Request for Information (RFI) for
Services Integrator (SI) for Colorado Medicaid Enterprise Systems
Core Number: UHAA 2020*12
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SECTION 1.0 OPPORTUNITY OVERVIEW

1.1. SUMMARY

1.1.1. The Colorado Department of Healthcare Policy and Financing (the Department) is seeking recommendations from the vendor community on how to best leverage a Services Integrator (SI) to optimize Colorado’s Medicaid Enterprise and support the Department as it transitions to a modular, interoperable Medicaid Enterprise model. Vendors that provide thorough and insightful responses to this RFI may be invited to meet with Department and State leadership to share ideas and strategies that will help the Department refine its approach to procuring a Medicaid Enterprise SI vendor. These recommendations and insights offered by vendors will directly shape Colorado’s SI vision and future solicitation.

1.1.2. The Department and the Medicaid Enterprise

1.1.2.1. The Medicaid Enterprise currently consists of four primary services provided through separate contractors. These services include the Medicaid Management Information System (MMIS), which is commonly known as the Colorado interChange, supporting the core MMIS functions (e.g., claims processing) and Fiscal Agent services; the Business Intelligence and Data Management (BIDM), which provides data analytics services; the Pharmacy Benefit Management System (PBMS), which provides pharmaceutical management services; and the Colorado Benefits Management System (CBMS), which provides eligibility determination services.

1.1.2.2. In response to the Centers for Medicare and Medicaid Services (CMS) direction outlined in final rule at 80 FR 75817, “Federal Funding for Medicaid Eligibility Determination and Enrollment Activities,” Colorado is in the process of improving modularity in its Medicaid Enterprise and optimizing project design for improved agility, interoperability between its subsystems. To help make this transition successful, the Department anticipates the need from qualified SI vendors to provide support in designing and implementing foundational components of a modular, interoperable Medicaid Enterprise.

1.1.2.3. In addition to the SI services, the Department has procured a Medicaid Enterprise Project Management Office (ePMO), and Solicitation Writer to support future modularity efforts.

1.1.2.4. The Department is seeking a technical partner to help establish a modular blueprint that reflects the Medicaid Enterprise principles of “build once, reuse often, and maintain easily.” The future vision is to design a solution that effectively enables the Department to manage information as a strategic enterprise-wide resource, support existing programs and policies, and leverage emerging technologies to support responsiveness to changing needs.

1.1.3. OeHI and the Health IT Roadmap
1.1.3.1. In partnership with the Department and procurement of a Service Integrator, OeHI is seeking input on how a Services Integrator (SI) or Systems Integrator could be used to align and advance the implementation of Colorado’s Health IT Roadmap initiatives. **Colorado’s Health IT Roadmap**, is a three (3) to five (5) year funded effort to enhance health IT infrastructure, governance, and innovation in Colorado’s communities focused first on Medicaid populations- funded through the American Recovery and Reinvestment Health Information Technology (ARRA HITECH) ACT.

1.1.3.2. In consideration of the new proposed CMS Interoperability and Patient Access Rule, The Office of the National Coordinator for Health Information Technology’s (ONC’s) 21st Century Cures Act: Interoperability, Information Blocking, and the ONC Health IT Certification Program Proposed Rule: Application Programming Interface (API), this technical partner will support the Department and OeHI in facilitation of the Office of Information Technology’s (OIT) strategy to streamline data integration services across the State through a common Enterprise Service Bus (ESB) infrastructure.

1.1.4. The Department and OeHI are both key Stakeholders in the Joint Agency Interoperability (JAI) project, a collaboration between Colorado Agencies created to implement and maintain an interoperable environment that will improve the communication between and exchange of data across multiple Agencies, and disparate IT system interfaces.

1.1.5. This RFI is issued solely for information and planning purposes. Ideally, the Department and OeHI hope to procure the SI in partnership, assuming alignment in the needs and vision for the SI role. This RFI will be used to support Department and OeHI activities to inform the SI role and future solicitation. The purpose of this RFI is to survey the market for information requested herein and not to award a contract.

1.2. **STATEMENT OF NEEDS**

1.2.1. The SI will provide consultative and guidance services to the Department and OeHI to monitor the state’s Enterprise vision for Medicaid and Health IT and forecast technical needs and strategies to harmonize data flow throughout the system in the most effective and efficient manner that reduces rework and increases data trust. Once the technical needs and strategies are defined, the SI will provide technical assistance to the Department, OeHI, and sister Agencies, and other entities to implement technical services to maintain data flow.

1.2.2. Colorado was one of the last of the “big bang” MMIS implementations and is currently in the process of finalizing system certification. Since then, the Department has experienced several lessons learned and been able to assist CMS and other states in designing strategies to improve Medicaid Enterprise implementations. The Department is seeking an innovative approach to traditional SI services that will provide and implement solutions that address the following needs for Colorado’s Medicaid Enterprise:

1.2.2.1. Refining the Department’s vision for modularity and strategy for aligning its vision with statewide technology initiatives to maximize State and federal investments.
1.2.2.2. Designing and implementing a centralized solution for integrating and enabling data flow and communication between Medicaid Enterprise subsystems and other State IT solutions, as needed to support the modularity vision. This solution would help ensure that the Department is making the right connections that align with future vision and strategies for modularity.

1.2.2.3. Provide consultative services to evaluate all new project requests that require data sharing between intra-state Agencies, inter-state Agencies, and federal partners; analyze the impact of new project requests and make recommendations with the intent to simplify and streamline access to data throughout the Medicaid Enterprise.

1.2.2.4. Develop a technical architecture solution that adheres to MITA principles and the OIT standards and effectively supports multiple components provided by multiple modules and contractors.

1.2.2.5. Decrease data redundancy and streamline interfaces across the Medicaid Enterprise which enables real-time business processes.

1.2.2.6. Develop and manage interoperability requirements for the different services modules and contractors. This includes identification of standards that would be used in the interoperability layers and assistance to address interoperability needs and ensure that all modules work together seamlessly and work securely with external services.

1.2.2.7. Define data governance and data standards across Medicaid Enterprise that align with OIT standards and other statewide data governance initiatives. This includes defining and maintaining the governance approach for the control and utilization of operational data.

1.2.2.8. Design, develop, manage, and optimize APIs and services that align with OIT’s established API and software standards and industry best practices.

1.2.2.9. Implement tools and processes in the Medicaid Enterprise to provide for added flexibility, accuracy, and speed when handling data.

1.2.2.10. Implement operational data storage models to integrate data from multiple sources for additional operations on the data.

1.2.2.10.1. Provide the framework for data conversion and data cleansing

1.2.2.11. Provide and maintain sufficient documentation and actively support service integration between Medicaid Enterprise modules.

1.2.2.11.1. Ensure continuity of operations even as new modules and solutions are introduced into the Medicaid Enterprise.

1.2.2.12. Utilize cloud-hosted Commercial off the Shelf (COTS) products and configurable services within a robust, resilient infrastructure that will live on after the end of the Contract, and therefore owned and maintained by the Department.

1.2.2.12.1. Ownership of any solutions and Intellectual Property will remain with the Department at the end of the Contract.

1.2.2.13. Establish a flexible contracting process and payment model to quickly respond to future SI needs, without change orders and contract amendments.
1.2.3. OeHI’s investments to implement Colorado’s Health IT Roadmap will involve a wide-variety of entities and partnerships to improve care, lower costs, and improve the health of Coloradoans. To support the Colorado’s Health IT Roadmap infrastructure, OeHI is looking for the following assistance from the SI:

1.2.3.1. Develop strategic guidance, in collaboration with the Department, OeHI, and OIT, on utilizing the State-wide ESB infrastructure and Advance Programing Interface (API) development to connect the entities and the data services within all health IT initiatives.

1.2.3.1.1. Utilize the State’s ESB infrastructure.

1.2.3.2. Provide subject matter expertise and technical assistance to ensure new systems and enhancements are integrated and aligned with existing technology investments.

1.2.3.3. Centralize and manage all OeHI’s technical initiatives such as the Master Patient Index (MPI), Mater Provider Directory, health information architecture, and health information exchange enhancement.

1.2.3.4. Assist with alignment of new systems and enhancements to MITA standards to ensure HITECH investments are eligible for MMIS funding when HITECH funds expire in November 2021.

1.2.3.5. Work directly with OeHI’s Health IT PMO and the Department’s ePMO and data governance processes to ensure health IT and health information exchange initiatives, such as the (eCQM) Reporting and Analytics Initiative and Automated and Integrated Consent Initiative are being managed effectively and in alignment with the state vision, infrastructure, and architecture.

1.3. ANTICIPATED ROLES AND RESPONSIBILITIES

1.3.1. Health Care Policy and Financing (the Department)

1.3.1.1. The Department serves as the Medicaid Single State Agency. The Department develops and implements policy and financing for Medicaid and the Children's Health Insurance Program, called Child Health Plan Plus (CHP+) in Colorado, as well as a variety of other publicly funded health care programs for Colorado's low-income individuals, families, children, pregnant women, the elderly, and people with disabilities. For more information about the Department, visit www.Colorado.gov/HCPF

1.3.1.2. The Department is a Covered Entity under the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

1.3.1.3. The Department will serve as the contract administrator for the future SI vendor.

1.3.2. Medicaid Enterprise Project Management Office (ePMO)

1.3.2.1. The Department has established the ePMO to standardize project management best practices and coordinate multiple, simultaneous projects across the Medicaid Enterprise in alignment with the State’s MITA roadmap. The ePMO will primarily support the Department and the future SI vendor by:
1.3.2.1.1. Providing the governance structure support, including financial and policy/regulations/legal oversight of all initiatives within the Medicaid Enterprise.

1.3.2.1.2. Providing oversight of the planning and execution of a modular services approach.

1.3.2.1.3. Providing recommended opportunities to increase Medicaid Enterprise operations levels to provide a higher level of quality.

1.3.2.1.4. Managing risks that could lead to operational disruption, and assist in risk mitigation activities.

1.3.3. **Governor's Office of Information Technology (OIT)**

1.3.3.1. Works as a partner with the Department to implement modular services under the Medicaid Enterprise. OIT will primarily support the Department and the future SI vendor by:

1.3.3.1.1. Overseeing compliance with technical standards and policies for the State established by OIT.

1.3.3.1.2. Perform an annual review of the vendors’ compliance with the Colorado OIT Cyber Security policies, which are contained in Colorado Information Security Policies (CISP). Policy information can be found at: [http://oit.state.co.us/ois/policies](http://oit.state.co.us/ois/policies).

1.3.3.1.3. Manage the OIT Gate Review process, demonstrating compliance with implementation standards. Policy information can be found at: [http://oit.state.co.us/cto/ea](http://oit.state.co.us/cto/ea)

1.3.4. **Governor’s Office of eHealth Innovation (OeHI)**

1.3.5. Works as a partner with the Department to align Medicaid Enterprise activities with the Health IT Roadmap established by OeHI. OeHI will primarily support the Department and the future SI vendor by:

1.3.5.1. Aligning Medicaid Enterprise activities with OeHI’s governance structure to support statewide health information sharing and use. OeHI’s Health IT Roadmap can be found at: [https://www.colorado.gov/pacific/oehi/colorado-health-it-roadmap-0](https://www.colorado.gov/pacific/oehi/colorado-health-it-roadmap-0)

1.3.5.2. Collaborating with the Department and future SI vendor on other State modularity projects, as needed, such as the MPI and MPD services funded through OeHI.

1.4. **BUDGET**

1.4.1. The Department has a maximum available amount of:

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1.4.2. OeHI has a maximum available amount of:

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SECTION 2.0 VENDOR RESPONSE QUESTIONS

VENDOR'S RESPONSE 1. In terms of planning the vision for the Department and OeHI’s SI role, based on your SI experience, what are some critical planning and implementation recommendations regarding the following:

A. Identification and organization of the SI vendor’s scope of work and services
B. Procurement strategy for future modules
C. Contracting process for future modules
D. Project management approach/strategy
E. Implementation approach/strategy; including all testing phases
F. Operational readiness and training approach/strategy
G. Data conversion and data cleansing approach/strategy
H. Communication and customer service tools
I. Security
J. CMS Certification approach/strategy

VENDOR'S RESPONSE 2. The Department and OeHI have identified seven (7) key categories for the planned SI scope of work, as presented in the Draft RFI Requirements workbook, as follows:

- Project Management and Contract Management
- Service Oriented Architecture Design and Implementation (SOA)
- Migration Support
- Integration Program Governance
- Security Implementation and Enforcement
- Core Shared Services
- System Certification Planning and Execution

Based on your experience and the Department’s preliminary vision, please provide:

A. Provide recommendations on what you consider to be your core Shared Services.

B. Specific feedback to draft requirements as you see fit (e.g., suggested revisions to requirements, eliminations, new requirements).

VENDOR'S RESPONSE 3. Please describe any lessons learned, or observations the Department and/or OeHI should consider for the SI project. Specifically, describe both what is working and what you would do differently on future SI implementations?

VENDOR'S RESPONSE 4. The Department’s desired SI solution needs to be flexible and scalable to support the evolving needs of Medicaid Enterprise-wide program management. What is your proposed approach for meeting this business need?

VENDOR'S RESPONSE 5. Please describe how this SI role can be designed to best support both the Department’s internal system SI needs and OeHI’s Roadmap investments to Colorado’s Health IT infrastructure and related initiatives.

VENDOR'S RESPONSE 6. Are there any key considerations or recommendations regarding technology, SI solution components, and/or services the Department should consider that are not described within Section 1?

VENDOR'S RESPONSE 7. To align OeHI’s Roadmap investments- would the SI role described above address this need? If not what is missing?

VENDOR'S RESPONSE 8. Please provide recommendations for the SI vendor's governance roles and responsibilities regarding the development and ongoing management of an SI solution?
VENDOR'S RESPONSE 9. The SI vendor is responsible for overall program success. Please describe your ideal solution for holding other “module vendors” or OeHI contractors and partners accountable for upholding scope, schedule, and quality during the Medicaid Enterprise integration and onboarding process.

VENDOR'S RESPONSE 10. The Department and OeHI wish to set minimum qualifications for key SI vendor staff positions. To ensure SI vendor staff possess industry and business expertise, please suggest a list of key staff roles and the recommended, minimum educational and knowledge experience in years for each position.

VENDOR'S RESPONSE 11. Based on your experience, does the preliminary list of deliverables (Draft RFI Requirements workbook) appropriately support the initial vision and project scope? In your experience, are there any deliverables that should be added to the list? Are there any deliverables that do not add value to the success of the project?

VENDOR'S RESPONSE 12. Are the budgets outlined for the Department and OeHI reasonable for the services outlined within this preliminary vision? Please provide cost range information, descriptors, and any qualifiers as you see fit. Estimated cost information shall be considered for informational purposes only.

VENDOR'S RESPONSE 13. What else would you like to share that was not specifically asked?

SECTION 3.0 RFI PROVISIONS

3.1. RESPONSE

3.1.1. Please ensure response to all questions outlined in Section 2.0.

3.1.2. Whenever possible, respondents are asked to draw their responses from objective, empirical, and actionable evidence and to cite this evidence within their responses.

3.1.3. Responses are due by October 28, 2019 at 2:00pm MDT. Any responses provided after that may not be considered.

3.1.4. Responses shall be delivered at any time during the RFI period to the email address RFPQuestions@state.co.us.
3.2. **VENDED INTERVIEWS**

3.2.1. Vendors that provide thorough and insightful responses to the Response Questions outlined in section 2.0 may be invited to meet with the Department to expand upon their recommendations to help the Department refine its approach to procuring a Medicaid Enterprise SI vendor.

3.2.2. Subject to change, the Department anticipates setting interviews during the month of December.

3.2.3. Upon completion of the RFI response and vendor interviews, the Department intends to release an official solicitation.

3.3. **RFI PROVISIONS**

3.3.1. This RFI is issued solely for information and planning purposes; it does not constitute a Request for Proposal, applications, proposal abstracts, or quotations.

3.3.2. This RFI does not commit the Department to contract for any supplies or services or make a grant or cooperative agreement award.

3.3.3. The Department will not pay for any information or administrative costs incurred in response to this RFI; all costs associated with responding to this RFI will be solely at the interested party’s expense.

3.3.4. Not responding to this RFI does not preclude participation in any future procurement or program, if the Department releases a solicitation.

3.3.5. It is the responsibility of the potential responders to monitor this RFI announcement for additional information pertaining to this request.