



Understanding of Contract Stages



Understanding of Contract Stages

The Department has embarked on a technology transformation journey. Moving from an unyielding legacy system to a modern system with the flexibility and agility to support redefined business processes does not happen overnight. HP understands the Department's ultimate goal of building out the necessary information technology (IT) to support a business model that can quickly adapt and support the next decade of healthcare transformation will occur in stages designed to incrementally and realistically address priorities.

As it embarks on this technology upgrade to better support its new delivery model, the Department is faced with the challenges of mitigating risk and managing scope. Risks are potentially compounded when considering the amount of change that will occur to the Medicaid program during the implementation time frame and the increased need for coordination across the three separate contracts that are part of the COMMIT strategy.

With the changes the Department is facing now and into the foreseeable future, you cannot afford to take a chance on an unproven vendor. Colorado needs to look past the promises of a proposal and look at the vendor's record and, even more important, how that record translates into value for Colorado. In the next three Responses—25, 26 and 27—HP demonstrates we have that record of accomplishment with a solution that is consistent with the phased implementation approach. We outline our realistic time line, based on solid experience and educated planning. We are prepared to ally with the Department to bring true transformation to Colorado Medicaid.



HP supports the Department's belief that to achieve the ultimate goals for this project, a common understanding of project direction from the onset of the effort is imperative.

348_064_02_0013

RESPONSE 25

RESPONSE 25: In a narrative format, the Offeror shall describe and demonstrate their understanding of the Management and Organization as provided in Section 5.0 of the RFP Body. Within their narrative, the Offeror shall include the approach and proposed schedule for the proposed Contract Stages, as provided in Section 5.0 of the RFP Body, as well as the priority of completing the following:

- a. Overall approach for all Contract Stages.
- b. Business Process Re-Engineering Contract Stage (please include the Subcontractor's approach, as applicable).
- c. Implementation Stage I: Online Provider Enrollment Stage.
- d. Implementation Stage II: Core MMIS and Supporting Services Implementation.
- e. CMS Certification.
- f. Implementation Stage III: Supporting Services Implementation.
- g. Ongoing MMIS Operations and Fiscal Agent Operations Stage.

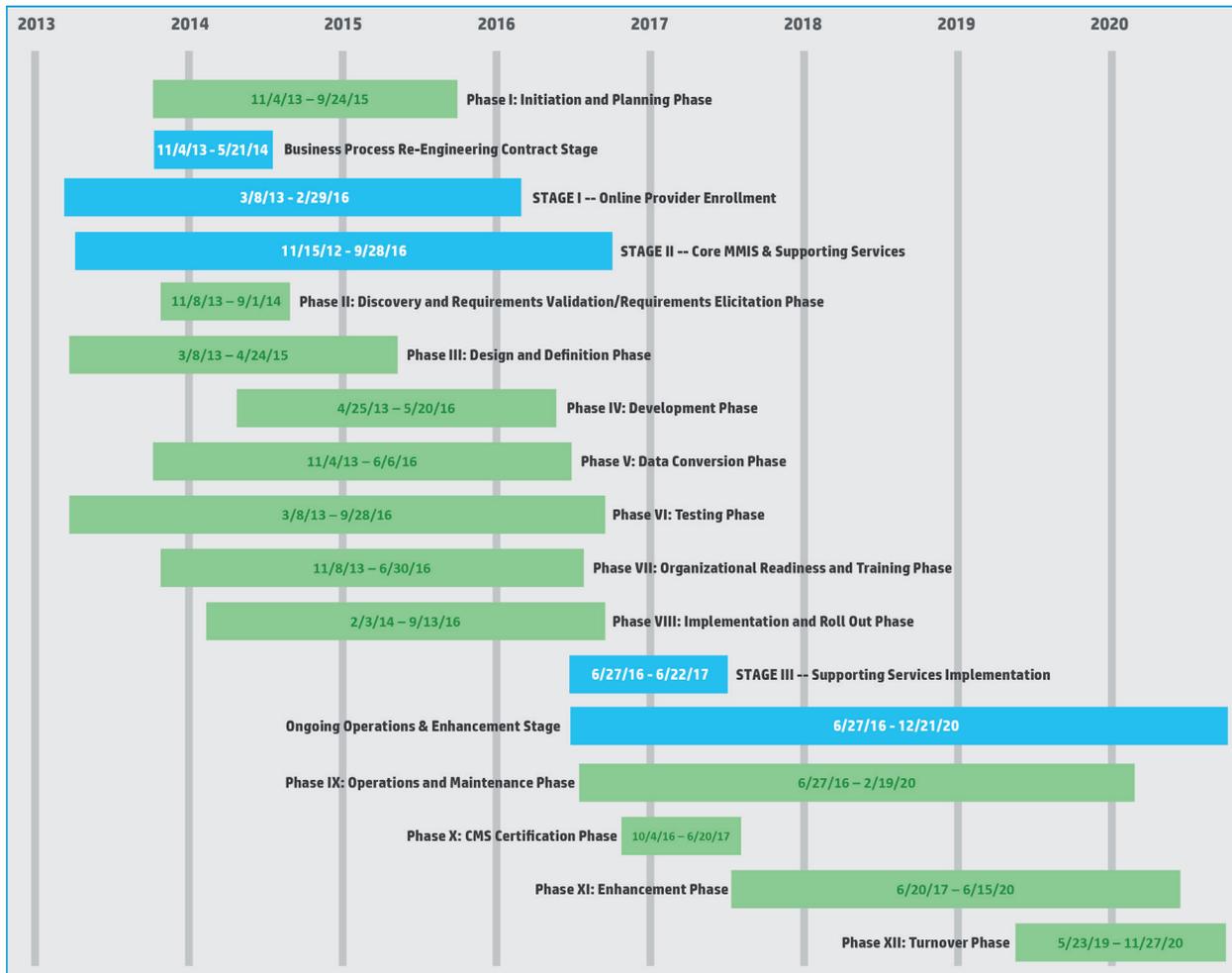
Overall Approach for the Contract Stages

HP brings a highly refined approach to the Management and Organization structure outlined by Colorado in Section 5.0 of the RFP. Our approach to establishing the timing and task content for each of the contract phases is based on years of experience in finding the optimum means of designing, developing, and delivering a modern MMIS. Clearly, the magnitude of the work to be accomplished can only be achieved through careful planning, understanding which phases can be overlapped, and sequencing the work within those phases appropriately. HP has documented and refined our successful work plan for implementing interChange in several states, and we bring that experience to Colorado.

The contract stages defined by Colorado—Business Process Reengineering, Implementation Stages I, II, and III, CMS Certification, Ongoing MMIS Operations, and Fiscal Agent Operations—have a natural rhythm and flow through them, each building on the information learned and tasks completed in the prior stage. To meet the overall time frame established in the RFP, HP proposes an approach that starts Business Process Reengineering Stage (BPR) and Implementation Stages I and II concurrently on the same start date. This is achievable because we will start our healthcare industry leading BPR experts, Sellers Dorsey, working with Colorado business users in conducting the BPR assessment while we concurrently establish the foundational activities, guiding principles, and processes that begin the technical and business implementations.

HP has laid out our project approach and presents the following schedule for contract stages.

Work Plan High-Level Time Line



In our approach, we apply our proven processes, intelligent tools, and experienced people. Our processes are based on experienced-based lessons learned from interChange implementations in other states and our leading SDLC framework—the Healthcare Enterprise Enabling Delivery and Global Excellence (EDGE) process framework for the Systems Development Lifecycle (SDLC). We underpin our proven process foundation with proven project management tools, HP Portfolio and Project Management (HP PPM), and HP Applications Lifecycle Management (ALM). Rounding out our approach is the experienced leadership team that has “lived” this approach and successfully delivered within this structure.

Business Process Reengineering Contract Stage

HP has teamed with Sellers Dorsey to infuse healthcare program and policy thinking into the project from the beginning of the contract. Sellers Dorsey will collaborate with interChange-experienced HP staff to lead the business process reengineering (BPR) efforts to support the alignment of the Department’s workflows, payment processes, and business processes to most effectively use HP’s interChange MMIS and Supporting Fiscal Agent services.

[REDACTED] Sellers Dorsey also has been retained to provide continual strategic advice and facilitation to the Department throughout the COMMIT contract, beyond the BPR initiative. HP carefully selected Sellers Dorsey as a team member to assist HP and the Department for strategic advice in responding to industry innovations and the challenges that will occur during the COMMIT project time frame. Sellers Dorsey clearly meets the required Colorado value-based criteria—trust, confidentiality, objectivity, transparency, and integrity—and Sellers Dorsey has effectively worked with HP on previous engagements. Sellers Dorsey also is familiar with Colorado’s unique environment and the national trends influencing the COMMIT project.

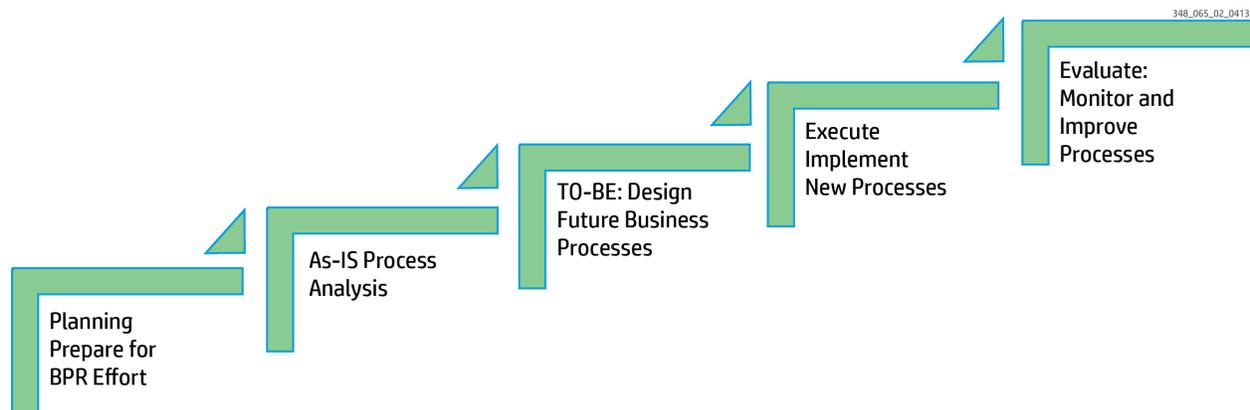
Together, HP and Sellers Dorsey have the Medicaid expertise and national presence, and Sellers Dorsey brings the strategic planning acumen of a recognized healthcare consultancy to assist the Department in driving the evolving healthcare delivery model for Colorado. HP and Sellers Dorsey offer Colorado an approach to strategic engagement, separate from the BPR Contract Stage, which has been proven successful in our collaboration with the State of Nevada. Semiannually, we propose setting aside daily activities and focusing on the future, in strategic planning sessions. The results of these planning sessions will be captured in a strategic, enterprise-level plan that may be used by the Department throughout the project to track health IT, healthcare reform, ASC X12 5010 Operating Rules, ICD-10 Operating Rules, the Core MMIS and Supporting Services, Business Intelligence and Data Management (BIDM), Pharmacy Benefit Management System (PBMS), Medicaid policy change impacts, and State healthcare initiatives. This will help the Department and HP set priorities and develop future enhancement action plans to drive the necessary changes to support the Medicaid program and the constituencies.

Approach to BPR

The Department’s BPR objectives and goals are clearly articulated within the MMIS RFP to not be an opportunity for adding additional requirements to the COMMIT project. Rather, the goals and objectives consist of evaluating how the Department can best change its current workflows, payment processes, and business processes to fully and efficiently use HP’s interChange MMIS and supporting Fiscal Agent Operational services.

To accomplish that work, HP and Sellers Dorsey have prepared an approach that relies on classic BPR methodologies but is customized to meet the Department’s goals and objectives within the established six-month contract stage time frame. Classic BPR methodologies are relatively consistent and focus on BPR readiness, “AS-IS” or current business process analysis, followed by “TO-BE” or future process design, next moving into implementation, ongoing monitoring, and continuous improvement as illustrated in the following figure.

Classic BPR Methodology



This high-level methodology supports the RFP approach to the BPR contract stage. The primary objective of the Colorado BPR effort is for Sellers Dorsey and HP to complete a review of the Department’s payment methodologies and business processes, identify and recommend opportunities to increase efficiencies, reduce implementation risks, and improve MITA alignment for the Department. Sellers Dorsey has proposed an approach that is consistent with HP’s overall approach to the COMMIT project emphasizing thorough preparation, correct planning, strong monitoring and governance, and expert execution to deliver the BPR contract stage deliverables.

BPR Team

The BPR team comprises Sellers Dorsey and HP staff members working together, sharing the independent voice and perspective of Sellers Dorsey while taking advantage of the interChange and HP methodology expertise necessary to design the optimal future business processes for the COMMIT project based on the workflows and patterns built into interChange. Sellers Dorsey will lead the effort with business process expertise and experienced Medicaid practice-area advisers with HP supplying the necessary workflow, interChange, HP fiscal agent operations, and HP business analysis subject-matter expertise to document and propose alternate recommendations to meet the goals and objectives. Sellers Dorsey Senior Consultant Mark Shaffer is proposed as the BPR manager and Sellers Dorsey Senior Consultant Bill Larkin will serve as the backup or deputy BPR manager. Their combined experience, described in RESPONSE 35, includes prior BPR experience in various roles including as consultants, contracted vendors, and state administrators. They have addressed process issues and system implementations with MMIS programs, eligibility and enrollment programs, health benefit exchanges, and Supplemental Nutrition Assistance Programs (SNAPs) among others.

Mark and Bill will engage practice-area experts from the Sellers Dorsey consulting practice to support specific business process analyses. Jim Jones is provided as an example of the Sellers Dorsey practice-area expertise that will support the COMMIT BPR effort. As outlined in RESPONSE 35, Jim has extensive expertise in Medicaid, Children's Health Insurance Program (CHIP), and SNAP policy and operations, having served for many years as the Deputy

Administrator of Wisconsin's Division of Health Care Access and Accountability, SNAP Program Director, and Deputy State Medicaid Director. Jim will be engaged on the BPR team when reviewing Colorado's eligibility and enrollment processes to bring his wealth of experience including knowledge gained from his participation in the State of Colorado's Health Insurance Exchange development of early requirements for eligibility, verification, and enrollment and the User Experience 2014 projects.

Another example of the type of practice-area expertise available to the Department during the BPR contract stage is longtime Coloradan Megan Cormier. Megan has served in various capacities within the healthcare industry, enabling her to gain unique insight into complex healthcare issues. Formerly trained as a nurse and a journalist, Ms. Cormier's public healthcare expertise encompasses care management operations and program development for medically and socially complex populations such as the Medicaid-Medicare Dually Eligible and Aged, Blind, and Disabled. She brings experience in Medicaid managed care and chronic disease management programs, Medicare Advantage health plans, integrated care service models, clinical data analysis and modeling, and public health outreach and communications.

Megan is one of the practice-area experts who will participate in working with the Department to coordinate and determine the future payment strategies to be employed for Colorado Medicaid. Given the current changes within the Colorado care delivery model and the increasing focus on healthcare outcomes, program integrity, and cost containment, HP is offering the Department the strength of Sellers Dorsey's exemplary staff for work on the BPR contract stage.

BPR Governance

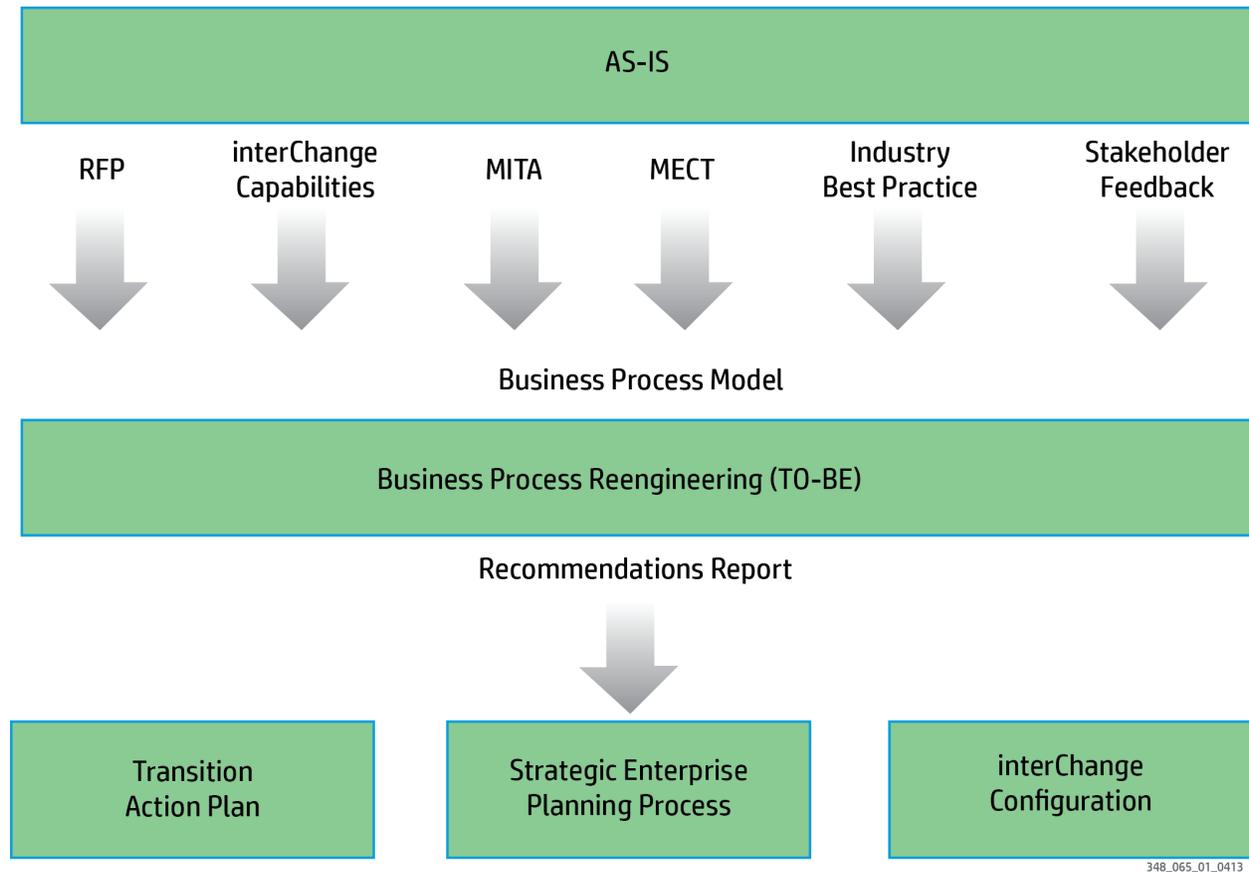
Following contract execution, the Sellers Dorsey BPR Manager Mark Shaffer and the BPR team will engage the Department to identify critical participants and thought leaders necessary to complete the BPR contract stage activities. The BPR team also will confirm the goals and objectives and validates the BPR requirements and contract stage scope of work.

Working with the Department, the BPR governance structure and a BPR steering committee will be established for the duration of the contract stage to oversee and monitor progress. The BPR team will prepare a BPR plan for steering committee review to document the approach, scheduling, and prioritization of the work efforts throughout the BPR contract stage. The BPR governance and initiation activities are complementary while independent from the overall project planning and initiation activities so the Department can separate these activities.

Applied BPR Methodology

Sellers Dorsey has modified the classic methodology for the COMMIT project as depicted in the following figure that is described in more detail.

Applied Business Process Reengineering Methodology

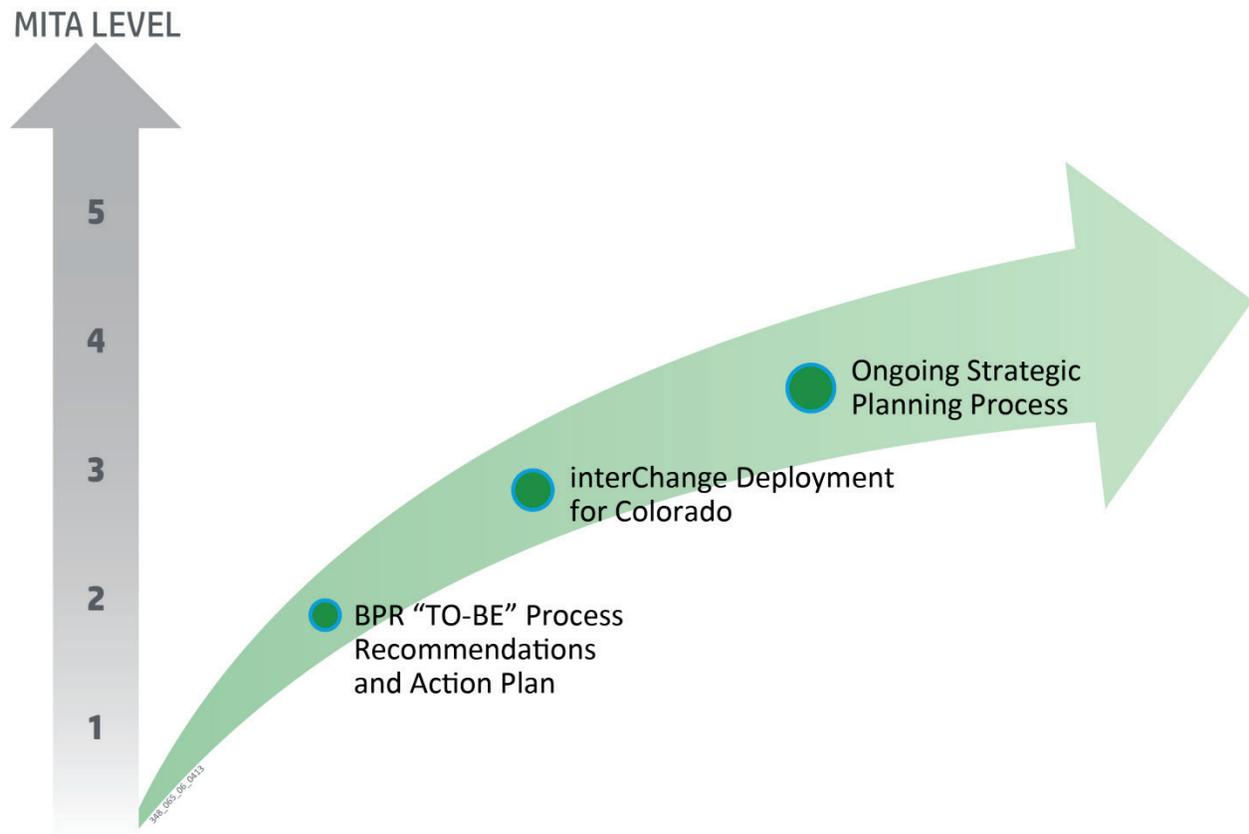


Current Business Process Analysis AS-IS

The BPR team analyzes the current business environment by reviewing the available business process and technical architecture documents incorporating Colorado-specific requirements from the RFP, interChange system capabilities, MITA guidelines and the State’s “TO-BE” maturity targets, certification requirements, industry proven practices, and information provided by various stakeholders. The RFP library documentation and RFP requirements, in the statement of objectives format, provide the BPR team with valuable insight into the current business and technical environment. Comparing the current State information with the Colorado interChange Medicaid Enterprise system capabilities from the HP BPR subject-matter experts (SMEs) provides valuable insights into the current business processes that may be improved or require additional consideration during the BPR project.

Sellers Dorsey and HP closely monitor and are involved in the evolution of the MITA requirements. The federal MITA and certification requirements are incorporated into the current business environment to meet the Department’s objectives. Inclusion of these requirements at the beginning of the BPR process verifies that the later TO-BE processes will fully support and meet Colorado’s MITA maturity goals and promote the certification of the Colorado interChange as shown in the following figure.

MITA Maturity and Commit Project Time Line



HP, Sellers Dorsey, and Department staff members provide industry proven practices requirements input gathered from corporate and personal experiences. Additionally, the Sellers Dorsey methodology includes the administration of a process survey of key Stakeholders. The survey is one method of obtaining input into the prioritization of the business processes without burdening Department staff members through laborious data collection activities. It also allows for disparate views to be submitted for consideration and analysis by the BPR team.

The results of this survey are analyzed and reviewed with the Department to identify opportunities and prioritize the business processes to be evaluated during the BPR contract stage. The survey and current business environment analysis forms the foundation for completing the business process model framework and expectations for documenting the business processes, preparing the recommendations report and transition action plan deliverables. The BPR team will work with the Department and other State agencies—such as the Office of Information Technology (OIT)—to align the Medicaid program with other State initiatives as part of the current environment analysis and ongoing through the strategic, enterprise-level planning process, verifying proper alignment with the State’s strategic goals for Medicaid.

BPR To-Be

With a base knowledge of the current environment and an initial business process model, the next phase of the Sellers Dorsey BPR methodology for COMMIT involves completing the business process analyses to determine options, alternatives, and recommendations for transforming the business processes to make best use of the new solutions to be deployed for the Department. This activity will involve documenting gaps that cannot be resolved through process reengineering recommendations, evaluating different provider payment methods, and selecting those to be configured in the deployed Colorado interChange business solution environment, evaluating and redefining how clients and benefits are structured to ease client/benefit management, defining Health Benefit Plan structures, and documenting the TO-BE Prior Authorization Requests (PARs) and other key business processes.

This is a key point where the Sellers Dorsey methodology has been customized to integrate with the specific COMMIT project requirements. During the Initiation and Planning Phase, the team prioritized the business processes for analysis during the BPR contract stage. Sellers Dorsey has proposed evaluating business processes in three primary “Priority Groupings” with a separate focused effort surrounding planning for the future payment methods.

For Department staff members identified as thought leaders and critical participants for the specific Priority Grouping business processes, Sellers Dorsey will facilitate a series of business process sessions. In these sessions the BPR team will review potential future Department process options while comparing them with existing processes. The applicable interChange or other HP solutions involved in supporting the business process flows are a key input into the options that will be reviewed with the Department.

The BPR team will comprise Sellers Dorsey practice-area experts such as Jim Jones for eligibility and enrollment or Megan Cormier for payment methods to bring in industry proven practices and additional perspectives beyond the COMMIT BPR team. The goal is to identify which business process flow is optimal from a COMMIT solution perspective and which options will work for the Department staff. This process also will help identify gap areas that will need careful attention during the HP and Department requirements process as part of Phase I and Phase II implementation activities. The separate payment methods BPR grouping will be focused on the future business processes to be deployed by the Department.

Sellers Dorsey has considerable experience in consulting around reimbursement strategies and public funding. Our staff members have worked in certified public expenditure, pay for performance, rate-setting, and reimbursement strategy for several state customers. Because Sellers Dorsey is actively working with public and commercial payers and hospitals to design and implement outcomes-based initiatives and payment constructs for Medicaid programs, the Department will have access to proven practices and industry expertise when determining its approach for deploying the interChange system.

Although the final prioritization will be vetted and documented in the BPR plan, the working hypothesis is to order the work around overall project benefit. In practical terms, this means that Sellers Dorsey is proposing to iterate through the TO-BE business process analysis in four cascading waves leading to the completion of the recommendations for presentation to the Department.

Each Priority Grouping wave comprises a consistent approach beginning with the AS-IS through functional process design sessions and leading to walkthrough sessions and recommended future processes for each Priority Grouping. The benefits of this approach include aligning the resulting future processes to feed the requirements analysis activities as part of the Phase I and Phase II implementation efforts, allowing for more effective and efficient use of Department staff members supporting the BPR efforts and to focus on higher-priority processes early in the BPR effort to maximize improvements from the BPR contract stage.

Prioritization Approach Details

The Medicaid Enterprise, as defined by MITA, is a broad, highly dynamic environment that involves hundreds of people who support the business and technical interaction with thousands of providers and hundreds of thousands of Medicaid clients. The Core MMIS is the backbone of the enterprise and provides high-volume, highly automated processes that are managed by Department staff members, directly or indirectly, through contracted agents, such as HP in the role of fiscal agent. The MITA 3.0 business process model provides a basis and the maturity model establishes criteria, including performance criteria that each state must follow to attain and continue to meet CMS requirements for enhanced federal funding.

The COMMIT project, through the Core MMIS and Supporting Services RFP, has identified goals and key areas in which the Department requests workflow and new business processes. Wisely, to the extent possible, the Department also adopted the philosophy of Standard and Condition 4—share and reuse technology. This promotes the adaptive adoption of business processes and workflow that are built into interChange.

Given the time constraints, broad scope, and specific requirements, Sellers Dorsey is proposing an approach to the BPR process that builds on the Department's MITA State Self-Assessment and the scope of the RFP. We are mindful of the time and effort investment needed to develop the business process model and the effort required to use the results of this process to maximize the effectiveness of the design, development, and implementation (DDI).

Business Process Guidelines

Sellers Dorsey envisions that the BPR stage is distinct from the other DDI stages in the implementation. Sellers Dorsey also used the following guidelines:

- The BPR process is bounded by the MITA business process model, in the MITA 3.0 release. MITA 3.0 has 10 business areas and 80 business processes.

- The goals, objectives, and guiding principles are fundamental to the Core MMIS and Supporting Services scope of work.
- The comprehensive review of Department business processes and payment methods is to use the proposed Colorado interChange system solution as a point of reference for the review.
- The review is aligned with and does not substitute for complete requirements validation for Phase 1 and Phase 2 activities.

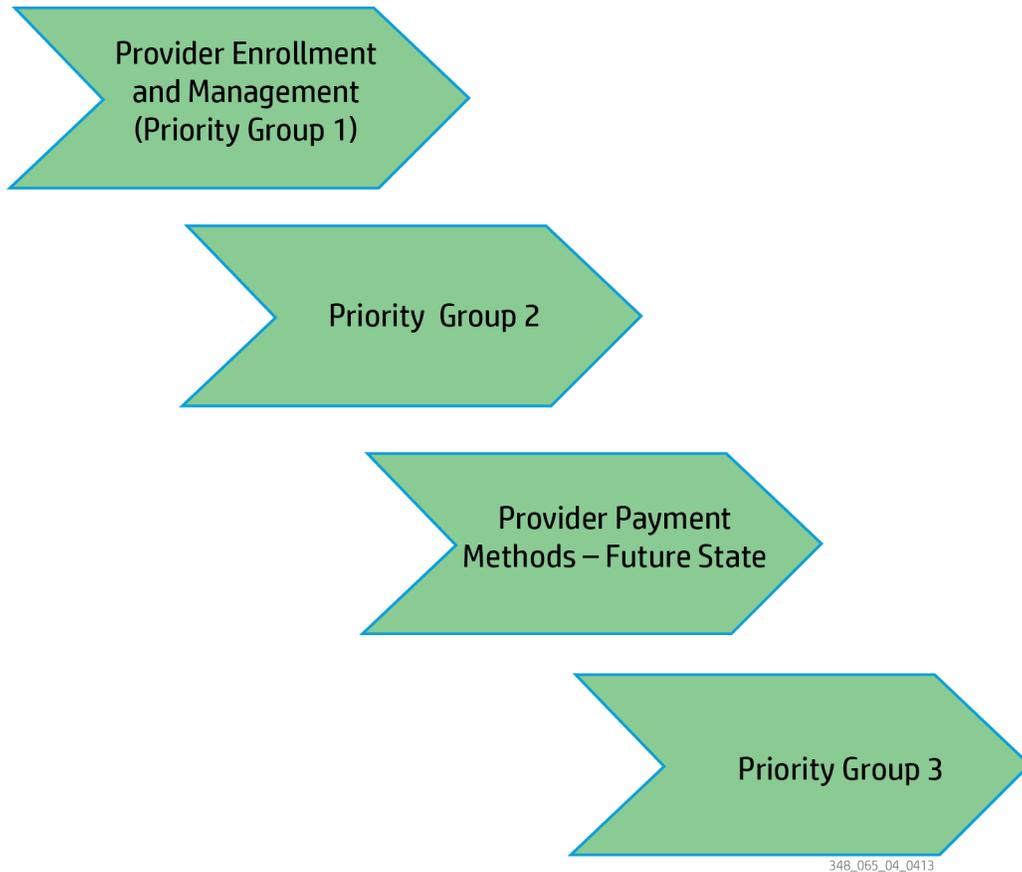
Business Process Prioritization Criteria

The Sellers Dorsey BPR methodology is tailored to each customer and each engagement. Our objective is to be as comprehensive as possible while being efficient in the use of Department staff members' time and effective in identifying opportunities to provide greater efficiencies, reduce implementation schedule risk, improve alignment with MITA, and improve the overall quality of the delivered solution. In prioritizing this review, the Sellers Dorsey BPR team established the following preliminary filters to organize the review:

- The Phase 1 activities for provider enrollment and management take priority over other major business processes. These processes also involve a representative range of external interaction, Department approvals, and web-based self-service components.
- Major business processes require decision-making or authorization by the Department for HP to proceed to act on our operational scope of services responsibilities.
- Major business processes have the highest potential for workload or cost savings.
- Major business processes have high external visibility and high-performance requirements.
- Major business processes facilitate operational business performance monitoring or program oversight including CMS-defined performance benchmarks for Medicaid state agencies.
- Other business processes are those that do not meet the priority criteria that are clearly identified in the RFP as workflow or BPR candidates and are business capabilities that are supported by existing workflow processes that are in the Colorado interChange system solution.

We also expect to verify those identified processes that are planned to move to MITA Maturity Level 3 in the Colorado MITA State Self-Assessment for increased prioritization. Our review identified 32 of the 78 processes that are expected to meet CMS MITA Maturity Model (MMM) Level 3 criteria. Our work plan assumes the three Priority Grouping categories and Payment Methods future process sessions applying the preliminary filters for completing the BPR or TO-BE design activities methods as illustrated in the following figure.

Business Process Analysis (TO-BE) Environment



The BPR team and the Department will review the business processes to be included in each wave during the completion of the BPR plan during the Initiation Phase of the BPR contract stage.

Recommendations Report

After the Priority Grouping 3 structured walkthrough to confirm the recommendations for Priority Group 3, the BPR team will assemble and construct the recommendations report for the Priority Groupings and the Payment Methods future process sessions. The recommendations report is a critical deliverable in that it will include options and recommendations for the Department to implement processes that improve operational results and align with the Colorado interChange business solution and the new technology proposed by HP for the COMMIT project.

Recommendations will be framed with impacts to the DDI efforts, the Department, and other stakeholders clearly identified to support the Department's assessment of the recommendations. During the review and deliverable comment walkthrough activities, the Department will make decisions regarding which recommendations will be pursued during the DDI period, which should be implemented at the Department's discretion, and which may better be planned after the DDI stage.

The decisions reached by the Department and documented in the final recommendations report provide the basis for the following:

- The action plan development to support the Department's internal change management process to continue the BPR effort
- Supply requirements for the configuration within the Colorado interChange system to support the Phase I and Phase II implementation tasks
- Provide the future process view necessary to support the development and implementation of the strategic enterprise planning process

Transition Action Plan Report

The transition action plan report will be developed after recommendations are approved by the Department. This involves members of the BPR team documenting the Department actions required to support the internal Department change management process to facilitate culture change within the Department and minimize the effect on staff members as they transition from current workflows, payment processes, and business processes to HP's Colorado interChange MMIS.

The transition action plan report provides the step-by-step road map for implementing the specific business processes and includes actions required by the Department and other stakeholders to successful transition to the new processes. Scheduling and process metrics will be addressed to provide the implementation strategy and the framework to monitor and improve the processes after implementation.

Configuration of interChange

Documentation of the future COMMIT business processes directly supports the requirements analyses, validation, and specification process for HP to implement the contract Stage I, Online Provider Enrollment, and contract Stage II, Core MMIS and Supporting Services. By conducting the BPR TO-BE analysis iteratively, the Sellers Dorsey approach to the BPR work enables BPR outputs to flow into the HP DDI work plan. The inclusion of HP SMEs on the team also enables the use of HP documentation standards and toolsets to provide direct use of the output in the DDI process.

Strategic Enterprise Planning Process

During the BPR contract stage, Sellers Dorsey and HP establish the process for creating and updating the COMMIT strategic enterprise level plan. A natural product of the BPR activities is for HP and Sellers Dorsey to gain a unique understanding of the Colorado Medicaid program and the Department's strategic objectives. HP has retained Sellers Dorsey to build from the BPR a recommendations process to facilitate semiannual strategic sessions with the Department and key stakeholders in support of the annual business plan.

These sessions provide the opportunity and framework to rise above the daily tactical challenges and refocus the COMMIT leadership and Colorado's Medicaid program on industry changes,

State strategic initiatives, and newfound challenges. This also will allow for status checks and potential updates to the Department's BPR implementation plans that may be required to adjust to changes in the strategic goals of the Department.

Clearly the healthcare market will not remain constant during the COMMIT DDI period and it is critical to the long-term success of the program to provide a disciplined and informative process to set aside the daily work and focus on the big picture. With the strategic consulting services Sellers Dorsey provides, HP is investing to support the evolving Medicaid delivery model for Colorado and is prepared to continue to provide innovative solutions for the COMMIT project.

BPR Schedule

Sellers Dorsey has staged the work to align with HP's planned Stage I, Online Provider Enrollment, and contract Stage II, Core MMIS and Supporting Services as reflected in the HP proposed work plan detailed in RESPONSE 26. The BPR contract stage will occur during the six-month time frame included in the RFP and comprises a single contract stage. Several BPR-specific phases are included in the work plan as the following figure summarizes.

Implementation Stage I: Online Provider Enrollment Stage

The Online Provider Enrollment, Implementation Stage I, will begin at the same time as the BPR contract stage. HP has taken this approach to give maximum care to the use of Department time. Two main system components make up Online Provider Enrollment contract stage. They include:

- Establishing the infrastructure to install the online portal for enrollment and re-enrollment only
- Building the base provider data that is populated from which providers will perform their enrollment/reenrollment activities

HP's standard work approach includes delivering multi-phased MMIS implementations. We bring this experience to Colorado to enable the Department to achieve the objective of implementing the Affordable Care Act (ACA) Provider Screening Rules and having the enrollment and validation of providers completed by March 2016.

Our lessons learned in this area includes creating a comprehensive set of education and outreach activities to the Colorado provider community that emphasize the critical actions that each provider must take to complete the enrollment/reenrollment process. The most common area to address is provider compliance with the steps they need to take to make sure they remain a verified and enrolled provider. Concurrent with the implementation of the new Provider Portal for enrollment/reenrollment process, HP will begin the ongoing operations support of the enrollment/reenrollment process, including establishing and using the CRM system and the Help Desk to support providers.

The HP web portal solution provides significant provider enrollment and maintenance functional capability for Colorado-certified providers. HP has successfully implemented Provider Portal solutions in many other states. We have found providers readily accept the change in business practice the portal affords.

With the portal, providers can conduct self-service operations on many functions that may have required completion of paper forms or contact with Medical Assistance. This greatly reduces the amount of time providers spend filling out forms and sending them in, or waiting on hold in a contact center. Instead, the provider can access the portal and complete the transaction directly from their office. This means less time doing “paperwork” and more time seeing Colorado Medical Assistance clients.

Provider Enrollment

The HP Provider Portal offers a secure and easy-to-use enrollment wizard that provides options to support enrollment, re-enrollment, disenrollment, and updates to enrollment information. The portal captures enrollment information—shown in the following figure—from initiation through to disclosures and online submission, replacing paper-intensive, manually driven processes. While entering enrollment information, the provider can save and resume an enrollment application later and check on the status of a submitted enrollment application. The online enrollment process is simple, secure, and highly efficient.

INNOVATIONS IN PROVIDER ENROLLMENT



We took the initiative to improve provider enrollment efficiency and streamline operations for our Arkansas customer.

When we took over responsibility for provider enrollment for our Arkansas Medicaid customer in 2005, the process was heavily paper-based and few of the procedures were automated. Applications were worked as “first-in/first-out” and took three to four months to complete. We moved quickly to improve and streamline provider enrollment operations.

In 2007, corporate experts came in to conduct a Kaizen assessment—an efficiency analysis and reorganization. The assessment focused on a combination of people, space, materials, and equipment to restructure our standard operating procedures. It identified unnecessary and duplicate steps, increased productivity, reduced inventory, and reduced rework. It also recommended scanning paper documents into a central repository to streamline processes and improve workflow.

We implemented significant changes as a result of this initiative and were able to slash application-processing times from several months to two weeks. What’s more, the expense of this initiative was shouldered entirely by HP in the interest of delivering better service to our Arkansas customer and its prospective Medicaid providers.

Results

- Steps in the enrollment process were reduced by 32 percent.
- Rework was reduced by 25 percent.
- Processing time for applications was reduced to 10 to 14 days.

348_064_01_0513

Portal Enrollment Tool

The screenshot shows the HP Healthcare Portal Enrollment Tool. The page title is "Provider Enrollment: Welcome". The navigation menu on the left includes: Welcome, Request Information, Specialties, Provider Identification, Addresses, Languages, Other Information, Disclosures, Agreement, and Summary. The main content area is titled "Welcome to the Online Provider Enrollment Process" and contains the following text: "Please complete each step in the enrollment process. When you have completed all steps of the application, 'submit' and 'confirm' the application for further processing by the HealthCare system." Below this, it states: "You will need the following information to complete your enrollment request:" followed by a list of requirements: National Provider Identifier, Address Information including Postal Code + 4, Taxonomy Codes, Tax ID - either EIN or SSN, and License Number. At the bottom right, there are "Continue" and "Cancel" buttons. The footer contains "R4.0", "© 2012 Hewlett-Packard Development Company, L.P. All rights reserved. | Privacy Notice", and a small ID number "348_142_02_0413".

Provider Documentation and Information

The HP Provider Portal makes Colorado Medicaid-specified provider content, provider information updates, and other information for Colorado Medicaid stakeholders available. Provider documentation available online may include policy information, program information, Department information, provider bulletins, banners, provider manuals, forms, fee schedules, formulary information, and training materials. We will follow a structured web content management process to manage changes to content on the Provider Portal.

The Provider Portal also allows providers, with Department approval, to view and update their respective information, such as service location addresses, telephone and fax numbers, enrollment data, and other contact and demographic characteristics. Information enabled for update is part of the configurable options within the Provider Portal.

After providers have completed the applicable enrollment information through the portal enrollment tool, they will digitally “sign” their provider agreement as the following figure details. HP will work with the Department to define the appropriate disclaimers and requirements a provider must agree to and digitally acknowledge as part of their signature. The provider’s acknowledgment of these disclaimers and requirements will be recorded as part of the provider’s enrollment file.

Digital Signature of Provider Agreement

20. Do you have reason to believe that you pose a risk to the safety of any individual under your medical care, or are you unable to perform the functions of a healthcare practitioner in any way?
No

Supporting Documentation

The following actions need to be taken to complete the individual enrollment process. If you need to submit attachments, please follow the instructions in the Attachments panel below.

Read: http://dhs.embolden.com/Portals/0/Uploads/Documents/Public/MA_Providers/Enrollment/addendum.pdf
Submit as Attachment: http://dhs.embolden.com/Portals/0/Uploads/Documents/Public/MA_Providers/Enrollment/addendum.pdf
Submit as Attachment: NPI letter from CMS that contains NPI and Taxonomy numbers

Attachments

No Attachments exist for this application

Terms of Agreement

The above provider agrees to participate in the Medicaid and/or SeniorCare Program, hereinafter referred to as the Title XIX Program. I agree that my fees or charges for services or items delivered to Title XIX recipients will not exceed my fees or charges for similar services or items delivered to non-Title XIX individuals. In any case or cases where it becomes necessary for State or Federal representatives to ascertain that charges for services to Title XIX recipients are not greater than charges for service to non-Title XIX individuals, the Department of Health and Family Services, hereinafter referred to as the Department or its authorized representatives will be used to make such determinations.

You will be submitting the Provider Enrollment application electronically. Therefore, your signature on this application will be electronic. By submitting this application electronically, you acknowledge that you understand that your electronic signature is binding to the same extent as your written signature.

I accept I understand that my electronic signature is equivalent to written signature.

Your Signature Joe Smith
(Entering your name in the box to the right will constitute your electronic signature.)
Title -
Agreement Date 03/15/2012

Instructions for Summary Page

If changes are required when viewing the Summary page, please select the appropriate link in the Table of Contents panel, navigate back to that page, and make changes. Note that if the Enrollment Type or Provider Type fields are modified on the Request Information page, that you will be required to navigate through the enrollment application wizard again and update all fields that are contingent upon these two fields. Once you have reviewed the contents of this application, select 'Confirm' to submit the enrollment for processing. Please print a copy of this summary for your records.

[Print Preview](#) [Confirm](#) [Finish Later](#) [Cancel](#)

© 2012 Hewlett-Packard Development Company, L.P. All rights reserved. | [Privacy Notice](#)

348_142_03_0413

Implementation Stage II: Core MMIS and Supporting Services Implementation

The Core MMIS and Supporting Services Implementation, Implementation contract Stage II, will begin the DDI of the core Colorado MMIS. This stage will begin at the same time as the BPR contract stage and the Online Provider Enrollment, Implementation Stage I. The full synergy of this work comes together under the Healthcare Enterprise EDGE SDLC. Through application of highly refined processes and HP's proven MMIS implementation work patterns, we begin the steps that will take us jointly through the development life cycle to a successful implementation at the end of June 2016. The HP work pattern steps to complete an implementation are fully integrated in the tools and process we bring to Colorado. Interwoven in the fabric of delivery is the full integration of HP's PPM and the ALM management tools. These leading industry tools provide HP and the Department a full suite of tools to manage requirements traceability, issues, risks, scope and change management, testing traceability and metrics, and release planning.

HP will work through the Department with the BIDM and PBM contractors to coordinate the work that they must do with the work that HP must do to achieve implementation objectives. The Department will remain at the center of the communications and have clear visibility into progress toward milestones at every step of the way. This transparency for HP work, visible through dashboards and metrics from HP PPM and ALM, will assist the entities in managing schedule progress, issues, risks, and scope and change management. HP has successfully delivered in a multivendor environment in states such as Florida and Oregon.

The Department will gain understanding to HP's interChange MMIS solution through the simultaneous work done in the Business Process Reengineering, Online Enrollment and Core MMIS and Supporting Services Implementation contract stages. Each encounter and piece of learning builds to provide the Department with a new set of business processes that take maximum efficiencies from the new MMIS. This will position the Department to carry on the mission-critical work of the Colorado Medical Assistance Program to Colorado clients and providers.

Throughout this contract stage, HP will work with the Department to assess changing program needs. New state and or federal legislation and rules can be enacted at any time and this often requires enhancements during a DDI period. HP will use the change management process and work with the Department to review new requirements, assess and minimize impacts to business scope and schedule, and establish approvals to any needed enhancements. HP has a demonstrated track record of successfully achieving this balance in change management having made similar adjustments during DDI periods in Pennsylvania and Ohio when initial and ongoing Health Insurance Portability and Accountability (HIPAA) changes were mandated.

CMS Certification

While CMS Certification is independent of contract stages, it is tightly integrated into the entire development and transition to a new MMIS. HP approaches planning for CMS Certification from the first day of the DDI period. Every CMS certification item is recorded as a requirement in the ALM tool. This will allow full traceability of that certification requirement through the entire life cycle of the project. This inherent traceability forms the foundation of the data collection and CMS Certification preparations that occur after the new MMIS is in production in June 2016. HP will work with the Department to request CMS certification of the new MMIS at the earliest possible point, expected to be two months after the beginning of claims processing operations. HP will inventory, prioritize, and plan for certification starting at the beginning of the contract, through the CMS data collection period post go-live, and will support the Department in the preparations for the CMS Certification on-site visit. HP has achieved CMS certification for the MMIS back to day one of operations in every single one of our MMIS implementations. No other vendor can bring Colorado that track record of certification success.

Implementation Stage III: Supporting Services Implementation

The Supporting Services Implementation, Implementation contract Stage III, is the time that HP will use to complete the CMS certification materials collection, assist the Department in

preparing the CMS Certification review request, and implement remaining Supporting Services not implemented in Stage II. This contract stage overlaps the Ongoing MMIS Operations and Fiscal Agent Operations stage. In prior implementation and operations contracts that HP has successfully delivered, CMS Certification preparation always occurs concurrently with the first months of operation. HP has the maximum experience level in performing in both of those stages. The Department can be assured that, as HP brings our methodical approach to certification preparation, daily MMIS fiscal agent operations also will occur unimpeded.

Ongoing MMIS Operations and Fiscal Agent Operations Stage

On the completion of Implementation Stage II, HP will begin the Ongoing MMIS Operations and Fiscal Agent Operations contract stage. This stage encompasses performing routine operations to support claims processing and provider services as well as operations to maintain, improve, and support modification and enhancements to the Core MMIS, while meeting performance standards. As Colorado progresses forward on the MITA maturity path, HP will support the Department in business operations and system processing capabilities to advance in that continuum.

During MMIS Operations and Fiscal Agent Operations stage, HP will continue to use the approved change management process. The continuity in following this process assures no disruption in process from implementation to operations stages, minimizing any training needed for Department staff. Enhancement requests, including configuration and customization changes, will be entered in HP PPM and will follow a defined and approved workflow. This process will be administered through the Change Control Board where the changes will be evaluated, planned, and scheduled as they meet approval criteria. The transparency provided in HP PPM will allow the Department full visibility to the status of any change request at any time.

HP and the Department will define a planned change release schedule and the changes will be assigned within that release planning process, except for changes that meet high priority criteria that cannot wait until a planned release schedule date. Those exception change requests will still follow an approved planning and code promotion approval process to confirm the required parties are informed of and approve the high priority change. HP will work with the Department to define content and format for monthly reports that describe system changes completed within a current month and provide a 12-month forward view of planned changes and estimated cost impacts. Content to produce this report will be from the Change Management functions in HP PPM.

Routine changes to business rules and workflows will be recorded as a change request in HP PPM to allow tracking to the source of the request and to the completion of the change. Changes in this category will generally be minor in nature and not disrupt the flow of other usual system operations or requested modifications. By tracking these changes in HP PPM, there is a complete view of the total change package made in the system in any given release or time period and a direct link back to the authorizing event for the change. System enhancement requests for regulatory or legislative changes will flow through the full change management cycle and be

[▶ CLICK ABOVE FOR EMBEDDED VIDEO](#)

[▶ CLICK HERE FOR FULL RESOLUTION VIDEO](#)



Approach to Project Phases

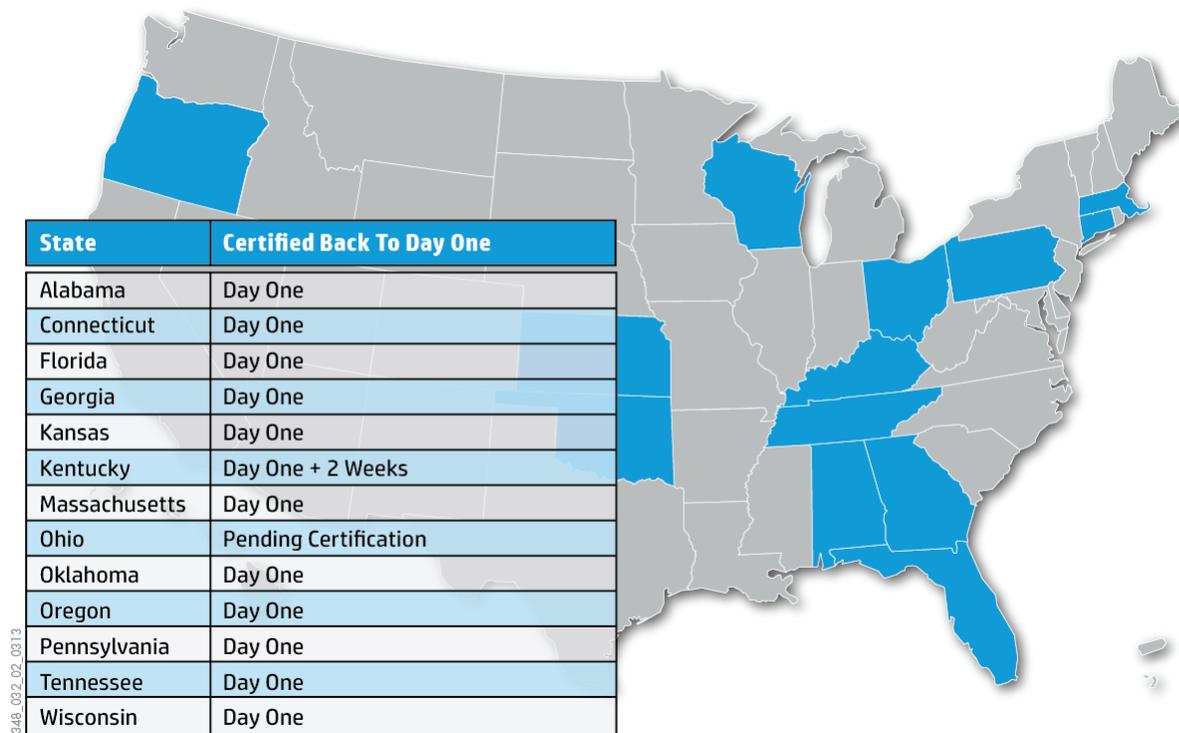


Approach to Project Phases

Confidence comes from teaming with the market leader. Our project management approach, refined from delivering 74 healthcare systems in 40 states, has given us the best track record in the industry. That gives you peace of mind, knowing you will have an on-time, on-budget implementation.

Through the experiences of 13 successful interChange implementations as depicted in the chart below, HP can help Colorado mitigate the typical implementation pitfalls that many of your peers in other states are facing today. As stated in the Executive Summary, the Department’s strategic goal of implementing the Colorado Medicaid Management Innovation and Transformation (COMMIT) project will require an ally that has proven solutions for today and a vision for tomorrow that can mitigate risks. Colorado needs a vendor that possesses a track record of proven success implementing the solution, backed by implementation proven practices to provide a low-risk approach.

HP’s Successful & Repeatable Implementation Approach



As the Department embarks on this technology upgrade to better support its new delivery model, the Department is faced with the challenges of a successful implementation of three systems by potentially three different vendors across three separate contracts. The typical risks involved in an MMIS replacement project are:

- Financial risk of schedule delays/lost opportunity costs

- Delay of state-desired and federal-required functional vision
- Provider, legislature, and federal concerns/complaints
- Department resource constraints
- Interim payments reconciliation and recovery

These risks are potentially compounded when considering the need for coordination across three separate contracts. Examples of states where these project risks materialized are Idaho, New Hampshire, and Georgia:

- In Idaho, interim payments of \$117 million were issued to providers. The State may never fully reconcile and recover overpayments.
- In New Hampshire, a six-year implementation delay caused untold fiscal issues between the vendor, the State, and the federal government. The lengthy implementation delay caused the State to pour additional money into continually remediating the legacy system to meet CMS mandates.
- In Georgia, substantial implementation problems caused Georgia to miss CMS certification back to day one by three months. Provider payment issues, including overpayments, prevented timely audits of the Department in 2003 and 2004, causing a delay in Georgia's annual financial report, which delayed the funding of more than a billion dollars in bonds for critical state projects. This resulted in Georgia immediately rebidding and replacing its MMIS.

The HP Project Management team will launch the necessary project management plans and tools at contract execution, using established templates and configurations based on proven practices gained from our previous implementations. The Department will have enhanced visibility into the project from the beginning. The HP Implementation team brings our proven practices to the Department to begin quickly and correctly, promoting a successful implementation and mitigating the potential risks and pitfalls that other States have endured with our competition.

Project Management and Services

HP proposes our proven Healthcare Enterprise Enabling Delivery and Global Excellence (EDGE) process framework for the Systems Development Lifecycle (SDLC) for use as a cornerstone to managing the design, development, and implementation (DDI) phases of the COMMIT project. Our Healthcare Enterprise EDGE SDLC is a systems engineering methodology developed across time, through our experience with other customers, and shared through the global strength and experience of HP.

We tailor our Healthcare Enterprise EDGE SDLC for approaches that follow the direction that the Department specifies. This will not substantially change our SDLC. This is done to verify our development approach provides Colorado with solutions, governance, and, ultimately, certification.

Our SDLC is the foundation on which we have based our work plan, development and project management approach, governance, procedures, and processes. It encompasses a full-scale management methodology required to manage any sized project effectively and efficiently.

This methodology provides the following additional value and benefits:

- Industry-leading processes and standards to achieve quality and control
- Integrated project management plans to provide oversight throughout the project
- Work streams using the SDLC phases from start-up through close-down
- Quality that is maintained throughout the entire SDLC

The SDLC methodology is flexible and adaptive, letting one business process function move from the Design Phase and initiate construction, while a separate business process function remains in the Design Phase.

The iterative and incremental approach of the SDLC fosters collaboration with the Department. Validation is continuous of data requirements against the business policy and rules, data modeling against the business rules, and data testing against the business rules.


SOA INTEROPERABILITY Using this approach, we can help the Department meet its business and technological goals for the COMMIT project. Colorado wants a true service-oriented architecture (SOA) platform that will bring interoperability of service-based modules, preferably as licensed products, to support modernization and continual enterprise evolution; without restricting its ever-changing business needs.

As an ally with HP, the Department will have technology certified by the Centers for Medicare & Medicaid Services (CMS) based on interoperability and configurability. HP has a record number of certified MMISs since 2002—more than all other vendors have collectively achieved within the same period. HP is confident our ability to deliver this objective, as HP has designed and implemented SOA applications for many customers in the healthcare industry; including: Blue Cross Blue Shield of Massachusetts, Florida MMIS, Massachusetts MMIS, Georgia MMIS, and Ohio MMIS.

Project Tools and Techniques

The COMMIT project solution features HP Project and Portfolio Management (PPM), HP Applications Lifecycle Management (ALM), and an integrated SharePoint site that provide a complete set of documentation capabilities throughout the project. With HP integrating and administering each of the Core project management tools, the Department is not at risk of trying to manage and integrate several disparate tools. Besides supporting prompt response for quality-controlled contract deliverables, our advanced reporting

HP PPM, HP ALM, and an integrated SharePoint site will provide the Department with a complete set of documentation capabilities throughout the project life cycle.

tools will enable the Department to gain insight into our progress with defined and documented processes, metrics, quantitative data, and qualitative standards.

 The project tools and techniques we bring to the COMMIT project align our solution with the Department's stated goals, especially those of supporting federal standards compliance and gaining CMS certification. Our repeated use of these tools and practices has helped each of our states achieve these same goals. HP will use a combination of three tools to support the project management activities. HP PPM and HP ALM are repeatedly rated in the top tier of enterprise commercial off-the-shelf (COTS) products by Gartner and Forrester.

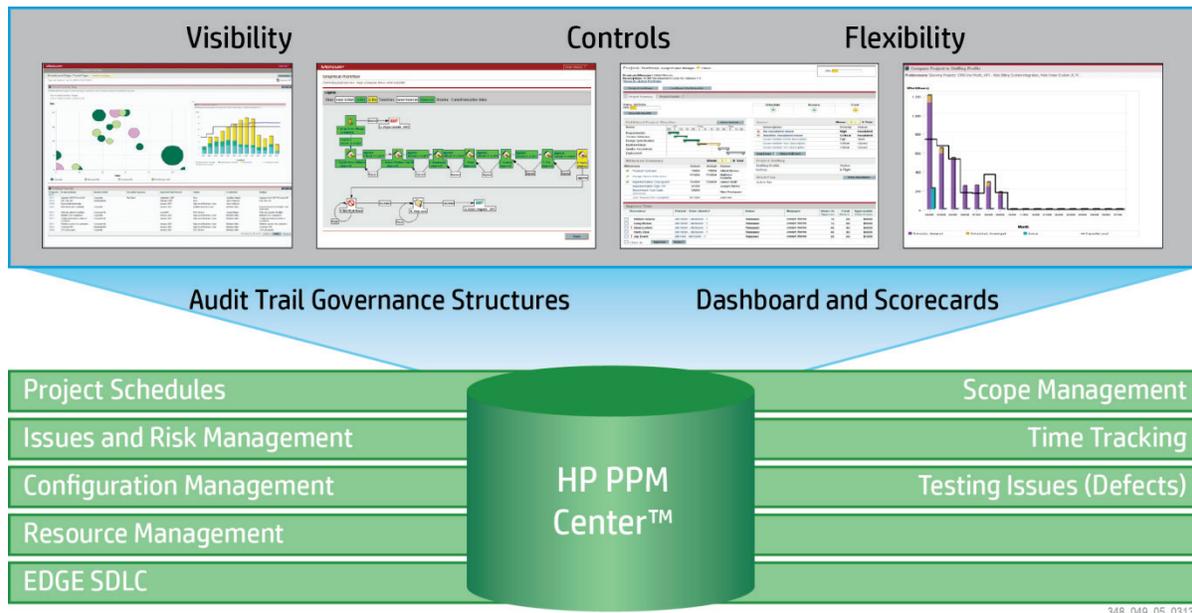
Along with an integrated SharePoint site, these tools will support the management of requirements, work orders, change orders, issues, risks, schedules, testing, documents, system objects, defects, deliverables, organization charts, project contacts, and project artifacts as determined by the project team and providing the necessary reporting regarding the content. The following is an overview of these tools.

HP PPM

 HP PPM provides visibility across program and projects, enabling enterprise management of programs and projects from concept to completion. HP PPM provides real-time access to scope, issues, risks, quality issues, deliverables, schedules, resource management, critical path, and performance dashboards as seen in the next figure. HP PPM is a web-based system that has the following system attributes:

- Preconfigured work process flows
- Easy-to-use tools and dashboards for IT users at different levels with well-documented HP PPM processes
- Metrics that can measure the overall performance and effectiveness of HP PPM activities
- Ability to view Microsoft Project schedules and see metrics in real time on schedule performance
- Ability to view earned value, critical risks and issues, deliverables, and milestones
- Real-time resource time tracking through HP PPM interface with HP's corporate SAP time system
- Role-based dashboards supporting the Healthcare Enterprise EDGE SDLC

HP PPM



One key aspect of our centralized project management tool is that it provides the Department and HP teams with the information and processes needed to monitor and manage the many complex activities of this type of project. Using these proven processes—HP PPM and HP ALM—we provide the Department with the right information at the right time to make the right decisions.

We specifically designed and customized our proposed COTS project management tool, HP PPM, for complex MMIS projects. HP PPM provides the following capabilities using a single-stop, easy-to-reference tool:

- Managing MMIS development and configuration and its array of changes
- Tracking, monitoring, and managing ongoing system development changes
- Tracking enterprisewide project artifacts
- Providing a comprehensive view of project management

HP PPM supports a comprehensive set of integrated project management processes used to plan, monitor, manage, and execute each phase in the overall project life cycle. We use integrated workflow automation as the framework for managing and completing processes, work products, and deliverables in a timely, controlled, and automated environment. As work products or deliverables are developed, process steps may require specific review and approval. The integrated workflow function automatically routes work products and tracks tasks through each step in the process.



For example, as a system change request moves through various departments for authorization and eventual implementation, integrated workflow automation configures the process according to governance structure to align with the Department approval procedures. When the Department grants

approval, HP PPM automatically notifies the owner of the request of the final authorization. Additionally, as workflow processes involve constant change and updates, the application can accommodate alternate process flows. For example, if the regular approver of a system change request is on vacation, the application will request approval from alternate approvers.

The project work breakdown structure and schedule from the RFP response will be updated during start-up and uploaded to HP PPM for tracking and managing the schedule. Additionally, the dashboards and portlets in HP PPM allow users to have visibility to issues that have been assigned or are associated with their role. This intuitive interface enables stakeholders to have anytime access to the latest issues. The portlets also allow users to sort and filter issues, highlighting the most relevant and pressing issues for the individual.

Authorized users will have access to the status of issues on their desktops and not have to wait for weekly status meetings to determine what actions have occurred on issues of interest. Users also can export HP PPM data as needed. We offer rich and easy-to-read presentations—such as executive dashboards, customized dashboard reports, charts, maps, and other automated project reports. HP PPM and HP ALM are designed to capture core analytical information, allowing individuals to gain an at-a-glance understanding of performance metrics and business issues.

Scorecard and dashboard reports enable our project manager and the Department to more proactively determine trends or identify issues that, if properly managed, can become enhancements to the project instead of problems that need fixing.

HP ALM



Using a proven tool, HP ALM, our Requirements Validation teams deliver value to HP interChange MMIS projects. This tool works as a repository of system requirements documentation that is easy to navigate, interpret, and maintain throughout the project. The HP team also will use HP ALM to document and integrate requirements with the test cases for testing. The COMMIT project solution objects will be individually linked to the RFP requirements in HP ALM to show how the requirements are associated with the business processes.

HP ALM is the central repository for the project testing activities. We will support the traceability of requirements to test cases directly from this tool. It manages and governs quality processes and facilitates software testing across the entire application environment. We will use HP ALM to achieve the following:

- Enter, validate, and track the Core MMIS requirements
- Create a requirements traceability matrix to verify the requirements flow through the system and are tested appropriately
- Offer quality planning, test management, issue tracking, and analysis of defect trends and requirements coverage

- Enable participants to be engaged at the appropriate time with the appropriate information
- Track, document, and manage test case development and execution including defect management
- Reuse of requirements or test cases across projects and testing phases

HP Integrated SharePoint Site



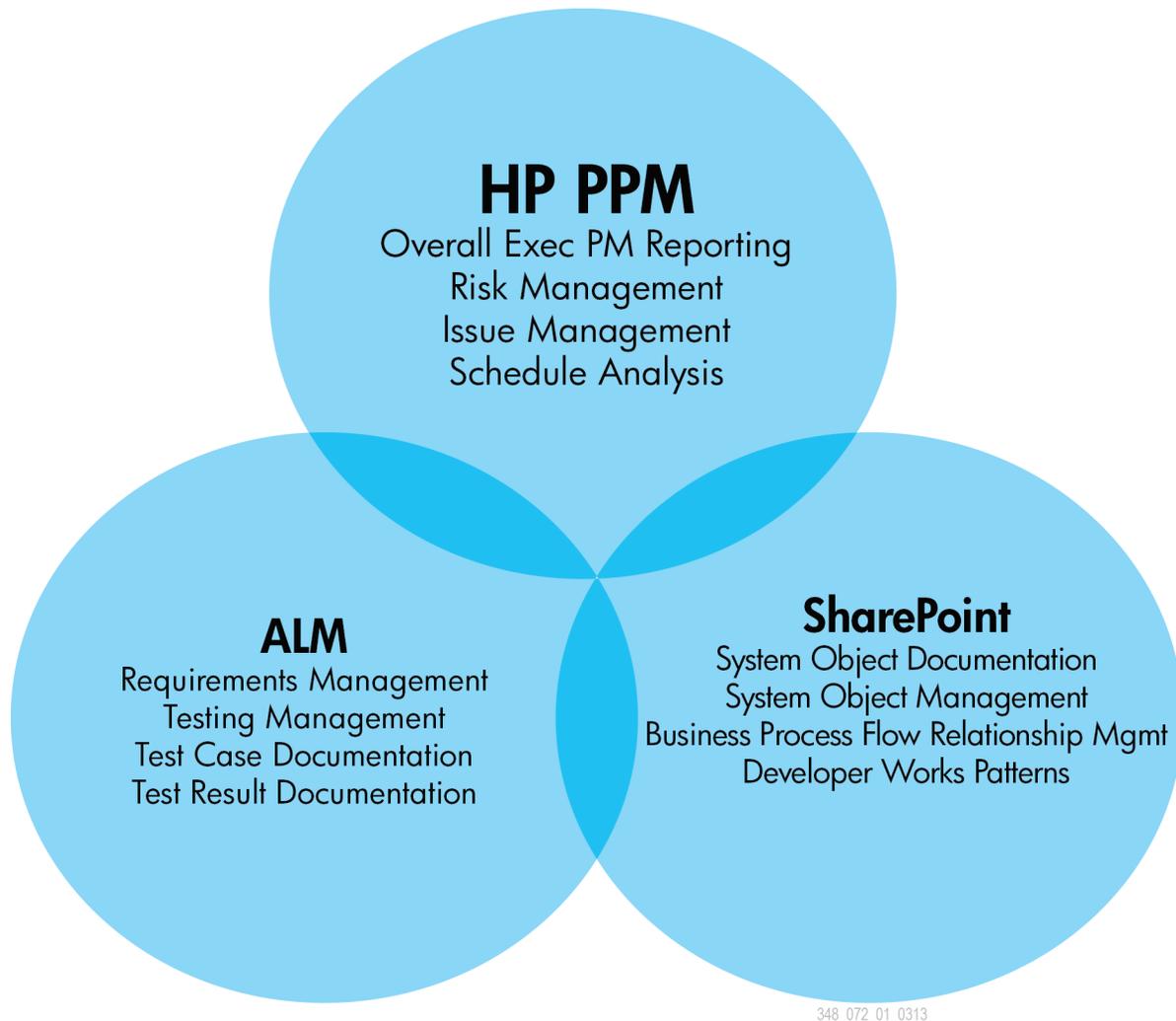
A SharePoint site integrated with HP PPM and HP ALM serves as the document repository. The tool enables HP to create and access secure content while automating records management. It provides versioning and streamlines content management. We use these sites for “living” documents—types of documents that typically require updating and versioning. This collection and integration of collaborative tools provide a complete set of documentation capabilities throughout the project life cycle.

Also, because we integrate and administer each of the tools previously described for project management, the Department is not at risk of trying to manage and integrate several disparate tools. Advanced reporting tools such as dashboards and scorecard reporting support timely response for quality-controlled contract deliverables. With defined and documented processes, metrics, quantitative data, and qualitative standards, the Department can gain insight into our progress, continuously improving the quality of project management.

Tool Sets and Configuration

The HP PPM, HP ALM, and Microsoft SharePoint are integrated together to provide requirements traceability and verification. The following figure illustrates their integration and provides a frame of reference for how we use these tools.

Project Management Tools



HP offers our response to the Department’s request for the approach to our project phases as follows:

- **Quarterly milestones (RESPONSE 28)**—In this response, we introduce our proposed quarterly milestones for your consideration.
- **Project management (RESPONSE 29 a-q)**—In these responses, we describe our approach to project management during each phase of the project.
- **Implementation of formal user acceptance testing (RESPONSE 30)**—In this response, we detail our approach to formal UAT.
- **Deliverables (RESPONSE 31 a-p)**—In these responses, we describe our deliverables to give you an understanding of what you can expect.

As you will see in the following tables and narratives, HP provides a dedicated team using proven practices to achieve your goals.

RESPONSE 30

RESPONSE 30: In addition to describing the Offeror’s approach to testing in RESPONSE 29, the Offeror shall provide a supplemental description regarding how they will implement formal UAT. The Offeror shall provide Milestones and schedules for UAT; a description of processes to train Department UAT staff, develop scenarios, provide test data and resolve problems; provide strategies to ensure adequate time for UAT is available; and state the Offeror’s commitment to perform a thorough UAT. The Offeror shall also detail Department responsibilities within the response.

The Acceptance Testing Phase of this MMIS Implementation requires solid planning and close collaboration between the Department and HP. We have a vast amount of experience working through this phase of implementation projects with other customers, and we have applied the lessons we have learned to the plan we are proposing to the Department. In this section of the proposal, we address the following key details of this testing phase to provide the Department the assurance that we can work together to successfully meet this challenge.

- The Schedule, Checkpoints, and Deliverables during UAT
- Department Training in Preparation for UAT
- Developing Scenarios and Using Scenarios
- Data Loads and Refreshes
- Status Reporting, Problem Identification, and Problem Resolution
- Allocating Enough Time to the Task
- The HP Commitment

The User Acceptance Test Phase is one of the final opportunities to obtain confirmation that a system meets mutually agreed-on requirements. Ultimately it is the Department’s role to execute UAT, but HP will be alongside providing the support you need to take formal acceptance of the new system.

The Schedule, Checkpoints, and Deliverables during UAT

The following is a high-level set of activities from the Microsoft Project schedule we are submitting with our proposal. These high-level tasks are described in more detail below with the intention of providing the Department with a clear vision of the work to be performed during UAT.

UAT Checkpoints

Task Name	Start	Finish
User Acceptance Testing (UAT)	4/23/15	4/19/16
UAT Environment Configuration	4/23/15	8/13/15
UAT Test Plan	5/26/15	6/16/15
UAT Training	7/16/15	8/12/15



Task Name	Start	Finish
UAT Test Cases/Scripts	6/22/15	8/17/15
UAT Test Data	8/14/15	8/24/15
UAT Execution	8/21/15	3/3/16
UAT Support and Retest	8/21/15	3/1/16
UAT Test Results	3/3/16	4/19/16
CHECKPOINT – UAT Test Execution Completed	4/19/16	4/19/16
Critical UAT Findings	9/23/15	2/19/16
DELIVERABLE – Completion of UAT and State-Approvals	2/19/16	2/19/16
Testing Phase Entrance and Exit Criteria Review	4/19/16	4/25/16

The first step in this phase is to establish the infrastructure equipment, software application components, and network connectivity to support the Department’s access and ability to use their new MMIS. We will establish the UAT environment ahead of the date the Department is to begin testing so that it is ready and available for your use. We will acquire the hardware and set it up in our Orlando Data Center, install the operating systems and databases, and install the MMIS application. As part of this setup, we establish the system security controls that will enable your role-based access to the application, and we establish and confirm network connectivity is in place to allow Department users to log on. We then populate the databases with converted data from the legacy MMIS – such as Providers, Clients, Claims History and Reference data, so that it is a complete and functioning environment intended for the sole purpose of supporting this testing endeavor.

Department Training in Preparation for UAT

HP also will develop a UAT Training Plan and Schedule to conduct this training. We will work collaboratively with the Department, confirming we have identified all of the users and we will plan multiple sessions considering user availability. Department users will be trained how to log on and navigate through the MMIS, and they also will be trained on the use of HP ALM, our testing management software.

ALM is an industry recognized leading tool that Department users can use to create test cases, scripts, and scenarios. ALM offers significant testing automation support, so after test cases are developed, they can easily be re-executed in the tool. Our testing tool also captures the testing results, so the UAT testing artifacts will reside in one place, and be available to the Department and HP. This tool also will provide detailed status reports that will show the progress being made, as well as areas where assistance is needed or issues exist for us to address. ALM also manages



defects, so if Department staff encounter software bugs, HP will create the corresponding defect in this tool, and we will track and reports the defects until they are resolved.

After the UAT Training schedule is approved, HP will confirm the availability of classrooms and training sites. We will produce the training curriculum and provide the training material, and we will deliver the training to the target audience.

Developing Scenarios and Using Scenarios

With training delivered, the Department can begin developing the UAT test cases and scripts. Earlier in the project, HP will have provided the Initial Set of UAT Test Cases, so the Department can use these as models for this effort. We will be available to help assist and guide Department users on this task. We will also advise the Department to review the set of Systems Integration Test (SIT) Cases we will have developed and tested at this point. This is an area where we can share some of the lessons learned from previous implementations that might make this task easier. UAT test cases are typically written at a higher-level, as compared to the more detailed Unit or System test cases.

UAT test cases are similar to SIT test cases, which are typically written as business scenarios, and in business language that Department staff are well-versed. This type of testing is really directed at testing an end-to-end process. For instance, a SIT test scenario might be to confirm a provider can submit a healthcare claim to the Portal application, and this claim will be processed by the system and available for viewing in claims history should the Provider contact the Call Center and seek assistance. Our recommendation is to write these higher-level scenarios to test business processes and end-to-end functions, versus lower-level test cases that require more formal testing education, technical details, and testing experience.

Data Loads and Refreshes

 UAT testing will be in a separate, controlled environment, which mirror the capabilities of the production environment. In this testing environment, it will be possible to roll data and application code to an established baseline if needed. HP will maintain the UAT environment throughout the life of the contract and update it regularly so it remains synchronized with the most recent version of approved code. Working as a team, the Department and HP will mutually determine UAT cycle schedules.

As the Department is under way conducting testing, if there is a need to refresh the MMIS databases, whether it is a single table, or the entire database, we have the tools, people and processes in place. It would be rare for the need to arise to refresh the entire UAT MMIS, but we do have that ability. It is more typical that the Department may want to revert a particular table back to its original state to re-run test cases and compare results to a prior run.

Status Reporting, Problem Identification, and Problem Resolution

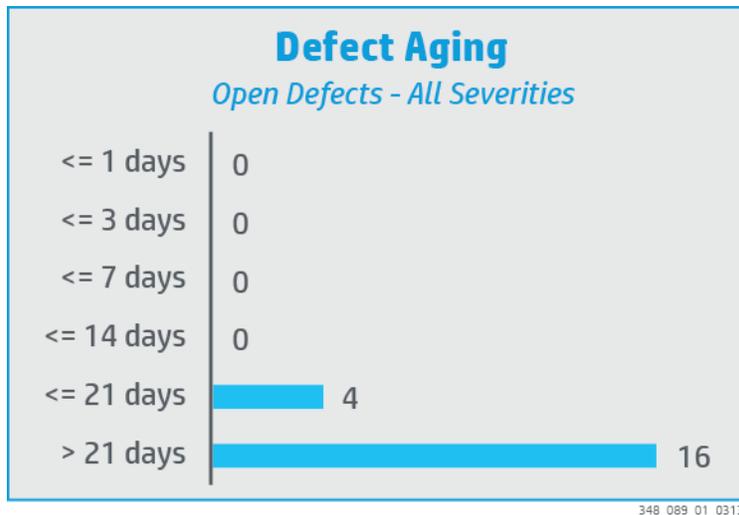
During UAT, HP will appoint a single point of contact for the Department to address the issues discovered during this period. Whether it is a training issue, a testing tool issue, or a defect encountered in the MMIS application code, we will have a single point of contact in place to escalate issues to the right HP staff for resolution.

During UAT, we also will conduct Weekly UAT Status meetings with the Department. For these meetings, we can rely on HP ALM to provide metrics reports on testing progress, metrics details on outstanding defects, defect priorities and severities, and issues that need to be addressed. At the start of UAT, we have found that we may need to meet more frequently than once a week to get off to the right start, so we remain flexible and will do that if the need for more frequent interaction exists. While these weekly status meetings are an ideal place to discuss problems, we would encourage the Department to raise questions or communicate issues to our single point of contact as soon as you encounter them.

As part of the weekly reporting, HP will produce Defect Tracking reports that will be discussed during the meetings. We recognize that any defects that may exist in the application now present hurdles to your testing effort, and we want to make sure we are quickly addressing any of these you may find. Below we offer several examples of the defecting reporting we can provide.

The following figure lists open defects by severity and by number of days old. The oldest defects should be investigated regularly to determine whether corrective action is warranted or agree to allow these to continue to age because of a low priority. This chart also displays distribution by severity within and across age categories.

Defect Aging Chart



The following table displays the number of defects by defect status and by severity as of the status date. This table provides project management with the level of defect activity and the distribution of the defect resolution activity (rework) in process.

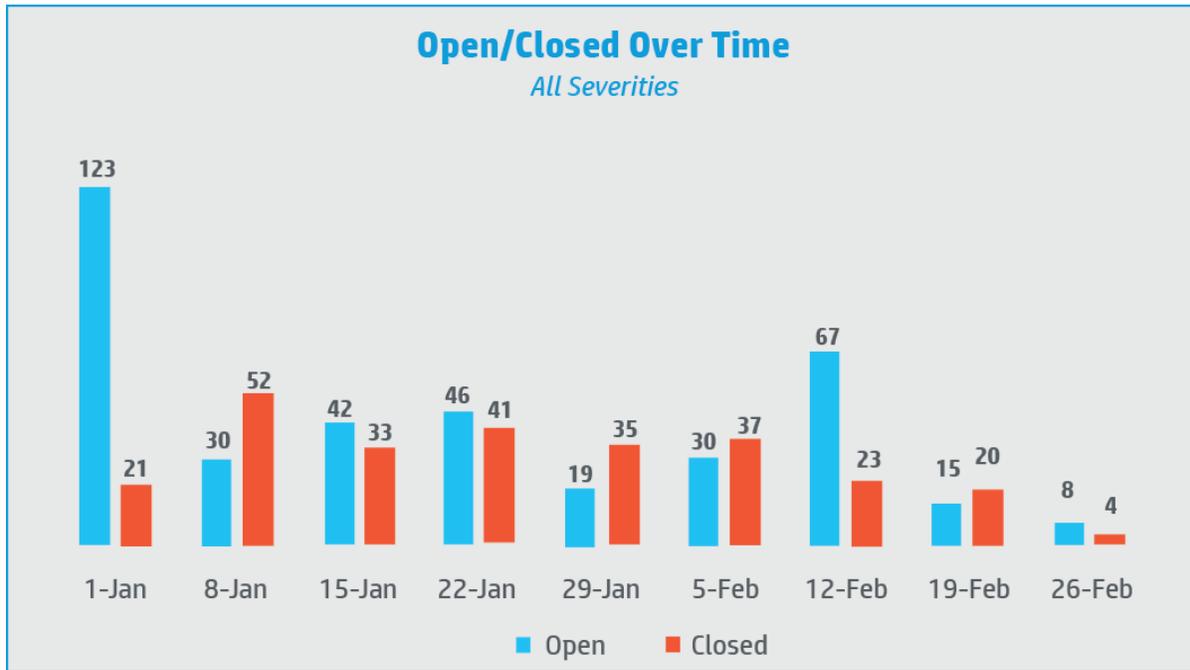
Defect Status by Severity

Open Defects by Sub-Status									
Sub-Status	Total	Sev 1	Sev 2	Sev 3	Major Total	Sev 4	Sev 5	Sev 6	Minor Total
New	3	0	0	3	3	0	0	0	0
Open	0	0	0	0	0	0	0	0	0
Submitted	0	0	0	0	0	0	0	0	0
In Progress	15	0	3	10	13	2	0	0	2
Fixed	0	0	0	0	0	0	0	0	0
To Be Verified	1	0	0	1	1	0	0	0	0
Verification Failed	1	0	1	0	1	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total	20	0	4	14	18	2	0	0	2
Closed	325	5	89	158	252	57	16	0	73
Deferred	35	0	7	20	27	7	1	0	8

The following figure shows the total number of defects, the total active (open), and total inactive (closed). The total number of defects line evaluates the rate of defect detection, which should accelerate, slow, and then level off in time. The total number of active defects line indicates how quickly the defects are being resolved. If the line is rising, more defects are being opened than resolved. If this trend continues, quality problems will occur in the application. The total number of inactive defects indicates the rate of defect resolution. This line should be close to the total defects line.



Open and Closed Defect Summary



348_089_02_0313

Allocating Enough Time to the Task

In reviewing our proposed project schedule, the Department can observe that we allocate roughly two months to the task of creating test cases/scripts/scenarios. We also have allocated seven months following test case creation to the execution of test cases. In our experience, we have worked with customers in as few as two or three months to complete UAT testing, but it is more typical to have six months of time in the schedule to complete this work. For the Department, we have spread this work out across a 10-month period to make sure there is enough time for training, acclimation to the new process and tools, and time to do the real work to develop and execute the tests.

After the testing execution is complete, the testing results will reside in HP ALM. These will be available to anyone the Department chooses to provide access to. The information also is exportable from HP ALM to other formats, such as PDF or Excel.

The HP Commitment

UAT marks the point at which Department users and other stakeholders verify policy and have the opportunity to test real-world scenarios relevant to their daily work. The UAT will test the system across the business areas and interfaces, and validate HP has tailored interChange to meet the technical requirements of the RFP.

As we near the completion of this phase of the project, HP will work with the Department to develop a list of any critical UAT Findings. Because we will be meeting weekly to discuss status throughout this phase, there should be no surprises for either of us at this point, however, there

may be a few critical issues that we agree need to be resolved. HP will work to resolve anything on the Findings list as expeditiously as possible. After the critical findings are addressed, we will meet with the Department to review the Exit Criteria for this phase, and seek your approval to close down the UAT portion of this project.

HP delivers quality services to support Colorado’s strategic goals as stated in the RFP by using a successful project management approach for high productivity along with a testing approach that aligns with the project management life cycle and with the project work breakdown structure.

UAT Summary

Testing Level	Environment	Definition	Test Tools
UAT	User Acceptance Environment	<ul style="list-style-type: none"> • Screen business processes work according to business policy • Select critical path business processes • Reuse systems integration test cases • Confirm edit and audit disposition • Validate pricing • Verify report frequencies • Validate security roles • Use workflow 	HP Application Lifecycle Management (ALM)



RESPONSE 31

RESPONSE 31: The Offeror shall describe appropriate Deliverables related to their project management and SDLC/solution delivery approach (implementation, project management Deliverables, planning guidelines, etc.). Using a combination of narrative and the table format provided below, the Offeror shall map their proposed Deliverables to the Deliverables proposed by the Department in Appendix A – Requirements and Performance Standards Matrix and, if different, describe how the Offeror will meet the Department’s information requirements. Details shall include the value-add of their approach in terms of cost savings, quality improvement, and/or savings to the project schedule for the Department. Within each section, the Offeror shall explicitly identify any differences between the Offeror’s proposal and the Department’s proposed Deliverables. As appropriate, the Offeror may provide examples of previous Deliverables that best reflect the approach the Offeror is proposing for the COMMIT project.

The Department needs planning documents and project artifacts that are complete, useful, and timely. HP uses a proven method of creation and tracking to confirm that the Department receives deliverables that are just that—complete with thorough details, useful in format and form, and timely meeting expectations for time lines established. Deliverables are a key measure by which the Department will see the value of their choice of vendor. With HP, you will see true transparency in what we do, how we act, and what we deliver.

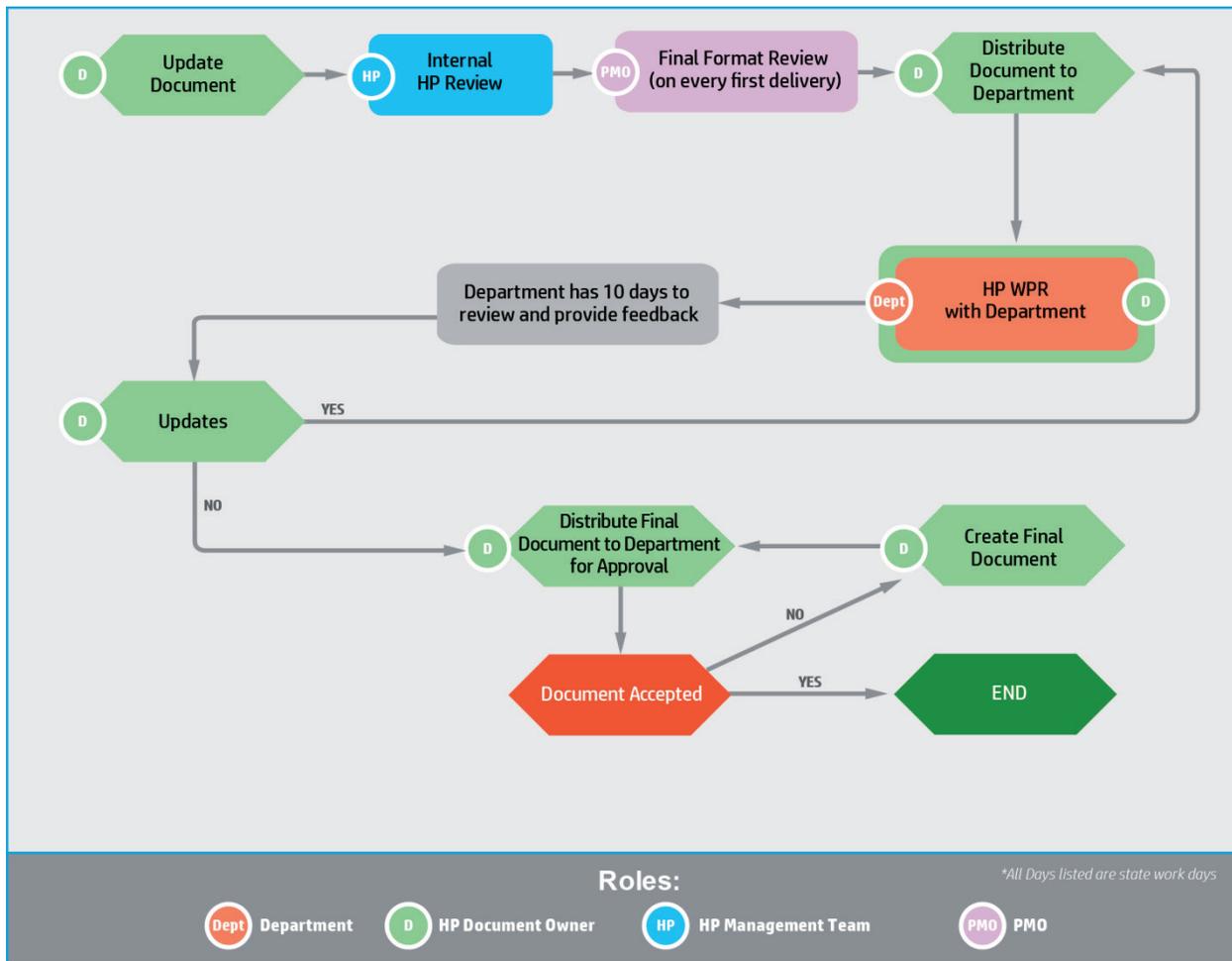
HP’s Approach to Deliverable Management

During the Initiation and Planning phases, the Department and HP will establish the deliverable review and approval process. Pulling from the HP Best Practices Repository, we start with a template flowchart for the review and approval process. The template has served as the successful starting point for many states. The Department will give input, such as adding steps, deleting steps, changing time frames, or other Colorado-specific contributions for the flow. When finalized, the agreed-on process, including a graphic representation in flowchart format will be documented and shared project-wide by the Project Management Office (PMO) so that stakeholders understand and can follow the process.

 A key component of the process is the practice of creating a comprehensive Deliverable Expectation Document (DED). The DED is an HP value-add and a best practice document delivered ahead of the actual deliverables. A comprehensive DED defines the template design format, table of contents, measurable acceptance criteria, requirements, and the schedule for the deliverables. The Department will have advance input on the deliverable before actual delivery. This practice will speed up the official process, allowing for work to progress more quickly toward completion.

We depict the template for the approval flow in the following figure and provide further detail of the process in RESPONSE 38c.

Deliverable Approval Process Flow Example



Each fiscal agent operations deliverable detailed in Appendix A, along with the due date and contents will be documented in our nationally recognized COTS product HP PPM. As you read in RESPONSE 29, HP PPM is rated in the top tier of Gartner and Forrester’s rating of enterprise commercial off-the-shelf (COTS) products.

The HP PPM tool automates the deliverable management process flow and these project management workflows optimize the Department’s time and resources. The HP project manager will use HP PPM to record and manage each deliverable through the following automated workflow:

- Deliverable creation
- Deliverable review
- Final approval submission
- Deliverable tracking

We detail HP PPM deliverable management, including screen shots of the tool, in RESPONSE 38c. These tools will enable the Department and HP leaders to virtually walk through each aspect

of the project with a mouse click. Using these project and document management tools, the Department and HP can link to critical project information, including the following:

- Complete Microsoft Project schedules
- Project planning, guidance, and requirements documents
- Design and development specifications
- Test plans, cases, and results
- Deliverable specifications and sign-off documents
- Ongoing project status and progress reports

Project Work Plan Deliverables

The project work breakdown structure and schedule in RESPONSE 26 contains the deliverables and their project detail dates. RESPONSES 31a through 31p describe the deliverables, and are presented as follows:

- **RESPONSE 31a – Initiation and Planning Phase Deliverables**
 - i. Project Management Plan
 - ii. Work Breakdown Structure and Schedule
 - iii. Communication Management Plan
 - iv. Reporting Templates
 - v. Project Control and Problem Reporting System
 - vi. Electronic Document Repository
 - vii. Resource Management Plan
 - viii. Risk Management Plan
 - ix. Change Management Plan
 - x. Business Plan
 - xi. Business Continuity and Disaster Plan
 - xii. Quality Assurance Control/Quality Management Plan
 - xiii. Gate Review Crosswalk
 - xiv. Entrance and Exit Criteria Documentation for Project Phases
- **RESPONSE 31b – Discovery and Requirements Validation/Requirements Elicitation Phase Deliverables**
 - i. Requirements Definition and Validation Plan
 - ii. Requirements Specifications Document (RSD)
 - iii. Business Rules Traceability Matrix
 - iv. Requirements Traceability Matrix (RTM)
 - v. Initial UAT Test Cases

- **RESPONSE 31c – Design and Definition Phase Deliverables**

- i. Detailed System Design Plan
- ii. Detailed System Design Session schedule and agendas
- iii. Prototyping
- iv. Online Application Template
- v. Reporting Templates (System, Operational)
- vi. Environment Architecture and Implementation Plan
- vii. Physical and System Security Plan
- viii. Detailed System Design Session meeting notes
- ix. Design Specification Document (DSD), including revisions
- x. Revised RTM based on Detailed System Design Session results

- **RESPONSE 31d – Development Phase Deliverables**

- i. Configuration Management component of the Change Management Plan
- ii. Change Management artifacts (as necessary)
- iii. Configuration Management artifacts (as necessary)
- iv. Unit Test Plan and Checklist Template
- v. Unit Test Results
- vi. Performance Metrics Results Reporting
- vii. Development walkthroughs (as necessary)
- viii. System and User Documentation

- **RESPONSE 31e – Data Conversion Phase Deliverables**

- i. Data Conversion Plan
- ii. Implement a Data Migration Environment
- iii. Revise System and User Documentation
- iv. System Test Results Reporting (regarding data conversion)
- v. Data Conversion Test Results Reporting

- **RESPONSE 31f – Testing Phase Deliverables**

- i. Test Plan
- ii. Detailed Test Cases
- iii. Test Results
- iv. Regression Test Results
- v. Parallel Test Plan
- vi. Parallel Test Results
- vii. Revised System and User Documentation (as necessary)

- **RESPONSE 31g – Organizational Readiness Phase**
 - i. Training Environment with Training Data
 - ii. Training Materials and Conduct Training Sessions
- **RESPONSE 31h – Implementation and Roll Out Phase Deliverables**
 - i. Implementation Strategy
 - ii. Operational Readiness Walkthrough
 - iii. Go-Live Support Plan
 - iv. Implementation and Rollout Plan
 - v. Post-Implementation Operational Monitoring Plan
 - vi. Revised System and User Documentation
 - vii. Post-Implementation Evaluation Report
- **RESPONSE 31i – Operations and Maintenance Phase Deliverables**
 - i. Annual Business Plan
 - ii. Business Continuity and Disaster Recovery Plan
 - iii. System Operational Procedures Manual
 - iv. System Operations and Maintenance Plan
 - v. Live Help Desk Support
 - vi. System Operations and Maintenance Performance Monitoring Reporting
 - vii. System Software Version Release Schedule
 - viii. System and User Administrative Documentation Revisions (as necessary)
 - ix. Encrypted email account(s)
 - x. Searchable library for policy manuals, training materials, implementation memos, etc.
- **RESPONSE 31j – CMS Certification Phase Deliverables**
 - i. CMS Certification Checklist documentation
- **RESPONSE 31k – Enhancement Phase Deliverables**
 - i. Change Management artifacts (as necessary)
 - ii. Enhancements Test Plan
 - iii. Test Cases
 - iv. Test Results
- **RESPONSE 31l – Turnover Phase Deliverables**
 - i. Turnover Plan
 - ii. System Requirements Statement
 - iii. Lessons Learned Document

- **RESPONSE 31m – Fiscal Agent Transition Planning Deliverables**
 - i. Transition Plan
 - ii. Relocation Risk/Contingency Plan
- **RESPONSE 31n – Fiscal Agent Parallel Testing**
 - i. Fiscal Agent Parallel Test Plan
 - ii. Parallel Test Schedule
 - iii. Parallel Test Results
- **RESPONSE 31o – Fiscal Agent Operational Readiness Deliverables**
 - i. Operating Procedures Updates
 - ii. Provider Manual Updates
 - iii. Resource Management Plan Updates
 - iv. Provider Transition Training Plan
 - v. Department Operational Readiness Training Plan
 - vi. Operational Readiness Plan Walkthrough
 - vii. Operational Readiness Assessment Document
- **RESPONSE 31p – Implementation and Start of Operations Phase Deliverables**
 - i. Final Conversion Reporting
 - ii. System Operation-ready Attestation

RESPONSE 31a

<p>Initiation and Planning Phase Deliverables:</p> <ul style="list-style-type: none"> i. Project Management Plan ii. Work Breakdown Structure and Schedule iii. Communication Management Plan iv. Reporting Templates v. Project Control and Problem Reporting System vi. Electronic Document Repository vii. Resource Management Plan viii. Risk Management Plan ix. Change Management Plan x. Business Plan xi. Business Continuity and Disaster Plan xii. Quality Assurance Control/Quality Management Plan xiii. Gate Review Crosswalk xiv. Entrance and Exit Criteria Documentation for Project Phases 	
<p>Deliverables Provided as described by the Department:</p> <ul style="list-style-type: none"> • i. Project Management Plan • ii. Work Breakdown Structure and Schedule • iii. Communication Management Plan • iv. Reporting Templates • v. Project Control and Problem Reporting System • vi. Electronic Document Repository • vii. Resource Management Plan • viii. Risk Management Plan • ix. Change Management Plan • x. Business Plan • xi. Business Continuity and Disaster Plan • xii. Quality Assurance Control/Quality Management Plan • xiii. Gate Review Crosswalk • xiv. Entrance and Exit Criteria Documentation for Project Phases 	<p>Proposed Alternative Deliverables:</p>



The following response addresses Unique IDs 1017, 1018, 1019, 1020, 1021, 1022, 1023, and 1171.

Description of Offeror's Deliverables

Project Management Structure (Unique ID 1018)

As referenced in RESPONSE 29, the Department will benefit from HP's formal Healthcare Enterprise EDGE SDLC Process Framework and methodology that provides the basis for project management activities. Included in Healthcare Enterprise EDGE SDLC are templates and best practices for project deliverables such as the plans required in the Initiation and Planning Phase. The Department will benefit by being able to draw on resources that derive from numerous successful efforts that are similar to the COMMIT project. Combining these resources with the HP staff members who have employed them on similar implementations will give Colorado the support it needs to move onto a new platform for effectively serving the State.

i. Project Management Plan (Unique ID 1017)

The overall project management plan is a high-level overview of the conduct of the project that includes a reference to the sub-plans and other key components critical to successful implementation and operation. The objective of the HP project plan is to define the approach and standards to be used by the Project team to deliver the scope of the COMMIT project. Standards are the guide for managing projects and developing systems. Standards provide the path for consistently creating efficient, repeatable processes that deliver quality outputs. HP uses the Project Management Institute's (PMI's) *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide fifth edition) to guide the project and to lay out the overall project management plan.

At a minimum, the project plan will answer basic questions about the project such as the following:

- **Why?**—Why was the COMMIT project launched and why are the project components important?
- **What?**—What is the work that will be performed on the project? What are the major products or deliverables?
- **Who?**—Who will be involved and what will be their responsibilities within the project? How will they be organized?
- **When?**—What is the high-level project time line and when will important milestones be complete?

The project management plan also will summarize the following sub-plans that provide more detail on areas such as scope, resources, risks, issues, and schedule. When the project management plan and its sub-plans are delivered during the Initiation and Planning Phase, they

are establishing the road map for successful completion of remaining work. The road map will include the following:

- Approach for executing monitoring and controlling the project
- Approach for managing resources and training
- Approach for managing communication and reporting
- Approach for managing scope, schedule, and cost
- Approach to managing risk and project issues
- Approach to managing changes
- Approach to configuration management
- Deliverable review and acceptance procedures
- SDLC approach

HP provides an example of the Project Management Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. Work Breakdown Structure and Schedule (Unique ID 1019)

The project work plan, also called the schedule, includes the tasks and activities with associated timing to be undertaken in the delivery of the Colorado interChange Medicaid Enterprise system. The work plan, created in Microsoft Project, details key project dates and key project checkpoints for each project phase. For each phase of the project, the plan provides detailed time lines and tasks such as deployments, checkpoints, reviews, deliverables, milestones, reports, meetings, surveys, evaluations, trainings, and testing.

The work breakdown structure (WBS) and scope definition provide the basis for defining the activities that must be scheduled. Because deliverables are the driving force for building the WBS, the activity definition process comprises identifying each of the deliverables and milestones in the WBS and documenting the standard work processes required to produce each deliverable in a top-down approach. The WBS breaks down the work into logical tasks and subtasks. The WBS is further broken down to a list of activities required to accomplish the work on the WBS.

The result is a list of activities captured in a hierarchy matching the WBS that forms the basis of the work plan. In documenting the activities, the responsible party for each activity also is identified. When complete, this list encompasses the activities that will be performed on the project, along with milestones that will be used for project management. The WBS is constructed based on the phases within the SDLC and comprises taking the major activities and dividing them into smaller, more manageable components until the activities are completed within the lowest-level task at a duration specified by the Department. The WBS, as depicted in the SDLC, outlines within the work packages the activities to fulfill the scope of work for the Colorado interChange Medicaid Enterprise system and for the major system enhancements.

We detail the Project Work Breakdown Structure and schedule in RESPONSE 26.

iii. Communication Management Plan (Unique ID 1021)

Throughout the HP organization, we emphasize frequent and effective communication. We define effective communication as that which is clear, understandable, and appropriately focused at each level of management. Communication planning occurs as an initial planning activity. In developing the project communication plan, we focus first on the audiences for project communications. We meet with stakeholders to identify appropriate target audiences. We work with the Department to determine the preferred methods of communication—such as emails, memos, or telephone calls—and their frequency. Besides defining the communication methods to be followed between the Department and HP, the communications management plan also takes into account the external communications that occur among other entities.

The plan identifies, at a minimum, the protocols for promoting timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information and defines procedures for issue, risk, change, and problem escalation and resolution. The communication plan also addresses formal meeting and status reporting protocols, and defines how decisions are coordinated and communicated across the system, operational areas, and applicable stakeholders. Additionally, the plan contains contact information for key HP and Department staff members, including primary and backup contacts for specific project issues and incidents.

Following the guidance in PMBOK, our communication management plan accomplishes the following:

- Outlines the communication process and methods and provides a well-documented and agreed-on communications road map
- Establishes a sound framework for our communication management approach to keeping stakeholders informed throughout the project
- Describes how customers will receive timely, accurate communication of project status and overall results
- Defines the channels of communication that allow us to respond to questions raised by our audiences and measure the effectiveness of our communications, enabling us to refine the communication management plan for our PMO continuous improvement as we receive feedback
- Defines the communications matrix that includes the various types of stakeholder communication

iv. Reporting Templates

Because of the flexible nature of the tools HP uses, the communication management plan will not only contain templates for standard reports but also will provide examples of other ways the tools can be used to provide data. For example, dashboards can be developed that allow real-time inquiry into project data so that it is not necessary to wait until the next weekly or monthly

reporting cycle for needed information. Reports also may be exported to allow further manipulation when the existing report formats do not provide the right views of the data.

v. Project Control and Problem Reporting System

The project control and problem reporting system is the framework for capturing and tracking project issues. HP PPM is used as the source for the risks and issues and will be clear to the Department and HP staff.

vi. Electronic Document Repository

A SharePoint site integrated with HP PPM and HP ALM serves as the document repository, providing the framework for publishing, circulating, and archiving project documentation of each type. The tool enables HP to create and access secure content while automating records management. It provides versioning and streamlines content management. We use these sites for “living” documents—types of documents that typically require updating and versioning. This collection and integration of collaborative tools provide a complete set of documentation capabilities throughout the project life cycle.

Also, because we integrate and administer each of the tools previously described for project management, the project is not at risk of trying to manage and integrate several disparate tools. Advanced reporting tools such as dashboards and scorecard reporting support timely response for quality-controlled contract deliverables. With defined and documented processes, metrics, quantitative data, and qualitative standards, the Department can gain insight into our progress, continuously improving the quality of project management.

HP provides an example of the Communication Management Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

vii. Resource Management Plan

The resource management plan provides the process that we will follow to verify that sufficient personnel are provided to satisfy the skill sets and work hours required by the project plan. It will cover how the demand will be identified, the process to be followed to get the employees assigned so that they are effectively used, and how demand will be monitored so that additional personnel can be used if adjustments to the project schedule have been made. We also will provide resumes for key staff members that the RFP defines.

HP provides an example of the Resource Management Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

viii. Risk Management Plan (Unique ID 1022)

Risk management begins with identifying risks and developing plans to manage those risks. It continues with regular risk monitoring, continued identification of new risks, the timely implementation of mitigation plans if an identified risk occurs, and development of contingency plans for critical risks in case the risk is realized. Without formal risk management, project

managers find themselves reacting to negative events and issues, rather than anticipating those events and managing in ways to decrease the likelihood that they will occur.

The risk management plan is used to describe how HP will identify, manage, and track risks. The process used for risk management has been validated on thousands of projects, including multiple interChange implementations. We incorporate process knowledge and lessons learned from previous implementations into our risk management plan. Coupling the methods and processes with HP PPM provides the Department with a high degree of flexibility for risk management with a focus on the areas of specific interest.

The risk management plan we deliver will define a standard, repeatable risk management process and support a risk mitigation strategy that is based on probability of occurrence and severity of effect.

HP provides an example of the Risk Management Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ix. Change Management Plan (Unique ID 1171)

An effective change management plan addresses multiple types of change and is imperative to mitigating scope, schedule, costs, and risks. Success of the COMMIT project depends on the clear definition and management of project scope, cost, schedule, quality, and configuration items. Without a clear change management process, many risks are likely, such as schedule overruns as unapproved changes are introduced into the transition scope.

HP's change management plan is a sub-plan to our overall project management plan. The purpose of a change management plan is to document a sound change management approach, which maintains the overall integrity of the project. The change management plan is used to establish processes required to verify that the project includes the activities required to complete the contract successfully. It is primarily concerned with defining and controlling what is included in the project or phase. The deliverable we produce for Colorado will accomplish the following:

- Provide a clear definition of the scope for each phase referencing the scope baseline and WBS
- Detail the steps necessary to determine if changes to baseline are needed and what corrective and preventive actions should be recommended
- Describe the process to be followed should a change be necessary

Change management is a key component of successful program and project management. If change is not properly managed, downstream work activities can be impacted. Change management begins with having clearly defined business requirements so that a solid baseline is established on which to measure change.

HP provides an example of the Change Management Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

x. Business Plan (Unique ID 1165)

 A business plan is an essential road map for business success. Every business can benefit from an occasional assessment of where they have been and where they are going. Taking time to look back at things done well, things that could have been done differently, and lessons learned can help guide success in the future. Taking time to lay out a plan for the future can verify stakeholders have a common goal and understanding.

HP and Sellers Dorsey offer Colorado an approach to strategic engagement process which has been proven successful in our collaboration with the State of Nevada. Semiannually, we propose setting aside daily activities and focus on the future, in strategic planning sessions. The results of these planning sessions will be captured in a strategic, enterprise-level plan that can be used by the Department throughout the project to track health IT, healthcare reform, Medicaid policy change impacts, and other State healthcare initiatives. This will help the Department and HP set priorities and develop future enhancement action plans to drive the necessary changes to support the Medicaid program and the constituencies. This activity will directly support the Department's need for the creation of an annual business plan.

HP will prepare an annual business plan for the Department. We will summarize the previous year's activities, lessons learned, successes, and challenges. We will outline the activities planned for the coming year, including training, hardware changes, and system changes.

A cornerstone of our service to the Department will be sharing best practices and cost efficiencies, whether we hear of them from our colleagues on other accounts, read of them in industry organization newsletters or bulletins, or develop them locally to solve a Colorado-specific challenge. Innovating and implementing improvements is a continuous process, not an annual exercise. In the business plan, we will highlight the improvements we brought to the Department in the previous year and outline new improvements the Department might want to make. The annual business plan will be the Department's reassurance from HP that we are actively engaged and continually striving to provide the best possible service and system.

xi. Business Continuity and Disaster Recovery Plan (Unique ID 1023)

Downtime, outages, and interruptions can cause significant impacts on the delivery of healthcare to Department clients. Success depends heavily on the continuous operation of IT-supported business processes that cannot be delayed, regardless of the situation. HP provides proven strategies, services, and technologies to reduce the Department's exposure and vulnerability, help protect critical operations against downtime threats, and ease recovery if an unforeseeable catastrophe does strike.

HP understands the critical nature of business continuity and disaster recovery for the Medicaid program. Our approach provides a sound solution to the business for the system and operations with flexibility, geographic diversity, and world-class infrastructure. We provide the steadiness and continuity of the current operations, while taking the appropriate steps toward the backup of

the MMIS. The key to success is a solid business continuity and disaster recovery plan. HP is recognized as a leader in developing and managing business continuity and disaster recovery. We offer the Department a realistic plan that preserves the integrity and availability of our Colorado interChange Medicaid Enterprise system solution and operations, and protects valuable information assets.

RESPONSE 38h contains our business processes, methodology, and procedures for backup and recovery that form the basis for our subsequent plan. Our plan will demonstrate our capabilities through our methodology, demonstrated experience, and success and will include descriptions of the following:

- Timely failover and redundancy
- Data recovery
- Claims or encounters processing
- Short and long-term continuity operations
- Remote access that follows Department standards
- An alternate business site if the primary business site becomes unsafe or inoperable
- Causal analysis reporting to the Department for unscheduled downtime
- Provide data backup
- Schedule and process for testing of the business continuity and disaster recovery plan

HP provides an example of the Business Continuity and Disaster Recovery Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

xii. Quality Assurance Control/Quality Management Plan (Unique ID 1020)

The purpose of a quality management plan is to establish processes required to verify that the project includes the quality activities necessary to complete the contract successfully. During our history of serving Medicaid programs, HP has been evolving a quality management (QM) methodology that stresses early involvement of our customers and stakeholders, careful attention to our customers' needs and interests, and precise application of strong standards.

Through this comprehensive QM program, HP will deliver meaningful monitoring and performance measurement, on-demand, iterative and flexible quality reporting, and collaborative, continuous improvement processes.

The quality assurance (QA) control and QM plan and approach provides the Department with a proactive process for developing benchmarks and measurements, and reporting those results in the form of recommendations and action plans for improvements to the program. The plan outlines the process for managing the quality management activities for the contract.

The objectives of integrating QA/QM practices with PMO disciplines for the Colorado interChange Medicaid Enterprise system include the following:

- Provide high-quality organization and program structure
- Create a centralized point for quality and project management accountability and reporting
- Assist Colorado interChange Medicaid Enterprise system account leaders and staff members in understanding quality, project, and program interdependencies and priorities
- Promote and institutionalize the use of common quality and project management tools and templates
- Provide senior leadership with necessary information for strategic and tactical decision-making and program quality
- Maximize quality and minimize risk
- Coordinate interrelated projects and validate interdependencies are addressed
- Establish and standardize the quality measures on complex projects
- Analyze performance to recommend corrective actions when necessary

HP provides an example of the Quality Assurance Control/Quality Management Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

xiii. Gate Review Crosswalk

HP will deliver a gate review crosswalk that describes how the project deliverables align with the CMS Enterprise Life Cycle and OIT gate reviews that will be conducted throughout the course of the contract term.

xiv. Entrance and Exit Criteria

HP understands the importance of working to clearly define entrance and exit from each phase—for example, verifying the design is completed before development occurs. HP's approach includes working through the MMIS functional areas, following the phases in overlapping stages. For example, we will complete requirements gathering and then design for the provider functional area before we begin development of provider, but we may begin development of provider before completing design for the client functional area.

This approach of overlapping phases by functional area has proven to be the most successful and adds direct value to the Department as it allows continuous work to occur and reduces downtime for resources from one functional area waiting on another, more lengthy area. This shortens the overall time to achieve production processing and brings the benefits of the new MMIS to users sooner.

RESPONSE 31b

Discovery and Requirements Validation/Requirements Elicitation Phase Deliverables:	
<ul style="list-style-type: none"> i. Requirements Definition and Validation Plan ii. Requirements Specifications Document (RSD) iii. Business Rules Traceability Matrix iv. Requirements Traceability Matrix (RTM) v. Initial UAT Test Cases 	
Deliverables Provided as described by the Department:	Proposed Alternative Deliverables:
<ul style="list-style-type: none"> • i. Requirements Definition and Validation Plan • ii. Requirements Specifications Document (RSD) • iii. Business Rules Traceability Matrix • iv. Requirements Traceability Matrix (RTM) • v. Initial UAT Test Cases 	

The following response addresses Unique IDs 1024, 1025, 1026, 1027, and 1028.

Description of Offeror’s Deliverables

HP has used a requirements validation process on each of our successful MMIS implementations. Our Application Lifecycle Management (ALM) tool is an industry leader in requirements management and fully supports a project the size and scope of the Colorado MMIS. To further enhance the requirements process as it relates to Healthcare we have used the configuration capabilities of ALM to further tailor it to meet the Department’s needs. Therefore the deliverables produced are reflective not only of PMBOK and other industry standards but of our success in the MMIS business as well.

In the Requirements Validation Phase, the detailed requirements are reviewed and mapped to the core system functions. This mapping will be the foundation for establishing that core operational concepts are supported and core requirements are satisfied. Through the requirements validation activity, the Requirements Specification Document (RSD) and the Requirements Traceability Matrix (RTM) are produced. When the requirements validation and documentation is complete there is a foundation on which to build the UAT cases. The detail of this process will be clearly outlined in the Requirements Definition and Validation Plan. A solid Plan sets the stage for solid practice.



i. Requirements Definition and Validation Plan (Unique ID 1024)

The HP Requirements Definition and Validation Plan will provide an overview of the process used to review and validate requirements. It will specify the outcomes of the requirements validation phase in terms of the possible outcomes from the validation for individual requirements. A key item within the plan will be a detailed listing of the statuses that a requirement can have as well as an overview of the progression of a requirement from its definition through to its final outcome. The plan also will describe the process that will be followed including designating the responsible party for each step.

The Requirements Definition and Validation Plan provided to the Department will contain, at a minimum:

- A description of HP's approach to capturing the results and problems of Requirement Review and Validation Sessions
- A list and description of the tools that will be used to record and track requirements and problems
- A description of how potential training needs will be recorded during the requirements sessions
- A schedule for the review and validation sessions
- Sample agenda format for the sessions
- Definition of the workflow steps and responsibilities for each type of participant

HP provides an example of a Requirements Definition and Validation Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. Requirements Specifications Document (Unique ID 1025 and 1026)

The Requirements Specification Document (RSD) provides a complete requirement by requirement outcome resulting from the requirements validation sessions. The RSD we deliver to the Department will be produced from the data residing in the ALM tool. Each requirement will be listed in detail with the status that was determined because of the validation activity. The status for each requirement will indicate whether it is met by the existing system or if it will require modifications or enhancements.

The RSD will contain, at a minimum:

- An overview of system architecture and how components are integrated
- A Detailed Requirements Specification Template
- Identification of changes to existing requirements
- Clarifying information associated with requirements, as needed
- Identification of new requirements
- Explanation of how requirements will be met

- Identification of the entity responsible for meeting the requirement
- A logical data model that identifies the entities, relationships, attributes, and access paths
- Description of the hardware/software configuration that will be used to meet the requirement

HP provides an example of the Requirements Definition and Validation Plan / Requirements Specifications Document in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

iii. Business Rules Traceability Matrix (Unique ID 1027)

The Benefit Program Administration (BPA) rules engine is used in claims for coverage, editing, auditing, and pricing features. The BPA process has multiple impacts throughout the system. From determining the appropriate benefit plan for a client, the contract that the Provider is enrolled in, the billing rules applied during claim adjudication and where they report, BPA is central to nearly every process in the interChange MMIS.

interChange BPA Rules Management allows trained users to identify, create, refine, and maintain business rules that effectively capture and enforce medical policy. Within interChange, various business rules govern each claim processed—billing rules from policy and contracts, coverage rules from benefit plans, and reimbursement rules that determine how to price and pay the claim. The disposition of edits associated with business rules determine whether to pay, suspend, or deny claims, according to Colorado policy on how each service should be adjudicated.

interChange BPA uses a business rules engine to deliver a user-configurable, faster, and more responsive system to manage benefit services and program features. User-friendly, online MMIS browser pages allow the configuration of benefit plan criteria, edit or audit disposition rules, procedure, drug, diagnosis, diagnosis-related group (DRG), and revenue code rules and restrictions, and the establishment of pricing rates and methodologies. interChange presents users with a graphical interface displaying a combination of easily understood parameters and navigation paths. Parameters can be combined in numerous ways through online browser panels to establish a flexible, yet structured, rule repository.

interChange also reviews the modified rule to determine if it is inconsistent with another existing rule. For example, a user may try to load a coverage rule for a group of procedures and indicate that medical review is not required. If a rule for the same coverage group already existed and indicated that medical review is required, the rules are in conflict, and interChange automatically generates a notification to the user.

This robust tool and repository provide the traceability matrix needed for business rules. The rules current and historic versions are stored for simple retrieval and research.

iv. Requirements Traceability Matrix (Unique ID 1028) / v. Initial UAT Test Cases

The RTM is a product of the ALM tool. It will provide a link from each requirement to where it is included in the design, change orders (if necessary), and various levels of test cases. Although

it will be produced during the validation phase it will remain a living tool that can be used at any point during the project to confirm that the requirements in the RFP have been included somewhere in the new system.

After the requirements have been validated, the first iteration user acceptance test cases can be created. They will be based on the transfer system and the Change Orders created during the validation. As the design and development progresses, these test cases will need to be revisited to determine if changes have been made that will require them to be modified. The RTM will be a key tool in facilitating this determination.

HP provides an example of an RTM and Initial UAT Test Cases in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

RESPONSE 31c

<p>Design and Definition Phase Deliverables:</p> <ol style="list-style-type: none"> i. Detailed System Design Plan ii. Detailed System Design Session schedule and agendas iii. Prototyping iv. Online Application Template v. Reporting Templates (System, Operational) vi. Environment Architecture and Implementation Plan vii. Physical and System Security Plan viii. Detailed System Design Session meeting notes ix. Design Specification Document (DSD), including revisions x. Revised RTM based on Detailed System Design Session results 	
<p>Deliverables Provided as described by the Department:</p> <ul style="list-style-type: none"> • i. Detailed System Design Plan • ii. Detailed System Design Session schedule and agendas • iii. Prototyping • iv. Online Application Template • v. Reporting Templates (System, Operational) • vi. Environment Architecture and Implementation Plan • vii. Physical and System Security Plan • viii. Detailed System Design Session meeting notes • ix. Design Specification Document (DSD), including revisions • x. Revised RTM based on Detailed System Design Session results 	<p>Proposed Alternative Deliverables:</p>

This response addresses Unique IDs 1029, 1030, 1031, 1032, 1033, 1034, 1035, 1036, 1037, and 1038.

Description of Offeror's Deliverables

By using a well-defined and proven system development life cycle, such as HP Healthcare EDGE SDLC, the Department will have processes that are repeatable, consistent, and



measurable. The HP Healthcare EDGE SDLC incrementally applies requirements validation, system design, system development, testing, and implementation principles and best practices in complete iterations. The HP Healthcare EDGE SDLC has documented deliverables to achieve a product that meets the business's functional and quality requirements. The use of HP Healthcare EDGE SDLC supports consistent delivery and meets expectations. The deliverables produced from the HP Healthcare EDGE SDLC match the deliverables the Department requests. Work product reviews of deliverables verify adherence to standards, compliance to requirements, documentation of defects found, and validates that criteria expected for the final work product are in place. The use of work product reviews has been shown to decrease project effort, cost, and duration. These reviews find defects early and can be fixed more easily and quickly—thereby reducing testing time and cost—and increase maintainability.

i. Detailed System Design Plan (Unique ID 1029)

At the start of the Design Phase of the project, HP will develop and deliver for the Department's review and approval the DSD session plan, which will document the activities and time frame needed to produce the DSD document. The DSD will then drive our configuration and development activities. Within this plan, HP will document how we will develop the schedule for the design sessions, how our processes will lead to a final integrated design, how the Department and HP team will collaborate to complete the work, how we will validate results through formal deliverables and approvals, and how we will train Department staff members about the system, processes, and tools to be used during the Design Phase.

Using the output from the requirements analysis and JAD sessions, HP business and technical leads work within the framework of the general system design in the Colorado interChange, adding the detailed specifications required by the Development team. The output of this phase of the project life cycle is an approved DSD.

HP will use the general system design artifacts as input to derive the final version of the detailed design specifications for the project. Most detailed design activity is organized by functional business area. Technical leads and developers use standard templates to complete the detailed specifications through design session meetings and collaboration with the Department.

HP will conduct walkthroughs, demonstrations, and presentations of the base system to enhance Department understanding of the system, let HP understand necessary changes, and facilitate Department approvals of Design Phase deliverables. HP will use proven detailed design templates to develop a high-quality overall detailed system design and reduce the testing time required to verify that the system meets the design requirements.

During design sessions and other meetings between the Department and HP, a designated scribe will take minutes and capture action items, owners, and due dates. The issues and action items will be managed using standard processes and tools governed by our PMO. The meeting minutes will be managed by the project manager as part of the overall governance process.

Through the activities and processes described above, HP will develop the DSD document and submit it to the Department for review and approval. As stated previously, the overall objective of the detailed design work is to produce specifications that can be used by the Development team to create the necessary system changes to meet the RFP requirements. Through design sessions and other work sessions scheduled as needed, HP will document, track, and resolve design-related issues. We will submit deliverables from this phase to the Department for review and respond to Department feedback until we achieve approval.

HP provides an example of the Detailed System Design Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. Detailed System Design Session Schedule and Agendas (Unique ID 1030)

HP will collaborate with Department leaders to develop the detailed design session schedule. We will create a calendar that shows details for each meeting, including the topic, location, date and time, participants, and proposed agenda. This calendar will then be shared with stakeholders before the meetings to allow everyone to plan to attend as required.

Our design session plan will describe our methodology, which is based on using business requirements as input to the system design. During the detailed design sessions, we will review each business requirement to determine which requirements already are met by the base system and which will entail system enhancements. During and after these detailed design sessions, HP will define and document the system design modifications needed to meet the business requirements.

Through these design sessions and collaboration with Department subject-matter experts (SMEs), we will have identified and documented system design changes needed to support features to satisfy the requirements and provide a final integrated design. Separate teams will work on the different functional areas of the system and produce system design documentation. We will combine these materials into a single DSD deliverable, which we will submit to the Department for review and approval.

HP provides an example of the Detailed System Design Session schedule and agendas in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

iii. Prototyping (Unique ID 1031)

Prototyping provides working examples of a window, screen, report and other layout designs. HP will create models, documents, and prototypes to communicate user interface requirements and will document, as applicable, requirements related to custom screens or windows, reports, and forms. HP will submit the prototypes to the Department for review and approval.

iv. Online Application Template (Unique ID 1032)

During the Design and Define Phase of the project's life cycle, HP will facilitate design sessions with the Department that focus on identifying, understanding, and documenting the Department's requirements for client and provider applications. HP will schedule sessions by

subject-matter area and work with Department SMEs to capture the needs for these system objects in detail.

HP will collaborate with the Department to create a template that will guide the development of the online applications. We will provide a detailed design deliverable according to the review process agreed to by the Department and HP. We will produce draft documents covering the detailed design acceptance criteria for Department review to confirm that the design process is valid by industry standards and conforms to the acceptance criteria specified in the RFP. The results of our methodology and approach will be an approved template that meets the Department's requirements.

vi. Reporting Templates (System, Operational)

A proven practice utilized by HP on all implementations is the use of templates as a starting point for design of documentation. HP will pull from our vast repository of templates for procedure manuals, reports, letters and other documents to choose the best fit for Colorado-specific requirements. The Department will receive templates and mockups of reports for review and approval prior to moving the final document into production.

vi. Environment Architecture and Implementation Plan (Unique ID 1033)

The Environment Architecture and Implementation Plan documents the environment architecture's physical and infrastructure requirements and the plan for implementing the environment specifications. The plan also includes coordinating the acquisition and installation of hardware or software. This plan will describe how HP will work with the Department during the Requirements Analysis Phase of the project to conduct JAD sessions that will produce the high-level design of the system.

Our plan describes the tools and processes we will use to provide training to Department staff before the sessions, collaborate with the Department during each session, and develop a style guide with the Department that meets the business needs. It also promotes validation of the results of the sessions by mandating formal deliverables that require Department approvals.

HP provides an example of the Environment Architecture and Implementation Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

vii. Physical and System Security Plan (Unique ID 1034)

A comprehensive security system requires administrative, physical, and technical measures to protect the confidentiality, integrity, availability, and accountability of protected health information (PHI), personally identifiable information (PII), and other sensitive information. Our solution will facilitate the Department's HIPAA compliance through best practices for protecting PHI and PII.

Security begins in the building blocks of our system architecture and is embedded within the business, data, application, and technical layers of the model. This approach is comprehensive.

Technical components will include best practice solutions for identity management, access enforcement, threat and vulnerability management, and data security management.

Working with the Department, HP will develop a physical and security document that shows how the Colorado interChange solution—systems, procedures, and practices—fully protects and secures the Department’s data and applications in compliance with State and federal regulations. Additionally, HP will test the security systems, procedures, and practices before implementation.

HP will create a Physical and Security Plan to detail how we will comply with regulations, standards, and Department policies. Additionally, HP will walk through and demonstrate security practices and policies as needed for Department personnel to promote understanding and acceptance of the security design. The document will conform to the functional and nonfunctional requirements and include references to the State and federal regulations.

HP provides an example of the Physical and System Security Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

viii. Detailed System Design Session Meeting Notes (Unique ID 1035)

During design sessions and other meetings between the Department and HP, minutes will be taken by a designated scribe who captures action items, owners, and due dates. The issues and action items will be managed using standard processes and tools governed by our Project Management Office (PMO). The meeting minutes will be managed by the project manager as part of the overall governance process and available for access in the SharePoint document repository.

HP provides an example of Detailed System Design Session Meeting Notes in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ix. Design Specification Document (DSD) (Unique IDs 1036, 1037)

The Design Specification Document (DSD) identifies and describes system functions and other characteristics that provide business value to the Department. It describes the features, user and system interfaces, business data and business rules, and deployment requirements, as appropriate for the solution being implemented. It also documents non-functional requirements related to such areas as security, safety, and performance. The level of detail must be sufficient to contain and direct activities within the approved project scope and to provide a complete explanation of Department expectations.

HP will use the general system design artifacts as input to derive the final version of the detailed design specifications for the project. Most detailed design activity is organized by functional business area. Technical leads and developers use standard templates to complete the detailed specifications through design session meetings and collaboration with the Department.

The final DSD includes the final version of the components of the system design, as well as the templates for the system documentation. The system documentation includes the following:

- Application system design details

- Data models
- System architecture design details—network and hardware
- Environment architecture design details
- Process workflows
- External Interfaces
- Details of the subsystem functions
- Descriptions of edits and rules
- Reports

Department input and comment on the draft DSD can be facilitated through the shared document repository on SharePoint, or other means as agreed to by the Department. The document can be revised and edited throughout the process of design and development. When complete to the Department's specifications, the final DSD will be delivered.

HP provides an example of the Detailed System Design in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

x. Revised RTM Based on DSD Session Results (Unique ID 1038)

The overall objective of the detailed design work is to produce specifications that can be used by the Development team to create the necessary system changes to meet the RFP requirements. Through design sessions and other work sessions scheduled as needed, HP will document, track, and resolve design-related issues. We will submit deliverables from this phase to the Department for review and respond to Department feedback until we achieve approval. If requirements are affected by the detailed design sessions, the RTM will be updated as needed and submitted to the Department for approval.

HP provides an example of the Requirements Traceability Matrix in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

RESPONSE 31d

Development Phase Deliverables: i. Configuration Management component of the Change Management Plan ii. Change Management artifacts (as necessary) iii. Configuration Management artifacts (as necessary) iv. Unit Test Plan and Checklist Template v. Unit Test Results vi. Performance Metrics Results Reporting vii. Development walkthroughs (as necessary) viii. System and User Documentation	
Deliverables Provided as described by the Department: <ul style="list-style-type: none"> • i. Configuration Management component of the Change Management Plan • ii. Change Management artifacts (as necessary) • iii. Configuration Management artifacts (as necessary) • iv. Unit Test Plan and Checklist Template • v. Unit Test Results • vi. Performance Metrics Results Reporting • vii. Development walkthroughs (as necessary) • viii. System and User Documentation 	Proposed Alternative Deliverables:

This response addresses Unique IDs 1039, 1040, 1041, and 1042.

Description of Offeror’s Deliverables

HP has more than 40 years of successful experience in MMIS implementations. Most of this success is because of our focus on transparency, communication, and coordination as we move between the system Development phases.

The deliverables for the Development Phase are the configuration and code changes, unit test plan, unit test results, metrics reports documenting the development and unit testing progress, development walkthrough reviews, system and user documentation, and change control approval reports.



i. Configuration Management Component of the Change Management Plan

We detail the change management plan in RESPONSE 31a. The configuration management component of that plan describes the administrative and technical procedures to be used throughout the system life cycle to accomplish the following tasks:

- Control modifications and releases of the software, hardware, and documentation
- Manage required execution of the described procedures
- Record and report the status of items and modifications requests
- Verify the completeness, consistency, and accuracy of releases
- Control storage, handling, and delivery of the software

HP provides an example of a Configuration Management Component of the Change Management Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. Change Management Artifacts (As Necessary)

The configuration management component of the change management plan documents the change management approach, change request process, and the tools to support the tracking, monitoring, controlling, and reporting for modifications and enhancement change requests. This process produces the following artifacts:

- Documented and approved change control process
- Documented change requests
- Change control meeting minutes
- Documented approval or rejection of a change request

These items will be delivered as needed to the Department, and posted to the SharePoint document repository.

HP provides examples of Change Management artifacts in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

iii. Configuration Management Artifacts (As Necessary)

The configuration management component describes the administrative and technical procedures to be used throughout the system life cycle. Artifacts that result from the configuration management process, including version control of documents and configuration management status reports, will be delivered as needed to the Department.

iv. Unit Test Plan and Checklist Template (Unique ID 1039)

The Unit Test Plan describes HP's approach, methodology, and schedule for unit testing of the system. The Plan will provide a detailed description of unit test cases for execution and will include the following information:

- Components and processes to be tested

- Processes for developing and validating test data
- Test cases with expected test results
- Test schedule
- Method of documenting identified errors
- Method of documenting proposed resolution

The unit test checklist template contains unit test validation criteria, standards and guidelines and documents whether the test case passed or failed. The unit test checklist serves as a document to assist in validating that the unit testing requirements meet the Department’s expectations.

The Unit Test Plan and checklist template will be delivered to the Department during the Development Phase of the COMMIT project.

HP provides an example the Test Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

V. Unit Test Results (Unique ID 1040)

Unit test results are documented in the unit test checklist and will verify that each unit of work has been thoroughly tested and is ready for system testing. The unit test checklist contains the unit test validation criteria and standards and documents whether the test case passed or failed. The results of unit testing will be delivered to the Department on the agreed on schedule.

HP provides an example of Test Results in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

vi. Performance Metrics Results Reporting (Unique ID 1041)

HP will report the performance metrics results to the Department as a part of the weekly status report. The performance metrics reports will document the progress of the development of system code and the unit testing progress. The following table outlines the types of information contained in the report.

Examples of Development Metrics	Examples of Testing Metrics
Total number of development tasks	The number of unit test cases executed
Number of tasks started	The number of unit test cases passed
Number of tasks competed	The number of unit test cases failed and the defects found
Overall percentage of development tasks completed	The number of defects corrected

HP provides an example of the Performance Metrics Results Reporting in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.



vii. Development Walkthroughs (Unique ID 1042)

Development walkthroughs, also called work product reviews, are a required component of HP's proven Healthcare Enterprise EDGE SDLC process. Walkthroughs verify that coding standards are followed, validate compliance to requirements, and provide for early detection of defects. Development walkthroughs are scheduled to demonstrate to the Department that HP is on track with the Overall Project Plan.

After developers have completed modifications and have tested them locally, a work product review will be held to review documentation related to the change (modifications made to a configuration item), unit test cases, and unit test results. The changes are reviewed by development staff colleagues, applicable architects, and appropriate Department staff members to verify completeness, correctness, and adherence to programming standards, including security standards.

Additionally, when needed, SMEs or developers for interfacing business functions (subsystems) also will participate. The SMEs and developers will validate that modifications made to one area of the system are evaluated across other technical areas, business functions, and software or data types that might be affected by the modification. Reviewers also need to determine if additional documentation or training is required and incorporate those changes into the work product review documentation and send notification to the training team.

After the change is approved, the work product review materials relating to the items changed are combined with other approved change items that will be included in that particular code release based on the project plan schedule. When configuration items for that release are ready, they will be moved to the system test environment so system testing can begin.

viii. System and User Documentation

HP will maintain the system and user documentation. We will update the documentation periodically as agreed with the Department. SharePoint provides online access to Colorado MMIS documentation, providing users with the most current system information and table values. User documentation includes information on business processes, steps on how to use the system, and operations processes. HP delivers the base transfer system with a CMS approved set of system and user documentation. That documentation is the baseline starting point for the Colorado MMIS user and system documentation. The Colorado MMIS user manuals, system component documentation, data element dictionary, and provider handbooks will be stored on SharePoint.

RESPONSE 31e

<p>Data Conversion Phase Deliverables:</p> <ul style="list-style-type: none"> i. Data Conversion Plan ii. Implement a Data Migration Environment iii. Revise System and User Documentation iv. System Test Results Reporting (regarding data conversion) v. Data Conversion Test Results Reporting 	
<p>Deliverables Provided as described by the Department:</p> <ul style="list-style-type: none"> • Data Conversion Plan • Implement a Data Migration Environment • Revise System and User Documentation • System Test Results Reporting (regarding data conversion) • Data Conversion Test Results Reporting 	<p>Proposed Alternative Deliverables:</p>

This response addresses Unique IDs 1043-1048, 1057, 1304, and 1694.

Description of Offeror's Deliverables

One of the fundamental building blocks of a successful MMIS implementation is the conversion of historical data from the existing system to the new MMIS. This activity is critical for historical accuracy of services provided to the clients and the establishment of quality client and provider records that match the detailed claims. The importance of the detailed activity cannot be emphasized enough. The deliverables associated with this phase of the project will enable the Department to see that HP is on schedule and meeting requirements.

i. Data Conversion Plan (Unique ID 1044)

The data conversion plan documents the data conversion methodology and management processes put in place to monitor and communicate the data conversion progress and status. The data conversion plan encompasses two perspectives—the global or high-level view and the detail view. The global view documents and describes the conversion approach for managing the data conversion effort. The detail view documents the data conversion at the data-mapping field to field level and details the data provided on the conversion run result reports.

The following describes the plan components for each view:

- Global or high-level conversion plan:

- Describes the planned approach to managing the data conversion effort and the events and processes that take place during each conversion phase from analysis through final conversion and post-implementation review
- Documents roles and responsibilities for the Conversion team, Department, and third-party vendors
- Outlines the framework for communicating the conversion status to the project stakeholders and the process for identifying, documenting, and resolving conversion issues and approving conversion run results
- Details the approach to managing the conversion environment, safeguarding the legacy data, and preserving PHI
- Provides the conversion testing methodology and reporting process for verifying the data conversion results with the procedure for updating applicable system and user documentation
- Addresses final conversion planning and risk mitigation steps and contingency planning
- Detailed conversion plan:
 - Details the conversion mapping business rules from the source-to-target and target-to-source perspective including the “generate new row” logic that is the business rule that determines when a row is added to a target table
 - Documents the type of data to be included in the conversion run result reports
 - Describes the conversion reporting process and the difference between an informational message and an error message
 - Is a living document that is constantly updated as necessary to reflect new learnings and changes made to the conversion business mapping transformation rules

HP provides an example of the Data Conversion Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. Implement a Data Migration Environment (Unique ID 1046)

The standard HP conversion process and plan establishes a unique, secure, fully functional conversion environment, isolated from the DDI team and only accessible by the Conversion team. The conversion environment houses the conversion-specific Oracle databases, data mapping, and UNIX work space. Applicable licenses will have their ownership transferred to the Department as appropriate. The Conversion team performs its work here developing the conversion programs and processes, testing the results, and storing the legacy source data to be converted in its original unaltered state. Additionally, the Conversion team stores the conversion run results here.

No conversion run results will be available to the DDI team or the Department until the Conversion team actually loads data into the designated target database environment such as UAT.

The plan also verifies the conversion database environments stay current. The project DBA and DDI Management team establish data model change review procedures, and a data model review board is established with conversion representation that meets periodically to review and approve database enhancement requests. The DBA produces and provides database compare reports to the Conversion team. These reports detail table attribute changes, which allows the Conversion team to apply the necessary coding changes as appropriate, thereby keeping the conversion program logic and conversion database in sync with the application database.

The plan also calls for the Department to communicate to the Conversion team when a legacy copybook change occurs. This allows the Conversion team to proactively change the affected source data table and affected program logic and be ready to process and load the source data the next time it is requested and received.

We provide additional information on the conversion environment components and environment setup approach process in RESPONSE 29e.

iii. Revise System and User Documentation (Unique ID 1047)

The revision of system and user documentation is a component of the data conversion process. Two sources can trigger changes or revisions to conversion documentation—a change to a legacy source data file used by conversion and a change to the target database.

The methodology will establish an agreed-on communication process between the Department and Conversion team where legacy enhancements—for example, triggered by a legacy change request that causes a change to the source data or source data table—are communicated to the Conversion team. The Conversion team would respond by updating the affected program logic and data-mapping documentation as appropriate.

The same thought process applies to changes made by the DDI team as it implements DDI change orders addressing RFP requirements that necessitate changes to the production database. We establish a communication process where database change requests are communicated to the Conversion team in two ways—conversion is represented on the data model change control review board and the DBA provides the Conversion team with the database compare reports that detail the database changes as the changes are promoted through the release update process. The Conversion team responds accordingly by updating the affected conversion programs and data mapping.

A third source for conversion documentation changes can occur during conversion data-mapping reviews and UAT acceptance verification when the expected conversion result or data mapping differs from the actual conversion result expected.

iv. System Test Results Reporting (Data Conversion Testing Process) (Unique ID 1048)

The system test results reporting as it relates to data conversion is a component of the Colorado interChange and supporting services test plan and details the methodology for verifying and approving the data conversion system test results.

The conversion test plan methodology and philosophy is simple: test and verify the conversion result as many times as possible before final conversion. The goal is to identify and resolve conversion issues before performing final conversion.

We accomplish this and determine how many opportunities we need to verify converted data before conversion actually makes data available for application and client review using our iterative testing and divide and conquer methodology. The following details this approach:

- As the Conversion team begins testing the program logic based on the data mapping, it runs through a small sample of data, verifies the result, and resolves discrepancies and then reruns the result until no more discrepancies are found.
- This process continues using larger and larger data samplings progressing to full file testing or system testing.
- After a single-run process has been thoroughly unit-tested, the Conversion team runs a second process, verifying the result and resolving discrepancies and rerunning with successively larger data samples until the second process is running full files.
- This process continues until individual conversion processes for a particular subsystem have been tested and verified.
- Integrated testing begins by running two or more subsystem processes in succession, verifying the results, resolving discrepancies, and rerunning until no more issues arise.
- Integrated testing continues until conversion processes have been run in the appropriate run order and identified issues have been resolved.

The Conversion team is ready to load data into the system test environment for application review and feedback on the converted data. The Conversion team works with the Application team on scheduling the data load as this requires a period of inactivity in the system test region while the conversion load occurs. After loading the converted data, the Application team performs its testing and identifies and reports to the Conversion team issues found with the converted data. The Conversion team researches the issue, takes corrective action that can include contacting the Department for assistance in clarifying the conversion business rules, and makes the correction for the application to review.

The conversion methodology and approach require scheduling periodic—usually weekly—meetings with the Application team to review, discuss, and resolve identified issues with the converted data.

This same methodology applies to UAT verification of conversion results. The HP Conversion team supports UAT in the following ways:

- The HP Conversion team loads an agreed-on set of conversion data into the UAT environment. The methodology used to convert the data allows for this data to be easily distinguishable from application test data. This identity is important if it becomes necessary

to diagnose the cause of a defect. If the converted data is suspected to be the cause of a UAT defect, the issue is assigned to the HP Conversion team for research and resolution.

- The HP Conversion team attends the UAT defect review meetings and report resolution status for their assigned defects. If the team finds that the converted data did not cause the defect, the defect is reassigned to the Application team for resolution. If the team determines the converted data caused the defect, a resolution is discussed and agreed on between the Department, the Application team, and the Conversion team.

The UAT defect review and resolution process continues until no more conversion defects are left to resolve. This review of converted data continues through final conversion giving confidence that the final conversion results should be clean.

Another aspect of the data conversion verification methodology and planning is the conversion functional area status report. The following figure provides a summary of the contents of this report.

HP provides an example of Test Results in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

v. Data Conversion Test Results Reporting

The HP Conversion team produces a status report for each UAT conversion functional area. This report will be delivered to the Department for review and provides comprehensive details about conversion activity and run results for each conversion functional area. The following figure is a sample table of contents for a conversion functional area status report.

**RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE
DEPARTMENT AND HAS BEEN REDACTED**

The conversion functional area status report provides the pre-conversion analysis and run results. Executing the functional-area-specific test plan confirms that the conversion results are as expected and match the conversion data-mapping business rules logic. Trial cycles validate that the converted data functions properly within the Colorado interChange.

The HP Conversion team performs an internal review, comparing the conversion data-mapping business rules to the actual target field data values. These test validation results and trial cycle results are made available to the Department for its review and approval.

The HP Conversion team provides a final UAT conversion functional area status report, one for each conversion functional area. The status report includes a section for Department review and approval of the UAT conversion results.

The following figure and table show a sample test plan outline from a previous MMIS conversion, including a sample of the data conversion test cases to be verified.

**RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE
DEPARTMENT AND HAS BEEN REDACTED**

**RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE
DEPARTMENT AND HAS BEEN REDACTED**

HP provides an example of Data Conversion Test Results Reporting in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

Data Conversion Phase (Unique IDs 1043, 1045, 1057, 1304, 1694)

We provide a detailed response for the following requirements in RESPONSE 29e:

- Approach to taking existing data and information storage from incumbent
- Approach to acquiring the hardware and software needed for a successful data conversion
- Approach to data conversion testing process
- Approach to identifying and converting applicable data
- Approach to facilitating the transfer of legacy MMIS-based SURS data



RESPONSE 31f

Testing Phase Deliverables i. Test Plan ii. Detailed Test Cases iii. Test Results iv. Regression Test Results v. Parallel Test Plan vi. Parallel Test Results vii. Revised System and User Documentation (as necessary)	
Deliverables Provided as described by the Department: <ul style="list-style-type: none"> • Test Plan • Detailed Test Cases • Test Results • Regression Test Results • Parallel Test Plan • Parallel Test Results • Revised System and User Documentation (as necessary) 	Proposed Alternative Deliverables:

This response addresses Unique IDs 1057, 1058, 1059, 1060, 1061, and 1099.

Description of Offeror’s Deliverables

HP will use the same testing approach and methodology described in RESPONSE 29f, across the testing phases and sub-phases. We will provide a testing team designed around an effective, practical testing methodology, which includes a testing phase that aligns with the project management life cycle and the work breakdown structure. HP brings leadership, best practices, and technical and subject-matter expertise to the Colorado Core MMIS.

i. Test Plan (Unique IDs 1057, 1058)

Testing is the systematic execution of an application and its components and procedures, with the intent of assessing conformance to requirements and finding defects or performance issues. Testing demonstrates the application works from a functional and performance perspective and the interfaces between the applications function correctly.

A well-structured test approach, consistent across test levels, is essential to producing a high quality system. HP employs a consistent set of test methods across each test level. Each test level includes the following list of common activities:



- **Plan**—Develop a formal test plan with test cases based on requirements to be tested
- **Prepare**—Prepare the test environment and testing data
- **Execute**—Execute testing using documented test cases
- **Walkthrough**—Review results internally and with BMS

The activities performed for each MMIS business area's test level will overlap other levels' activities. For example, while executing systems integration testing, regression testing will be in the planning and preparation steps. One particular MMIS business area, such as Provider Management, may be released for UAT, while another MMIS business area, such as Financial, is entering the system test level of testing. This modular approach to testing logical business groupings of functions is a best practice we are using from previous implementations. This approach benefits the Department and the HP team allowing users to focus on manageable portions of the overall large systems integration project. Each test level builds on the previous testing in that, when appropriate, cases will be reused for the next level's plans. The levels are performed per logical grouping of business areas' logic as a means of most effectively organizing the testing.

The HP master test plan will describe the levels of testing that will be performed, how testing concepts will be applied, testing tasks, the approach to testing, and how various tools will be used during test processes—such as defect tracking and change requests. The master test plan is a high-level document defining the structure, processes, and procedures to follow in the implementation testing task. The plan describes the testing methodology for the Colorado Core MMIS, including test concepts; Requirements Traceability Matrix (RTM) updates; explanations of types of testing such as unit, systems integration, user acceptance, operational readiness, performance/stress, and regression; assumptions; and testing with external entities; and data requirements for testing.

The master test plan will identify the objectives for the testing task and include entrance and completion criteria and reporting metrics. Additionally, the plan will identify roles and responsibilities. The plan provides an initial guide for the development of test plans for later project phases.

HP provides an example of the Test Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. Detailed Test Cases (Unique ID 1059)

For each testing phase, HP will provide detailed test cases that include identifications, detailed steps, expected results, and actual results (where appropriate). The cases will be traceable to requirements listed in this RFP and in the RTM.

HP provides an example of Detailed Test Cases in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

iii. Test Results (Unique ID 1060)

HP will provide test results for each testing phase. The test case results at a minimum will contain the following information:

- Summary of the testing results
- Pass or fail
- Defect IDs and severity level of failed test cases
- Proposed resolution for the identified defects

HP provides an example of Test Results in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

iv. Regression Test Results (Unique ID 1061)

If a test case fails during regression testing, we will perform analysis of the failure to determine the cause. Defects found in regression testing will be recorded and escalated using the defect resolution process.

Regression testing is an iterative process and will continue to be exercised throughout the life of the project. A list of successfully executed regression test cases will be included with the review of each functional area. Besides testing critical components of the system, regression testing also occurs when an individual module has been changed because of a change request or defect. In this situation, test cases will be selected that test the specific change and test cases that test functions or components that may be affected by the change.

Business regression testing focuses on the critical, high-volume business processes for business functions introduced up to and including the previous release of software. The approach is to build on the previous regression pack by adding new test cases with tests based on the previous release's functions. Specific focus also is given to known high-risk areas. The Department will have access to test results in the HP ALM tool.

HP provides an example of Test Results in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

v. Policy Parallel Test Plan (Unique ID 1097)

HP will develop a test plan for each testing phase, which also includes a policy parallel test plan. The plan will include at a minimum the following information:

- Roles and responsibilities
- Proposed activities and procedures
- Proposed time line
- Proposed reporting structure
- Supporting tools and documentation to support the parallel test

HP provides an example of Parallel Test Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

vi. Policy Parallel Test Results (Unique ID 1098)

To execute a policy test, claims will be taken from the current production legacy system and converted and executed in the systems test environment of the new Colorado interChange MMIS. The test results will be provided to the Department for review and approval.

HP provides an example of Test Results in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

vii. Revised Systems and User Operations Documentation (Unique ID 1099)

User documentation is critical for getting the most out of any application. HP applies best practices learned in our production of manuals, documentation, and web screens.

Our 40 years of service to the Medicaid industry gives us the unique ability to finely tune the most appropriate ways to create and present effective, usable system and user documentation

The HP approach for system documentation is designed to bring a total solution—from implementing a logical, innovative approach to documentation to providing the necessary support so that users can successfully transition to the new system.

Our solution provides the flexibility needed to maintain accurate, comprehensive documentation for the changes forecast for healthcare at the state and local levels, and compliance with federal mandates. Transitioning from the mainframe legacy system to the web-based interChange will affect many business functions and introduce the challenge of adapting to change. This solution also provides version control, with full access to read previous versions of each document.

HP uses Microsoft SharePoint, a COTS product for content management, including user documentation. Development and maintenance of user documentation is located on one site for easy access.

SharePoint is a market leader in content management as a means of providing secure storage and easy user navigation to content required to support large business enterprises. With integration to workflows and the rules engine, it will allow for more flexible and advanced functions than SharePoint alone.

The Colorado Medicaid program will benefit in several ways from the implementation of SharePoint:

- SharePoint is a browser-based application, easy to access, maintain, and use.
- SharePoint is an intuitive application requiring little user training.
- Out of the box, SharePoint administrators can create document libraries, nested sites, tasks, wikis, calendars, and more. This gives the teams many choices for collaboration, documentation, communication, and tracking.
- Built on the .NET framework, SharePoint easily integrates with the Colorado MMIS through the interChange Business Services Framework.

SharePoint fully meets the Department's requirements for user documentation.

RESPONSE 31g

Organizational Readiness Phase: i. Training Environment with Training Data ii. Training Materials and Conduct Training Sessions	
Deliverables Provided as described by the Department: <ul style="list-style-type: none"> • i. Training Environment with Training Data • ii. Training Materials and Conduct Training Sessions 	Proposed Alternative Deliverables:

The following response addresses Unique IDs 1062-1070, 1179, and 1180.

Description of Offeror's Deliverables

HP focuses the interChange training solution on providing the necessary support so that users can successfully transition to interChange. Using a process-driven methodology to create, present, and evaluate training, our approach and expertise facilitate the application of the new skills learned, allowing users to transition to the Colorado interChange successfully and efficiently. The training plan follows the established deliverable review and approval process. It will address provider and user needs for the Organizational Readiness and Training Phase. The training plan will become a living document that is reviewed and updated as needed. Experience has taught us that successful training relies on course content, delivery methods, and timing.

HP's training plan outlines the recommended approach to educate and improve the skills of users during the transition to interChange. Our approach serves as a guide for training and performance support activities during the project and is the basis for the training plan. Our training plan also includes overview courses for the Core MMIS learner community, including the Department and HP staff, and the provider community, when learners have a need to understand a high-level overview of the system and its capabilities.

Central to the training plan is the HP strategy for transitioning Colorado Medicaid providers to the new HP Healthcare Provider Portal. By working with professional associations and other provider groups to communicate implementation plans and time lines, we facilitate buy-in from the provider community when training begins. HP provides examples of previous deliverables at the end of the proposal that best reflect our approach for the COMMIT project.

Regular Updates (Unique ID 1062)

During the Organizational Readiness period, HP will provide regular updates to the Department on the progress of the training activities, including training scheduled and completed. Good communication is vital in establishing and maintaining strong collaborative relationships. The first step in HP's collaborative efforts is defining and documenting clear expectations for project



participants. This minimizes ambiguities and supports processes to resolve questions that do arise. HP maintains continual communication with the Department and its vendors through work group meetings and integrated status reporting to enhance awareness and foster collaboration. Our proposed documentation solutions will enhance communication, information sharing, and timeliness to review and publish documentation.

Our Enterprise SharePoint solution will provide significant collaboration capabilities that enact role-based security access for users to work on documents and projects together in the same applications. Project leaders can create calendars and task lists to facilitate project communication and improve outcomes. Detailed tasks are assignable to individuals or groups with predecessors, priorities, descriptions, and attachments. Assignees can update status and completion percentages for viewing by project leaders and management. Our approach provides transparency, traceability, and accountability, increasing efficiency and accuracy through standardized practices.

Roles and Responsibilities (Unique ID 1063, 1180)

We outline the Department and HP roles and responsibilities for supporting the Organizational Readiness activities in the following table.

Title	Staffed By	Process Role	Role Description and Actions
Training and Performance Support Team Lead	HP	Manage Training and Performance Support Team	<ul style="list-style-type: none"> • Leads the Performance Support team to evaluate and recommend performance needs • Oversees the development of training (online, instructor-led) and performance support tools (documentation) • Manages the deployment of performance support tactics and training execution • Oversees development and execution of the training plan; manages the training process; analyzes and evaluates training support materials • Validates that training products are technically accurate and appropriately matched to the audience
Trainers and Documentation Specialists	HP	Manage Training Deployment	<ul style="list-style-type: none"> • Develop and execute the training plan; manage the training process; and analyze, design, develop, deliver, and



Title	Staffed By	Process Role	Role Description and Actions
			<p>evaluate training and support materials</p> <ul style="list-style-type: none"> • Verify that training products are technically accurate and appropriately matched to the audience; coordinate with subject-matter and instructional design staff to review and confirm accuracy of material content • Coordinate logistics for training delivery including facilities and room arrangements, equipment set-up, and material development • Use various types of media in development and delivery of training such as audio, video, computer and other print and non-print media to enhance training products and services as appropriate • Compile evaluation and test information • Participate in customer walkthroughs to review draft training materials • Participate in training walkthroughs to refine documentation and delivery method • Conduct training • Supports post implementation activities to provide additional training or assists users
Training SMEs	The Department and HP	Support Training Development	<ul style="list-style-type: none"> • Coordinate with training staff to develop materials; reviews content for validity and comprehensiveness • Participate in walkthroughs to review draft training materials • Participate in training walkthroughs to refine documentation and delivery method • Participate in training delivery



Title	Staffed By	Process Role	Role Description and Actions
			<ul style="list-style-type: none"> Support post-implementation activities to provide additional training or assist users
Instructional Designers	HP	Manage Training Development	<ul style="list-style-type: none"> Performance Support team evaluates and recommends performance needs. Designers conduct the development of training (online, instructor- led) and performance support tools (documentation).
Organization Design Work Group	HP	Support Overall Transition	<ul style="list-style-type: none"> Provides input and reviews on the business change management strategy and plan Provides input and review of the detailed training plan based on supporting information Provides review and feedback on stakeholder analysis and related activities
Project Management Office (PMO)	HP	Support Overall Transition	<ul style="list-style-type: none"> Conducts initial project management training

System Access (Unique ID 1064)

HP will work closely with the Department staff to establish access to the new system for each user, including the training environment as appropriate. A process will be set up to verify that only authorized users are provided access to the system and that they receive the appropriate security level. Passwords and any other information required for access will be provided in time for Organizational Readiness training.

Identifying Information to be Conveyed to Department Staff and Providers (Unique ID 1065)

HP and the Department will work together to create detailed documentation to be provided to Department staff and providers as part of Organizational Readiness. HP will take advantage of the experience of previous interChange implementations to verify that this information is thorough and accurate in aiding the users of the system during the change from the legacy system to interChange.

HP will assign a lead for this effort and make the requested staff members available during Department business hours to assist the Department in identifying information to be conveyed to



Department staff members and providers for organizational readiness and to address questions and concerns.

Training Plan Approval (Unique ID 1068, 1069)

Our training plan outlines the recommended approach to educate and improve the skills of users during the transition to the Colorado interChange. The plan serves as a guide for training and performance support activities during the project, and is the basis for the training plan. The training plan addresses the strategic learning needs of Colorado interChange users and other stakeholders as applicable throughout the project. HP will update the plan to address evolving training needs based on new features or business processes related to the Core MMIS annually for the Department's review and approval.

i. Training Environment with Training Data (Unique ID 1066)

HP will maintain a training environment that is separate from the production and testing environments with specific training data that supports targeted scenarios for use in the classes. This environment will be monitored and controlled by the training staff and will receive regular updates to stay in sync with the production environment.

ii. Training Materials and Conduct Training Sessions (Unique ID 1067, 1070, 1179)

The successful achievement of several of the Department's guiding principles—such as service focused and information sharing—depends on the implementation of a modern MMIS and associated services and effective training for providers and users so they can fully realize an enhanced customer experience. Therefore, HP focuses on the development and delivery of high-quality, learner-centric training programs that address the needs of providers, users, and other stakeholders. HP's experience with other state MMIS implementations and expertise in the field of adult learning proves invaluable when teaching a new application to experienced professionals. This provides the foundation for a successful transition and continued success with ongoing training programs for providers and internal system users.

By using an approach that provides comprehensive training while highlighting new system functions and capabilities, HP points out related business function improvement, allowing users to better grasp and accept the changes during initial training. Refresher training focuses on the ongoing needs of department users.

 HP uses a team of skilled and highly qualified workplace learning and performance development professionals to develop the comprehensive training program for Colorado and conduct the training sessions. Our training team comprises our traditional training staff (covering internal and provider training) with strong support from HP SMEs who receive extensive training on the new system, are involved in testing, and play an important part in training delivery. Experts in provider, claims, client, and other business or functional areas have been involved in the system implementation and are a key resource to help with training development.

We propose to fully integrate a training guide within the corresponding user documentation, so that the manual can serve as both a classroom-based and self-paced learning resource. Besides the usual system documentation, the user manuals consist of illustrated lesson plans, self-directed exercises, and proficiency tests to demonstrate mastery of a task or concept presented, allowing us to use the manual as an in-class learning tool and a desktop reference following training. As a desktop reference, we can employ the manual as a self-paced study guide to assist users in further understanding the tasks or concepts presented during the formal training session. And, as opposed to the traditional approach of creating hard-copy materials that are quickly out of sync and awkward to reference, the most current version of training material and documentation is available online to users.

Training materials and user documentation share the same basic content suite. When a system change prompts a documentation change, whether called for by legislative, system, or user requirements, we can easily update and maintain user documentation, training documentation, and training program resources (e-learning or other content). Changes require minimal development time and cost because we only change the affected learning objects, modules, or lessons.

Our training staff uses various software applications for training development including Microsoft Office Word and Microsoft Office PowerPoint. We may use additional software for development and maintenance of web-based training (WBT) courses. This software is furnished and maintained for use by the training staff.

The training will be conducted by HP staff according to the schedule jointly developed by the Department and HP. We have capitalized on the available knowledge and numerous changes in technology to make the delivery of training more efficient, effective, and accessible as follows:

- Our trainers use the most effective classroom training methods for adult learners, based on current research.
- When classroom training is not possible, live virtual instruction across the Internet helps to reduce costs and reach a broader audience while enabling the interactivity of a classroom experience.
- Web-based courses are a quick, easy way for users and providers to learn at their own pace, on demand.
- A Learning Management System (LMS) administers registration and tracks attendance for HP and Department staff members, allowing instant access to training-related statistics.

RESPONSE 31h

Implementation and Roll Out Phase Deliverables:	
<ul style="list-style-type: none"> i. Implementation Strategy ii. Operational Readiness Walkthrough iii. Go-Live Support Plan iv. Implementation and Roll Out Plan v. Post-Implementation Operational Monitoring Plan vi. Revised System and User Documentation vii. Post-Implementation Evaluation Report 	
Deliverables Provided as described by the Department:	Proposed Alternative Deliverables:
<ul style="list-style-type: none"> • i. Implementation Strategy • ii. Operational Readiness Walkthrough • iii. Go-Live Support Plan • iv. Implementation and Roll Out Plan • v. Post-Implementation Operational Monitoring Plan • vi. Revised System and User Documentation • vii. Post-Implementation Evaluation Report 	

This response addresses Unique IDs 1071, 1072, 1073, 1074, 1075, 1076, 1077, and 1078.

Description of Offeror's Deliverables

A smooth implementation and rollout is critical to the success of the Colorado interChange. Our comprehensive implementation strategy will provide the Department with a thorough, integrated plan for transitioning the business components with an emphasis on how we align the affected stakeholders with the changed environment. This alignment and approach enables, motivates, and supports the fiscal agent, the Department, and its divisions in performing the tasks and processes required for the transformation to a new system and operational processes. We focus on the design of the right business processes within an optimized organization and offer proven methods and tools to manage the business transition. The deliverables discussed in this section provide visibility to those tools and processes so the entire implementation is smooth to the Department.

i. Implementation Strategy (Unique ID 1071)



HP has a project management approach that has been refined from providing services for more than 80 customers in the health and life sciences industry, including Medicaid services for 20 states, giving us the best track record in the industry. We will take advantage of that experience when we design the implementation strategy with the Department. The implementation strategy will describe the entire approach to implementation including the schedule, defect resolution, roles and responsibilities, and other procedures related to the Implementation and Rollout Phase.

HP will work to coordinate involvement by stakeholders during the implementation. This will include the Department, incumbent fiscal agent, subcontractors, other State agencies as required by the Department, and the provider community. In HP's history of transitioning the operations of systems and business functions, there is a common element to success: customer participation. We will work with the Department to verify that we support the requirements, and we are looking forward to the input the Department will provide to our teams.

The deliverable implementation strategy will contain, at a minimum the following:

- Description of phased approach to the rollout
- Implementation schedule
- Tracking process for problems and defects
- Communication procedures
- Contractor and Department roles and responsibilities
- Operational readiness criteria and operational readiness walkthrough approach
- System acceptance procedures

We will coordinate the implementation activities and requests through the Department when dealing with the user community, State agencies, and State contractors. We will develop and submit quality deliverables for Department review and approval as scheduled in the detailed work plan. We welcome the Department's direction and approval of the implementation strategy and activities throughout the Implementation and Rollout Phase.

HP's proven approach is to establish implementation work groups for each major business functional area that will be responsible for the planning and coordination of the implementation and rollout activities. With the Department's support, HP will form work groups for each major business process to coordinate and plan implementation and rollout activities to verify the incumbent properly transitions tasks, processes, and physical items to HP. We will appoint operational leaders to oversee each work group and be responsible for writing, distributing, and maintaining meeting minutes and action items. The implementation manager will lead the technical team members, and the HP deputy account manager will lead the operational leaders assigned to each work group and verify integration across the workgroups. These workgroups will include areas such as client, provider, claims operations, reference, benefit administration, and finance.

The Department will benefit greatly from HP's extensive experience in MMIS implementation projects. Our best practices and dedicated team will document and follow an implementation strategy that is thorough and realistic.

HP provides an example an Implementation Strategy in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. Operational Readiness Walkthrough (Unique ID 1072)

The operational readiness walkthrough will be developed based on the functions each operational area will perform during the Operational Phase, including the business and technical operations functions. During implementation and rollout, we will validate procedures with the Department and enhance them to include the new business process functions being added.

Based on this process validation, we will create specific test cases in each operational business functional area that we will use during the operational readiness walkthrough. These test cases will contain the business functions that HP is required to perform and demonstrate our readiness to assume responsibility for operations. Our operational readiness walkthrough, including pilot testing of actual claims processing in an operational environment, will help demonstrate our ability to assume full operations processing.

During the operational readiness walkthrough, we also will demonstrate to the Department our ability to perform the various functions in each business component. We will perform pilot tests, including testing of system components that affect external users, such as web portals, web-based claims submission, and claims software. Pilot testing is an important component of the operational readiness walkthrough, one that has proven beneficial in our previous successful implementations.

After successful completion of the walkthroughs, HP will document the results and submit this documentation to the Department for review and approval. After the areas of operations have successfully completed the applicable demonstration, we will submit a summary of the results to the Department for approval of the operational readiness walkthrough milestone.

iii. Go-Live Support Plan (Unique ID 1073)

 The go-live support plan will detail the processes that will be followed by HP staff members to support users of the new Colorado interChange MMIS during the go-live period. The users of the system will include HP and Department staff members. This plan is critical in reducing the risk of going live with such a complex system. This plan will specifically address issues that may occur in the period directly before and directly after the implementation of the new system. It may include items such as the following:

- Addressing data conversion issues
- Assisting providers with escalated issues

- Establishing daily status meetings for a certain time period before and after go live for HP and Department management to be made aware of critical problems and provide guidance for resolution
- Providing support for users and escalated issues regarding the system

The strategy we outline in our go-live support plan explains HP's "war room" approach to go-live. Using a conference room equipped with several telephone lines, computers, and whiteboards, Implementation and PMO team members manage input from users, ranging from access issues to larger challenges. This approach controls and manages the usual implementation chaos. Our go-live support plan will outline the best practices and lessons learned from previous go-live events.

HP provides an example of Go-Live Support Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

iv. Implementation and Roll Out Plan (Unique ID 1074)

The implementation and roll out plan will detail the processes for releasing each component of the new Colorado interChange MMIS into production. For each functional area, HP will prepare a go or no-go checklist to demonstrate performance of key activities and functions. We will develop specific go or no-go decision factors for each functional area. Categories on the go or no-go checklist include completion (yes or no), percent of completion, and capturing of issues and comments related to the checklist. Functional areas will receive a go indicator on successfully demonstrating or completing their area-specific business decision factors.

Working with the Department, HP will develop specific implementation readiness checklists for business functions. We make checklists available to the business owners beforehand so that owners of items on the checklist know what needs to be in place before implementation occurs. We assign each business function an owner, the documentation needed to pass the checklist, and the evidence needed to support the documentation.

HP has a process that guides system releases to maintain security and stability in the system. The overall process comprises the following steps:

- **Step 1**—The release manager reviews the change documents:
 - The release manager reviews the change documents from the change management ticket.
 - Peer review must be conducted and the reviewer's name, approved or rejected status, and date of review are documented in the change management ticket.
 - If the documentation is not complete, the documentation is sent back to the change manager and the change builder to complete or correct the documentation.
 - The revised document will be sent back through change management.

- Per the change management process, some changes will be handled because of an emergency change request—such as emergency patch to restore service to a customer. In such cases, a change record will be entered into the change management request after the service has been restored to the customer.
- **Step 2**—Release manager coordinates the change implementation:
 - The release manager will meet with the customer to have the release approved and a schedule reviewed and approved.
 - Change management should be updated with the customer approval.
 - Following customer approval, the change builder will prepare release and schedule the change if it is different from the regularly scheduled maintenance window.
 - The release will be deployed into the live environment so that the integrity of hardware, software, and other service components is maintained during deployment of the release.
- **Step 3**—Regression testing occurs:
 - The change builder coordinates implementation and regression testing with the release manager, change managers, PMs, and the customer.
- **Step 4**—Release is deployed:
 - After the release deploys successfully, we update the change management request that the change was successful.
 - If there were issues with the release, we document the change management request and go back to Step 1 and rework through successful closure.

Implementation and rollout is one of the things HP does best. We take pride in our successful implementations that are on time, within budget, and relatively stress-free for our customers.

HP provides an example of the Implementation and Rollout Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

v. Post-Implementation Operational Monitoring Plan (Unique ID 1075)

The post-implementation operational monitoring plan will detail the processes that HP and Department management will use to address issues that occur after implementation. These processes will include the escalation process for issues, how system performance will be monitored, what benchmarks will be used to measure the success of the new Colorado interChange MMIS, and other processes determined by the Department and HP. We will deliver the post-implementation operational monitoring plan during the Implementation and Rollout Phase.

HP provides an example of the Post-Implementation Operational Monitoring Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

vi. Revised System and User Documentation (Unique ID 1076)

The system and user documentation will be created and maintained throughout the implementation period as different areas complete their design and construction. Before rollout, HP will refresh the documentation to include changes that occurred after the initial Design and Construction phases.

HP considers system documentation and procedure manuals as living documents, moving and changing with each phase of the project. When the Implementation and Rollout Phase begins, the documentation and procedures will be updated with lessons learned during this phase.

Obtain Formal Department Approval (Unique ID 1077)

Formal Department approval for the implementation of the Colorado interChange MMIS is an achievement that HP will proudly celebrate. We look forward to adding Colorado to our list of successful implementations and satisfied customers. Approval to proceed with implementation is a major step that will put the Department closer to achieving your goals.

HP will work with the Department to determine the appropriate notification for the Department to provide formal documentation and approval that HP may proceed with implementation and rollout. This could include the results from the Testing Phase, the results of go-live checklists, and other information as needed.

vii. Post-Implementation Evaluation Report (Unique ID 1078)

The post-implementation evaluation report will serve as a tool for HP and the Department to determine the success of the implementation project. This valuable tool will be an asset to future projects conducted by the Department and will even help guide the processes managing the Colorado interChange MMIS during the operational periods. It will include the following items:

- **Lessons learned**—No project is executed flawlessly. HP will solicit lessons learned from the personnel assigned to the project and collect, review, and report the items that might have been performed in a better manner.
- **Project successes and failures**—Just as issues with the projects are documented, so too should the successes be documented. These items will provide invaluable insight for future team members working on projects of this scale.
- **Evaluation metrics**—HP and the Department will determine what metrics are to be captured during the implementation and reported in this document. These will provide hard numbers showing what happened during the project, including data about the budget, the schedule, and the scope.
- **User satisfaction**—Periodically, HP will solicit data from the Colorado interChange MMIS users to determine what the user satisfaction is with the system. This data will provide possible future enhancements to the system.

- **Benefits over previous Core MMIS**—As the MMIS is rolled out, the team will note the benefits of the new system versus the previous system and document those items.
- **Current status**—The status of the system will be captured and reported regularly. This will include such information as system response time, claims inventories, and web portal response time.
- **Ongoing contingencies or problems**—Ongoing problems will be captured for this report with the detailed steps to resolution and contingency plans for dealing with issues that might arise.

RESPONSE 31i

<p>Operations and Maintenance Phase Deliverables:</p> <ul style="list-style-type: none"> i. Annual Business Plan ii. Business Continuity and Disaster Recovery Plan iii. System Operational Procedures Manual iv. System Operations and Maintenance Plan v. Live Help Desk Support vi. System Operations and Maintenance Performance Monitoring Reporting vii. System Software Version Release Schedule viii. System and User Administrative Documentation Revisions (as necessary) ix. Encrypted email account(s) x. Searchable library for policy manuals, training materials, implementation memos, etc 	
<p>Deliverables Provided as described by the Department:</p> <ul style="list-style-type: none"> • i. Annual Business Plan • ii. Business Continuity and Disaster Recovery Plan • iii. System Operational Procedures Manual • iv. System Operations and Maintenance Plan • v. Live Help Desk Support • vi. System Operations and Maintenance Performance Monitoring Reporting • vii. System Software Version Release Schedule • viii. System and User Administrative Documentation Revisions (as necessary) • ix. Encrypted email account(s) • x. Searchable library for policy manuals, training materials, implementation memos, etc 	<p>Proposed Alternative Deliverables:</p>

The following response addresses Unique IDs 1079-1086 and 1165.

Description of Offeror’s Deliverables

HP grounds our operations performance on a dedication to high-quality service. We will conduct operations support activities in accordance with the Department requirements, the CMS State Medicaid Manual, and State and federal statutes and regulations. Our operation and maintenance



experience reduces risks as we apply our documented, proven processes, training methods, and lessons learned.

HP will manage the Operations and Maintenance phases of the project during the first year of the Ongoing MMIS Operations and Fiscal Agent Operations Stage. The deliverables for this phase of the contract will be of the same high quality as the deliverables in prior BPR and Implementation stages. HP will create the deliverables using our proven templates and methods. The Department will receive the deliverables on the dates defined in the work plan schedule.

i. Annual Business Plan (Unique IDs 1165)

A business plan is an essential road map for business success. Every business can benefit from an occasional assessment of where they have been and where they are going. Taking time to look back at things done well, things that could have been done differently, and lessons learned can help guide success in the future. Taking time to lay out a plan for the future can verify stakeholders have a common goal and understanding.

HP will prepare an annual business plan for the Department. We will summarize the previous year's activities, lessons learned, successes, and challenges. We will outline the activities planned for the coming year, including training, hardware changes, and system changes.



A cornerstone of our service to the Department will be sharing best practices and cost efficiencies, whether we hear of them from our colleagues on other accounts, read of them in industry organization newsletters or bulletins, or develop them locally to solve a Colorado-specific challenge. Innovating and implementing improvements is a continuous process, not an annual exercise.

In the business plan we will highlight the improvements we brought to the Department in the previous year and outline new improvements the Department might want to make.

The annual business plan will be the Department's assurance from HP that we are actively engaged and continually working to provide the best possible service and system. Downtime, outages, and interruptions can cause significant impacts on the delivery of healthcare to Department clients. Success depends heavily on the continuous operation of IT-supported business processes that cannot be delayed, regardless of the situation. HP provides proven strategies, services, and technologies to reduce the Department's exposure and vulnerability, help protect critical operations against downtime threats, and ease recovery if an unforeseeable catastrophe does strike.

ii. Business Continuity and Disaster Recovery Plan



HP understands the critical nature of business continuity and disaster recovery for the Medicaid program. Our approach provides a sound solution to the business for the system and operations with flexibility, geographic diversity, and world-class infrastructure. We provide the steadiness and continuity of the current operations, while taking the appropriate steps

toward the backup of the Colorado interChange MMIS. The key to success is a solid business continuity and disaster recovery plan.

HP is recognized as a leader in developing and managing business continuity and disaster recovery and offers the Department a realistic plan that preserves the integrity and availability of our Colorado interChange MMIS solution and operations, and protects valuable information assets.

RESPONSE 38h contains our business processes, methodology, and procedures for backup and recovery that form the basis for our subsequent plan. Our plan will demonstrate our capabilities through our methodology, demonstrated experience, and success, and will include descriptions of the following:

- Timely failover and redundancy
- Data recovery
- Claims and encounters processing
- Short and long-term continuity operations
- Remote access in accordance with Department standards
- An alternate business site if the primary business site becomes unsafe or inoperable
- Root-cause analysis reporting to the Department for unscheduled downtime
- Provide data backup
- Schedule and process for testing of the business continuity and disaster recovery plan

HP provides an example of a Business Continuity and Disaster Recovery Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

iii. System Operational Procedures Manual (Unique ID 1079)

HP will develop system operational procedures formatted for the Colorado interChange. The manual will provide guidelines and standards for the operation of the Colorado interChange MMIS and ancillary services. The system operational procedures manual will contain the following sections:

- Workflows, processes, and policies to operate and maintain the Colorado interChange MMIS and ancillary services
- Workflows, processes, and policies to operate and maintain the Colorado processing environments and infrastructure at the HP data center
- Privacy and security requirements relating to PHI/PII and authorizations for compliance

HP provides an example of a System Operational Procedures Manual in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

iv. System Operations and Maintenance Plan (Unique IDs 1080, 1081)

The Department will experience service excellence as HP performs the operations and maintenance throughout the contract. The foundation of our service is a solid Operations and

Maintenance Plan. As with system documentation, user manuals, and other deliverable plans, the Operations and Maintenance Plan will be available electronically on the SharePoint document repository.

The Operations and Maintenance Plan will outline our approach to monitoring and reporting daily performance related to operations, and defect identification, tracking and correction. It will carry forward the HP Portfolio and Program Management (PPM) and Application Lifecycle Management (ALM) tools and change management processes established during the Implementation Stage. This continuity promotes no disruption as work patterns move from implementation to operations. The plan will describe our process and governance for applying updates and patches, keeping licenses current, and performing needed repairs to the different Colorado interChange MMIS environments, including the following:

- Hardware
- Operating systems
- Database systems
- Application and other software
- Utilities for systems, database, software, and communications
- Voice, video, and data communication lines
- Communications software
- Drivers
- Configurations

HP's Operations and Maintenance Plan also will cover our processes and procedures for maintaining security at each level—database, network, and user. This plan will be accompanied by a user help desk support plan. HP will provide staffing for a live help desk to supplement the online help available to users. The help desk support plan will include the following:

- Help desk staffing model and available services
- HP policies for protection of PHI, PII, and other Department, provider, or client data
- After-hour contact and problem reporting process including a call tree
- How to access system documentation
- HP staffing model for the Operations Phase
- Department notification processes if a problem occurs, including how HP will communicate the following:
 - The nature of the problem
 - The expected effect on ongoing functions
 - A corrective action plan
 - The expected time frame for problem resolution

v. Live Help Desk Support

HP will develop, implement, and operate a successful live help desk to assist the user community as they interact with the Colorado Medicaid Program systems. As the primary contact for users who have questions about the program or the applications and systems supporting the Colorado MMIS, the HP help desk team is the voice and front line of support. We are committed to delivering a positive experience through warm, professional and responsive service. Please see RESPONSE 40k for more detail about the help desk we will provide. Our locally-based call center will consist of well-trained agents who have access to online resources, subject-matter experts, and their leadership team to assist them in resolving questions.

HP will staff and operate the call center/ help desk from 8:00 am to 5:00 pm MT, Monday – Friday. We can also operate the call center/help desk between 7:00 am to 7:00pm MT should the Department choose this optional service.

vi. System Operations and Maintenance Performance Monitoring Reporting

Performance monitoring is vitally important to the Department and HP. The monitoring reports provided by HP not only allow for tracking contract fulfillment, but more importantly allow for confirming smooth operations of the Colorado programs. We will work with the Department to design a report that captures the specific elements of performance that are important to Colorado stakeholders.

HP provides an example of the System Operations and Maintenance Performance Monitoring Report in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

vii. System Software Version Release Schedule (Unique ID 1082)

We will publish a system software version release schedule and provide updates to the Department as requested. HP will establish system change planning meetings with the Department as part of Operations planning and will review the Release Schedule with the Department at each system change planning meeting. Keeping the Release Schedule current is critical to both effective workload planning and to visibility for business users to stay aware of upcoming changes that may affect their business areas. In planning the Release Schedule with the Department, HP also will work with the Department to define the format and content level for System Change Release Notes—the document that will be produced with each completed release that describes, in business language, what changes have moved into production processing. Release Notes will be published and posted to an agreed on common user access area for ease of reference.

HP provides an example of the System Software Version Release Schedule in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

viii. System and User Administrative Documentation Revisions (Unique ID 1083)

User documentation is critical for getting the most out of each application. HP applies best practices learned in our production operations to develop manuals, documentation, and web screens. The HP approach for system documentation is designed to bring a total solution—from implementing a logical, innovative approach to documentation, to providing the necessary support so that users can successfully transition to the new system.

Our HP team documentation specialists will follow a documentation plan that structures the final user documentation to meet Department agreed on users' needs. We will present clear, concise instructions that effectively teach users how to access, understand, and use the Colorado interChange system. Straightforward step-by-step instructions for sequential functions will follow the logical flow of the actual activity and include diagrams in the documentation to provide a visual image of the instruction sequence, including system screens, workflows, data fields, and reports.

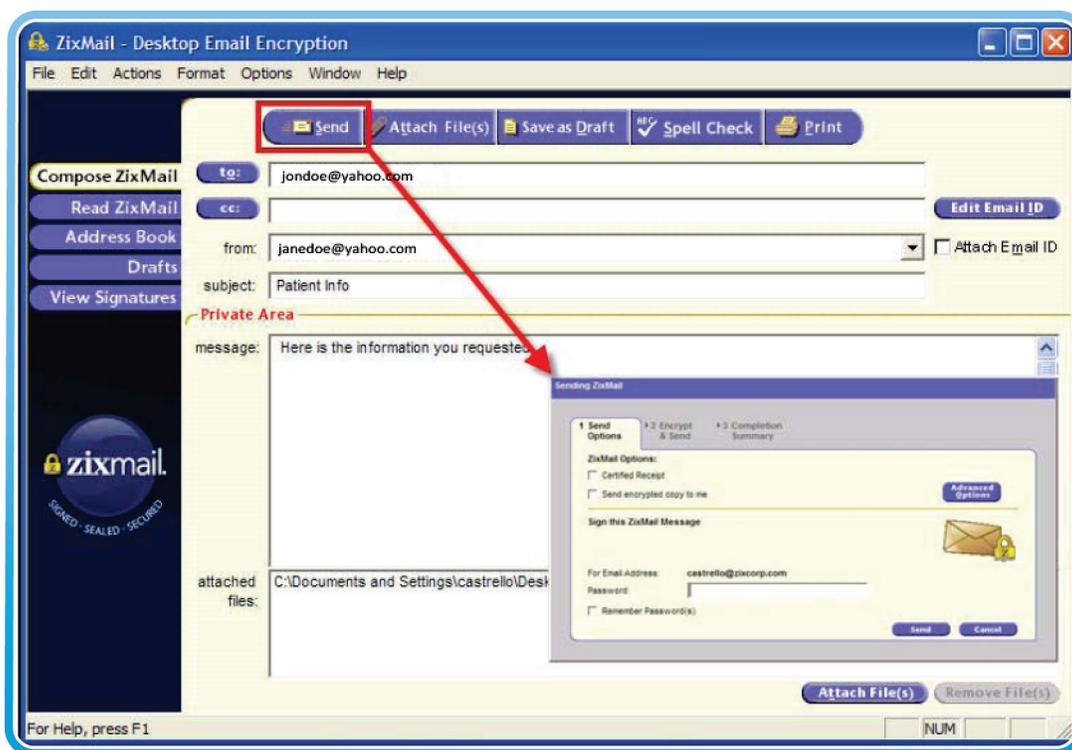
HP uses Microsoft SharePoint, a COTS product for content management, including user documentation. The development and maintenance of user documentation is online at one site for easy access and assurance that the user accesses the most current version of documentation. Electronic access eliminates outdated material on paper and creates a transparent work pattern for users.

We will create clear, concise user manuals that are consistent, easy to read, and can be used as stand-alone references for business users—as a review of the procedures for experienced users or as a training handout when combined with other manuals for an integrated training program.

ix. Encrypted Email Accounts (Unique ID 1084)

We understand the intricacies of security and will provide a secure and encrypted email account for the Department to report problems, questions, or system problems while safely exchanging PHI/PII, as required. HP will use ZixMail as the encrypted email solution. ZixMail is an email encryption certificate application that provides high-level, point-to-point, secure email delivery. It is simple, easy to use, and enables the user to encrypt, decrypt, and send private email messages and secure attachments to anyone, whether they have ZixMail or not. ZixMail provides a certified receipt that allows the user to know exactly when a message is sent and opened. The following figure provides a sample ZixMail screen.

ZixMail Sample Send Screen



As the secure email solution, ZixMail securely stores messages, verifies only the intended recipient opens messages, and provides a digital signature that assures the recipient of the sender's identity.

x. Searchable Library (Unique ID 1085)

Using an interactive SharePoint site, the user documentation created by HP will meet the requirements of this RFP and users' needs. SharePoint is a market leader in content management as a means of providing secure storage and easy user navigation to content required to support large business enterprises. With integration to workflows and the rules engine, it will allow for more flexible and advanced functions than SharePoint alone.

The Department will benefit in several ways from the implementation of SharePoint:

- SharePoint is a browser-based application, easy to access, maintain, and use.
- SharePoint is an intuitive application requiring little user training.
- Out of the box, SharePoint administrators can create document libraries, nested sites, tasks, wikis, calendars, and more. This gives the teams many choices for collaboration, documentation, communication, and tracking.

The SharePoint site will be searchable, providing quick access to the documents a user needs. HP will install and provide an enterprise search engine, Google Search Appliance 7.0, which provides Google-like search capability. Secure, relevant, and dynamic, Google Search Appliance

(GSA) provides highly flexible search criteria to enable an authorized System user to quickly find needed information in policy manuals, training materials, implementation memos, and the necessary help functions. GSA will allow millions of document and data points to be indexed, searched on, and quickly displayed back to the user to reduce wasted time spent searching at individual sites for one or many specific documents. GSA will allow searches through more than 220 file types including the most common HTML, PDF, and Microsoft Office files. Department users increase their productivity and benefit from reduced frustrations in not being able to find the material they need to answer a question or solve a business problem.

And HP goes one step further for online help. We are providing @neTouch for help functions in the new MMIS. @neTouch provides true context-sensitive help from wherever you are in interChange.

Each type of help launches an independent help window. Three levels of help—Page Help, Tab Help, and Field Level Help—means that every user gets the help needed. The three levels of help are interrelated and users can navigate through the help tree for a high-level overview or a detailed description. The help documentation is only entered once but is available in each view. For a more detailed discussion of @neTouch, see RESPONSE 38r.



Help is @neTouch away. When this symbol is on a screen, clicking takes you to context-sensitive help.

Warranty Period (Unique ID 1086)

We will adhere to the warranty period, which will last for 365 calendar days. It will be in effect during the first year of the Ongoing MMIS Operations and Fiscal Agent Operations Stage, which will begin on the day on which the system becomes operational. The warranty period covers the agreed-on functional capabilities, and we will be responsible for correcting defects that prevent the system from operating according to Department specifications. Identified defects as defined during this period will be corrected based on the agreed schedule that may extend past the warranty period using the change management process.

RESPONSE 31j

<p>CMS Certification Phase Deliverables: i. CMS Certification Checklist documentation</p>	
<p>Deliverables Provided as described by the Department:</p> <ul style="list-style-type: none"> i. CMS Certification Checklist documentation 	<p>Proposed Alternative Deliverables:</p> <ul style="list-style-type: none"> HP’s interactive checklist tool; defines how the State’s system and business processes meet each requirement Data repository within the certification tool with production examples including screenshots for presentation to the CMS Reviewers Ability for the Department to identify and add state-specific requirements they want to highlight to CMS as an “over and above” function of their system Links to system information such as the Colorado MMIS user manuals, and subsystem documentation, the data element dictionary, provider handbooks, and other State-defined resources

This response addresses Unique ID 1087.

Description of Offeror’s Deliverables

HP has unparalleled experience certifying MMISs under the latest certification rules. We have 12 certified MMISs in operation and one certification pending. HP was the first fiscal agent in the nation to use the new CMS Medicaid Enterprise Certification Toolkit (MECT) and checklists for our Wisconsin customer. The Wisconsin certification was approved by CMS with no findings and approved for enhanced funding retroactive to the first day of operations. We followed with certification for Massachusetts, Oregon, and most recently, Georgia. We have applied that experience as a series of tools and best practices that we now bring to the Department.

Our approach to the Certification Phase Deliverable of CMS Certification Checklist Documentation is the same as for the other phases, using the right tools, right people, and best practices to achieve the stated goals. HP provides examples of previous deliverables at the end of the proposal which best reflect our approach for the COMMIT project.

i. CMS Certification Checklist Documentation (Unique ID 1087)

Our approach to certification checklist documentation uses the following tools described in more detail in RESPONSE 38a:



- HP PPM provides visibility across program and projects, enabling enterprise management of programs and projects from concept to completion. HP PPM provides real-time access to scope, issues, risks, quality issues, deliverables, schedules, resource management, critical path, and performance dashboards. One key aspect of our centralized project management tool is that it provides the Department and HP teams with the information and processes needed to monitor and manage the many complex activities of an MMIS project, including certification. HP PPM supports a comprehensive set of integrated project management processes used to plan, monitor, manage, and execute each phase in the overall project life cycle.
- HP ALM works as a repository of system requirements documentation that is easy to navigate, interpret, and maintain throughout the project. The Colorado interChange solution objects will be individually linked to the RFP requirements in HP ALM to show how the requirements are associated with the business processes. This industry-leading tool is the central repository for the testing activity of projects. We will support the traceability of requirements to test cases directly from this tool. It manages and governs quality processes and facilitates software testing across the entire application environment.
- A SharePoint site integrated with HP PPM, and HP ALM serves as the document repository. This tool enables HP to create and access secure content while automating records management. It provides versioning and streamlines content management. We use these sites for “living” documents—types of documents that typically require updating and versioning. This collection and integration of collaborative tools provides a complete set of documentation capabilities throughout the project life cycle.

We will create a special link specifically designed for certification folders and documents within these tools. A key advantage to this approach to certification is the instant access this provides for authorized users to the most recent documentation as we make and post updates. Using HP PPM, HP ALM, and the SharePoint site makes it easier for users to navigate through the broad MMIS features, technical capabilities, and business areas to find the documents in which they are most interested. Certification documentation is readily available and easily accessed.



To address the detailed requirements of the new checklists, HP developed an interactive checklist tool. We use the tool to add checklist validation items that define how the Department’s system and business processes meet each requirement. We will use this interactive checklist tool for the Department’s certification process. For details on this tool, please see RESPONSE 29j.

As these validation items are completed by the Department’s certification leads, the HP certification leads add navigation steps to production examples of the system objects and

processes identified in the validation items. We create a data repository within the Certification Checklist tool with production examples including screenshots for presentation to the CMS reviewers for each checklist requirement.

The Certification Checklist tool supports adding the checklists as needed for each state, and the ability for each state to identify and add state-specific requirements they want to highlight to CMS as an “over-and-above” function of their system. The Certification Checklist tool, developed in Wisconsin and used by other HP state customers since 2010, includes the following:

- CMS certification business objectives as defined in the MECT protocol
- Associated State RFP requirements linked to each checklist requirement
- Validation items with descriptions of how each requirement is met with the system and business processes
- Instructions to assist the reviewers in self-navigating the system, a data repository, or other information to demonstrate the compliance to each requirement with production examples for each requirement
- The ability to add State-specific requirements that are beyond the CMS checklist requirements

User documentation includes information on processes, system designs, project schedules, work patterns, and meeting minutes. Links to system information—such as the Colorado MMIS user manuals, and subsystem documentation, the data element dictionary, provider handbooks, and other State-defined resources—will be stored on the SharePoint site. This information will be readily available during certification.

The following reasons detail why the HP approach to CMS certification is so effective:

- We start certification activities as soon as we sign our contract and embed activities into DDI. Certification preparation is not an event for HP; it is embedded in the fabric of our delivery work patterns and engrained in the minds of our staff. The process creates a stable implementation environment so that technical and operational staff members can focus on what it takes to go-live.

- 
- Our approach to system documentation fully opens the MMIS to CMS reviewers so that the Review team can see each production example operational at the first day of Go-Live. We prove every checklist item was met beginning with the first day of operations.

Our unmatched experience in achieving certification for other states offers the Department the highest level of confidence that the Colorado MMIS will achieve CMS certification retroactive to the first day of operations and qualify for the highest eligible rate for federal financial participation (FFP).

HP provides an example of a CMS Certification Checklist documentation in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

RESPONSE 31k

Enhancement Phase Deliverables i. Change Management artifacts (as necessary) ii. Enhancements Test Plan iii. Test Cases iv. Test Results	
Deliverables Provided as described by the Department: <ul style="list-style-type: none"> • i. Change Management artifacts (as necessary) • ii. Enhancements Test Plan • iii. Test Cases • iv. Test Results 	Proposed Alternative Deliverables:

This response addresses Unique IDs 1088, 1089, 1090, and 1091.

Description of Offeror's Deliverables

The Department requires an MMIS that is responsive to changes in the State's program, can address new regulatory requirements, and readily allows for enhancements. As an experienced MMIS provider, we know what to do to provide timely, responsive, and high-quality support. Our proposed approach to the Enhancements Phase aligns with the Department's project management and solution delivery approach and is a well-defined strategy to answer the Department's requirements and provide solutions to maintain and enhance program needs. We provide responsive MMIS modifications, enhancements, and operations that offer options, solutions, and flexibility at the lowest possible cost while delivering the best value to the Department.

As with the other Phases, HP will provide the deliverables for the Enhancement Phase through HP PPM, HP ALM, and SharePoint. These tools are discussed in detail in RESPONSE 29. These tools will allow for continuous review, evaluation, and tracking of enhancements and deliverables.

i. Change Management Artifacts (As Necessary)

The HP PPM tool allows for review of project artifacts, which we detail in the following sections.

The Change Management Plan documents the change management approach, change request process, and the tools to support the tracking, monitoring, controlling, and reporting for modifications and enhancement change requests. This process produces the following artifacts:

- Analysis
- Estimates



- Requirements documentation
- Approvals
- Test results
- Release notes
- Meeting minutes
- Status reports

These items will be delivered as needed to the Department and posted to the SharePoint document repository.

HP provides an example of Change Management artifacts in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. Enhancements Test Plan / iii. Test Cases (Unique ID 1088, 1089)

HP uses the proven Healthcare Enterprise EDGE SDLC with our MMIS projects for development and subsequent enhancements, with outstanding results for our Medicaid customers, just as it will for the Department. The SDLC encompasses the entire process of taking systematic steps to analyze, develop, test, implement, and maintain software, application, and integrated systems. The Enhancements Test Plan will describe the approach and methodology to system enhancements, outlining the tools and processes to be used.

Our SDLC is a well-defined, traceable, structured process that will provide the Department with confidence that modifications and enhancements follow a prescribed methodology from inception to completion. HP will work with the Department to identify, prioritize, and validate the requirements that enhance the MMIS and are not in the base system. We will use HP PPM and HP ALM to document and track change requests and requirement definitions and test case traceability for change requests. These tools used with our testing methodology promotes productivity, quality, and efficiency in our testing practices.

Detailed test cases are designed and tracked in HP ALM, as depicted in the following figures.

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE
DEPARTMENT AND HAS BEEN REDACTED

iv. Test Results (Unique ID 1090)

The tools used for evaluating and monitoring are provided through our HP PPM, HP ALM, and SharePoint that are an integrated set of tools to manage the enhancement change request process. These are provided as part of the total solution.



These tools provide the detail required in reporting the weekly status such as the following:

- Summary of testing results
- Pass or failure rate
- Defect IDs and severity level of failed test cases
- Proposed resolution for identified defects
- Performance and stress testing results
- Final enhancements test results
- Penetration test results

HP provides an example of Test Results in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

Identify and Prioritize Requirements (Unique ID 1091)

HP will work with the Department to understand priorities and future direction for receiving, distributing, managing, and delivering changes. We use our repeatable and consistent change management process to track, monitor, and report a change. When reviewed, accepted, and approved as a change by the Department, each change request will be assigned to a planned code release based on the assigned priority. The release schedule will be visible to approved users, enabling effective business planning for upcoming changes to the system.

RESPONSE 311

Turnover Phase Deliverables i. Turnover Plan ii. System Requirements Statement iii. Lessons Learned Document	
Deliverables Provided as described by the Department: <ul style="list-style-type: none"> • i. Turnover Plan • ii. System Requirements Statement • iii. Lessons Learned Document 	Proposed Alternative Deliverables:

This response addresses Unique IDs 1092, 1093, and 1094.

Description of Offeror's Deliverables

The Turnover Phase represents a period of transition during which HP transfers the Core MMIS and related fiscal agent operations and technical support activities to the Department or a new vendor. We recognize this can be a stressful time for the Department and stakeholders. HP uses proven practices to make the turnover as stress free as possible.

HP designates a turnover coordinator who will be responsible for overseeing the Turnover Phase of the project, including making turnover decisions, managing turnover escalation proceedings, attending turnover meetings, and verifying that the Department is available for meetings with HP and the new vendor.

The coordinator will be someone who is responsible for the daily systems operations, has intimate knowledge of the business process, and the details necessary to make the turnover successful. At the start of this phase, HP activates our turnover plan and completes the turnover activities and tasks with minimal disruption to Colorado Medicaid operations.

The coordinator also will be responsible for the deliverables of the Turnover Phase described in response to the following requirements.

i. Turnover Plan (Unique ID 1092)



We understand the activities, time, effort, and risks associated with the turnover of an MMIS—including the deliverables and milestones necessary to complete an effective turnover. We start with a previously successful executed turnover plans as our template and enhance it with the Department's specific tasks and activities.

The plan includes a turnover project schedule that identifies turnover tasks and activities, scheduled start and completion dates, status, assigned resources, and responsible parties. Developing the turnover plan is a shared activity requiring the Department's approval and HP's

commitment for executing the agreed-on Turnover Phase requirements. Our turnover plan includes system and operations tasks for each functional area of the Core MMIS. For each business area, we will set logical start and completion dates given its priority in the turnover, interdependencies, and any resource constraints or operational effects.

We will provide the Department with a turnover plan that includes tasks that address the following:

- Turnover approach
- Entrance and exit criteria
- Established communication processes to be used between the Department, stakeholders, the successor contractor, interface vendors, and the user community
- Process for supplying electronic Core MMIS documentation
- Process and schedule for supplying Core MMIS source code
- Preparation for claim, adjustment, and financial archive data from the Core MMIS
- Defined process for cutover of claims and financial activities
- Defined process for transition of archived hardcopy documents
- Readiness walkthrough process

For the Department, a successful Turnover Phase means an orderly, complete, controlled transition to a new fiscal agent contract. HP appreciates the importance of completion of the Turnover Phase and considers this phase as critical as the DDI and Operations phases. Whether turning over system and operations to the Department or another vendor, HP consistently follows a formal, documented approach. We have planned, executed, monitored, and controlled system turnovers for customers and technologies under varied circumstances. Our team does not approach turnover as an afterthought. We regard it as a critical part of the project life cycle. If turnover is necessary, our team provides proven plans, processes, and professional delivery of the turnover tasks, coordinating as necessary with the successor contractor.

HP provides an example of a Turnover Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. System Requirements Statement (Unique ID 1093)

HP will give the Department and the successor contractor an interChange MMIS requirement statement, which is a detailed statement of resources that may be required to assume operation of the MMIS and fiscal agent services. Based on our knowledge of resources required for the program, we will provide three groupings of resources:

- **Personnel resources**—The requirements statement will include an estimate of the numbers and types of personnel, including skill sets, required to operate the equipment and perform

the other functions of the Core MMIS. This file also will include an organization chart of HP's total staff supporting system operations.

- **Technology resources**—This list will detail the technology resources needed to operate the Core MMIS including the following elements:
 - Software and reference files
 - Test data files
 - Tables
 - Data dictionary
 - Modules—online or batch
 - Operations and system user documentation
 - Hardware
 - Data storage
 - Cycle processing and configuration requirements
 - System and operations support services
 - Other documentation or information requested by the Department so the successor contractor can perform testing required

- **Facilities resources**—This list details the facilities and other resources needed to operate the Core MMIS, including the following elements:
 - Information processing equipment
 - System and special software
 - Shared equipment
 - Telecommunications circuits
 - Web URLs
 - Office space
 - Inventory of paper claims, paper provider files, paper file maintenance forms, financial paper records, and other paper documents in storage space

We base our MMIS resource requirement statements on our experience in the operation of our Medicaid contracts. We will work with the Department and the successor contractor to transition the Core MMIS from HP to the new vendor with minimal risk to Colorado Medicaid, service providers, and clients.

iii. Lessons Learned Document (Unique ID 1094)

Just as we bring our best practices and lessons learned to our implementation of the COMMIT project, we will carry the best practices and lessons learned on the COMMIT project to our next one.

HP staff members will use a SharePoint tool to document and track lessons learned so that they are available for review at any time by internal staff members and the Department personnel. We

use lessons learned to improve processes, procedures, and training. HP develops best practices and lessons learned by repeatedly performing a task successfully numerous times, learning more and perfecting processes with each performance. We also learn when a process or procedure does not go well. Experience is the best teacher, so those bumps in the road provide valuable insight into how to avoid those problems in the future. With 13 successful implementations of the interChange MMIS, HP has had the benefit of the following:

- Developing lessons learned specifically for the unique needs of Medicaid
- Implementing lessons learned from Medicaid programs across the nation
- Modifying and fine-tuning lessons as time passes

While we can transfer lessons learned from one state to another, each state is unique and teaches us more. During our time as the Department's fiscal agent, we will document lessons that are valuable to the Department and successor vendors. We will build our library of best practices and lessons learned during the life of the contract and post it to our SharePoint site making it available to the Department for review at any time.

RESPONSE 31m

Fiscal Agent Transition Planning Deliverables	
i. Transition Plan	
ii. Relocation Risk/Contingency Plan	
Deliverables Provided as described by the Department:	Proposed Alternative Deliverables:
<ul style="list-style-type: none"> • i. Transition Plan • ii. Relocation Risk/Contingency Plan 	

This response addresses Unique IDs 1095 and 1096.

Description of Offeror’s Deliverables

The transition methodology for the Department reflects our past successful turnover and transitions in other states. HP brings proven experience to the planning, execution, monitoring, and control of the transition of responsibilities from the incumbent contractor to HP. We have successfully transitioned from existing incumbents in Kansas, Oklahoma, Florida, Georgia, and Kentucky in the past 12 years. We also have smoothly transferred operational responsibility to state agencies and successor vendors. This experience provides us with “lessons learned” and proven practices in working with the various parties involved in each transition. Each of our projects adheres to our demonstrated transition plan methodology, and HP will use this methodology in developing the transition plan for the Department.

i. Transition Plan (Unique ID 1095)

HP will complete a transition plan that, at minimum, includes the items listed in Unique ID 1095, and provide it to the Department during the Transition Planning Phase. The overarching requirement for this transition plan is to demonstrate our emphasis on operations—verifying that Colorado Medicaid providers’ healthcare delivery and clients’ access to services will not skip a beat in the daily workings of the State’s healthcare programs. A smooth transition for HP includes communication and ongoing outreach to stakeholders and setting up the physical facilities necessary to support our account staff and fiscal agent responsibilities.



Led by our operational readiness manager, our team will use our previous transition experiences to make the Department’s transition a success. Each of our projects adheres to our demonstrated transition methodology, and HP will use this methodology in developing the transition plan for the Department.

Using the incumbent vendor’s Turnover Plan as our starting point, and adding our own methodology, we will deliver a Transition Plan that is complete and backed by experience.



Our transition plan focuses on how we will support a smooth and controlled transition to HP as the new fiscal agent. HP develops the transition plan to manage the transition from the current system and operations to the new system and operations after the current contract expires.

The following are key elements in the transition plan:

- **Creation of transition plan**—Defines the business process changes that need to occur in response to the change in technology, and the Business Process Reengineering (BPR) recommendations:
 - Entrance and exit criteria
 - Schedule for transition
 - Transition milestones
 - Completion date
- **Overall transition management**—Actively manage, monitor, and oversee the transition to the new replacement systems and processes, including the following:
 - Proposed approach to transition
 - Infrastructure, including system and facility related
 - Critical path turnover activities
 - Review of current system and user documentation
 - Transition planning meetings
 - Transition activities
- **Transition roles and responsibilities**—Identify the roles and responsibilities of the Transition team or work groups, including the following:
 - Proposed approach for conducting a knowledge transfer from the incumbent to HP
 - Personnel and level of effort in hours
 - Production program and documentation update procedures during transition
 - Parallel test procedures
 - Interface testing
- **Transition activities**—Identify the actual activities by business function that need to take place for a successful transition to, and operation of, the Colorado interChange, including the following:
 - Proposed approach for consolidating applicable sections from the contractor’s turnover plan into the transition planning activity
 - Provider communication and enrollment
 - Client communication
 - Incumbent staff transition planning
 - Inventory and run out, including transfer of documents, claims, image files and data

- Last and first occurrences
- Readiness walkthrough
- **Training and performance support**—Activities that support employees to develop the behaviors, skills, capabilities, and knowledge required to effectively perform new or improved ways of working and prepare them for taking on full responsibility of operating the Colorado Medicaid business areas. The transition plan will specifically address the approach to training staff hired from the incumbent to minimize any negative effect on incumbent operations.

HP provides an example of a Transition Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. Relocation Risk/Contingency Plan (Unique ID 1096)

A Relocation Risk/Contingency Plan will be completed and provided to the Department during the Transition Planning Phase. Risk management is an essential component of our PMO deliverable. HP uses a standard, repeatable risk management process, coupled with a sophisticated risk tracking and reporting tool that results in the identification of risks consistently across the entire portfolio of projects. The Department gains from the use of our methodology because it will allow us to identify corrective actions early and provide time to address them when there is less risk exposure. Our approach to relocation risk management helps the enterprise identify, plan for, and take action on project risks. In projects of this size, risks and issues will occur; however, our focus on early identification of risks and issues and continuous management oversight helps to minimize the overall risk effect on the project.

Our risk management methodology, including the risks regarding relocation of fiscal agent operations from one vendor to another and one location to another, is a closed-loop process where we document, evaluate, appropriately handle, and report risks through closure. The following figure is a graphical representation of the HP's risk methodology.

HP provides an example of a Relocation Risk/Contingency Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

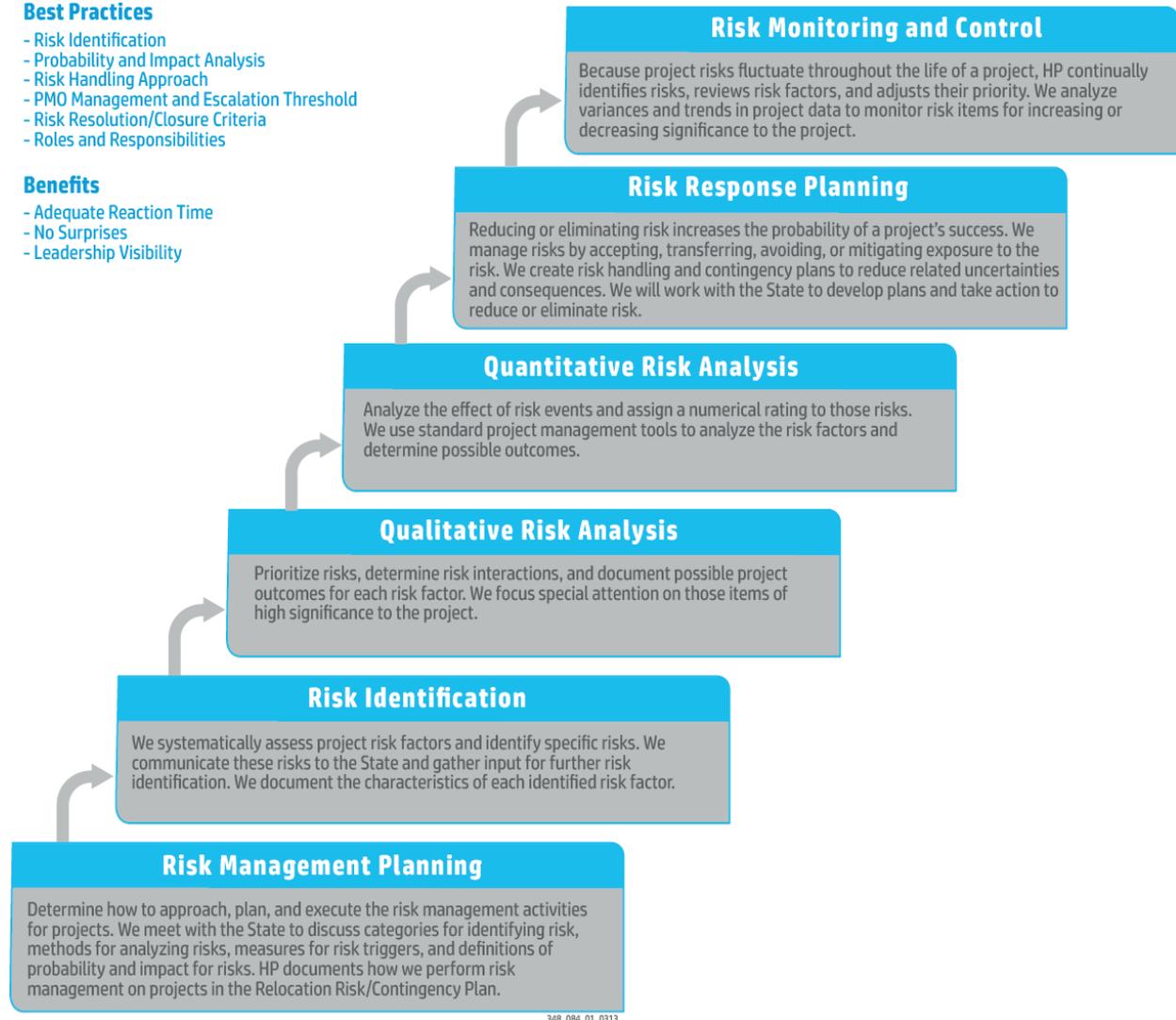
HP Risk Methodology

Best Practices

- Risk Identification
- Probability and Impact Analysis
- Risk Handling Approach
- PMO Management and Escalation Threshold
- Risk Resolution/Closure Criteria
- Roles and Responsibilities

Benefits

- Adequate Reaction Time
- No Surprises
- Leadership Visibility



Our approach focuses on working with the project teams and the Department to quickly identify, assign, analyze, and mitigate risks affecting the projects throughout the life cycle of the project.

The process used for risk management has been validated on thousands of projects, including multiple interChange implementations. We incorporate process knowledge and lessons learned from previous implementations into our proposed approach. The risk management process focuses on early identification, structured risk tracking, and prompt mitigation to reduce the impact to the project or probability of the risk occurring. Our project management and systems experience enables the Project team to proactively identify risks, evaluate those risks, and plan mitigation strategies. Our Relocation Risk/Contingency Plan will include the following:

- **Proposed approach to contractor relocation risk or contingency planning**

- **Risk analysis: identification of critical business processes**—We identify critical business processes such as the transfer of inventories, images, and data.
- **Risk analysis: identification of potential failures**—We identify potential failures of the critical business processes based on situations such as a delay in receiving critical files.
- **Risk analysis: business impacts**—We identify the business effect of the potential failures to determine the need for alternative or contingency solutions.
- **Identification of alternatives or contingencies**—We identify alternatives or contingencies for anticipated risks included in the Relocation Risk/Contingency Plan. If a risk is identified that was not anticipated when the plan was initially developed, we will update the plan to document the risk and any appropriate alternatives or contingencies.

A major step in risk response planning is contingency planning. Besides the aforementioned mitigation plans, contingency planning comprises the steps we take if a risk actually happens. Contingency plans are required for risks prioritized as High or Medium. Contingency plans also are required for the risks where acceptance is the only action taken. Contingency planning moves the project from a reactive to a proactive mode of operation.

RESPONSE 31n

Fiscal Agent Parallel Testing i. Fiscal Agent Parallel Test Plan ii. Parallel Test Schedule iii. Parallel Test Results	
Deliverables Provided as described by the Department: <ul style="list-style-type: none"> • i. Fiscal Agent Parallel Test Plan • ii. Parallel Test Schedule • iii. Parallel Test Results 	Proposed Alternative Deliverables:

This response addresses Unique IDs 1097, 1098, and 1099.

Description of Offeror’s Deliverables

HP has been through many implementations and has gained a considerable amount of experience in parallel testing. The objective of this type of testing is to make certain that the business processes and the technology of the new system will provide the expected business benefits. HP’s approach to Fiscal Agent Parallel Testing will be to document the testing scenarios (building test plan), and to develop test and execution activities that will confirm that fee for service claims adjudicated in the current system will adjudicate the same or similar in the new system.

We understand that there is a tremendous value in parallel testing. This type of testing provides great insight into the system’s ability to process claims to meet the Department’s business expectations. It also will help illuminate gaps in requirements in the system and in the supporting conversion data and reference data. However, experience has shown the challenges and complexities of parallel testing, and this experience has proven that a 100 percent match on a specific cycle or date in time would be rare. Inter-dependencies of the client’s eligibility, provider’s enrollment, client’s benefit data, reference data, and claims history must be exactly the same at a specific second in time for a 100 percent match to be possible. Therefore, our approach is policy parallel testing, confirming the appropriate business rules are applied in the system as in the legacy system.

HP’s approach to Fiscal Agent Parallel Testing is to perform this testing as early in the project as possible and to perform multiple iterations of the policy parallel testing throughout the implementation. HP will work with the Department to develop the roles and responsibilities, Fiscal Agent Parallel Test Schedule, Parallel Test Approach and Entrance Criteria, and Exit Criteria.

A full discussion of our approach and processes for Fiscal Agent Parallel Testing is contained in RESPONSE 29n.



i. Fiscal Agent Parallel Test Plan (Unique ID 1097)

HP will deliver a high-quality Parallel Test Plan. Plan development will be an initial task for the Testing Team. The Plan will consist of the following items:

- Define the parallel test team's roles and responsibilities
- Define the test scenarios for parallel testing
- Define the parallel test schedule and document high-level milestones and achievements and dependencies
- Define the requirements for the parallel testing environment
- Define process and procedures for researching and resolving possible issues identified with each parallel test
- Define the tools and documentation for parallel testing, including the reporting structure for test results and progress

ii. Parallel Test Schedule

The Fiscal Agent Parallel Test schedule is part of the overall WBS outlined in RESPONSE 26. The schedule also will be outlined in the parallel test plan. Appropriate entry and exit criteria are established. Related to scheduling, the plan will include, at a minimum, the following data elements:

- Task name
- Scheduled start date
- Scheduled end date
- Estimated time in hours
- Names of the individual or group assigned the task
- Actual start dates
- Actual end dates
- Major mile stones identified for parallel testing
- Dependencies for each scheduled task

iii. Perform Parallel Test (Unique ID 1098)

A full discussion of our approach and processes for Fiscal Agent Parallel Testing is contained in RESPONSE 29n.

The testing team will work with the incumbent fiscal agent and any interface partners to schedule and obtain the required data for testing. The HP support team will then prepare the environment for the scheduled execution. This will require the load of conversion data, benefit plan data, and reference data.

HP also will work with the Parallel Test team to identify the claims that would most likely match the conversion data that has been loaded within the environment. These claims should match the

defined testing scenarios that have been identified. Some of the attributes that have been used in the past to identify these claims are as follows:

- Claim type
- Benefit Plan
- Provider Type
- Provider Specialty
- Type of Bill (UB claims)
- Level of Care (UB claims)
- Place of Service (Physician and Dental)
- Copay amount
- Dispensing Fee (Pharmacy claims)
- Pricing Indicator
- Month Paid (claims will be from 2011)
- Five claims meeting each of the possible scenarios
- Not an adjustment
- ICN region (paper/electronic/web)
- Error code (for the Denied claim sample)

After the environment is ready, the HP team will schedule the parallel testing cycle, and provide the parallel testing reports to the testing team. These reports will show information about the parallel execution. This report will show information about how many claims by claim type were processed, and information about how they compared to the legacy system for paid, denied, and suspended status.

After each parallel testing cycle has been completed and the results analyzed, the team will review the testing schedule for the next cycle. HP suggests that the parallel testing cycle lag behind each major functionally release into the testing environment. For example, we would suggest that a parallel cycle be planned a week or so after a major claims processing release. This will allow the team to be able view the improvements as the implementation progresses.

Revise Systems and User Documentation (Unique ID 1099)

User documentation is critical for getting the most out of any application. HP applies best practices learned in our production of manuals, documentation and web screens.

The HP approach for system documentation is designed to bring a total solution— from implementing a logical, innovative approach to documentation, to providing the necessary support so that users can successfully transition to the new system.

Our 40 years of service to the Medicaid industry gives us the unique ability to finely tune the most appropriate ways to create and present effective, usable system and user documentation.

Our solution provides flexibility to maintain accurate, comprehensive documentation for the changes forecast for healthcare at the state and local levels,

and compliance with federal mandates. Transitioning from the mainframe legacy system to the web-based interChange will affect many business functions and introduce the challenge of adapting to change. This solution also provides version control, with full access to read previous versions of each document.

HP uses Microsoft SharePoint, a Commercial Off the Shelf (COTS) product for content management, including user documentation. Development and maintenance of user documentation is located on this site for easy access.

SharePoint is a market leader in content management as a means of providing secure storage and easy user navigation to content required to support large business enterprises. With integration to workflows and the rules engine, it will allow for more flexible and advanced functions than SharePoint alone.

The Colorado Medicaid program will benefit in several ways from the implementation of SharePoint, including the following:

- SharePoint is a browser-based application, easy to access, maintain, and use.
- SharePoint is an intuitive application requiring little user training.
- Out of the box, SharePoint administrators can create document libraries, nested sites, tasks, wikis, calendars, and more. This gives the teams many choices for collaboration, documentation, communication, and tracking.
- Built on the .NET framework, SharePoint easily integrates with the Colorado MMIS through the interChange Business Services Framework.

SharePoint will provide a smooth implementation of user documentation that meets the Department's requirements.

RESPONSE 310

Fiscal Agent Operational Readiness Deliverables i. Operating Procedures Updates ii. Provider Manual Updates iii. Resource Management Plan Updates iv. Provider Transition Training Plan v. Department Operational Readiness Training Plan vi. Operational Readiness Plan Walkthrough vii. Operational Readiness Assessment Document	
Deliverables Provided as described by the Department: <ul style="list-style-type: none"> • i. Operating Procedures Updates • ii. Provider Manual Updates • iii. Resource Management Plan Updates • iv. Provider Transition Training Plan • v. Department Operational Readiness Training Plan • vi. Operational Readiness Plan Walkthrough • vii. Operational Readiness Assessment Document 	Proposed Alternative Deliverables:

This response addresses Unique IDs 1100, 1101, 1102, 1103, and 1104.

Description of Offeror's Deliverables

Operational readiness is an exciting milestone for the COMMIT project. As the final phase of the system development life cycle, this phase includes the activities associated with the release of the application to production. During this phase, the Department and HP teams will prepare for operational readiness by:

- Assessment of implementation readiness
- Review of the finalized implementation plan, including the contingency plan
- Review of final operational checklists
- Prepare the operational readiness review report

The deliverables for this phase will be professional and complete, allowing the Department to have true transparency to HP's readiness to take over operations. HP provides examples of previous deliverables at the end of the proposal in the Examples of Previous Deliverables tab that best reflect our approach for the COMMIT project.



i. Operating Procedures Updates (Unique ID 1100)

Calling on the HP Best Practices repository, successfully implemented templates for operations procedures manuals will provide the framework for the Colorado interChange documentation. During testing, processes and procedures will be documented, revised, modified, and published as needed. Procedures will be refined with walkthroughs to verify every step is captured. Procedures are stored in Microsoft SharePoint for full access. Operating procedures will be updated to reflect changes in operations. Automated workflows with HP PPM guide the updates through a formal process of modification, review, and final approval before the new processes are implemented.

HP provides an example of Operating Procedures updates in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. Provider Manual Updates (Unique ID 1101)

As part of operational readiness, HP updates provider manuals to reflect relevant operations systems and processes. Provider manuals include the processes and procedures used for provider enrollment and billing. The provider manuals are reviewed periodically and updated as needed.

The provider manuals are made available on the web portal. Using the Notify Me feature of the portal, providers can sign up for email notification when changes are made to the manuals.

During the Initiation and Planning Phase, HP will work with the Department to define other notification processes, such as provider bulletin mailings. Cost savings can be gained by posting bulletins on the portal which also provides ease of access for providers.

HP provides an example of Provider Manual updates in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

iii. Resource Management Plan Updates

HP considers the Resource Management Plan a dynamic document, being enhanced and updated as needed throughout the project lifecycle. An original detailed plan, as described in RESPONSE 31a, will be delivered during the Initiation and Planning Phase. As the project evolves, the original plan will be updated as needed for any adjustments in resources necessary to maintain required levels of service. The Plan will be stored on SharePoint for easy access by the Department. Current and historical versions are maintained for tracking purposes. During the Fiscal Agent Operational Readiness Phase, a current updated Plan will be delivered outlining the resources to be utilized during the Operations Phases.

iv. Provider Transition Training Plan

Involving the Provider community in the Transition to the new Portal and business processes is critical to the success of the project. The Plan we create for Colorado's transition will detail our approach to supplying the training, including who is to be trained, when the training will occur, and how the training will be delivered and tracked. HP will collaborate with the Department on creating the Plan to make certain we cover all entities and topics needed for a smooth transition.

HP provides an example of the Provider Transition Training Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

v. Department Operational Readiness Training Plan (Unique ID 1102)

The Department Operational Readiness Training Plan defines the scope of training efforts and identifies the personnel and methods to be used. The plan will include a description of HP's training approach, objectives, and delivery strategy. We will draw on the lessons learned from our successful implementations to create the training plan.

As we move through this project, HP will work with the Department to identify the technical and business staff members who will need training to perform their business functions. The training delivery strategy includes schedules and associated delivery logistics. Trainers' roles and responsibilities are documented, and organizational charts capture mentoring assignments. Additional plan components will include an overview of curriculum and description of knowledge transfer materials. Environmental aspects will be defined, including facility requirements, hardware and software requirements, and other resources.

The Department staff and users targeted for training and performance threshold requirements will be identified in the plan before users access the system. We will finalize and communicate the approved plan to Department personnel, HP team members, and appropriate stakeholders.

HP provides an example of a Department Operational Readiness Training Plan in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

vi. Operational Readiness Plan Walkthrough (Unique ID 1103)

The Department's ultimate goal is to build out the necessary information technology (IT) to support a business model that can quickly adapt and support the next decade of healthcare transformation. Our operational readiness plan walkthrough will demonstrate to the Department that this goal has been achieved. The walkthrough will show that HP is ready to assume operations with business operational excellence.

vii. Operational Readiness Assessment Document (Unique ID 1104)

The operations readiness assessment document certifies that the Colorado interChange, subsystems, functions, data, processes, operational procedures, staffing, telecommunications, and associated support are in place and ready for operations.

The operations readiness assessment contains the following sections:

- Functional Area Readiness
- HP Account Readiness
- Telecommunications Readiness
- Parallel Testing Results
- Operations Readiness Attestation Statement

On a project of this size and scope, there are potential risks, constraints, and scheduling conflicts. We will apply our experience, knowledge, and lessons learned in previous transition and operational readiness activities to anticipate and mitigate problems that could arise. The Department can be confident that our PMO processes and experience give us the ability to handle these problems without undue disruption to the Colorado stakeholder community.

HP provides an example of an Operational Readiness Assessment Document in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.



RESPONSE 31p

Implementation and Start of Operations Phase Deliverables	
i. Final Conversion Reporting ii. System Operation-ready Attestation	
Deliverables Provided as described by the Department:	Proposed Alternative Deliverables:
<ul style="list-style-type: none"> • i. Final Conversion Reporting • ii. System Operation-ready Attestation 	

This response addresses Unique ID 1105.

Description of Offeror's Deliverables

Providing a smooth transition to operations is one of HP's strengths. A successful implementation requires a sound approach to technology, communication, training, constant monitoring, and results verification. Complete and professional deliverables in this phase show HP is ready to assume full responsibility for fiscal agent operations.

Nationwide, HP brings an outstanding implementation record with 13 successful interChange installations in operation. Our unmatched record of success and extensive knowledge of Medicaid and the MMIS provides a unique vantage point for HP. Because of this unmatched experience, only HP is best positioned to help deliver to the Department the critical focus on the most important aspects of each program, positioning the Department for greatest success and lowest risk. We developed our approach to Start of Operations across multiple projects and refined it through shared knowledge and important lessons learned from previous implementations. Drawing on these experiences and best practices provides the Department with the most experienced, proven, and stable approach to implementation and transition.

i. Final Conversion Reporting

Final conversion is the culmination of the joint planning, testing, and data validation efforts between the Department and HP. It will commence as specified in the overall project schedule and implementation plan and we will complete it in preparation for go-live.

The final conversion report will provide the information needed by the Department to understand what happened during the conversion of legacy data into the new system. It will include a high-level summary of the conversion results and status of the conversion task. The report will identify any significant outstanding deficiencies or limitations and their effect, if any, on go-live. HP will recommend solutions for correcting any deficiencies or limitations that occur during conversion.



Lastly, the report will include an assessment of how the test environment may differ from the operational environment and how this may affect the test results. This information will benefit the Department in understanding how the legacy data has been converted into the new system.

HP provides an example of the Final Conversion Reporting in Attachment E - Examples of Previous Deliverables that best reflect our approach for the COMMIT project.

ii. System Operation-Ready Attestation (Unique ID 1105)



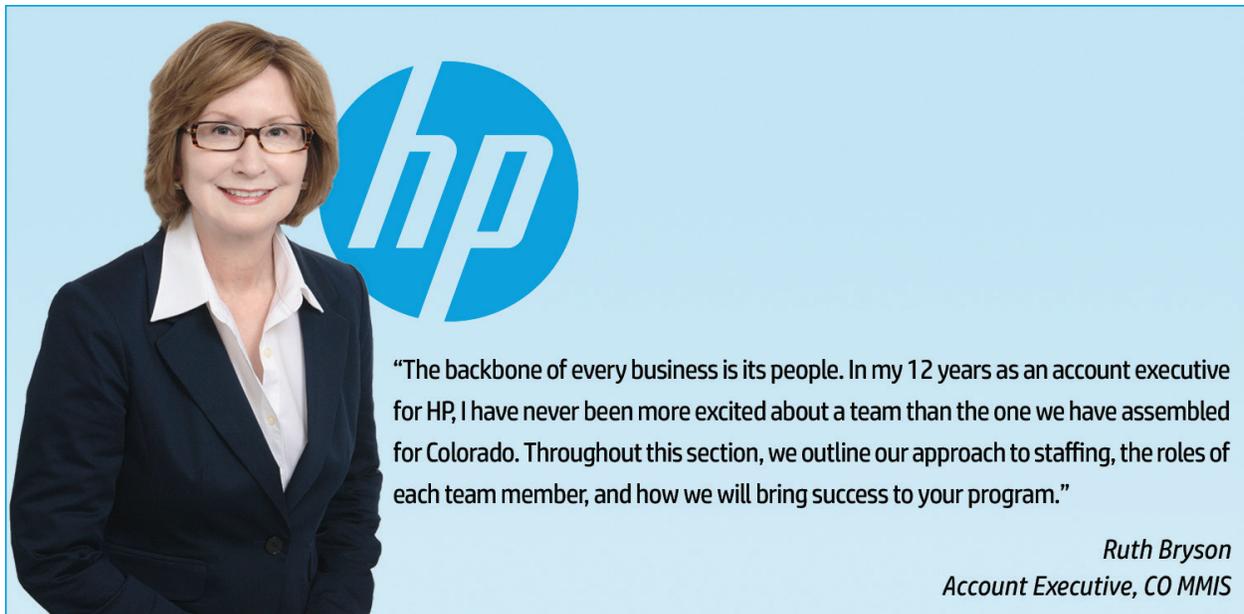
HP's attestation that the new Colorado interChange is ready for operations will provide the details the Department needs to make a confident decision to roll out the new system. This attestation will be based on the Operational Readiness Assessment results, including inputs, expected results, system performance, and identified problems and corrective actions, and an objective evaluation of the agreed-on operational readiness checklist factors.

The attestation will provide confirmation that your Colorado interChange system, subsystems, functions, processes, operational procedures, staffing, telecommunications, and other associated support are in place and ready for operation.



Contract Personnel





Contract Personnel

An experienced, knowledgeable, and highly qualified HP team will support the Department through each phase of the contract. The COMMIT project requires our highest skills for planning, organizing, managing, and reporting throughout the contract term. We have put together a winning team to lead the project from Initiation through Operations.



The State will invest a significant amount of funds, resources, and time in this project and deserves a fiscal agent with a strong sense of stewardship and responsibility. As the leading Medicaid IT services provider, we devote the resources and bandwidth to successfully support the Department and our other state customers with the following:

- More than 7,000 healthcare (IT) experts to support conversion to 5010, ICD-10, Medicaid Information Technology Architecture (MITA) maturity, and other enhancements, such as health information exchange (HIE)
- More than 4,300 dedicated operations staff and healthcare professionals to support continual program improvements
- More than 200 professional clinicians—physicians, dentists, pharmacists, and nurses—to provide care management, disease management, and utilization management services

We reviewed the Department’s requirements and goals, the complex scope, and the need for staff members who understand and have completed similar project activities. To fulfill this need, we propose leaders and staff members with proven abilities and specialized skills. Additionally, our operational leadership team will live in Colorado, contributing to the community and working closely with the Department for the benefit of the clients and providers.

Throughout our proposal, we provide details of HP’s methodologies and approaches and the many significant features of the Colorado interChange. Following any successful implementation, moving smoothly into operations requires support from technically skilled, functionally knowledgeable professionals who are focused on a successful outcome. Our performance record for the past 10 years indicates that HP has those people: 13 successful implementations of the interChange base system and 12 CMS certifications, with 1 pending.

RESPONSE 32

RESPONSE 32: The Offeror shall propose a staffing strategy to adequately perform Work required under the Contract. To better understand the Offeror’s proposed project roles and responsibilities, for the Offeror shall provide a project organization chart that visually represents roles that will be required to fulfill the functional needs of the Contract. The Offeror shall include one (1) project organization chart for Implementation Contract Stages and one (1) organization chart for Ongoing MMIS Operations and Fiscal Agent Operations Stage roles/Contract functions. Each project organization chart shall include positions rather than staff names.

This response addresses Unique IDs 1116-1118 and 1132-1136.

To best meet the Department’s needs, we called on our most experienced operations leaders in HP’s Medicaid group to assemble the staffing plan and organization charts for Colorado. Our team carefully analyzed the requirements in the RFP, assessed the scope of work across the project phases, and applied our own front-line experience with DDI and operations in states to develop the staffing plan—organization, mix of skills, and numbers. Leaders who understand the scope of work developed our staffing plan and organization charts. This experience enables HP to estimate the number of staff required to support the scope accurately, plus identify key staff that will complement Colorado’s culture.

The Project Resource Staffing Plan will address our resource plans during every phase of the contract. The plan aligns with the Project Management Institute’s (PMI’s) *A Guide to the Project Management Body of Knowledge (PMBOK® Guide fifth edition)* processes and contains the following items:

- Purpose of the staffing plan and a description of the staffing plan process
- Plan for new or reassigned staff to include recruitment, transition, and training
- Ongoing training requirements
- List and description of tools HP uses to communicate with our staff
- Description of equipment we provide our staff
- Description of the processes we use to monitor actual effort against the project schedule
- Staff loading chart that identifies total full-time equivalent (FTE) staff, role, responsibilities, functional areas, work location and start and end dates for each position

HP structured our staffing plan so that our project leadership can easily use it to administer and maintain adequate staffing during each phase of the project—including quality assurance activities. Because staffing levels may change throughout the contract, HP will update the staffing plan annually for approval by the State.



HP has provided two project organization charts that visually represent the roles that are required to successfully fulfill the functional needs of the Contract. One project organization chart reflects the roles needed to address the Implementation Contract Stages and the other one reflects the roles for the Ongoing MMIS Operations and Fiscal Agent Operations Stage. For both organization charts, we've included positions rather than staff names. HP defined the roles needed to address the project by aligning the Department's RFP requirements with our own practical, successful experience in both implementing and operating our interChange system in other states and also from providing a broad array of associated fiscal agent operations services.

In the following figures, key personnel roles for both major project stages are denoted in blue. HP has included two additional key personnel staff besides those that the Department requested because of their importance to the success of the overall project. First, for the Implementation Contract Stages, HP is making the Test Manager a key personnel role during the associated testing phases because of the criticality of thorough test planning and execution in preparation for operational readiness. Second, during the Fiscal Agent Operations Stage, HP proposes a Provider Relations Manager as key personnel because of the importance of service delivery excellence to that important stakeholder community.

**RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE
DEPARTMENT AND HAS BEEN REDACTED**

The Department can be certain that we are bringing the best of the best to fulfill the key personnel roles. Our success depends on your success. We have recruited those within our organization that will bring high quality service backed by years of experience.

Resource Management Plan (Unique IDs 1118-1120, 1131)

 HP will manage the deliverable requirement of the Resource Management Plan using our sound and reliable practice of creating, submitting, reviewing, and approving a comprehensive deliverable expectation document (DED) ahead of the actual deliverables. A comprehensive DED defines the template design format, table of contents, measureable acceptance criteria, requirements, and the schedule for the Resource Management Plan before delivery of the actual document, improving the quality of the final Plan. The Department plays a key role by reviewing and validating the acceptance criteria within each deliverable document as part of the final review and approval.

A solid foundation for the Phases of the COMMIT project begins with solid choices for staffing. HP approaches the Resource Management Plan with the same level of detail and planning as we do the system. The following table describes our approach to resource management planning.



Process	Description
Address Staffing Variances	The Account Manager will work with the leadership teams to analyze resource levels for significant variances, identifying those that exceed the allowable thresholds. Analysis will be performed on any measure that exceeds its threshold to determine the cause. When this step is complete, the resolution will be identified, and the Resource Management Plan will be analyzed to determine if the strategy or measures need to be re-planned. Any changes in project scope that affect staffing levels will require submission through the change control process.

Both the Department and HP benefit from this approach to resource management. Proactive planning and management of team resources means that training is planned and appropriate for the project phase, resulting in effective staffing. Resources will be allocated to the organizational structure and the project schedule tasks by name or role so that we can report on the individuals assigned to a specific functional area and the number of resources or roles assigned to any given part of the organizational structure or project schedule.

We recommend the following structure for the Resource Management Plan shown in the following table.



**RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE
DEPARTMENT AND HAS BEEN REDACTED**

RESPONSE 33

RESPONSE 33: The Offeror shall describe how their proposed model and strategy will support the 10,400 hours for Enhancements to the System as described in the RFP Body, Section 10.6.2.2.1, and demonstrate how it has been successfully applied to other contracts.

HP will maintain an appropriate number of staff members besides production support staff members to support the 10,400-hour enhancement requirement. We will work with the Department to identify which enhancements may qualify for the 90 percent federal enhanced funding. For large projects, the Department can request personnel above the 10,400 hours to support the extra work. We will track and report hours each month to allow capture of the 90 percent federal enhanced funding hours.

 We support 20 state Medicaid accounts and most of the accounts have a similar requirement, where a specific number of hours are included in the base contract each year for enhancements. The HP systems manager on each account tracks enhancement time each year against the required hours. We will bring the tools and best practices from those accounts to Colorado.

Work Prioritization and Change Control

During the operations phase, the Department and HP will review and prioritize ongoing enhancement work that is managed under the 10,400 per year enhancement allotment. This work will be reviewed weekly by a small group of Department and HP leadership acting as a change control board for the ongoing enhancement work.

In the initial planning phase, the Department and HP will identify the stakeholders who will comprise the change control board and name the staff members who will lead the process. The leadership team structure for the change management process that has proven most effective is a small, focused group of leaders who are also directly responsible for enhancement work success.

The change control board will allow the Department and HP to administer enhancement activities quickly while enabling a clear communication path to issues that affect the ongoing enhancement work. The group will review proposed changes against the RFP, proposal, and requirements specification document and weigh need against risk. This collaborative team can take any of the following steps:

- Approve as an in-scope change the work that would be considered ongoing maintenance work and not be included in the 10,400 hours yearly enhancement allotment

- Approve as an out-of-scope change that would be implemented as an enhancement the work that would be included in the 10,400 hour yearly enhancement allotment and would require agreement on cost, priority, and target date
- Request additional information to make an informed decision
- Change the priority based on other activities or criteria, such as availability of appropriate resources from HP or the Department

Smoothly implementing system changes and enhancements is critical to the quality and effectiveness of your Colorado interChange MMIS solution. Our approach to change control brings the following benefits:

- Reduced risk by preventing unnecessary distractions from critical ongoing work
- Improved flexibility through streamlined effort resulting from a strong toolset with corresponding process improvements
- Clearer focus through the discipline of a well-documented change management process
- Streamlined decision-making from easy-to-access reports of change requests, hyperlinks to change request documentation, and online access to relevant background information
- Increased efficiency through common knowledge and understanding for team members
- The work prioritization/change control group will consider upcoming work in the pipeline as well as the hours remaining in the 10,400 hour yearly enhancement allotment

Resource Management



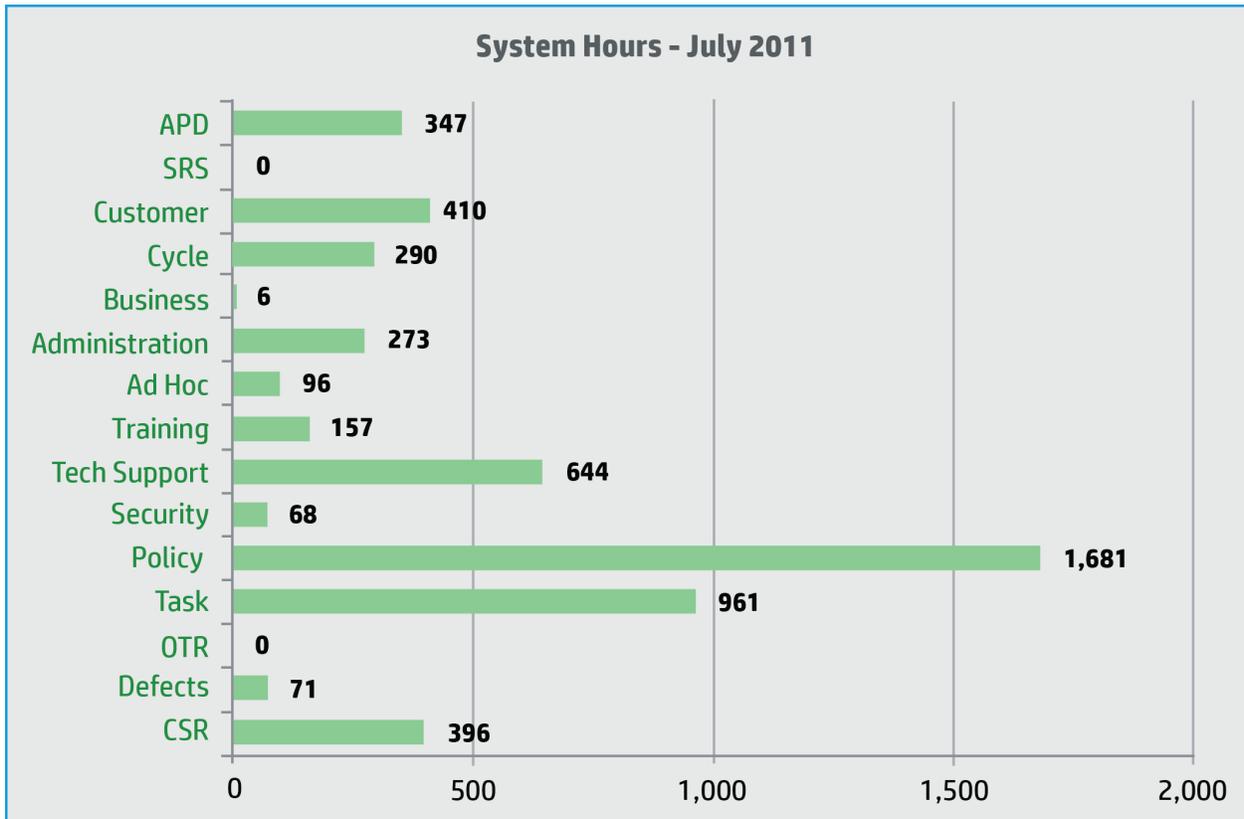
HP will forecast the workload for upcoming work based on the work in progress and work prioritized by the work prioritization group. Part of the prioritization process will be to determine if enough of the right resources are available based on current assignments. It is important to always have a good understanding of ongoing work assignments to understand when key

resources will be available for new prioritized work. This information is necessary as input for the work prioritization group to allow a common understanding of when work can be scheduled.

Time Tracking

Change orders will be created for work products within the enhancement allotment of 10,400 per year. As the HP team works through those change orders, each team member will log the time they have spent each week against each change order. Those hours will be extracted each month to show the number of hours that have been used against the configuration and customization allotment. This report will be produced monthly and provided to the Department and will clearly show how many hours have been used and how many are remaining within the enhancement allotment of 10,400 per year as shown in the following figure.

Monthly System Hours Example



348_107_03_0513



RESPONSE 34

RESPONSE 34: Under this Contract, the Department requires a Contractor that provides seamless administrative, development, and operational personnel support on the COMMIT project to maintain quality services. Drawing from two (2) current or recent contracts, the Offeror shall include the following:

- a. Examples of internal training programs, including types and frequency of training and/or staff development opportunities.**
- b. Examples of how their projects are staffed (dedicated resources versus allocated resources).**
- c. Examples of staff retention programs.**
- d. Examples of their recruiting strategy for obtaining skilled staff and equipping them with knowledge necessary to successfully perform their role on the Contract prior to starting.**
- e. Describe the primary reason(s) for staff turnover and if available, turnover rates by contract or personnel responsibilities.**
- f. Provide any examples of other unique features of your staffing and development approach that will benefit the COMMIT project, maintain a reasonable level of staff turnover, and retain qualified, productive staff.**

Having appropriate, high-level support for the COMMIT project is essential for the delivery of quality services. HP takes a multilevel approach to confirming that staff resources are adequately supplied, that they are prepared to manage the project's daily operations from day one, and that they are equipped with the comprehensive training and the experiential know-how necessary to address events as they arise.

Competitive recruiting strategies and retention methods are also employed to attract and retain top-tier candidates from diverse academic and professional disciplines. As a team, they work to complement one another to achieve the COMMIT project's desired outcomes, to apply critical thinking to manage change issues, and to resolve problems effectively and efficiently, therefore, providing smooth service delivery.

To cite two examples of current contracts, we have included a high level overview of Georgia and Oklahoma MMIS contracts in the following table. We also address these requirements from the perspective of our 20 Medicaid contracts. Because of our consistent, repetitive processes from one account to another, the descriptions provided here are the same whether in neighboring states, like Kansas, or across the country, like Rhode Island and Pennsylvania, the training, staffing, retention, and recruiting are the same. Having centralized corporate resources to support the local leadership on staffing issues provides quality in the process across the HP Healthcare industry. The Department will benefit from the experience and knowledge of our corporate Human Resource and local leadership collaboration in choosing and keeping the right staff in the right job.

High-Level Overview of HP’s Georgia and Oklahoma MMIS Contracts

Requirement	Georgia	Oklahoma
a. Training programs, including types and frequency of training	<ul style="list-style-type: none"> • Medicaid 101 – on hire • Life of a Claim – on hire • Hands-on training for COTS products – ongoing • HIPAA Privacy and Security Awareness –On hire and annually thereafter • HP Standards of Business Conduct - Annually • Ethics and Compliance – On hire and annually thereafter • Doing Business with the US Public Sector– On hire and annually thereafter 	<ul style="list-style-type: none"> • Oklahoma HIPAA and Confidentiality –first day of employment, before access to secure areas • Oklahoma MMIS New Hire Acclimation – on hire • Medicaid 101 – monthly for new hires • Hands-on training for COTS products – ongoing • HIPAA Privacy and Security Awareness –On hire and annually thereafter • HP Standards of Business Conduct - Annually • Ethics and Compliance – On hire and annually thereafter • Doing Business with the US Public Sector– On hire and annually thereafter
b. How projects are staffed (dedicated resources versus allocated resources)	<ul style="list-style-type: none"> • DDI: mix of dedicated resources along with allocated resources • Operations: dedicated staffing 	<ul style="list-style-type: none"> • Systems: mixture of dedicated DDI and shared Maintenance and Modification Staff • Operations: dedicated staffing
c. Staff retention programs	<ul style="list-style-type: none"> • Monthly Town Hall meetings • Monthly newsletter • Social activities (such as Spring Flings and Fall Festivals) • Alternative work schedules (for example, four 10-hour days) • Non-monetary recognition: team luncheons, HP products, extended lunch times, early departures 	<ul style="list-style-type: none"> • Monthly roundtables with management • Quarterly Town Hall meetings • Monetary rewards: gift cards, bonuses • Non-monetary rewards: luncheons, t-shirts, recognition bulletin board • Social committee activities



Requirement	Georgia	Oklahoma
	<ul style="list-style-type: none"> • Monetary recognition: gift cards, bonuses 	
d. Recruiting strategy	<ul style="list-style-type: none"> • Local job fairs • Employee referrals • Internal training and development for internal promotions 	<ul style="list-style-type: none"> • HireOSUgrads.com • HireSooner.com • Local career fairs and events
e. Primary reason(s) for staff turnover	<ul style="list-style-type: none"> • Internal transfer (promotional) • Performance standards not met • Hired by external company 	<ul style="list-style-type: none"> • Internal transfer (promotional) • Hired by the State agency we serve • Hired by external company

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE DEPARTMENT AND HAS BEEN REDACTED

