contract and withdraws our bid proposal after the Agency issues a Notice of Intent to Award, does not honor the terms offered in its bid proposal, or does not negotiate contract terms in good faith.

CSG's original cashier's check is provided immediately following the Transmittal Letter.

- **Health Management Associates (HMA) Letter of Commitment** – HMA is our strategic partner for this opportunity and provides a letter of commitment.



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November 9, 2011

JoAnn Cowger, Issuing Officer
Iowa Medicaid Enterprise
100 Army Post Road
Des Moines, IA 50315

Re: Iowa Medicaid Enterprise
Project Oversight, Management, and Integration Services for Iowa's MMIS Implementation Project

CSG Government Solutions (CSG) appreciates the opportunity to respond to the Project Oversight, Management and Integration Services for Iowa's MMIS Implementation project Request for Proposal (RFP). Our teaming strategy, technical approach, and proposed team represent the best combination of support for the Iowa Medicaid Enterprise through the multiple aspects of this critical project. The following Executive Summary outlines the details of our approach and serves to provide an "at a glance" overview of the value we provide to Iowa's Medicaid Program.

The CSG Team



CSG Government Solutions is a Management and Information Technology consulting firm focused on delivering high value solutions for public sector clients. Our three primary practice areas span Strategy, Quality

Management, and Systems Modernization. We focus on Medicaid/Healthcare, Human Services, and Unemployment Insurance. Our client list includes nearly 20 states and continues to grow.

We employ our CSG REALizeSM suite of proven project, process, and quality management methodologies to plan and design complex Information Technology solutions and to assist our clients in the oversight and quality assurance of their most critical initiatives. This means the CSG Team deployed to Iowa starts with a solid foundation of tools, methods, and knowledge to execute your objectives quickly and accurately. Using REALizeSM, we help our clients transform Information Technology strategies into real operational results. Founded in 1997, CSG has established itself as a leading provider of

CSG has the project management, risk management and full life-cycle system implementation experience required to deliver results for the IME MMIS implementation

The CSG Difference:

- IME benefits from our reputation for quality delivery and skilled project teams
- CSG's project management and oversight experience with large scale, complex government IT projects will enable IME to reduce risk and ensure a successful MMIS implementation.
- CSG has MMIS certification experience and will be instrumental in assisting IA with obtaining CMS certification for the MMIS.
- We provide deep Medicaid and MMIS expertise coupled with strong MMIS implementation experience
- We understand and have experience with the unique IME environment and fully support IME with our skills and experience

180 North Stetson Avenue
Suite 3200
Chicago, IL 60601
312.444.2760
Fax: 312.938.2191
www.csghdelivers.com

innovative information technology solutions throughout the United States. CSG specializes in providing Government Solutions. This assures IME that our focus is on your primary business, ensuring a successful implementation and certification of a new MMIS.

To expand our capabilities we leverage our strategic partner, Health Management Associates (HMA) to provide additional Medicaid expertise. Supported by many former state Executives including former Medicaid Directors, HMA resources enhance our ability to bring experience from multiple state Medicaid Programs and other government verticals.



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

Collectively, the **CSG Team**, comprised of CSG and HMA, brings a wealth of national knowledge and experience to this priority project.

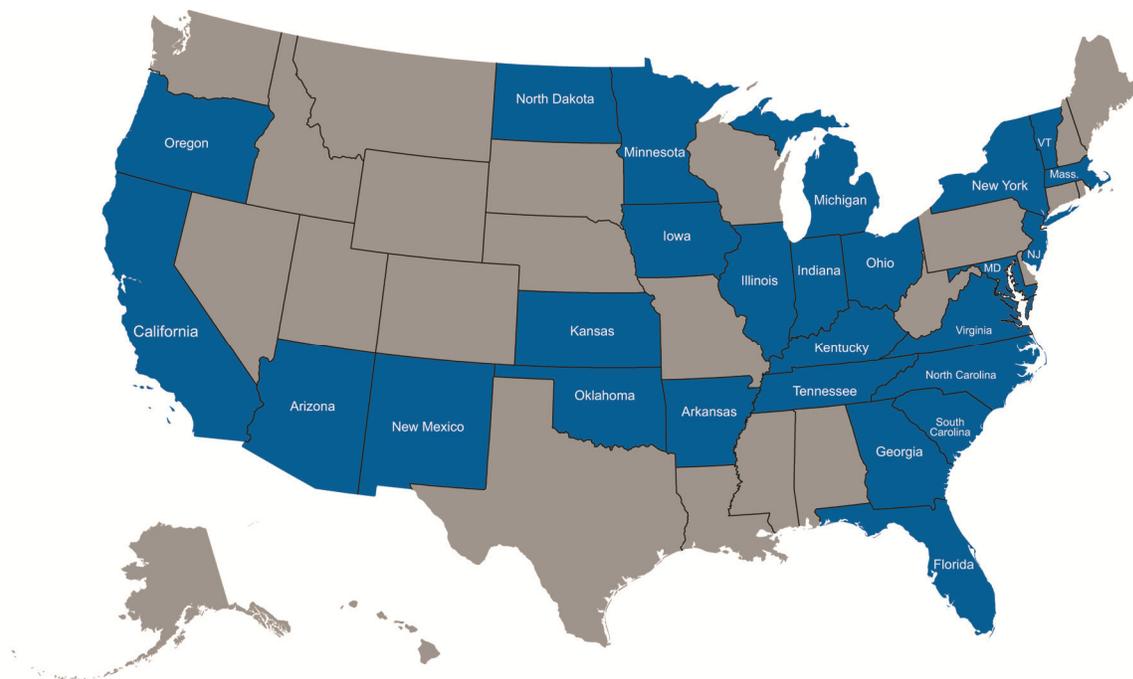


Figure 1: National Experience – The CSG Team works with many states in Medicaid, Healthcare, and other government agencies.

Understanding IME's Project Objectives

Like many states, Iowa has experienced unprecedented health care challenges. State budget issues, retiring employees, and lack of funding for important initiatives result in the need for innovative ways to address issues and create solutions. The Iowa Medicaid Program supports many of the state's citizens by providing comprehensive health care. As the Program expands to include more groups of individuals, more providers, more benefits, improved outcomes, the need for a modern MMIS that seamlessly and efficiently supports Medicaid operations becomes more critical.



We understand your statement of need and the goals for this project:

- Securing services and skills to oversee and manage the Contractors and the Design, Development and Implementation (DDI) to ensure that all contractors bringing operational and/or system services to the Agency through the IME Systems and Professional Services contracts meet their goals and milestones to a successful implementation.
- Documenting all aspects of the DDI project to ensure true and accurate records exist of all decisions, issues, risks, timelines, etc, for the real time landscape of the project as well as in the case of a challenge or an audit.
- Preparing for and meeting all federal requirements for federal certification of the Medicaid Management Information System (MMIS) system and any federal review, documentation standards including the seven conditions and standards that must be met to receive enhanced federal match as outlined by Centers for Medicare & Medicaid Service (CMS) Medicaid IT Supplement (MITS-11-01-v1.0).
- Coordinating effective ways to manage and synchronize the implementation with the other large healthcare initiatives of the Agency including the Iowa Integrated Eligibility Project (IIEP).
- Identifying risks and recommending avoidance and mitigation strategies to the Agency to ensure the project stays on time, within scope and on budget.

One of your primary objectives for procuring these IT Consulting Services is to select a team who is experienced with managing and overseeing large, complex government projects, reducing and mitigating risk, and facilitating communication/coordination among many parallel projects. By leveraging and expanding our existing PMO currently supporting IME's HIPAA 5010 and ICD-10 Technical Assistance and Support project, we will reuse and modify our proven processes and methodologies to accelerate project start-up. Our extensive experience reduces your risk and significantly increases the probability for a successful MMIS implementation.

Additionally, CSG is knowledgeable of and well-connected to the broader Medicaid and Health Care landscape including requirements for CMS MMIS certification, Medicaid Information Technology Architecture (MITA), HITECH, Health Care Reform, and the Health Insurance Portability Accountability Act (HIPAA). All of these initiatives impact and must be carefully coordinated with the modernization of your MMIS. CSG's in-depth knowledge of these initiatives provides significant benefits to IME.

The CSG Team includes many individuals who have years of experience with CMS, MITA, Health Care Reform, and HIPAA. Our team has provided support for multiple MMIS modernization projects and has unique experience with certification of MMIS systems. The CSG Team is well-positioned to deliver the services you are requesting.

The CSG Team Difference

Following are key differentiators that set the CSG Team apart from our competitors:

- We operate with **honesty and integrity**, bidding from a well-developed work breakdown structure supporting the number and type of resources necessary to bring you through this project successfully. When contracted, we provide the right people at the right time, and as proposed.
- IME has access to **two of the industry's leading firms**, CSG Government Solutions and Health Management Associates, teamed to provide you with a wide range of skills and experience. Having successfully worked together in the past, we have a team mentality and demonstrate our ability to collaborate, just as we will with the IME stakeholders.
- **CMS selected CSG Government Solutions** as part of the team supporting their efforts to evolve the MITA Framework. We have a front row seat to the changes impacting IME and keep our clients on the forefront of developments and CMS expectations.
- Our project approach to completing the work for IME leverages our proven **CSG REALizeSM public sector systems modernization suite**, providing our joint project team with proven knowledge, techniques, and automated tools.
- Our **participation in the Medicaid and health care industry** represents our investment in your project. We connect across the nation to efforts and individuals to ensure we use the most up-to-date material available in every facet of your project. Our support of the Medicaid industry and expertise is demonstrated by our assignment to present at 16 different **2011 MMIS Conference** sessions covering MITA 3.0, HIT/HIE, MMIS, Medicaid Standards and System Modernization.
- The **CSG Team, the actual people** who are on the ground with you in Des Moines, are true experts in MMIS systems, MITA, MMIS certification, and the broader Medicaid and Health Care landscape. Several of our team members have served in State government for many years and we are all vested in the health of the state recipients. On the foundation of their experience, their dedication to your project supports the IME stakeholders from beginning to successful conclusion.

Technical Approach Overview

The CSG Team begins every engagement on the foundation of our **REALizeSM** methodology. REALizeSM is a set of tools, methods, and knowledge designed to carry forward lessons learned and best practices from industry, other projects, and our **Centers of Excellence (CoE)**. The CoE Team maintains comprehensive status updates from national initiatives, marketplace research, participation in industry collaboration, and our project teams in the field to ensure our REALizeSM methodology is always evolving.

Access to the CoE teams and recurring updates to the methodology are critical. As our nation moves toward widespread health care reform and the Medicaid expansion becomes a reality, working with the CSG Team provides assurance we are continually incorporating new developments into your project processes. Migration to the new MITA 3.0 standards, including the MMIS certification checklists, is also closely monitored for new developments such as the Enhanced Funding Requirements: Seven Conditions and Standards, requirements influencing your MMIS/MITA alignment, MMIS modernization, and MMIS certification.

For the IME POMI project, we deploy several of the focused methodologies to encompass all the tasks required in the RFP, as shown in Figure 2. These include REALize-PMSM, REALize-MITASM, and REALize-MMISSM. Each of these methodologies includes all the tasks, activities, and artifacts the CSG Team uses in working with state stakeholders to realize the goals and objective for each engagement.

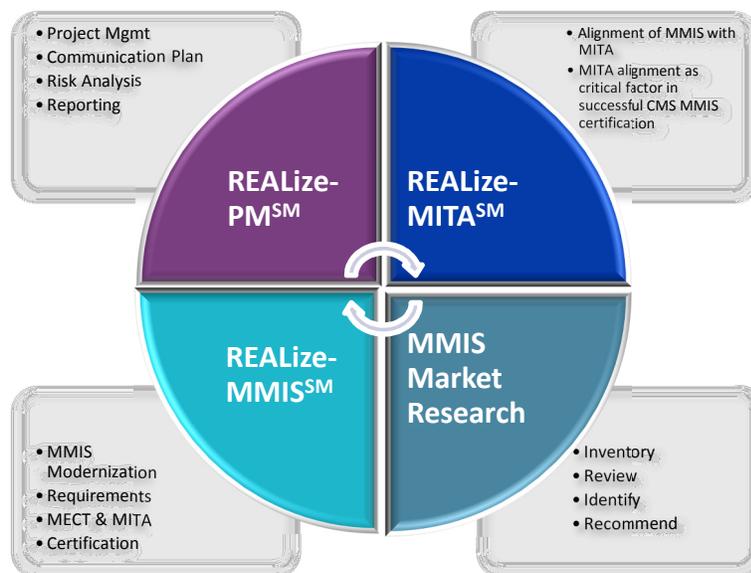


Figure 2: CSG REALizeSM – The combination of four established methodologies provides the foundation for ensuring oversight for the successful implementation of the Iowa MMIS.

The combination of these individual approaches creates a project framework leveraging specific attention to each area with a comprehensive approach to coordinating the efforts. We include more details about the approach in Section 4 of our proposal.

Summary

We are committed to providing oversight and project/risk management that will result in the successful implementation and certification of a new, modernized Iowa MMIS. Our investment in developing "next generation" methodologies to help you move through process and technology improvement is comprehensive. Our teaming strategy allows you to access industry leaders in this one cohesive team.

We welcome the opportunity to discuss our proposal with you in further detail. The CSG Team wishes you ultimate success in this important endeavor and hopes to have the opportunity to help you realize your goals.

I, Tim Lenning, Executive Vice President, am the official CSG contact and am authorized to legally bind CSG to the provisions of the RFP and resulting contract. I am also authorized to answer any other questions related to the information presented in our proposal. My contact information is provided below:

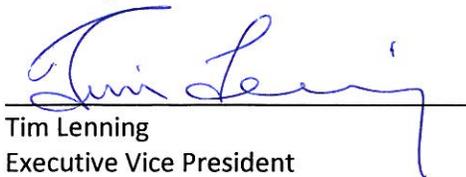
Tim Lenning, Executive Vice President
180 N. Stetson Avenue, Suite 3200
Chicago, IL 60601

Phone: (312) 423-2111
Fax: (312) 938-2191
Email: tlenning@csgdelivers.com

CSG's Bid Proposal Security, made payable to the Iowa Department of Human Services in the amount of \$5000, is provided immediately following this transmittal letter.

We appreciate the opportunity to respond to this RFP and look forward to working with the State of Iowa on the MMIS Implementation Project. Please contact me should you have questions related to the information presented in our proposal.

Sincerely,



Tim Lenning
Executive Vice President
CSG Government Solutions

Attachments:

- Bid Proposal Security

Cashier's Check Cole Taylor Bank
9550 W. Higgins Road
Rosemont, IL 60018-4906

Remitter: CSG GOVERNMENT SOLUTIONS, INC

Date: October 19, 2011

Pay to the Order of: IOWA DEPARTMENT OF HUMAN SERVICES
MEMO: RFP # MED-12-029

FIVE THOUSAND DOLLARS AND ZERO CENTS

*****5,000.00

Two Signatures Are Required On All Amounts \$5,000.00 & Over

1572874

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HEALTH MANAGEMENT ASSOCIATES

November 4, 2011

Mr. Tim Lenning
Executive Vice President
CSG Government Solutions
180 N. Stetson Avenue, Suite 3200
Chicago, IL 60601

Re: Iowa Medicaid Enterprise
Project Oversight, Management, and Integration Services for Iowa's MMIS Implementation
Project – RFP # MED-12-029

Dear Mr. Lenning,

It is with pleasure that Health Management Associates agrees to submit a proposal with CSG Government Solutions to the Iowa Medicaid Enterprise for (RFP) Project Oversight, Management, and Integration Services for Iowa's MMIS Implementation Project – RFP # MED-12-029.

Health Management Associates (HMA) is a consulting firm specializing in the fields of health system restructuring, health care program development, health economics and finance, program evaluation, and data analysis. HMA is widely regarded as a leader in providing technical and analytical services to health care purchasers, payers, and providers, with a special concentration on those who address the needs of the medically indigent and underserved. Founded in 1985, Health Management Associates has offices in Lansing, Michigan; Chicago, Illinois; Tallahassee, Florida; Indianapolis, Indiana; Columbus, Ohio; Washington, DC; Austin, Texas; New York, New York; Sacramento, California; Atlanta, Georgia, Boston, Massachusetts and Harrisburg, Pennsylvania.

HMA will prepare the deliverable "Operations Analysis Summary Report". In preparing this report HMA will complete the following tasks:

- Analyze Current IME Operations
- Analyze Current IME/DHS Healthcare Initiatives (i.e. ICD-10, HIT, HIE, HBE, PPACA, IIPE)
- Identify Integration/Dependencies/Impacts

ONE MICHIGAN AVENUE BUILDING
120 NORTH WASHINGTON SQUARE
SUITE 705
LANSING, MICHIGAN 48933
TELEPHONE: 517.482.9236
FAX: 517.482.0920
WWW.HEALTHMANAGEMENT.COM

ATLANTA, GEORGIA
AUSTIN, TEXAS
BOSTON, MASSACHUSETTS
CHICAGO, ILLINOIS
COLUMBUS, OHIO
HARRISBURG, PENNSYLVANIA
INDIANAPOLIS, INDIANA
LANSING, MICHIGAN
NEW YORK, NEW YORK
SACRAMENTO, CALIFORNIA
TALLAHASSEE, FLORIDA
WASHINGTON, DC

- Identify Risks and Issues
- Create Operations Analysis Summary Report

As COO of Health Management Associates I am authorized to legally bind the firm and agree to the terms and conditions of the proposal.

Sincerely,

A handwritten signature in blue ink that reads "Kelly Johnson". The signature is written in a cursive style with a long horizontal flourish at the end.

Kelly Johnson

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3.2.3 TAB 3: RFP FORMS

CSG's completed and signed RFP Forms are provided on the following pages.

- Attachment A: Release of Information Form
- Attachment B: Primary Bidder Detail & Certification Form
- Bid Proposal Certification
- Attachment C: Subcontractor Disclosure Form – **Health Management Associates (HMA)** is our strategic partner for this opportunity and provides the completed Subcontractor Disclosure Form.



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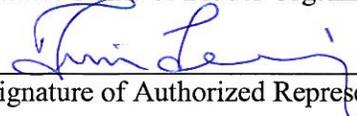
Attachment A: Release of Information

(Return this completed form behind Tab 3 of the Bid Proposal.)

CSG Government Solutions, 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 Agency.

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 Agency 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 Agency, and the State of Iowa from any liability whatsoever that may be incurred in releasing this information or using this information.

CSG Government Solutions, Inc.
Printed Name of Bidder Organization


Signature of Authorized Representative

11/7/2011
Date

Tim Lenning, Executive Vice President
Printed Name





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Attachment B: Primary Bidder Detail Form & Certification

(Return this completed form behind Tab 3 of the Proposal. If a section does not apply, label it "not applicable".)

Primary Contact Information (individual who can address issues re: this Bid Proposal)	
Name:	Tim Lenning
Address:	180 N. Stetson Avenue, Suite 3200, Chicago, IL 60601
Tel:	312-423-2111
Fax:	312-938-2191
E-mail:	tlenning@csgdelivers.com

Primary Bidder Detail	
Business Legal Name ("Bidder"):	CSG Government Solutions, Inc.
"Doing Business As" names, assumed names, or other operating names:	N/A
Parent Corporation, if any:	N/A
Form of Business Entity (i.e., corp., partnership, LLC, etc.):	S-Corporation
State of Incorporation/organization:	Illinois
Primary Address:	180 N. Stetson Avenue, Suite 3200 Chicago, IL 60601
Tel:	312-444-2760
Fax:	312-938-2191
Local Address (if any):	
Addresses of Major Offices and other facilities that may contribute to performance under this RFP/Contract:	
Number of Employees:	79
Number of Years in Business:	14
Primary Focus of Business:	CSG is a mid-size IT management consulting firm with expertise in healthcare, unemployment insurance, and other government programs and systems. We specialize in project planning and oversight, system design and implementation, and independent verification and validation. We work throughout the U.S., primarily for state governments.
Federal Tax ID:	36-4150867
Bidder's Accounting Firm:	Cukierski & Kowal, LLC
If Bidder is currently registered to do business in Iowa, provide the Date of Registration:	Yes, CSG is registered to do business in Iowa. Date of registration: January 24, 2005
Do you plan on using subcontractors if awarded this Contract? {If "YES," submit a Subcontractor Disclosure Form for each proposed subcontractor.}	YES

Request for Confidential Treatment (See Section 3.1)		
Location in Bid (Tab/Page)	Statutory Basis for Confidentiality	Description/Explanation
Section 3.2.4 (Tab 4/Pages 38-88) &	Iowa Code Chapter 22.7(3)	CSG invokes the Trade Secrets exemption defined in Iowa Code, Chapter 22.7. The DHS RFP requests services for a complex and narrow





<p>Appendix A (Pages 229-262)</p>		<p>effort related to quality assurance and quality control over the replacement of the current MMIS/POS systems, and the assessment and analysis of the State of Iowa's Medicaid Information Technology Architecture (MITA). Every state government in the country is mandated to address this issue in the near future. States are seeking vendors with a thorough, cost-effective approach to meeting the mandates.</p> <p>These pages describe CSG's specific plan for accomplishing this task. CSG has been selected to do this work for other states, and we are emerging as a leading expert in this field. Learning the specifics of how we accomplish the effort is of crucial immediate competitive value as multiple other states are at this moment issuing RFPs for this exact purpose. Acquiring this knowledge through disclosure of these pages would allow a competitor to catch up quickly in a fast-moving market.</p> <p>Our approach to the project is based on CSG's proprietary methods and automated tools built specifically to provide MITA and MMIS assessment and analysis services to state governments. These methods and tools have been developed through the investment of thousands of hours of effort by CSG. Providing this knowledge to a competitor would harm CSG by unfairly reducing our competitive advantage in the many similar RFPs being issued around the country. Disclosing this information would also give a competitor the financial advantage of acquiring this valuable knowledge wholly at CSG's expense. Such knowledge would be extremely expensive to acquire by other means, and even more difficult to acquire quickly enough to keep up with the market.</p> <p>This information clearly meets the basic criteria for protection as a trade secret: it is a compilation of information that is secret, of value, for use in CSG's business, and of advantage to our business over those who do not know or use it.</p>
<p>Section 3.2.5.1 (Tab 5/Pages 96-116)</p>	<p>Iowa Code Chapter 22.7(3)</p>	<p>CSG invokes the Trade Secrets exemption defined in Iowa Code, Chapter 22.7.</p> <p>These pages contain the names, phone numbers, and business relationships of specific and special clients of CSG. The pages also contain detailed descriptions of the services CSG provides to these clients. We do not publish this information for any purpose other than directly pursuing business with a potential client, and with an explicit statement of confidentiality.</p> <p>These clients permitted their names and other information to be used as references for this RFP, with the expectation that they will not be exposed to third parties with unknown legal or commercial objectives.</p> <p>The nature of CSG's business (as well as our competitors),</p>



		<p>demands that strong, trusted relationships are built with a limited number of clients. CSG has spent countless hours and millions of dollars over many years to discover these clients, determine and serve their needs, build ongoing business relationships with them, and earn their permission to use them as references. Their names and contact information, along with a description of their business and specific need for the type of services provided by CSG, is of the highest competitive value. The information is current, reliable, detailed and accurate. Such specific intelligence regarding sales prospects is earnestly sought by our competitors in order to pursue business with these clients. This information would cost hundreds of thousands of dollars to acquire by other means, if it could be completely acquired at all.</p> <p>Disclosure of this information would cause competitive disadvantage to CSG by providing to a competitor deep knowledge of business opportunities with CSG clients that are currently unknown to that competitor. This information meets the basic criteria for protection as a trade secret: it is a compilation of information that is secret, of value, for use in CSG's business, and of advantage to our business over those who do not know or use it.</p> <p>In addition to the competitive harm described above, its disclosure could also harm CSG by damaging valuable business relationships in the event that our clients receive unsolicited and/or unwanted calls from a competitor or other parties.</p>
<p>Section 3.2.5.2 (Tab 5/Pages 117-196)</p>	<p>Iowa Code Chapter 22.7(3)</p>	<p>CSG invokes the Trade Secrets exemption defined in Iowa Code, Chapter 22.7.</p> <p>The resumes and biographies included in these sections contain the names and detailed work history of CSG's staff. We do not publish this information for any purpose other than directly pursuing business with a potential client, and with an explicit statement of confidentiality. CSG competes in a market for consulting services that are extremely specialized. Identifying, pursuing, and evaluating people who have the exact qualifications that allow us to survive in this market is expensive and time-consuming. CSG (a small business) spends over \$300,000 per year searching for and evaluating the qualifications of candidates for positions in our company.</p> <p>CSG's employees are obviously free to publish their own personal resumes or send one to whomever they wish. However, these sections were written by CSG, at CSG's expense, for the sole purpose of providing Iowa the information needed to evaluate our proposal. Viewed as a whole, it is a value-added compilation of qualified people with detailed work histories that is a by-product of</p>



		<p>thousands of hours of searching and evaluation by CSG. To a competitor, its value is comparable to the product of an executive search or other staffing firm. Freely providing this information to a competitor harms CSG. It offers the competitor an organized set of value-added recruiting knowledge that would cost many thousands of dollars in labor and fees to acquire by other means, and is most valuable for the purpose of attempting to hire CSG's employees.</p> <p>We believe this value-added compilation of qualified people with detailed work histories, viewed as a whole, is confidential Trade Secrets as referenced in the Iowa Code, Chapter 22.7. Its disclosure would allow a competitor to unfairly gain financial and competitive advantage by: (i) acquiring an organized set of value-added recruiting knowledge developed wholly at CSG's expense, and (ii) leveraging CSG's own recruiting investment while attempting to hire CSG's most valuable employees.</p>
<p>Section 3.2.5.3 (Tab 5/Pages 197-226)</p>	<p>Iowa Code Chapter 22.7(3)</p>	<p>CSG invokes the Trade Secrets exemption defined in Iowa Code, Chapter 22.7.</p> <p>CSG Government Solutions, Inc. is a privately held company and does not publish financial statements, except as required by law or by potential clients evaluating proposals. By protecting this information, CSG precludes competitors from using it to develop strategies in future direct competition with CSG. In addition, potential competitors can analyze our financial data to support their own decision-making about the profitability or other business advantages of entering or positioning themselves in our markets. Since we are not required to make this financial data public, disclosing it removes competitive advantages we rightfully possess as a privately held company by: (i) providing direct competitors with financial intelligence about CSG, and (ii) providing potential competitors with valuable market data, without benefit to CSG.</p>

Exceptions to RFP/Contract Language (See Section 3.1)

RFP Section and Page	Language to Which Bidder Takes Exception	Explanation and Proposed Replacement Language:	Cost Savings to the Agency if the Proposed Replacement Language is Accepted
<p>1.9.1 Contract Payment Methodology p. 13</p>	<p>“For each project the Contractor may invoice 80% of the annual fixed cost of the Contract on a monthly basis in</p>	<p>We would like to modify this language to reflect the payment methodology found in the contract between the Iowa Department of Human Services and CSG for the Iowa Medicaid Enterprise HIPAA 5010 and ICD-10 Technical Assistance and Support Services: Contract MED-09-017.</p>	<p>If this language is changed, CSG's financing cost for the holdback will be reduced by \$21,500 over the term of the contract.</p> <p>CSG's total price will be reduced by this amount.</p>



	<p>equal installments. The remaining 20% will be invoiced at the conclusion of the project and will be sent for payment when the Agency has confirmed, during the close-out of each project that it has approved all deliverables and all performance measures were met satisfactorily.”</p>	<p>In that contract there is a 20% holdback, but the holdback is reconciled at the end of each fiscal year, rather than the end of the entire contract term.</p> <p>Our request is based on the following:</p> <ol style="list-style-type: none"> 1. The duration of this contract is primarily dependent on the MMIS contractor and the State. 2. Because of the nature of the work to be performed by CSG, the value of our services is received as our deliverables are produced and approved. 3. A 20% holdback over the duration of the contract could result in a total holdback of well over \$1,000,000. Eventually the total holdback would be larger than the entire cost of the remaining services and deliverables. <p>We request that section “1.9.1 Contract Payment Methodology” on page 13 of the RFP, be changed to the following:</p> <p>“For each project fiscal year the Contractor may invoice 80% of the annual fixed price cost price of the Contract for that fiscal year on a monthly basis in equal installments. The remaining 20% of the annual fixed price for that fiscal year will be invoiced at the conclusion of the project end of that fiscal year and will be sent for payment when the Agency has confirmed, during the close-out of each project that it has approved all deliverables for that fiscal year and all performance measures were met satisfactorily.”</p>	
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BID PROPOSAL CERTIFICATION

By signing below, Bidder certifies that:

- Bidder accepts and will comply with all Contract Terms and Conditions contained in the Sample Contract without change except as otherwise expressly stated in the Primary Bidder Detail Form & Certification.
- Bidder has reviewed the Additional Certifications, which are incorporated herein by reference, and by signing below represents that Bidder agrees to be bound by the obligations included therein.
- Bidder does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap;
- No cost or pricing information has been included in the Bidder's Technical Proposal;
- Bidder has received any amendments to this RFP issued by the Agency;
- Bidder either is currently registered to do business in Iowa or agrees to register if Bidder is awarded a Contract pursuant to this RFP;
- The person signing this Bid Proposal certifies that he/she is the person in the Bidder's organization responsible for, or authorized to make decisions regarding the prices quoted and he/she has not participated, and will not participate, in any action contrary to the anti-competitive agreements outlined above;
- Bidder specifically stipulates that the Bid Proposal is predicated upon the acceptance of all terms and conditions stated in the RFP and the Sample Contract without change except as otherwise expressly stated in the Primary Bidder Detail Form & Certification. Objections or responses shall not materially alter the RFP. All changes to proposed contract language, including deletions, additions, and substitutions of language, must be addressed in the Bid Proposal;
- Bidder certifies that the Bidder organization has sufficient personnel resources available to provide all services proposed by the Bid Proposal, and such resources will be available on the date the RFP states services are to begin. Bidder guarantees personnel proposed to provide services will be the personnel providing the services unless prior approval is received from the Agency to substitute staff;
- Bidder certifies that if the Bidder is awarded the contract and plans to utilize subcontractors at any point to perform any obligations under the contract, the Bidder will (1) notify the Agency in writing prior to use of the subcontractor, and (2) apply all restrictions, obligations, and responsibilities of the resulting contract between the Agency and Contractor to the subcontractors through a subcontract. The Contractor will remain responsible for all Deliverables provided under this contract.
- Bidder guarantees the availability of the services offered and that all Bid Proposal terms, including price, will remain firm until a contract has been executed for the services contemplated by this RFP or one year from the issuance of this RFP, whichever is earlier; and,
- Bidder certifies it is either a) registered or will become registered with the Iowa Department of Revenue to collect and remit Iowa sales and use taxes as required by Iowa Code chapter 423; or b) not a "retailer" of a "retailer maintaining a place of business in this state" as those terms are defined in Iowa Code subsections 423.1(42) & (43). The Bidder also acknowledges that the Agency may declare the bid void if the above certification is false. Bidders may register with the Department of Revenue online at: <http://www.state.ia.us/tax/business/business.html>.

By signing below, I certify that I have the authority to bind the Bidder to the specific terms, conditions and technical specifications required in the Agency's Request for Proposals (RFP) and offered in the Bidder's Proposal. I understand that by submitting this Bid Proposal, the Bidder agrees to provide services described herein which meet or exceed the requirements of the Agency'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.

Signature:	
Printed Name/Title:	Tim Lenning, Executive Vice President
Date:	November 7, 2011



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Attachment C: Subcontractor Disclosure Form

(Return this completed form behind Tab 3 of the Bid Proposal. Fully complete a form for each proposed subcontractor. If a section does not apply, label it "not applicable." If the bidder does not intend to use subcontractor(s), this form does not need to be returned.)

Primary Bidder ("Primary Bidder"):	CSG Government Solutions, Inc.
Subcontractor Contact Information (individual who can address issues re: this RFP)	
Name:	Darlene Gregory or Gary Crayton
Address:	120 N. Washington Square, Suite 705, Lansing, MI 48933
Tel:	517-482-9236
Fax:	517-482-0920
E-mail:	dgregory@healthmanagement.com or gcrayton@healthmanagement.com

Subcontractor Detail	
Subcontractor Legal Name ("Subcontractor"):	Health Management Associates (HMA)
"Doing Business As" names, assumed names, or other operating names:	
Form of Business Entity (i.e., corp., partnership, LLC, etc.):	C-Corporation
State of Incorporation/organization:	Michigan
Primary Address:	120 North Washington Square, Suite 705 Lansing, MI 48933
Tel:	517-482-9236
Fax:	517-482-0920
Local Address (if any):	
Addresses of Major Offices and other facilities that may contribute to performance under this RFP/Contract:	301 S. Bronough Street, Suite 500 Tallahassee, FL 32301
Number of Employees:	95
Number of Years in Business:	26
Primary Focus of Business:	Consulting firm specializing in the fields of health system restructuring, health care program development, health economics and finance, program evaluation, data analysis, and health information technology and exchange.
Federal Tax ID:	38-2599727
Subcontractor's Accounting Firm:	Warmels & Comstock
If Subcontractor is currently registered to do business in Iowa, provide the Date of Registration:	October 3, 2001
Percentage of Total Work to be performed by this Subcontractor pursuant to this RFP/Contract.	Less than 5%

General Scope of Work to be performed by this Subcontractor

HMA will conduct the Operations Analysis Research in the Start Up Phase of the project. This scope of work consists of the following:

- Research and analysis of the current IME Operations
- Research and analysis of IME/DHS Healthcare Initiatives (i.e., ICD-10, HIT/HIE, HBE, PPACA, and

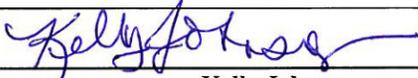
<p>IIEP)</p> <ul style="list-style-type: none"> • Identification of integration points, dependencies, impacts, risks and issues • Creation of the Operations Analysis Summary Report <p>HMA is recognized as one of the nation's leading health care research organizations and specializes in evaluation of large-scale health programs, including the major healthcare initiatives.</p>
Detail the Subcontractor's qualifications for performing this scope of work
<p>HMA will prepare the deliverable "Operations Analysis Summary Report". In preparing this report HMA will complete the following tasks:</p> <ul style="list-style-type: none"> • Analyze Current IME Operations • Analyze Current IME/DHS Healthcare Initiatives (i.e. ICD-10, HIT,HIE, HBE, PPACA, IIEP) • Identify Integration/Dependencies/Impacts • Identify Risks and Issues • Create Operations Analysis Summary Report

By signing below, Subcontractor agrees to the following:

1. Subcontractor has reviewed the RFP, and Subcontractor agrees to perform the work indicated in this Bid Proposal if the Primary Bidder is selected as the winning bidder in this procurement.
2. Subcontractor has reviewed the Additional Certifications and by signing below confirms that the Certifications are true and accurate and Subcontractor will comply with all such Certifications.
3. Subcontractor agrees that it will register to do business in Iowa before performing any services pursuant to this contract, if required to do so by Iowa law.
4. Subcontractor does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap;

The person signing this Subcontractor Disclosure Form certifies that he/she is the person in the Subcontractor's organization responsible for or authorized to make decisions regarding the prices quoted and he/she has not participated, and will not participate, in any action contrary to the anti-competitive obligations agreements outlined above.

I hereby certify that the contents of the Subcontractor Disclosure Form are true and accurate and that the Subcontractor has not made any knowingly false statements in the Form.

Signature for Subcontractor:	
Printed Name/Title:	Kelly Johnson Chief Operating Officer
Date:	November 4, 2011



3.2.4 TAB 4: CSG'S APPROACH TO MEETING KEY ACTIVITIES

In the following section, we explicitly define our technical approach to addressing the key activities and deliverables outlined in the RFP. CSG fully understands the IME project objectives and is completely able to provide all of the services that are requested. CSG has developed a unique, robust set of software tools that will be used in completing the scope of work including all oversight and monitoring activities. An overview of these tools and methodologies is described below. Beginning in Key Activity 1 we provide more detail for how our tools will be used to specifically address each Key Activity and to enable and support the production of the required deliverables.

CSG REALizeSM Overview



In 2009, CSG launched the CSG Tech Innovation Lab and Centers of Excellence to support the development and delivery of leading-edge solutions to government agencies. Our research and innovation efforts have produced CSG REALizeSM, a proprietary collection of public sector system modernization knowledge, techniques and automated tools that provide our project teams with superior capability and insight. With CSG REALizeSM, we leverage the accumulated experience of our people, our thorough industry research, and our innovative automated tools to provide maximum value for our clients' system modernization investments.

CSG REALizeSM products fall into three categories:

1. Maturity Models, Best Practices, and High-Value Artifacts
2. CSG REALizeSM Tools : **"Powered by TeamCSGSM"**
3. Customized CSG REALizeSM Project Roadmaps

These products are continuously launched and improved in the CSG Centers of Excellence:

- Healthcare and Human Services
- IV&V/Quality Management
- Project Management/PMO
- Unemployment Insurance

Through the Centers of Excellence, all of our consultants in the field apply their experience and lessons learned to assure that CSG REALizeSM provides maximum added value to our clients and project teams. Our consultants are supported by CSG Tech's team of research assistants and technologists who build the high-quality artifacts and software that effectively apply CSG's industry-leading practices to our clients' biggest challenges.

CSG has a proven approach to meeting key activities described in the RFP.

- Establishment of a synchronized Project Management Office
- Critical Start-up Phase Analysis sets the Baseline and Integrated Project Approach
- MMIS Certification preparation spans all Phases of DDI
- Experience with the unique IME environment
- CSG delivers Best Practices, High-Value-Artifacts and Automated Tools

Every CSG employee has access to the entire collection of CSG REALizeSM products on a CSG-issued tablet device. Updates to CSG REALizeSM are automatically downloaded to the tablets on a regular basis.

CSG REALizeSM Maturity Models, Best Practices, and High-Value Artifacts

CSG REALizeSM Functional and Technical Maturity Models structure and inform the development of public sector system modernization strategies. The models, derived from the research and experience of CSG's Centers of Excellence, are valuable guides for gaining consensus on program goals and objectives, and for documenting the business requirements for new systems.

CSG REALizeSM also provides straightforward guides to best practices, program-specific dictionaries, handbooks for conducting system and operational assessments, and many other high-value models, guides and artifacts.

CSG REALizeSM Tools: "Powered by TeamCSGSM"

CSG REALizeSM provides automated tools that support and promote high-quality system modernization efforts. These support project management, the tracing of system requirements and other data, and performing risk assessments. The tools may be customized for particular projects and are accessed through a secure, standard TeamCSGSM collaboration site customized and deployed for each client project.



Three families of CSG REALizeSM tools are currently in use by our project teams:

- **TeamCSGSM Project Tracker** is an easy-to-use project management support tool that provides powerful tracking and reporting capabilities for controlling issues, risks, and changes throughout the project life cycle.
- **TeamCSGSM Tracer** provides flexible, configurable traceability and reporting throughout the system planning and development life cycle. Customized versions of **TeamCSGSM Tracer**, containing baseline system requirements and other entities and artifacts.
- **TeamCSGSM Risk Assessment Models** provide flexible tools to assess our clients' project risks from four perspectives: Project Management, IT Infrastructure, System Development Life Cycle, and **MMIS Operational Readiness**.

TeamCSGSM Portal and Project Sites

TeamCSGSM is a web-based, production-level platform that provides 24/7 communication, collaboration, and management capability throughout the company. It allows our geographically dispersed work force to be productive at all times. It provides an established support structure, shared workspaces, and access to our CSG REALizeSM automated tools. Customized TeamCSGSM sites are deployed for every project team in the field and for internal operations and business development teams.

The TeamCSGSM project sites are secure and customized to provide maximum value to all project team members. The site is hosted, administered and managed by CSG Tech.

Customized CSG REALizeSM Project Roadmaps

For each project, CSG REALizeSM provides a customized, value-added Roadmap. The Roadmap is an easy-to-read depiction of the project's work breakdown structure and is synchronized with the project work plan. It describes all project activities, and indicates the use of applicable CSG REALizeSM handbooks, models and automated tools.

The Roadmap is divided into two sections. The top half describes the project from initiation to project closure moving from left to right. The project is organized into work streams and tasks. The work streams are identified by the blue boxes and the tasks by the red boxes. A work stream is a collection of related tasks that lead to the creation of a project deliverables or work product.

The bottom half of the roadmap shows the key supporting models and tools for the project. For each roadmap there are typically 2 – 3 high impact tools that are identified in this section. In most cases the tools listed will be specific to the type of project.

Please see Key Activity #3 below for the customized Roadmap for the entire POMI Services for the Iowa MMIS Implementation Project.

Key Activity #1

For the System Services project act on behalf of the State to manage and oversee all activities and milestones of the DDI process of the IME contractors, and all system installation requirements and transition activities to mitigate risk, resolve issues, and successfully implement and transition to operations.

Deliverables:

- At a minimum, provide monthly written reports to the Agency's Project Director identifying all issues, corrective actions, and resolutions during the DDI phase.





Performance Measures:

- 100% of the recommended resolutions and risk mitigations will result in allowing the contractors to return to execution of their approved work plans in order to continue to progress towards transition to successful operations.

Monitoring:

- The Agency's Project Director will review reports, corrective action plans, and results to determine the success of the Contractor when acting on behalf of the State.

Key Activity #2

Facilitate the Executive teams (Steering Committee and Sponsors) with management activities including development and implementation of key documents (i.e. project charter, governance roles) and executive meetings.

Deliverables:

- Project Charter document
- Project Governance document
- Meeting agendas and notes
- Written documentation of all major decisions

Performance Measures:

- Project Charter and other start-up documents will be submitted for Agency approval within 30 calendar days of the beginning of the contract
- Meeting agendas will be distributed 2 business days prior to each meeting.
- Meeting notes will be distributed 2 business days after the conclusion of the meeting.
- All written documentation of the major decisions will be submitted to the Agency's Project Director for approval within 1 business day of the decision(s). Once approved by the Agency's Project Director, the decisions will be distributed and posted in the project library.

Monitoring:

- The Agency's Project Director will review deliverables at least quarterly.

Key Activity #3

Establish the project management structure and bring appropriate tools that will be shared with other contractors and will return a successful implementation result. The structure and tools will allow monitoring of work plans, resolution of issues, and mitigation risk. Necessary elements of this reporting include any elements that without resolution can affect time, cost or performance constraints on the project(s). All interdependencies within the project should be identified and prioritized. This contractor will facilitate all meetings that oversee the project activities.

Deliverables:

- All POMI project organizational plans
- All project tools
- A reporting structure that identifies risk that affect time, cost, or performance constraints on the project.
- A listing of all POMI key management positions, job descriptions, and percent of time dedicated to that job.
- Written meeting agendas, notes and decisions.
- Walkthroughs of deliverables as needed.



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Initial Work Breakdown Structure



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Performance Measures:

- Identification and use of structure and tools will be an all-inclusive methodology resulting in efficient, accurate reporting and a true picture of the status and results of all contractors' implementation activities resulting in a successful, timely implementation of all milestones and tracking and maintaining of all work plan scheduled. Submission to the Agency's Project Director of the structure and recommended tools will be submitted within 15 calendar days of the start of the contract.
- All structure and tools will be in place within 45 calendar days of the start of the Contract.
- All tools will be used 100% of the time unless written approval of the Agency's Project Director is received.

Monitoring:

- The Agency's Project Director for the project will interact on a frequent basis with the Contractor's project manager to review status, timelines and resolve issues related to successful implementation. The Project Director will review the status reports and all corrective action plans. The Project Director will approve all management plans and tools prior to the implementation of those plans and/or tools.

Key Activity #4

Document the project through a project library, meeting agendas, meeting notes, decision documents and any other relevant aspects of project activities of any contractors involved in the implementation of the DDI project so that a clear, concise record of all elements is created as a historical reference.

Deliverables:

- Project Library including an index.
- Meeting agendas.
- Meeting notes.
- Decision documents.



Performance Measures:

- Documentation of the project will be of a nature that the Agency's Project Director will be able to identify 100% of the status at any time of all timelines, milestones, issues, resolutions, risks, risk mitigations, stakeholder decisions, and results.
- Submit for the Agency's Project Director's approval a project library outline prior to the implementation of the project library within 10 calendar days of the execution of the Contract.

Monitoring:

- The Agency's Project Director will approve the initial structure and content of the project library prior to implementation. On a periodic basis following the implementation of the project library the Project Director will random sample the project library to assure that it is being maintained with the most recent documents.

Key Activity #5

Review all plans of any contractors having roles in the DDI of the System Services implementation project (This includes the new MMIS and POS vendors and the current IME contractors). The QA plans procedures and the IVV plans and procedures will be reviewed for purposes of integration and coordination with the overall implementations. Attend all joint application design (JAD) sessions of the System Services contractors.

Deliverables:

- Regular, written summary reports identifying each contractor's work plan status as acceptable with correction action defined for those not sound to be acceptable.
- Follow up reports until all System Services and IME contractor's plans are acceptable.
- Written summary of issues or risks as a result of the JAD sessions.

Performance Measures:

- Once reviewed and approved by the Agency's Project Director and the Oversight Contractor all plans of the contractors will be used as a tool that, when the plans are followed, will allow for a timely, accurate implementation resulting in a successful transition to operations by 100% of contractors.

Monitoring:

- In the case of the IME, each Unit Manager will review the status of their contractor on a weekly basis to determine status towards implementation. All corrective action plans will be reviewed and approved by the Unit Manager.

Key Activity #6

Monitor all System Services and IME contractors' progress towards implementation goals and identify risks to the success, timeline, cost or performance of the project.

Deliverables:

- Weekly written reports to the MMIS Project Director and the IME Unit Managers identifying each contractor's work plan status and identified risks and corrective actions.
- An assessment of the impact of those risks and other known issues.









Performance Measures:

- All risks will be identified timely resulting in mitigation strategies submitted to the Project Director within 2 business days of identification of those risks through resolution.

Monitoring:

- Throughout the DDI portions of the project the Project Director will monitor the progress towards implementation

Key Activity #7

Report on overall readiness of each contractor for each phase of the project prior to the planned implementation of that phase.

Deliverables:

- Written operational readiness reports to the Agency 90 days, 60 days, 30 days, 14 days, 7 days, and 1 day prior to the actual "go live" date for each phase of the project.



Performance Measures:

- Operational readiness evaluations will be submitted to the Agency's Project Director on time and be acceptable to the Agency on the first submission resulting in a successful transition of operations by all contractors.

Monitoring:

- The project Director will monitor these reports within two business days of submission.

Key Activity #8

Prepare and present status updates periodically to CMS, the Agency and other stakeholders as requested by the Agency.

Deliverables:

- Written status reports to the Project Director at least monthly.
- Written quarterly reports in a format defined by CMS and the Agency by the 10th of the month following the last day of the quarter.
- Ad hoc status updates, presentations and reports to Stakeholders at intervals as defined by the Executive Steering Committee or the Project Director.







Performance Measures:

- All presentations and status updates to stakeholders will be professional, accurate, and give the intended audience a clear, accurate picture of the project's status. The presentations will be submitted to the Agency's Project Director on time as agreed to by the Contractor and the Agency.

Monitoring:

- The Project Director will review all monthly status reports and quarterly CMS reports. The Project Director will approve all presentations and ad hoc reports prior to presentation or release.

Key Activity #9

Manage the change order process with all contractors and the Agency as it relates to the DDI project so that a recommendation can be made to the Agency whether the change order or amendment is within the original scope of work. Prepare change order authorizations and descriptions as appropriate.

Deliverables:

- For each change order present a report to the Agency's Project Director describing the request with the supporting documentation and a recommendation to the Agency to approve or deny.
- Produce a monthly summary report of all Agency approved change orders through the duration of each project.
- Draft all change orders and amendments
- Track each change order through completion.



Performance Measures:

- The result of this activity will be that the Agency will not be charged for any services that it was agreed would be purchased in the original scope of work or any amendments or previous, approved change orders. Change orders will be submitted to the Agency's Project Director 100% of the time before the change order is executed.

Monitoring:

- The Project Director will consult with the Agency's contract managers for all the respective contracts to validate that the change order was not covered in a previous definition of the scope of work for that Contract and will validate that the change orders are timely.

The CSG Team agrees that this is a necessary and appropriate monitoring and oversight process.

Key Activity #10

Assist the Certification Manager with any federal requirements including the CMS system certification preparations. Oversee the activities of the MMIS contractor in their preparation for CMS system certification. Also participate in any on site visits with and CMS review process.

Deliverables:

- The certification documents, materials and reports, including the CMS Certification Checklist, in the CMS required format for use during the certification process.
- A draft of the required communication to CMS requesting certification.
- Any other documentation required as part of certification.

Performance Measures:

- The certification documents will be complete and accurate no later than sixty calendar days prior to the arrival of a CMS certification team.
- Document requirements and preparation for CMS certification will be 100% accurate and complete upon review by CMS.

Monitoring:

- The Agency's Project Director will monitor the progress of the development of this library and approve all content. Thirty calendar days prior to CMS certification date, the Project Director will confirm all required materials are available.

Key Activity #11

Coordinate activities and identify impacts to any other healthcare initiatives (i.e. ICD-10, HIT/HIE, HBE, PPACA, IIEP) so no negative impacts occur. It is especially important to regularly coordinate activities and engage with the IIEP project as there are many commonalities and dependencies in the System Services and IIEP projects. Identify recommended solutions to known issues. Bring and configure dashboard software to assist in tracking these initiatives allowing input and view access to the dashboard.

Deliverables:

- A written communication plan for coordinating information across projects.
- A written dashboard that tracks all large projects related to healthcare within the Agency.
- Prepare periodic reports as mutually agreed to by the Agency's Project Director and the Contractor.
- Prepare assessment of impacts and risks of the MMIS on the other Agency defined major healthcare initiatives and recommended solutions to issues as they become known.





Performance Measures:

- Through the coordination of the implementations of both the IIEP and MMIS projects, the Contractor will inform 100% of the other healthcare initiatives of impacts to those initiatives so that smooth transitions to operations occur between these two projects and other healthcare initiatives.

Monitoring:

- The Agency's Project Director for the MMIS project will review the initial assessment and the subsequent meeting minutes and reports to determine accuracy of identified impacts and risks.

Key Activity #12

Support the Agency's healthcare project coordination committee. Purpose of the committee is to identify impacts of the MMIS project to and from other major healthcare initiatives (i.e. IIEP, ICD-10, HIT/HIE, HBE, PPACA).

Deliverables:

- Attend all regular meetings.
- Prepare and distribute written meeting notes.
- Prepare and distribute agendas and meeting materials.

Performance Measures:

- 100% of the time all notes, agendas, and meeting materials will be prepared accurately the first time.
- Meeting agendas and meeting materials will be distributed 2 business days prior to each regularly scheduled meeting.
- Meeting notes will be distributed 2 business days after the conclusion of the meeting.

Monitoring:

- The MMIS Project Director will regularly approve and review meeting minutes and agendas to measure the progress of the MMIS project with the other major healthcare initiatives.

Key Activity #13

For a period of six(6) months after implementation of each phase rollout monitor the activities of all contractors' operations to identify issues related to the transitions, including any issues with the interoperability with other Agency's ancillary systems and the new IIEP and facilitate and track successful problem resolution.

Deliverables:

- Regular (at least monthly), written status updates to the Agency's Project Director summarizing status, issues, resolutions and corrective actions.

Performance Measures:

- 100% of issues identified during this six month period will be resolved through corrective action plans or other expeditious means in order that the State may request CMS certification timely.



Monitoring:

- The Project Director will review all written reports within received monthly. The Project Director may speak with individual contractors to determine the accuracy of the reports.



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3.2.5 TAB 5: CSG'S BACKGROUND

CSG Government Solutions is a Management and Information Technology consulting firm focused on delivering high value solutions for our clients. We employ our REALizeSM suite of innovative methods, knowledge and automated tools to help our clients successfully leverage technology to modernize critical program enterprises. Founded in 1997, CSG has established itself as a leading provider of innovative information technology solutions for over 150 government and commercial organizations throughout the U.S.



Specialists in Government Solutions. Focused on Delivering Results

Now, more than ever, government agency decision makers are turning to technology to deliver better service, satisfy increased constituent demands, improve performance, increase information sharing, and streamline operations, systems, workflows, and processes. To help our clients achieve their objectives, CSG provides Strategy and Planning, Quality Management, and Systems Modernization services:

Strategy and Planning	IV&V/Quality Management	Systems Modernization
Enterprise IT Strategy Planning & Requirements Enterprise Technical Architecture Procurement Support	Project Management / PMO Independent Verification and Validation (IV&V) Quality Assurance Independent Testing	Technical System Design Business Process Design Software Development and Testing Deployment and Training

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

The Table below presents a partial list of our clients:

CSG Government Solutions – Sample Client List	
Iowa Medicaid Enterprise	Iowa Department of Human Services
Florida Agency for Health Care Administration	Centers for Medicare & Medicaid Services (CMS)
Illinois Department of Human Services	Indiana Family and Social Services Administration
Georgia Department of Community Health	Ohio Department of Job & Family Services
Georgia Department of Public Health	Northern Arizona Regional Behavioral Health Authority
Oregon Department of Human Services	Oklahoma Department of Human Services
Department of Vermont Health Access	New Mexico Department of Human Services
Illinois Department of Insurance	Iowa Workforce Development
Illinois Department on Aging	New Mexico Department of Labor
Illinois Office of Health Information Technology	Tennessee Department of Labor and Workforce Dev.
CIGNA Government Services	Job Service North Dakota
Michigan Unemployment Insurance Agency	Kansas Division of Motor Vehicles

Experienced Consulting Staff

Our staff members are highly experienced Technology and Management Consultants, many with more than twenty years of experience in Information Technology and consulting. Seventy-five percent of our consultants have at least ten years of experience. Our technical consultants have certifications in mainstream technologies from Microsoft, IBM, Cisco, Sun and others. This assures that our team will bring a wide variety of experience and expertise to the projects associated with this contract.

Client Survey Ranks CSG

Although many firms believe they provide excellent service, CSG has unbiased proof. The U.S. General Services Administration commissioned Dun & Bradstreet to conduct a random survey of our clients to assess our ability to deliver our services as represented in our proposals. The clients rated CSG on a scale of 1 to 100.

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

Our Strategic Partner – Health Management Associates

Health Management Associates (HMA) is a consulting firm specializing in the fields of health system restructuring, health care program development, health economics and finance, program evaluation, data analysis, and health information technology and exchange. HMA is widely regarded as a leader in providing technical and analytical services to health care purchasers, payers, and providers, with a special concentration on those who address the needs of the medically indigent and underserved. HMA is a private, for-profit "C" corporation, incorporated in the State of Michigan in good standing and legally doing business as Health Management Associates, Inc. Founded in 1985, Health Management Associates has offices in Lansing, Michigan; Chicago, Illinois; Indianapolis, Indiana; Columbus, Ohio; Washington,





DC; Tallahassee, Florida; Austin, Texas; Sacramento, California; New York City, New York; Atlanta, Georgia; Boston, Massachusetts; and, Harrisburg, Pennsylvania.

HMA has clients across the country, including the major safety net health systems, private sector providers, and local, state, and federal governments. The firm has extensive experience and expertise in the design and implementation of health programs, particularly with respect to system development, managed care, long- term care, and behavioral health care.

The staff of HMA is composed of over 70 professional health care managers and analysts with up to thirty years of experience in the health and human services fields, including senior staff with long experience in clinical and administrative leadership of public hospitals. HMA brings a strong interdisciplinary expertise to clients. Staff backgrounds include health economics, public health policy and administration, health care finance and reimbursement, clinical services, managed care, pharmacy benefit design and management, social work, program development and evaluation, and information systems.

3.2.5.1 CSG Experience

CSG has a longstanding history of quality delivery across multiple clients, including multi-year contracts representing significant levels of effort. Our commitment to properly staffing and maintaining the appropriate team members extends to each CSG project, including the Iowa Project Oversight, Management and Integration Services for Iowa's MMIS Implementation Project. Our firm has the capacity to meet the staffing demands for this important project.

CSG Government Solutions has over fourteen (14) years of experience providing the types of services specified in the RFP. CSG is a recognized Healthcare and Human Services industry thought leader, providing subject matter expertise in the ever-changing government and healthcare and human services landscape. Now more than ever the landscapes of human services, Medicaid, and the healthcare industry are changing rapidly. With rapid change comes great opportunity for progress, but also for confusion and misunderstanding. Our expertise is evidenced by the fact that CSG is currently under contract with the Centers for Medicare & Medicaid Services (CMS) to provide Project Management and Subject Matter Expertise to further evolve the Medicaid Information Technology Architecture (MITA) Framework to v3.0. In addition to MITA, CSG also keeps a finger on the pulse of other continuing developments including the CMS MMIS Certification Toolkit and requirements, the American Recovery and Reinvestment Act (ARRA), Health Information Exchange (HIE), and Health Insurance Exchange (HIX) among many others.

The following pages describe how CSG's expertise is represented across the larger Healthcare and Human Services industry.

CSG Industry Thought Leadership and Participation

CSG Government Solutions has a reputation for providing thought leadership to the Medicaid and health care industries through participation in multi-stakeholder collaborative groups. Our corporate commitment to these activities ensures DHS that our team is engaged with several industry workgroups, committees, and organizations. The following list contains an example of the on-going commitments of CSG team members:

Organization	CSG Industry Participation
CMS Advisory Group: Private Sector Technical Group (PSTG)	<ul style="list-style-type: none"> ➤ President, Board Member ➤ Technical Architecture Committee (TAC) member
National Medicaid EDI Healthcare (NMEH) Workgroup	<ul style="list-style-type: none"> ➤ Medicaid Information Technology Architecture (MITA) SWG Co-Chair ➤ Operating Rules Co-Chair ➤ Health Insurance Exchange (HIX) / Eligibility Modernization Co-Chair

The CSG Team has the experience and qualifications to successfully complete the Project Oversight, Management, and Integration Services Project for the State of Iowa.

- The CSG Team brings a wealth of experience with IME, other critical Medicaid, Healthcare, and Human Services projects, as well as MMIS implementation and MITA experience to this important project
- Key members of our team have direct project management and oversight experience over similar large scale, MMIS implementation efforts
- CSG has over 14 years of experience providing the types of services requested in the RFP

Organization	CSG Industry Participation
	➤ Sub-workgroup Member
Health Level 7 (HL7)	➤ HL7 Corporate Member ➤ MITA Project Participant
Workgroup for Electronic Data Interchange (WEDI)	➤ Strategic National Implementation Process (SNIP) Steering Committee Member ➤ Timeline, Implementation, Education, Code Sets and Testing Committee Members ➤ ICD-10 Education Sub-workgroup Lead
ANSI ASC X12	➤ X12N (Insurance/HIPAA) Member
National Council for Prescription Drug Programs (NCPDP)	➤ Participant
Human Services IT Advisory Group (HSITAG)	➤ Participant
Stewards of Change	➤ Participant
National Child Support Enforcement Association (NCSEA)	➤ Co-Chair for the 2012 Mid-Year Policy Forum ➤ Finance Committee Member ➤ Audit Committee Member
Eastern Regional Child Support Association (ERICSA)	➤ Conference Planning Committee Member
NHIN CONNECT	➤ Code-a-Thon Participants
Annual MMIS Conference	➤ Planning Coordinator
Project Management Institute	➤ Corporate Member

Table 1: CSG Industry Leadership and Participation – CSG is a health care and Medicaid thought leader and participates in a variety of in multi-stakeholder collaborative groups.

Our industry participation provides us the opportunity to partner with many state staff, including those from DHS, to support Medicaid needs in standards development. Participating also gives our team members the chance to understand the complications of Medicaid at a deeper level, supporting the advancement of technology and the use of standards to improve overall administration of the Medicaid Programs nationwide.

Our team members have regular communication with the Centers for Medicare & Medicaid Services (CMS) and are on the forefront of developing, understanding, and implementing the various changes

from CMS to the states in the form of Medicaid Information Technology Architecture (MITA) and the updated Medicaid Enterprise Certification Toolkit (MECT). Collectively, this provides DHS access to innovative information for Medicaid and the health care industry, all designed to support you in achieving your objectives.

Our industry expertise is further evidenced by our participation in the 2011 MMIS Conference. CSG presented sixteen different sessions including:

- Six MITA related sessions, three of which are dedicated to MITA Framework 3.0, one focusing on Cloud Computing a key component in the evolution of the MITA Framework, and two real-world discussions
- Five Operations sessions, three discussing system procurement options and tools, one focusing on IV&V and another related to managing multiple initiatives
- Three Standards related sessions focused on ICD-10 and 5010
- Two Legislative and Health Care Initiative sessions

For the **2011 MMIS Conference**, CSG presented the following sessions:

Subject	Title	Speakers/Moderators
Standards	ICD-10: Headline News	➤ Andrea Danes ➤ Gary Kuhn
ACA	Health Insurance Exchange and Eligibility Automation: Strategies for Success	➤ Deneen Omer
MITA	Real World MITA: Integration with Coexisting Architectures	➤ Dale Posont
Operations	Case Study: Feasibility of Multi-State System Procurement	➤ Connie Carter ➤ Jim Mahony
Operations	The Roadmap to Success: Using the Right Tool at the Right Time to Achieve Strategic and Compliance Objectives	➤ Patti Garofalo
HIT/HIE/ARRA/HITECH	Tools: How to Manage ACA, HITECH, and Eligibility Deadlines	➤ Janelle McDonald
Operations	IV&V / QA: Checks and Balances for Medicaid Projects	➤ Bob Guenther ➤ Deneen Omer

Subject	Title	Speakers/Moderators
Operations	Managing Multiple Initiatives through Portfolio Management: Doing the Right Projects and Doing Projects Right	➤ Andrea Danes ➤ Deneen Omer
Standards	Comprehensive 5010 Testing	➤ Gary Kuhn
Operations	Into the Cloud: A Strategic Vision for Integrating Health and Human Services Technology	➤ Dale Posont
Standards	ICD-10: Navigating the Challenges	➤ Gary Kuhn ➤ John Rago
MITA	MITA 3.0	➤ Andrea Danes
MITA	CMS MITA Artifact Stakeholder Review Orientation	➤ Bob Guenther ➤ Shaun Loughney ➤ Dale Posont
MITA	MITA SS-A as it Relates to APDs	➤ Patti Garofalo ➤ Bob Guenther ➤ Shaun Loughney ➤ Janelle McDonald
Operations	Best Practices for successful MMIS Implementation – from Project Initiation to Certification	➤ Deneen Omer
Operations	Training That Works	➤ Bill Schuh ➤ Renea Steele

Table 2: CSG's 2011 MMIS Conference Sessions – CSG has a reputation for providing thought leadership to the Medicaid and health care industries as evidenced by our participation in the 2011 MMIS Conference.

The following pages provide a description of all services similar to those sought by the RFP that CSG has provided to other governmental entities within the last 24 months, as well as a description of all contracts and projects currently undertaken by CSG.



Experience within the Last 24 Months















Current CSG Contracts and Projects











Experience Managing Subcontractors



Letters of Reference



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3.2.5.2 Personnel







3.2.5.2.1 Tables of Organization





3.2.5.2.2 Names and Credentials of Personnel



3.2.5.2.3 Project Manager and Key Personnel

The CSG Team

Project Advisory Team





Key Management Augmentation Team





Key Project Personnel





Detailed Resumes

Detailed resumes for the CSG Team key personnel, including full name, educational background, years' of experience, and employment history are provided on the following pages.

Project Advisory Team

Key Management Augmentation Team

Key Project Personnel

Project Staff



Project Advisory Team



































Key Management Augmentation Team

















































Key Project Personnel











Project Staff









































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3.2.5.3 Financial Statements

CSG audited financial statements from the last three years (i.e., 2008 – 2010) are provided on the following pages.



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3.2.5.4 Termination, Litigation, and Investigation

CSG provides the following statements in response to RFP Section 3.2.5.4, Termination, Litigation, and Investigation.

List any contract for services that the bidder has had that was terminated for convenience, non-performance, non-allocation of funds, or any other reason for which termination occurred before completion of all obligations under the contract provisions.

CSG has not had any contracts terminated for convenience, non-performance, non-allocation of funds, or any other reason for which termination occurred before completion of all obligations under the contract provisions.

List any occurrences where the bidder has either been subject to default or has received notice of default or failure to perform on a contract. Provide full details related to the default or notice of default including the other party's name, address, and telephone number.

CSG has not been subject to default, nor have we received notice of default or failure to perform on any contract.

List any damages, penalties, disincentives assessed, or payments withheld, 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. Include the estimated cost of that incident to the bidder with the details of the occurrence.

CSG has not had any existing or past contracts where damages, penalties, disincentives assessed, or payments withheld, or anything of value traded or given up by CSG.

List and summarize pending or threatened litigation, administrative or regulatory proceedings, or similar matters related to the subject matter of the services sought in this RFP.

CSG has no pending or threatened litigation, administrative or regulatory proceedings, or similar matters to disclose related to the subject matter of the services sought in this RFP.

List any irregularities that have been discovered in any of the accounts maintained by the bidder on behalf of others. Describe the circumstances of irregularities or variances and detail how the issues were resolved.

CSG has no irregularities to disclose that have been discovered in any of the accounts maintained by the CSG on behalf of others.

List any details of whether the bidder or any owners, officers, primary partners, staff providing services or any owners, officers, primary partners, or staff providing services of any subcontractor who may be involved with providing the services sought in this RFP, have ever had a founded child or dependent adult abuse report, or been convicted of a felony.

Neither CSG, nor any owners, officers, primary partners, or staff providing services or any HMA owners, officers, primary partners, or staff who may be involved with providing the services sought in this RFP have ever had a founded child or dependent adult abuse report, or been convicted of a felony.



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APPENDIX A – CSG REALIZE-PMSM PROJECT MANAGEMENT METHODOLOGY





A.1 Detailed Project Planning





A.2 Issues Management







A.3 Risk Management











A.4 Change Management







A.5 Communications Management











A.6 Schedule Management





A.7 Cost Management





A.8 Quality Management













A.9 Configuration Management





A.10 Procurement Management

