#1

COMPLETE

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Page 1: Introduction

Q1

Please enter your organization's contact details

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Q2

How does your product meet the high-level needs outlined above?

Brite Systems proposes our in-house ISV (Independent Software Vendor) solution, called Enlite which was developed on native Salesforce Lightning Platform. It includes features such as document management, e-signature capabilities, provider & citizen portals, funds management, and Business Rules management.
The proposed solution is web-based and allows seamless integration with modules like: Core Reports, Analytics, and Dashboard Visualizations. Financial modules, Service Transactions, Micro Transactions, Survey System, and Document Library. Salesforce's industry-leading, multi-channel, real-time core management and Analysis using Software-as-a-Service (SaaS) and Platform as a Service (PaaS) solution is an enterprise, multitenant, cloud platform that supports the full MDM lifecycle and brings all your data sources together in one connected experience.
Salesforce's solution offers State of Vermont a single platform, and scalable secure infrastructure to support the various system functions and business processes needed to manage records. The platform has built-in tools to address every component area of service that is relevant to all case management scenarios and is built on a foundation of powerful analytics that can be used for business intelligence and data investigation.

Enlite is a highly scalable, data-driven solution, having multiple in-built features, and compatible with all handheld devices such as smartphones, tablets, and iPads. Our proposed solution includes in-built features such as document management, e-signature capabilities, funds management, and Business Rules management. Enlite seamlessly integrates with external systems such as financial systems for billing and invoices. The built-in evaluation module with extensive dashboards and reports provides key metrics for program managers, directors, and other stakeholders.

Since Enlite is already developed, the system can be implemented for your agency within months. Enlite is a robust system with capabilities beyond what is requested in this response. Our final solution would be configured to be specific to your agency's needs. Because of the limited code, Enlite easily receives Salesforce updates 3 times a year without breaking the configuration. Enhancements to the system are made by our Enlite product team. Enlite users provided rave reviews about how smooth the transition to the new normal came with enhancements our team made rapidly. These enhancements sustained and modernized their changing business processes.

Enlite allows easy collaboration within and across all sites using internal communication tools. Chatter is a Salesforce real-time collaboration application that lets users work together, talk to each other, and share information. Chatter connects, engages, and motivates users to work efficiently across the organization, regardless of role or location.

Salesforce's industry-leading, multi-channel, real-time case management Software-as-a-Service (SaaS)/Platform as a Service (PaaS) solution is an enterprise, multi-tenant, cloud platform that supports the full case management lifecycle and brings all of your data sources together in one connected experience.

Accelerated Time to Value - Salesforce can be deployed rapidly since customers do not have to spend time procuring, installing or maintaining the servers, storage, networking equipment, security products, or other infrastructure hardware and software necessary. Salesforce's trusted cloud platform allows customers to deliver almost seven times more new features per year in 63% less time on average. Additionally, customers are able to bring entirely new applications online with greater frequency (158% more applications) and timeliness (71% faster life cycle).
Integration - Brite Systems will integrate Enlite with other systems using the native API integration features of Salesforce. The following are APIs that we utilize in our integration implementations. For more complex integrations and the need to create APIs we may recommend the use of an API Lifecycle tool.
REST API provides a powerful, convenient, and simple Web services API for interacting with the Salesforce Lightning Platform. Its advantages include ease of integration and development, and it's an excellent choice of technology for use with mobile applications and Web 2.0 projects. If you have many records to process, consider using Bulk API, which is based on REST principles and optimized for large sets of data.

SOAP API provides a powerful, convenient, and simple SOAP-based web services interface for interacting with Salesforce. SOAP API can be used to create, retrieve, update, or delete records. You can also use SOAP API to perform searches and much more. Use SOAP API in any language that supports web services.
Use Metadata API to retrieve, deploy, create, update, or delete customizations for your org. The most common use is to migrate changes from a sandbox or testing org to your production environment. Metadata API is intended for managing customizations and for building tools that can manage the metadata model, not the data itself.
Requirements gathering and data analysis: Salesforce CMS organizes documents within case management files. Salesforce gives users the ability to author, edit, and categorize documents within folders and libraries. These documents are enforced by the security model in place through Salesforce and available to be shared internally as well as externally. Use of the out-of-the-box Salesforce Libraries Component will be used to organize and distribute documents throughout the Salesforce Platform. Salesforce Metadata API can be used to define a retention policy for your field history for fields that have field history tracking enabled. REST, SOAP, and Tooling API are then used to work with your archived data.
Workflow Automation: Workflow management and process enactment are core strengths and foundational services of the Salesforce Platform, which Service Cloud is built upon, that will enable your organization experts to easily automate information processes and operate more efficiently with just a few clicks.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Our Proposed Salesforce Solution is compatible and interoperable as a part of a modular system. On a unified platform like Salesforce, and by using tools like Salesforce's MuleSoft or an app on the AppExchange, you can connect disparate systems and unify the important information they contain. Now the information that exists in different places can be securely shared and made usable. You can pull insights out of Tableau, unlock data to streamline business processes, and connect Salesforce to all your core business systems, so your programs can "speak" to your operations from inventory management to finance.

Q4

How do the elements/features of your product exemplify user centered design?

1. Put Yourself in the Shoes of Your User
Instead looking at how you meet a need/solve a problem, Brite Systems team thinks about it from the user's perspective and use the least amount of clicks to accomplish a task.
2. Involve Your End Users
Brite Systems Team will make end users part of the conversation when designing the solution. We will ensure that your end users are part of design decisions as they will be more likely to embrace a change that they've been actively involved in the execution. Brite Systems team will seek to create change agents of your users by requesting their feedback. Invite them to design sessions and conduct playbacks of what the page layouts for different objects look like, discuss possibilities, and solicit suggestions to make navigating more intuitive for them.
3. Challenge the Status Quo Thinking
Just because something has always been done a certain way should not be the reason for bringing over legacy processes into Salesforce. Brite Systems team will use this opportunity to understand what the outcome of the process is to be and design it with the end in mind and thinking about the user journey.
4. Process First, Technology Solution Second
Any true business transformation starts with the business challenge and works backwards to design a workflow to solve that business challenge. Ensure that the technology solution underpins the process and solves for the business challenge instead of the other way around. I see many clients bend their processes to fit the technology instead of redesigning the process and using technology to enable it.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

Brite Systems proposes Salesforce a scalable, no-code, low-code development platform that will allow you to quickly develop and deploy a solution for Vermont IE&E. Salesforce’s low-code development platform promotes configuration over custom code, coupled with a market leading user experience for SoV’s end users.

Salesforce's best practice is to have solutions that are 80 percent, or more, configuration based with the remaining functionality being customizations. In an ideal setting a solution would be 90 percent configuration. Regardless of the development approach.

The Salesforce Platform allows customers to build apps fast with just a few clicks, designed for desktop and mobile devices, all from a single canvas, including pre-built AppExchange solutions. To help IT deliver apps faster, the Salesforce Platform offers a simple yet powerful set of declaratives, point-and-click tools that anyone can use to achieve business goals at lightning speed. Without writing code, developers and business users alike can quickly and easily create custom apps on the Salesforce Platform with complex business logic and beautiful user interfaces designed specifically to every screen. Salesforce Lightning Builder tools allow FEMA to work in alignment with agile development methodologies as IT meets business demands faster.

Developers can leverage the Apex programming language. Apex is an object-oriented, on-demand language, if and where it may be needed. It is like Java, with similar syntax and notation, and is strongly typed, compiled on-demand, and fully integrated into the Platform. All the application services come right out of the box, from a powerful workflow engine to API services, integration services, authentication, event log framework, analytics, and collaboration.

The Salesforce Platform provides programmatic access to SoV’s information using simple, powerful, and secure application programming interfaces. Central to the ability to integrate and extend Salesforce is the powerful and modern Web Services API. Architected around the latest standards, including SOAP, WSDL, and WS-I Basic Profile, this Web service provides the complete set of operations necessary to complete ever-demanding integration projects. As an open Web service, we provide our complete object model, and the API is available to all platforms that support the core Web services standards, including Java, .NET, and Perl.

Out-of-the-box, Salesforce provides powerful APIs such as:

- REST API - Access objects in SoV using REST. The Salesforce Platform REST API lets you integrate with Salesforce applications using simple HTTP methods, in either XML or JSON formats, making this an ideal API for developing mobile applications or external clients.
- SOAP API - Integrate SoV’s data with other applications using SOAP. The Salesforce Platform SOAP API lets you integrate Salesforce applications that can create, retrieve, update, or delete records managed by Salesforce.
- Chatter REST API - Access Chatter feeds and social data such as users, groups, followers, and files using REST. Use Chatter REST API to integrate mobile apps, intranet sites, and 3rd party Web applications with Salesforce. Chatter REST API provides resources for feeds, comments, likes, users, groups, private messages, recommendations, topics, and more. Chatter REST API is on by default in all organizations and editions that have Chatter.
- Tableau CRM REST API - You can access Tableau CRM datasets and lenses programmatically using the Einstein REST API. Using the Einstein REST API you can: Send queries directly to the Einstein Platform; Access datasets that have been imported into the Einstein Platform; Create and retrieve Tableau CRM lenses; Access XMD information; Retrieve a list of dataset versions; Create and retrieve Tableau CRM applications; Create, update, and retrieve Tableau CRM dashboards; Retrieve a list of dependencies for an application; Determine what features are available to the user; Work with snapshots; Manipulate replicated datasets.
- Bulk API - Load or delete large numbers of records. The Bulk API is a RESTful API that is optimal for loading or deleting large sets of data. You can use it to query, insert, update, upsert, or delete many records asynchronously by submitting batches that Salesforce processes in the background.
- Metadata API - Manage customizations in your org and build tools that manage the metadata model (not the data, itself). The Salesforce Platform exposes a Metadata API—a SOAP-based Web Service—that lets you access metadata in the same way you can access any of your Salesforce Platform applications, from any location on the Web.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Brite Systems team implemented a case management solution for the State of Vermont, Child Development Division on Salesforce Lightning Platform. Brite Systems is implementing a modular application for the State of Vermont's Department for Children and Families (DCF) with the functionality of a case and financial management system built on the Salesforce Lightning platform. This application replaces the legacy Bright Futures Information System (BFIS), supports the Child Development Division's (CDD) Child Care Financial Assistance Program (CCFAP),and has the foundational coding to seamlessly integrate with the existing BFIS system and other DCF systems using MuleSoft. The project kickoff occurred on April 19, 2021; this robust system is live from July 2022. We are currently implementing phase II for the project.

- For Vermont Agency of Human Services, we are performing following tasks:
- Robust Case and Fiscal Management System
- Providing High-Quality sustainable services to benefit children and strengthen families.
- Migrates to a unified enterprise cloud-based platform like salesforce with multiple real-time integrations.
- Built an Accounting System within Salesforce.
- Built BRMS for Eligibility determination for the programs.
- Async and Sync Integration with hybrid systems(Cloud/On-Premises)•Digitalize document storage through OnBase
- Document Management Integration
- .Setup OKTA For the State of Vermont onboarding all the 1800 providers, state employee and 10,000 public citizens for SSO

Brite Systems team implemented a case management solution for the State of Vermont, Child Development Division on Salesforce Lightning Platform. Brite Systems is implementing a modular application for the State of Vermont's Department for Children and Families (DCF) with the functionality of a case and financial management system built on the Salesforce Lightning platform. This application replaces the legacy Bright Futures Information System (BFIS), supports the Child Development Division's (CDD) Child Care Financial Assistance Program (CCFAP),and has the foundational coding to seamlessly integrate with the existing BFIS system and other DCF systems using MuleSoft. The project kickoff occurred on April 19, 2021; this robust system is live from July 2022. We are currently implementing phase II for the project.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**9**
Case Management	**18**
Rules Engine	**9**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**• User friendly self-registration enable customer portal • Screening of Application • Flexible Appointment scheduling with agencies • Self-service portal as per requirement**
Case Management	**Case management: • Alert – Using Salesforce out of the box email alerts and notifications • Business Process Management – Workflow based on the requirement. • Electronic Document Management using Onbase integration • Contact Management with Extensive search functionality and potential duplicate detection • Referral Management with automatic assignment of record owners • History Maintenance with Field history tracking and other audit trail features**
Rules Engine	**• Eligibility Rules Engine Verification • Redeterminations features • Renewal & Recertification features**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Our proposed Salesforce solution will include

Case management:

- Alert – Using Salesforce out of the box email alerts and notifications
- Business Process Management – Workflow based on the requirement.
- Electronic Document Management using Onbase integration
- Contact Management with Extensive search functionality and potential duplicate detection
- Referral Management with automatic assignment of record owners
- History Maintenance with Field history tracking and other audit trail features

Customer Portal

- User friendly self-registration enable customer portal
- Screening of Application
- Flexible Appointment scheduling with agencies
- Self-service portal as per requirement

Business Rule Engine

- Eligibility Rules Engine Verification
- Redeterminations features
- Renewal & Recertification features

Sample Assignment Rules:

Sample Business Rule using Vlocity Calculation Matrix

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

We propose a high level USD 7 to 9 Million for IE&E solution and all the sub-modules. Actual pricing will be proposed during the RFP stage.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Salesforce's industry-leading, multi-channel, real-time case management Software-as-a-Service (SaaS)/Platform as a Service (PaaS) solution is an enterprise, multi-tenant, cloud platform that supports the full case management lifecycle and brings all of your data sources together in one connected experience.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Brite Systems is a full-service IT partner specializing in cloud solutions and consulting services. Brite Systems enables our customers by simplifying and solving business challenges through diverse solutions and talented experts. Our employees, customers, and partners work together leveraging technology to significantly impact our community, our nation, and worldwide.
Brite Systems is a Salesforce Crest (Gold) Consulting Partner and Master Navigator for Salesforce Government, successfully implementing cloud solutions for state and federal agencies. This partnership requires the achievement of several milestones to demonstrate our contributions and qualification to represent Salesforce as a preferred partner. These comprehensive, Salesforce-set targets include demonstrating platform knowledge, resource expertise, and high customer satisfaction.
As a Salesforce Crest (Gold) Consulting Partner, Brite Systems has proven our expertise and commitment to exceptional customer success. We have extensive experience developing management systems for a variety of government agencies. Brite Systems has a strong Salesforce team comprised of certified experts possessing more than 200 Salesforce certifications and a wide array of enterprise cloud implementation expertise. We not only focus on hiring and growing expert talent, but on creating a quality relationship with each of our customers. Our customers agree as demonstrated by our high customer satisfaction score of 4.93 on Salesforces' 5-point scale.
Brite Systems has successfully developed Salesforce services for various Federal, State, and Local Clients. Our team's past performance demonstrates our ability to deliver similar implementation services across various industries. We understand the needs of each customer and work diligently to provide a seamless solution.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

With interoperability and the growing importance of data and data sharing Brite Systems adopt this network. We will ensure that we follow the best practices

Some of the key areas that a project management team needs to adhere to while working with multi-vendor projects are as below:

- Communication Set Clear Expectations from the Beginning When Communicating with Suppliers Establish a clear communication path at the beginning of every new relationship.
- Roles and Responsibility Assignment Matrix The assignment matrix identifies what everyone on the multiple vendor projects is responsible for, which means not only what their duties are, but how they participate in the project. Some will have defined tasks, others will offer help with work, while there are some who are designated as decision-makers. These groups all have an identity and function within the project to help guide it towards a successful end.
- Performance Reports Tracking and reporting on performance is intuitive, detailed, and also based on actual team results.
- Issue and Risk Management Risk management includes understanding the size and probability of the loss from possible risks. You can minimize the risk after a successful evaluation.
- Change Management In the Agile development world, change is constant. New non-functional and functional requirements can appear unexpectedly, while established requirements can shift multiple times. A strong Change Management plan should be in place
- Multi-vendor cooperation This approach is meant to improve the efficiency of the enterprise IT infrastructure, based on the fact that particular separate elements are supplied by the top companies. Multi-vendor cooperation plays key role in achieving success
- Implement / Follow a governance structure This helps to organize the structure and process of software development.

Following the best practices Team Brite Systems minimizes and avoid challenges working with multiple vendors.

With challenging situations our Brite Systems team works efficiently with multiple vendors, one of that is Risk Assessments,

For Risk Assessments the key “to-do” for each step is stated below:

1. Identify the risks (threats & opportunities) that could affect the Project objectives
2. Assess the risks in terms of their probability and impact on the project objectives
3. Plan steps to help reduce or avoid the threat, or this could also be to plan to maximize the opportunity if the risk happens.
4. Implement the planned steps

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Denver Regional Council of Governments (DRCOG)
Organization Address 1001 17th Street, Suite 700
Denver, Colorado 80202
Reference Company Name Denver Regional Council of Governments (DRCOG)
Company Address 1001 17th Street, Suite 700
Denver, Colorado 80202
Contact Name Ashley Summers
Email Address ASummers@drcog.org
Types of Industry Government
Period of Performance March 15th, 2022 to December 31st, 2022
Description: Brite Systems team is currently implementing a case management solution for the Denver Regional Council of Governments (DRCOG) on Salesforce Lightning Platform. Brite Systems is implementing a modular application for the Denver Regional Council of Governments (DRCOG) with the functionality of a case and financial management system built on the Salesforce platform. This application replaces the legacy Bright Futures Information System (BFIS), supports the Child Development Division's (CDD) Child Care Financial Assistance Program (CCFAP) and has the foundational coding to seamlessly integrate with the existing BFIS system and other DRCOG systems using MuleSoft. Brite Systems integrated and configured OKTA for identity and access management as part of this project.

Reference 2 Detail
Reference Company Name: State of Indiana, Department of Child Services (IN DCS)
Company Address: 302 W Washington St #E306
Indianapolis, IN 46204
Type of Industry: Government
Contact Name: Troy Barnes
Contact Phone Number: (317) 447-8044
Contact Email Address: troy.barnes@dcs.in.gov
Description of system(s) implemented: Developed by Brite Systems, Enlite is an innovative case management system built on the Salesforce Lightning platform. This is the largest Salesforce implementation for State of Indiana government with serving approximately 20,000 users across more than 30 roles including State stakeholders, program managers, family social workers, children, and families across the State of Indiana. Prior to the Brite Systems partnership, IN DCS used a 20-year-old legacy system. The outdated system made it difficult for family social workers and supervisors to complete their daily tasks efficiently.
Enlite has enabled IN DCS to securely document home visits via a HIPAA compliant solution, communicate via streamlined channels, share cases seamlessly across department, immediately access vital information – all on one user-friendly system.
Brite Systems enabled a user-friendly online data entry interface, mobile capabilities, site to site transfer, as well as other valuable new features. Enlite allows IN DCS to take a proactive approach rather than risking a delayed response that could forever impact the life of a child. The improved services provided by IN DCS translates to improved quality of life for Hoosiers. Brite Systems has been supporting and enhancing Enlite in an additional contract since the go-live in February 2019.
Brite Systems successfully implemented the most extensive Salesforce System for the State of Indiana. After the implementation, we have been successfully managing the system by incorporating new features. We have upgraded multiple forms to Lightning Flow. We built a help desk system for users to file support tickets inside Salesforce, enabling all our support staff and system users to interact and troubleshoot issues rapidly. The training and tracking module we built helps users to be compliant with all the training requirements.
On every Salesforce engagement, our goal is to use out of box features and tools sets with less than 10% customization. We built this large Salesforce system for Indiana DCS with 95% out of box Salesforce configuration. While Salesforce advocates 75% code coverage for Apex code deployments, we maintain 90% code coverage. We assure similar superior services throughout all our engagements to provide sustainable solutions
Date of Implementation: Implementation: September 1, 2017 – September 1, 2019
Go-Live: February 27, 2019
Support and Maintenance: September 1, 2019 – September 2024

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

If vendors do not work as a team to complete the project successfully, this will lead more to a “blaming-game”

1. Roles and responsibility assignment matrix (RAM) of each key team member of different vendors are clearly defined.
2. Hold regular “war room” session to trash out all issues and also to be on the same “boat” of the project progress

Teams of the vendor who are not transparent tends to create a wrong perception to the client This happens when the said vendor has the higher authority then the others. (ex : PMO reporting to customer or board of directors)

1. Need to make sure the status report from the team is not adjusted or changed by their respective PMO when reporting to customers as not all vendors will be present during a said meeting
2. Each vendor should hold a regular review on the project with the presence of the PMO but chaired by the customer top management.
3. Handover process of a project or a particular deliverable are not clearly defined

Clearly defined the handover process such as :

- Have regular meeting with the new team
- Make sure the project information is up to date
- Involve the new team in all communication at early stage
- Prepare a project handover checklist

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

1. Full scope may not be finalized
2. Since mainframe works in monolithic way we may face difficulty in rewriting the code
3. Needs a clear and complete definition of the whole system before it can be broken down and built incrementally. Otherwise rework in completed modules may happen / retest of the application
4. Needs good planning and design before breaking into modules.
5. Total cost will be higher

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

1. Scope of the modules
2. Integration / interaction points between modules
3. Process Flow of the modules

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

1. Clear Vision of the State for every module with timeline
2. SME to work with design /development / implementation team.
3. Involvement of UAT users in all the phases of SDLC
4. Identifying the priorities between the modules
5. Clear defined Communication channels between State and Project team.
6. Information regarding Governance model
7. Objectives of the solution
8. Policy definitions for every phase of SDLC

#2

COMPLETE

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Page 1: Introduction

Q1

Please enter your organization's contact details

Name	**Rich Morris**
Company	**InRule**
Email Address	**rmorris@inrule.com**
Phone Number	**720-626-8343**

Q2

How does your product meet the high-level needs outlined above?

For more than 20 years, InRule has been focused on providing a best in breed business rules engine. We are SaaS first, but can support self-hosted or on premises deployments. Many states use InRule, either contracted directly, or through SI partners, to drive the very outcomes and capabilities described in your overview. While we are focused on the digital decisioning and intelligent automation components, we are the vendor of choice for other IE&E modernizations because of our ability to integrate with other technologies and partners in your ecosystem.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

By taking ownership of its rules, states like Vermont advance their modularity standard maturity. The business rules for each module stand apart from the code. System integrators only need the modules to interact with the rule service that the state defines.
By empowering Vermont to own its rules, InRule provides unprecedented control of business
logic, greater transparency for rules in use and better continuity of care. InRule gives the states greater independence, lessening dependence on SIs and therefore saving costs.

Q4

How do the elements/features of your product exemplify user centered design?

With its ‘author first’ approach, InRule helps both technical and business authors write and manage decision logic, improving accuracy and consistency of determinations and ensuring regulation complexity is consistently actionable, agile, and auditable.
InRule is a decision platform that will enable Vermont to automate and change decisions and business rules in applications without the programming effort. It empowers technical and business users to integrate predictive logic with automated decisions. InRule makes enterprise decisions more transparent by isolating business logic and predictive outcomes from application code. The platform helps business across industries deliver personalized, highly complex, and contextually rich experiences, whether making benefit eligibility determinations, originating loans, managing clinical trials, or detecting fraud. InRule creates a single source of truth that allows enterprises to quickly adapt to competitive threats, changing regulations, or shifting market conditions. It enables organizations to improve operational efficiency and execute billions of mission-critical decisions anywhere for flexibility and scalability — on-premises, in the cloud, or on the edge.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

Integrations with other platforms are available out of the box and also further configurable.
Rule authoring and application architecture are configurable which can be supported by our Professional Services or other SIs that have delivered similar modernizations for other states.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Decisioning is not a solution, rather a platform. InRule is implemented in 25+ states in agencies embarking on modularity in Eligibility, Child Welfare, Child Support, MMIS, etc.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**0**
Case Management	**0**
Rules Engine	**3**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**more info needed to answer**
Case Management	**more info needed to answer**
Rules Engine	**more info needed to answer**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

InRule can integrate with sub-modules built outside the Case Management, Customer Portal, etc.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

InRule's pricing model would require additional discussions about the outcomes Vermont expects to drive, but similar states invest up to $200-$300K per year to deliver these capabilities for its staff and constituents.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Answering specifically from a rules platform perspective, users will have access to many tools such as our authoring tool and web catalog manager for managing environments and rule sets. Some customers leverage our workflow automation tools and explainable AI and Machine learning tool sets.

As a SaaS deployment, InRule uses Microsoft Azure for a deployment platform. We provide REST endpoints for easy integration.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Some of the factors that our clients cite for choosing and remaining with InRule include:

- Author-first approach,
- Flexible deployment options (SaaS, PaaS, IaaS, on-premises, serverless, etc.)
- Powerful execution (complex algorithms, etc.)
- Unique ability to provide Process Automation, AI/ML capabilities etc.
- Empowerment of Business Users
- Auditing, reporting, and metrics capability

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

Our most successful partnerships start with a shared common vision and definition of success.
We like to get involved early to assist with best practices for rule architecture and implementation.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Integrators often tend to go with what they know; hard coding items that should be implemented in InRule. By doing so they hamstring the very power of a business rules engine, limiting adaptability and nimbleness driven by business users. This can be overcome by bringing all partners to the table early in the process. This often involves leveraging InRule's professional services team for best practices in rule authoring and architecture, or at the minimum, close collaboration with InRule, Vermont and the SI.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

We have out of the box integrations with several platforms. For instance, we have built a plug in for Salesforce. We also have a robust API to connect to. We foresee no problem integrating across platforms that can call REST APIs.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

No real challenges if you can call API (e.g. Rest) or export data to any relational database.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

The key inputs for our licensing model would require a sense for:

- Anticipated number of business rules,
- number of individuals who will create/maintain rules,
- number of rule transactions per hour.

We are licensed on an annual subscription basis and your choice of SaaS, self-hosted, or on prem will not impact costs from InRule. Some clients budget annual professional services hours for “health checks” to ensure best practices are being maintained and to accelerate innovation projects.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

From our experience, the most critical elements are defining and aligning on the vison and objectives with all partners and providing early and consistent partnership with the SMEs.

#3

COMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Tuesday, November 01, 2022 1:55:57 PM
Last Modified:	Tuesday, November 01, 2022 2:03:41 PM
Time Spent:	00:07:43
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Page 1: Introduction

Q1

Please enter your organization's contact details

Name	**Neil N Ramgoolam**
Company	**Diona U.S. Inc.**
Email Address	**neil.ramgoolam@diona.com**
Phone Number	**3053316180**

Q2

How does your product meet the high-level needs outlined above?

Diona's products deliver on key "customer-focused" aspects of a modern integrated eligibility and enrollment system, and complements the other IE&E components (Case Management, Portal, Rules Engine) as an important module in achieving success in engaging customers. We enable the native mobile channel that maximizes uptake and usage by the customer population, enabling the benefits desired in a customer-focused approach to modernizing Integrated Eligibility & Enrollment. The native mobile channel is enabled using Diona Mobility solutions which are best of breed native mobile apps, purpose built for health and human services. Diona's mobile apps are true products - ready 'out of the box' (OOTB), and are implemented using our configuration vs. code approach to the projects. We pay special attention to data security and privacy in the mobile channel, and data is encrypted in transit and at rest even on the mobile devices.
We agree a that portal is important, however, customers will not regularly log in to a portal, contrasted with the Diona mobility solutions that enables the agency to push notifications (notice, updates, program messages, etc.) to the customers mobile devices via the native mobile apps. e.g. Notifications regarding appointments, recerts, requests for documentations, etc. can be pushed to customers mobile devices, and all in a very user friendly and easy respond manner. Our app store ratings (iOS and Android) for our customer implementations are consistently averaging very high, validating the acceptance by the customer population. Native mobile apps are an important complement to the portal. For example, Diona's experience with our customers has informed us that between 55% to 75% of all customer online traffic with a department providing benefits actually come from the native mobile channel, vs. the portal.
Diona's products have supported successful IE&E citizen engagement project implementations covering programs including TANF, SNAP and Medicaid. Diona Mobility is commercial off-the-shelf (COTS) software that is readily configurable with our provided Configuration Manager to enable quick deployment of our next-generation best of breed mobile systems of engagement for customers and employees, enabling the introduction of new capabilities to back-office systems. Diona Mobility is designed to work with existing case management systems and can be introduced at any stage of a legacy system upgrade or replacement project, or introduced when no upgrade or replacement is planned. It supports mobile devices such as tablets and phones across Apple iOS and Android operating systems. The rapid evolution of devices such as mobile phones and tablets is transforming the world and affords unprecedented opportunities for Health & Human Services agencies to improve how they deliver services and share information with their customers and employees. Our native mobile channel approach helps drive immediate business value, while minimizing risk through using our well proven low / no code 'out of the box' mobile solutions approach for customer engagement. Portals are a necessary component in a modernization project, especially when it comes with rules engine capability, but without a native mobile channel the user experience leaves a significant gap in delivering customer focus that delivers a meaningful 'channel of customer choice' that is easily accessible and mobile-friendly. Our experience has shown that only providing a customer portal that is a "responsive web design" is not enough to deliver the best level of engagement and user experience for customers. An important and differentiated capability with native mobile apps that should be noted is the ability for the agency to reach out to your customer's mobile device (push notifications) to provide timely, clear, and concise notifications of eligibility and enrollment information and appointment details, all the customer’s preferred channel and language.

Diona Mobility suite of solutions for health and human services (HHS) is a key a modular component of an integrated eligibility and enrollment (IE&E) modernization effort as it delivers a key component, engaging customers in a new and automated way. As example: 'Access NYC' is New York City's Human Resources Administration's (NYC HRA) well executed implementation to serve over three million customers on TANF, SNAP, Medicaid and other benefits programs using the Diona Mobility suite of solutions. Our solutions can support AHS's needs across multiple programs, and future proofs your investment. Diona's extensive experience in deploying the customer engagement components of production integrated eligibility and enrollment systems informs us that that a well-designed 'native mobile channel" is key to successfully realizing the agencies goals of engaging customers in a transformational and customer-focused way. Our products supports the mobile devices already in the hands of your customers, and are key to a rich and meaningful customer engagement experience that is transformational for both the customers and the agency staff. The Diona Server handles the integrations with systems of record (SoR) and applies business rules to the bidirectional data exchanged between mobile devices and SoRs.
https://www.diona.com/new-york-city-customer-page

Diona's mobile simple, user-friendly solutions are developed with significant investment in user-centered design and provides a best of

breed experience for users as our clients can attest to. Using the Diona Server's enterprise class and scalable capabilities, our mobile solutions can be procured and implemented on a modular basis. Optionally, our Diona Server can be integrated with the existing back end IE&E systems, and once modernization is completed with the new IE&E system, it can be repointed to the new system. What this provides is the ability to realize immediate business value, i.e. deliver quick wins, and minimize risk in the overall implementation. This modular approach accelerates the benefits realization for the customer and the agency. It is advisable for the native mobile channel to be identified as a separate sub-modular component in an RFP.
https://www.diona.com/diona-self-service

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Yes, Diona Mobility solutions are compatible and interoperable as part of a modular system. Diona Mobility solutions integrates with a broad range of back end systems (case management, portal, document management, rules / workflow engines) as a modular component of the overall system to provide a cohesive, client-oriented view of integrated eligibility benefits including but not limited to SNAP, TANF and Medicaid.
The Diona Mobility solution exposes bi-directional interface points to integrate with various systems of record (SoRs). These interface points are known as operations. Each operation exposed by Diona Mobility relates to functionality available in the mobile apps, for instance listCases to display the Diona Mobile Self Service Cases screen. All the operations and data objects are described in a Diona Mobility Data Dictionary shipped with Diona Mobility such that partners and customers can understand the integration points.
Within the Diona Mobility Configuration Manager, operations are configured to point to one or more SoRs. The SoR configurations define the mechanism by which the operations associated with that SoR will be implemented. This allows different business data to be retrieved from different systems – for example, from a case management system and a document management system. This configurable and interoperable capability is key when delivering a system of engagement for an IE&E solution because the information will be mastered in a range of different systems/modules, and the mobile solution will need to retrieve from a number of them at any given time.
To further enhance interoperability, there are four integration approaches for implementing operations:
>SOAP/XML Web Service
>REST/JSON Web Service
>Apache Camel/Java
>Batch/JavaScript

Each Diona Mobility customer determines the integration style they wish to use and maps the operations they will use to the systems that master that data. This architecture allows Diona Mobility solutions to adhere to various interoperability and integration standards while providing the mobility solution with the data it requires to succeed as a system of engagement.

Delivering cross-module interoperability requires staff that are highly knowledgeable of the products that are being integrated. Diona would make Diona Mobility product experts with many years' experience implementing large scale human services systems available to AHS to address this need.

Q4

How do the elements/features of your product exemplify user centered design?

User centered design is at the heart of delivering meaningful mobile solutions. People’s smartphones are highly personal devices. Diona's design philosophy centers around enhancing the point of engagement – that moment in time when an individual pulls out a mobile device to get what they want immediately, in context. The two key questions we continue to strive to answer are “what benefit information does the client need access to right now?” and “how can we leverage modern user experience design and the capabilities of mobile devices to enhance their experience when interacting the human services in this mobile moment?”
Our approach to the design process follows the principles of Design Thinking and involves iterative design cycles that involve Playbacks with users. Our user centered design does not stop when we ship the product. Diona has worked closely with customers when piloting and rolling out solutions in New York City and Arizona to ensure that we learn from our end users and make informed refinements where required. Diona also works closely with customers when undertaking UAT and work to facilitate real end user testing prior to the roll out of client facing solutions.
The designs of our mobile solutions adhere to the Apple Human Interface Guidelines and Google Material Design UX standards defined for the Apple and Google mobility platforms. This ensures that the application navigation, flow and behavior are consistent with what users have experienced with other standards based apps, which makes the Diona Mobility apps intuitive and easy to use. This adherence to platform standards also ensures that the apps are readily accepted into the App Stores.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

Some vendors offer mobility platforms that provide frameworks for developing custom solutions. Diona is different, offering solutions fully designed, built and ready out-of-the-box, and are highly configurable and are consistent with a “Low-code”, highly configurable modular development approach. The vast majority of customer modifications are enacted via configuration as opposed to writing code. These configurations are stored in the Diona Mobility Data Store and modified using the Diona Mobility Configuration Manager.

The Diona Mobility Configuration Manager is a web based configuration tool that comes packaged with Diona Mobility solutions and is used to configure a comprehensive range of application and system level properties, including but not limited to:
>Business configurations e.g. which user functionality to display, layout, and the types of documents that can be uploaded within Diona Mobile Uploads and Diona Mobile Self Service apps
>Integration configurations to map particular business functions to the systems of record that the mobile solution communicates with to retrieve and modify data
>Technical configurations such as session timeout values, security, auditing and system logs

The configurability of the Diona Mobility solutions means that change can be affected quickly, and are automatically pushed out to the mobile devices upon logging on. This lends itself well to the rapid development models and short sprints commonly found when using an Agile methodology.
Diona Mobility software solutions also include configuration to disable functionality at a business function level such that certain functions are not available within the mobile app. This supports a development model where user stories are delivered in sprints or iterations. Specific functions can be disabled initially, and a user story can be used to track the mobility solution configurations and integration code required to deliver that user story in a particular sprint. This approach has been used successfully on Diona Mobility projects, as examples: in New York City, Arizona and North Carolina.

In summary, the Diona Mobility solutions provide extensive mobile functionality out-of-the-box. Customer feedback may inform new functionality enhancement requests, but those occur are typically minor and are taken on as broad product enhancements across the customer base, vs. the project taking on customization and major development efforts. The amount of configurability required really depends on what changes from the default out-of-the-box settings a given customer wishes to implement, but typically this is very minimal and easy to achieve with Diona's Mobility Configuration Manager. Integration to systems of record is where efforts requiring customization can occur, depending on the types and quantities of SoRs in the environment.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Yes, Diona has implemented our modular Diona Mobility solution components for customer-focused IE&E projects in other jurisdictions with similar modular bundle approaches. As examples:
Diona has worked with the New York City (NYC) Human Resources Administration (HRA) since the start of 2014 and implemented Diona Mobility mobile solutions for enhancing customer engagement. HRA delivers over 12 major social programs to over 3 million New Yorkers, including 1.4 million SNAP and TANF households.
In Washington D.C., Diona addressed the District’s need to modernize how its customers interacted with the SNAP, TANF and Medicaid programs, especially becoming a high priority through COVID when it was important to keep physical interactions between the customers and the agency to an absolute minimum. Diona Self Service and Diona Uploads mobile solutions were implemented and are addressing the need for customers to engage the agency remotely, effectively, and efficiently.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Respondent skipped this question

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Respondent skipped this question

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

ANSWER TO #7 As a provider of mobility solutions, we provide our response with that lens. The AHS "customer experience" module contains multiple sub-modules. Within the Portal is the Self Service portal itself. We further distinguish the Self Service portal, i.e. the web presence, from an important 'channel of choice', customer self-service access from their mobile devices - smart phones and tablets using native apps on Android or iOS. This 'native mobile app channel' is the transformational channel of choice for customers as evidenced by the volume of traffic we've seen in our various agency implementations.

From a sequencing perspective, the native mobile channel, using traditional thinking, can be implemented as part of the rollout of the Portal / Self-Service Portal sub-module. However, there is an opportunity for an 'early win' by implementing this native mobile channel well in advance of the portal or perhaps even the overall modernization project. Diona Mobility solutions supports quick implementation by integrating with existing legacy systems, and provides you with the opportunity to deliver immediate business value to various stakeholders, especially your customers. For example, Diona implemented a similar native mobile channel project for one of our clients in seven months. Assuming an early adoption approach, at a future date when the overall IE&E modernization project and the Self-Service Portal is completed, the Diona Mobility solution can then be redirected to work the newly implemented system. If an early adoption native mobile channel approach is taken, the agency's web site can be leveraged to promote the use of this channel, along with other promotional avenues. This approach provides rapid business value and early wins, while protecting your investment longer term. However, it all comes down to the agency's priorities and the desire for a 'quick' or 'early' win with the customer population.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

A good example of the effort typically required to implement a Diona Mobility solution is the work we did to address agency needs, similar to AHS, at NYC HRA. At NYC HRA, the Diona Self Services solutions was implemented in 7 months with a small team. From a licensing perspective, Diona operates both a perpetual licensing model, and a cloud based software as a service (SaaS) model for all our Diona Mobility solutions. Customers can either decide to pay an upfront license fee with annual recurring support fees, or ongoing recurring rental fees. We are also flexible enough to provide combinations of the licensing models depending on the customer's requirement. A customer may wish to procure one Diona Mobility solution under a perpetual license model, but procure a different Diona Mobility solution under a SaaS based pricing model. This can be extremely flexible for customers.
Our perpetual license model is a per-user based pricing model. A Diona Mobility solution for caseworkers is licensed based on the number of caseworkers using the solution. A customer-facing Diona Mobility solution is licensed in bands, typically in ranges of 0 to 500,000 clients, 500,000 to 1,000,000 clients, etc. to reflect the number of citizens/customers an agency serves.
Support for Diona Mobility solutions licensed under a perpetual model is 20% to 22% of the license fees paid on an annual basis. Volume discounts apply across all solutions depending on the number of users licensed and the scope of use, as well as the total number of solutions licensed.
Our SaaS based license model is essentially a monthly rental model based on a monthly fee per user, or in the case of customer-facing solutions, the band of clients covered. Support is included in the monthly fees. Again, we provide volume discounts based on the term of the SaaS contract, number of users and scope of use, and total number of solutions licensed.
In addition to the Diona Mobility licenses, Diona also offers hosting and implementation services. Hosting fees are typically monthly and are determined based on the number of environments and overall capacity needs, which are driven by the number of users and the amount of data. Implementation services tend to vary significantly based on the natural of the implementation, the number of solutions, the complexity of the integration, the split of work between the customer and Diona, and the overall roll out approach. These types of factors are accounted for when defining an overall implementation plan, either working directly with an organization, or as part of a solicitation response. For more detail, these factors include items like:
>Requirements that cause deviations from the out-of-the-box solution(s)
>Number of systems of records (SoRs) that need to be integrated with based on the scope of use of the Diona Mobility solutions and the required data
>Accessibility of the system of record data (i.e. existing APIs, batch only, no data currently exposed in anyway, etc.)
>Approach for leveraging the Diona Mobility Data Store, if necessary
>Availability of servers for installing and configuring the Diona Mobility software, if not hosted
>Number of overall pre-production environments required based on agency specific project standards
>Testing approach based on agency specific project standards (integration, performance, security, app scans, user acceptance)
>Implementation approach and roll out strategy, including app distribution

Diona would welcome the opportunity to further discuss AHS' IE&E system initiative in order to provide high level cost estimates.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

For context in our response, Diona's solutions for IE&E is based on enabling a 'native mobile channel' that significantly enhances the effectiveness of the Customer Portal, as is proven out by our client implementations, e.g. in NYC, D.C.. In our experience, approximately between 55% to 75% of all customers online traffic comes from our native mobile apps on devices, vs. responsive web customer portal access on the mobile devices or access from desktop / laptop computers. We provide Diona Mobile Self Service apps that work on iOS and Android mobile devices which customers can use for self-service, including but not limited to; submit applications and supporting documentation, receive agency notices, updates and multi-program messages, and deal with renewals / recerts, and payments. In the following, we describe the technology and components we use and support as part of our overall Diona Mobile Solution for Self-Service.

DIONA MOBILITY SERVER
The capability of the Diona Mobility solutions is powered by the Diona Mobility Server. The Diona Mobility Server is the engine that facilitates communication between the mobile apps used by clients and the various other IT systems that the mobile solutions are commonly required to integrate with – such as the case management systems, portal, enterprise rules engine, document management systems and other supporting systems found within a human services IT ecosystem. In the AHS context, the Diona Mobility Server is the capability that will plug the client facing mobility solution into the wider modular IE&E system. The Diona Mobility Server leverages best in breed, open technologies including Node.js and MongoDB, and has a proven track record of being integrated in a secure, performant and compliant manner.

Diona Mobility Technical Architecture
The Diona Mobility Server is highly scalable, using a Node.js run-time environment as its execution platform. Based on the Google V8 JavaScript engine, the single-threaded, non-blocking nature of Node.js transactions is highly scalable, both horizontally and vertically. Horizontal scalability is achieved by deploying the Diona Mobility Server on a number server node behind a load-balancing component. Vertical scalability is achieved by having multiple single-threaded Node.js instances running on the same multi-core processor server. Node.js is a particularly good fit to power the Diona Mobility Server responsible for ferrying data back and forth between the mobile app as a system of engagement and the various back end systems that will comprise the AHS modular IE&E system.
Diona appreciates that each organization is different and has different capabilities and systems to store different kinds of business data. As such, the Diona Mobility Server uses a configurable set of systems of record to abstract business functions from where the data resides. This means that for various types of information, the Diona Mobility Server can be configured to retrieve it from different service end points, or from its own local data store.
MongoDB is used as the Diona Mobility Data Store. MongoDB is a document orient database that is secure, lightweight and highly scalable. MongoDB can be easily replicated for data backup and availability, and can be integrated with reporting and business intelligence tools. In the AHS IE&E system context, it is likely that the data stored within MongoDB would be limited to configuration data, local representations of user accounts, and audit and logging data. This is because the IE&E system will involve benefit delivery and document management systems of record that will manage all the case and client information.
The Diona Mobility Server can be entirely implemented and hosted in the cloud (Azure or AWS for example) and licensed under a SaaS software license model as the preferred model of choice. However, if a client prefers, an on-premise client implementation option is available.

MOBILE APPS (customers)
The Diona Mobility software suite includes a range of mobile apps OOTB that are deployed to smartphones and tablets to serve particular user types and use cases. Our self-service apps are typically distributed to customer users via the iOS and Google Play app stores. The apps are native, purpose built mobile apps developed using the software languages specific to the iOS and Android operating systems. This allows the solutions to interact directly with the operating system to access memory, store data in specific controlled locations in secure ways and support complex mobility use cases. Using native code, the apps can leverage the capability of the mobile operating system and mobile device to the highest extent possible and ensure that the mobile solutions are as secure, stable and maintainable as possible. This is particularly important when undertaking more memory intensive tasks such as compressing and uploading a sequence of images that represent a document have been captured using a smartphone.

As previously discussed, the Diona Mobility mobile apps are designed based upon the specific design standards defined by Apple and Google in relation to their respective operating systems. Leveraging the operating system design and user experience standards makes the mobile apps highly intuitive to users that are familiar with that mobile platform and reduces the effort required to train users in how to use the apps.
The Diona Mobility apps (such as Diona Mobile Uploads and Diona Mobile Self Service) interact with the Diona Mobility Server using a set of exposed REST/JSON interfaces that execute purpose built business functions for each app. The business functions are built on top of a server-side technical infrastructure layer that delivers common services required by all the Diona Mobility solutions.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Diona is well differentiated in the market as a provider of purpose built HHS native out-of-the-box mobile solutions for both employees and customers of the agency.
Our vision for enabling a mobile channel differs from the approach of many vendors. Many vendors suggest that mobile support can be provided by responsive web design on the customer portal, vs. native mobile apps, or by offering mobility platforms that provide frameworks for developing custom solutions.
Some IT leaders think that compressing their web site onto a tablet or phone is providing a mobile solution. But mobility is a transformative technology. It requires new approaches and new ways of solving problems. Mobile solutions have their own grammar and culture, and when done right can offer solutions that were unimaginable before. Diona employees have hundreds of years of combined domain expertise in providing solutions for Health & Human Services agencies, and our company has made a large investment in developing depth of features and coherence of vision for our mobility solutions.
Based on open standards, Diona Mobility solutions connect with prior investments by agencies in back-end systems of records, giving them new value by introducing new service options and capabilities based on an agency’s appetite for change, via incremental improvement or as part of an end-to-end system enhancement or replacement.

Lastly, adopting mobile platforms that provide frameworks for developing custom solutions vs. adopting an out-of-the-box native mobile solution approach creates risk (short and long term) and additional costs for an agency. Diona has been building out-of-the-box mobile software solutions for HHS over a decade now, and agencies can take advantage of our innovation and experience to fast track mobile self-service implementations that enables 'customer-focus' in their integrated eligibility and enrollment projects. Our approach is well proven, differentiated and provides rapid implementation times, as evidenced in our customer implementations.

Diona's out-of-the-box mobile solutions provides AHS the most effective means to deliver a native mobile channel by using Diona Mobile Self Service and Diona Mobile Uploads.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

One of the main considerations with a modular approach to implementing a modern IE&E System is the multivendor dynamic in the project. A vendor providing a module or sub-module will have the best knowledge and skills to implement their specific solution in the most effective and beneficial way for the agency. It is important for the module vendor to have an unfiltered voice with AHS, even though there may be a systems integrator with overall responsibility for the project. This would ensure that AHS is a critical part of decision making on the project to ensure maximum value from the module investments is realized.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Diona's services team has a wealth of experience working with Systems Integrators responsible for cross-module integration and interoperability through our Diona Mobility implementations and our other human services consulting. As examples:
In New York City, Diona partners with Accenture, providing product consulting and systems integration capabilities to support Accenture in their delivery of the Virtual Client Services Center, which integrates Diona Mobile Uploads, Diona Mobile Self Service, IBM Watson Health (now Merative) Cúram, IBM FileNet and IBM Integration Broker with a host of legacy systems to deliver a modular client facing solution for integrated eligibility.
In North Carolina, Diona collaborated with IBM Watson Health (now Merative) , providing the mobility solution aspect of the NC FAST Child Welfare initiative which involves integration with a host of enterprise modules.
In Minnesota, Diona is working with the Minnesota Department of Human Services and a range Systems Integrators to coalesce and harmonize the integrations between the State's Health Care Reform and Integrated Eligibility systems.
Delivering cross-module interoperability requires staff that are highly knowledgeable of the products that are being integrated. Diona would make Diona Mobility product experts with many years' experience implementing large scale human services systems available to AHS to address this need. In our experience, another requirement is strong governance and executive sponsorship. Processes need to be put in place to make decisions about how modules will fit together, and executive buy-in to leveraging products out-of-the-box is required to avoid excessive customization.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

During the procurement process and evaluation, Diona would suggest that AHS place importance on the proven interoperability of any modular products in order to ensure the most flexible and interoperable solution components are chosen as part of the overall AHS IE&E system.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

While the overall answer to this question is best addressed by systems integrators with oversight across the entire IE&E modernization project, Diona has a point of view from the mobile native channel perspective. Diona Mobility solutions may be implemented early in the project by integrating with legacy systems, including mainframes, as part of an incremental approach. This approach would enable AHS to realize and demonstrate business value in the overall modernization effort much more rapidly (in months), delivering the customer native mobile channel while having the flexibility to redirect the mobile solution to the new system as it is completed for production release.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

The following are some of the factors to consider that can influence costs and timeframes, and would be helpful in an RFP:

AHS IT STANDARDS for production systems that may exist, e.g.:
> Description of and agency mandated standards for production system environments (Development, Test, Production (including expected availability and redundancy)
AHS STATED PREFERENCE FOR INFRASTRUCTURE ;
> Cloud - include any existing standards or vendors (Azure, AWS, etc.)
> On-Premise - if this is preferred, state the availability of hardware to accommodate the solution
AHS STATED PREFERENCE FOR ONGOING MAINTENANCE AND OPERATIONS MODELS;
> Knowledge transfer to staff to maintain the system longer term
> AHS existing vendor provided ongoing maintenance and operations
> AHS Systems Integrator, for the IE&E project, to provide the ongoing maintenance and operations
AHS PREFERENCE FOR SOFTWARE LICENSING, E.G.
> SaaS software product licensing model
> Perpetual software product licensing model & annual maintenance
AHS USER COUNTS
> # Customers served on the various programs by the native mobile channel, i.e. the size of the population served by the target benefits programs.
> # Internal agency users
> # and list of Forms anticipated as targets to be implemented for a given channel of customer choice (e.g. native mobile channel) and their level of their complexity.
AHS SYSTEMS OF RECORD (SORS)
> A list of the SoRs the mobile solution will need to integrate with and the types of integration capabilities they have.
AHS TRAINING
> AHS preference for delivery of training. e.g. Train the Trainer with AHS staff largely providing user training, or the expectation for the vendor to provide all training as appropriate.

These are some of the main considerations from a mobile perspective with respect to sizing and costing.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

The principal challenge on an enterprise mobility IE&E project is generally the planning, design and implementation of the integration code that plugs the mobile solution into the systems of record that contain the information it is to retrieve for display and modification. Regardless of the SDLC employed, this work needs to be planned and executed carefully in a collaborative manner with AHS. Diona have a proven methodology and range of technical capabilities to reduce the risk in relation to this undertaking, informed by successful integration projects on both modern and legacy case management and eligibility systems in New York City, Arizona, D.C., and North Carolina, as well as a number of other jurisdictions.
The vision is important and should be articulated and supported by leadership. Leadership should be made aware that the success of a customer facing channel of engagement, such as AHS is contemplating in the IE&E project, is the level of uptake and adoption of the solution with the customer population. Strong uptake is when the real business benefits are realized. Successful implementation is important, but so is the success of the promotional activity that drives customer uptake. AHS should factor this into it's planning and review best practices from other jurisdictions. Diona has experience working at agencies having great execution of the promotional activity. The approach to avoid is 'if we build it they will come'.
Lastly, with this new channel of automation to engage customers, there is an opportunity for a transformation at AHS that can bring efficiencies in processes at the agency. From the mobile perspective, there should be some discussion and planning to understand what the 'art of the possible' could look like, and this should inform business process transformation at the appropriate touch points to maximize the efficiencies realized by AHS. Diona business analysts will would engage with available AHS SME's who have understanding of the current processes, in addition to other stakeholders that will be affected positively by the transformation.

#4

COMPLETE

Collector: Web Link 1 (Web Link)
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Time Spent: 00:11:15
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Page 1: Introduction

Q1

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Name	**Brad MacDougall**
Company	**CGI Technology and Solutions Inc.**
Email Address	**brad.macdougall@cgi.com**
Phone Number	**978-494-7601**

Q2

How does your product meet the high-level needs outlined above?

CGI is a globally recognized systems integrator and takes a technology agnostic approach. We have experience with multiple platforms to build solutions that meet our customer's needs. CGI is prepared to support the State of Vermont's modular approach to the development of a user centric designed system focused on improving the State of Vermont's impact on healthcare outcomes for residents and easing the burden on state employees that oversee the systems.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Yes. CGI's capabilities include all major platforms and SaaS providers to ensure that the modernized system is designed for the future business needs and integrity of the data, while providing security and improvements to the overall system for end-to-end interoperability.

Q4

How do the elements/features of your product exemplify user centered design?

CGI's human center design team's primary focus is ensuring a user centric design. CGI human center design thought leadership, especially our work in government, ensures that the design and implementation of every system considers the impacted residents, state employees and all providers that engage with the system. We achieve these goals through rigorous best practices and CGI's approach to design that prioritizes accessibility for all.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

CGI’s approach on platform development is to stay as close to “out of the box” functionality as possible. Our solutions are configurable in nature and we restrict customization due to the challenges of maintaining and managing solutions that are heavily customized.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

CGI’s solution set and offerings are more recent than the IE&E solutions implemented a decade ago.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**6**
Case Management	**6**
Rules Engine	**6**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**6**
Case Management	**6**
Rules Engine	**6**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Depending on the final solution choice and requirements established by the state, CGI is prepared to implement a solution that address these issues. Additional discussions with the state or additional information through the procurement process would help to address the functionality that the State of Vermont is seeking.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

It is difficult to estimate this answer at this time without fully understand the functionality Vermont is seeking through a procurement process. Based on additional information in the RFR, CGI would be in a position to provide this information.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

CGI has experience with multiple platforms and tools depending on Vermont's specifications. These platforms can be Salesforce, Microsoft, Cardinality, etc. and will be dependent upon your needs and familiarity with the platform and tool sets. These determinations are made once the specifications are identified in a procurement document.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

As a global firm and national practice that focuses on solutions that delivery complex management consulting and information technology programs, CGI has expertise and broad reach to address the many challenges that can occur within a large project that spans multiple years.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

CGI would strongly encourage the development and utilization of an enterprise Project Management Office (PMO). CGI has deep understanding and experience managing highly complex projects and programs, where an E-PMO has been critical factor of our combined success. This function is critical to ensure program communication, manage and communicate risks, identify and resolve issues and constraints, and potentially mediate among vendors.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

In CGI's experience, we have seen situations where an internal group as you describe works fairly well and seen situations where it has not worked well. A key factor to success comes down to governance and how engaged the systems integrator is. A key factor for long-term success is ensuring that the state is engaged, providing research and providing final decision making. The state needs to be the conduit and bridge to ensuring that various modules and deliverables provided by different strategic partners are aligned.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

In CGI's experience, a key factor to success will be the state's leadership of key strategic partners to ensure interoperability.

The State of Vermont should ensure consistent leadership and staffing to make sure that expectations, accountability regarding to data sharing, and understanding of risks are understood. This will ensure that from the start of legal contracts that the state is in a position to ensure that all parties are fully aware of their responsibilities.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

The challenges and considerations could include mapping data, cybersecurity, and coordination with any other existing vendors that are working on various parts of the system. The state will want to make sure that appropriate businesses leaders and SME's are available to support work related to the mainframe. The state will also want to make sure to consider the budgeting process and costs associated with maintaining multiple systems during the implementation and prior to retiring of any old systems.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

Information that would be most helpful would include details regarding interfaces, technology currently in place, data transport, reporting environments, number of users, number of staff, mobility requirements, and accessibility requirements. Given the complexity of the project, it would help to understand the key decision makers from the state and the associated governance structure.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

In addition to those items identified above, CGI would need to know more about the following:

- The state's clear objectives.
- The state employees that will be dedicated to the project, including senior business and IT leadership, operations and subject matter experts. Inclusion of how much time these key team members will dedicate to this high-profile project.
- A detailed current environment description; full list of supported programs, integrations with outside systems, and additional information on the mainframe system.

#5

COMPLETE

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Page 1: Introduction

Q1

Please enter your organization's contact details

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Q2

How does your product meet the high-level needs outlined above?

ServiceNow is an industry leading low code platform and provides the state with a scalable and adaptable platform to meet current and future business needs across all modules/functionalities of IE&E. With ServiceNow's public sector offerings, ServiceNow is easily configured and scalable into the future as regulations and mandates change, and future use cases materialize. A few distinctive features include:

- Omnichannel engagement supports users being able to interact with the solution in the way they feel most comfortable. Accessible in numerous ways, the ServiceNow solution offers a simple, intuitive, and user-friendly experience via its web browser interfaces and native mobile applications.
- ServiceNow is on one cloud, one data model and one architecture – not spread across multiple clouds. All ServiceNow solutions/acquisitions are native to the platform and are re-written, so they work together seamlessly and are easily extended and configured without the need for extensive custom code.
- ServiceNow's Customer Service Management offering is purpose built and supports portal functionality designed to help deliver services to citizens in the most streamlined and efficient manner possible. The solutions robust notification and campaign functionality further support the states high-level objectives in delivering accurate and timely determination of benefits to its users.
- Leveraging the platform's powerful workflow engine will allow the state to minimize inefficiencies, reduce time to resolution and optimize relevant business processes using intuitive low-code/no-code workflow design functionality supported by the platform.
- ServiceNow enables seamless integration with your existing technology ecosystem providing real-time insights, visibility, and efficient business processes to meet the challenges of today and those in the future without needing to rip and replace existing investments and systems of value.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

The ServiceNow platform offers many out of box solutions and functionality. ServiceNow's automation engine allows you to create integrations and connections across multiple systems – quickly connecting with third-party API's, building your own custom integrations, and even automating repetitive tasks and document processing. As all ServiceNow offerings are built on a single platform that are inherently modular and thus lend themselves well to the systematic approach described by the State. This eliminates the need for extensive custom code and instead offers a low code/no code solution to organizations looking to lower the barrier problem solving and shorten the time to value.

Q4

How do the elements/features of your product exemplify user centered design?

ServiceNow fundamentally believes that users should be able to interact with systems in the way they feel comfortable, not the way the system dictates. As a result, ServiceNow has prioritized an 'omnichannel' approach to its solutions to ensure that users are able to engage with the system in the way that best suits their circumstances, prioritizing a consistent, high-quality experience whether the user interacts via phone, email, web, mobile device, or another interface. Some attributes that highlight ServiceNow's user centered design include:

- Providing constituents with the choice of which door to enter (channel of choice) and ability to move from channel to channel whenever they need without loss of functionality, assistance
- Service Catalog, Process Guides, Data Integration and the ability to display known details for verification all provide constituents/applicants with the ability to guide and simplify the process and reduce the need for assistance to determine what is needed in terms of data or supporting detail in order to proceed through the process.
- The delivered functionality and the ability to extend and configure allow the design of the solution to be simplified not only for the end users, but for the agent/internal users as well. System workflow processes allow connectivity to front and back-office workers involved in the process, but perform actions to eliminate or reduce manual processing or validation checks, thereby minimizing the number of clicks and steps

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Q5

Based on our procurement bundle what percentage would your IE&E solution be "out of the box", "configurable" or "customized"?

ServiceNow delivers rich case management functionality out of box and platform features such as workflow, knowledge, guided decisions, playbooks, audit trails are utilized in the configured solution tailored to support the IE&E use cases. The ServiceNow IE&E solution would be 100% configured to meet your business process requirements and utilizing human centered design principles.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

ServiceNow is fortunate to work with outstanding Solution Integrators who have accomplished successful deployments in other states. One example is the State of North Carolina, who created a centralized place for all partners to report issues, problems and changes on the ServiceNow platform. They also developed a public-facing 'one stop shop' Service Portal for Medicaid beneficiaries, and a centralized multi-channel help center. A presentation they gave can be found here - https://your.servicenow.com/ffa89a/partner-presentations/accenture--ncdhhs-east-gov-summit-presentation

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Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**4**
Case Management	**4**
Rules Engine	**6**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**Additional information regarding the specifics of the project would likely be required in order to determine sequencing. However, we rely on the depth of knowledge and experience that our partners bring in conducting current state research, assessments and planning sessions to ensure alignment, timelines and ultimately milestones are achieved. ServiceNow would contribute its extensive technical expertise with regards to planning and determining the right sequence of sub-modules.**
Case Management	**Please see above**
Rules Engine	**Please see above**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

It is the best practice of ServiceNow to better understand the functional and practical requirements of the Correspondence, Financial Management and Reporting ‘sub-modules’ as described in the bid before making a solution recommendation. ServiceNow would endeavor to meet the requirements of the project by either extending or configuring its existing solution in such a way as to fulfill the appropriate requirements for these sub-modules without the need for any external solutions. Should integration with a third-party solution be required, ServiceNow has a very robust integration framework with pre-built integrations, as well as the ability to create additional integrations leveraging the flexible ServiceNow IntegrationHub framework.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

ServiceNow employs a cost-effective license model for our citizen solutions. We don’t charge for ‘requestors/external users’, and only license the people doing the actual work on the platform (during RFP stage, exact terminology will be used). This is dramatically different than other solutions out there, who may force each individual citizen to have some type of license, or be counted as a log-in. Our approach leads to predictable costs and could be much lower in both the short and long term. Any quote would have to be approved and come through an authorized reseller.
ServiceNow doesn’t do the DDI work, we rely on both our specialized and global solutions integrators to do so. We deliver a no-code/low-code platform that is intuitive to develop on, and one that leaves our customers in a great spot to make configuration changes when need be. During an RFP stage, our solution integrators will be able to provide a high-level estimate on DDI.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

ServiceNow is proposing the use of its own platform as a means of accomplishing the high-level objectives laid out in the bid. Given the state's modular approach it is ideal for leveraging the out of the box case management solution offered by ServiceNow. This solution will support both the customer portal as well as the case management elements of the project, and combines these technologies on a single platform. ServiceNow originated as a means of better 'flowing work' and as is built off an intuitive and easy to use workflow interface, featuring drag and drop capabilities with easily visualized process flows. Supporting the need for additional technologies ServiceNow has at its disposal, a robust integration framework which allows customers to pick from several pre-built integrations. There are also a variety of options for creating your own integrations with any third-party system. This capability ensures that the objectives of this project are met and exceeded without needing to rip and replace existing systems in the state's technology ecosystem.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

The ServiceNow platform is unique in a variety of ways, one of which is its ability to meet not only the current objectives and requirements of this project, but also to support those evolving and changing needs that inevitably occur within the landscape of local government. With a unique approach to workflow, user experience and integrations a few distinctive features of the servicenow solution include:

- ServiceNow is on one cloud, one data model, and one architecture – not spread across multiple clouds
- All ServiceNow solutions/acquisitions are native to the platform, they are re-written so they work seamlessly together
- ServiceNow's Customer Service Management is purpose-built, not a repurposed Customer Relationship Management
- ServiceNow's critical focus is middle office and back-office workflows (other vendors can build a front-end, but that doesn't matter to the end customer if they can't get their case/service request completed). ServiceNow is a Workflow company and has visibility through the entire service/case lifecycle
- Lastly, ServiceNow does not charge for 'community logins' or 'citizen requesters.' This is big as a contract can easily get out of hand with other companies once citizens start using a portal or requesting service

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Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

A Modern IE&E system has to take out unnecessary complexity and provide citizens with an intuitive system. In order to do this, legacy systems have to integrate seamlessly with a new system in order to provide continuity of services, and the ability to change over to the new system in time. ServiceNow provides critical integrations, API connections, and Robotic Process Automation in order to connect to any system. This is critical as multiple technology and solutions integrators will likely be involved.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

ServiceNow as a solution suite has been implemented in most states across the US and as such has robust experience in being integrated into existing systems as a platform solution. With that in mind, ServiceNow doesn't do DDI work and instead relies on both its specialized and global solutions integrators to handle the intricate details of implementing the solution. Keeping in practice with ServiceNow's longstanding priority of open communication, establishing channels of open and clear communication between all parties involved is key to a successful implementation. Clear communication between solution implementors and an internal "state system integrator" is pivotal to realizing a successful implementation and maintaining a valuable partnership moving forward. Furthermore, this philosophy of open communication can help breakdown communication barriers between existing vendors and those looking to integrate new solutions into the ecosystem, building partnerships across vendors and ultimately ensuring a successful product implementation.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

The largest challenge is open communication between states, technology partners, and integrators. Another one to be cognizant of is if a state wants to keep their existing processes for familiarity, or are open to new ways of accomplishing the delivery of services.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

Our solution integrators will be heavily involved in the integrations component should an RFP come out, and ServiceNow has the right tool set in order to integration into legacy systems.

The solution integrators will work with Vermont SMEs to ensure to identify the data needs for each of the modules, and understand which legacy or existing system houses the requisite data. An approach will be developed to determine the best integration strategy to ensure that the necessary and appropriate data is exposed to the user base. With the native functionality of the ServiceNow platform and Automation Engine, business processes and workflow will seamlessly cross previously segmented siloes. ServiceNow's Automation Engine combines the value of integration along with RPA Hub (Robotic Process Automation) and Document Intelligence for a complete automation solution. With a combination of UI interactions, element-based automations, and APIs that interact between the various business applications, you can emulate user actions and eliminate mundane and repetitive human activities.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

- Assumptions or caveats relative to ability for system integration
- Identification of roles and responsibilities of players within the process for the initial programs and clarity if players responsibilities change based on the program. Roles and responsibilities such as
  - 'call center agent' responsible for answering generic questions,
  - case agent responsible for reviewing applications for completeness and interviewing constituents and entering data
  - Landlords, external companies and their representatives (e.g., for electrical programs) that provide input into the application or ongoing compliance with program
  - External companies that act on behalf of HHS in delivering the services
- It would be helpful to understand how many internal users will be in the system – completing activities like case work, assisting citizens in their request, and updating records.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

Any extra details on the state's vision, governance model, objectives, and interactions with other departments and agencies would be helpful. If the state is open to it after the RFI is completed, ServiceNow is happy to bring in the appropriate Subject Matter Experts to conduct no-cost workshops in refining the plan, development sprints, requirements, etc.,

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#6

COMPLETE

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Page 1: Introduction

Q1

Please enter your organization's contact details

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Phone Number	**951 515 6121**

Q2

How does your product meet the high-level needs outlined above?

Speridian’s CaseXellence is a low code, AI enabled cloud technology platform that enables State agencies to manage all their case management needs. Speridian’s knowledge, experience, and relationships gained over the 15+ years working in the Case Management and Health and Human Services space, along with technology improvements such as AI enabled document management has been leveraged in the development of CaseXellence platform.

Speridian’s CaseXellence platform has a successful track record of helping multiple agencies and their constituents since 2018. Our platform is currently used by 6 states to support various benefit programs including the State of Vermont’s VHFA for their HAF program.

CaseXellence provides multi-channel application intake, Case Management, configurable program rules, an approval process via configurable workflows, AI enabled document management, configurable business rules engine, the ability to collect and process payments, call center support functionality, audit trail, and Federal, State and constituent reporting capabilities. Speridian CaseXellence platform has various verticals built on top of it that is tailored towards various public sector agency specific use cases. Integrated Eligibility solutions are under the Health and Human Services - Health CX vertical and meets all requirements that State of Vermont outlined in the RFI.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Speridian's CaseXellence platform is built with incremental modernization in mind. It allows state agencies to pick and choose modules of the larger IE system to modernize and implement that using the CaseXellence platform. We realize that State agencies may have invested in products or solutions for some of the modules and shared services and our product can integrate and leverage those assets. CaseXellence platform has various components such as Constituent Portal, Case Management, AI enabled Document Management, Workflow and Business Rules Engine, Reports and Analytics that are API enabled and interoperable and compatible with other products or solutions available in the market.

Q4

How do the elements/features of your product exemplify user centered design?

CaseXellence platform is built with inputs from SMEs who have decades of experience working with public sector agencies administrating various benefits programs. The platform incorporates user centric design principles across all the components and especially on Case Management and Constituent Portals. Our focus is to solve problems using easy and intuitive processes for case workers and create an immersive experience for constituents. All constituent facing features such as Chat, FAQ, Application Intake, Document upload and Profile management are designed with user centric design principles.

Q5

Based on our procurement bundle what percentage would your IE&E solution be "out of the box", "configurable" or "customized"?

CaseXellence platform is highly configurable and can be extended by integrating to external systems and services. It's Heath CX vertical is built specifically to address Integrated Eligibility and associated use cases and it comes with eligibility rules, workflows, data model and integration pattern that are common to a typical Health and Human services agency. Considering that, our solution will be 60% out of the box and 40% configurable. We are confident that we will not have to customize the solution to meet any IE related requirement and will be able to rely on the configurability of the solution.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

We have implemented several end-to-end benefits management solutions using CaseXellence including energy and water assistance programs (LIHEAP, LIWAP at Arizona), Emergency Rental Assistance programs (Arizona and Florida), Homeowner Assistance Fund (Vermont, New Hampshire, Indiana, Arizona and Massachusetts). Prior to the development of CaseXellence we have built and supported end to end IE systems in Hawaii and Oregon. Speridian was also hired by the State of Vermont as a DDI vendor to make significant upgrades and stabilization to their current system, which we delivered successfully in 2018.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**18**
Case Management	**22**
Rules Engine	**14**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**Group 2: Sequence 2 - Will be grouped with the Case Management module and will have some overlap in terms of Planning, Discovery, Development/SIT and UAT phases of the project. We believe this will be extremely helpful in developing the solution in an integrated fashion and give the opportunity for comprehensive solution validation and testing.**
Case Management	**Group 2: Sequence 3 - Will be grouped with the Customer Portal module and will have some overlap in terms of Planning, Discovery, Development/SIT and UAT phases of the project. We believe this will be extremely helpful in developing the solution in an integrated fashion and give the opportunity for comprehensive solution validation and testing.**
Rules Engine	**Group 1: Sequence 1 - Will be on its own group as the first submodule implementation and will be later integrated into Customer Portal and Case Management modules. We believe having a fully configured and tested Rule Engine that covers all policies and business rules across all programs will be extremely helpful in developing the other submodules such as Case Management and Customer Portal.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

CaseXellence is platform has components and features that can meet all case management of public sector agencies. In addition to multi-channel application intake, Case Management and Business rules engine it provides Financial Management, Correspondence and Reports and Analytics. It also has a workflow engine, Artificial Intelligence powered Document Management, Disbursements and Payment Processing, Omnichannel Contact Center, Enterprise Service Bus & API Management. Each of these components are modular in fashion and can be used by agencies to modernize their IE systems in an incremental fashion.

Speridian estimates that the Financial, Correspondence and Reports sub-modules could be a 2-year implementation with 3 months of planning, 3 months of discovery & requirements elaboration, 14 months of development & system integration testing, 2 months of UAT and 2 months of Training.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

The cost estimate range for each of the 3 modules described are listed below:
Customer Portal: $3,000,000 - $5,000,000
Case Management: $9,000,000 - $14,000,000
Rules Engine: $2,000,000 - $3,000,000

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Speridian’s CaseXellence is a cloud native platform and built using technologies such as Google Kubernetes Engine, Firebase, Cloud SQL, BigQuery, Looker, DataFlow, DialogFlow, Document AI, Cloud Object Storage, pub sub, Redis cache. The core platform features such as Case Management and Constituent Portals are built using .NET core and Angular.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Solution - Speridian’ s knowledge, experience, and relationships gained over the 15+ years working in the Case Management space, has gone into the development of CaseXellence platform. It is tailored to meet the case management needs of public sector agencies especially Health and Human Services.

Project - Blending the latest technologies with the best industry standards, our Project Management Methodology has been designed with Client and Quality as our primary focus areas. Speridian’s Project Management methodology follows guidelines for professional and ethical conduct as described by the Project Management Institute (PMI) and involves regularly scheduled review meetings both internally and externally to ensure project success.

Staffing - Speridian staff is different from other technology Vendors in that they are not only possess advanced skill sets but also as important their focus on understanding the business and the people that they serve. Speridian’ s Public Sector practice consists of hundreds of professionals who are well versed with various Health and Human Services programs such as SNAP, TANF, LIHEAP and Medicaid. Speridian has been part of various Medicaid modernization projects and was part of the implementation and management of various Health Insurance Exchanges across states such as Vermont, New York, Oregon, Hawaii and Connecticut.

Speridian understands Vermont state IT landscape and has significant presence in Vermont. Our local team based in Burlington, VT has been working with various state agencies since 2012. In 2016, Speridian was selected as the primary Design, Development & Implementation (DDI) Vendor by the Agency of Human Services (AHS) of the State of Vermont, to implement the Operational Regulatory Standardization Development Project (ORSD) project that would help stabilize the VHC (Vermont Health Connect) system. Speridian is also working with AHS as their primary partner for Project Management and Business Analysis services since 2015 and recently been part of various Salesforce implementations and architectural services. Speridian was also selected as the prime vendor for implementing Vermont’s Homeowner Assistance Program which went live in January 2022.

Maintenance & Operations - Speridian will provide ongoing application operations and maintenance support as required to ensure that our solution is operating as designed and performing within the parameters of the Service Level Agreement (SLA) required by the client. Speridian has a support model that is managed by the Speridian’s Maintenance and Operations team. The Speridian M&O Team is organized as Tier I (Help Desk) and Tier II teams.

Problem Solving Approaches - Speridian’s problem solving technique uses a combination of Analytical, Creative and Practical approaches but finds all three equally important.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

As more and more public sector agencies are moving to a multi-vendor strategy, we have adopted to this new way of working with State agencies. We believe it offers higher value path and reduces the risk of single-vendor dependencies leading to a point of failure and creates healthy competition that often leads to better outcomes. Here are a few pointers for an effective multivendor strategy for IE modernization projects from our experience. Each of them comes with its own challenges as well.

Clear understating of project goals, strategy, clearly defined scope, and objectives across vendors.

Instilling a multi-vendor environment often requires an enabling cultural shift within the agency and sometime vendors. We have often seen State agencies envisioning a multi-vendor strategy, but the workforce is not ready or trained to manage a multi-vendor environment.

Multi-vendor environments marked by high levels of trust can create the foundation of an environment that enhances outcomes. On the other hand, environments of distrust, uncertainty, and excessive controls can amplify complexity, frustration, and barriers to delivery.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Our experience working with an internal State System Integrator has been challenging at the same time rewarding as well. Some of the challenges and suggestion of improvements are listed below:

Clear definition of scope – The State System Integrator may not have clearly defined the scope of each module and the boundaries between modules are blurred. This can bring challenges for defining clear separation of duties between modules and brings the risk of duplicating the feature. This can be mitigated by domain driven design patterns and better architectural oversight.

Module dependencies – Readiness of each module that aligns to the overall program is another challenge for State System Integrators. Better planning around procurement, project planning and execution can mitigate this.

End to End System Testing – Coordination of end-to-end System Integration and User Acceptance testing is another challenge. System readiness, Project delays, QA procurement and multi-vendor coordination during this phase is extremely challenging and requires dedicated project management and QA resources from State System Integrator.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

The major challenges for the use of modular products that are designed as shared services are as follows:

Lack of proper onboarding and integration guidelines defined for shared services. This can be overcome by developing a core group that focuses on developing guidelines and integration patterns for applications that want to consume shared services.

Lack of governance in terms of data, processes, and security around the consumption of shared services. This can be mitigated by creating a governance body represented by key stakeholders across the agency.

Conflicting policies between multiple programs and divisions within the agency is another challenge. Inter program /division coordination between program SMEs and defining unified policy can mitigate this.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

For incremental IE modernization projects integrating to legacy systems is inevitable and we have vast experience with integrating to many legacy platforms. The major considerations and challenges for this integration are

Be cognizant about the integration touchpoints and try to reduce the “Throw away” work.

Most agencies over the years may have developed an integration layer on top of these legacy platforms, to enable self-service and other capabilities. Leveraging those existing integration frameworks, wherever possible, should be a significant consideration for the IE projects.

Develop loosely coupled standards based (APIs) integration to legacy platforms for compatibility with modern applications after modernization.

Consider “Lift & Shift” of legacy platforms to cloud, which can accelerate the integration capabilities, especially if the new IE solution is cloud based.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

Project goals and target audience.
Scope of work overview (including number of users and departments involved)
Requirements (Functional, Technical, Security, Integration, Reporting) – required and nice to have clearly labeled
Deliverables with acceptance criteria or success measurements.
Identified Constraints
Project timeline.
Budget.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

1. Resource Planning
Identify Project Sponsors
Identify Project Manager / Coordinator or Liaison
Identify Business & Policy SME's that represent all appropriate departments/processes
Identify the User Acceptance Testing Team
Identity the State Technical Team

2. Governance
Establish Program steering committee
Establish Data Governance committee
Establish Policy governance and coordination committee
Establish multi-vendor coordination core group committee

3. Documentation
As-Is process flows, Existing Policies, Workflow/Process diagrams
Dept. controls, SOP's
Sample Forms
Sample Communications
Sample Reporting
Local, State or Federal Regulations
Project Management Plan and Schedule (collaborative with vendor)
Escalation Plan (collaborative with vendor)
Communication Plan (collaborative with vendor)
Change Management Plan (collaborative with vendor)

#7

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Sunday, November 13, 2022 5:06:05 PM
Last Modified: Sunday, November 13, 2022 6:53:28 PM
Time Spent: 01:47:22
IP Address: 65.175.161.91

Page 1: Introduction

Q1

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Q2

How does your product meet the high-level needs outlined above?

We presently support Integrated Eligibility and Enrollment (IE&E) solutions in 30+ states. In New England, we support IE&E systems in New Hampshire, Maine, Rhode Island, and Connecticut and IE&E modules in Massachusetts. In addition, we support the only fully integrated IE&E and State Based Exchanges (SBE) in Rhode Island, Connecticut, and Kentucky.

All eleven (11) of the State of Vermont IE&E Modular Modernization Overview High Level Objectives can be supported through our NextGen IE&E modular platform. Across our IE&E state portfolio, no two systems share identical architecture. Each system is tailored for integration and re-use of state enterprise components, the inclusion of state technology standards/preferences, and state specific objectives. To enable this agility, our base our platform uses microservices and decoupled functional delivery.

- Determination of eligibility and enrollment in health and financial benefit programs is managed as a single streamlined application (including Vermont's State-based Marketplace) through a channel of customer choice that is accessible and mobile-friendly.

We offer streamlined eligibility determination and enrollment across not only the State Based Marketplaces (SBM) and Modified Adjusted Gross Income (MAGI)/Non-MAGI Medicaid, but also Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Child Care programs. In addition to traditional integrated IE&E programs, we extended our platform to support the medical and/or financial eligibility processes for waiver programs (e.g., LTSS/HCBS), Women, Infants, and Children (WIC), Low Income Home Energy Assistance Program (LIHEAP), Pandemic Electronic Benefit Transfer (P-EBT), and other HHS programs. This supports a no-wrong door approach putting the customer first by streamlining applications for multiple services in one location. Our platform is accessible and mobile-first, meaning that the full functionality of our platform can be utilized from a mobile device. Regarding SBM and Medicaid, we are the only vendor in market who supports both programs through a shared customer and backend platform. Our self-service platforms uses intelligent driver flows to tailor the experience based on the programs of interest and/or to nudge customer participation through the experience and based on the State's preferences. For example, if a SNAP applicant household qualifies for WIC, but they did not select WIC as a program, we can provide a prompt, via an in-application nudge, to suggest they consider applying for WIC, as well.

- A simple, user-friendly experience is provided when applying and maintaining the continuity of benefits and services for renewals and during life-changing events.

To meet Vermonters where they are at, we have made significant investments in Human Centered Design (HCD) to simplify the customer experience. We have also invested in automation to improve timeliness and efficiency. Some examples include using electronic data interchange (EDI) for automating verifications, and real-time eligibility at time of application, Ex Parte maximization at time of renewal, pre-filled re-apply and renewal applications, and pre-filled paper renewal forms. We work closely with states to achieve program goals sharing ideas and insights. For example, we cross-reference income disregard strategies across states to offer points of comparison to inform state decision-making. We align SNAP, TANF and Medicaid renewals to simplify cross-program enrollment. For those who need additional support, we offer functionality for guardians, authorized representatives, healthcare providers, foodbanks, and other community partners to aid the application and renewal process for the benefit of customers.

To make the application process simpler and more user-friendly, we conduct hundreds of customer, provider, worker, support organization, and other stakeholder interviews to understand expectations, challenges, and opportunities. Our research uses behavioral science to understand the complex nature of the application process and to remove barriers to better enable customers to successfully engage with your system. To design screens which enhance the user experience (UX), we have completed extensive "usability" and "A/B" testing to evaluate the impact of alternative approaches to driver flow, text narrative, and more, to simplify the process enabling us to exceed customer expectations. We have invested heavily in "real-time" nudges to coach customers throughout the application process, improving the experience and reducing the potential for anomalies, like SNAP errors. We use journey nudges to coach customers to complete renewal and verification activities, show up to appointments, and other similar key activities using a combination of nudge vehicles This includes "nudges" reminders in the self-service portal upon login and omni-channel communication using text messages, e-mails and notices. Chatbots in the portal coach customers through key activities such as account creation.

Outside of the portal, we have worked with states to develop and execute targeted social media campaigns with the goal of providing timely information promoting continuity of benefits and prompting them to complete certain actions, either routine or under special circumstances. We tailor outreach using customer feedback to continually evolve. Using Text Messaging as an example, we again used “A/B” testing to compare the effectiveness of the alternate text message content. Through this, we measured the impact on customer behavior from customers reading the text and taking the actions required to reach the intended outcome. We tune and refine to maximize outcomes based on those test results.

For states with managed care providers, we support choice allowing them to select an MCO prospectively at the time of application and have the full spectrum of both Medicaid and SBM enrollment functions required to meet State and Federal requirements. We also support continuous feedback loops using analytics to identify personas of digital participants and non-participants, barriers, and motivators to participation and to solicit inputs on ease of use.

Finally, through our experience we recognize that creating digital followership on an IE&E/SBM self-service portal requires the inclusion of more robust features than just a channel for application and renewal. To encourage customer usage of the IE&E/SBM self-service portal, we integrate other features that drive more consistent use of the portal such as online notifications, document upload, self-service screening, spenddown management, viewing of SNAP/TANF benefit amounts, TANF barrier and participation reporting, SNAP E&T, LTSS/Waiver services management, customer scheduling, and other similar functions that increase the incentive to participate digitally. Having a one-stop digital shop for customers streamlines their experience providing significant benefits for State program administrators and staff. In addition to the inclusion of these robust features, we incorporate multiple strategies to promote Customer Portals including targeting messaging in customer notices/communications, email/text campaigns, call center staff hold messaging, creating self-service accounts as part of the SNAP interview process, social media campaigns and more. This enables our state partners to maximize the self-service platform value.

To gain insights into our HCD capabilities, you can view examples of our Salesforce self-service portals in production at https://peak--coloradopeak.force.com/peak/s/peak-landing-page?language=en_US, https://kynect.ky.gov/s/?language=en_US, and https://www.mymaineconnection.gov/benefits/s/?language=en_US. Examples of open source self-service portals in production can be found at https://benefitscal.com/, https://nheasy.nh.gov/#/, https://accessnevada.dwss.nv.gov/public/landing-page,

- An extensible solution that can support future State needs, such as emergency public health needs or existing programs such as child welfare.

Our solution’s extensibility is demonstrated in the variety of programs it serves and its ability to be easily modified to adapt to new and changing policy requirements. For example, in response to the COVID-19 Public Health Emergency (PHE), we worked with our clients to provide quick and immediate solutions. In Rhode Island, we worked with our clients to be the first state in the nation to issue P-EBT benefits, and we stood up 30+ COVID-19 system mitigations in less than 80 days. We helped other states in our portfolio achieve similar successes and continue to work closely with our State counterparts through the PHE unwinding period. This success is due in part to our platform’s end-to-end extensibility and flexibility needed to quickly introduce new eligibility rules in response to the pandemic policies, to issue pandemic related benefits, and to prevent Medicaid terminations during this public health crisis. Based on these experiences, we are prepared to deliver a solution to support Vermont in future needs and existing programs.

Our solution is the most widely used IE&E platform in the nation. This broad use is due to our platforms range across the full suite of core IE&E programs – Medicaid, SNAP, and TANF, and other benefits programs including Child Care, WIC, LIHEAP, Electrical Assistance and Foster Care Parent, among others. We also integrate with, and in some states build and maintain, the full spectrum of NextGen modules including SBM, Child Support, Child Welfare, Child Care, Medicaid Eligibility Systems (MES), and public health.

- Create a data master supported by automated data verification using electronic data sources, such as SSN through the Social Security Administration and Identity Verification Tools.

Our solution includes a full suite of integrations across data sources, including integrations with federal and state system as well as commercial data sources. Federal integrations include the Federal Data Service Hub (FDSH), SSA, IRS, and other federal sources. In

addition to traditional State data sources such as the unemployment system, we continue to blaze new trails with added integration services like DMV for identity proof. In addition, we have a portfolio of integration services through numerous commercial sources including multiple asset verification data providers, third party providers like Experian RIDP/e-mail/income verification services, and SmartyStreets address pre-fill and validation. These verification sources enable better, more accurate data, which allows us to share data more confidently across systems. For example, we support cross-system integration with states using Master Data Management (MDM) solutions to integrate and share data across multiple solutions including the IE&E, Child Care, Child Support, Child Welfare, Adult Protective Services, and Long-Term Support Services (LTSS) systems reducing duplicate data entry and the burden on customers. In addition to integrating data sources, we have facilitated cross-system document sharing leveraging enterprise document capture and content management solutions using sophisticated data sharing rule sets. The rule sets are aligned with MOU data use agreements between the subscribing systems and federal/state policy. Cross-system document sharing reduces the burden on the customers by allowing them to upload proof of identity, address, etc. only once. Using a child welfare example, when a new intake is received, and the case worker inputs data on the involved parties, the MDM/MCI enables a rapid aggregation of known information from other systems such as the IE&E and child support systems. It also enables cross program analytics providing deeper insight in substance use and disorder policy and impact analysis and other similar use-cases.

- Systems should leverage Business Process Automation and Workflow to manage daily business functions such as Approval Hierarchies or internal process notifications.

Our NextGen Worker 360 system enhances the traditional IE&E workflow processes by providing improved prioritization, distribution, management, and execution of work. Traditionally IE&E systems have multiple work queues and often use limited intelligence to prioritize tasks, resulting in staff spending significant effort executing repeated, routine tasks. In addition to being less efficient, this model may result in staff not processing time-sensitive tasks first which could affect key business metrics such as SNAP or Medicaid eligibility approval timeliness. Our solution addresses this limitation by configuring task priority based on a multitude of variables such as case status (e.g., in renewal mode or spenddown “out”), the age of the task, and task type (e.g., expedited SNAP) and more. We allow for the workflow to be configured more intelligently and provide the flexibility to execute work by task such as to specialized teams, by office/location, by caseload, etc. This includes dynamic workload filtering and distribution based on evolving priorities and niche needs. For example, a team can quickly identify and find all return mailed tasks as part of COVID-19 unwind management efforts We support automated re-prioritization and routing of tasks as well as manual transfer, temporary transfer, and permanent reassignment. In addition, we offer gamification and dashboard metrics to measure and promote outcomes at the individual, supervisor, office, and Statewide level. For example, in New Mexico case workers earn badges for SNAP expedited application timeliness and complete renews on schedule using pre-defined benchmarks established to promote client excellence.

- Accurate and timely determination of benefits and notification of benefits.

Determining benefits accurately and timely is at the heart of what we do. Each month, we issue $3.4B in SNAP benefits, $107M in TANF benefits, and $108M in Childcare benefits in the IE&E systems we support. We deliver timely benefits by streamlining the process using various strategies, including maximizing the use of external and internal data sources to receive and verify data and by utilizing automation where possible to enhance processing efficiency more quickly. For example, in multiple states, some SNAP applications are automatically cleared and scheduled for interview without staff intervention prior the interview. This automation feature improves SNAP timeliness and reduces staff workload. We have introduced many other similar automations such as third-party data verification sources that eliminate the need for a sub-set of customer verifications while improving program integrity. We also promote accuracy through capabilities like our SNAP error prone profiling module and case worker nudges that prompt worker review and possibly action where data appears to be inconsistent. We maximize real-time and ex parte application processing sharing and tuning policy and system rule sets across our portfolio of States.

- Timely, clear, and concise customer notification of eligibility and enrollment information in the customer’s preferred channel and language.

We communicate clearly and concisely with customers throughout the eligibility and enrollment process through an omni-channel delivery system. The intention of this is to meet the customer where they are. This includes leveraging the self-service portal, text, e-mail, and paper notices based on customer preferences. Customers are able to select their notice delivery preference (e.g., electronic

mail, and paper notices based on customer preferences. Customers are able to select their notice delivery preference (e.g., electronic or paper). Furthermore, we support multi-lingual portals and customer correspondence. We work with our clients to determine the languages our notices need to support based on the State's demographic composition and notices are sent in those supported languages when it is the primary language of the household. We also apply HCD best practices to the omni-channel delivery system content, including using accessible communication modalities and languages to facilitate understanding and compliance. We have a full portfolio of notices and communications templates and content from our 30+ IE&E clients to augment Vermont's existing notices repository.

- Auto-renewal of services and benefits, using electronic data sources leveraging a self-service portal to report changes.

We work to maximize automated real-time applications and Ex Parte renewals using the FDSH, third- party data, and cross system data integration sharing insights form our experience across States. We have found that alternative ideas have aided States in refinement of the policy and systems, particularly in preparation for the anticipated workflow as State's unwind from the Public Health Emergency (PHE). Although significant variances in policy and strategy across states exists and will continue to persist, the sharing of ideas across states provides opportunities to consider potential adjustments in line with Vermont's goals.

We have a proven track record for leveraging capabilities across states. For example, when we recently took over Maine's legacy system previously operated by another vendor, it was not integrated with the FDSH. We leveraged our NextGen FDSH module to fast-track integration for Maine. In that example, we not only implemented the new self-service platform on Salesforce, but also completed the backend integration into the existing ACES IE&E system.

- Financial integrity in the administration of benefit programs.

In addition to the traditional IE&E financial and program administration checks and balances, we offer several differentiators. For SNAP we can cross-check SNAP error parameters from FNS against applications and proactively flag potential anomalies for additional review before they become errors. For example, if a customer enters expenses greater than income, the system nudges the customer and/or worker to validate the income. We complement proactive SNAP measures with sophisticated error prone profiling for State staff to manage "in-house" quality reviews with configurable rulesets based on risk (e.g., employee tenure, prior error history etc.). Our Pallium fraud, waste, and abuse (FWA) solution offers an end-to-end prevention and recovery capability focused on preemptive detection and mitigation. This solution can help organizations reduce improper payments, strengthen internal controls, improve recovery rates, reduce errors, identify emerging trends and patterns, and enhance regulatory compliance.

- The system must meet the current functionality and services for end-users and align with Vermont's fiscal resources.

We review current functionality and complete fit-gap analysis to configure new functionality. Our NextGen platform used by our 30+ IE&E clients benefits from the largest aggregation of functional and financial capabilities by significant margins. Vermont will inherit the strongest gap fit for your specific needs because our starting point is the most comprehensive in the market. The range of configurability positions Vermont for not on current, but also future needs. The size of our market also positions Vermont for asset sharing with other states as the IE&E evolves over time.

- The system must comply with all Federal and State mandates and regulations.

We have extensive experience complying with Federal requirements such as MARS-E, the FDSH authority to connect (ATC), CMS performance measures, CMS PHE unwind measures, the SNAP Major Program Requirements, TANF participation reporting, CMS, ACF and FNS streamlined application reporting (including SNAP expedited applications), and more. We are well versed in State requirements and know which functions are more likely to vary by State. Through our experience, we have seen and worked with numerous permutations across States that uniquely position us to support Vermont specific requirements.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Yes. Our NextGen platform for IE&E is optimized for modular deployment using cloud-native micro services and state of the art container-based architecture. We recognize that States have considerable investment in enterprise assets, often need to implement (and or replace/modernize) modules incrementally, and that modularity provides flexibility. For these reasons, we built NextGen from the ground up to be modular.

For example, where some vendors pick a single rules engine and stick with it, we support multiple rules engines based on State preference and have developed micro-services to support integration. Our supported rules engines include Oracle which we have deployed on multiple IE&E systems using a variety of integration tactics. Our integration tactics are also tailored based on States unique circumstances. For example, in New Hampshire we replaced the legacy rules by program (MAGI, then Non-MAGI, SNAP, and finally TANF) while retaining the COBOL EDBC/SFU module “as is” by intercepting the legacy calls and exposing them as SOAP services to the rules engine. This strategy supported NH DHHS’s goal of deploying the rule engine incrementally while the core case management continued on the legacy platform. In Maine, we integrated the new Salesforce web self-service system and data import using the existing Oracle rules engine and plugging it into the self-service and import modules. Using the rules engine example, in addition to rules modules, we also have rules engine test automation accelerators that can enable full volume before/after rules comparisons to dramatically reduce risk.

Looking more broadly at the “Preferred Enterprise Application/Platform Suite for New Initiatives” stack identified as part of the Vermont vision, we already support the vast majority of the platform preferences and tools identified. We use OnBase for content management in a number of IE&E systems, including next door in New Hampshire where it is integrated using MuleSoft to support document sharing across IE&E, childcare, child welfare, child support and LTSS. We use Salesforce for multiple IE&E modules, including self-service solutions in (5) States. Our Colorado NextGen solution is the only Salesforce end-to-end case management production system in the nation and also uses MuleSoft as the integration engine. Using the Maine example, we integrated the Salesforce self-service Document upload and case management functions with the existing State content management and document capture systems across IE&E and child welfare. We utilize the entire security stack identified including Okta, Splunk, Crowdstrike and Nessus. We are fully integrated with the FDSH, SSA, IRS and FNS. We have used Verato for HHS MDM and have worked with States to deploy and extend MDM systems across silos. We offer extensive experience creating MDM wins within the constraints of legacy systems capabilities and budgets. We also have a very strong alliance partnership with vendors like Salesforce, Snowflake, Oracle, and others which pays forward dividends for our clients in terms of technical support, pipeline priority and more. Please see our response to question (11) for additional stack and technology insights.

In addition to our systems modular capabilities, we bring considerable experience helping States craft their modernization strategies considering topics such as:

- New policies, waivers, rules, laws and obligations
- Department goals and mission and “add on” modules which can be implemented in advance of the core system replacement
- Timeline drivers such as Federal compliance deficits, worker productivity, customer ease of use, impending technology end-of-life
- Existing architecture points of integration and potential “hooks” that can be leveraged and re-used to support and incremental release of new IE&E modules and features
- Enterprise asset re-use and cross silo asset and data sharing
- Case worker and customer pain points, opportunities for HCD and potential for automation
- Budget and timeline constraints
- Cost allocation considerations for the IE&E modules taking into account benefiting programs and alternate approach implications on State and Federal funding allocations

Q4

How do the elements/features of your product exemplify user centered design?

Human or person-centered design has become the central driver of our design imperative. As described above our self-service systems, our correspondences, our omni-channels nudges, our case worker workflow management, and many other key points of interaction have been modernized based on HCD principles. The principles used include first-person generative research to understand the user's wants, needs, aspirations, and pain-points with the current system. We synthesize these findings into design principles and various other research artifacts such as personas, modes and mindsets, ecosystem maps, and journey maps to be used as decision making tools during the design phase. Once we enter the design phase, we conduct evaluative research by rapidly create prototypes of screens and test them with actual users to help to ensure adoption and the reduction of friction during the application process. This process greatly reduces risk of low adoption while increasing time-to-market and drives diversity, equity, and inclusion in our design phase. Using "notices" as an example, we have shifted the paradigm form policy compliance and notification to customer centric outcome facilitate both in the standard notices and to the nudges we have added at key journey inflection points to simplify process and "coach" outcomes. This is very similar to what you see in the commercial sector as they capture your attention, make it easy to execute (buy), remind you of what is the cart, suggest other possible purchases. The customer centric view informs all our touchpoints with end users.

As stated earlier, our human centered design process is built around a persona-based architecture. We first build the persona(s) based on generative research activities to embody user expectations of the user type that is to interact with the system. Some common personas for an IE solution like Vermont include Customer, Caseworker, Supervisor, Manager, Quality Assurance, Office Worker, and System Admin. Within some of these, they are decomposed further to embody the expectations for small, yet important, user types such as single mothers, elderly resident, etc. Once User Personas are defined, we identify each user journey through the system in completing specific tasks and interactions with your staff and systems, this is realized in the form of Journey Maps. For example, the journey of an applicant moving through the application process. The Map shows the Modules that they will interact in the first layer, such as 'Am I Eligible' or 'Apply for Benefits', and then dives into the stages or steps for each of those modules that they will progress through, such as where to start, describing the people in their household, defining their assets, income, or bills, and ending with the closing stage such as submitting. Using an IE&E system can be a unique experience for various individuals, be it a staff member or an applicant. We want to make sure that the user has a positive experience each and every time. To do this, we take Journey Maps a step further, by creating a Modes and Mindset model to articulate what the user is attempting to do, what their mindset is, and how to best enable them to successfully complete their interaction in a highly efficient and productive way that leads them to the next step in the application process. Modes and Mindset models are the basis by which we create highly intuitive and seamless solutions.

From the perspective of case management, we have conducted years of research and design through the same process to understand and then delivery worker experiences that drive productivity, efficiency, and performance. The same techniques have been used, generative research, prototyping, user testing, and evaluative design to create worker experiences that not only meet and exceed their expectations, but also drives innovation in a manner that empowers your organization to transform from transactional innovation to one of continuous improvement. As an example of the benefits of using Human Cantered Design for IE&E customer experience, the Kentucky Self-Service portal achieved the following results:

Deloitte supported the redesign of a benefits platform for a state government client used for 1.37M members who receive benefits to allow them to better access benefits programs. By leading with Deloitte's Human Centered Design (HCD) methodology, the team collaborated with government staff, residents and other to develop 6 personas to understand the user journey and conducted 152 customer and worker interviews to reimagine the existing self-service portal and drive beneficiary and worker outcomes. The work resulted in a 30% increase in unique users logging in per month, 40% increase in unique community partners logging in per month, 10-20% increase in application intake through self-service channels, and an 8% decrease in Call Center volume for self-service related calls to reduce wait times.

With the outcomes our HCD work embedded in our NextGen portfolio assets, Vermont is advantages by inheritance of these proven best practices that enhance customer and case worker experience and efficiency.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

Our NextGen platform heritage spans more than 30 IE&E State implementations through which we have aggregated and enhanced the out-of-box features and functions and system configurability. As a result, we have the most complete and adaptable out-of-box capabilities of any IE&E system on the market by a substantial margin. Our platform’s expansive program capabilities go beyond just the core IE&E capabilities and include modules like LTSS and ABD waiver program medical eligibility determination and service plan/authorizations, WIC application and referrals through the IE&E system, LIHEAP, and other similar functions that extend the enterprise range of the IE&E. It also includes deep functional capabilities such as end-to-end SNAP E&T and TANF work programs, a robust portfolio of pre-built HCD enabled omni-channel communications assets, and primer content for e-mail, text messaging and outreach coaching.

We have invested heavily in configurable capabilities including adaptable rules management, demographic clearance tuning for MCI/MDM, reference tables, notices templates with pre-built widgets shared and re-used across notices and other similar configuration features which provide requirements elasticity. Our workflow engine allows tasks to be distributed using several approaches and managed by State staff in real-time based on changing needs. For example, work can be assigned by case/caseload or by specialized teams (e.g., spenddown unit). Alternatively, work can be prioritized in queue using permutations of variable-like input type (e.g., upload document type), case status, receipt date, compliance due date, etc.) and can be tuned based on State specific preferences. Work can also be filtered by location (catchment area and program (e.g., SNAP). In addition, when a task is prioritized it can be worked as a discreet item or in combination with all other pending tasks for the case (work bundling).

The customization of our system provides additional latitude for State-specific needs. The heaviest customization is generally in conversion, integration, and staged interoperability for modular/incremental deployments. It also provides the ability to continue innovating and adapting to your customers’ needs and program’s goals when the out-of-box functionality would constrain flexibility.

In addition, we have and regularly exercise the option to inherit new functionality from our base asset and other States beyond even after the initial implementation. Deloitte developed the NextGen 360 workflow management and case visualization modules as an investment and base asset. It was then imported by New Hampshire, Connecticut, and Indiana to streamline the case worker experience. Based on the success in the aforementioned states, there are other states in queue to adopt this functionality to meet their program needs. States within our IE&E portfolio regularly exchange functionality from our NextGen 360 workflow and customize it to meet their needs. Presently, New Hampshire is inheriting CMS PHE performance measure dashboards from Louisiana and Louisiana is inheriting war room PHE dashboards from New Hampshire. Maine is inheriting nudge inputs for renewal reminders and other customer coaching moments from Kentucky. Rhode Island inherited a mobile self-service application from Texas and Maine used Kentucky’s Salesforce self-service system to implement a comprehensive customer portal in ~14 months.

We estimate that OOTB functionality ranges from 75-90% depending on a state’s preferences. These factors include a state’s appetite for adoption of inherited best practices versus state-specific design; state policy; and a state’s desire to vary processes from national norms. The range for OOTB functionality excludes interfaces and conversion. An incremental or modular approach can reduce the OOTB percentage where new modules must adapt to the legacy system due to data and integration constraints. Deloitte is experienced in working with states on the careful planning and analysis required to achieve success with modular builds to maximize OOTB functionality.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

As indicated in Question 7 below, we have implemented modular or bundled modernizations that support staged and phased operational timelines, in addition to full system replacement. Conceptually, we have done what Vermont is envisioning for many States. However, there is a significant difference between concept and execution and each State requires unique adaptation and tailoring to achieve the optimal outcomes. The diversity of our experience means we are well positioned to leverage past lessons learned to carry forward successful best practices and assets from our national IE&E projects.

A deep understanding of the business aspirations including pain points requiring more timely relief as well as the existing technical architecture of the IE&E legacy platform and the enterprise architecture is essential to developing a successful roadmap and modular deployment approach. In the question below, we explore that point in more detail. However, we cannot over emphasize the importance of completing that analysis collaboratively with a strong IE&E vendor who has deployed multiple comparable permutations, understands the risk and how to mitigate them. We have a strong track record of understanding how best to strategically replace legacy modules, integrate with existing enterprise capabilities, establish new enterprise capabilities for re-use across IE&E silos all while maximizing best practice from over 30 States and a large portfolio of IE&E asset that accelerate delivery and reduce risk.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**14**
Case Management	**24**
Rules Engine	**12**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**Vermont can best determine sub-module sequencing in collaboration with a strong IE&E vendor who has implemented various permutations and understands business and technology implications. In our experience, we have seen States' desired sequencing be dependent upon several factors, such as what is most important to the business, what is needed most urgently to improve operations and/or system accuracy, and which technology components are most critically in need of update. Other considerations that affect sequencing are the business benefit timeline, the overall timeline, the cost, and ultimately the short- and long-term success of the project. These factors are best evaluated collaboratively and in advance of procurement and/or using an Agile delivery strategy and capacity-based budget. Several of the self-service sequencing options were discussed above as part of the response to question (7). These options generally focused on the sequencing based on the more standard self-service offerings vs additional, more specialized functionally. Additionally, when considering self-service platforms as part of the broader IE&E systems there also exist many incremental modernization options. For example, we have replaced/installed new self-service platforms plugging into an existing backend workflow engine such as Siebel or in combination with a replacement of that workflow system. We have done self-service in tandem with a rules engine and without one. We have also combined self-service with Robotics Process Automation (RPA) to import data into the legacy IE&E from the new self-service while minimizing legacy changes. We have also used legacy hooks to modernize self-service with real-time legacy updates. When a State is looking for a constituent win, it is common for the Customer Portal to be the first module. When the Customer Portal is done first, some of the optional functions can be kept in the backlog to deployed in tandem or following the related Case Management module(s). For example, replacing the TANF work programs case management backend functions might be combined with adding barrier and activity reporting to the Customer Portal. Other add on features might also be done incrementally like spenddown balance reporting, medical eligibility screening, adding new programs (WIC), etc. The feasibility of a Customer Portal first strategy does have a few key dependencies which should be considered upfront and that may further constrain what is possible. For example, a renewal would ideally be pre-populated in real-time as would change reporting and applications would ideally be**

adjudicated in real-time. In some instances, this isn't viable because of backend constraints. There are mitigations for some of these constraints that provided staged wins such as leading with a sub-set of functions, integrating into an existing workflow engine or adding a new workflow engine with the Customer Portal, RPA, and other similar techniques.

Case Management	**As mentioned above, parsing case management into discreet modules to be deployed incrementally requires deep insight into the legacy system, data model/integration strategy and several of considerations which cumulatively can become complex. Given this, it is recommended to work closely with an experienced IE&E vendor to discuss the pros and cons of splitting and sequencing Case Management modules. These discussions are ideally completed collaboratively, particularly if the intent is to consider splitting the deployment of modules like application entry and EDBC/SFU. There are circumstances where incrementally releasing case management modules can be advantageous without undue risk. For example, a Siebel work management engine with integration hooks into the legacy IE&E system might be a strong candidate to replace as a discreet module on a fast track without introducing future technical debt. If worker relief is a priority, adding intelligence and automation in the replacement of the workflow management engine might provide a strong starting point. For near term wins, this could potential be combined with robotics process automation (RPA). This strategy can also be an accelerated integration point of entry for document upload, ICR/OCR and other similar workflow drivers. Using another example, traditionally, omni-channel text/e-mail triggers and services are invoked from the core IE&E system with triggers from screens and batch processes to the notices driver and template management system (e.g., OnBase, OpenText, Adobe, etc.). However, if omni-channel and correspondence modernization is a business imperative, you can potentially use hooks from the existing notices system to drive a replacement noticing solution. You can then use the noticing engine to invoke the omni-channel solution, including nudges and reminders based on the core notice types and trigger date. You could also introduce omni-channel communication in tandem with replacing the noticing/correspondence system. Other modules or enhancements that can be sequenced and implemented separately include analytics, including dashboarding capabilities, worker nudging to enhance the quality of data entry and to aid in the completion of work within the Case Management module, and gamification to drive overall ownership and satisfaction of the day-to-day tasks being performed. Regarding case management architecture, we offer the full spectrum of IE&E core case management sub-modules using an open-source Java based platform or a hybrid Salesforce platform. Both include sub-modules such as customer**

	registration/intake, application entry, eligibility determination, case management notice trigger/driver, benefits issuance, TANF work programs, SNAP error prone profiling, etc. Our Salesforce IE&E case management supports the worker user interface (UI) and the real-time transaction processing of worker triggered events. However, Salesforce (like all platforms) has constraints and compute intensive backend processes and batch functions are processed through functions maintained on an AWS cloud with real-time MuleSoft integration.
Rules Engine	**Depending upon the various drivers for change, as described above, upgrading the Rules Engine can be implemented first as a quick win. It can also be done at any point in the project cycle, if the Rules Engine itself has discreet entry/exit hooks in the existing system and/or is an ESB or similar can be used to integrate the rules engine as a standalone module. The primary drivers of the sequencing of the Rules Engine upgrade are understanding how it currently integrates with the existing solution (and if the integrating components are going to be upgraded and when) and what you currently have as your Rules Engine. For example, if you have an existing configured Oracle rules engine it can be carried forward into the modernized platform with little to no change. If you don't have a rules engine in place, we have had success integrating into the legacy platforms using the CICS calls to SFU/EDBC sub-modules. This can be done multiple ways, including using MuleSoft to manage the payload transformations for both the legacy and future state systems. We have implemented Rules Engines by program, incrementally adding on other programs while moving towards a full no wrong door vision. This process can be done over a defined interval or organically as grant and other funding sources allow.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Financial Management, Correspondence, and Reports are crucial modules in an IE&E system, and our proposed solution includes these modules. These modules can be implemented within the scope of the larger Case Management system, or they can be implemented in a standalone fashion. If they are implemented standalone, the anticipated timeline for any one of these modules would be roughly 6 months – 1 year, depending upon the complexity of the solution desired, the implementation methodology, and the existing solution and its current integrations.

Financial Management – In similar IE&E systems, the Financial Management module typically encompasses functionality such as Benefit Issuance, Benefit Recovery, and in certain circumstances Provider Management. These critical modules are responsible for managing the correct issuance of benefits and recovery of benefits when funds are issued incorrectly. Our solutions include robust Financial Management modules that integrate seamlessly with the Eligibility solution to issue benefits and are also designed to allow for ease of issuance of payments in special circumstances (e.g., benefit replacements). Based on the interdependencies with other related case management modules, finance is often implemented in parallel with the upstream IE&E functions which feed benefits issuance. We have integrated our finance management functionality with all of the EBT vendors, such as FIS ebtEDGE utilized in Vermont as well as next door in New Hampshire.

Notices/Correspondence – We offer a full decoupled cloud hosted Notices and Correspondence SaaS as well the ability to deploy our solution on your platform of choice. The Notice and Correspondences module integrates with your worker portal to generate notices and correspondences based on the decisions made within the eligibility engine. They are fed inputs from the worker portal to generate and send actionable customer correspondence (e.g., verification checklist) with no intervention from the worker unless otherwise required. We also bring the full suite of IE&E notices out of the box with the solutions we implement to support the policy requirements of the core IE&E programs.

Reports – A comprehensive IE&E Reports module is integrated within our IE&E solution. Similar to Notices, we bring State and Federal IE&E reports out of the box to satisfy the program and policy requirements for core IE&E programs. We work closely with our clients to tailor the reports as needed specifically for State reporting requirements, and the reports are integrated with the IE&E solution to populate with data directly from the worker portal database into the reports. Furthermore, we have experience with a variety of reporting tools and technology, including Tableau, PowerBI, BI Publisher, IBM Cognos, Jasper Reports, SAP Crystal Reports, and a number of other packaged or custom reporting tools. Generally sub-system specific reports are implemented with that function/module. For example, notices reporting is usually bundled with the notice module and mass change reporting and exceptions is bundled with SFU/EDBC. However, a growing trend is the inclusion of IE&E data warehouse capabilities and visualization of operations, policy, budget and outcome reporting that is in addition to the traditional IE&E reporting. These advanced analytics/reporting capabilities can be deployed as a discreet module but require alignment with the overall approach to facilitate the data extract and cleansing processes. Due to this dependency, this module can be deployed incrementally as part of the overall IE&E modernization stagging data and functions incrementally or at the backend of the overall effort.

In addition to the Financial Management, Correspondence, and Reports modules described above, a more comprehensive list of IE&E modules is detailed below. We have implemented and supported these modules in states across our portfolio, and we work closely with our clients to help them understand the benefit, timeline, and strategy to implement ones that are relevant to their business and technical priorities.

SBM Case Management – We offer an end-to-end State Based Market (SBM) using an open-source platform which is integrated with and shares infrastructure with our IE&E systems in (3) States and operates as an independent (decoupled module) in the balance of our SM portfolio.

Medicaid Waiver Programs – A growing Medicaid trend is to leverage and integrate Medicaid waiver program functions with the core

IE&E case management system. This includes programs like Long Term Support Services (LTSS), Development Disabilities (DD), and Acquired Brain Disorder (ABD). Functions include the end-to-end business process including customer or provider assisted application, medical eligibility determination, MDS/MEA, PASRR, needs assessments, service planning, prior authorization issuance, provider management, and more. The leveraging of the IE&E for waivers also extends to the customer and provider portal and enterprise service re-use as well as processes like the MARS-E assessment.

Omni-Channel – We offer omni-channel communication for text/e-mail and marketing campaigns using Salesforce Marketing cloud as well as other options like AWS Pinpoint. Our omni-channel accelerators are pre-bundled with IE&E best practice nudges and have also been leveraged for services like foster care parent recruitment. We use the omni-channel module in tandem the correspondence module and also to promote adoption of the customer and provider portals, however, these modules are fully decoupled from the core IE&E solution.

Call Center – We have a fully bundled SaaS call center solution for cloud-based call center management as well as the ability to integrate with existing solutions. Our functional range includes traditional call center activities as well as automated outbound dialing, voice recording integration with the content management and case management modules for video interview/other, and Automated Voice Response (AVR) services providing data for questions like “When is my next SNAP issuance and what amount”.

Fraud, Waste and Abuse – In addition to the traditional checks and balanced built into our NextGen modules, we also offer our Pallium AI driver FWA module for advanced FWA detection.

Fair Hearings – We have a Fair Hearings module that allows for customers to file a request and monitor progress, upload documents, access scheduled events, etc. The worker backend capability provides for management of the fair hearing process including prospective mitigation by eligibility case workers prior to a hearing, packet assembly, and the fair hearing cycle process itself.

Enterprise IE&E Services – In addition to the IE&E specific modules our IE&E projects often include the addition of new enterprise capabilities first deployed with the IE&E system and subsequently leveraged by other systems. These include systems like Master Data Management (MDM), Identity and Access Management (IAM), Application Lifecycle Management (ALM), Security Information and Event Management (SIEM), Document Capture, Content Management, DevOPS and other similar services.

Analytics for IE&E - Our robust IE&E analytics platforms allow us to utilize the data gathered to enhancement operations management and provide greater insight into the multitude of data contained within an IE&E system. For example, we have asset accelerators for IE&E operations management including worker gamification, waiver cost/quality management, managed care cost/quality management, substance abuse, and more, which are driven by the data obtained through our IE&E analytics.

Integration Services – Beyond the ability to integrate with Federal and State services, we also have relationships with and pre-built integrations for several third-party services like Experian and Work Number income verification, Experian remote identity proofing (RIDP), SmartyStreets address services, asset verifications services, etc. which further enrich the IE&E program integrity, timeliness, and quality.

In addition to the specifics sited above, we have a broad portfolio of IE&E and HHS assets, accelerators and innovative thinking which we utilize for the benefit of our partners. We would be interested in further understanding Vermont’s view on modularity and functional aspirations for the IE&E effort.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

It is extremely difficult to provide pricing given the potential variations in modules, boundary definitions, and desired modernization approach. However, across the spectrum of modernization approaches, flexibility in the project's resource composition and location will influence price. Greater vendor flexibility in staffing will result in lower cost of delivery. Options range from requiring all vendor staff to be onsite with State staff, to using offsite delivery centers (in the US or abroad), to a mix across the two. Generally, offsite delivery allows vendors to deliver IE&E systems at a lower cost than models that rely more on onsite staff. Deloitte has delivery centers in Pennsylvania, Florida, and Arizona which support state HHS systems. We also have offshore development centers supporting IE&E systems for multiple states that can be used during delivery of Vermont's IE&E without requiring access to State data (which we recognize cannot leave the United States). The remote delivery model and usage of offshore resources was used to support Maine's self-service system implementation project and the takeover of the legacy IE&E system is also supported offsite. We also deliver using onsite models in multiple states, including the neighboring State of New Hampshire. However, during the pandemic New Hampshire shifted to greater virtualized delivery which is now becoming the general market norm. Other variables that impact cost include:

Scope of System Functionality and Services: Scope is another factor that will impact the overall cost of the project. In the table below, we have highlight factors related to the sharing of responsibilities between the State and vendor(s).

Adopting System Workflows of Asset Accelerators – The extent to which VT is open to aligning workflow with asset accelerators that might aid in inheritance of best practices, timely delivery, and lower cost of delivery.

Number of Optional Modules and Features – The extent to which Vermont seeks to add in "bells and whistles" which can be optional and or added over time such as application OCR/ICR, omni-channel smart nudging, modules such as waiver program medical eligibility determination (e.g., LTSS MDS/MEA, PASRR, etc.), TANF portal features for barrier/activity reporting, programs like WIC, etc.

User Communities – The addition of portals for additional stakeholder groups such as providers, case managers, municipalities, non-profits, authorized representatives and others.

Discretionary Budget – The allocation of budget for opportunities and or new requirements which may materialize during the project.

Ownership of Business Process Reengineering (BPR) – The extent to which Vermont seeks to have a vendor participate in the identification of pain points and opportunities as well as the codification of existing requirements, including reverse engineering of legacy rules.

Organizational Change Management (OCM) – The extent to which Vermont will manage OCM and the associated activities required to prepare stakeholders and/or the assignment of sub-parts of this role to vendor(s).

Training – The extent to which Vermont elects to design, develop and orchestrate training, roles-based virtual training sessions, learning management system (LMS) implementation, creation of initial training materials and subsequent updates and what role the vendor plays in the training. This can vary front fully assigned the vendors to fully State run, train the trainer or other similar permutations.

Systems and UAT Testing – The extent to which Vermont elects to have State staff own systems and UAT and or the extent to which vendor staff may be engaged in either test automation and/or State staff augmentation.

Security Assessment and Procedures – The role the State and vendor perform in terms of the initial MARS-E controls assessment, security testing, and support for quarterly Plan of Action and Milestones (POAM) submissions and the ATC process as well as ongoing support for those activities.

Legacy System & Enterprise Integration – The extent of responsibility across the State and vendor(s) for any legacy system hooks, conversion data scrubbing, etc., as well as changes or additional services supported through enterprise assets (e.g., document capture/content management).

An additional consideration is the contract structure. With an industry transition to the Agile method, some states have started to utilize hybrid cost structures through which a baseline capacity is established for the system in total or by module. Priorities are managed against the capacity using a burndown to emphasize value through the delivery process. This promotes stakeholder alignment by maximizing return and prioritizing those configuration and customization changes that are either required to confirm with state or Federal policy or that offer the greatest value. By focusing on value, this approach allows for greater adaptability through the delivery lifecycle. It also requires greater trust and collaboration between Vermont stakeholders and the selected vendor. This approach can also be executed using hybrid agile that uses deliverable-based, fixed-fee system development lifecycle (SDLC) method for conversion, interfaces, Federal/state compliance, and other essential obligations while using a burndown capacity for configuration and customization management above and beyond the minimal viable product.

It is important to note that modular and incremental implementation are generally considered to have an equal and/or greater cost than big bang. Mitigating that risk and technical debt is a complex challenge. We have assisted numerous states in the planning process and helped them develop a realistic estimate of the cost to implement a solution is flexible enough to meet their needs and adjustable to meet financial targets. We would be happy to discuss this topic further with Vermont and assist you with understanding the estimated price of your solution based on the above-mentioned factors.

Vendor product licensing: Our NextGen framework and modular portfolio is provided to customers with no licensing costs for acquisition or ongoing use. There may be costs associated with the software Vermont chooses to integrate with NextGen, or if you decide to implement NextGen based on a SaaS/PaaS solution. NextGen supports a wide range of software integration, allowing for Vermont to choose the software that best aligns with Vermont' financial objectives, as well as for reuse of existing assets and investments.

The environment or hosting platform: When considering hosting methodologies, Vermont will need to consider the total lifetime cost when choosing a direction to proceed. For example, a SaaS/PaaS based solution, like Colorado's NextGen for Salesforce implementation, requires a yearly recurring subscription fee in addition to yearly maintenance and enhancement costs. A cloud-hosted open-source implementation like Tennessee's NextGen does not require yearly subscription fees to a SaaS/PaaS vendor. However, they will require a recurring fee for the cloud hosting vendor as well as to the IE&E vendor or State IT department for the cloud hosting services which are not bundled with the hosting fee (e.g., SIEM solution, DevOPS, etc.).

We would be happy to discuss Vermont's goals, constraints, and existing platform to gain a better understanding of your unique circumstances so that we can provide more insight into cost and sequencing considerations. This includes more detailed discussion around modules, in particular modules you plan to front load in your delivery. This will allow us to gain an understanding of how the work will be distributed. Using notices as an example, the number of target notices varies when States replicate existing systems which might have redundant notices in comparison to refactoring notices to collapse technical debt. However, that requires upfront planning and analysis which requires a greater effort prior to codifying the number of notices. Refactoring can also be complicated by legacy constraints related to the data payloads and that variable alone can have a significant impact on the extent of refactoring viable during the initial deployment. Extending this example, notice scope also varies depending on the work distribution between the noticing engine and the calling IE&E module. In many states a solid portion of the variable rules management is contained within the core IE&E, and not the notices engine. In other states, those rules are managed by the notices system. Clarity on these variables has a meaningful impact on cost and ability for vendors to bid apples to apples.

As introduced above, if the desire is to collaborate interactively on analysis of these variables and implications, there are contract and RFP structures that can promote agility and allow for a sub-set of the strategy work to be done post procurement which may be more advantageous with a incremental modular deployment approach. Generally speaking, usage of the Agile model and capacity is a strong mitigation for resolving ambiguity while retaining budget integrity. Using the notices example, if the legacy system integration strategy and constraints and the extend of human centered design refactoring is know with enough certainty upfront and/or if the goal

is to have that modules vendor collaborate to build out the approach, then an agile model can compensate for ambiguity. In that instance, a knowledgeable IE&E vendor with incremental modular deployment experience could assist in assessing the legacy platform integration options as well as a hybrid HCD strategy for refactoring within a defined budget and accounting for legacy constraints if applicable.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

It is our understanding that, Vermont is looking for a technical platform that meets the requirements to support using Agile and iterative practices to minimize financial risk and drive timely and consistent business value, adhere to open standards and formats to maximize extensibility and interoperability, compliant with relevant State and Federal laws and regulations, leverage existing technologies and products, minimize the possibility of vendor lock-in, and provide maximum value for customers, staff, and taxpayers.

Our proposed NextGen platform for IE&E is built using cloud-native container-based micro services meet all the AHS requirements. In microservice architecture, an application as a collection of services that are highly maintainable and testable, loosely coupled, independently deployable, organized around business capabilities, supports multi-language development, easier governance, decentralized data management, and supports automated deployment and infrastructure automation.

Deloitte brings industry best practices, lessons learned from other states, and Vermont insights to tailor our solution, yielding a solution that is uniquely Vermont, reflecting Vermont's vision for IE&E incremental modernization. Nationally, we see two trends emerging as states face similar challenges as Vermont with their IE&E implementations and legacy modernization efforts.

Open system platforms

Deloitte offers this solution to meet the state's specific technology and business needs. The technology platform is based on open-source platforms such as Java EE or Microsoft .NET. Our NextGen IE Solution meets 75-95% percent of AHS technical requirements out-of-the-box while providing the technical flexibility and adaptability to support changing requirements over time. NH has adopted the open system architecture and incrementally modernized the IE&E system from legacy mainframe into Cloud ready Linux based Java platform seamlessly for customers and case workers with no outages. The open systems strategy can be hosted on premises or on the cloud.

SaaS based platform

Some states are aligning their IE&E with their broader no-code/low-code SaaS strategy adopting platforms like Salesforce, Dynamics, ServiceNow. Our Colorado IE&E application for the Customer Portal and the Case Worker Portal are both developed using the Salesforce platform. We have implemented solutions for multiple States using Salesforce for specific modules and in particular, the Customer Portal. More broadly, we also have Salesforce solutions for child care, child welfare and child support. Using another example, our Tennessee customer portal applications are hosted using ServiceNow platform.

Flexible & Interoperable Platform

Using either an open platform, a Salesforce platform, or both, we offer solutions which are highly flexible and architected to leverage enterprise assets and COTS products that are available in Vermont tech stack. For example, many of our state implementations use OnBase as a part of their ECM Solutions. MuleSoft is a Deloitte partner, and we have extensive experience using mule as an ESB to integrate the IE&E with Federal, other state applications and COTS products. For example, all the Federal Data Hub transactions are routed through Mule instance and Active MQ in New Hampshire as well as call to Experian income and RIDP services. Colorado also uses MuleSoft in their deployment to sync the Salesforce modules with other modules.

We also have experience with Vermont's full analytics stack and are presently collaborating with Vermont in preparation for Medicaid analytics work. Using PowerBI as an example, we have a powerful IE&E PowerBI module in Arkansas that tracks IE&E operations including the full lifecycle of applications and renewals with executive dashboards, operations management visibility and drill down into teams and worker productivity.

Deloitte has deep experience with configuring and integrating Rule engine products including Oracle, IBM ODM, and others. Splunk is extensively used in many Deloitte implementations for event logging and exception monitoring. We utilize the entire security stack identified including Okta, Splunk, Crowdstrike and Nessus. We have used Verato for HHS MDM and have worked with States to deploy and extend MDM systems across silos. In general, the architecture is flexible to integrate the NextGen IE Solution application, AHS existing assets, and other COTS products to minimize overlap and maximize leverage associated with each component.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

• Solution / Project: As highlighted in responses to questions above, the comprehensive and adaptable range of our NextGen asset is likely our greatest differentiator. The potential for us having fewer gaps during the initial implementation and more pre-built capabilities to support future adaptations in policy and work management is far higher with us than other vendors. It also means you can inherit best practices from other States to reduce SNAP error rates, increase TANF participation, optimize workflow management and automation (e.g., real-time, and ex parte, tuning etc.).
We also have the broadest and deepest range of IE&E modules and accelerators to meet your present and future needs. And importantly, we offer those modules using multiple technology platform meaning we are much more likely to leverage a greater percentage of your enterprise assets without having to start from scratch, which can be very painful.

Beyond our core IE&E modules, another differentiator for Deloitte it the full spectrum of functionality and service we offer which can be deployed incrementally as part of the broader IE&E roadmap. For example, we have a Medicaid Waiver module for LTSS/ABD and other similar programs through which the medical eligibility can be determined, and the service plan developed in collaboration with individuals, family, advocates, case managers, and providers as well prior authorization and budget management. Our waiver capabilities also cover functions like PASSR, MDS and automated importing of CMS MDS inputs to fast track medical authorizations, and financial lookback, The eligibility and service management modules are complemented by a waiver program analytics module for quality and cost of quality strategic oversight as well as features like adult protective service early risk identification and prevention.

Using another example, Deloitte recognizes that in order to deliver integrated program eligibility for beneficiaries, State agency solutions should enable case workers to readily navigate the intake process, while minimizing errors in the eligibility determination process. To drive effective error reduction, while preventing Fraud, Waste, and Abuse, Deloitte employs a group of data scientists specializing in data modeling and monitoring who leverage a broad range of tools aimed at preventing, detecting, and responding to issues that cause eligibility errors. These professionals are adept at identifying outliers and other potential indicators of fraud, waste, abuse, and errors. A portion of the broad range of tools leveraged by Deloitte and by clients is Pallium™. Pallium™ is Deloitte's cloud-based analytics, reporting, and case management solution. Through this platform, we load healthcare claims and enrollment data from disparate sources and run existing and new analytic models to identify providers and suppliers that flag for aberrant behavior. The leads are then moved to an intervention through the case management tool, whether medical review, investigation, or other intervention. Based on the results, the payer may take administrative action or refer the lead(s) to law enforcement.

We bring recent experience in having provided similar eligibility and fraud/error analytics support for housing relief programs across the country. Stemming from both CARES and American Rescue Relief Plan Acts, Deloitte delivered Emergency Rental Assistance Program (ERAP) oversight support for the States of Arkansas, North Dakota, Georgia, Texas, Commonwealth of Massachusetts, and the District of Columbia, as well as several other states and local governments. In addition to ERAP, we have supported other benefits programs including Unemployment Insurance (UI), Supplemental Nutrition Assistance Program (SNAP)/Transitional Aid to Families with Dependent Children (TAFDC), and Medicaid across the federal and state government space and understand the risks and necessary compliance activities associated with them. Outlined below are enhancements and value add options that can be integrated into the eligibility solution to enhance ND's ability to prevent, detect, and respond to errors in the eligibility determination process.

Using another example, with the pending Medicaid PHE unwind, we find more and more of our IE&E clients electing to include our appeals and fair hearing module to streamline the process. Other States are expanding automation like our SNAP IE&E automated scheduling and self-service scheduling module to create staffing headroom. These are a few of many such examples. The combination of out NexGen platform and optional capabilities like the waiver module and Pallium offers Vermont a streamlined, customer centric solution with a positive impact on program integrity.

In addition to core IE&E modules, we bring depth of expertise and pre-built assets and accelerators for HHS and OIT enterprise services like MDM, IAM, ESB, SIEM etc. Extending beyond IE&E we also offer the full suite of HHS systems including child welfare, child support, childcare, public health, etc. creating even greater potential to extend IE&E asset investment.

Staffing and Corporate Capabilities

We offer approximately 4,000 HHS specialists with intellectual capital and system expertise to deliver our IE&E solution and optimize your investment. Relative to our competitors, our team brings considerable depth and substantial experience based on the breadth and depth of our IE&E market. size of our IE&E market. We presently support 30 active IE&E engagements. When you take out the State run IE&E systems, this means that we have the lion's share of the expertise by a wide margin. Although not completely up to date and not reflective of States with shared vendor services, the CMS site https://www.medicaid.gov/medicaid/data-and-systems/mmis/contract-status-report/index.html substantiates the scale of our State collaborations. We promote cohesion of our IE&E and HHS teams through collocation and shared SME pods with specialized teams dedicated to functions like MARS-E compliance, IE&E test and quality assurance, IE&E HCD, IE&E notices, DevOPS, etc. We also bring deep technology chops. For example, we are pleased to be recognized as 1 of only 8 Global Strategic Partners of Salesforce. We are also the #1 Systems Integrator for both Public Sector including Federal, State, and Local. We also bring strong national and international alliance partnerships with most of the technology providers referenced in the Vermont enterprise architecture which means that we have strong working relationships that benefits States in maximizing the capabilities of those assets and the value as well. Our depth also means we have a deep understand of MARS-E, the ATC process, SNAP compliance requirement, SNAP major program design/QA review standards, certification requirements, etc. We round out those skills with expertise in cost allocation and APD reporting providing inputs and insights to advantage States agendas.

Problem Solving Approach

When it comes to problem solving, we have the broadest community of experts and State across which to accumulate and share knowledge and functionality. Using the PHE as an example, we promoted cross pollinate across States on opportunities like P-EBT and PHE unwind readiness. For example, with unwind readiness we are facilitated cross State comparisons of analytics and unwind distribution management, outreach, task automation and more. Drilling in deeper, we compared and are promoting fine tuning of real-time eligibility and ex parte renewals strategies, driver fast forward to speed non-ex-parte renewals, auto-closure logic refinement, OCR/ICR of application, third party electronic verifications of income, assets, addresses, and numerous other variables encouraging a tide that lifts all boats.

We also collaborate with our clients to innovate and advance IE&E objectives. For example, we frequently work hands on with States to win SNAP E&T and PTIG grants, non-profit grants, and other opportunities that spur innovation without taxing State budgets. As a result, our clients benefit disproportionately from others both directly and indirectly. The indirect benefit is promoted by the exporting of ideas from the innovators. For example, Kentucky won the best use of technology award at APHSA ISM and NASCIO and we are actively sharing and exporting those features to multiple States playing forward the hard work of the Kentucky State and Deloitte teams.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

An effective, multivendor strategy for implementing a modern IE&E system begins with a collaborative environment, a strong governance structure, clear roles and responsibilities for each vendor, and robust project management practices. Most of the challenges we have experienced, as described below, can be addressed via this strategy. In our experience, what works best in these types of implementations is the inclusion of a "core" IE&E vendor who works closely side-by-side with the state to orchestrate the services and technical solution for all stakeholders (including other vendors). This approach provides the best opportunity for a successful implementation in a multivendor environment brining forward lessons learned implementing in multiple other States in collaborations with the State's role as the Systems Integration lead.

This answer is organized in the following sections:

Our Vision for Effective Multivendor Collaboration
A. Strong Governance Structure
B. Clear Roles and Responsibilities
C. Robust Program Management

Primary Challenges in a Multivendor Environment
A. Clear Module/Function Ownership
B. Clear Services Ownership
C. Data Management and Governance
D. IE&E Business Knowledge
E. Budget Management

Please see below for additional detail on each of the items above.

Our Vision for Effective Multivendor Collaboration

A. Collaborative Environment – IE&E implementations are almost always multi-year, complex projects that have many different state, vendor, and public stakeholders. It is important that the vendor(s) you choose will work with you side-by-side to bring innovative solutions that will benefit your customers, as well as work with you in the trenches to resolve the big challenges that are ever present in transformations of this magnitude. We are known for being trusted advisors who bring in ideas from across the country, as well as being transparent identified and disclosing red flag risks, when necessary. We have worked with almost every other vendor in the IE&E and HHS space and are a respected alliance partner and strive to work collaboratively with our counterparts to put the state's customer needs first.

B. Strong Governance Structure – A critical component of our vision for an effective multivendor collaboration is a well-established, well-documented governance structure that includes representation from all key stakeholders and is strictly adhered to. This governance structure starts at the top, with a state business sponsor and state technical sponsor who work together to make final decisions. The governance structure should have a clear path for reporting and decision making, that is transparent to all stakeholders, including vendors. Regular project management meetings and leadership/steering committee meetings are critical to make timely decisions and to provide clear direction to the full team. Emergency procedures are important to make decisions quickly on more urgent matters (e.g., disaster planning, defect with potential significant impact to customers). One key lesson learned in governance structure is the balance between steering committee oversight and product ownership. In some projects, the steering committee disempowers the product owner. This paralyzes decision making grinding the daily pace down and derailing the project. Conversely, a strong product owner that doesn't engage stakeholders can result in a mismatch between the end product and the expected outcomes of the steering committee and impacted stakeholders. Managing this transparently is essential to timely and high value delivery. The

ideal governance structure will also include flexibility to allow for continuous improvement using the Agile retrospective principles reviewed on a periodic basis (e.g., after a major release, communication issue, or phase in the project).
IE&E projects tend to have hundreds of team members, and a strong governance process will make sure the team works seamlessly together with a shared vision in mind.

C. Clear Roles and Responsibilities – A RACI (responsible, accountable, consulted, and informed) chart is an important component of the governance structure, and the project management processes. At the beginning of the project, it is critical that the PMO, in collaboration with all key stakeholders, develop a clear RACI chart that is reviewed and agreed to by all parties. The items in the RACI chart should clearly align with the individual contracts. For an IE&E project with multiple vendors, activities that are often overlooked (or not documented thoroughly enough) include places where there are hand-offs between owners (e.g., from development to end-to-end testing). Hand-offs between owners of various tracks has to be well orchestrated based on a shared, transparent view of the plan and a clear understanding of roles and responsibilities. A lesson learned with RACI management is that it needs to drill down into specific expectations. Which entity owns the integration specification, what are the test data requirements for upstream providers or data downstream, when will test data be provided for each phase and what volume, etc.

D. Robust Program Management – An IE&E effort benefits from a central project PMO with robust program management processes based on industry-standard practices (e.g., Project Management Institute (PMI)). The PMO should have the authority to efficiently collect information from all vendors and the ability to escalate issues quickly (via the aforementioned governance process). This is especially important when customers are impacted, and the resolution requires a multi-vendor approach. The PMO should also be the source of truth for the most-updated timeline and the status of key activities, so that all stakeholders have insight into the latest status and risks/issues. Similarly, the usage of complementary Agile or hybrid Agile practices should be coordinated as well as the support Application Lifecycle Management (ALM) tooling which will provide transparency and aid in collaboration and coordination across team members and teams.

Primary Challenges in a Multivendor Environment

A. Clear Module/Function Ownership - The risks and exposure of a multi-vendor strategy approach vary dramatically based on decomposition of IE&E functions into modules and the required integration between the modules. For example, let's assume that one of the modules VT defines for its solution is a correspondence engine that is responsible for creating all of the paper/electronic notices that are sent to customers. It is likely more productive to have the upstream process/module (and associated vendor) define the required fields and valid values (and associated payload) for each notice, not the vendor who owns the correspondence engine. Vendors must then work together to refine the interface, as needed, and a strong governance structure must be in place to manage inevitable changes. An ESB (MuleSoft or similar) can be utilized to support decoupling and reduce risk. However, in addition to the payload structure, there will likely be code sets for multiple variables in the core IE&E modules. For this reason, it is often best that the core IE&E modules are the source of truth.

B. Clear Services Ownership - The risks and exposure of a multi-vendor strategy approach also vary based on how the professional services are assigned to each vendor. Services such as project management, design, development, testing, and change management must be carefully assigned and contracted, and clearly documented as clear roles and responsibilities. For example, it is important that testing responsibilities are clearly documented and understood across the full delivery lifecycle. It is critical that the core IE&E vendor (or legacy system owner, depending on the deployment strategy) is deeply engaged in supporting end-to-end testing activities. Utilizing the noticing example again here, the core IE&E vendor should be involved in defining the scenarios that trigger each notice, as well as conducting parallel testing on each notice to confirm the old and new systems produce comparable notices (with only the expected changes/modernizations in the new notice). The vendor who owns the correspondence module also should be involved in testing, focusing more on code quality, supporting the primary testing activities, and confirming all of the relevant templates / variables are thoroughly tested.

C. Data Management and Governance – When multiple vendors are used across modules, it elevates the importance of a strong governance structure, including a data management strategy that mitigates risk. Using our notices example again, data that is required from a notice may come from several different modules, compiled and sent to the correspondence engine. It is critical that

data structures and data fields are consistent across modules, to mitigate the risk of downstream impacts, including incorrect notices. There must be one clear vendor owner of the overall data structure, and a robust data governance process to manage updates and changes.

D. IE&E Business Knowledge - IE&E expertise is essential to appreciate and understand how business outcomes can be enabled through modernization investment. Often, sub-module vendors without core IE&E experience don't understand (and sometimes don't think it is their role to understand) the business and technical nuances of an IE&E solution from the customer and case worker perspective. This can result in not only diminished ROI and outcome enablement, but also rework and technical debt that compounds overtime and with each module/incremental project. A lack of deep experience across many comparable E&E projects often results in a shifting of work to the State and/or other IE&E module vendors. In our experience, few vendors who are new to the IE&E space have success improving outcomes and that they often over promise and under deliver because they don't fully understand the nuance of potential opportunity and risk.

Our recommendation would be to avoid having to many different vendors and to have a primary vendor engaged in delivering the core E&E module who has completed similar IE&E modernizations in the past. This approach does not "lock-in" the experienced vendors if the appropriate processes are put in place (e.g., standard processes, best practice documentation, State engagement). Once the enterprise ecosystem is stabilized, it is much easier to transition support to other vendors and/or take in house. For example, we recently transitioned an entire CCWIS no-code/low-code solution in Idaho to the State technology team within months of the initial implementation and no longer support that system. In the State of Maine, we recently took over a system we did not develop from another vendor whose IE&E share is modest brining innovation and process improvements even during the transition without missing a beat operationally.

E. Budget Management – When multiple vendors and incremental modernization are utilized, a fixed price budget calculation can become more complicated. The solution module scope and the associated vendor services often overlap, and this becomes more complex with every vendor that is added. A larger number of vendors, and uncertainty on roles and responsibilities, also makes it more challenging for each vendor to bid a competitive fixed price. This can be mitigated using an Agile capacity-based approach to provide flexibility at fixed rates. This doesn't mean that budget and scope can't be controlled in this environment, it can definitely be boxed and managed. However, it is more likely that scope/budget might shift between modules and roles as requirements and architecture clarity evolve and agility enables States to make dynamic decisions that improve outcomes without the contract being an impediment to evolution. Another point to watch out for is that often IE&E sub-modules are more attractive to non-IE&E vendors which can appear like a "plus" for competition. However, the initial bid price and timeline can end up being much higher in practice when they learn the lessons required to deliver IE&E services and support the complexity of the underlying business processes and policies. This can be mitigated by establishing strong evaluation criteria for directly relevant corporate and staff experience with IE&E modules and the technology being procured.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

We have multiple experiences in working with an internal State System Integrator responsible for cross-module integration/interoperability. This approach can be very successful and enables the State team to retain overall ownership and ability to drive to anticipated outcomes. It brings benefits of knowing the existing systems, stakeholders, policy, and often time pain points and opportunities. It also presents challenges including constrained capacity due to competing staff needs associated with daily operations and supporting the existing ecosystem while the new E&E is being built, potentially less recent experience with IE&E modernization efforts and the potential pitfalls, and sometimes an over reliance on IV&V/PMO vendors who bring significant value add, but generally less experience with the lessons learned in the trenches. We have experience overcoming these challenges and have included additional detail below.

To varying extents, each state leads as their own system integrator (SI) brining both HHS leadership and business expertise to the table as well as IT expertise of the state's IT organization. What varies between states is the types of services that are owned by the state versus their selected vendors. In our experience, the IT organization typically functions as an SI for the enterprise services that already exist (or are being developed alongside the IE&E project). The HHS leadership often functions as the SI governing the relationship between vendors building the modules that will make up the future State E&E. In our role we often serve as a core IE&E vendor, where we develop a core IE&E modules and act as a mediator between different state and vendor stakeholders. In addition to the core, we will often also deliver other modules like the customer portal, noticing, etc. dependent on the overall approach and procurement outcomes. When functioning as a core IE&E vendor we are uniquely positioned to work collaboratively with each stakeholder group to align the business needs with the required technology components because we have seen so many diverse IE&E configurations and module deployments and benefit from lessons learned. This experience enables us to partner with States like Vermont providing insights on the full end-to-end business process, solution architecture, and the plan for bringing all of the different technology components together into one holistic solution.

A. State Capacity - State staff are likely to have a deep understanding of the existing systems, points of integrations, business functionality, pain points and the enterprise assets (like the Oracle rules engine) that can be re-used. However, the detailed "nitty gritty" of the underlying data model, existing API's, and rule sets buried in the code may require additional a deeper dive that would benefit from the additional capacity of IE&E-experienced delivery staff. In addition, many of our states are facing staff shortages (especially recently), and it is challenging for state staff to balance IE&E implementation responsibilities while managing their "day jobs".

Potential steps to overcome State capacity challenge: Assign knowledgeable state staff (in a full-time capacity, whenever possible) to State project manager, product owner, technical architect, and other SME roles, where their knowledge is the most beneficial. It is incredibly important that the product owner be full time and that this role does not also double hat with other roles overloading that team member. One lesson learned is that if State DDI roles are not budgeted distinctly from ongoing operations; then the expectations should be moderated to consider the sum of responsibilities. The nature of the State staff role can also be honed to fit capacity constraints by sharing responsibilities with vendors. For example, a vendor could be responsible for API standards and conversion management under supervision of a State SI leader. Vendor staff can also be utilized to augment state staff providing capacity system test, UAT, change management and other similar roles, but reporting directly to State leads (not vendor leads). The state can also consider backfilling "day job" roles, such as M&O services for the legacy system to free up staff capacity for the new IE&E implementation.

B. Experience with other Implementations: It is often the case that the State staff have not seen multiple incremental IE&E permutations and or experienced the risk associated with a modular IE&E modernization first-hand and/or recently. It can be a bit like the first time you take on a home remodel project on your own. At the end, you are much more experienced than the beginning, but you might have saved time, energy, money, and frustration by having someone experienced guide you along the way. This isn't to say that States shouldn't take on and drive the SI role, but to caution that the boundaries of that role should be carefully defined and there is value to having a strong IE&E vendor driving the core module and functioning as the technical integrator.

Potential steps to overcome the needed experience with other implementations: We often use a “2-in-a-box” approach in our implementations, where each important role in the org chart is filled by one Deloitte resource and one state resource. This approach works very well when implemented as intended. We get the benefit of state knowledge and buy-in. The State gets the benefit of a Deloitte person who has done many similar implementations. In addition, the State can feel confident that they will build knowledge during the implementation, allowing independence from the selected vendor when the State choses to maintain the solution on their own. There is also the added benefit of the collaboration and camaraderie that is built in each “box”, that also contributes to a successful product implementation. Alternatively, the State SI role can be crafted and shaped to provide leadership, but with implementation architecture and details completed in collaboration with a strong IE&E vendor.

C. Reliance on IV&V/PMO vendors - It is important to understand the strengths and limits of IV&V and PMO vendors, even vendors with deep IE&E background. The technical, functional, test automation, business process reengineering, and other core IE&E delivery tasks are complex and not without significant risk. These risks are magnified with an incremental and modular implementation approach compared to a big bang implementation. The IV&V and PMO vendors don’t have the benefit of experiencing those technical and functional challenges at the lowest level of detail in the functional and technical trenches.

Potential steps to overcome an over reliance on IV&V/PMO vendors: If an IV&V and/or PMO vendor is selected, confirm that the roles and responsibilities are clearly defined between the State and the selected vendors, and that the State still takes a significant role in detailed reviews and project management activities. Additionally, dependence on the IV&V/PMO vendor for architectural considerations and IE&E best practices should be limited and or considered in conjunction with an IE&E DDI implementation vendor. We have seen in the past where an IV&V/PMO vendor helps craft a strategy that becomes challenged during the actual implementation and the approach would have benefited from inputs provided by an IE&E DDI vendor with the experience and battle scars needed to avoid pitfalls.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Application modernization doesn't happen in a single moment. Instead, it's a journey, an incremental process that will vary for each organization and may include implementing technologies, such as cloud, mobility, advanced analytics, and cybersecurity. Legacy modernization is an iterative approach that enables you to transform your IT ecosystem based on current and future business needs and build a flexible foundation for future innovation. However, this approach comes with many challenges. If these issues are not addressed timely and strategically, a modular approach might end up being counterproductive placing outcomes at risk. Based on our experience in dealing with these challenges in many states, the following are some of the factors to be considered while defining the strategy for IE&E future work.

- How is innovation and human centered design fostered, curated, and materialized into wins?

With a "big bang" delivery, States inherit innovation from predecessors States and vendors. With an incremental renewal, "inheritance" is not a given depending on the decomposition of modules and overall approach. This risk is potentially amplified in smaller States that may have limited resources to dedicate to Business Process Reengineering (BPR) and or limited domain SME experience. Mitigations include assessing pain points prospectively and mapping them to both transfer asset capabilities and the configuration roadmap.

For example, in the case of self-service portals, Human centered design (HCD) is a key driver the customer experience. If the modular approach enables vendors to import or transfer a system based on intensive HCD work like that done in Kentucky or California, then HCD best practices can be inherited and refined. This was the approach taken in Maine to rapidly deploy an HCD Salesforce customer portal for IE&E in 14 months. Another example would be "gamification" for case workers through which staff are able to take pride in their productivity and the benefits to the community provided through their service. This HCD enabled capability can be layered on top of an exiting or new worker portal and refined by comparing HCD work management approaches used in other States if Vermont had interest in gamification as a staff motivator. That input could then be tuned based on Vermont's unique work management strategies and operations pain points/needs. In both instances examples, it may be beneficial to cultivate HCD ideas using inspiration form other States, even if the idea may be directly portable to Vermont.

How is the universe of requirements codified?

Transfer/base systems generally comply with federal & state rules/policy. The transfer vendor will be familiar with the system and IE&E. With an incremental renewal, the legacy documentation is often generally lacking. The delivery team may not know the existing system or "new" IE&E components or functional requirements. Rules need to be extracted from legacy assets. Often States will attempt to address this challenge through functional use-cases. However, it is extremely difficult to do so at the level of detail required to configure and customize. A combination of legacy reverse engineering and or fit gap against transfer assets can address this risk. It can also be mitigated in part by focusing on conversion early as data mismatches are often a telltale sign of requirements gap.

How will architecture, functional sequencing, and process promote synergy?

Having a short and long game for infrastructure, architecture and functional modules is incredibly complex and important. Re-work, technical debt, and dead ends are likely if the strategy doesn't go beyond adjunct services to the core IE&E functionality. Resolving this requires a deep dive into legacy and enterprise assets and a cross reference against the delivery roadmap sequence considering other drivers like time sensitive business objectives or sunsetting legacy technology.

How is data integration and interoperability managed?

Incremental modernization requires integration of new components with the legacy architecture and iteratively developed modules. Although completed in smaller units, it is NOT less complicated than big bang conversion. Legacy integration likely needs to be real-time with many-to-one and one-to-many translations and other similar complexities. Mitigating this risk requires a deep understanding

of the data source of truth, establishment of payload/schema ownership, and a modular strategy that doesn't decompose functions to the level that necessitates data replication or overly complex integration.

How is quality assurance and risk managed?

Manual testing is prone to error. Most "transfer" systems come with mature testing suites. In an incremental legacy migration, parallel testing can provide powerful alternative, as can targeted pilots to manage risk. Resolving this requires a deep understanding of the points of risk and how to creatively use automation. For example, snapping conversion cuts prior to mass change and running in parallel between the legacy and new function. Another example would be using a stub to replicate notice triggers to the legacy and new notice engine running both in parallel, ideally with automated notice compare if notices are being replaced "in kind" initially.

How will cost be estimated/managed (T&M, fixed, other) and resource coordinated?

Incremental renewal requires greater agility and is harder to estimate. Modular procurement, multiple vendors, and a stretched legacy team performing M&O and supporting DDI can yield significant coordination complexity. Using an agile approach to cost and scope management can provide the adaptability Vermont will require to adjust based on evolving requirements and strategies. The use of agile capacity based effort can also provide vendor effort predictability minimizing the potential difference in assumptions driving cost and making apples to apples difficult and/or discouraging or disadvantaging vendors that have a deeper understanding of what will actually be required to deliver.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

As previewed in several of the responses above, it is essential to begin with a deep understanding of the legacy system, enterprise architecture and assets available for re-use as well as the business pain points and opportunities.

Identifying and anticipating future challenges and diligently having a plan to mitigate them is a key step to any successful large-scale implementation such as this one. A successful transition to a new system would mean seamless migration which mitigates potential disruptions to the user experience or benefit issuances to Vermont's citizens. Based on our experiences, below are a sampling of key challenges/considerations to be accounted for during the planning phases.

Understanding of Current Landscape

It is paramount to begin with a deep understanding of the legacy architecture in terms of its applications, integrations, users, scope of work, policies, etc. Understanding existing system integration points (hooks) that can be exposed to enable new modules to be integrated with minimal or no legacy modification is key to the overall strategy. For example, replacing a workflow module with hooks into the content management and to the core IE&E may be a module that is more easily replaced incrementally upfront. Similarly, you might be able to add a rules engine if the legacy calls can be exposed as services. In addition, understanding what existing or planned shared enterprise services exist that can be leveraged to increase value and efficiency of delivery (MDM, IAM, rules engine, etc.). This will help effectively prioritize the modernization journey by exposing integration needs to new modules as well as minimizing or avoiding any legacy system changes and future rework.

Availability and Support of SMEs

Another key consideration during the Implementation is to ensure the availability of State policy and system SMEs to assist during implementation as well as support modular transitions and provide inputs for reverse engineering, conversion, etc. The SME's will be key to fill in any gaps in understanding of the end-to-end processes and dependencies if supporting documentation is not available. This includes not only business SME's, but also understanding what existing legacy staffing resources might be able to assist with tactical modifications to support modular transitions as well as to provide inputs for reverse engineering, conversion, etc.

Data synchronization and Migration Strategy

During the Implementation phase, it is crucial to define a strong data synchronization strategy to maintain data in sync between the new and legacy systems till the entire process is migrated to the new system. The users could approach both the new and legacy systems to apply for benefits and having consistent data between the systems is needed for error-free distribution of benefits. It is also important to have a robust data migration strategy from legacy to new system. Typically, in any migration or consolidation effort, we have seen challenges with individual matching, conversion of values, etc. which needs to be sorted by conducting multiple dry runs of production data migration.

Data obfuscation strategy

Another important feature which has helped states to have minimal production issues post implementation is to have production data obfuscated into lower environments and have it available for execution of test scenarios. This will help avoid issues in production related to complex cases, boundary conditions, uncommon scenarios and increases the confidence in migrating to new system.

Rollout Strategy

It is necessary to analyze all the impacts, dependencies, risk and chalk out a well-defined approach for go-live. This approach can include a need for pilot implementation by county, program, system, etc. to gauge the behavior and response of the system change

and help prepare for wider implementation. A pilot is also likely to be required based on FNS major program implementation guidelines. The rollout approach also includes defining a robust communication strategy to educate staff and citizens about the system changes and expectations. Dependent on the extent of change, organizational change management (OCM) and training may require additional investment as well.

Roadmap Development

Deloitte has completed Incremental migration roadmap planning work in multiple States as well as the deployment of modules where the legacy system is comparable to Vermont's. We are well positioned to assist Vermont with the over IE&E modernization approach based on a deep understanding of the variables in collaboration with you and based on your business priorities and enterprise assets. It is our belief that the overall strategy would benefit from the experience of an IE&E DDI vendor in addition to State and/or IV&V/PMO IE&E specialists as the added insights and collaboration will produce a more resilient strategy and lower cost/risk.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

All Integrated Eligibility and Enrollment (IE&E) Systems orchestrate customer, community partner and case worker engagement managing thousands of data elements and rules, millions of database records, hundreds of notices and letters, numerous program specific requirements, and billions of dollars of benefits issued over the lifespan of the IE&E system.

In a “big bang” system transfer the full suite of capabilities is deployed in bulk generally using a fit-gap requirements gathering approach. The nature of these efforts is in many ways more predictable than a module build and therefore sometimes easier to estimate and bid. With a modular approach there can be more nuance in gauging the scope, roles distribution, and the transferability of existing assets and accelerators. There are three primary methods to mitigate this risk and the potential for cost overruns and time delays that would otherwise result due to gaps in shared expectations.

Pre-select core IE&E vendor

Incremental modernization required a specialized skills not only in the core business of Integrated Eligibility systems but also deep knowledge and experience in legacy technologies, new technologies, COTS products, compatibility, and connectivity between these products. Selecting a core IE&E implementer with above skills and working with them to develop the modular sequence and strategy in collaboration with State system integration leadership and IV&V staff is one strategy which can reduce risk. This is also the most common strategy used by State. In many States, they will utilize their existing vendor to guide them through a legacy transition or procure a vendor. Using Maine as an example, we were selected to replace the incumbent and are collaborating to maintain and incrementally implement a modernization roadmap. In New Hampshire, we were awarded the re-compete for the core IE&E services and contracted to incrementally modernize in collaboration with the State HHS and DoIT staff as well the States infrastructure and enterprise vendors (e.g., content management). Using the New Hampshire example, we both implemented new discreet modules like the noticing system, customer portal and rules engine, as well as modernized the core functions like application registration and EDBC/SFU. This approach is different than that of a planning vendor roll as it goes deeper into driving the overall approach, architecture, and actual implementation including specific technical and functional strategies and outcomes like payload/integration hierarchies and schemes, etc.

Having a qualified IE&E vendor on board may seem like doubling up on SI and/or the IV&V role, but the value would be considerable in terms of the overall strategy and execution and will likely significantly reduce total cost of ownership and limit any cost overruns and time delays. With this role, preclusion from bidding sequent lots would be problematic and risky for the State and vendor.

Agile Capacity Based Contracting

The second option would be to use a capacity-based budget and Agile burndown to accomplish similar goals as with the pre-selection of the core vendor. This would benefit from clear vendor/staff qualifications to address the IE&E specific risk and challenges of an incremental deployment. The risk to the State with this option is that budget might be capped by story points at a fixed cost to deliver MVP, but the scope would evolve iteratively working through the backlog across the sprints prioritizing those stories. That risk by mitigated by working with the IE&E vendor to distribute effort across the planned scope/modules during discovery so that investment is metered based on budget constraints and functional goals. We have used this strategy in multiple States successfully to implement comparable HHS systems.

Definitive Requirements/Functional Expectations

If the approach is to procure “traditional” fixed price bids, the requirements will need to be much more specific than they would be with a “traditional” big bang procurement. With a big bang procurement, the vendor has a quantifiable expectation that can be priced because they know they are bringing a full IE&E platform end-to-end. This predictability allows for competitive pricing and risk management. With a modular and incremental built, the points of integration, integration requirements, added testing complexity, role

ambiguity, etc. all introduce risk and uncertainty. For experienced vendors this will either increase cost of result in less competition. For aspiring vendors, it will be attractive. However, many of those vendors will not have the insight and experience to accurately price and deliver. As a result, they are more likely to miss dates and or require budget overruns to deliver. They are also much more likely to place a heavy burden on the Vermont State staff and to place the overall project at risk.

As mentioned above, many States have completed modular and incremental IE&E modernizations. Extending the Maine example, Maine has installed major modules including the customer portal and FDSH integration. They are presently expanding the customer portal to support providers and community partners, omni-channel text/e-mail nudges, passive redetermination, and other similar modernization activities based on a collaboratively developed roadmap. In Colorado, they incrementally modernized their IE&E adding on numerous functions and shifting to a Salesforce and AWS cloud-based architecture. In those instances, and just about every other successful incremental modernization, a primary IE&E vendor has driven the modernization approach in collaboration with the State.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

There are a number of key inputs that would aid in quality delivery of the project beginning with Vermont's aspirations and intended outcomes.

Establishing Project Governance Authority

Given the scale and complexity of an IE&E initiative, it is imperative to institute and operate a project governing body to steer the project and facilitate business outcomes, scope, budget, and resource management optimized to achieve Vermont's goal. It is important to balance the composition of the steering committee to include PMO, program/policy, operations, customer advocacy, finance, and State technology participants (HHS and IT) as well as appropriate vendor staff representation to maximize steering committee value. It is equally important to have a Product Owner who is empowered to execute the vision of the steering committee and to coordinate with stakeholders throughout the daily delivery effort.

Identify Vision, areas of Priority and Define Timeline

Achieving transformational aspirations requires a clear long-term vision and goals. This will help streamline and validate actions, decisions, and milestones during implementation. Vermont has articulated these aspirations in the project charter details provided in the RFI materials. A common challenge we see relates to translating that vision into reality through a decomposition of pain paints, opportunities, and IE&E best practices at the module/functional level and architectural foundation so that the effort and investment yields the intended results. This effort requires State SME and policy commitment and curiosity and a vendor who can facilitate exploration of opportunities bringing deep IE&E expertise. Without a concentrated focus on Human Centered Design (HCD), pain points and innovation import opportunities from other States, there is a higher probability that the outcome will be muddled recreating the existing wheel to some extent. This can be further aggravated by gaps in process design or requirements that can result in a step backwards for workers and customers. That risk is best mitigated through a very structured fit-gap process that mines existing Vermont requirements and rules in combination with a deep understanding of IE&E and assets being re-used to accelerate Vermont's delivery.

Also, as briefly explained in previous sections, to effectively handle the migration of a legacy system and manage new system simultaneously, the State may want to consider prioritizing areas that are interdependent from the core IE&E application and can be isolated using integration strategies that decouple or retain existing decoupling during initial migration phase. For example, the information gathered during data collection would be used in eligibility determination through the application of business rules and so these 2 components should be modernized together to avoid data mismatch issues as they are closely related.

SME Availability Planning

During a modular or incremental initiative, the Vermont State staff will be torn between daily operations requirements, projects that can't be deferred and are being implemented in legacy/existing systems, and the new modernization efforts. Creating clear expectations that are attainable and realistic will aid in project success and State staff sanity. Key SME's (both functional and Technical) managing the legacy systems will be required to participate during the planning stage to help create a more realistic project plan and identify any project risk at the initial stages of the project. Also, SME involvement in the planning phase will help set expectations and their availability during the further phases of the project. There are mitigation options that can lessen the State staff load by shifting a greater percentage of work to vendor staff with the appropriate IE&E experience. However, this shift requires a careful balance to avoid conflicts of interest and/over overdependence on the vendor. We have used many different permutations to manage and mitigate this risk in collaboration with our State partners.

Ecosystem Understanding

It is helpful to understand the current IE&E ecosystem from the perspective of stakeholders including the systems, customer, community partner and worker experience. Deloitte would want to get hands on visiting and observing State staff performing primary IE&E roles. We would want to connect with and coordinate with resources that would help us define consumer and stakeholder personas and journeys, and to understand how providers, authorized representatives, and other community partners utilize the system and or gaps in features that could make them more successful. We would also want to understand how work is managed, what metrics are utilized, how much automation is in place to minimize customer and case worker effort required to meet program and policy requirements.

Legacy Access

Having access to legacy assets and systems would prove helpful to reverse engineer business rules, policy and requirements as well as to understand potential shortcomings of the legacy systems. It would also help to gain access to the existing data model, code base, data element dictionary, and user manuals.

Integration Services

In addition to core application information, we would want to understand all the current points of integration including the method and schema or file layouts and services during the planning and discovery sessions to determine where new assets can be integrated with existing assets (modules). This will aid in minimizing both initial effort and future rework/technical design along with the potential need for any new integration services and plans to decommission any redundant or irrelevant integration services.

Enterprise Assets

We would hope to understand what enterprise assets are already in use and which are envisioned as well as how those assets are governed including DevOps, integration standards, approaches for testing, etc. In past experiences, we have found that some enterprise assets are implementation ready and time-tested solutions that an be adopted quickly and others may have been acquired, but are not in use or not yet fully mature. Understanding the current state of enterprise assets help maximize their use while minimizing risks.

Summary

These are examples at the highest level. This is a question we would ideally explore interactively with Vermont pre-procurement at a high to moderate level of detail exchanging ideas and insights form our work with other States who have or are completing similar journeys. This would aid us in gaining a deeper understanding of Vermont’s goals, resources, constraints, and concerns and would allow us to share lessons learned proactively.

#8

COMPLETE

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Page 1: Introduction

Q1

Please enter your organization's contact details

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Q2

How does your product meet the high-level needs outlined above?

Our proposed solution :
1. Is built on the latest web technologies to be future-proof
2. Has a User Experience (UX) that is easy to navigate and built to be device agnostic.
3. Will be a single source for eligibility and enrollment for all eligible Vermonters.
4. Enables easy interaction and data exchange (interoperable) with other state and federal programs
5. Has extensible workflows to handle high worker loads and reduce backlogs.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Yes, our proposed solution is interoperable as a part of the modular system owing to its capability to be extensible via Application Programming Interfaces (APIs) and configuration. This makes the solution compatible with other state and federal agencies.

Q4

How do the elements/features of your product exemplify user centered design?

Kyyba Tech leverages Design Thinking & Human Centered Design (HCD) as our standard design methodology. The components of our design framework are summarized below

1. Empathize: Interview stakeholders, shadow ground-level workers, seek feedback, and be nonjudgemental
2. Define: Personas, role objectives, decisions, challenges, and pain points
3. Ideate: Share ideas, bounce UX options, prioritize, and agree
4. Prototype: Mockups, storyboards, iterate quickly, fail fast, keep it simple
5. Test: Understand impediments, Roleplay, what works and what does not iterate.

We will leverage our design experts, and apply our proven framework to collaborate and arrive at the best fit UX for Vermont.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

We envision the following percentage split based on the procurement bundle

Out of the box: 41%

Configuration: 26%

Customizations: 33%.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

We are currently working with a State in implementing an IE&E solution in a phased manner. This solution ecosystem has a similar modular approach, with customer REST-based Microservices serving as the integration layer.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**24**
Case Management	**34**
Rules Engine	**15**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**GROUP 1: Self service portal to VIEW integrated data, application registration and screening. GROUP 2: Appointment scheduling and eligibility applications.**
Case Management	**GROUP 1: Master Data Management,Referral management, contact and document management. GROUP 2:Business process management and workflows, reports and dashboards**
Rules Engine	**GROUP 1: Eligibility rules engine, verification. GROUP 2: Redetermination, renewals and recertifications.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

1. Our proposed solution would include a finance module with integration points with a financial management system. We recommend having finance as a decoupled solution. Timeline for finance integration is 4-5 months.
2. Our solution includes a correspondence sub-module which is our comprehensive notification platform supporting voice, text, and email communication management. The timeline for notifications module is 3-4 months.
3. We have a 'reports and analytics' module for operational reports and analytic dashboards. Timeline to integrate our reports module would be 3-4 months.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

We estimate the DDI cost for the proposed solution will be in the $65 – $85 Million range.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Salesforce
Java- Spring, Hibernate
Mulesoft
React, Node.Js, PostgreSQL

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Our proposed solution separates itself from the others in multiple dimensions
1. Our proposed technical solution is modular and overlays Vermont's existing architecture
2. We are proposing a Microservices based integration architecture on Mulesoft to have an agency-wide data integration foundation
3. We have a platform based solution implying easy configuration, customization and quick time to market for Vermont
4. We have an agile, robust and proven implementation approach tailored for such transformative implementations, bringing in all our learnings from such engagements
5. Our proposed solution will come with prebuilt UX templates based on Human Centered Design to provide an intuitive UX for Vermonters
6. We have a proven support and issue resolution mechanism, enabled by business process flows. This ensures a business function-led support for the technology solution
7. Our teams are highly skilled, come with deep experience and ensure customer value in all transactions. We have a proven track record in ramping up skilled global teams for multiple enterprise and government clients.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

In our experience, a strong contract management methodology and team are needed in a multivendor environment as accountability is spread over multiple vendors. We have listed our key learnings and recommended strategies for multi-vendor engagements as part of the response to question 14 in this survey.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

We have vast experience in working with an internal "State Systems Integrator" (SSIs) in multiple engagements. On most occasions, this team is a blend of in-house State IT teams and chosen third-party SSIs, owning various parts of the project. There are multiple challenges in the model of working, but we have consistently collaborated with these teams and ensured successful outcomes. Key themes we operate on to overcome these challenges are stated below

1. Roles and responsibilities: A major challenge in a project having State SSI(S) is the blurring of who is accountable for what task. We clearly define a Responsible, Accountable, Communicated, Informed RACI matrix at the outset of the project, and review the same once every month to ensure all stakeholders are in agreement with the stated roles and responsibilities definition.

2. Collaboration and Communication: With each vendor/SSI working on their part of the project, it is only common for many teams to work in silos. We typically define a collaboration plan at the beginning of the project, and have a dedicated communication manager to orchestrate information flow between SSI and our stakeholders. Regular 'All hands meetings' help in bringing multiple teams together and reiterate the common goal of the project

3. Strong Governance: Setting up a robust governance model including executive and operational leadership is central to achieve a common goal when we have multiple suppliers and SSI(s) working together. Our governance framework has a proven track record of being successful in large transformation engagements.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Open interfaces and standards are recommended in a modular environment. Exchange of data should be possible via APIs and non-proprietary file formats (in that order). One challenge that the state can face is if the modules have proprietary or complex data exchange mechanisms. This would lead to the state hiring experts for each of the modules or invest in a high number of professional services' hours. Hence data governance plays a key role.

One other challenge would be authentication and authorization of users. Again, it is recommended that the modules use the latest industry-approved authentication protocols rather than proprietary ones for a seamless user experience.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

In a modular and agile world it is recommended to start small and build on that foundation. When dismantling a huge monolithic system, this means there needs to be a way to synchronize with the old legacy system.

This synchronization is possible by building a 'bridge' from the modules to the legacy system. As with anything with a legacy system, this bridge can be complex. Caution is advised when building such a bridge.

One other aspect of the bridge is the perception that it is a throwaway effort. Careful thought should be given before embarking on this journey and should be avoided if possible.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

The following information/level of detail would be helpful for the State to include in the RFP
State's vision and feature roadmap a strategic level
List of all the high-level and low-level objectives
List of all the interfacing systems with interface type(point to point, REST APIs for example)
List of all the major and minor issues with the current environment, Infrastructure, technology, tools, legacy systems, team/people, skills, application performances, and most importantly business impact
Document from key stakeholders, what is expected and not how it should be done.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

Everything that the State listed would be good to have in the initial planning stages of the project. We, however, would like to emphasize on vision and SME availability are of vital importance for a successful implementation. We have listed the additional requirements from the State below

1. Communication– to all involved, high-level roadmap, why it is being done, the benefits from it for the State , the benefits for them, and leadership commitment. This communication should be sent in a staggered manner over a period of time
2. Executive involvement – Sponsors to talk about the project vision in status meetings, town hall, all hands meet. Commitment from agency leaders to help the delivery team in the program
3. Timely feedback: Planning for technology and business teams to be available to review and provide feedback for ongoing project deliverables.

#9

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Page 1: Introduction

Q1

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Q2

How does your product meet the high-level needs outlined above?

Cardinality.ai offers ready-built products for Governments to deliver faster and better welfare to their citizens. Smart and configurable, our AI-enabled products are purpose-built for the Health and Human Services and are based on Federal mandates. Our Commercial-off-the-shelf product for Integrated Eligibility & Enrollment is a full-fledged and modern cloud-based Software-as-a-Service, (SaaS) that is powered through Cardinality's open-source technology stack. It will be brought to operational utility as a solution for Vermont's IE & E system, through the assembly of several pre-built functional modules specifically built for operations that serve citizens. Our solution meets the high-level requirements for Vermont's IE & E system's modernization journey through the below-mentioned features:

ACCESSIBLE AND MOBILE FRIENDLY CUSTOMER CHANNEL: Every module of the product is built with a mobile-first approach, empowering the customer with access to all benefits and information about benefits, services, and renewals. This is done through a single window, as the product allows for data sharing and operational workflow sharing wherever applicable, and streamlines services with a no-wrong-door approach to the residents of Vermont.

USER-FRIENDLY EXPERIENCE FOR SERVICES AND RENEWALS: The product is highly configurable and rule-based, offering a user-friendly interface to its customers, which is intuitive, web-based, and powered by self-service and multilingual capabilities. It allows customers to screen for potential eligibility for a range of programs by entering basic information about themselves without having to submit an actual application for benefits.
It enables customers to easily navigate the complex world of applying for benefits through a guided process, that assesses their needs and circumstances and directs them to the right government resources and staff.

EXTENSIBILITY: Our product is built with a modern Service Oriented Architecture (SOA) that simplifies integration and improves extensibility.
Our product is ready-built and leverages configuration-based, flexible architectural principles that will enable Vermont's AHS to react more quickly to changing legislation and related mandates, policies, and guidelines.
Our product is extensible, user-friendly with modern UI, scalable, secure, and AI-enabled.
Our product leverages key technology components which allow for the supplementation of additional information fields without the need for code change.
Loosely coupled, modular, and n-tier-based layered architecture that uses a separate workflow engine and rules engine to make the system flexible in expanding its capabilities to meet future child welfare needs and Federal and State mandates.

MASTER DATA MANAGEMENT: Our approach to creating a Master Data Model, is centralized and will ensure access to, and administration of all program data by reducing or eliminating duplicate data collection points. This approach also facilitates real-time data analytics and ad-hoc reporting. The Master Data Model provides centralized access to all programs and has one baseline configuration for all three programs - Child Welfare, Juvenile Justice, and Adult Protective Services. This common data model allows sharing of data across programs and prevents duplication.

BUSINESS PROCESS AUTOMATION: Every component and module of the product supports workflow automation. The product's process automation capabilities are built to remove bottlenecks and reduce loss of data while increasing transparency and communication across teams. Our Workflow Engine is highly configurable and can be based on time and events. Workflows in the IE&E solution for Vermont can be configured to suit approval processes for supervisors/administrators on every type of activity such as scheduling, meetings, assessments, payments, and eligibility. Additionally, the product is just right -off-the-shelf and comes with Optical Character Recognition (OCR) capabilities to eliminate manual data entry. Equipped with an AI/ML-based utility, the product can scan hard-copy documents and automatically populate the information to the back-end database.

TIMELY NOTIFICATIONS: The Notifications and Alerts Engine is configurable, with the ability to notify customers of any and all events and actions. Embedded within the workflows, our alerts and notifications engine can notify users in multiple ways (in-app notifications, alerts within web applications, secure messages, emails, SMS messages, etc.) and is integrated with the calendar

applications of the iOS and Android platforms.

PROGRAM INTEGRITY: Our product’s configurable built-in Rules Engine helps in automating sophisticated decision processes, reducing development and change cycles by up to 90%. It helps in streamlining and accelerating policy implementation, ensures accurate eligibility & delivery of benefits, consolidates redundant tasks, and guards against fraud. It also enables quick modification of the system’s decision logic which will accommodate changes in Federal or State laws, regulations, Department policy, or other sources.

MODULARITY: The modular architecture of our solution allows for the componentry to be replaced/reused depending on the required business functions. This very nature of the platform enables us to achieve total customization from an enterprise application standpoint. Our solution is fully cloud-enabled, fully modular, and easy to use via web and mobile devices, with clearly laid out modules for required functions such as Eligibility, Enrollment Assessments, Intake, Search across functions, Comprehensive Case Management, Participant & Referrals Management, Automated Notifications, Workflows, Rules Management, Emails, Correspondence, Follow-ups, Self Serve Customer Support & Reporting.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Our solution provides a modern Service Oriented Architecture framework, enabling the separation of layers including data, integration, application, and presentation for greater flexibility, need-based configurability, and agility for software changes to meet business or technical requirements.

Cardinality's solution is designed to be interoperable with all of the systems involved in the Integrated Eligibility and Enrollment System and supports exchanges with a variety of systems including IAM (user management/access), Master Data Management, reporting/BI systems, finance systems, provider recruitment, and management, etc. The platform is flexible in integration approach, supporting near real-time and real-time exchanges, as well as scheduled or batch exchanges with the ability to store exchanged information messages and any exceptions. Services are developed to serve a function that can be reused across modules for common transactions and ease of maintenance.

Our solution will integrate with the agency's sub-systems and partner systems via Application Programming Interface (API) Integration. This approach transforms back-end complexity into predictable, interoperable, consistent interface patterns that allow teams to access and exchange data across state-wide systems. Modules in our product are implemented using REST API architecture to interact with the backend database.

Our solution ensures flexibility and adaptability, by providing a canonical data model that would be utilized to simplify integration. The canonical data model consists of enterprise integration design patterns which is used to standardize the communication between different data formats. It is a subset of all data elements required for the exchange of data between modules and other systems. Also, our integration platform component allows managing file transfer, and monitoring batch files to and from external partner systems. It uses Secure File Transfer Protocol) (SFTP) and/or AWS S3 bucket as the foundation for enabling secure file exchanges and management.

The integration capabilities power seamless data exchange in real-time, facilitating the case worker to set up follow-ups/eligibility verification interviews, and generate verification notices, and notices of action to the applicants. Real-time interfaces provide verification results, which can trigger automated workflow steps such as generating a notification to the applicants to inform them about missing information. This leads to expedited timelines in processing applications.

The service integration layer exposes platform services to the rest of the application as well as supports real-time and batch file interfaces to external services and legacy applications.
Our approach simplifies integration and reduces disruption, allowing for interface management and integration of security and service components. We use an architectural approach to accelerate the project and eliminate the need to change legacy systems to support data exchanges. Our Integration Platform facilitates the integration & interoperability of components in the solution enabling complete cross-module interoperability.

The Integration Platform will add appropriate interfaces to retrieve external data from
third-party systems that make the verification of customer information seamless. These Interfacing
systems include but are not limited to, State BMV's, State Wage Data Services, Social Security Administration systems, DOL systems, and EBT systems. The platform will also leverage batch interfaces to send and collect overpayment information from the EBT vendor.

We realize the need for interfacing with multiple legacy and external systems. Our integration architecture facilitated by the MuleSoft layer will enable real-time, batch, and messaging interfaces. These interactions between the systems will be managed and processed through our message broker component. By applying Service Oriented Architecture (SOA) principles to our integration platform, we develop interfaces with legacy and external systems.

Q4

How do the elements/features of your product exemplify user centered design?

Our solution for the IE & E system of Vermont is a comprehensive single window of accessibility to benefits and services for Vermonters. The customer portal and caseworker portal are structured to ensure that these two user segments benefit from the seamless sharing of information in real time. The comprehensive solution empowers the citizens to benefit from all programs and services of Vermont, currently under the ACCESS Mainframe System, such as:
Reach up TANF,
3squares Medicaid
Medicaid for the Aged, Blind, and Disabled (MABD)
Essential Person (EP)
Fuel Assistance (LIHEAP)
General Assistance (GA) / Emergency Assistance (EA) system, and

Vermont's State based Health Connect programs under Vermont's Health Connect such as:
Qualified Health Plans (QHP)
Advance Premium Tax Credits (APTC)
Cost-Sharing Reductions (CSR)
Dr. Dynasaur (Children's Health Insurance Program)

The solution's interface is built with complete capabilities to guide, inform and educate Vermont's citizens and households on their eligibility, enabling them to receive benefits in times of distress through self-service mode. The system is dynamic in its capabilities, and communicates with the citizens through alerts and notifications that are sent via emails and/or SMS. There is also a provision for notifications within the portal to guide them to information on the status of their application without having to depend on the AHS staff. The system also enables inquiries and acceptance of applications through multiple channels of communication.

Along with its capabilities to integrate with the IVR in answering their questions, the system also empowers the AHS worker to immediately respond to inquiries. With Chat Bots, Context-sensitive help options, and the Low Code Form Builder for the caseworker, which is used to create or modify application forms, the product is high on usability and user-friendliness.

The caseworker is able to build forms that are intuitive allowing the citizens to answer only questions that are relevant to the benefits and/or services sought. The entire application registration process on the client portal is built to ease the entry of data. The use of the Form Wizard in the Form Builder has the citizens or applicants answer only the required information in a logical format. The intuitive self-service client portal is built to deliver preliminary eligibility results which easily informs the client regarding the list of eligible programs and benefits.

The completely mobile-friendly interface also enables easy communication of the applicant's status of benefits through email, SMS, and alerts in the system. The interface for every user on each device is focused on delivering efficiency. The uncluttered, clear flow of screens carries the user seamlessly across the different functions they need to perform. The focus of the UI design is to give easy access to data and increase the efficiency of the duties performed.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

Our Cloud-based COTS comes with a host of features and functionalities that specifically cater to welfare and benefit segments, empowering the state to provide better citizen services. Based on the procurement bundle as specified in the ‘State of Vermont IE & E Modular Modernization Overview’, we approximate 85% of requirements to be provided with our Out-of-the-box capabilities, 13 -15 % of requirements through configuration, and 5-7% through customization which is occasional. We would be able to provide the accurate allocation through a Fit-Gap analysis, once the state shares the detailed requirements for the said procurement bundle.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

We have successfully implemented a similar modular bundle approach in the State of Maryland, under the Child Welfare program - MD -CJAMS (Child, Juvenile, and Adult Management System (CJAMS) and Integrated Eligibility and Enrollment System)

Background : MD THINK (Maryland Total Human Services Integrated Network) initiative is a secure cloud-based technology platform for human services programs. The vision behind MD THINK was to enable government workers to serve Maryland citizens using modern, flexible, and personalized applications in the future.

Our ground-breaking platform enables Maryland to implement specific solutions for programs across multiple agencies - MD Department of Human Services, MD Department of Health, MD Department of Juvenile Services, and the MD Health Benefit Exchange. It hosts their applications, enables data sharing and repurposes operational workflows, wherever applicable, to provide streamlined services and a no-wrong-door approach to Marylanders.
Solution: Integrated Eligibility and Enrollment System
Cardinality's Platform and Components like Eligibility Determination, Case Management, Citizen Portal, Form Builder, Document Generation, RBAC, and Microservices/API middleware, were leveraged for the Eligibility & Enrollment modules which was part of the Integrated Eligibility System for Eligibility Determination & Redetermination for various programs such as Medicaid, SNAP, Cash Assistance, etc.
The MD Think initiative was kicked off in 2017 starting with Long Term Care Program modernization and it went live in the fall of 2018. The Integrated Eligibility & Enrollment System initiative which includes programs like Medicaid, SNAP, Cash Assistance (TCA), etc. was kicked off in Jan 2019, and phase-wise rollouts started in Jan 2021 with the full system going live in Nov 2021.
Maryland's Eligibility & Enrollment system has contributed to improving the case processing speed & compliance of all programs. Since the system went live, there has been a consistent decline in the percentage of SNAP & Medicaid eligibility applications not processed due to agency delay and has stayed under ~4% monthly average.
Additionally, the compliance for SNAP applications has consistently stayed above 95% every month since the new system went live. This system is also supporting the Redetermination process for these programs (Medicaid, SNAP, TCA, etc.) since Dec 2021 and has successfully processed around 200K redetermination applications.
Solution : CJAMS (Child, Juvenile, and Adult Management System)
Cardinality's baseline solution and platform met 88% of CCWIS requirements, and over 70% of State child welfare requirements. Cardinality configured the remaining custom functionalities based on requirements provided by the State. A sandbox was provisioned for the State with the configured functionalities within 60 days of development kick-off.
The platform across child, adult, and juvenile welfare has 300+ screens, multiple workflows, and integrations with over 18 inter/intra-agency systems.
The platform was implemented in Maryland jurisdictions over four phases of deployment, starting with a pilot with 5% of the caseload, followed by incremental modernization and deployment in the other counties. The full pilot was achieved in 19 months from project start and statewide deployment in 27 months from project start.
Used by approximately 5,000 caseworkers across the state, the child welfare solution supports more than 6 million Maryland residents and represents the only open-source multi-organization CCWIS - compliant platform in the U.S. Seamless migration of close to 12 million records was carried out from various entities, including MD DHS and the Maryland Department of Health (MDH).

Since the go-live in 2020, CJAMS has equipped Child Welfare caseworkers to become more efficient and improve outcomes for the vulnerable children.
~70% reduction in cases with recurrence of maltreatment for children
25% decrease in removal of child from home per 1,000 children even though overall increase in # of cases reported
22% reduction in re-entry into the Foster care system after reunification with the family of origin.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**7**
Case Management	**12**
Rules Engine	**12**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**The grouping and sequencing of sub-modules for the Customer Portal are in the following order and group : 1. Self-service Portal, 2. Application Registration, 3. Screening, 4. Appointment Scheduling, 5. Renewals and Recertifications. 6. Benefit Issuance 7. Benefit Recovery.**
Case Management	**The grouping and sequencing of sub-modules for the Case Management Module are in the following order and group 1. Business Process Management 2. Master Data Management 3. Electronic Document Management 4. Data Warehouse 5. Alerts 6. Contact Management. 7. Referral Management 8. History Maintenance 9. Correspondence 10. Quality Assurance 10. Quality Control 11. Reporting.**
Rules Engine	**The grouping and sequencing of sub-modules for the Case Management Module are in the following order and group 1. Eligibility Rules Engine 2. Verification. 3.Redetermination .**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Yes, the proposed solution would include submodules from Financial Management, Correspondence, and Reports.

Financial Management - Our cloud-based COTS product comes with a full-fledged Financial Management system or Finance Module. The Finance Module manages both one-time and recurring operational financials arising as part of the overall case management process, such as payments associated with benefit and assistance programs, including payments to providers, as well as financial transactions related to liability products such as overpayments and loans. The timeline for implementation of the Financial Module and the sub-modules under it would be 12 months.

The solution's Correspondence Module has capabilities for generating notices for appeals/fair hearings which is built into the case management system and is available as part of the proposed solution. With capabilities to track all correspondences to the customer/applicant the solution's correspondence module, it can maintain the full history of correspondence in a case, such as emails, SMS, in-app notifications, and alerts along with calls logged in through the IVR. The timeline for implementation of the Correspondence Module and the sub-modules under it would be 6 months.

Reporting and Analytics which is an integral part of the caseworker's daily operations and the case management system is part of our modular capabilities. The solution's capabilities also allow for integration with reporting applications. The Flexible Reporting module can be integrated with various tools like Microstrategy, QlikView, Power BI, Crystal reports, Tableau, and open-source tools like SpagoBI. The timeline for implementation of the Reports Module and the sub-modules under it would be 6 months.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

Based on the high-level requirements provided in the RFI, we believe the overall implementation of Case Management, Customer Portal, Rules Engine, Financial Management, Correspondence, and Reporting modules would take 36 months with a one-time implementation fee of approximately $36Mn USD. This includes data migration effort for migrating up to 10 years of data from the legacy system to the new system. This timeline/cost is based on the assumption that implementation will be done on a big-bang approach (full-featured implementation rolled out in 2 phases - Pilot + Full production rollout).
If the Agency is interested in a modular implementation approach (where modules/ submodules are implemented in phases), depending on the modules implemented the overall timeline could extend up to 48 months with a cost range of $40Mn - $45Mn USD.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Our solution is built ground up using the libraries and frameworks of open-source technologies like NodeJS, Angular, and PostgreSQL. The solution is hosted on the AWS Cloud and the product comes with a default rules engine built with Drools and workflow management built with the n8n workflow automation platform. Below is an overview of the list of technology platforms used:
InRule / Drools - Business Rules Engine, n8n - Workflow Automation, Node- Underlying API Framework, bcrypt- Content Encryption, Forms.io - Dynamic Forms, Smarty Street - Person Address Validation, High charts - Used in Dashboard charts, ffmpeg -Audio/video format converter, GoogleMapApi - Google Maps integration library, Nodemailer - Simple email sending service, Html2canvas - Used for sign pads.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Our extensive experience in providing solutions for State-sponsored digital modernization programs similar in scope and scale to the IE & E and CCWIS Modernization initiative leads us to a clear understanding of the spectrum of capabilities that are essential for success.

Our solution is built with robust attributes on a cutting-edge technology stack that is essential for success in sustaining legacy system operations during and through an incremental/modular migration toward a modern operating environment. These essential capabilities are embedded into our approach and include:
API-driven interoperability with other systems of record that are commonly employed in government operations, including CRM and ERP systems.
Low Code / No Code platform to allow for configuration-driven modifications, especially in response to policy changes, reporting requirements, and similar mandates customary to government operations.
Human-centric design expertise to accommodate diverse personas, utilizing varying channels of engagement with the system, and a 360-degree view of all stakeholders
A rigorous focus on matters of compliance, privacy, security, and resilience in all aspects of system operation.
A holistic approach towards data management that provides high integrity and accommodates lifecycle administration through role-based practices.
Design for scale and change, with clarity on the means by which agencies are able to maximize the lifetime value that accrues from the refreshed system.
Management discipline around technology deployment for active service operations, requiring acumen in design, implementation, and deployment activities incrementally and with thorough collaborative planning.
These foundational principles serve as the common fabric across our successful deployments of digital modernization programs.

Project Management: Our project management approach utilizes Hybrid methodology, utilizing iterative or agile methods for early requirements gathering when the uncertainty is greatest, and following it up with incremental or sequential processes to formalize deployment.
This approach embeds leading practices from our collective experiences with a focus on higher quality, improved productivity, improved usability, improved customer value, lower risk, and predictability in the delivery of the solution. It provides a scalable, flexible framework that addresses project-specific needs while supporting standard and repeatable processes.
Collaboration and continuous feedback are the foundation of our overall project
management approach. Coupled with proprietary tools and accelerators, the following focus areas enable the team to successfully deliver high-quality work products through continuous testing and execute key tasks:
1. Guiding Project Execution: Our processes reflect industry-leading Agile/Scrum best practices around project management and execution in that they are robust and traceable to the project timeline. We have a well-established project-level Quality Assurance process that we employ across the project life cycle.
2. Documenting Key Information: Our methodology for project documentation leverages various tools, such as SharePoint and Jira as action item tracking tools, to enable effective management of documents and includes features to hold multiple versions and track changes. This allows us to provide a collaborative environment to share, manage, and control documents.
3. Facilitating Communication Among Stakeholders: The biggest success factor of our communications strategy is a collaboration with stakeholders.

Staffing: Cardinality.ai is committed to developing and implementing a successful IE &E solution in the timeframe desired by the Agency and within the budget presented in our cost proposal. We also understand the importance of effectively staffing the project with the right mix of knowledgeable and experienced technical, functional, and project management resources, as well as clearly delineating the roles and responsibilities of our team members and the State's IE&E team members. To this end, we have developed our draft staffing plans with carefully calculated staffing levels and skill sets, projecting sufficient resources to get the job done.

Maintenance & Operations: Our team will work closely with Vermont AHS's project team to develop the maintenance and operations plan which will include:
Compliance with Service level agreements
System configuration methodologies and standards
Technical support procedures
Restart and recovery procedures
Software change procedures
Impact analysis procedures
Software correction procedures
Configuration management procedures
Ad-hoc reporting procedures
Performance monitoring procedures
Security procedures
System operations procedures
System maintenance procedures
System disaster recovery procedures
Source code library and protocols
Knowledge transfer procedures
Our Maintenance model includes a broad range of day-to-day maintenance and production operations services for the solution, such as release and configuration management, database administration & performance tuning, management of business intelligence (BI) reporting environment, application security support, and backup & recovery.

Problem-Solving: We approach problems with Agile thinking practices. Our overall Project Management Methodology is an integrated approach consisting of Parallel Agile processes. We follow an Agile PM methodology, as this approach has allowed us to couple client involvement with both proactive and adaptive techniques resulting in successful projects and satisfied clients. Our rigorous and methodical approach towards implementing the Project Management Plan reduces errors and is quick to resolve problems and challenges that arrive in due course of implementation.
We have enhanced our approach to Project Management Plan (PMP) over time, including incorporating the Agile SDLC methodology in alignment with PMBOK. We recognize that projects are fluid and the PMP must employ an agile approach to change as necessary with the project. Our model expects change and adapts rather than becoming a stale document over time. Our team will constantly evolve the Project Management Plan through checkpoint review to validate that it is compliant with the project direction and activities.
The following are the foundational steps for building the Project Management Plan:
Step 1: Determine the project structure and organization
Step 2: Identify events, accomplishments, criteria, inputs, and output
Step 3: Prepare the introduction and narrative section
Step 4: Complete the numbering system and develop sub-plans
Step 5: Iterate events, accomplishments, and criteria
With a strong incident management practice, Team Cardinality is committed to ensuring the operational solution, at a minimum, meets agreed-upon service level agreements (SLAs). Application incidents will be reported, monitored, and, if necessary, escalated through the application help desk and configuration management tools, as defined in the help desk management plan. Defect resolution, system maintenance, and new functionality will be prioritized and scheduled through established release management processes.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

In our experience, a multi-vendor strategy is complex and has significant challenges in successful implementation. This is because of conflicting approaches, rule configurations, and underlying data models, structures, and validations. Divergent design approaches also make it increasingly difficult for the vendors to coordinate, leading to frequent misalignment of technologies and ineffective interoperability.

A multi-vendor approach requires a well-structured and documented governance plan which is clearly understood, communicated, and complied with by the different stakeholders and vendors. A multi-vendor strategy usually suffers from a lack of ownership. Issues in sub-modules that are interdependent may remain unaddressed or unsolved, largely due to a miscommunication or difference in issue resolution.

We have been successfully able to work through these challenges across multiple implementations in the States of Maryland and the State of Indiana by collaborating closely with Agency stakeholders as well as other Vendors (Technology as well as System Integrators). A number of Cardinality modules for Child Welfare & Child Support Systems are being successfully implemented alongside other modules built on Salesforce to modernize these enterprise systems for the Department of Child Services, Indiana.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Cardinality.ai is an open platform in which we license the source code for a state's use. This enables the state to customize the Cardinality code at the source level to create a custom application specifically for the state's continuity of business. Cardinality.ai is the only government tech company that has continuously improved its platform to empower states with the options of a COTS, SaaS, and Cardinality Source Code Custom Development (CSCD), as well as a hybrid of them all.

Our experience in working with State System Integrators has enriched us with insights into the challenges in integration, interfacing, and the resolution of issues. Especially in circumstances where there is a module or submodule interdependency.

We had the State of Maryland perform the role of the 'State System Integrator' in the
MD- THINK project, a Hybrid model, where the Child, Juvenile & Adult Management System was a COTS/CSCD, and the additional HHS systems which included Eligibility & Enrolment, have been CSCD. The Cardinality platform was utilized at MD THINK to build a modern, intuitive & mobile-friendly Eligibility & Enrollment system which is an Integrated Eligibility System for Eligibility Determination & Redetermination and for various programs such as Medicaid, SNAP, Cash Assistance, etc. It enabled the transition from a program-centric to a client-centric approach for case intake and management, as well as eligibility determination and analytics.

Find below a few challenges faced and how Cardinality solves them:

TECHNOLOGY AND ARCHITECTURE: The use of different technologies by different vendors can pose a challenge to interoperability. Tech interoperability is critical for systems like the IE & E due to the need for real-time data exchange between the customer/citizen and the case worker to enable faster resolution and processing of applications. A lack of interoperable systems can lead to information silos and non-streamlining of workflows across teams and departments hampering operational efficiency.
Cardinality.ai overcomes the technology and architecture challenges by integrating with the agency's subsystems and partner systems via Application Programming Interface (API) Integration. This approach transforms back-end complexity into predictable, interoperable, consistent interface patterns that allow teams to access and exchange data across state-wide systems. Modules in our product are implemented using REST API architecture to interact with the backend database.

Cardinality's solution for Vermont's IE&E system also offers the capability for integration with multiple Federal, State, and third-party entities for real-time information verification used for eligibility determination across programs. The solution's legacy system integration connectors tackle the challenge of connecting APIs both on-premises and over the cloud, bridging the network divide.

OWNERSHIP AND FIXING OF ISSUES: The complexity of finding and solving problems within a specific turn-around time becomes a challenge when the state has its modules operated by multiple vendors. Issue resolution may take longer than usual and ownership of the issue becomes debatable. We adopt a clear communication strategy and RACI matrix, which are critical components of the project management process. It helps us define appropriate roles and responsibilities in achieving the larger outcome.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Modernizing state systems with modular products does have its set of challenges. While the State can anticipate challenges in interoperability and data governance, a robust data governance framework along with clearly laid-out interface design principles can solve these challenges.

SOLVING FOR OWNERSHIP ISSUES: Our cloud-based SaaS is a complete and comprehensive set of modules and sub-modules that are specifically designed and built for citizen services. Our Integrated Eligibility System can perfectly and accurately serve the needs of Vermont's IE & E System with minimal configurations. Right from the Customer Portal to the Case Management System, to the integrated Business Rules Engine, we offer everything in the stated customer experience procurement bundle. Additionally, we also have Finance, Reporting & Analytics, and the Correspondence module which can perfectly align and seamlessly integrate with the 'customer experience' bundle, to serve the complete business requirements of Vermont. These end-to-end capabilities solve for fixing and ownership of all issues. Cardinality.ai has a tested and documented issue management system that allows for issue resolution within the agreed SLAs and TATs.

SOLVING FOR INTEROPERABILITY GOVERNANCE ISSUES: Cardinality's interoperability and interface design considerations deliver highly interfacing and data-sharing capabilities. Our interface design considerations include the following to provide maximum flexibility and interoperability:
Improvements in the efficiency and effectiveness of operations, future system enhancement, and reduced cost for system maintenance.
Deliver interface solution, which meets our federal, state, and/or local data exchange objectives
The file processing environment will be secured and only accessible to authorized users
All inbound and outbound files will be available in the archive for future reference, as long the system retention policies allow
The data processing logic will be implemented by the PostgreSQL function (aka stored procedures) for existing legacy systems, to allow for maximum coverage of conversion of existing logic and requirements implemented. All interface-related DB2 procedures and functions will be converted to PostgreSQL
Error and Exception handling will be implemented at all component levels to ensure that such scenarios are properly handled, logged, and notified
The scheduled interfaces will run in a separate server environment to avoid load to the online system. The database queries will be tuned to avoid any database performance impacts and database connections opened in a controlled and managed way
All scripted interfaces output will be directed to log files for the interfaces
Scheduling of interfaces processing times during off-hours when the computing resources are least busy (nightly/evening/early past midnight hours) to make use of idle resources
Scripts will not have any manual intervention as part of the built-in process
Scripts will be written to allow for the fast processing of large volumes of data
Real-time interfaces will be avoided unless deemed absolutely necessary.
The outbound interface will be database driven
Inbound Interfaces will be file driven, to populate data into staging tables before being processed
The interfaces' jobs will run in a sequential fashion rather than being a concurrent batch, unless where necessary.
Processing - Legacy batch interfaces are expected to run in a sequential manner, for the dependent steps
The manual restart will be done after the failure

SOLVING FOR DATA GOVERNANCE CHALLENGES: Cardinallity's comprehensive data governance practice handles the process of managing the availability, usability, integrity, and security of the data in enterprise systems. Our Data Quality practices focus on the degree to which data is valid, accurate, complete, unique, timely, and consistent.
We provide data quality definitions and metrics for any data elements and use the following dimensions to assess data quality:
1) Validity – The data values are in an acceptable format.
2) Accuracy – The data attribute is accurate.

3) Completeness – There are no null values in a data field.
4) Uniqueness – There are no duplicate values in a data field.
5) Timeliness – The data attribute represents information that is not out-of-date.
6) Consistency – The data attribute is consistent with a business rule that may be based on that attribute itself, or on multiple attributes.
7) Adherence to business rules – The data attribute of every data field is specific to the information it seeks to validate which is dictated by the business rules.

Our solution uses State MDM, which provides a search engine and resolution of near matches when identifying data to facilitate data retrieval and avoid duplicate Client data. State MDM's mechanisms automatically synchronize the data, providing the most accurate data using configuration scoring and rationalization rules. State MDM uses probabilistic matching, which matches strings that are not the same but have similar characteristics and similar patterns, to deliver potentially duplicate records. Caseworkers can search for clients in the State MDM to determine if a client is known to the State. If a match is found, information from the match is stored in the new system as needed.

Our solution's interface has an inherent data validation component, which is aware of Federal data standards and quality measures. The data validation process evaluates the completeness and internal consistency of all data before submission.
The process we adhere to:
Comparison of the detailed data to summary data
Internal consistency checks of the detailed data
An assessment of the status of missing data
A timeliness assessment of the current and submitted data

This process involves intense validation, consistency checks, and data formatting in accordance with Federal requirements. During the batch processing step, the data validator performs error calculation and assigns scores against each data element based on Federal guidelines for missing data, internal consistency, out-of-range, and other quality standards. The agency could look into the generated score against each data element and determine necessary corrections and regenerate the file. However, it takes multiple iterations. Our solution provides quality data with minimal iterations and enables on-time delivery of Federal communication.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

Cardinality's approach to migrating legacy operations to utilize solutions that leverage cloud-native architecture and agile methodologies will enable Vermont's AHS to activate solution modules with confidence. An incremental modular implementation into a legacy mainframe system is often challenged with the complex mapping of components and their interfaces. We alleviate this through our robust and flexible business and solution architecture simplifying the process of restructuring and aiding a faster and smoother transition during an incremental modular implementation.

Another critical challenge or hurdle is the knowledge of configuration, as a legacy system would have been configured by personnel who may have exited the organization and the knowledge of the system may rest with very few people or as little or no documentation at all. Our experienced solution and data architects who have extensive experience working in such restructuring projects, bring in their collective knowledge and solve this challenge on configuration.

Our modernization methodology centers our team's attention on mapping requirements with features and system functionality to deliver business functions. This also enables alleviating any risks or impediments in the process. The approach includes methods that work effectively in modernizing workflows, migrating data, and designing interfaces that provide a state-of-the-art user experience. Our goal here is to apply patterns and solutions with time and value and kick off modernization into high gear.

All our project implementations carry a set of common characteristics that we have found to be essential for success in sustaining legacy system operations, during and through an incremental/modular migration toward a modern operating environment. These essential characteristics and capabilities, as listed below, are embedded into our approach:

Low Code / No Code platform to allow for each of configuration-driven modifications, especially in repose to policy changes, reporting requirements, and similar mandates customary to government operations
API-driven interoperability with other systems of record that are commonly employed in government operations, including CRM and ERP systems
Human-centric design expertise to accommodate diverse personas, utilizing varying channels of engagement with the system, and a 360-degree view of all stakeholders
A rigorous focus on matters of compliance, privacy, security, and resilience in all aspects of system operation
A holistic approach toward data management that provides high integrity and accommodates lifecycle administration through role-based practices
Design for scale and change, with clarity on the means by which agencies are able to maximize the lifetime value that accrues from the refreshed system.
Management discipline around technology deployment for active service operations, requiring acumen in design, implementation, and deployment activities incrementally and with thorough collaborative planning.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

Modernization of legacy systems or integrating with legacy systems through an incremental modular approach is a carefully strategized, architecture, and documented process. It touches upon various requirements that range from technical, non-technical, functional, and infrastructural. These details dictate the implementation plan of the Vendor and the required maintenance and operations support. On a high-level the state will need to list out its requirements under the below-mentioned topics:

Authentication and authorization
Interfacing and Integration
Accessibility
Data quality
Information security
Privacy
Vendor lock-in
Standards
Serviceability
Internal controls
Interoperability
Information security
Workflow Management
Payment Processing
Solution Capacity and Performance
Data Security
Reporting
Identity Access Management

A detailed list of requirements from the state will enable the responding vendor to reply to requirements, in the context of software development and systems engineering, and the factors required to deliver a desired function or behavior from a system to satisfy a user's standards and needs.

The requirements listed by the state will also enable the vendor to determine and validate the requirements and develop the solution plan or provide solutions for the requirements. It also educates the vendor on what to include and consider on the fronts of testing, implementation, data migration, and Maintenance & Operations (M&O) Additionally, the state must also include details in the RFP that mandates the vendor to provide :

Documentation of the release management process, including the planning, design, build, configuration, and testing of hardware and software.
An implementation and cut-over plan which includes administrative procedures, installation procedures, roll-back, and risk mitigation plans
Documentation on the implementation of time-line
Documentation on Post-implementation support.
Documentation and details on the environments provided by the vendor for installation and implementation support which includes :
Development
System Testing
UAT / Staging
Training
Production Cutover
The RFP should also mandate a reply and description of the Maintenance model proposed by the vendor. The details so provided, will educate the state on the aggregate cost incurred when it comes to implementing and maintaining the module bundle.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

Modernization projects of a State System must clearly lay out the tangible outcomes that the State intends to achieve through the modernization exercise. It should provide a clear overview and background of its present information system and the challenges faced. This can also be represented through data and statistics, which will enable further interpretation of the goals of Vermont AHS in a measurable way.

Additionally, it is also essential for the State to provide the following information in the initial planning phase for a successful implementation:

VISION: Provide a vision that will enable the vendor to develop and align a Target Operating Model (TOM) that defines functional processes, people, service delivery model, technology, performance insights & data, and governance. A Target Operating Model, defined and aligned to the Vision of the State, ensures that the ultimate solution meets project goals while greatly reducing the chances of misalignment to requirements.

GOALS AND OBJECTIVES: The information should include the desired goals and objectives that the State of Vermont aims to achieve through the implementation of the new system. The Goals and Objectives of the state should define the areas of improvement and the measurable objectives the state of Vermont seeks to achieve. For example ;

Operation efficiency expected
Complete automation of some or all processes.
Reduction in cost
Increase in the accessibility to the IE&E customer portal as in the number of users or customers who would have otherwise been unable to access benefits, but are eligible.
And the list of reporting and compliance requirements

SME SUPPORT: The State should be able to provide the Project Manager and coordinator, and SMEs who can provide insights on business processes and the areas that need workflow automation and guidance on critical process flows and key inflection points that have to be addressed in the flows.

GOVERNANCE MODEL: A governance model which spells out the roles and responsibilities of the stakeholders from the state's end. The Governance Model should provide an overview of the key stakeholders from the state partner agencies and their level of engagement for inputs and assistance that would enable to fulfillment of the objectives of Vermont's IE & E Modular Modernization.

POLICY DEFINITIONS: Provide an overview and appendix of definitions and current state policies to enable the vendor to align and strategize for reporting and compliance requirements.

TECHNOLOGY REQUIREMENTS :
The system that the proposed solution will have to interact with and the system integrations. Enterprise technology standards and roadmaps of the state.
Data Model Design Document
Data Governance and Data Management Guideline.

FUNCTIONAL AND NON -FUNCTIONAL REQUIREMENTS: Detailed functional requirements of the proposed new IE & E solution for the State of Vermont. Establishing the scope of functional activities under each role and the hierarchy of processes. Non- functional requirements would be details and workload management, response times, and data accuracy.

We would also need the following commitments from the State, during the initial planning stages of the project :

Details in the Virtual Private Network (VPN) access to project resources in order for our team to perform operations, maintenance, and production support activities in a timely manner.
If the project team would be provided with remote access 24x7 basis throughout the contract period.

Details on the project space or workspace provided by the AHS to ensure the team has adequate space to work.

The volume of legacy data to be converted into non-production environments will be a subset of existing production data across the legacy systems that would be identified during project implementation and will be appropriately sized according to the purpose and intent of each non-production environment

Information on Vermont AHS’s policy for the use of production data in non-production environments. Personally, identifiable information will be scrambled and obfuscated before it is loaded into non-production environments.

#10

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, November 14, 2022 9:47:39 AM
Last Modified: Monday, November 14, 2022 10:51:56 AM
Time Spent: 01:04:17
IP Address: 173.79.137.236

Page 1: Introduction

Q1

Please enter your organization's contact details

Name	**John Whippen**
Company	**Snowflake Inc.**
Email Address	**John.Whippen@snowflake.com**
Phone Number	**978-500-4467**

Q2

How does your product meet the high-level needs outlined above?

Snowflake is responding to this RFI as a component to the overarching solution outlined above- our goal is to provide AHS with a platform that aids a solutions integrator in meeting the needs outlined for the IE&E project.

Along with the current MMIS program being built out over the next year, Snowflake would be able to provide AHS with a comprehensive data warehousing solution that would stack with other modules at the Vermont agency level. Choosing Snowflake as the established name brand to be incorporated into a solution integrator's response would allow for seamless transition between both the MMIS and the IE&E projects, along with any additional storage needs discerned in the future.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Snowflake works with a wide array of industry-leading tools and technologies, enabling customers to access Snowflake through an extensive network of connectors, drivers, programming languages, and utilities, including:

-Certified partners who have developed cloud-based and on-premises solutions for connecting to Snowflake.
-Other 3rd-party tools and technologies that are known to work with Snowflake.
-Snowflake-provided clients, including SnowSQL (command line interface), connectors for Python and Spark, and drivers for Node.js, JDBC, ODBC, and more.

Q4

How do the elements/features of your product exemplify user centered design?

Snowsight, the Snowflake web interface, distills Snowflake's powerful SQL support into a unified, easy-to-use experience. Use Snowsight to perform your critical Snowflake operations, including:

-Building and running queries.
-Loading data into tables.
-Monitoring query performance and copy history.
-Creating and managing users and other account-level objects.
-Creating and using virtual warehouses.
-Creating and modifying databases and all database objects.
-Sharing data with other Snowflake accounts.
-Exploring and using the Snowflake Marketplace.

You can also use Snowsight for individual needs, such as enabling Multi-Factor Authentication (MFA), managing your user preferences, and changing your Snowflake password.
Some noteworthy Snowsight features include:

-Worksheet Organization: If users have tens, or even hundreds of worksheets, they can now be grouped into Folders to stay organized; when clicking into a worksheet, the left pane is a Worksheet list to navigate across worksheets even faster.
-Coding Productivity: Snowsight brings you auto-complete, one of the favorite features of data analysts and developers everywhere. It covers database objects as well as our SQL functions.
-Visualizations: Oftentimes, a visualization is the best way to gain insight into customer data. After query results are complete, contextual statistics show up to the right of results with distributions, sums, or counts of column type values - providing a quick intuition about the shape of your data. It is also possible to toggle on the charts result to see various result dimensions as graphs. And finally, it is possible to create Dashboards from sets of SQL queries or charts from your results, enabling easy and visual ongoing monitoring.
-Collaboration: One of the best parts of Snowsight is leveraging the expertise of your whole team. Customers can share worksheets, dashboards or entire folders with users across your Snowflake account. It is possible to view results, give feedback, or even commit direct edits to help your project make progress.
-Usage Data: It's easier than ever to view actual usage by specific users, warehouses, queries and other useful dimensions. Usage views provide data in either tabular or chart form, show aggregate consumption across all usage types and more, all from a single page.
-Activity History: Snowsight allows more intuitive query history browsing as well as getting past queries out and into a worksheet in one click. Data loading history is viewable through the Copy History views, to easily scan for recently loaded data.
-Roles and Users: The new "Tree" view for roles and grants makes understanding privileges a much easier task. Roles or users can be searched and modified quickly, making their management simpler than before.

Q5

Based on our procurement bundle what percentage would your IE&E solution be "out of the box", "configurable" or "customized"?

Snowflake would be a configurable and customizable component of the IE&E project, and as a SaaS solution any customizations implemented would not increase the timeline for implementation of its Platform. Snowflake would be able to be set up within 1-2 days of finalization. Please note that this answer is a more accurate description of the timeline than question #7, which requires a number of months to be included (Snowflake has input 1 even though our timeline would be significantly faster than this).

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Over 6300 active and successful customers have implemented Snowflake, many of which are government agencies such as Vermont AHS. Additional information on our company's experience is available on our website here:

https://www.snowflake.com/en/why-snowflake/customers/
https://www.snowflake.com/en/solutions/industries/public-sector/

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**1**
Case Management	**1**
Rules Engine	**1**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**This would be dependent on the system integrator chosen by Vermont.**
Case Management	**This would be dependent on the system integrator chosen by Vermont.**
Rules Engine	**This would be dependent on the system integrator chosen by Vermont.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Snowflake can accommodate platform requirements for all of the mentioned modules. Timelines will be dependent on the system integrator chosen by Vermont.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

More information is required to accurately price the solution. However, all of Snowflake's pricing is published here:

https://www.snowflake.com/pricing/

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Snowflake is implemented as a multi-cluster, shared data platform available in Amazon AWS, Microsoft Azure (and Microsoft Azure for Government) and Google Cloud Platform. At its core, Snowflake is a columnar-store ANSI-Standard, SQL relational database, but our unique architecture separates the compute component from the underlying storage, allowing each to scale independently.

The Centralized Storage layer uses the cloud platform's storage. It's the fastest, most cost-effective, and most scalable storage option. Snowflake automatically manages the partitioning and distribution of the data in the storage layer.

The Multi-Cluster Compute layer represents the elastic compute clusters (aka, "Virtual Warehouses") that process queries and updates against the underlying Snowflake database. Snowflake uniquely separates storage from compute so you can run multiple workloads across multiple teams without resource contention as you'd expect with traditional data platforms. More importantly, the multi-cluster compute layer allows workloads to scale up and out as needed, so workloads also leverage precisely the compute needed when needed and release the compute resources when they're not. Warehouses can also be set to shut down when demand falls to zero for a specified period of time. This feature, combined with per-second billing for compute cycles, provides an unmatched control over the cost of the cloud data warehouse.

The Scale-out Services layer is the brain of the entire architecture. As workloads hit Snowflake, the scale-out services layer determines the unique requirements for getting the processing done in the most performant and cost-effective manner. The services layer takes care of all the optimization, security, transactional consistency and metadata management automatically with near-zero administration required. The net is that all you have to worry about is loading and querying your data and Snowflake takes care of the rest.

Finally, the Cloud Agnostic Layer means you can distribute your data across regions or even across cloud providers while maintaining the same Snowflake experience regardless of complexity. This enables the Department to operate a multi-cloud strategy, including a cross-cloud approach to failover and disaster recovery, and to mix and match clouds as you see fit. With a common and interchangeable code base, Snowflake delivers advantages such as global data replication, which means you can move your data to any cloud in any region, without having to re-code your applications or learn new skills.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Conventional data warehouses were not designed to keep up with the exploding demand for data-driven insight at modern organizations. With years of experience building the world's most performant databases, Snowflake's founders were in a unique position to understand this problem, and how the cloud could solve it. In 2012, they founded Snowflake with the mission of enabling organizations throughout the world to adopt and develop data driven capabilities. With a brand new architecture for data warehousing designed to take advantage of cloud elasticity and simplicity, they created Snowflake.

From the start, Snowflake's co-founders envisioned a new and unique way for companies across industries and around the globe to collaborate on data and analytics. Their vision has culminated in the idea and concept of the Data Cloud. The Data Cloud is one global, unified system connecting organizations and data providers to the most relevant data for their business. Data silos make it expensive and time-consuming to extract value from an organization's data, and governance and collaboration are nearly impossible across multiple technologies and clouds. Wherever data or users live, Snowflake delivers a single and seamless experience across multiple public clouds, eliminating data silos.

With our unique architecture, Snowflake is the only data warehouse capable of offering your organization the instant elasticity, secure data sharing, and per-second pricing you need, on whichever cloud you have chosen for your business.

Snowflake submits this proposal for informational purposes only and with the understanding that it will not create any legally binding obligations on either party, and that binding obligations will arise only upon execution of definitive agreements that are mutually acceptable to both parties. However, the information in this proposal does constitute Snowflake's intellectual property and confidential information and you may only use it to evaluate the Snowflake Offerings and may not share it.

As the vision of the Data Cloud has become a reality, Snowflake will continue to innovate over the long-term across the same five key areas that define the Snowflake product roadmap: Connected Industries, Global Governance, Platform Optimization, Data Programmability, and Applications Powered by Snowflake.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

Not applicable

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Snowflake works with many SSI's across the country. Additionally, Snowflake's ecosystem of partners and integrators is expansive. Snowflake as a platform is simple to use and consume and fits perfectly with many SSI programs. Snowflake has our own dedicated support teams to assist an SSI around the clock with any integration challenges that arise.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Snowflake is foundational to effective data governance and cross module interoperability. Snowflake is alone in how we securely share and collaborate data across systems.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

Not applicable

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

Snowflake can support all modules from a back-end central data repository. It would be helpful for the State to include data points such as data volume, estimated users, current data loading and business intelligence environments and tools. All of these points would help the team appropriately scope and price the platform.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

All of the above items would be needed.

#11

COMPLETE

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Page 1: Introduction

Q1

Please enter your organization's contact details

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Phone Number	**7034889368**

Q2

How does your product meet the high-level needs outlined above?

Koniag proposes developing a modular solution using the State of Vermont preferred toolset, augmented by the low-code development environment of Bizagi, which has been successfully used to deploy solutions for the States of Washington and Maryland, at a number of federal agencies in the US government sector, as well as many foreign government agencies and corporations worldwide. As Business Process Automation and Workflow is a core capability required to manage daily business functions such as approval hierarchies or internal process notifications, Bizagi can bring this capability with superior functionality at a lower cost of ownership to the program.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Yes. The proposed solution is ideally suited for a modular system. The development model, built around our CMMI-DEV Maturity Level 3 Agile processes, is to use a low-code solution to develop quickly in modular pieces, rapidly deploying the initial processes, and then adding additional modules while leveraging user experience and further analysis to refine and improve developed processes. This method affords the ability to incrementally introduce intelligent automation tools including robotic process automation and artificial intelligence (AI) and machine learning to aid in process automation. The result is a low-risk approach to improving customer service and response times by automating as many parts of the process as possible while keeping the program aligned with regulatory, operational and change management needs of Vermont AHS.

Q4

How do the elements/features of your product exemplify user centered design?

Working with our partner, Bizagi, providing a proven Platform as a Service (PaaS) solution for development, testing, and deployment environments, Koniag will build the new system centered on the user experience. Using Bizagi as the tool for creating the user interface, we will develop a common and consistent user experience across each of the individual modules. We will focus in reducing the need for a user to provide information already available in the data of the greater, combined systems, and to improve the service to the users and smooth access to these vital services to the constituents.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

The Bizagi solution is an out-of-the-box PaaS for process automation built to deploy highly configured solutions. Using out of the box capabilities for process model development, forms, rules, work portal activity and case management, the end solution is mostly configured. In solution deployment, data and system connectors along with widgets (objects that create an enhanced user experience) are used in the solution which are also fully configurable. Some user interfaces and data models are custom-built through a low-code development environment using a drag and drop configuration method. This greatly reduces time from design to deployment and enhances testing and supportability of the application. Roughly 75%-85% would be considered out of the box or configurable. The remainder would be customized or developed.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Koniag led the effort to modernize the Maryland Workers’ Compensation Commission claims system using a hybrid Agile/waterfall development model, and our partner, Bizagi, led the effort to develop and deploy a modernized system for the State of Washington Employees’ Retirement System. Both were designed in a modular manner.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**24**
Case Management	**12**
Rules Engine	**12**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**Since the starting point for any citizen to receive State assistance requires the citizen to be registered or submit an application to the State and that registration or application to be screened for basic information, the Application Registration and Screening modules would be developed first, and the Appointment Scheduling and Self-Service Portal would follow. The initial Customer Portal development would include the Business Process Management-Workflow and Rules Engine for at least one process area (TBD) for initial migration. Our estimate would be 5 months from start to minimum viable product (MVP), then additional functionality will be added at least quarterly (depending on complexity), with an overall target of completing the entire migration in 42 months (includes both orange and gold modules on the IE&E document, page 3). Application and Registration first, with applicable parts of Self-Service Portal. Then, Appointment Scheduling and the balance of the Self Service Portal would be developed following release of the initial Minimum Viable Product (MVP).**
Case Management	**Case Management will logically begin with Contact Management to support the roll-out of the Customer Portal. Alerts, Master Data Management, and History Management will begin to be developed and structured to support Contact Management and other Customer Portal functions for the MVP. Design, development, and implementation will continue for additional functionality to be accessed through the Customer Portal over the 42-month scheduled defined in the Customer Portal section. Contact Management would be the starting point, with parts of other areas (Alerts, BPM-Workflow, Master Data Management, Electronic Document Management, Referral Management and History Maintenance) that are necessary to support the Application Registration and Screening portions of the Customer Portal would be developed first. Following deployment of the initial MVP, work will begin on those areas of Case Management to support the development of the rest of the Customer Portal as well as related portions of the Financial Management, Reports, and Correspondence modules.**

Rules Engine	**The Rules Engine is incorporated into and a part of the Bizagi development and implementation environment, and rules will be built as necessary initially to support the Customer Portal and Case Management work for the MVP. Design, development, and implementation will continue for additional functionality to be accessed through the Customer Portal over the 42-month scheduled defined in the Customer Portal section. , Contact Management rules would be the starting point, with parts of other areas as described what are necessary to support the Application Registration and Screening portions of the Customer Portal would be developed first. Following deployment of the initial MVP, work will begin on those areas of the Rules Engine to support the development of the rest of the Customer Portal as well as related portions of the Financial Management, Reports, and Correspondence modules.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Yes, and these areas would be addressed in the context of the appropriate customer-focused modules (Customer Portal, Case Management, Rules Engine) and the related submodules of the same, with the goal of complete system design, development, and implementation within 42 months.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

As a non-binding rough order of magnitude, including both personnel and Platform as a Service licensing for the Bizagi production environment and three development/test/staging environments, at $12 million dollars.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

In addition to the proposed Bizagi development and implementation environment, we would include tight integration with the existing tools and preferred systems of the State of Vermont.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Koniag, in partnership with Bizagi, brings Intelligent Process Automation and digital transformation to the State of Vermont AHS project with a solution that is less expensive to acquire and maintain than other low-code/no-code solutions. Our solution has been used and deployed across other state and federal agencies, as well as the private sector and internationally. Our CMMI-DEV Maturity Level 3 appraised and proven processes, supported by our Project Management Institute Guide to the Project Management Body of Knowledge-based project management methodology assure the State of Vermont, as with all of Koniag's clients, a proven model for development and deployment of quality solutions. The more than 20 companies which make up the Koniag Government Services family are supported by a dedicated team of recruiting and other support services, ensuring our ability to recruit, staff, and retain the high-quality team for which Koniag has become known.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

In a multi-vendor effort, it is important for one vendor to "own" the expected result or deliverable, and that the team be focused on producing the best quality end result. In this manner, the various organizations are focused on the result, while the "owner" is the organization held with the responsibility for delivery and the commensurate authority to get the mission accomplished. This is the model Koniag used with the State of Maryland, where a team of three different contractors and state employees worked together to deliver the modernized workers' compensation system.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

We have worked with internal integrators on a variety of programs. Among the challenges and opportunities presented, communication and timely responses and support are the most frequent. To overcome these challenges, frequent conversations and tight coordination in the development of the project schedule is critical so that surprises are minimized and a shared sense of ownership to the final result is developed among the different teams.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Governance can always be a challenge to any project. However, when possible, having governance policies and standards in place in advance, written in clear language, and available to the team as early as possible can reduce the challenges, aid in keeping the project on schedule, and prevent misinterpretations and misunderstandings from creeping into the project late in the development process, when such surprises have a more significant impact on cost and schedule.
Working with multiple companies/entities in an Agile or Agile/waterfall hybrid environment can be a challenge when planning and scheduling activists because there is the possibility for external parties to fail to deliver products, services, or information in a timely manner to keep the project on schedule and on budget.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

One of the greatest challenges is related to data quality and definition. The more changes in the data structure in the new system that are implemented in the first releases, the greater the challenges of the integration of the new with the old for data transfer between the two systems. Therefore, we strongly recommend building the MVP (minimum viable product), or version 1, of the new system around the data structure and access to the legacy system, and once the entire migration is completed, begin the process of enhancement and expansion of data to be collected.
For example, assume there is a form which requires the submitter provide one and only one employer name, address, and contact information. In the new system, it may be desired to allow for multiple employers to be added. If the legacy system does not have the ability to receive and store multiple employers, then the new system will have to send over one of the several employers listed or the legacy system will require changes to the database, and possibly the accompanying form, online user interface, OCR/ICR scanning process, and other areas to accept the multiple employers. Changing the legacy system will require additional time and resources and would thus increase the cost and risk to this modernization process.
The quicker the move to the new environment, the less time the legacy and new environments have to run in parallel, and cost savings for phasing out the legacy system can be achieved sooner than later.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

Prioritizing the list of “must have” and “highly desirable” functions to be included in an initial release for each process or subprocess would be helpful. In the analysis of the processes post-award, all of these details will be reviewed and evaluated in detail. However, knowing the priorities in advance, especially in areas where the new system will have to interface with external systems outside the scope of this modernization project will allow a more accurate estimation of the time and resources needed to create an accurate overall estimate and timeline for project development. Additional detail should be included as attachments to, and not a direct part of, any RFP, and the responses should not require creation of an extremely detailed project plan, but a “30,000-foot view” that provides sufficient detail for the vendor(s) to demonstrate the ability to analyze requirements and plan work, but not require the vendor(s) to create detailed project management plans prior to contract award.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

The earlier the State can provide details related to overall vision, priorities for development sequence, data structure of the legacy database(s) and proposed general changes to the same, availability of any existing data transmission pipelines/APIs between legacy systems that might be available to speed integration. For example, a legacy online form might feed a SQL Server database that is then accessed to send data submitted to a legacy DB2 database on a midframe server for the legacy system to access. Any tools or applications currently being used to facilitate that transfer would be ideal ways to transmit initial version data to the legacy system without having to create new, “throwaway” code to perform that function.

Access to policy documents, the technical reference architecture, all legacy system documentation (user and system development/maintenance/operation), all legacy reporting and correspondence requirements and samples, and certainly access to State SMEs are important resources to have available as early as possible.

#12

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Page 1: Introduction

Q1

Please enter your organization's contact details

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Q2

How does your product meet the high-level needs outlined above?

EY's product and approach are configured to meet the needs of Vermont. Our approach includes Voice of the Customer research (internal and external users) to design the seamless, intuitive, multi-channel, self-service, "no-wrong-door" experience Vermont envisions and separating the complexity of process, data sources, and compliance from constituents seeking services. Additionally, our approach looks to simplify the State employee/case worker experience through data unification, process rationalization and automation, and enhanced user experiences and user flows to improve time to value. We believe modern Integrated Eligibility and Enrollment Systems (IE&E) should focus on self-service while remaining scalable, modular and capable of supporting any eligibility and enrollment activities statewide with minor configurations. We believe that Vermont has a strong "in-place" technology ecosystem that can easily be incorporated and leveraged to deliver core components of the State's vision. Equally important to the platform and human centered design approach is the State's ability to manage and consume the changes that come with a transformation of this kind. Developing a realistic plan for implementation; one that considers State employees, allows them to provide input into the process, and keeps them informed throughout, is critical to a successful outcome.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

EY offers a variety of technology solutions that can interoperate to support case management, a customer facing portal, and the integrations between those systems and other Vermont owned systems supporting those processes. We would recommend a platform approach that would allow Vermont to quickly leverage these tools and their built-in functionality.

Q4

How do the elements/features of your product exemplify user centered design?

EY takes a human centered design approach that leverages our Connected Constituent framework. Through intentional user research, we can understand constituents and their needs, pain points, and goals to inform our future state service blueprints. Based on research-informed service blueprints, a suite of omnichannel interactions and services are designed according to constituent needs and goals. These services must be robust enough to cater to diverse constituent personas and different levels of access to government services. Key to our approach is the collection of operational and experiential data to proactively unlock powerful insights and drive continuous improvement in the process. We work with our clients to establish key performance indicators to measure the progress and business value delivered through improved experiences for both internal and external users.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

EY's approach involves a combination of leveraging Vermont's existing platforms with configuring low-code/no-code modules that support Vermont's requirements. Both platforms offer feature sets to meet Vermont's requirements that are heavily out of the box or configurable by a non-technical resource. We will work with Vermont to identify requirements early to understand the needs and identify gaps (if any) between out of the box features and requests for customized features. Based on these gaps, we will identify solution options using our Solution Decision Framework, which allows us to measure solution options against maintainability, user experience, scalability, and development effort. Working with Vermont we will identify the Good, Better, and Best solution approach with a focus on minimizing customization and increasing scalability and flexibility.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

EY has built a customer portal and case management system for a client that allowed for citizens to apply and manage their eligibility and certification to various programs. The customer portal integrated with various systems to determine eligibility, verify enrollment, and pay bills for a seamless customer experience. A rules engine was built to notify customers of renewals and recertifications while automating business processes. The case management system is interoperable with the customer portal to provide clear visibility into all data including history management, contact management, and workflows. We worked with our clients to ensure both citizens and government workers would have a seamless experience around the services they provide and receive.

Q7

Respondent skipped this question

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**EY offers a solution that could satisfy needs for application registration and screening with out-of-the-box set up. The design process and timeline will scale based on the level of existing documentation regarding processes and the level of redesign and optimization the State is looking to achieve. 1. Analysis for a single workflow: 1-2 weeks per workflow 2. Building a single application or screening form: 1-2 days per form 3. Workflows corresponding to a form: 2 days - 8 weeks, conditional on external dependencies and integrations 4. Basic appointment scheduling framework implementation: 3-12 weeks depending on the amount of interoperability required with other systems. 5. Full branded, self-serving portal: 4 to 6 months based on visual design, customization, and other user experience needs. EY plans to approach the delivery of the Customer Portal module as an MVP (minimum viable product) with an initial release by month 6 and subsequent releases every 6 months until completion of the 3-4 year timeline or when all prioritized features are delivered, whichever comes first. Based on our current understanding of the IE&E needs, we would propose a three phase plan: 1) Registration and screening; 2) Appointment scheduling; 3) Customer portal. Starting with the registration and screening will allow us to understand the data collected and decisions made around the data. The second phase, appointment scheduling, will help us comprehend who customers need to connect with and why. Phase 1 and 2 will allow us to fully empathize with customers for a "no-wrong-door" approach to the design and implementation of the final phase, the self-serving portal.**

Case Management	**EY will leverage our solution for the Customer Portal as the Case Management intake method and utilize the State's existing low-code platform to process Case Management and back-end operations. The front-end intake would be part of the Customer Portal sub-module, while the back-end functionality would be built in parallel over the course of the initial 4 to 6 months depending upon complexity of the ask and ability to identify an MVP (minimum viable product) approach. EY will work with the State to continue to refine and extend capabilities on an on-going 6-month release timeline until the completion of the feature sets required by the State within the 3-4 year timeline. The out-of-the-box customer portal supports the discovery of services offered by the State, application processes, and creation of an initial case. Initial case creation can be configured in EY's proprietary configuration-based platform which allows the State to apply the appropriate rules and logic for configuration of the front-end of the application. The portal then integrates with other back-end low-code platforms for true customer data management and case management processes. Case Management would be built in parallel with the Customer Portal sub-module to provide back-end functionality. Case Management would be an MVP (minimum viable product) release along-side the Customer Portal release with the expectation that there will be on-going development to enhance the features of this sub-module.**

Rules Engine	**There are two aspects to the Rules Engine, similar to Case Management, the front-end (i.e. how applications are displayed, steps in applications, call-outs to other systems to validate data) and the back-end rules for processing and managing applications. The front-end functionality will be incorporated into the Customer Portal sub-module when delivering fully functional applications and is what EY refers to as the "workflows of the system". Back-end functionality of processing applications and determining which applications are applicable to customers would be built out following the initial MVP release of the Customer Portal and would take an additional 3 to 5 months depending upon the complexity to deliver an initial rules engine. Similar to the other sub-modules, this sub-module would release as an MVP and continue to be refined and expended over the course of the 3-4 year timeline. The Rules Engine can be addressed following the initial architecture approach and solutioning phase of the engagement. We will need to assess the State's requirements and specific needs for an IE&E solution and determine MVP functionality. Once those are addressed and the initial work has begun on Customer Portal and Case Management then the Rules Engine sub-module can be built out and continually enhanced over the course of the engagement. Upon initial solutioning we will work with the state to identify functional elements of the Rules Engine to deliver over the course of the entire engagement and outline any dependencies.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

EY offers a solution for correspondence and requests for appeals/fair hearings with options for automatic emails and SLA reminders which would be incorporated into workflow and contact management for a seamless experience. Customers can upload all necessary documents, receive official PDF documents online, add e-signatures, and have visibility into application statuses. The complexity of the appeals/fair hearing workflow would determine the timeline but can average 4-12 weeks of development and implementation.

In addition, EY offers an integrated solution with the State's existing low-code platform to support financial management functions. EY has resources that can design and architect the end-to-end solution based on the State's requirements and complexity. The integrated low-code platform will provide reporting capabilities for data hosted in that platform.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

Without license sizing, integration and data migration understanding it's difficult to provide a rough order of magnitude for a solution of this size.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

EY offers a proprietary configuration-based platform that support the configuration of business rules and processes without requiring development. Its capabilities allow EY to create a self-service portal, build forms for registration and screening, allow State employees to process and monitor these applications, and carry out other processes necessary to support IE&E. EY will build an integration between its proprietary platform and Vermont's existing low-code platform of choice to handle complex workflows, rules and financial management requirements as necessary. EY's experience working with other government IE&E solutions will provide input for leading practices to support the architecture and configuration approach in the existing low-code platform to ensure scalability and maintainability of the system over time.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

We can provide a centralized, public-facing portal where citizens and residents can go to start processes, check the status of their applications, and correspond with government employees. Apps can be designed, built, and launched within months, or even weeks, of client and EY agreement. Our solution is also designed to help agencies reduce manual and paper-based processes and take advantage of everything from record keeping to automation to systems integration, all while delivering a positive user experience to public service users.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

EY has significant experience managing multi-vendor programs and multi-vendor product implementations within state agencies. Through these experiences we have developed lessons learned that are required to deliver successful outcomes in a multi-vendor program. Stakeholder leadership, alignment and communication are key. As a first step, Vermont stakeholders need to foster collaboration and communication between vendors. Clearly defining the role and responsibility of each vendor, as well as the State’s leadership, prior to starting the program is key as is defining proper governance and escalation paths for the program (RACI). Creating, publishing, communicating, and updating an integrated project plan that outlines the dependencies and interdependencies between vendors, as well as a RAID log, is also critical to success.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

EY has worked in multiple state environments that involved partnering with a variety of vendors and stakeholder groups to deliver a successful cross-module integration. A challenge of these complex environments is having a clear understanding of each vendor's roles and responsibilities. This challenge can be addressed early by defining a RACI matrix paired with a strong governance model. Following definition of a RACI and governance model, it is important to put these into action and ensure all stakeholders are aligned to the governance model to enforce appropriate escalation paths and encourage cross-communication with each vendor. These two initial steps will allow all vendors to raise risks and issues and determine steps to address them quickly while minimizing impacts to timeline and scope.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

The most significant challenge we have encountered is misalignment on overall present challenges and the future vision. Communication on change management is critical for implementation and all affected parties should support the business strategy. The design of a modular system is a cross-functional effort since it benefits most internal departments. It is important to have consensus on required priorities to achieve visible, long-term value. A modular solution allows for adaptation in a fast-changing society, so prepare to govern the solution by planning a cut-over strategy and adjusting the governance model.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

There are several challenges to consider for the modular, incremental, implementation of an IE&E system with a legacy mainframe system. It is important to have a detailed architecture roadmap that enables incremental delivery and pushes to production. Additionally, it is critical to develop a corresponding data roadmap and plan to overcome mainframe interoperability challenges, along with developing a plan for data consistency and transformation when integrating the proposed IE&E system. A proper roll-out plan should identify overlapping functionality and/or dependencies on other systems to avoid risks. Finally, defining a standards-based approach for integration with the mainframe is important to mitigate potential issues. An approach that heeds these considerations will encourage a unified solution.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

As part of the RFP, can the State include the following details:
- High-level functional Requirements
- Detailed Requirements (if available)
- The system architecture of existing Systems
- Systems identified to be decommissioned and/or replaced with the proposed solution
- The type of existing integration
- Internal/external stakeholders and RACI Matrix
- Existing Vendors supporting the current solution

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

EY would like to understand the following to help establish a framework for success. What challenges has the State run into previously run with implementing an IE&E solution? How does the State define a successful IE&E implementation? What are the short-term and long-term strategies for implementing a comprehensive solution? Has an assessment ever been conducted of the current technology landscapes including shortcomings and pain points?

#13

COMPLETE

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Page 1: Introduction

Q1

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Q2

How does your product meet the high-level needs outlined above?

Merative Social Program Management (SPM) is a highly scalable and reliable commercial-off-the-shelf (COTS) solution designed to support Health and Human Services programs and processing. It empowers users with an easy-to-use, interoperable, multi-access, and streamlined platform and is further enabled by a variety of separately licensable application modules, which are designed to work together to meet the specific needs of Vermont's vision for Integration and its enterprise needs across programs.

It is designed to be an enterprise platform that provides the ability to configure and deliver human services programs with core features that are needed by agencies, such as:

- Intake
- Participant Management
- Integrated Case Management
- Eligibility and Entitlement
- Financial Management
- Supervisor Management

These are underpinned by business and technical services, administrative features (including configuration tools) and a robust data model that is specifically designed with pre-built human services domain data. The data model is designed to interact with industry standard reporting tools, providing agencies with the flexibility to access and analyze information using the products of their choice. The technical services include adapters, connectors, webservices, workflow, security, and the Eligibility and Entitlement (E&E) Rules Engine which supports the temporal determinations across entire case lifespans further described in this response. The business services include task management, search, calendaring / scheduling, and correspondence.

Merative SPM is a comprehensive software solution that supports the integration and streamlining delivery for a range of programs that provide assistance and services to clients, children, and families. While the platform alone can support intake and case management processing, including the rules engine), our SPM Platform is also designed to support our SPM Application Modules which provide further pre-built features designed to support specific business functions (such as appeals) and specific programs (such as TANF and SNAP).

When Vermont releases its RFP, our team will analyze Vermont's specific integrated eligibility requirements and suggest those SPM modules which will support the State's modular approach to incremental modernization and provide the State with a fully featured Integrated Eligibility and Entitlement (IE&E) solution to support its programs to provide benefits and services to clients, children, and families.

Based on our past experience delivering Integrated Eligibility solutions to states and territories, we anticipate that the following COTS modules will provide benefits to Vermont with the functionality described below:

- Merative Citizen Engagement (CE) and Merative SPM Life Event Management provide citizen portal features to provide access to screening, applications, and renewals. Account management allows clients to securely submit changes in circumstances and view/manage their benefits information without requiring intervention from caseworkers or call center workers.

- Merative SPM for Income Support delivers a broad set of pre-built business processes, workflows, security configurations, rules, and evidence to enable organizations to automatically determine eligibility for benefits and services for multiple needs-based programs, including those related to providing TANF and SNAP. These features are designed to be configured and extended to support Vermont-specific requirements and other State and local programs. It provides the flexibility to expand, extend and incrementally grow these programs as legislation and socio-economic drivers dictate.

- Merative SPM Verifications supports the management of eligibility verification rules and the tracking of verification proofs

submitted by clients or workers or obtained from external sources. It minimizes worker intervention and promotes the delivery of 'no-touch' processing where policy and data allow.

- Merative SPM Appeals allows for the submission of hearing requests and the management of requests through multiple levels of hearings and appeals to the resolution of disputes, as well as legal actions (i.e., hearings) that may arise.

- Merative SPM Evidence Broker allows for the sharing of data across the system, including the management of 'trusted data'. Using this module, common evidence (verifications) across cases in the system which are maintained separately for policy or functional purposes can be automatically updated or reviewed by authorized workers for acceptance.

- Merative SPM Provider Management provides the ability to maintain a registry of services and providers and manage the assignment and payments (where necessary) to providers who are authorized to deliver those services. Provider information is maintained to track service offerings, contracts, certifications, licenses, facilities, characteristics, capacities, and provider member information such as background checks and training. Placement management and rosters allow for tracking of attendance. Additionally, it provides features such as a Provider Portal which supports provider self-service features.

- Merative SPM Outcome Management provides an assessment framework, rules-based activity recommendations, planning tools and workspaces, and outcome / progress tracking to facilitate features such as Return to Work or self-sufficiency management. Actions, activities, services, and referrals can be managed. Pre-built content in the Merative Income Support module integrates with these features to deliver Work Participation tracking and sanction management for SNAP participants.

- Merative SPM Social Enterprise Collaboration provides secure Multi-Disciplinary Team portals and features to support the tracking of participant progress on activities as they work towards agency specified goals. Integrated with Outcome Management, this module allows Vermont to track results and progress on activities to overcome barriers to work participation.

The Merative Social Program Management (SPM) Platform provides a comprehensive business and technology foundation for supporting social program lifecycle and service delivery. The SPM Platform is designed based on extensive research and experience gained working with social enterprise agencies worldwide. It delivers prebuilt social program components, business processes, toolsets, and interfaces on top of a dynamically configurable architecture – cloud hosted or on premises.

Merative's SPM Platform consists of extensive case management features and is a purpose-built eligibility and entitlement platform that uses a configuration approach to creating and applying rules for triage, screening, and eligibility and entitlement determinations and calculations. This platform includes a fully responsive public facing portal to enable self-help capabilities for the citizens of Vermont. The portal can leverage the SPM Common Intake capability, which enables agencies to manage intake-related processes in a consistent and structured manner and to deploy a "no wrong door" approach to intake processes across multiple programs or services. It provides a structured approach to collect and verify data across program offerings eliminating the redundancy that occurs when a separate intake must be completed for each specific program.

The common intake capability leverages our Intelligent Evidence Gathering (IEG) configuration tool, which is part of the administrative feature and delivers interactive, questionnaire-style functionality designed to dynamically lead users through the process of information gathering, typically for the purpose of screening or applying for benefits. IEG guides users through a pre-established workflow based upon the data being entered or changed to present condition driven relevant questions, facilitating accurate and consistent data collection. This provides a simple, user-friendly experience for your users by avoiding unnecessary questions or sections, and guiding the user through an application or screening process. Merative's SPM solution will allow the State of Vermont Agency of Human Services (AHS) to develop and implement a single streamlined application process.

Merative's Citizen Engagement portal allows citizens to manage benefits by accessing their secure online account where they can view and resume in-progress applications, view payments, report changes in circumstance, communicate with AHS, and initiate appeals—all without having to enter a service center. Our solution reduces the administrative burden on AHS personnel and minimizes the number of key stokes, enabling users to improve their productivity and to focus on the clients they serve.

Beyond the public facing portal, Merative's SPM Platform provides an administration application containing a suite of features and tools to enable agencies, such as VT AHS, to configure their SPM-based system. The SPM administration application empowers non-technical administrators to implement system and organizational changes through an easy-to-use web application, greatly reducing dependency on specialized software development staff for ongoing system maintenance. SPM provides functions for maintaining a broad range of system facilities including AHS's organization structure, user security profiles, workflow, eligibility and entitlement rules, benefit program definitions, rate tables, assessments, outcome plans, bank accounts, currency exchange data, payment schedules, correspondence templates, batch processes, and code tables. This supports Vermont's goal of a low-code and highly configurable modular development effort.

As a COTS solution, our SPM Platform provides extensive functionality. However, it is expected that an implementation will need to extend the out-of-the-box functionality to meet project specific requirements. Merative's SPM Platform includes an application development environment (ADE) for creating Vermont-specific extensions to the application. As mentioned above, the application is highly configurable, but when an implementation calls for the original source code to be extended, the ADE manages and optimizes the process of extending the out-of-the-box functionality while maintaining the unique advantages of the SPM platform.

The SPM Platform is fully interoperable with other systems and APIs. This platform can use APIs to verify identity or client details such as income, address, or employment by invoking various APIs for identity proofing or verification services, thus reducing data entry, and improving accuracy. These APIs can be invoked during the application intake process, or at other touch points within the application as needed, thus enabling auto-renewal of benefits and services when applicable. The platform also contains various adapters, such as a Master Data Management (MDM) adapter to be used to share participant and case data with an MDM system. The SPM Platform includes extensive pre-defined workflow processes and a workflow engine, and can participate in an enterprise workflow management system by configuring an SPM workflow to be invoked via a web service, as well as configuring a callback web service to signal the completion of an SPM workflow.

The SPM Platform includes a proven purpose-built Eligibility and Entitlement (E&E) Engine that determines program eligibility and level of entitlement for various household compositions, from a single person to a complex household. Our E&E Engine supports redeterminations, overpayments, and underpayments. The engine converts XML based rules configurations, created by a drag-and-drop editor or directly via an XML editor, into Java classes. When run, the rules engine loads a date-relevant version of a specified rule set, gathers data across the timeframe being evaluated, and further organizes subsets of data within the timeframe based on temporal changes such as updated versions of rate tables, rule sets, or the data itself: for each set of data, a separate determination is evaluated and created for each subset within the timeframe.

In support of the rules engine and the eligibility and entitlement process, the SPM Platform includes extensive data management capabilities. Data is typically captured during intake, screening, or case processing, and is used by the SPM Platform's rules infrastructure to return a decision regarding individual and case eligibility and entitlement. Our rules engine detects changes in circumstance, which immediately trigger the rules engine to reassess a case or allow caseworkers to perform "what if" testing and determinations.

Additionally, our Merative SPM Platform conforms to the US Federal Section 508 requirements for accessibility for persons with disabilities, to the European standard EN 301 549 V3.1.1 for ICT, and to the Americans with Disabilities Act (ADA). SPM has also been tested using the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines 2.1 Level AA (WCAG 2.1). As part of the SPM Platform development process, new features are evaluated and tested using WCAG. These guidelines are an integral part of the SPM Platform development process and provide a basis for designing accessible software solutions, and combined with the other features of SPM described above, will allow the VT AHS to build a modern Integrated Eligibility and Entitlement system to serve the citizens of the State of Vermont.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Our Merative Integrated Eligibility and Entitlement (IE&E) solution is compatible and interoperable as part of a modular system. It provides the benefits of a configurable COTS solution that is modular and scalable to support social, health, and human services agencies', such as the VT AHS, end-to-end program and service delivery. Purposely built for health and human services to support the integration and streamlined delivery of a range of programs, it can be implemented on-premise or in cloud environments, providing flexibility to support Vermont AHS deployment needs now and in the future.

At the heart of our solution is the Merative SPM Platform combined with select SPM solution modules which include pre-built business processes and rules to support IE&E programs along with configuration capability to adapt to the unique needs of Vermont's policies and procedures.

Merative's SPM Platform is designed to support the typical core business processes, missions, and technical functions of social program agencies, allowing stakeholders to collaborate around the needs of the client. While the solution modules offer component-based features to meet specific State needs (e.g., Medical, Cash, and Nutritional Assistance programs), Merative SPM provides the flexibility to procure and implement specific modules, so you purchase only the functionality your business processes require. This modular approach allows the State to allocate investments into smaller parts to reduce risk, establish capabilities more rapidly, and adopt newer and emerging technologies more easily. For additional information, please see our response to Question 8.

Through its long-term and focused commitment to the social program market, together with its active role in the HHS Enrollment Workgroup defining standards for ACA, Merative Social Program Management has a history of understanding and supporting applicable industry standards for eligibility and enrollment. This includes:

- The MITA framework, Health Insurance Portability and Accountability Act (HIPAA) standards for security, privacy, and transactions.
- Section 508 of the Rehabilitation Act and US Federal civil rights laws in support of accessibility for individuals with disabilities.
- Access considerations based on languages, literacy, HHS policy, rules, standards and protocols for health information technology, eligibility, electronic data exchange and use, etc. under sections 1561 and 1104 of the Affordable Care Act and NIEM standards for data exchange and interoperability.

These collectively ease interoperability in a modular implementation environment.

Our SPM platform will allow VT AHS, to connect with other systems, both within and outside your enterprise, improving both the value and utility of the enterprise. To achieve this flexibility, SPM supports multiple approaches and integration styles for an integrated benefit and service delivery platform. The requirement to integrate with multiple systems is common when implementing enterprise level applications like Merative's IE&E solution, so our solution supports multiple integration approaches, including the use of:

- SPM Enterprise Application Integration (EAI) Connectors
- Interaction with an Integration Platform
- Pre-built Adapters
- Data File Import/Export

SPM Enterprise Application Integration Connectors

SPM Enterprise Application Integration (EAI) Connectors provide integration capabilities to enable other systems to interface with SPM applications. The SPM EAI Connectors architecture provides for the technical connectivity between SPM Business Objects and existing legacy and/or external systems. They allow application developers to work with objects representing data obtained from, or persisted on, legacy and other application platforms in exactly the same way that they use other SPM Business or Entity Objects. SPM EAI Connectors also remove the necessity of writing "low level" code to access legacy/external systems.

SPM EAI Connectors are provided for Web Services (both SOAP and REST), JMS-compliant Message-oriented middleware (MOM) products such as IBM MQ, and SQL. These connectors are designed to service real-time or near real-time integration requirements.

Each Connector encapsulates the following:

- Conversion of SPM data and system requests to and from the native format of the middleware – for example, the creation of an outbound JMS-compliant message.
- The technical interface to the middleware – for example, binding to an IBM MQ queue manager, calling the MQPUT interface and managing exceptions, errors, etc.
- Distributed Transaction Processing (Two-Phase Commit) between SPM and middleware which provides an XA-compliant implementation – for example, IBM CICS and IBM App Connect Enterprise.

Web Services Connectors:

SOAP Web Services

SPM provides in-built support for SOAP Web Services. Any SPM Business Object may be exposed as a SOAP Web Service, and SPM Business Objects can in turn consume externally defined SOAP Web Services. Organizations looking to create or provide SOAP Web Services merely have to identify the components of SPM functionality to be “exposed”.

Implementations that require the use or consumption of external SOAP Web Services only have to provide the Web Service Definition Language (WSDL) for those SOAP Web Services and SPM generates the functionality needed to call them. Moreover, this new functionality will appear to application developers as native Java code – the fact that the implementation is a set of SOAP Web Service invocations is hidden from the consumer

The SPM SOAP Web Services connector provides a generated approach for consuming a SOAP Web Service from within an SPM application. This allows for SPM to use SOAP Web Services to access information from legacy applications or call SOAP Web Services to create/maintain information held outside of the SPM domain.

REST APIs

REST is a pattern for allowing interaction with business objects over HTTP. REST APIs can be exposed to facilitate integration with external systems web applications, mobile applications, etc. The REST infrastructure complements the existing SOAP Web Services infrastructure and is based on industry standards like JSON and OpenAPI. Enterprises can choose which web API style best suits their integration needs.

Merative SPM provides a model-based REST development environment allowing developers to readily expose REST APIs. REST API resources can be modelled using the Merative SPM Application Development Environment (ADE) to provide integration with Cúram Social Program Management. The model-based approach helps ensures secure, consistent APIs can be developed with only minimal coding required – boilerplate REST code is generated by the ADE. The REST APIs are packaged into a separate application archive allowing for easy deployment and administration.

JMS-compliant MOM Connector

Merative SPM provides a JMS-compliant MOM (Message-oriented Middleware) Connector. Where required, the SPM generator produces code that converts the relevant operation parameter into a JMS-compliant message, places the message on a queue, and optionally waits for another message in response which is then converted back into an SPM structure and returned to the caller.

For many operations, queue connectors can be implemented without writing any handcrafted code. However, if required, it is possible to customize connectors with the use of handcrafted code.

SQL Connector

The SPM SQL Connector enables DBMS connectivity to a range of SQL databases that support JDBC drivers. This provides standard JDBC connectivity.

Additionally, Merative SPM supports a range of open standards that are key for interoperability and are compliant with many open standards including NIEM and the Federal Data Services Hub Interfaces.

Using an Integration Platform

A common solution to the integration challenge is to shift the responsibility for systems, process, and device integration from the application program to an Integration Platform product. The benefits of using this approach include enabling a best practice approach for rapid and iterative delivery of business value by securely opening access to Merative SPM's business processes through web APIs and JMS messaging, while also enabling Merative SPM to consume existing on-premise, hybrid or cloud/SaaS based services through web APIs and JMS messaging. Integration Platforms provide visual modeling of complex inter-system data mapping and process, simplify application connectivity, allowing for API and event driven flows for integration across the enterprise, and centralized implementation and management of the runtime environment.

Pre-built Adapters

To help in integrating with a variety of external systems, Merative SPM incorporates pre-built adapters which include the following:

- Financial Data Adapter – provides pre-built support for integration with ERP financial products to handle common business interactions, including (but not limited to) generating payments and liabilities, processing deductions and adjustments, and processing payments received.
- Master Data Management (MDM) Adapter – facilitates the communication and sharing of the necessary participant and case data required to support the generation of financial transactions in an integrated SPM-ERP financial environment.
- CMIS Adapter – provides the ability to integrate SPM with a Content Management System (CMS), using the Content Management Interoperability Services (CMIS) standard. A system administrator can configure the CMS to be used as the repository for documents whereby the documents associated with SPM attachments and communications are stored in and retrieved from the CMS, rather than being stored in the SPM database.

Data File Import/Export

Where required, SPM also supports an integration approach that involves extract of data to – or import of data from – a specific file format for transfer to or from another system. For example, a schedule of payments to be made by EFT may be exported from SPM to a file for sending to a financial institution. Alternatively, external organizations may periodically supply data that needs to be incorporated into the application database. SPM incorporates a batch processing infrastructure that supports both the export of specified data out of the SPM operational database to target systems, as well as the import of data files in a pre-defined format.

Q4

How do the elements/features of your product exemplify user centered design?

End-users have been the primary focus of our solutions since their inception, before “user centered design” was coined as an approach. “Designed by case workers for case workers” was an early slogan for how we approached building our team and designing our products, that continues to hold true today.

Merative’s Citizen Engagement (CE) helps government agencies deliver modern, tailored, client-centric digital services by providing a responsive, multi-channel portal and a flexible, innovative design system. CE connects people and families to the services they need to reach their socio-economic potential. Citizen Engagement comes with pre-defined configurable business processes for triage, screening, application, and appeals. It establishes a secure, personalized citizen account for ongoing engagement, providing a human-centered user experience out-of-the-box. The solution also features an innovative design system built for government, empowering designers and developers to build responsive web experiences better and faster. Citizen Engagement lets you deliver modern, efficient, client-centric digital services in weeks instead of months.

The innovation and design of our products, such as CE and SPM, benefits from Merative’s Sponsor User Program which focuses on designs that center on its end users. It brings together sponsor customers (such as Vermont) with our product development and offering design teams. to innovate our products such as Citizen Engagement (CE) and SPM. By teaming with our customers stakeholders (workers, providers and - in some cases - clients) to provide direct feedback and review ensures that our innovations will have significant benefit to the user community.

Using this sponsor input along with modern development techniques and technologies, our public-facing application and eligibility portal and case and provider management products remain in lockstep with the human services market and advances the innovations experienced by its users. Through a sequence of ongoing investment and client input our products continue to evolve. We have conducted multiple design thinking workshops with citizens, UI/UX designers, multi-agency state workers, and end users. While Merative’s subject matter expertise in Health and Human Services is extensive, we know that it is the expertise of those ‘in the trenches’ and actually using our products that matter.

In addition to the outputs from these workshops, our design thinking model incorporates user and industry research, end user on-site observation, and proof of concept development. This practice allows our teams to try, modify, retry, and adjust product innovation to arrive at the desired the functions, features, and look and feel. The CE portal and SPM user experiences you see today are the result of end user and implementer feedback from our clients across the globe, contributions from our Sponsor User Program, extensive design thinking sessions conducted on site at our product development headquarters, and sprint cycle demos seeking client comment/critique.

Thus, our CE solution provides a consistent and clear user interface with intuitive navigation features, enabling self-service for clients, reducing the need for clients to directly interact with a caseworker, increasing resolution on first contact and assisting in nudging the client when appropriate, down the correct path. Most importantly, it brings information aggregated from other disparate systems into a single location to the fingertips of clients that can be accessed easily and intuitively.

Released in 2021, SPM is now on its 8th major version and V8.0.3 is forthcoming. In developing V8.0.3 our product development team:

- Conducted user research across five (5) disparate stakeholders – sponsored user, Subject Matter Experts (SMEs), Merative client implementation teams, proxy / would-be end users, and client developers focus group
- Engaged with caseworkers across the globe
- Visited six (6) customer sites
- Incorporated caseworkers in testing

It is this attention to user-centered design that will benefit Vermont in its modernization approach.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

Merative’s Integrated Eligibility and Entitlement (IE&E) solution is a comprehensive software solution that is comprised of the Merative SPM Platform and select offering modules designed to integrate and streamline benefits and service delivery for a range of programs like TANF and SNAP that provide benefits and services to individuals, children, and families. Additional detail about the platform and modules can be found in our response to Question 8.

Our IE&E solution delivers a broad set of business processes, rules, and program management functionality derived from a detailed tool suite. This integrated suite of tools and processes allows organizations such as VT AHS, to automate eligibility and entitlement determinations for multiple needs-based programs, including those related to providing cash, food, and medical assistance. Additionally, our solution provides the flexibility to expand, extend, and update these programs as legislation and socioeconomic drivers dictate. Merative’s IE&E solution offers multiple benefits to agencies seeking to modernize delivery of income assistance programs:

- Multi-program support and service integration reduces data entry, improves caseworker productivity, and provides more responsive service.

- Automated program eligibility determination correctly applies complex eligibility policies, reducing new staff training time and costs.

- Automated benefit calculation maintains consistent payments and helps reduce reliance on individual worker knowledge and expertise.

- User-friendly explanation of eligibility determination results guides caseworkers through decision analysis.

- An outcomes-focused approach to serving clients using assessments and outcome planning capabilities facilitates client centered benefits and services planning.

- A highly configurable solution that reduces cost and risk during both implementation and ongoing operation and maintenance.

Most importantly, our solution streamlines and simplifies Vermonters’ access to program services by supporting a “no wrong door” approach for people seeking assistance. Our online capabilities benefit clients and applicants as they are able to apply for services, report changes and communicate with AHS staff through a secure portal. This significantly reduces the need to plan for travel to an office for in person appointments. VT AHS will also benefit from reduced in office traffic as this increases the time available for staff to work directly with clients and to focus on complex cases.

The Merative Social Program Management Platform provides a comprehensive business and technology foundation for supporting social program lifecycle and service delivery. Underpinning all SPM implementations, our SPM Platform is designed based on extensive research and experience gained working with social enterprise agencies worldwide. It delivers prebuilt social program components, business processes, toolsets, and interfaces on top of a dynamically configurable architecture.

Functionally, Merative’s SPM Platform supports the business processes involved in managing clients and their cases, through various stages such as triage, intake, assessment, determination, and service delivery. In parallel, the underlying technical infrastructure provides the technical services necessary for flexible, secure, and scalable applications.

When the State releases a final list of detailed, measurable requirements, the Merative team will perform a fit-gap analysis which will determine where gaps in functionality exist when we compare operating or business requirements for the organization to system capabilities. The fit-gap process is most beneficial to organizations that are dissatisfied with a particular system but do not have a

clear and thorough understanding of why.

Merative has installed several IE&E Solutions around the world. Merative continues to provide product updates and fixes as part of our support program. Please note that the RFI does not provide system, business, and technical requirements in sufficient detail to allow us to determine the level of fit for Vermont. However, based on the procurement bundle, requirements for the programs, and a state's ability to stay close to the out-of-the-box SPM product, the percentage of configuration and customizations may vary and typically fall within the following ranges:

- Out-of-the-box – 50% - 70 %
- Configurable – 20% - 30%
- Customized – 15% - 20%

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Yes. Merative has clear expertise in successfully deploying HHS solutions worldwide. We currently provide our SPM solutions to 42 agencies in 10 countries. Our customers include states, provinces, counties, cities, and entire countries that require human services solutions ranging from supporting a single program to integrating solutions that determine eligibility and entitlement for multiple programs of varying complexity.

Specific to implementations in the United States, The NC FAST (North Carolina Families Accessing Services through Technology) and DCAS (District of Columbia Access System) projects are examples of IE&E modular solutions, summarized below, built using the Social Program Management Platform integrating a similar bundle of SPM modules best suited to the State of Vermont's program and technical needs to effectively deliver coordinated benefits to their citizens.

North Carolina Families Accessing Services through Technology

In 2008, the North Carolina Department of Health and Human Services (NC DHHS) began introducing modern technology and coordinated business practices across programs as part of the NC FAST solution. This solution delivers coordinated state benefits and services at the county level while replacing 19 legacy systems. Client data is now shared across all benefit programs with federal rules applied and built within the solution. As a result of the ACA, the NC FAST modernization initiative was organized into seven (7) projects including Child Services. The Merative team worked directly with the NC DHHS to coordinate the NC FAST project schedules.

The NC FAST program is an on-premises enterprise approach to delivering coordinated family-centered benefits and services to the citizens of North Carolina through enabling integrated case management technology and business practices. In 2008, NC DHHS selected the Cúram SPM, now Merative SPM, as the platform for NC FAST. NC DHHS recognized the advantages of using a proven COTS product, SPM, which provided the breadth and depth of functionality built for health and human services programs. SPM supports NC DHHS's goal of a phased implementation that allows the flexibility for programs to be added incrementally. NC DHHS, as part of the software procurement, established a direct contract with Merative, to provide expert software consulting services. NC DHHS wanted to secure SPM expertise directly to provide guidance and best practices throughout the project implementation while leveraging the out-of-the-box functionality as much as possible.

NC DHHS has benefitted from the Merative team applying their extensive product and program expertise in the areas of integrated eligibility and child welfare. Our collaboration with the NC DHHS has resulted in the development and implementation of an integrated solution that addresses the agency's need to deliver coordinated services to its citizens.

NC FAST Case Management has transformed the way many services and benefit programs are administered in North Carolina and as stated above, replaces 19 legacy systems with a single Cúram SPM Platform. The SPM Platform has provided greater insight for NC DHHS leaders to administer and deliver health and human services across the state of North Carolina.

In addition, North Carolina has implemented a public portal (ePASS), based on the Merative Citizen Engagement module. ePASS is a self-service public internet portal tool that enables individuals to check if they are eligible for several North Carolina benefits and services including Supplemental Nutrition Assistance Program (SNAP, i.e., food stamps), Disaster SNAP, Medicaid, Child Care, Refugee Assistance, Temporary Assistance for Needy Families (TANF), Special Assistance, Low Income Energy Assistance Program, and Eastern Band of Cherokee.

This fully responsive portal also provides access to financial support for COVID-19 testing. It is fully available in English and Spanish and provides application assistance in an additional six (6) languages. It is integrated with YouTube to help citizens understand what is needed to apply for benefits. ePASS provides secure online access for individuals to self-screen and apply for a range of assistance programs or services via this link: https://epass.nc.gov.

District of Columbia Access System

The District of Columbia (the District) selected Merative's Social Program Management Platform as the health and human services IE&E solution for the District of Columbia Access System (DCAS) in 2013. DCAS's first release in 2013, DCAS Release 1, provided IE&E for MAGI-Medicaid along with the Affordable Care Act exchange. Merative continued to support DCAS through 2021 with successful Releases of DCAS Release 2 (SNAP & TANF) and DCAS Release 3 (Non-MAGI Medicaid) along with several other local DC benefit programs. Merative continues software support services for the DCAS System and plays an advisory role with the District of Columbia as needed. Below is the timeline of Merative's contributions to DCAS:

2013 through 2016: Merative's Services organization worked together with the District's vendor, Infosys Public Services (IPS), providing expert, architectural, business implementation guidance, and hands-on design and development for Merative SPM software. Merative supported two major releases during this timeframe, both residing in separate production deployments, including DCAS 2 (Temporary Assistance for Needy Families (TANF)/Supplemental Nutritional Assistance Program (SNAP)). We also provided an upgrade of DCAS 1 to SPM version 6.2 in 2016.

2017: The District released an RFP seeking responses for further enhancements to DCAS through the addition of non-MAGI Medicaid programs and related functions and interfaces to enable delivery of these programs.

2018 - 2019: KPMG LLP was selected as the prime vendor supported by the Merative to implement changes referred to as DCAS Release 3 (DCAS 3). The Merative Services team owned a significant portion of the DCAS Release 3's scope. Merative performed the following activities on DCAS 3 along with developing a solid operational foundation that was leveraged by all the vendors for the DCAS Release 3 go live in November 2021:

- Architectural advice through the deployment of a senior SPM architect.

- Upgraded the merged DCAS 1 & 2 instances to Merative SPM v7.0.6 – go-live November 2019. The merged instances resolved several data issues for the District and a combined user interface along with new features from the Merative SPM upgrade improved caseworker experience

- Validated and elaborated requirements, completed functional and technical design, completed coding unit testing, SIT/UAT support for 11 non-MAGI Medicaid benefit programs and the overall foundational infrastructure required for those benefit programs and additional District benefit programs.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**12**
Case Management	**24**
Rules Engine	**24**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**Based on our experience with multiple implementations around the world, we recommend the following approach to implement the Vermont IE&E to mitigate risks and maximize benefit to Vermont's end-user community: Customer Portal – basic: We can implement Merative's Citizen Engagement user portal package for you early in the project to provide basic functionality to get information on services and apply for a subset of initial programs. Depending on your immediate needs, we can make this a stand-alone solution, or tie it to your existing systems to feed the information from the portal to your current processes and systems. As we continue to build-out support for other Vermont programs on the project, we will integrate them into the customer portal and release them to the public as they become available. This incremental approach will provide Vermont's clients with expanding capabilities that we expect would provide the public with a positive view of the progress of the project and perception of ongoing improvements with the agency. These future stages, IE&E Pilot Phase, IE&E Phase 1, IE&E Phase 2, and IE&E Phase 3 are described below. Vermont's primary bundled-modular procurement is "customer experience focused" that includes Customer Portal, Case Management, Structured Workflow, and Rules Engine. In our experience, the key to a successful build and migration to a new system is based on planning and understanding the State's vision for the customer experience, how caseworkers work, and how programs operate. This can guide implementation approach decisions, such as whether to implement by business process or by program. In all instances, we recommend a pilot implementation followed by a larger rollout before proceeding to a full rollout of the system. This approach helps address any gaps in training, marketing /communication and any system defects or usability concerns. The timing of the implementation should take into consideration business issues like open enrollment, policy and legislative changes, staff vacations, and holidays that could negatively impact success. We recommend that when the project plan is being developed and reviewed, key dates in the State calendar are discussed and consideration is given to the rollout approach and plan to minimize disruptions and avoid peak periods. We follow a phased, incremental implementation approach. With this approach, we first build a less-complex solution. Once that solution is proven acceptable, we continue building more functionality on top of that. This approach provides visibility to the product for the State teams and helps in**

	training, organizational change management, refining the project schedule and testing planning. We recommend the following timelines for releases to production: • Customer Portal: basic: six – nine months after award. • IE&E Pilot Phase: 10 – 12 months after award • IE&E Phase 1: Basic Support programs - 14 – 16 months after award • IE&E Phase 2: TANF/GA, SNAP programs - 18 – 24 months after award • IE&E Phase 3: Medicaid Programs - 24 – 30 months after award
Case Management	**Based on our philosophy of delivering value early in the project while incrementally making features available on an ongoing basis and enabling a longer usage and feedback cycle, our recommended phased approach is detailed below. These will be further discussed and adjusted with your knowledge and advice during the initiation phase of the project so that the environmental realities and experience can be leveraged to the maximum. Please note that is this phased approach is solely meant to address the updates to support the programs in Customer Portal, Case Management and Rules components outlined in your RFI. • IE&E Pilot Phase. We perform early development and testing of a less-complex program (such as Fuel Assistance – LIHEAP) across all of its case management functions, including its business rules. In our solution, the rules engine is integrated, not a separate product and provides the benefit of temporal determinations across the case lifespan. In using a pilot approach, Vermont can validate and refine the development approach. This pilot would later be expanded and implemented as part of the first phase and will improve the implementation process for the other programs. • IE&E Phase 1. Basic Support programs. This includes Case Management, Rules Engine, and User Portal Components. • IE&E Phase 2. TANF/GA and SNAP programs. This includes Case Management, Rules Engine, and User Portal Components. • IE&E Phase 3. Medicaid Programs. This includes Case Management, Rules Engine, and User Portal Components. We recommend the following timelines for releases to production, where the functionality of these groupings: • Customer Portal: basic: 6 – 9 months after award. • IE&E Pilot Phase: 10 – 12 months after award • IE&E Phase 1: Basic Support programs - 14 – 16 months after award • IE&E Phase 2: TANF/GA, SNAP programs - 18 – 24 months after award • IE&E Phase 3: Medicaid Programs - 24 – 30 months after award**

Rules Engine	**Our temporal rules engine is an integral part of the IE&E solution. Merative SPM provides pre-built starter rules sets for many Federal programs which would be further configured to meet Vermont specific program needs. Our screens and workflows are pre-built to provide the inputs and take advantage of the results of the rules determinations. Changes automatically generate reassessments over time that result in over- or underpayment processing in our financial management component. Therefore, when we implement features to support programs, like TANF, SNAP, or Medicaid, we implement the integrated features together to support Vermont's desired functions (Case Management, Rules Engine) for that program or programs. Utilizing this pre-built and integrated rules functionality will save the project effort and costs over the development of rules "from scratch" or having to build processing to handle managing cases across time, that other "point-in-time" rules engines will require.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

As discussed in our response to Question 2, Merative Social Program Management (SPM) is a highly scalable and reliable COTS solution designed to support Health and Human Services programs and processing. It empowers users with an easy-to-use, interoperable, multi-access, and streamlined platform and is further enabled by a variety of separately licensable application modules, which are designed to work together to meet the specific needs of Vermont's vision for Integration and its enterprise needs across programs.

The SPM Platform itself contains features supporting Financial Management, Correspondence and Reporting, as described below:

Financial Management
A critical component to any integrated eligibility system is the ability to manage the issuance and recovery of financial payments to a variety of recipients – from clients to nominees to providers and third parties. Merative has incorporated robust financial management features into its core platform and designed the application modules (such as Merative SPM Income Support) to utilize these features in the delivery of HHS programs such as SNAP and TANF. These features include support for:

- Creation of Financial Schedules based on eligibility and entitlement determinations
- Generation of Payments or Liability billings based on the Financial Schedules
- Generation of Instrument Records (such as checks, EFT, or Bills) to be passed to issuance systems such as Check-writing programs, EFT interfaces or correspondence generators.
- Generation of Statements to be sent to account stakeholders, such as clients and/or their representatives.
- Collection and posting of payments through various channels and allocation to liabilities.
- Deductions and offset processing to recover liabilities, such as overpayments, from outgoing issuances.
- Issuances to Nominees and Third Parties (such as Utilities)
- Tax Adjustments and Surcharge Adjustments.
- Cancellation, Invalidation and Reissuance of payments.
- Manual Payments and Refunds
- Reversing and Writing-off liabilities
- Payment searches

Our pre-built financial processes are designed to run on periodic schedules and also provide features to integrate with General Ledger and Accounting Systems.

Reporting
Reporting Solutions. Merative SPM is designed with an open database and adheres to industry standards that allow agencies to utilize the reporting tools they prefer to access the critical information on SPM to manage program delivery. SPM also provides inbuilt views as part of client and worker dashboards into operational data that is critical to workers and supervisors to manage day-to-day operations.

Correspondence
Our SPM Platform is designed with workflows and templates to support the generation of notices and correspondence. Features are provided to capture and generate both inbound and outbound communications through a variety of methods. Correspondence communications can be generated from Word or XSL templates or uploaded by the user.

Features are also provided to allow configuration of whether generated correspondence should be stored in the SPM Data model or saved to a Content Management System using the CMIS open interface.

Other Solution Components:
Merative Social Program Management (SPM) is an industry-proven extensible solution with generations of enhancements that enable modularity, reuse, and SOA-compliance. The Merative SPM Platform supports both Oracle and DB2 Relational Database Platforms. As discussed in our response to Question 3, through the use of Web Services or REST API's, the platform can interact with other systems and solution components regardless of the data format. Some of the other solution components that may benefit Vermont include:

Mobility Solutions. While our Merative SPM solution is designed with responsive screens which can be utilized on any mobile device, we understand that many citizen users may prefer to interact with a native-mobile application on their phones. Merative works closely with partners who have designed and implemented native-mobile applications that are designed to integrate with our SPM solution.

Master Data Management. Many agencies benefit from utilizing solutions for Master Data Management, in order to minimize duplication and provide identity management. Our solutions are designed to integrate with these solutions as part of client and case management.

Enterprise Services. Our Merative solutions are designed to interact with other solutions via web services and REST APIs. Most commonly, this is done through integration with solutions that provide agencies with an Enterprise Service Bus.

Document Management. Merative SPM is designed with configuration features to allow agencies to select whether to use inbuilt document storage within the SPM database or to use inbuilt links to document management solutions using industry standards. Additionally, our client portals support the ability for users to upload documents as part of the application process.

Robotic Process Automation (RPA). As trends increase to use software technology to reduce or remove human effort through the use of cognitive solutions, we have designed Merative SPM to integrate well with chatbots and solutions that help agencies evaluate utilization and business processing, such as monitoring online application use.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

Merative's Social Program Management product is a domain rich product with several built-in functions that has been enriched through implementations across various states in the US and inputs from in-the-field caseworkers. Our IE&E solution is comprehensive and will meet the needs of the State's modernization as it did for several other states and locations including South Carolina, North Carolina, and the District of Columbia. As we considered how to provide meaningful cost estimates for the State's planning purposes, it quickly became evident that to achieve this, we need far more data than is available in the RFI, or that could be gained by submitting questions. As an alternative to providing estimates (in the form of ranges) we prefer to detail how our estimates are constructed, to include variables and factors that would greatly impact the cost of implementing 1) an on-prem or client cloud hosted and 2) SPM managed service solution.

Implementation Services

Implementation services is the most difficult component to estimate because in order to be accurate, we need detailed requirements for the programs listed in the IE&E Modular Modernization Overview section of the RFI. In-depth information is also required concerning the State's data, infrastructure, hosting preferences, project timeline, interfaces and level of configuration or customization that would be required (if any). If the State chooses to stay close to the functionality of our domain rich out-of-the-box product, then the cost would be minimized. The further from out-of-the-box, the costlier the implementation.

Some of the factors that can influence pricing for each component are listed below. This is not an exhaustive list, and we are happy to present you with more details through a discussion with our experts who can also learn about your Cost Allocation Methodology toolkit and advise from experience to give you more perspective on your total cost of ownership:

- The scope and complexity of the project
- Number and complexity of the programs included
- External data source dependencies and agreements in place or required to be put in place to connect to these data sources via interfaces that will have to be designed & developed
- Maturity of the data sources i.e., technology and availability of the requisite APIs, data fields
- The level of customization (as opposed to configuration) required of the commercial off-the-shelf (COTS) products (includes our Merative SPM and other software's needed for the solution)
- The ability to leverage and /or integrate with existing software, infrastructure, and other investments
- The number and roles of system users alongside the level of access controls and validations
- The ability to use either off-shore or US-based off-site resources
- The quantity and frequency of presence of vendor staff onsite at the State's project office
- The ability and willingness of the County to assume responsibility for work
- Commitment of State staff that will directly engage with the system integrator
- Project management methodology along with the timing and sequencing of projects
- Terms and conditions that increase vendor risk

Software Licensing

Monthly licensing is available for customers to gain access to Merative software. Monthly licensing grants the right to use the software for the contracted period of time and can be paid monthly, quarterly, or annually on an upfront basis and includes subscription and support as well. Software is licensed by number of users and type of users.

Managed Services Pricing Methodology

The solution will be priced based on the environment that is being hosted and the number of sites that are needed (Primary & Disaster Recovery). For our managed services, there are two (2) phases to the delivery of services and subsequent pricing.

Phase One – Transition Period

There is a transition period based on complexity. During this time the architecture of the environment is finalized and built; planning sessions are held to allow Merative adaptation of the new environment, migrations are completed, and policy and procedures are put in place for full management of the new remote / hosted infrastructure.

Pricing is based on hardware, resources, tools, and consultative fees that will be incurred during this period and is represented as a one-time fixed price charge.

The transition team is accountable to initiate and ensure transition is executed in line with the committed schedules. During transition, it is also ensured that knowledge is successfully shared with the stakeholders and milestones to successfully start the services are tracked with the stakeholders.

The transition is carried out in different phases. Each phase is terminated by a checkpoint meeting with project stakeholders, chaired by the Transition Manager.

Phase Two – Ongoing Support (Steady State)

Phase two of a typical project would encompass the steady state period of the time remaining after transition. This fee will be represented as a monthly price for the items that are being hosted, monitored, and managed. The period for Steady State and Transition is determined during the architectural phase of solution development.

Merative Managed Services for infrastructure hosting, monitoring and management are typically contracted for a period of 3 to 5 years. Based on the information provided in the Request for Information (RFI), Merative is not able to provide estimate pricing for either phase of the proposed project. More in-depth discussion will be needed before estimate pricing can be provided.

As you move forward, we will be happy to offer our perspective on how the State can optimize the costs for each of the above factors.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Our Merative Social Program Management (SPM) Platform is built on an n-tier, Java Enterprise Edition (Java EE) technical architecture that enables SPM-based applications to be robust, scalable, and adaptable. Using open standards technologies such as Java EE, XML, JMS, and Web Services (both SOAP and REST), the SPM architecture is service-oriented architecture (SOA) compliant and readily integrates with existing legacy or other services like the Federal Data Hub. The platform is often integrated with, but does not require, an Enterprise Service Bus such as MuleSoft, to coordinate all inbound and outbound interface calls. Implementations of our SPM Platform often leverage a Document management system to store and manage documents and large attachments more efficiently, such as Vermont's use of Hyland OnBase.

A traditional deployment approach will utilize either IBM WebSphere or Oracle WebLogic application server. For a containerized approach, the SPM Platform leverages the WebSphere Liberty application server that can be deployed on Open Shift (cloud agnostic) or Kubernetes (IBM Cloud). Regardless of the deployment approach, the SPM Platform utilizes either DB2 or Oracle Relational Database Management System for database storage.
SPM is compatible with single sign-on (SSO) solutions including OKTA and has been successfully integrated with these products on numerous customer implementations. Many project implementations have also leveraged tools such as Splunk to monitor, search and analyze application logs.

For Development efforts, project implementations typically utilize code repositories such as GitHub or SVN (Subversion), in conjunction with other industry standard tools such as Jenkins, Travis CI, or cloud vendor dev-ops services such as Microsoft Azure DevOps (ADO) for full CI/CD pipeline support. Developers utilize the open-source Eclipse IDE for all forms of development, and projects typically use products such as Jira for requirements tracking, use cases, and test cases, as well as project management tools such as MS Project or Monday.com.

In terms of reporting tools, the SPM Platform provides a pre-built human services data model for operations via a relational database, which can be used to feed reporting databases and data warehouses or data exchanges such as VITL. It is proven to provide access to industry standard reporting tools and as such will accommodate Vermont's preferred reporting tools such as Power BI and SnowFlake.
As mentioned in earlier sections, the SPM platform can leverage an MDM adapter to also update a Master Person/Provider Index when participants are registered or modified in the system.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Merative SPM provides solutions to governments which are unique in the market. Among our key differentiators are:

- Pre-Built Human Services Domain Content and Expertise
- Temporal Eligibility and Entitlement Engine
- Multiple Hosting and Service Options
- Robust Partner Community
- Commercial Off-The-Shelf Benefits

Pre-Built Human Services Domain Content and Expertise

Merative takes pride in the fact that our SPM offerings are designed by experts who have worked on the front lines of health and human services processing and overseeing and administering social programs for the vast majority of their careers. We design our offerings with a focus on how the features will:

- Help the citizen,
- Help the worker be more efficient
- Help the organization to operate more efficiently and effectively, allowing them to stretch their budget and assist more people

For over 20 years our government team has worked together to better serve the world's most vulnerable populations. As a team we are committed to this work. Additionally, our human services and technology experts are also brought to bear as trusted advisors, SMEs, and implementation experts on the execution of projects.

This human services expertise and focus makes its way into our products, which are specifically built for human services. Containing pre-built content for human services programs that help to advance implementation projects and the modernization goals of agencies more quickly than other platforms which lack human-services focus.

Temporal Eligibility & Entitlement Rules Engine

As noted in our response to Question 2, Merative's SPM Platform includes a proven, purpose-built Eligibility and Entitlement (E&E) Engine that determines program eligibility and level of entitlement for Human Services programs. It can quickly evaluate households to accurately make determinations for both a single person and complex household compositions.

A key differentiator of our rules engine is its ability to evaluate not just a single point-in-time, but to evaluate the full timeline of determinations involved in a human services case. It evaluates the data captured for the household in addition to the different rules and rates that are in effect at different times across the lifespan. It evaluates when other events – such as age changes- also affect the eligibility or entitlements and establishes events to trigger future redeterminations.

Our E&E engine also supports retroactive redeterminations, and the automatic overpayments, and underpayments that result from changes. Avoiding the risk of manual calculations and errors that may result from them.

Developing IE&E systems is challenging and Merative SPM provides a proven solution. IE&E systems need to focus on many system elements, this not only includes just the rules engine but must also include:

- Collection of benefit data
- Management of timelines
- Future and Retrospective assessments

- Identification of overpayments and recovery

These critical areas of functionality are handled within the platform and Merative SPM integrates these functions into one streamlined solution. Solutions focusing on just the rules engine carry risk if the rules engine does not integrate well with other functions or requires extensive development to handle the full lifespan of Human Services determinations.

On the many IE&E projects we support, the SPM Eligibility & Entitlement Rules Engine and the pre-built content of our Income Support module are a proven benefit of an integrated system that saves significant time during implementation. Additionally, when agencies seek to quickly implement policy changes or roll out new programs for recipients, the Merative SMP E&E Rules Engine affords a configurable solution that integrates with existing programs and reduces the timeline to go-live.

Multiple Hosting and Service Options

Merative's IE&E solution is available to be delivered as an on-premise, cloud-hosted, or managed service offerings. You choose the option that best suits you current and long-range business and technical needs.

In recent years many vendors have promoted horizontal SaaS platforms to meet the business and technical needs of HHS agencies. However, post pandemic there is a paradigm shift towards business-driven vertical SaaS platforms. In support of this trend, Merative can offer clients an option of SPM delivered as a COTS Managed Service providing the benefits of decades of domain expertise delivering business value to HHS agencies worldwide. This modernization will not only significantly provide advantage to project deliveries, but it will also reduce the project staffing for maintenance and operations and allows for constant delivery of enhancements.

Our Merative Development and Implementation Architects are experienced supporting SPM on any cloud environment. Merative has certified and optimized SPM to run on leading cloud vendors such as Azure and AWS.

For clients working with the SPM Managed Service, Merative will perform the technical upgrades of their SPM solution on an ongoing basis through a robust upgrade pipeline. We recognize that clients have different test approaches for upgrades, we work with clients to define and agree the correct approach for their needs.

Robust Partner Community

As a COTS Software solution, our clients are not limited in choosing a Systems Integrator capable of implementing our solutions. We have a strong partner community who are trained and certified in delivering Merative solutions as part of modernization efforts. This means that clients can have multiple options in selecting an integrator for their projects and options over time if they want to change integrators without changing their chosen solution.

Additionally, the same training that we use to certify Merative experts, and our partner community are available to clients to train their staff. Many states become partners themselves and serve as their own Systems Integrator using Merative SPM as their enterprise platform.

Thus, the SPM platform helps reduce risk for VT AHS in moving forward with a modernized solution while having available multiple vendors who can implement, support, and maintain the solution over time.

Commercial Off-The-Shelf Benefits

States face greater expense and effort if they seek to recreate legacy client experiences in their modernized system rather than take advantage of pre-built features and experiences provided by COTS solutions. States can best take advantage of the value of COTS solutions by working with their Organizational Change Management vendor and state team members to maximize the use and configuration of COTS features rather than seeking to extensively modify the solution to fit existing processes or client experiences. For example, using a pre-built SPM screen that provides necessary functions to a worker rather than further modifying the screen to mimic the experience that the worker was used to in the legacy system delivers cost-savings to the project and ongoing support.

Additionally, the value of our COTS solution is found in the fact that Merative continues to invest and refresh the underlying product on an ongoing basis and provide those benefits to its customers. Over decades, Merative has invested in research and development associated with Human Services programs and technologies to support them, in order to develop a best-of-breed solution for government agencies. In this way, Merative focuses on refreshing the technology and providing ongoing product enhancements. Compared to a transfer implementation or custom development, this is not a “one-and-done” solution. Vermont AHS will continue to benefit from subsequent releases of new features and updated technology even after the go-live date of its IE&E solution.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

Implementing an IE&E system is challenging for any government entity, which is why at Merative, we developed our purpose-built health and human services SPM Solution, which has proven its effectiveness at over 42 agencies across 13 countries.

Merative has worked with many government agencies on IE&E projects:

- Merative is the prime contractor on the implementation of the State-based health benefit exchange system in the State of Minnesota. MNsure is operational and live in Minnesota and covers the full scope of the State's Health Benefits Exchange system and MAGI eligibility.

- Merative contracted directly with the State of North Carolina on NC FAST for design, development, and implementation of their IE&E system (NC FAST) which has replaced nineteen (19) legacy systems.

- Merative, along with its partner IBM, is providing system integrator services to the State of South Carolina, Department of Health and Human Service (SCDHHS), providing the Design, Development, and Integration of the Medicaid IE&E Member Management System (MMS) along with enhancements and ongoing operations and maintenance.

Our implementations of IE&E Systems have provided a range of successful benefits to both citizens and agencies. They have expanded community outreach, increased responsiveness to community needs, and provided better outcomes.

With respect to challenges encountered during our implementation projects and how Merative successfully surmounted these challenges, here are two examples:

- NC FAST. After the passage of the Patient Protection and Affordable Care Act, North Carolina had to unexpectedly change the order of program support by moving up Medicaid modernization and moving TANF back in the schedule. This challenge was overcome by taking advantage of the componentized architecture of Merative SPM to reorganize the deliverables required to support the programs according to the revised plan, with no net impact on the overall NC FAST schedule. The flexibility of the program configuration within Merative SPM allows agencies to easily manage programs given shifting priorities.

- MNSure. County workers were frustrated by the length of time it took to perform tasks such as processing renewals and changes in circumstances. This was caused in part by the lengthy data-entry process, but also by the complexity of procedures associated with the current daily workflow. The Merative team recommended to simplify the annual renewal process by developing change-of-circumstance wizards to streamline the input of the data.

Implementing a large-scale IE&E system is not a trivial task and whether it is built out in one big-bang approach, or in functional modules, it does not affect the level of complexity involved. One major challenge to consider, if pursuing the modular approach, is the extra overhead involved should the State opt to acquire modules from multiple vendors. In this scenario, the State would need to manage each of these vendors, provide them office space, and take responsibility for specifying how the different modules must fit together. To reduce risk, we recommend the State consider a single vendor like Merative who can provide a functionally modular solution like SPM.

Through our experiences working with customers implementing enterprise solutions, Merative has observed common themes of successful projects that inform our approach to implementing large integrated eligibility systems. These lessons are highlighted below.

- Trusted Relationships. Building solid trusted relationships between project staff and stakeholders is critical to the success of a project. Communication and collaboration are key at all stages in order to promote the development and implementation of a solution that meets your business needs, improves efficiencies, and helps you to better serve clients.

- Executive Sponsorship and Balance. Successful projects have a common theme; a balance at the state level of technical resources/leadership with business leadership/resources.

- Communication and Collaboration. This offers various benefits, including collaboration to confirm agreement on the meaning of each requirement and the approach to developing and implementing in a way that best suits your business processes.

- System Requirements. Establishing a clear, concise understanding of your system requirements, business processes, and project scope is essential.

- Budget Transparency. In our experience, it is most beneficial when state agencies make potential bidders aware of the budget set aside for a system implementation. It creates a level playing field and sets realistic expectations with vendors.

- Understanding the Complexity of Statewide Implementations. As previously mentioned, a vendor with no statewide implementation experience will be unprepared for a project of this scope and complexity, which may cause the State to incur unexpected project costs or delays and result in less-than-optimal user adoption.

- Training. If workers are not properly trained on the solution, it is difficult for them to engage with and use it. We recommend a multi-layered training approach that incorporates remote training, technical assistance, and support to give users increasing exposure to their new solution to maximize user adoption.

- Organizational Change Management (OCM). No project is successful without a robust focus on OCM. Research shows that it can take users months, if not years, to embrace new technology. We recommend that your SMEs be empowered to make decisions regarding functionality and processes and be actively involved with the design and development phases of the project.

- Ongoing Project Reviews. Review any ongoing projects and align them with the IE&E implementation. Some example alignments may be goals, release timelines, and potential merge of code or data that may be required.

Merative leverages our lessons-learned through a combination of open partnership with customer team members, our social services implementation acumen, an iterative approach to solution training, and a joint commitment to success.

To address anticipated challenges, we will work closely with the State to confirm agreed-upon user scenarios for the implementation and maximize the benefits of our product providing: a standard user-interface built on the best user-centered design principles; a data model specific to the social enterprise domain and pre-built functionality specific to integrated eligibility programs. We will also provide strategic definition of required interfaces with 3rd party systems, and further refine the full roadmap and schedule for the project. These assets feed Merative’s hybrid Agile development sprints.

The primary challenge in having a separate System Integrator (SI) and module providers is maintaining clear accountability for project outcomes. Our experience is that when projects encounter issues, it is critical for the State to have a single vendor responsible for overall delivery. Without a single point of accountability, the project risks devolving into blame-shifting and finger pointing.

Regardless of the model the State pursues, we recommend:

- The State should include key software module providers in all major architectural and project management decisions. It is important the SI and the software module providers have a clear and shared agreement on architecture, schedule, resource requirements, etc.

- The State should pay close attention to the project schedule, budget, State and vendor resources and other third-party system dependencies. In a project such as this, it is common to have dependencies that impact schedule, resource availability and budget. It is important the State has a clear view of these dependencies and a mitigation plan to work around them if necessary.

- All participants need to be transparent about project risks. Projects will struggle if the client and vendor are not forthcoming about project risks or dependencies so a mitigation strategy can be created and put in place. Without those mitigation plans, when a risk materializes into a problem, the impact is magnified. This can be particularly true with government agencies, that often face changing priorities, – managing state and federal funding and staffing are some examples that can impact a project's success. We recommend that the State of Vermont commit to an aggressive risk management plan.

Merative has the hard-won experience in the marketplace for implementing successfully implementing our SPM IE&E solution. We know there will be challenges along the way. At Merative, we believe we have the experience and record of accomplishment to successfully develop a plan with the State of Vermont AHS that will overcome these challenges and deliver an IE&E solution with a seamless caseworker and citizen user experience.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Merative's experience with internal State System Integrators (SSI) is extensive. Whether the SSI is responsible for the entire implementation or a portion of the implementation.

With regards to cross-module integration / interoperability, Merative recommends the following:

- System Requirements. Establishing a clear, concise understanding of your system requirements, business processes, and project scope is essential.

- Design Systems Flows Early. How modules interoperate will get confusing. Focus on how the modules interact and interoperate during the planning stages of the project, document the design clearly to avoid confusion later.

- Define Interfaces Early. Interfaces are critical. Focus on interfaces early to make certain that there is a clear understanding of how systems communicate and what systems do with the data and what systems do in error conditions. Generate Interface Control Documents if they do not exist, so that all parties know what that given interface is doing. Additionally, setup necessary contracts or agreements with the different agencies that may be providing the data through the interfaces.

- Have a Data Governance Committee and Data Conversion Plan. Data will get complex. Establish a Data Governance Group and plan. The governance team meets regularly and has stakeholders who can make quick decisions.

- Plan on Integrated Testing. Systems need to work together. Understand that it is not enough for a given module to work according to a specification. It needs to function correctly as part of the larger solution. Therefore, we plan on integrated testing in addition to modular testing. Integrated testing looks at use cases for end users, regardless of the modules involved, and tests to make sure that a user need is met end-to-end. One such example is a Notice that is generated, printed, and even mailed because of a user action in the user portal.

- Policy Updates. Review and revise your policies to ensure they are current, align with the practices, approved, and can be confidently referenced by the vendor during project execution.

The suggestions above are a subset of Merative's overall approach to managing large implementations regardless of whether you have an external or internal SI as we have detailed further in our answers for Questions 11 and 13.

Additionally, any state looking to leverage or build out an internal SI please consider the following items in addition to the staffing requirements we have outlined in our answer to Question 16:

- Does our internal State SI Team have the depth and breadth of knowledge and experience needed currently on the team? If not, can we staff-up in time?
- If the State does have the staff, are they able to make the implementation a full-time priority?
- Will the internal State SI to subject to changing State priorities to other projects?
- Will the internal State SI be impowered to make decisions?

Merative has the experience and knowledge to be a trusted partner with the State of Vermont's internal SSI.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Merative has significant experience in helping government agencies manage incremental modernization approaches to large-scale IE&E projects. We have executed large, complex modular implementations in South Carolina, North Carolina, the District of Columbia, Minnesota, and in several Canadian provinces and in each case, we worked closely with the government agencies, IV&V, and other external agencies and vendors for successful deliveries.

We look forward to meeting with you during later stages of the procurement cycle to discuss these matters in detail. There we would like to outline what we have experienced in the marketplace for IE&E systems, and how we can help the State of Vermont with a successful implementation. We know there will be challenges as you progress through your incremental modernization. For example, we know data conversion will be a critical issue that needs to be thought through, and we know there will be many questions regarding how best to support seamless user experiences as the back-end is modernized.

The following is a list of typical large project issues and Merative's recommendations for how Vermont can prepare for them:

- Establish a Project Management Office (PMO). Managing work for multiple entities is challenging. A PMO helps complex projects address their goals of being on time and on budget. A PMO helps to increase productivity by providing improved planning, organization, and leadership. It improves time management, sub-projects alignment, and monitoring of procedures and practices.

- Manage Issues and Risks Methodically. Issues and Risks arise from multiple, diverse channels. Managing issues and risks is critical on complex projects due to the potential impact to schedule, cost, and quality. We identify, document, track, and manage internal and external issues and risks in accordance with the best practices from the Project Management Institute, escalating issues and risks that reach a predetermined threshold to the State.

- Encourage Use of Agile Practices Where Possible. Changes later in the project will be costly. Merative uses a hybrid lifecycle approach that allows us to apply Agile practices during the project execution to obtain early feedback, adjust project parameters, observe the team velocity that enables us to course-correct early. Our involvement on the large, complex North Carolina NC FAST implementation showed the value of this approach.

- Establish a Detailed Work Schedule. The Detailed Work Schedule is critical for complex projects. Many major tasks will be executed in parallel. The Detailed Work Schedule is the roadmap that provides direction, informs stakeholders of the review progress, and is available to the State for review as needed. The Detailed Work Schedule divides complex projects into manageable parts called Work Streams each with its own focus to make it easier to execute, track, and adjust where needed.

- Monitor Progress, Review Often. It is imperative to track and manage the project delivery. Our monitoring process has a clear cadence which confirms the project is progressing according to schedule. Monitoring reviews are conducted on a regular basis, involving team members and other stakeholders. Reviews provide a true picture of areas and tasks that are ahead of schedule and those not meeting targeted dates enabling the Merative Project Manager to adjust. A clear, consistent monitoring cadence is critical to identify and assess schedule slips and the impact on subsequent tasks prior to schedule and other adjustments.

- Design Systems Flows Early. How modules interoperate will become confusing. We focus on how the modules interact and interoperate during the planning stages of the project; we document the design clearly to avoid confusion later.

- Define Interfaces Early. Interfaces are critical. Merative focuses on prototyping interfaces early to make sure that there is a clear understanding of how systems communicate and what systems do with the data and what systems do in error conditions. We generate Interface Control Documents if they do not exist, so that all parties know what that given interface is doing.

- Have a Data Governance Committee. Data is complex, especially from legacy sources. Merative establishes a Data Governance

Group or will attend one established by the State. The governance team meets regularly and includes stakeholders who can make quick, informed decisions.

- Plan on Integrated Testing. Systems need to work together. Merative understands that it is not enough for a given module to work according to a specification. It needs to function correctly as part of the larger solution. Therefore, we plan on integrated testing in addition to modular testing. Integrated testing looks at use cases for end users, regardless of the modules involved, and tests to confirm that a user need is met end-to-end. One such example is a Notice that is generated, printed, and even mailed because of a user action in the user portal.

- Involve Stakeholders Early. Project stakeholders must be involved throughout the life of the project. We define all internal and external stakeholders early and document their communication needs in the project's Communications Plan. The Communication Plan is reviewed at least quarterly and updated as conditions change. The Project Manager (PM) confirms that stakeholders receive progress reports regularly allowing them to assess project status. Delays in stakeholder input and feedback may negative impact the schedule if any rework is required because of their delayed input.

- Collaborate Openly. Too many silos hurt the project progress. Merative is dedicated to open collaboration with our clients and stakeholders. We collaborate and use collaboration tools to involve every team (internal, external) on the project in the planning and execution process. At the outset of a project, the Merative PM and our clients collaborate on and agree to rules of engagement, plan for roll-out, migration, and /or adoption. These plans are communicated to the team and stakeholders.

- Establish Shared Understanding. Merative sets goals collectively as a team of teams, so that we are all aligned and can minimize confusion and miscommunications. Teams are to prioritize against each project task. The Merative PM makes scope and progress visible by updating and sharing our roadmap and proactively informing teams of changes to scope and/or timelines.

- Establish Clear Ownership. It is important to avoid finger pointing. The Merative PM is the overall owner and is supported by other project managers for complex work including work in integrations and interfaces. The Project Plan identifies the 'owner' of each major task, running the Roles and Responsibilities play with the entire project team leadership to confirm ownership and responsibilities. We make certain major tasks integrate and play together by including architects in the project team so they can look after high-level design and implementation concerns.

- Share Milestones. Team members should know what's next. The Merative PM tracks progress, shares and uses the project timeline as our sole source of truth. The project timeline is updated to reflect reality, even if this means weekly adjustments. We ship (and celebrate) in small increments. The full project team collectively owns quality, where we build integration and testing time into the plan and confirm that our agreed upon definition of "done" is documented.

- Manage Dependencies Methodically. The Merative team identifies, tracks, and manages dependencies, and anticipates bottlenecks by making a table that maps out who the team relies on, and who relies on our team. Owners from the State and Merative teams are assigned to monitor major dependencies. The Merative teams confirm that the dependency owners understand and communicate the impact of changes to all upstream and downstream teams.

- Communicate, Adapt, and Celebrate. It is a long journey to modernization. The Merative team creates a shared Communication Plan with weekly, bi-weekly, and monthly activities. We meet weekly or bi-weekly with the team leads of each Work Stream to assess progress against the schedule, identify schedule changes, discuss new risks or issues, and talk about team morale. The Merative team establishes team rooms / chats, to communicate questions, concerns, and issues to assess each situation, escalate as needed to resolve issues and avoid greater issues and concerns as well as a negative impact to the project schedule.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

Merative has implemented many IE&E solutions that were modernized from a Mainframe solution. Some of the challenges we have encountered included:

- System of record. Attention needs to be paid to what system or systems are considered the system of record, and when that system of record transitions to the new system.

- Duplicate participants. Typically, modern systems have a better mechanism to detect and resolve duplicates than legacy systems. As such, we recommend that the logic for this is moved to the new system as soon as possible.

- Financial System. Attention must be paid to how the financial information is handled as the systems are being integrated. We recommend that the transitions happen by program, not by region or people. That makes it easier to track program costs and budgets.

- Single view of eligibility: As rollouts progress, the mainframe and the new IE&E systems will manage different programs. As a result, there is a challenge to have one view to see the eligible programs for a given individual/participant from any one system. Providing this single view of eligibility needs additional effort to be maintained during the upgrade.

- Communications/Notices System. As we upgrade, attention must be paid to which system controls the generation of notices. Additionally, there are certain notices that contain data across several programs. That needs to be planned carefully.

- Reporting System. As the implementation occurs, reports will need to be updated to pull information from the appropriate source systems.

- Interfaces. Interfaces play a significant role in keeping systems up-to-date. Some interfaces are program specific and may require bridges to the mainframe / legacy system, so that it continues to get the data it needs.

- Federal System Connections. Integrations using Federal data, such as Medicaid programs, require special attention during the migration to the new system and may require adherence to Federal guidelines.

- CMS Certification. Depending on how the IE&E is funded, there may be a need for CMS to review and approve the new IE&E Solution.

- Data Conversion. Cleanup, conversion, and normalization of data as it moves from legacy to the new system requires detailed plans, testing, and implementation to ensure accuracy.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

Based on extensive experience in Human Services implementations, Merative recommends that the following details be included in an RFP to help vendors craft solutions and responses for Vermont which maximizes accuracy of timeframe and costs:

- Functional Requirements. Detail the requirements needed to meet Vermont's processing and business needs. It is best to think of these in terms of use cases where possible. Detailed, specific, concise, measurable requirements that reflect the features and functionality required to support the State's business and technical needs and against which Vermont can measure the out-of-the-box, configuration and customization required to meet the requirements by responding vendors.

- Policy Documents. Include the documents or the links to policies for the programs in scope, especially Vermont-specific policies. This will assist vendors to quickly assess how much of the programs are already covered by the COTS solution.

- Non-Functional Requirements. These requirements include features such as hosting requirements or expectations (on-premise, cloud, or similar) and the environments that are desired, for example.

- Available State Solutions. List all State solutions that can be leveraged as part of the IE&E solution. For example, does the State have a preferred system solution in place to store electronic documents and images provided by the applicants? Does the State want to keep the system that generates, prints, and e-mails the Notices?

- Testing Requirements. List testing requirements. If you need any specific testing that may impact the cost, such as load testing, performance testing etc., please specify.

- Dedicated State Core Project Team. The structure of the team may vary throughout the life of the project. The core State project team, however, should consist of a Project Manager, Solution Architect, Functional Lead, Technical Lead, and possibly a Contract Administrator/Overseer, all of whom should be dedicated to the opportunity for its duration. Additionally, subject matter experts (SMEs) dedicated to the project for identified periods of time will help to ensure that requirements are interpreted and implemented as intended by the State. SME involvement will also support testing.

- Deliverables. Include a single table for project deliverables specifying the delivery format, frequency, and purpose.

- Security Requirements. Please include VT ITS security specifications and testing requirements.

- Program Population Data, User Data. Include the user population – numbers by user role, statistics on Notices, Reports, applications of different types, caseload statistics – cases and individual by program,

- System Architectural Diagrams. Include system diagrams that depict the major system blocks and their connections to other systems.

- Interfaces Specifications. Preferably, we would like to see complete interface specifications. This includes the list of interfaces and Interface Control Documents (ICD) that explain the type of the interface, frequency, connection type, the data content, and what the solution does with that data. If ICDs do not exist, please include a summary table providing as much of this data as possible.

- Notices Specifications. Preferably, we would like to see specifications on the Notices being generated to recipients from the current solution. This includes the number of notices, the list of notices, and specifications on what is on the notice. Please include any language requirements.

- Report Specifications. Preferably, we would like to see specifications on the Reports that are executed from the current solution.

This includes the number of reports, the list of reports, and specifications on what is on the report. A complete list of reports expected from the new system should also be included.

- Batch Processing. Include details of the batch processing executed on the solution on a daily, weekly, and monthly basis, and all Quarterly and Annual processing (such as 1095, rates) executed on the system.

- Current System Data and Defects. Include data on the stability of the system, and a list of known defects.

- Warranty. Include a detailed description of the required warranty.

- Maintenance and Operations (M&O). Include a detailed list of the services that are in the scope for vendors and which services remain with the State. Please pay special attention to the touch points of system users and support. While we understand, for example, that we will have to do system monitoring and reporting, we also need to understand support functions, including those listed below, to arrive a competitive cost:
  - How much is the State IT involved in M&O processes?
  - Will end users submit support tickets on a State system or on our system?
  - Who receives and evaluates the end-user tickets first, State or vendor?
  - Is the support required 24x7 (expensive) or business hours (often, preferable)? Who provides this initial support: State or vendor?
  - Who manages the application maintenance during M&O?
  - Who will manage the batch processing operations?
  - Who publishes daily operational statistics – using information provided by the vendor?

- Organizational Change Management (OCM). We recommend that OCM is included within the scope of the project. No modernization project is successful without a robust focus on OCM. Research shows that it can take users months, if not years, to embrace new technology. We recommend that your SMEs be empowered to make decisions regarding functionality and processes and be actively involved with the design and development phases of the project. For OCM, please specify the groups and areas you want it to cover.

- Knowledge Transfer. If this is required, a consistent State project team should support the transfer of technical and functional information. We have found that an integrated team which pairs State and Merative staff has promoted a greater knowledge of the system components, features, and functionality – information that has proven invaluable to our customers post contract. For this part, please specify the groups that will be involved in the transfer, the desired timing, and their skillsets if available.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

Merative promotes and facilitates success by assembling the right team, with the right skill sets and the right resources for all our projects, adjusting team structure based on project stages.

We have learned through our experiences implementing large, complex IE&E solutions, that the State's involvement through key roles is critical to a successful project team and provides benefits, such as:

- Timely sharing of critical information
- Timely decision making
- Real-time knowledge sharing that helps expedite knowledge transfer
- Increased adoption of new software and processes through greater understanding and advocacy of change management efforts across the entire user community

We list below some of the key roles that we suggest should make up the State's project team. Additional roles may be necessary based on the project scope. Individuals will work closely with Merative team counterparts throughout the life of the project.

Program / Project Director – the overall project lead with decision making authority. This individual is also the main point of contact for the Merative team. We anticipate this individual's involvement will be approximate 50%.

Project Manager (PM) – dedicated full time to the project. The State PM will work closely with the Merative PM.

Requirements Lead – the State authority who can make quick decisions pertaining to requirements. During planning, the Merative team will need to verify, finalize, and document the requirements and agree on the tracking process. The Requirements Lead can quickly coordinate within the State and get results for the vendor. The Requirements Lead will eliminate the vendor's need to obtain approval from multiple stakeholders and help to avoid project delays. Availability to the project will vary based on project phase and activity.

Subject Matter Experts (SME) – provide insight through extensive knowledge of existing processes, tools, and the overall business. Dedicated SMEs can coordinate with others who are not full-time in the project. Involvement varies based on the scope of work however, two (2) resources dedicated to the project is the baseline which will be adjusted depending on the scope. Involvement of non-dedicated SMEs will be assigned as needed depending on the scope of work.

System Architect (SA) for the currently implemented technology stack – work closely with the Merative System Architect. One State SA is required to support the project.

Deployment Specialist & Application Server Administrator – fully dedicated to the project, will work closely with the Merative team, and may be needed depending on the type of hosting required. The Administrator is responsible for managing the application server (such as WebSphere, WebLogic), setting up and managing the continuous build environments, and the deployment of code to development, test, staging, and production environments. The State's Deployment Specialist & Application Server Administrator works closely with the Merative team.

Infrastructure Lead – manages all the customer infrastructure, work closely with the Merative team to address infrastructure needs, and will be assigned to the project on an as needed basis.

Security Lead – manages all security aspects of the State's infrastructure and work closely with the Merative team to advise on security related needs. Involvement will be as needed.

Quality Assurance (QA) Lead – coordinate with the Merative testing team preparing for User Acceptance Testing (UAT) and

augmenting testing efforts. The QA Lead is dedicated full time for the duration of the project.

Testers – tests the new application during the UAT phase primarily. The number of dedicated testers is dependent on project scope. Some SMEs may be considered for this role on a temporary or as needed basis.

Additionally, Merative recommends:

- Project Governance. Merative recommends a project governance model that outlines how project teams work together, how they report to each other, and how issues are evaluated and resolved.

- Stakeholder Management and Communications. Merative recommends establishing the project stakeholders early on, with an agreement on how we communicate across the project.

- Functional Requirements. Merative recommends that the requirements from the State are detailed and measurable. Collecting requirements from scratch results in project delays and may result in the need to adjust project plans and schedules.

- Policy Documents. Include the documents or the links to policies for the programs in scope. These help us quickly assess how much of the programs are already covered by our COTS solution.

- Interface Specifications. Merative recommends that the State document and include interface specifications. This includes the list of interfaces and Interface Control Documents (ICD) that explain the type of the interface, frequency, connection type, the data content, and what the solution does with that data. If ICDs do not exist, Merative recommends inclusion of a detailed summary table.

- Notice Specifications. Merative recommends the inclusion of detailed specifications on the Notices being generated to recipients from the current solution and those expected of the new solution. This includes the number of notices, the list of notices, and specifications on what is on the notice. Please include any language requirements.

- Report Specifications. Merative recommends the inclusion of Report specifications for those executed from the current solution. This includes the number of reports, the list of reports, and specifications on what is in the report

- Batch Processing. Merative recommends that detailed specifications of the batch processing executed on the solution on a daily, weekly, and monthly basis, as well as any quarterly and annual processing (such as 1095, rates) executed on the system.

#14

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, November 14, 2022 1:15:06 PM
Last Modified: Monday, November 14, 2022 1:30:36 PM
Time Spent: 00:15:29
IP Address: 136.226.48.190

Page 1: Introduction

Q1

Please enter your organization's contact details

Name	**Brian Allen**
Company	**Gainwell Technologies LLC**
Email Address	**brian.allen2@gainwelltechnologies.com**
Phone Number	**571.243.2534**

Q2

How does your product meet the high-level needs outlined above?

As a human services market leader, Gainwell deploys and maintains best-in-class health coverage and financial benefits solutions inclusive of the eligibility and enrollment scope provided in the Vermont IE&E overview. Our product suite includes a Whole Person Service (WPS) offering - a set of health and human solutions which address a recipient's medical, behavioral, and socioeconomic well-being, and aims to restore and sustain self-sufficiency.
Our product-based solution and implementation approach includes the following advantages:
(1) Customer-centric Portal: To help applicants/recipients avoid the frustration of having duplicative information and lower the overall cost of the eligibility process, our Whole Person Services (WPS) enables human services agencies to provide seamless, holistic eligibility and enrollment services by delivering transformational efficiencies and outcomes. By taking a user-centric approach, the State can help applicants/recipients connect more quickly with human services programs, such as Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Women, Infants and Children (WIC), and subsidized Child Care. Outcomes are improved with appropriate information-sharing across benefit programs.
(2) Case Management and Rules Engine Options: To maximize the operational effectiveness of State staff, our WPS capabilities will integrate with the State's Salesforce or preferred case management platform, Oracle Policy Automation rules engine, and other Vermont enterprise applications to achieve business workflows across its health enterprise. For example, a recent successful Gainwell project required integrating with a separate case management system for operation of the State's long-term care programs. We have other projects that re-used case management system assets that were specific to Early and Periodic Screening, Diagnosis and Treatment (EPSDT) programs. Additionally, we can offer a proven, commercial case management solution that supports the lifecycle of a case while maximizing the operational effectiveness of State staff. By offering case management and rules integration options, we will enable and support the State's architecture direction and investments.
(3) Roadmap Alignment: To help the State complete a successful IE&E projection, we configure our solution to deploy user-centric features program-by-program and to integrate with the State's enterprise modules. We will align with the State's roadmap to quickly realize business value from its investment in IE&E modernization. Our modular separation of rules from business features is an example of how we can appropriately leverage the State's previous investments while introducing innovations for member engagement and minimizing re-investment.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Yes, Gainwell's modular approach across our suite of human services solutions allow states to reliably decouple from monolithic systems and transition to an architecture where systems can achieve coordinated business outcomes. We have designed our modules to be independent and able to integrate with user-specified alternatives. For example, our correspondence-as-a-service module can be utilized as part of our Whole Person Services (WPS) solution to work with the State's desired print services, or we can integrate with Vermont's preferred correspondence module.
Our product is also "service modular" so the State can determine the level of feature enablement for its business process needs across a phased-in roadmap. Our WPS solution can extend to enable end-to-end service capabilities across Vermont AHS departments and service providers.
Gainwell approaches each project with a customer-specific assessment. During the assessment, we will inventory each system's technical quality and each system's business value alignment to the State's future business mission. The State has recent IT investments that are serving a specific subset of benefit programs with relevant business capabilities. Optimally, the roadmap will leverage appropriate existing IT investments while planning a phased decommissioning of other legacy assets. We configure our products to fully integrate within the State's enterprise ecosystem, enabling the lowest overall cost of ownership.

Q4

How do the elements/features of your product exemplify user centered design?

Our vision is that a fully realized, “no wrong door” member engagement is accomplished through integration with enterprise applications via the State’s platform. User-centered design creates a seamless service experience that brings together the State’s citizens, agencies, and community partners. Our Whole Person Services (WPS) offering is intended to enable a multi-phase, incremental build-out of rules-based intelligence to create a unified solution for Vermonters across the array of available State and community programs. The following user experience design considerations are routinely factored into Gainwell’s WPS and member engagement products:

- Promote a “No Wrong Door” direction. Whichever agency or service a VT citizen first attempts to access, a common portal and application process can leverage existing data to identify what services are available for the person and family and quickly connect them to the relevant service organizations.
- Multiple methods of communication are available to the user, so they can interact and obtain needed information via their preferred channel of choice – intelligent chat, live chat, web, and phone.
- Digital tools are available to the user — such as taking a photograph of a document — to ease the burden on those in need of services and obtain verifications from trusted data sources, while requiring documentation from users only on an exceptional basis.
- Provide program screening so that users can assess their eligibility for a benefit program before providing specifically accurate personal information or making binding attestations.
- Recognize that users will typically participate in multiple benefit programs and enable reporting changes in household information using a single path, preventing duplicative information requests across multiple programs.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

Our solution is configurable to Vermont’s specific needs and expandable to grow programs, accommodate legislative changes, and broaden business service capabilities. Integration work will be specific to Vermont’s enterprise modules and services, to take full advantage of investments the State has already made. Gainwell recently submitted a bid to a client for a state-integrated eligibility solution, which required support of Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) programs. The State provided detailed functional requirements, totaling 1,500+ detailed, unduplicated functional requirements. Of these, 74% of the requirements were fully met using “out of the box” product capability. In the fit gap analysis, 18% of the requirements were fulfilled by configuration settings. A combination of custom configurations and custom code additions were needed to fulfill 6% of the requirements. Finally, the remaining 2% of requirements required new code to fully customize and realize the requirement.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Gainwell has considerable experience with implementing, supporting, and modernizing integrated eligibility systems in other states as outlined below, as well as with integrating Medicaid Management Information Systems (MMISs) and legacy IE systems with more than two dozen state clients. Traditional integrated eligibility offerings commonly deployed across the country were not originally designed with modularity or Whole Person Services in mind. Gainwell has significantly invested in product development for next generation architecture and capabilities across our entire product portfolio, including user-centric capabilities that will enable our clients to realize their whole person care ambitions.

Gainwell offers certification experience with both CMS and FNS. Gainwell leads the industry in the total number of modular projects that have been successfully certified. Gainwell's experience includes supporting CMS pilots, working with CMS in finalizing significant changes to the certification process, including "streamlined modular certification" (SMC).

Gainwell supports integrated eligibility in multiple states. Our CalWIN system is the second largest in the United States, administering benefits for more than 5.5 million cases each month, positively impacting the lives of millions of California families. It is the system of record for determining eligibility for all medical assistance programs, including Medi-Cal (both Modified Adjusted Gross Income [MAGI] and Non-MAGI Medicaid), County Medi-Cal Service Program, and Children's Health Insurance Program (CHIP). The fully integrated eligibility system is the system of record for human services financial assistance programs, including Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Home Energy Assistance Program (LIHEAP), Refugee Cash Assistance, Women, Infants and Children (WIC), Cash Assistance Program for Immigrants (CAPI), and other county-based social service programs. With our CalWIN project, we have proven we can scale up volumes while still supporting county-level customizations. CalWIN's innovation includes the capability for self-service mobile phone client engagement using responsive mobile design techniques. It integrates with our CalWIN Eligibility and Case Management system and the MyBenefits CalWIN (MyBCW) Client Portal to provide self-service capabilities. These public-facing capabilities provide easy-to-navigate functionality that addresses the most frequent customer requests in a totally automated, 24x7 available solution.

One example of Gainwell's approach in providing an end-to-end business solution that leverages current technology investments is the support of Indiana's pilot program for Home and Community Based Services (HCBS) Expedited Waiver. The goal of this pilot program is for home-based services to begin within 10 days of approval. Gainwell's solution provided the following advantages to Indiana's program:

- Gainwell worked with selected stakeholders to establish requirements for the pilot program and engaged and trained the HCBS provider community.
- Our fully online process provides an application form and streamlines the process for identifying individuals. Individuals who apply and are not eligible for the HCBS Expedited Waiver services still have their application considered for the full range of Medicaid-eligibility programs.
- Our solution includes rules engine processing to accurately evaluate overlapping eligibility segments/categories. Notices are automatically triggered by the rules determination process.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**24**
Case Management	**24**
Rules Engine	**24**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal

Since each state has a different legacy system and differing operational priorities, we will work with the State to determine the appropriate grouping and sequencing of sub-modules at the beginning of our partnership. Below are general takeaways to consider when creating an IE&E strategy regarding implementation. The State should outline both technical and resource dependencies between modules, sub-modules, and features sequence them appropriately to make sure it does not pay twice for similar integrations or encounter project scheduling issues. For example, modules often rely on prior events to occur via scheduled or online features and rely on ingested data via integrations. These dependences result in sequencing and grouping of related capabilities to test for business process outcomes. When functionality is not optimally sequenced and grouped to support testable outcomes then temporary integrations to legacy systems and other work arounds become required, increasing the overall development cost. In our experience a customer portal is one of the modules that must first be available not only for implementation testing purposes, but also because the State can make progress on modernizing user experience ahead of replacing the case management system. However, we have worked on various sequencing with different state agencies and can adapt the best approach based on your individual plan.

Case Management	**Vermont's modernization overview identified case management submodules as Alerts, Workflow Management, Master Data Management, Electronic Document Management, Contact Management, Referral Management, and History Maintenance. Our recommended sequence and grouping of these sub-modules are dependent upon the assessment of Vermont's current enterprise systems and the decisions made regarding re-use. Gainwell recommends sequencing of work so that common capabilities such as alerts, workflow, document management, correspondence management, and master data management capabilities are ready to be configured to support end-to-end application processing and eligibility determination for readiness of specific benefit programs. After application processing, Gainwell recommends implementing the Contact Management aspect of case management. Subsequently, Referral Management is the next capability for ongoing case management and History Maintenance is the last capability in the sequence.**

Rules Engine	**Regarding the grouping of configurations within the rules engine, we typically start configuration with the alerts and workflows needed to support application processing and case management. The eligibility determination rules are scheduled to implement benefit program by benefit program. Those programs with the highest participation rate are typically prioritized first. We recommend that verification rules be implemented concurrently with eligibility determination rules. This enables the most rapid State realization of value because the majority of eligibility processing is related to "verification proof" of an applicant's attested information regarding identity, current wages, annual income, and immigration status/citizenship. Gainwell was the first in the nation to provide "fully automated/no user touch" application processing and eligibility determination for Medicaid. Our Oklahoma project pre-dated the federal Healthcare Exchange by almost 2 years. Gainwell also recommends that end-to-end process rules be implemented in support of eligibility determination and verification rules, for streamlined implementation testing of a benefit program. Because one of the most significant cost variables during a large-scale implementation, is the degree of repetitive testing required. A simple example of an outcome-based testing approach supported by rules is verifying notices generated based upon eligibility determination results. Often the renewal and recertification sub-modules are scheduled in the final phase of implementation. Gainwell recommends prioritizing these areas of rule implementations based upon the value of automation towards not just efficiency but also customer experience. For example, if State policy supports passive renewals, then a significant automation opportunity exists.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Our modular approach includes capabilities such as Correspondence, Financial Management, Reports, and other solutions as further described below. Our modules are designed to be independent, and thus can integrate with other platforms to help the State realize a best-of-breed solution.

Gainwell's Financial Management functionality interfaces with the State's systems and leading EBT vendors to manage the payout of benefits and to support financial reporting. Our ongoing auditing capabilities also allow us to track and collect overpayments on behalf of the State. The scope of Financial Management for integrated eligibility systems may also be extended beyond EBT payments. For example, the requirements for financial management of childcare subsidies may be allocated to a separate system.

We bring a comprehensive report repository to our clients and support standard exports of data from our modules to a State's centralized warehouse and analytics platform. We support both event and file-based methods of data exchange.

Our Correspondence module is delivered as a service for both template-based documents and one-off "free form" communication in both digital or print formats and with support for 13 languages. We provide integration with State's preferred mailing service or with Gainwell regional print and mailing services.

Other relevant Gainwell products and services that can be incorporated as part of a complete solution including the following:

- Omni-Channel Engagement Platform: Our user-centric omni-channel engagement product focuses on connecting all health and human services touchpoints including websites, mobile apps, contact centers, email, fax, text, chat, and intelligent support. Enabling all health and human services actors to seamlessly move between communication methods and across health and human service programs is a necessary underpinning for created a connected user experience.
- Assessment and Referral Management: This product provides an assessment and referral management solution with intelligent automation.
- Whole Person Services (WPS) Analytics: Having an accurate historical and point-in-time 360-degree view of the State's recipients is essential for gaining actionable insights. Our analytics team possesses deep expertise in analytics platforms, data integration, and reporting to help achieve a whole-person view of the State's recipients. We also offer predictive analytics solutions to evaluate Vermont's program's effectiveness and optimize business process efficiency.
- Women, Infants, and Children (WIC): Gainwell provides a flexible, family-centric solution that manages all facets of a state's WIC operations, including client services, vendor management, and system development and implementation. Our solution helps states provide supplemental foods, healthcare referrals, and nutrition education to recipients to improve infant and maternal health.
- Early Intervention (EI): We provide a program that helps foster independence, improves health, and allows children to develop to their full potential and thrive. This offering provides a configurable, integrated, and delivery-focused solution to help agencies increase operational efficiency and transform the lives of children and families.
- Immunization Registry (IR): Gainwell provides a flexible, secure, and compliant IR system that focuses on a seamless user experience and reduces the need to rely on multiple vendors and applications. This solution makes certain providers have one location to adhere to program requirements and health departments have access to monitor and define actionable outcomes.
- We provide a full suite cost management and avoidance solutions and program integrity services utilized in various ways by more than 40 states.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

We offer a volume-based, tiered subscription model for products based on selected features, functionalities, and level of service. The budget for implementing Whole Person Services (WPS) capabilities to achieve a true “no wrong door” experience for Vermont citizens will be based on selected scope of innovation as well as alignment with other IE&E modular product implementations and related in-flight projects. Key considerations for cost estimating include:

- Assessing the level of customization needed against Vermont requirements
- Defining benefit program and integration scope based on assessment of Vermont existing systems as well as agreement on phases of implementation for user-centric features
- Implementation services for program coordination and certification requirements
- Services for planning decommissioning and performing maintenance of legacy system, such as where takeover of an existing system is included in the scope of work
- Program size/recipient population size

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

We simplify projects for the State by offering SaaS subscriptions that deliver a fully integrated experience with a single subscription price; it is not necessary to purchase other component licenses. AWS is our preferred cloud hosting environment, where we utilize cloud native ‘as a service’ platform components as well as applying advanced security and delivery tooling used across our client deployments. Our Gainwell modules will integrate readily with Vermont components such as OnBase, MuleSoft, Oracle, and Okta. Our user interface (UI) is built on the “mobile-first” approach, and the product is web accessible via iPad, tablet, and mobile devices on both the iOS and Android platforms.

The Vermont IE&E Modular Modernization Overview document also highlighted the Federal Data Services Hub (Federal DSH). Typically, in a modularization strategy, the Federal DSH is not a point-to-point connection; instead, multiple modules interact with the Federal DSH via the enterprise service bus connecting all modules.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Whole Person Services (WPS) is Gainwell’s holistic, integrated solution to move eligibility and enrollment processes toward recipient-focused care. It helps states seamlessly connect recipients and families with the human services programs they need. Our solution is differentiated by its ability to reduce the complexity of current eligibility and enrollment processes, providing recipients a user-centric way to more easily access the programs that will transform their lives.

As opposed to monolithic legacy eligibility solutions, our products are focused on modular flexibility and ease of integration to accomplish efficient workflows with a state’s enterprise systems and communication platforms. States can determine the level of integration that works best for their needs; our modular solutions can be standalone or integrated into existing systems.

Along with our forward-looking products, Gainwell’s greatest corporate strength is more than 11,000 experts dedicated to delivering human services solutions — including 40+ years of expertise supporting Vermont Medicaid systems and programs. Gainwell is a leading provider of human services solutions, with a 50+ year track record of empowering human services organizations to deliver better outcomes for their communities. We provide vital services to 50 states and territories, and our domain expertise is matched by our reputation for service excellence and for consistently implementing certified enterprise systems.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

Our vision of an effective strategy is to invest in innovation with Vermont's roadmap for member engagement and service coordination, while considering proven technology options for complex back-office processing. We believe this recipe will help achieve project success while positively impacting the wellness of Vermont citizens and reducing the social and financial costs of care.
Three primary challenges we have observed are:
(1) Decision-making and deliverables governance. Governance bodies need leaders with experience in portfolio management and stakeholder governance processes, with balanced representation of business value perspectives and technology quality/reliability controls. Timely decision-making and efficient completion of deliverables across organizations are critical to preserver schedules and budgets.
(2) Scope. Large programs need cross-vendor, coordinated change management that is aligned with the release schedule and with a detailed IE&E roadmap. Because controlling scope relative to the current phase of work is important to predictability and thus to building stakeholder confidence in project progress.
(3) Data governance. A commitment to a shared data model and data governance processes is foundational to successfully managing transformative change across enterprise systems.
Gainwell has extensive experience with multi-vendor engagements. Our median typical engagement has 14 stakeholder agencies/vendor partners. Our larger state operations involve twice as many. For example, our California project required coordination among 43 stakeholder agencies/vendor partners. Our approach for an effective multi-vendor release strategy is to establish and enforce cadence, with small, frequent releases. By adhering to synchronization points, scope is adjusted to fit the established timebox. By enforcing the standard timebox, synchronization across many in-flight teams is simplified.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Gainwell understands the advantage of an established systems integration platform. By the Agency of Digital Services (ADS) placing itself at the nexus of the various modules being supplied by partners, it significantly reduces the level of multivendor complexity for Gainwell and others. This gives the State more control of data governance as well as design standards and should also provide more transparency into progress and interactions between vendors. With ADS servicing most state agencies, Gainwell is confident that ADS' direct involvement in integration work should help to facilitate constructive relationships across departments and systems to accomplish IE&E objectives.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Key information such as eligibility and enrollment status should be available in real-time via the State's integration platform. A move towards real-time access to eligibility information is a common design goal for State integrated eligibility solutions. The architectural challenge is that access to critical services needs to be highly available and scalable. A highly available design may include an eligibility inquiry service that uses secondary data source when the primary source is not available, for maintenance or due to events outside of Vermont's control. Also, modern DevOps scripting and techniques can be used to deploy new versions of services without disruption.
Where data replication is utilized across enterprise apps instead of acquiring data via real-time service inquiries, it is critical that periodic reconciliation (sync) processes are designed into the data sharing process. In our experience, this is an essential requirement for sharing of eligibility information. When not fully present, lack of data reconciliation between enterprise systems leads to significant operational challenges. Thus, data governance policy should enforce reconciliation as a requirement for any replication of critical data – including for reporting purposes.
When considering fundamental changes to the State's eligibility platform or to data that will be adopted within a modern case management solution, States will design and plan for impacts across enterprise systems. This should be considered an interoperability and data governance activity – especially at the inception of any project where definition of eligibility and/or eligibility data is changing.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

A challenge of phased decommissioning of legacy systems is that it requires a new prioritization method for legacy maintenance team activities. The new priority is to maintain the pace of new module deployment, typically requiring modifications to the legacy system (at a minimum to support integrations with new modules, and for activities such as parallel testing). This may lead to conflicts with business policy advancements (such as 1115 waiver initiatives) that are also driving changes to legacy systems. Another consideration is that a phased decommissioning approach may require refactoring of the legacy system.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

To support the State receiving appropriate responses to an RFP, our team recommends including the following details be included:
- Business frameworks and policy changes that would shape project scope, especially desired state eligibility rules that may differ significantly from current policies.
- Identifying the benefit programs that will be administered/determined and rules, to the extent they have been captured. In particular state programs, policies, and requirements that may be unique to Vermont should be elaborated so that vendors can identify where customization may be required. This will help lead to more accurate cost proposals.
- Relevant IE&E program history, current status, and plans – especially for existing and planned functionality that impacts proposal scope (such as for required integrations).
- Budget/funding for the IE&E modernization effort. Providing vendors with an understanding of state funding will lead to more practical and productive proposals.
- Existing data model(s) for member eligibility records
- Plans for implementation timeline and priorities
- Recipient population size/program size

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

Since every state has unique policies, existing systems, and business priorities, we work with each agency to define their goals and map their priorities to capabilities at the beginning of each project. We need active engagement from business leaders in experts ‘early and often’. We encourage agencies to dedicate expert staff to large-scale initiatives such as this one, to avoid disruptions to ongoing business operations and to help ensure project success.
We value a data-driven approach where recommendations are rooted in data analytics and measurable results. As we begin working with the agency’s team, we will need data regarding the recipient population and the current issues within the eligibility and enrollment processes. We will work with the State’s data and IT staff with the goal of gaining insight to improve the health access experience for users.
We recommend starting a dialog with potential vendors early and prior to issuing a procurement. Issuing an RFI is one key element in the process; allowing for vendor demonstrations and further engagement makes certain that the State has a full understanding of solutions available in the market and can orient requirements towards desired state solutions.

#15

COMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Monday, November 14, 2022 1:06:38 PM
Last Modified:	Monday, November 14, 2022 1:33:10 PM
Time Spent:	00:26:32
IP Address:	73.134.67.171

Page 1: Introduction

Q1

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Q2

How does your product meet the high-level needs outlined above?

Red Hat has worked with ten different state governments to implement a modular and incremental approach to beginning the modernization journey of their health coverage and financial benefit programs. Among these states, three are in production today; modernized through a “shared service” approach and a modern Medicaid IT Architecture (MITA) and FHIR compliant Red Hat integration and interoperability platform, to enhance the usability and accessibility of their existing business modules. The Red Hat integration and interoperability platform is leveraged to not only help modernize, but also to provide a template for modernizing the ensuing shared-service sub-modules, such as customer portals, case management, rules and business process automation, financials, reports, etc. along with master data management and content management. Additionally, these states are extending the modernization pattern to health and financial benefit programs for Medicaid, Child Welfare, Child Support, and Adult and Behavioral Health.

Red Hat believes that this approach will help to serve Vermont Agency of Human Services (AHS) IE&E’s bundled-modular modernization journey, specifically in regards to modernizing Integrated Eligibility sub-modules; customer portal, rules, case management, financial management, correspondence, and reports. By adopting Red Hat’s technologies and an incremental approach for modernization, the State enables the timely delivery of business value to state case workers, and most importantly customer and resident populations, to address health and financial disparities for vulnerable populations.

Red Hat’s proven integration and interoperability platform capabilities are ideal, as contributors to supporting the needs of the following AHS high-level objectives. The Red Hat integration and interoperability platform combines the capabilities of a cloud-optimized, modular platform for integration and application programming interface (API) services; Red Hat Fuse, Red Hat Scale API Management, Red Hat AMQ and AMQ Streams; business process management, case management, and business rules management Red Hat Process Automation Manager; hosted by a cloud-ready application platform, Red Hat OpenShift Container Platform (Red Hat OpenShift).

The platform comes as loosely-coupled, but tightly unified, as the Red Hat integration and interoperability platform. The platform offers cloud-native integration and interoperability services that are elastic, with scalability based on demand, highly available, and reliable. The cloud-native Red Hat solution provides a consistent platform that can be adopted in either Vermont AHS data centers, or in public clouds, without changing the platform, giving Vermont AHS the flexibility to choose where they will be adopted.

Vermont “high level objectives”:
“Determination of eligibility and enrollment in health and financial benefit programs is managed as a single streamlined application (including Vermont’s State-based Marketplace) through a channel of customer choice that is accessible and mobile-friendly”. The Red Hat integration and interoperability platform seamlessly ties together the business services of Vermont IE&E, as well with those from the Vermont Eligibility Programs (ACCESS Mainframe) and Vermont Health Connect, for Vermont AHS customers. In doing so, streamlined enrollment workflows can be built allowing customers to benefit from a seamless “no-wrong-door” enrollment experience, across virtual, remote, mobile or in-person channels.

“A simple, user-friendly experience is provided when applying and maintaining the continuity of benefits and services for renewals and during life-changing events.” As above, the Red Hat integration and interoperability platform, along with the business process automation features helps tie together Vermont IE&E, Vermont Eligibility Programs, and Vermont Health Connect systems to provide a single entry point to access the breadth of benefits and services. Vermont AHS customers will enjoy using this single point of entry with its simple, user-friendly experience. Developers and operators are provided with a simple and seamless user experience as well, when the Red Hat integration and interoperability platform is adopted as a bundle.

The platform for integration, Red Hat Fuse, provides a simple, low-code console for when a point-and-click build integration service is desired.

“An extensible solution that can support future State needs, such as emergency public health needs or existing programs such as

child welfare." An attribute of the Red Hat integration and interoperability platform is the out-of-the-box capability as a highly extensible platform that allows for future growth. Because the solution consists of modular, loosely-coupled, pluggable, elastically scalable platforms, they can be adopted as a bundle to rapidly support the build and delivery of new applications and/or benefit services to meet emergency public health needs. (See comments in the case study below for the State of Tennessee).

The Red Hat integration and interoperability platform components consist of open source technologies, open standards and APIs, enabling them to be pluggable and complement existing technologies. The components can be installed individually, as needed, or swapped out when future needs arise.

Its modular, pluggable components enable flexibility and extensibility, and minimizes the possibility of vendor lock-in. Additionally, by incorporating open source technologies, today's Red Hat integration and interoperability platform includes leading-edge open source components, such as Apache Kafka (message streaming), Knative (serverless, functions-as-a-services with Kubernetes), Quarkus (ultra-fast, ultra-lightweight java runtime, Debezium (real-time changed data capture). Today, Red Hat customers are adopting them to build solutions that meet modern data science (AI/ML), and remote, distributed mission edge business solutions. Together, these components enable Red Hat platforms to be ahead of future, anticipated or unanticipated, needs.

Systems should leverage Business Process Automation and Workflow to manage daily business functions such as Approval Hierarchies or internal process notifications." The Red Hat integration and interoperability platform includes Red Hat Process Automation Manager, which combines business process management and workflow, business rules, and case management. Red Hat Process Automation Manager automates and orchestrates workflows to manage daily business functions, approval hierarchies or internal process notifications. Like other Red Hat platforms, its modularity enables case management components. The Red Hat Process Automation Manager is bundled with the Red Hat Decision Manager business rules engine, to automate business rules and decisions in the creation of automated business and case processes and workflows. Red Hat Process Automation Manager incorporates industry open standards for business process automation, such as: Business Process Model and Notation (BPMN), Case Management Model and Notation (CMMN) and Decision Model and Notation (DMN) . Red Hat Process Automation Manager also includes Complex Event Processing (CEP) technologies that enable it to identify meaningful patterns and events in real-time situations and respond and notify of automated decisions as quickly as possible. Business rules, business processes, and business cases can be easily defined, and modified by analysts with business user-centric, user-friendly low-code consoles enabling the Vermont AHS systems to be more responsive and repeatable, standardized and provide greater consistency across the Vermont AHS cross-functional workforce.

"Timely, clear, and concise customer notification of eligibility and enrollment information in the customer's preferred channel and language." The Red Hat integration and interoperability platform seamlessly ties together the Vermont AHS business services of Vermont IE&E, as well as those from the Vermont Eligibility Programs (ACCESS Mainframe) and Vermont Health Connect for Vermont AHS customers. The platform's business process automation and workflow components help to speed application and approval workflows, workflow platforms, and enable approvals and notifications communicated through the virtual, online, and mobile channels, as preferred by the customers. It offers a "no-wrong-door" enrollment experience.

"The System must comply with all Federal and State mandates and regulations." The components of Red Hat integration and Red Hat OpenShift are being used across the spectrum of Federal, including Department of Defense, Intelligence Community, and State Governments. They are hardened, secured platforms that meet or comply with Federal standards such as: Common Criteria: Common Criteria, FIPS 140-2, FIPS 140-3, DOD STIG, CJIS, US Government Configuration Baseline, Section 508. For State standards and mandates, Red Hat Integration complies with MITA framework tenants such as: modular and composable architecture and Service Oriented Architecture (SOA) that enables common business and technical services to be easily modified per business requirements; health data exchange requirements such as FHIR and HL7, and platforms with built in abstraction layers that ensure platform and independence to allow future insertions. Red Hat Cloud Services offerings delivered in tandem with AWS and Azure have various FedRamp authorization levels, as Red Hat is prepared to act as a business partner for its HIPAA-qualified Cloud Services. Additionally, as many state systems still rely on standards, such as SOAP, or batched file and data exchanges, Red Hat Integration and Interoperability has built in capabilities to accommodate them along with new standards and methodologies.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Red Hat's platforms are very well suited to be compatible and interoperable as part of a modular system. Red Hat's overall approach is a portfolio of cloud-native platforms for infrastructure, application development, and IT automation platforms. Cloud-native platforms are those that have characteristics of cloud-native architectures, such as being loosely coupled, and highly resilient, manageable and observable. When combined with robust automation, cloud-native architectures take advantage of the benefits of modern private and public cloud environments. (Note that 'cloud-native' does not mean that it is a characteristic unique to public cloud services, but rather, that the technologies possess cloud-native characteristics.) Red Hat platforms are therefore, loosely coupled, modular platforms that can be deployed individually, or can be deployed as a unified bundled platform of component platforms. For example, Red Fuse is an integration (ESB) platform that can be deployed individually. Red Hat Fuse is also provided as Red Hat Integration, is a bundled platform that includes Red Hat Fuse, Red Hat AMQ for messaging, and Red Hat 3Scale API Management for APIs. Therefore, Red Hat platforms are very suitable to be compatible and interoperable as part of an overall modular architecture of multi-vendor systems.

When deployed as a bundle, Red Hat platforms provide a common, consistent and unified development and operational experience, and a consistent foundation that serves as an abstraction layer for the specific complexities amongst bare metal, VMs, private cloud, and public cloud environments. As Red Hat platforms are architected as loosely coupled, modular, cloud-native platforms, they take advantage of the many benefits, such as scalability and flexibility, etc,. that cloud environments provide, such as scalability and flexibility. In turn, they provide the same cloud-native benefits for applications, both legacy and new applications, the same benefits of scalability, flexibility, and portability whether the applications are within on-prem or public cloud environments. Red Hat platforms, therefore, make applications that are hosted by them to be highly portable.

Red Hat platforms are modular, loosely coupled platforms because they are developed through an integration of open source technologies that are, by default, made up of open standards and open APIs, to abstract the individual complexity of vendor specific technologies. Therefore, Red Hat platforms are well suited to serve as abstraction layers that help with platform and vendor independence to allow future insertions as needs grow. This enables the Vermont AHS to flexibly and iteratively transform, by iteratively adding IE&E sub-modules as needed. It also helps to add flexibility to the IE&E sub modules to be interoperable with other Vermont AHS health and financial benefits program modules and services as well. These loosely coupled but unified integration and interoperability services help to provide Vermont AHS with the ability to break large, overly complex projects into smaller, less risky initiatives.

Q4

How do the elements/features of your product exemplify user centered design?

Our proposed solution is based on open source software, which provides extensive flexibility in terms of how the solution is designed and developed; from the application platform itself, to the development frameworks that will be utilized by development teams to deliver modules that embrace user-centric design.

When taking user-centric design into consideration for any modular system, it is crucial to use modern software development frameworks that provide flexibility and extensibility, should user requirements change in the future. Red Hat Application Foundations can be leveraged to provide modern and flexible development frameworks to construct User Interfaces (UIs) that align with the principles of user-centric design. Red Hat recommends using HTML5 for developing the modern web site and adopting modern frameworks such as Angular, React, etc. to enable the creation of modern interfaces, which are responsive in nature and secure. Red Hat OpenShift Container Platform can be leveraged in combination with Red Hat Application Foundations to automate the development, deployment, and management of the User Interfaces and their applications.

Keeping the core job functions of development and operations in mind, Red Hat OpenShift also includes persona-centric UI consoles and CLI tooling to configure, deploy, test, and update applications and infrastructure alike.

UI consoles for both developers and operators provide personalized information and insights. Red Hat OpenShift developer-specific consoles enable developers to focus on what matters to them, visually representing only information and configuration developers need to know and provide a user-centered and user-friendly experience for testing and experimentation. An enhanced UI for application topology and application builds makes it easier for developers to build, deploy and visualize containerized applications and cluster resources with efficiency.

The console features a visual topology view, so developers have a more holistic view of their overall application structure and boost efficiency by condensing complex task flows into simple visual interactions, including immediate feedback for validating syntax per tasks; a developer-friendly fail-soft approach, and concrete visual feedback for abstract data.

In a failure-friendly, fail-soft approach, a developer can view across the topology graph to declutter application components, and visually experiment with connecting or adding components and resources (e.g. database) and visually assess needed annotations or connection bindings, etc. before execution, which helps to avoid errors and save time and frustration. Similarly, platform operators have access to operator-specific tasks in their operator-specific consoles, to manage components among the Red Hat OpenShift Container Platform infrastructure topology.

Additionally, automated build and deployments, continuous integration (CI)/continuous delivery (CD), and build and container metrics in Red Hat OpenShift provide a rapid flow of information and continuous feedback from the build and deployment process back to the development teams. This lets developers detect and rectify anomalies immediately, which is far more effective than fixing them later in production, where fixes can have a more critical impact on cost and service delivery.

By catering to multiple personas across a single application platform, Red Hat OpenShift minimizes siloing between teams and promotes faster innovation by embracing DevOps with an opinionated approach.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

Red Hat’s proposed solution for Vermont’s IE&E solution is based on a layered architecture, modular infrastructure and application development platforms. They serve as core foundational, general purpose platforms that can be adapted to support the missions of an IT enterprise, as opposed to other customized, fit-for-purpose platforms.

The components of this architecture (addressed in Question 3), are inherently configurable to address requirements as needed. Red Hat platforms, such as Red Hat Integration and Red Hat Process Automation Manager, are java-based middleware platforms, and are configured using configuration files. Red Hat technologies, such as Red Hat OpenShift and Red Hat Ansible Automation Platform, embrace modern Infrastructure-as-Code (IaC) and GitOps, as approaches to configuration and configuration management, with respect to maintaining the desired state through automation. With IaC, configurations are declaratively described through code, such as YAML, to define the desired state of a system. To make it easier to edit and distribute configurations, the configuration files are version-controlled so that they can be reused and shared. It also ensures that the provisioning system is the same environment every time. By codifying and documenting your configuration specifications, IaC aids configuration management and helps to avoid undocumented, ad-hoc configuration changes.

Version control is an important part of IaC; configuration files should be under source control just like any other software source code file. Deploying IaC also means infrastructure is divided into modular components that can then be combined in different ways through automation. Automating infrastructure provisioning with IaC means that administrators don’t need to manually provision and manage servers, operating systems, storage, and other infrastructure components each time they develop or deploy an application. Codifying infrastructure provides a template to follow for provisioning, and although this can still be accomplished manually, an automation tool, such as Red Hat Ansible Automation Platform, can be used to perform tasks without manual intervention.

Along with IaC, Red Hat platforms embrace a modern GitOps approach of configuration and configuration management. As with DevOps, GitOps is a declarative code-based infrastructure and operational procedure that rely on Git, the source control system, as a single source of truth. GitOps, expanding upon IaC, applies an automated CI/CD of infrastructure configurations and updates. Modern infrastructure, such as Kubernetes as part of Red Hat OpenShift, is the ideal platform that uses IaC and GitOps as an automated approach to maintaining the desired state of that platform, with minimal human intervention. By embracing IaC and GitOps, Red Hat platforms will be enabled to maintain the optimal performance, reliability and security to deliver value to achieving business outcomes.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Red Hat has worked along with our partner systems integrators (SIs) and has helped 10 state Health and Human Services agencies embark on their journey to modernize their health benefits and IE&E systems. By implementing the Red Hat integration and interoperability platform and transforming the way they deliver their health and financial benefits services to meet the needs of their customers, Red Hat has helped these agencies deliver outcomes to their customer communities. The Red Hat platforms were adopted as a modular bundle approach, within an overall architecture of a multi-vendor modular ecosystem. As in those cases, they also elected an incremental and modular approach regarding a strategy for embarking on their modernization journeys. Among those engagements, these are the top three outcomes such as:

1. Improved system interoperability of existing systems to effectively and efficiently across continuum of care to residents
2. React to rapid needs to rapidly deliver new services at scales of community populations
3. Providing new engagement channels for care provider and residents, such as resident portals, and mobile apps to delivery services efficiently

In the case of the Washington Health Benefit Exchange (WAHBE), the Red Hat integration and interoperability platform helped the agency in quickly meeting the emergency response to the pandemic. The Washington Healthplanfinder, an online insurance marketplace established following the Affordable Care Act. The marketplace lets state residents find, compare, and enroll in health insurance, dental insurance and Medicaid plans. When special enrollment periods during the COVID-19 pandemic led to a rapid increase in portal traffic, Washington Health Benefit Exchange realized they needed to to improve back-end systems and integration between technologies to ensure their citizens could access healthcare options.

Working with its Red Hat partner, Washington Health Benefit Exchange adopted Red Hat OpenShift and Red Hat Integration to connect APIs between teams and third-party partners. The new system allowed the organization to quickly build, test, deploy, and manage new applications and features, shortening the provisioning process from more than a day to a few seconds.

Another critical piece of the project is APIs, which connect third-party partners, such as insurance providers. The average production API response times improved by 20%, which translates to 20% faster load times or transaction times for a user on the website. These infrastructure improvements helped the exchange respond to over 57,000 new users during the pandemic (please see: https://www.youtube.com/watch?v=_0PS1Bx-yUo&t=170s).

In the case of the state of Tennessee Department of Health Services (TDHS), some of their interests in working with Red Hat and its system integration partner in adopting a modular bundle, and incremental modernization journey was driven by their desires to address business challenges such as:

- Difficulty to quickly update and adapt assistance services at the pace required by its resident communities and regulatory requirements
- Residents desired a “no-wrong-door” approach to access and request multiple types of services
- Lacked ability to consistently provide access and deliver services amongst remote and disadvantaged communities
- In-office, in-person, business locations were not accessible to all residents and communities

By working with Red Hat and its systems integration partner in their adoption journey, TDHS was able to embark on their modernization journey and help to speed the delivery benefits to their customer communities. The following is an excerpt of the included video:

“The key benefit was speed to market and reaction time, particularly during the pandemic reaction time was very, very critical, given all the programs that got launched, and all the additional customers that the agency picked up, given the impact of the pandemic across the state. So, our ability to react quickly, cleanly, but most importantly, effectively, was really key to our approach. And given that we'd already started that approach. We reacted probably the fastest within the state on pandemic related things. But we also rolled those

learnings into future state. So, our go to market strategy now; our customer engagement strategy, all of that is driven by our ability to react quickly and effectively and to utilize many more channels than we had available to us prior to this sort of architecture."
-Wayne Glaus, CIO TDHS (please see: https://statescoop.com/video/adopting-open-source-platforms-to-modernize-citizen-services/)

In these, and other cases, the Red Hat platforms were selected as modern, transformative, future-proofing alternatives to existing platforms that were in place.

For question 7 below, as a technology vendor and subcontractor, Red Hat has responded to a targeted set of requirements. Vermont AHS may elect to either be involved in these activities or to empower and delegate SI prime as desired. We collaborate with and enable our SI partners and government customers to deliver our solutions. Red Hat Consulting Services provide subject-matter expertise to enable and empower our partners and customers to operationalize our products and platforms. We emphasize a mentor-based approach to help our SI partners or customers to rapidly build their competency and expertise in operating and maintaining our solutions on their own. As such, this question is best answered by the chosen prime contractor.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**0**
Case Management	**0**
Rules Engine	**0**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**Red Hat's recommendation is that Vermont AHS consider the modern practice software development strategies of agile and DevOps as a guide to their strategy on implementing the customer-focused, bundled, module capabilities for customers. DevOps and modern software development practices encourage moving away from waterfall approaches, and moving toward cross-functional teams of business, development, operations and security that collaborate. In DevOps, people work as a team to design and deliver customer-focused "products" that emphasize quick delivery of business value to end customers in rapid, iterative, and incremental cadences. This example can be applied for the implementation of the customer portal (landing page), case management and rules engines services. Whereby the selection of the technology sequence is driven by the customer specific benefits use cases that Vermont AHS has prioritized as a service for its customer communities. The specific customer-focused product use case helps to inform a vertical view including the technologies for integration, APIs, customer portal, case and business process and rule engine components needed to implement the product. Then iteratively build out "pathfinder" customer-focused product initiatives that advance the Vermont AHS IE&E features incrementally. This approach enables Vermont DHS teams to learn how to retire integration and implementation risks within each product increment. Resultant carry over lessons-learned improve team efficiency and productivity, while quickly delivering meaningful customer-focused benefits to its communities.**
Case Management	**Please see answer in Customer Portal above.**
Rules Engine	**Please see answer in Customer Portal above.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

As a technology vendor and subcontractor, Red Hat has responded to a targeted set of requirements. Vermont AHS may elect to either be involved in these activities or to empower and delegate SI prime as desired. We collaborate with and enable our SI partners and government customers to deliver our solutions. Red Hat Consulting Services provide subject-matter expertise to enable and empower our partners and customers to operationalize our products and platforms. We emphasize a mentor-based approach to help our SI partners or customers to rapidly build their competency and expertise in operating and maintaining our solutions on their own. As such, this question is best answered by the chosen prime contractor.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

As a technology vendor and subcontractor, Red Hat has responded to a targeted set of requirements. Vermont AHS may elect to either be involved in these activities or to empower and delegate SI prime as desired. We collaborate with and enable our SI partners and government customers to deliver our solutions. Red Hat Consulting Services provide subject-matter expertise to enable and empower our partners and customers to operationalize our products and platforms. We emphasize a mentor-based approach to help our SI partners or customers to rapidly build their competency and expertise in operating and maintaining our solutions on their own. As such, this question is best answered by the chosen prime contractor.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

While Red Hat outlined the platform components in a larger context in the questions above, we summarized the role and justification for each product component individually below for reference.

Red Hat OpenShift Container Platform - The Red Hat OpenShift Container Platform is a comprehensive enterprise-ready Kubernetes-based application platform that supports the ability to host, build, extend both existing and new applications, as well as other COTS and ISV applications. Red Hat OpenShift is a comprehensive application platform that adds automated, streamlined workflows to help development and operations teams get to production faster. This includes built-in developer self-services and environment, automated application and container builds, Jenkins and modern Kubernetes-native CI/CD pipelines, and our source-to-image technology to go straight from application code to container that abstracts away infrastructure complexities. This allows developers to focus on quickly delivering applications. It helps teams to accelerate the adoption of modern agile and DevSecOps methods to convey applications and services with speed, quality, and security benefits. Red Hat OpenShift provides a comprehensive, consistent, and common foundation for workload portability across on-prem and public cloud environments.

Red Hat OpenShift is a highly available solution designed from the ground up to ensure 24/7/365 uptime. Key concepts that enable this platform to achieve this include:

* multi-tenancy
* multi-cluster
* multi-node
* zero-downtime replacement of failed components
* rolling cluster upgrades, no application downtime
* cloud-native, scale out applications span multiple nodes
* application self-heal (auto redeploy of failed containers/pods)

Red Hat Integration - As described in Question 3 above, Red Hat Integration is a bundled offering of modular, loosely coupled platforms of: Red Hat AMQ, a distributed traditional messaging broker and real-time message streaming platform; Red Hat Fuse, an integration platform (ESB) to provide 300+ connectors to link to various system and data, data transformation, service composition and orchestration; and Red 3scale API Management, to share, manage, secure APIs. Red Hat integration provides service composition and orchestration, application connectivity and data transformation, real time message streaming, change data capture and API management. The bundled platform can be deployed individually, or as a highly unified platform to provide a modern, agile, API-first development approach to integrate legacy and new applications and platforms over legacy and new interfaces such SOAP and REST, HL7 FHIR interfaces. Red Hat Integration incorporates the attributes of modern cloud-native applications by adopting a modern, containerized, microservices, modular, loosely-coupled, and distributable integration services. When deployed together with Red Hat OpenShift, the application platform adds a modern agile development, and DevOps practices for highly automated builds and deployments through an automated CI/CD to speed the rapid delivery on integration and interoperability services to facilitate a module, incremental modernization approach within a modular, multi-vendor architecture and systems for on-prem and cloud environments.

Red Hat Runtimes – Red Hat Runtimes is a set of products, tools, and components for developing and maintaining cloud-native applications. It offers lightweight Java runtimes and frameworks, such as support for Spring, Quarkus - a Kubernetes-native java stack, and Node.js for highly-distributed cloud architectures, such as microservices. Red Hat Data Grid is an in-memory, distributed, NoSQL datastore solution allowing applications to access, process, and analyze data at in-memory speed to deliver a superior performance and user experience.

Red Hat JBoss Enterprise Application Platform - Red Hat JBoss Enterprise Application Platform is based on a flexible, modular architecture that features services-driven components. It simplifies application deployment in different environments.

- Well-suited for microservices, as well as traditional applications.

- Highly efficient and optimized for container and cloud deployments, offering an extremely low memory footprint, fast startup times, efficient resource utilization, reduced port usage, and management and monitoring over HTTP (REST).
- Resource-efficient scale-out that supports your application as it evolves and grows by offering high-density deployment options and dynamic scaling.

Red Hat JBoss Enterprise Application Platform provides Vermont AHS with full support and deployment flexibility for Java EE in modern application environments. Whether on-premise, virtual, or hybrid cloud, it has been optimized for cloud environments such as Red Hat OpenShift, Microsoft Azure, and Amazon Web Services. Its ability to meet requirements spanning from traditional applications to new web-scale microservices apps means that Vermont AHS gains the flexibility needed to build applications that fit your business needs.

Red Hat Process Automation Manager - Red Hat Process Automation Manager serves as a platform to aid in the development of containerized microservices and applications that automate business decisions and processes. Red Hat Process Automation Manager includes capabilities for Business Resource Management (BRM), Business Process Management (BPM), and Complex Event Processing (CEP) and is compliant with popular industry standards like BPMN 2.0 and and DMN 1.2 for process and decision management. Providing a rich set of user-friendly tools, Red Hat Process Automation Manager covers the full process lifecycle – from modeling, simulation, and testing to deployment, monitoring, and optimization.

Red Hat Decision Manager - Red Hat Decision Manager offers a feature-rich authoring and execution environment for standards-based business rules. Modern engineering initiatives well-equip Red Hat Decision Manager for distributed architectures and machine learning capabilities. Red Hat Decision Manager combines long standing international standards with modern enterprise software needs, to provide a comprehensive business decision management solution. Offering industry-grade conformance for Decision Modeling Notation (DMN), Friendly Enough Expression Language (FEEL), and Drools, Red Hat Decision Manager’s expansive feature-set also includes support for Predictive Model Markup Language for engagements in machine learning.

Red Hat Ansible Automation Platform - Red Hat Ansible Automation Platform is Red Hat's enterprise IT automation solution that includes everything needed to build, deploy, and manage end-to-end automation at scale. Built on a powerful, agentless framework, Red Hat Ansible Automation Platform is engineered to help organizations create, manage, and scale their automation services to configure, orchestrate, provision IT assets across legacy applications, database, hardware and software infrastructure, including network devices, as well as public cloud services. It offers a flexible, stable, and security-focused foundation for deploying end-to-end automation solutions—from IT processes, to hybrid clouds, to edge locations.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

As described in sections above, the Red Hat portfolio proposed to Vermont AHS IE&E modernization consists of modular, loosely coupled, cloud-native platforms that are ideal for modular architecture modernization journey. The solution includes a comprehensive portfolio of the unified, modular, platforms Vermont AHS seeks including: Red Hat Integration, for integration and interoperability; Red Hat Process Automation Manager (business process management and workflow, business rules, and case management); and Red Hat OpenShift, hybrid-cloud application platform to build, run, and manage hosted application, ISV workloads. The Red Hat bundle of modular platforms offers innovative benefits ideal for Vermont AHS's current needs, along with next-generation innovations to future-proof systems along its modernization journey.

Red Hat Integration separates itself from other integration platforms in the market because it adheres to cloud-native architecture patterns ideal for today's needs and future demands with next-generation innovations in a single platform. Tools such as Red Hat Fuse adopt a modular, lightweight microservice approach for integration services. By adopting lightweight java runtimes such as Spring Boot, or Quarkus, ultra-lightweight and efficient runtime, Red Hat Fuse integration services can run as independent single-process, deployment units of individual integration application (service) that are modular, composable, distributable and reusable integration services. Using the lightweight runtimes, Red Hat Fuse's services are true to its microservices nature as a lightweight containerized integration service that is managed and scaled by the application platform, Red Hat OpenShift.

Many integration platforms on the market today still rely on traditional java runtimes that are more suited for running multiple integration services. The traditional runtimes prevent integration services from being truly modular, independently developed and deployed, independently elastically scalable services that can be distributed, composed, and re-used as desired. Even by containerizing the legacy runtime with smaller quantities of integration service, the integration services become highly inefficient, less elastically scalable and agile than lighter microservices runtimes. Since traditional runtimes manage the lifecycle of the integration service within them, it does not fully take advantage of the benefits of cloud-native application platforms to make the integration services truly elastically scalable to rapidly meet business demands. This reinforces that a truly open platform is the best way to ensure a modernization solution can evolve and remain modern, especially in terms of platform integration.

In terms of basic integration implementation approaches, Red Hat Integration is a modular, but unified integration (ESB type transformation functionality) with API gateway layers separating the concerns for two technologies to manage traffic and apply API-based designs to endpoints with these benefits.

Efficiency, Scalability, and Performance: Comparable integration platform architectures typically push all API traffic through their integration components whether the ESB services are required or not. This can create a resource and performance scalability bottleneck for the ESB platform. In contrast, for Red Hat Integration deployments the API gateway and management services are intended to serve only the needs of the API, and leave other integration and transformation tasks to the integration platform.

Flexibility: For API traffic where transformation services are needed, API gateways check for permissions and usage policies, then forward the transformation requests to the integration platform to transform and route the data to their consumer endpoints as needed. In this case the API gateway, and the transformation can be deployed anywhere in the network (including in containers) as needed, and works together to increase flexibility as to the types of deployment topologies to adapt based on the need of the integration use case.

Red Hat Fuse includes innovative future-proofing out-of-the-box. Examples of built-in features include: [1] message streaming platform, based on Apache Kafka, to support modern high volume, low latency messaging, ideal for event-driven architecture deployments that makes applications more agile and responsive for case workers and business users; [2] Real-time, near-time Change Data Capture (CDC), a modern data integration pattern, tracks when and what data changes occur among multiple databases, and alert other systems and applications that must respond to those changes in more near-time and real-time fashion. CDC helps provide near-time syncing of data and enrollment information for existing, monolithic applications and data silos with new applications across the

ecosystem of IE&E sub-modules or other Vermont AHS benefits programs. This allows caseworkers to more efficiently help customers during enrollment workflows; [3], Integration services can be deployed in “Functions-as-a-Service” or “Serverless” can be elastically scaled up on demand, and can scale to “0” when no longer needed. This makes integration services to be truly agile and efficient. While Vermont AHS may not yet have a business need to take advantage of these innovations today they help to assure future needs can be met.

Red Hat Integration platforms, when hosted by Red Hat OpenShift, as a modern cloud-native platform provides a highly elastic and fault-tolerant foundation for lightweight distributed integration, API-led data interoperability and business process automation services. By using Red Hat OpenShift, the individual integration services and business process workflows can be built, tested, and deployed through modern agile and DevOps approaches and methods, enabling faster and iterative service deliveries. At runtime, the integration and API services are: orchestrated and lifecycled by the platform (and not by the integration application’s runtime); elastically scaled/descaled based on demand; can be run and scaled independently from other integration services; and upgraded independently from the rest of the system components. As the platform matures, individual modules become easier to build, integrate and deploy over time. The increasing volume of individual components (including microservices and APIs) enables the modules for case management, customer portal, rules engine, financial management, reports, and correspondence to integrate using existing API contracts. The Red Hat integration approach empowers Vermont to take a modernization strategy that extends the value of legacy systems, while incrementally transforming useful components via Agile development sprints. Taken together, the combination of modern supported infrastructure and application services / middleware tooling significantly increases the likelihood of program success, and provides incremental value, with faster time to release components for Vermont AHS.

Open Source vs Open Core value differentiation:
The value of open source models vs. open core models: many commercial integration, process automation, rules management, and application development platforms claim to be open source; they are in fact “open core” commercial products. In true open source products, the entirety of the product is built through an open development model, whereby the open source technologies are integrated and enhanced with enterprise features such as developer and operations-centric tools and consoles. The products are built as an open source project available in public git repositories and open source community websites. The open source products are then provided as complete unified, feature rich, developer and operator friendly commercial platform software. They are provided as a single SKU for the complete platform.

In open core models, the open source is a “core” foundation, but is wrapped with additional proprietary add-ons for enterprise features. The proprietary software become black-boxes that are specific to the platform, and no longer have the vendor neutral, and abstraction attributes of open source technologies. Open Core platforms can also have complex combinations of add-on product SKUs that can be complex to acquire and manage.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

From a technical perspective (as described in Question #1), an attribute of the Red Hat integration and interoperability platform is the out-of-the-box capability, as a highly extensible platform that makes it an ideal solution to be plugged into a multivendor, modular architecture. Because the solution consists of modular, loosely-coupled, pluggable, elastically scalable platforms, they can be adopted as a bundle to rapidly support the build and delivery of new applications and/or benefit services to meet emergency public health needs.

The Red Hat integration and interoperability platform components consist of open source technologies, open standards and APIs, enabling them to be pluggable and complement existing technologies across a broad ecosystem of vendor products. The components can be installed individually, as needed, or swapped out when future needs arise. Furthermore, our extensive partner ecosystem provides a more extensible foundation to enable multiple vendors to implement their tools with our platform, thanks to the open APIs that are part of the IE&E implementation. By taking an API centric approach, individual modules become easier to build, integrate, and deploy over time as the increasing number of reusable components make it possible for modules to integrate using existing API contracts.

As previously addressed above, the modular, pluggable components enable flexibility and extensibility, while minimizing the possibility of vendor lock-in. Through the use of open source technologies, today's Red Hat integration and interoperability platform includes leading-edge open source components, such as Apache Kafka (message streaming), Knative (serverless, functions-as-a-services with Kubernetes), Quarkus (ultra-fast, ultra-lightweight java runtime, Debezium (real-time changed data capture). Red Hat customers are adopting them today, to build solutions meeting modern data science (AI/ML), remote, and distributed mission edge business solutions. Together, these components enable Vermont to be ahead of future needs and demands, anticipated or unanticipated, on Red Hat platforms.

As with any multi-vendor approach, there are certainly challenges to consider. These challenges are discussed in the following questions in greater detail.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Dealing with an internal “State System Integrator” responsible for cross module integration/interoperability means working with a state resource that is likely already working under stressful conditions that demands multitasking in order to meet budget and time constraints. Such responsibilities are usually handled by the Program Management Offices (PMOs) that are required to manage all the programs moving about the state. By working closely with every state in the nation. We know state teams are often tasked with a large volume of programs and projects to manage. Thus, timelines and thus budgets and deadlines are often extended because the State’s overburdened resources are unable to keep up with all of the required communications, meetings, reviews, and approval cycles. The best way to combat this challenge is to minimize the lift for the state. The agency’s Program Manager (PM) should only have to keep up with one email that provides critical information on a regular basis including quick link approvals to move to the next phase. Simplicity is the key to providing easy to understand, follow, and act upon information so that the project continues to flow as each piece of the modular system is added. There are also considerations from a system’s engineering side, we’ve provided our corresponding mitigation strategies:

- Consideration: Systems that are supported by individual program offices create silos that impede knowledge transfer, decision making, and collaboration.
- Mitigation: Our team defines channels of communication including like-to-like, so there’s no single point of failure and the right resources are in collaboration.

- Consideration: Personnel with limited new technology skills, slow down the development process
- Mitigation: Our experts minimize the technical lift on the State’s resources. We explain the process in easy to understand terms and offer both training and certification programs to empower the state’s resources

- Consideration: Heavy burden of inflexible processes requires work-arounds, which slows the process.
- Mitigation: We’ve worked in states nationwide with implementation teams and understand the unique bureaucratic differences and how to navigate them.

- Consideration: Waterfall approach vs. daring to fail, in an agile manner depreciates speed.
- Mitigation: Red Hat has decades of open source development experience that we apply to our implementation practices. We lead the Open Practice Library (please see: https://openpracticelibrary.com) site and use those methodologies to deliver efficient projects.

- Consideration: Lack of a mature container platform, CI/CD pipeline, infrastructure, and personnel to support each, create individual burdens.
- Mitigation: Red Hat has served a crucial role early in development of container orchestration platforms. Through our extensive experience in this domain, we have developed a platform that provides an opinionated approach to implementing a mature CI/CD pipeline. This means less time spent evaluating solutions and more time spent implementing.

- Consideration: Understanding the role of product owner and other agile functions are required to keep the team focused and on task.
- Mitigation: Red Hat provides RACI (Responsible, Accountable, Consulted, Informed) charts to delineate responsibility for all functional areas of our solution. This helps organizations know what product owners, developers, and administrators should be doing. Additional information on these charts are linked here: http://v1.uncontained.io/playbooks/fundamentals/openshift_roles_responsibilities.html.

With the help of our partner/SI, Vermont AHS can expect to build an efficient infrastructure, build better applications, in a dynamic IT environment, and optimize the delivery and operations processes - to be leaner, faster and more flexible. As a result, Vermont AHS will be able to manage the IT environment to experience the quickest return on investment. We act as your strategic advisors who take a holistic view of the organization and its challenges, to provide cost-effective solutions.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

An important factor Vermont AHS should consider, and a common challenge in the use of new technologies either as monolithic or modular products, is that modern digital transformation best practice prescribes that equal consideration be given to changes to the people, process and cultural change. Digital transformation is not a technology transformation alone. Red Hat has observed that transformations for culture and processes are under appreciated in most digital transformation efforts. Organizations that succeed in digital transformation efforts, practice a continuous process involving technologies and ways of working together. In other words, it must encompass technology, culture and processes in-concert with one another.

An important first step in change management involves assessing the organizational readiness of cross-functional IT and business teams to transition from siloed IT and business workflows to one of open collaboration and open communication. Similar considerations are important for senior leaders and the workforce staff. The assessments help to inform the types of programs for communication and collaboration channels help promote adoption while transforming mind-sets and behaviors. The assessment helps provide insights on addressing skills gaps to ensure successful technology implementation and adoption. As such, the IE&E caseworkers should be integrated with IT teams throughout the efforts, to ensure their inputs are incorporated alongside the modular technologies.

Modular architecture is the preferred method that not only CMS recommends in the MITA architecture, but what most states are adopting as Agile methodologies, cloud native microservices, and cloud adoption become increasingly popular. Vermont most likely saw several states espousing modularity at the recent ISM conference in October of 2022. The challenges we have seen come in data sharing. We have seen where some modules required for the operation of Integrated Eligibility may sit in other agencies requiring data sharing agreements and MOU's. A high degree of communication is necessary between agencies, but other states have found that the effort is worth it.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

The challenges for implementation of a modular IE&E into an old legacy mainframe system should also consider the people, process, and technology considerations as stated above. The modernization and integration of critical legacy systems is inherently a difficult task that introduces new cultural and technical challenges. Human factors, such as the hyper-specialization between roles and teams and over-reliance on program SMEs who are only familiar with legacy Waterfall approaches and excessive governance, can put strain on cultural and process changes needed to enable adoption of an integrated, modular IE&E system. Furthermore, most legacy projects often leave component integration testing at the end of the software development lifecycle; this back-loads risk and introduces a higher potential need for project redesign. In doing so, this can significantly increase the costs associated with integrating legacy systems.

As a result of several years of experience assisting other organizations with these challenges, Red Hat is able to share a unique perspective on the considerations that should be taken to successfully execute upon integration of new applications with legacy mainframe systems. Top lessons learned from prior engagements include:

- Teams supporting legacy systems need to be included in planning, development, testing, and deployment of service applications supporting APIs that connect legacy systems to new IE&E components. Legacy team knowledge of the unique attributes of the legacy system concerning data elements, performance, etc. are important to avoid unrealistic expectations of the capabilities and hygiene of the data contained in the legacy system
- Writing information from new systems to populate old systems is much easier than the other way around. New systems can more easily be designed to collect a superset of information necessary to maintain legacy systems. Whereas, legacy systems will likely only have a subset of data and functions needed to support the new system.
- Data structures in legacy systems are often so complex and overloaded that creating an automated data migration may not be worth it. Often the new data model needed to support future work is simply incompatible with the legacy data model. Where migration is absolutely necessary - leverage people closest to the cases to migrate and validate the information from old systems to new systems.
- Consider that traditional point-to-point integrations between legacy and modern applications will be difficult to maintain long term. Explore the option to expose mainframe resources as APIs that will give Vermont AHS the ability to make mainframe applications more broadly accessible.
- Consider adopting ISV tools, such as Adaptigent, that can help to abstract away the challenge of mainframe application and transaction constructs, such as COBOL REDEFINES, conversational transactions, etc.. These tools also help to orchestrate multiple mainframe transactions, and work with IBM mainframe connectors to expose mainframe data and transactions as APIs that can be consumed by new applications. These technologies may be more of a pragmatic approach v.s. doing re-writes for applications, data and transactions of mainframe services.
- Plan time to update the initial application service API that connects to legacy systems. As each loosely coupled individual system component evolves, the API contract also needs to update and evolve. Setting this expectation upfront with both management and developer teams helps to reinforce the iterative nature of modern development.

Red Hat recommends a series of best practices applicable to the Vermont IE&E program approach for modifying, interfacing with, and managing the legacy system while implementing a new solution:
- Where possible, build an internal open source culture where teams own application functions but allow other trusted teams to enhance code, where needed. This improves cross-training, resilience and minimizes waiting between teams.
- Many organizations have built up many internal capabilities to isolate themselves from each other. This is typically implemented as excessive network segmentation, firewall rules, organizational structures, and processes that make it difficult to collaborate and work together. Leave extra project time to address the administrative process of opening firewalls, adding DNS routes, stabilizing VPN, or high-speed connections that allow new systems to talk to old systems.
- Make sure incentives are put in place to help legacy system teams collaborate with teams building new systems. Time, momentum, and velocity are critical to getting new systems off the ground. Legacy teams can be very adept at finding creative ways to protect their systems.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

In general, if granular, specific, and detailed information can be shared to help describe the current state and desired state, it helps to ease the efforts to estimate time frame, and costs to implement and maintain the module bundle. Typical artifacts may include: architectural diagrams, diagrams depicting enrollment and approvals for cases and business processes and workflows, sample metadata for data models, performance and availability expectations and potential constraints, etc., are desirable.

Additionally, Vermont AHS has requested SMEs to perform the work outlined in this RFI. Such highly valued resources are sought after in huge demand and limited supply across the industry, resulting in higher labor rates based on their skills and experiences in modern technologies and modern enterprise architectural patterns. This would be in contrast to junior, newer, general purpose developers available at cut rate prices but lacking the proper skills, acumen, and expertise to deliver what is required. We have provided our in-depth subcontractor position response as our answer to Question 9, as this question is best answered by the integrator, especially in regards to timeline and overall costs.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

We have provided our in depth subcontractor position response as our answer to Question 9, as this question is best answered by the integrator, since ultimate responsibility for project planning and overall implementation will be with them. That said, the State should consider Hybrid cloud as a possible solution to handle the iterative nature of agile and DevSecOps. Is hybrid cloud the answer to maintaining modernization?

#16

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, November 14, 2022 12:59:53 PM
Last Modified: Monday, November 14, 2022 1:53:20 PM
Time Spent: 00:53:27
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Page 1: Introduction

Q1

Please enter your organization's contact details

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Q2

How does your product meet the high-level needs outlined above?

TCS understands that the State of Vermont intends to build a user-centric digital platform for an Integrated Eligibility and Enrollment system that would enable them to operate the following functions and more:

- Self-service member enrollment through mobile friendly customer portal
- Automated eligibility validation
- Intuitive user interface with guided journey
- Availability of plans based on member's eligibility
- Business workflow management
- Less manual document upload, maximum use of electronic data sources
- Online payment options
- Notification about benefits
- Auto renewal
- Compliant to state regulation
- Open standard architecture with low code
- Centralize data store for Staff to refer and communicate effectively to Vermonters.

Following careful consideration of the above requirements, TCS proposes our industry leading and globally used product TCS "hTransformer" in a Software as a Service (SaaS) model, which meets the current scope requirements of the State.

The modular components of this product that meet the high-level needs of the State include:

a) Enrollment 360 – Intake channel (self-service customer portal) for user-friendly enrollment (first time or renewal), Electronic Document Management
b) hTransformer' s Infinity Rules Engine – Eligibility rules verification (first time enrollment or renewal – recertification/redetermination)
c) hTransformer' s Enrollment module – Workflow, MDM, History Maintenance
- Case Manager Portal (hTransformer' s Enrollment module and Enrollment 360) – appointment scheduling, contact management, referral management etc.

This product is built on the company philosophy of "Building on Belief" and is differentiated on the aspects of modularity, digital maturity, 3rd party integrations, and support for value-based care.
TCS' product, composed of modular components, offers features and functionalities that meet the needs of State of Vermont as depicted below.
- Customer Portal
  - TCS hTransformer provides a digital enrollment portal to the end customer. The solution has electronic data capture capability which enables accurate, timely enrollment with less manual rework. It also has real-time dashboard and analytics and chat-bot features. The user interfaces of portal are developed using responsive and adaptive design. Customer can access this portal from any portable devices, the look and feel will be changed accordingly.
- Eligibility Validation
  - TCS hTransformer has a robust Rules Engine. Business validations can be configured using this rules engine.
  - Validation refers to business rules pertaining to eligibility, admissibility, set of valid values etc. For example, validation rules are defined to set up the maximum permissible age for member enrollment.
  - Validation rules are also defined to check admissibility, e.g., of a claim.
- Guided Journey
  - The solution promotes ease of operations through enhanced user experience with an easy-to-use, simple Graphical User Interface with wizard driven guided journey.
  - User friendly screens, menu and layouts that enable simple and easy user understanding and user-driven processing within the application.

- Benefit Plans
  - TCS hTransformer provides the functionality of having different plans under a single product. The different plans can have multiple sub-plans, under a sub-plan there can be multiple covers and under the covers the specialty and services can be mapped based on the product set-up.
  - The system has the capability to offer plans to members as per their eligibility.
- Workflow Management
  - The TCS hTransformer solution enables the end user to manage workflows using easy to use, intuitive GUI based tools. Workflow rules are set up to define the norms for task movement. Various parameters for task movement are defined as dimensions and the recipients are defined for the combination of dimensions. Depending on the workflow rules, TCS hTransformer automatically determines whether a transaction will be processed straight through or will undergo referral.
  - The TCS hTransformer solution enables an authorized user to define the financial authority matrix and approval hierarchy in the core system that determine the behavior of an enrollment process.
- Use of Electronic Data source
  - Through an open API architecture TCS hTransformer can integrate with any third-party application or repository holding electronic data.
  - Online Payment The solution provides multiple options for making online payments through integration with payment gateways.
- Notification
  - TCS hTransformer generates notifications for all stages of an enrollment process. These are based on events and rules configured in the system. The solution can send auto notifications to the intended recipients through their desired channel (i.e., email, text message, WhatsApp messages etc.). Notification message notes are configurable.
- Auto Renewal
  - TCS hTransformer supports the Auto-renewal process using batches. A renewal passes through the same Risk clearance, and approval process as that of a new enrollment.
  - The system also generates communication of renewal alerts to a member.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

The TCS hTransformer product is compatible and interoperable as a part of a modular system. The solution provides a large repository of APIs for common business functions. These APIs can be consumed by other modules for real-time inter-module communication. The mechanism will also support making new services and APIs available as and when the same are developed. This product is built on the company philosophy of “Building on Belief” and is differentiated on the aspects of modularity, digital maturity, 3rd party integrations, and support for value-based care.

TCS is familiar with Vermont’s preferred enterprise application and platform suite of products and tools. We have deep experience and dedicated practice areas for many of these companies, most notably Salesforce/Mulesoft, Oracle, and Microsoft. We hold the highest levels of partnership with these organizations (Strategic Partner, Platinum, Gold) as well as work directly with them in actively supporting their internal operations and product development efforts. These qualifications will serve to assist the State in integrating or platforming your preferred applications as needed. TCS also has a partnership with Monad Solutions which has implemented Business Rules functionality for the State and the Agency of Human Services.

Q4

How do the elements/features of your product exemplify user centered design?

The TCS hTransformer enrollment solution component is designed to offer users convenience and is built upon the principles of Human-Centered Design. The user journey and interface can be configured differently for various user types as per the business requirement. This is done through enabling business user to create new formats and forms dynamically and configure rules.

The TCS hTransformer product provides an intuitive user interface with wizard-driven guided journey for each transactional process a user performs. The solution has user friendly screens, menu and layouts that enable simple and easy user understanding and user-driven processing within the application. We agree with the State's vision of "no wrong door" to allow your constituents to interact with the State in the manner that is most convenient and appropriate for them.
We have leveraged many next generation UI techniques and user experience techniques and embedded some experience techniques from artificial intelligence and machine learning in the areas of voice based front ends and features such as chat bot.

Q5

Based on our procurement bundle what percentage would your IE&E solution be "out of the box", "configurable" or "customized"?

TCS has studied the RFI document and understands the key requirements. TCS finds a high degree of overlap between the States' requirements and capabilities with those of the TCS hTransformer product. More than 80% of the requirements are available as Out-of-the-Box functionality. Some of the required functionalities can be achieved through configuration, and others met to a lesser degree through customization and extension of hTransformer's modular components. TCS can share a match matrix with the State upon receiving detailed requirement line items.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

The TCS hTransformer solution has not yet been deployed in a US State. However, hTransformer has been implemented for 67 insurers across the Globe, out of which 28 insurers offer Health Insurance including one major US-based Health insurance company. This experience with our large commercial healthcare clients is highly relevant to the State of Vermont's IE&E requirements.

Question 7 answer - Since the answer field s for Question 7 do not accept non-numeric input - The DDI timeline depends on the detailed project scope. In general, TCS visualizes a high-level timeline of 8-12 months to complete requirements such as the ones described in this RFI. We will be able to provide an exact implementation timeline once we received the detailed scope. The general implementation sequence would be deployment of a digital customer portal for enrollment in tandem with the rules engine, followed by the case management component. However, this sequence would be customized to the detailed requirements and scope of this RFI and any future RFP.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**12**
Case Management	**12**
Rules Engine	**12**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**TCS follows an agile delivery methodology for all its global implementations. The method is proven and is undertaken across multiple large scale transformation programs across various geographies. The TCS Program Management approach is based on the principle that the ultimate goal of Programs and Projects is the delivery of business benefits and not simply the deployment or support of IT systems. TCS will implement this project using agile methodology where the solution components will be delivered in multiple sprints. In each sprint, we aim to ensure regular delivery of small increments of functionality instead of large batches being delivered infrequently. Based on our experience, TCS would deliver the case management module for the State in the initial sprints. The rule engine and customer portal will be delivered in subsequent sprints. However, the sequencing can be altered based upon mutual agreement.**
Case Management	**see above**
Rules Engine	**see above**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

The proposed solution has dedicated modules to manage Insurance Accounting, Correspondence and Reports.

- Insurance Accounting – This module is responsible for accounts receivable and payables from insurance transactions, premiums, commissions, tax accounting, claims accounting and data feeds to the enterprise general ledger system.
- Document Management – TCS hTransformer has the capability for outbound document generation and inbound scanned document storage. Inbound documents can be scanned/uploaded and attached to a case manually.

  Template based document generation is supported in TCS hTransformer. This is accomplished in the eligibility and enrolment process.

  All documents are available in a document module and the same are retrieved online. Documents are downloaded on the user's desktop for viewing and local printing. Documents generated in PDF format will be stored in an external file server for batch printing Bulk Print Engine.
- Management Information System & Reports – The TCS hTransformer solution offers a comprehensive and extensive reporting solution in terms of operational management information and a rich library of canned reports inheriting best practices from our global implementations. TCS will deliver operational and regulatory reports as per the project scope.

In addition to the transactional database, and based on your requirements, TCS can also offer its Data Lake solution which supports ad hoc reporting requirements through integration and usage with an existing Data Warehousing solution or reporting tools like Business Objects, Cognos, Crystal reports etc. This provides our customers additional flexibility to create any report on their own without any dependency on the vendor.

All these modules can be offered as an integrated module and will be delivered within your DDI timeline (high level) mentioned in previous response.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

Given that this requirement is currently at an RFI stage it is not feasible to present pricing at this time. However, the solution which TCS is proposing for Vermont is based largely on open-source technologies which will greatly reduce application costs. Most costs will be aligned to TCS services delivered to configure and implement the solution. Once we have more detailed requirements TCS would be pleased to provide cost estimates to the State.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Please refer to the below tables for technology platforms and tools that TCS would be using:

Deployment Specifications

- Operating Systems
  - Windows Server, HP-UX, IBM AIX, Redhat Linux
- Cloud Environment
  - AWS, MS Azure, GCP, TCS ECP
- Application Servers
  - Oracle Weblogic, JBOSS EAP
- Database Servers
  - Oracle, PostgreSQL, DB2
- Virtualization
  - VMWare

Application Specifications

- Standards
  - HTML, JDBC, JPA, Spring, Angular JS, CSS, JDK, Spring REST Framework, WSO2-ready API
- Code review
  - SonarQube, HP Fortify
- Dev & Release Process
  - DevOps (CI, CD) with Jenkins and Ansible
- Security testing
  - IBM Appscan, CVC, OSS
- Design Standards
  - Intercepting Filter, Business Delegates, Service Façade, Session Façade, Transfer Object, Data Access Object

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

TCS hTransformer is a comprehensive product suite envisioned and developed for healthcare organizations and various providers within the industry.
Following are our key differentiators:

- Digital cloud-based Enrollment solution with plug & play features powered with AI
- Interoperability allows payers to scale up with ease
- Role based interfaces with Intuitive Touchpoints for end users (like regulators, clinical experts, legal department)
- High Digital Maturity
- End to End Solution Coverage along with
  - Reporting and Self Service
  - Intelligent Executive Dashboards
  - Value Based Payment/Reimbursement mode
  - Risk Reports to CMS
- Code free configuration
- Rule driven integration
- Business Outcome
  - Increased Consumer Experience
  - Reduced Go-to-market time for new products
  - Reduced Processing Cycle Time through Digital Solutions
  - Seamless compliance adherence enablement through Compliance Hub
- Intelligent Dashboard
- Advanced Analytics capabilities
- Improved Automated Workflows
- Configuration in lieu of customization
- Decreased dependence on IT for maintenance
- SaaS ready
- Future-proof module integration, leverage investments
- A rich set of innovative and adaptive APIs which are FHIR enabled
- User Friendly Rules Engine to Quickly Add, Change or Delete Services Requiring Authorization(s)
- User friendly Rules Engine to alter requirements of data required for different services to speed up response time

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

In working across projects with system integrators either internal or external to the State, the most common challenges are establishing a shared, common understanding of requirements, project governance in respect to roles and responsibilities, maintaining open communications, ensuring a collaborative environment, and monitoring for separate projects requiring the same potentially scarce resources at the same time.

Open and effective communications begin with including all vendors in established project touchpoints, executive briefings, and weekly status reporting meetings. TCS will ensure that all stakeholders have access to timelines, due dates, delivery schedules and risks to minimize the potential of a missed requirement or resource commitment.

In addition to open communications, active ongoing relationship management to promote a positive collaborative environment is needed. This helps the full team to work effectively together from the very beginning of the engagement to prevent risks, problems, and conflict.

A strong governance program and project management office with defined project parameters and continual communication are some of the baseline principles which should be established at the outset of the project. Clear, documented lines of responsibility and scope between the State and vendor(s) serve to enforce governance and eliminate confusion for who is responsible for which activities. This visibility will highlight risks like competing requirements for scarce resources and mitigate them.

Challenges typically have occurred in a multi-vendor environment when a shared understanding of responsibilities, scope and roles are lacking. Therefore, a strong project governance framework and Project Management Office are key to promoting and enforcing project governance to avoid the challenges mentioned above.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

In TCS's public services engagements we have worked in tandem with internal State Systems Integrators in a partnership or a "one team" model. Using a project management office (PMO) and supported by a governance model with clear delineations of roles and responsibilities and continual communications we have had great success in working with our State partners.

With any complex system involving multiple technologies and multiple interfaces, there is always an element of risk associated with data synchronization, error handling, integration, and interoperability. TCS has extensive experience in working on complex projects involving diverse partners and technologies using interfaces and data exchanges. As one of the largest IT services companies in the world, we are confident that we will be able to resolve any challenges during the implementation of the State's IE&E solution.

TCS utilizes best practices and lessons learned from previous engagements and applies it recursively to new projects to continuously mitigate challenges and increase the success factor. We possess documented success in working with complex state programs and internal agency staff with requirements for numerous interfaces and integration points.

We have also seen that organizational change management provides a significant role in project delivery especially in respect to stakeholder management and aligning internal state staff to the new, "to-be", way of working which will result from the new or modernized system being implemented. Thorough organizational change management not only addresses the mechanics of the new system and program, but also the internal work practice/cultural changes. To address these challenges, TCS adopted a client-participation and collaboration-based approach for our programs.
Our approach entails the following:

- Creating a Change Management Plan including development of a communications plan, coaching plan, and resistance management plan
- Identifying and developing a State change management "champion' and team to implement the change management process
- Sharing lessons learned in a free flow manner across the State and vendor teams at all stages of the program
- Taking ownership of the changes associated with this program by both the State and vendor, thereby ensuring greater support and motivation for all impacted stakeholders in the new system ecosystem
- Addressing key challenges for the implementation of the new solution application software in support of the program, as well as managing the apprehensions and concerns of stakeholders. This includes motivating effective participation in the transition and, subsequently, adopting the new improved business processes and envisioned ecosystem

In TCS's previous engagements we have found that by using our proven delivery methodology (adopted and modified for each unique program) along with granular project planning, program progress tracking, and a robust governance process with continual communication at all levels of the program that we can substantially reduce and eliminate some of these challenges.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Modular products create agility and complexity that needs to be managed. While the modules/components are self-contained, loosely coupled, and highly cohesive, the state should be cognizant of inherent challenges of such an architecture and put in place mechanisms/guardrails to manage through cohesive governance at various levels, including data, interoperability, API, security, and compliance.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

In respect to challenges in an iterative, modular approach one of the major challenges is implementation in the legacy system. Typically, the implementation in a legacy system is not modular and it can be complicated to modernize just a module and integrate it with other modules in a legacy environment. Therefore, it is very important to understand the legacy implementation and dependencies based on each module.

Other issues are that; 1) an iterative approach requires integration testing with each iteration and that one then needs to ensure that the production system remains unaffected; 2) code merging; and, 3) data bridging is also a major business challenge as it will require changes to be made in the legacy environment to mimic the modules that are modernized and make data available to the other modules which are not yet modernized.

Despite these challenges from a legacy system, a major benefit of an iterative approach is that stakeholders will be able to access the functionality and benefit from the modernized system as modules are implemented even though they may still be residing on the mainframe.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

Information that would be beneficial to know in terms of estimating costs and program duration would include:

- IE&E and MMIS Program Charter and Roadmap
- Detailed Business Requirements
- Required System Interfaces
- Relevant Program-specific Information (TANF, SNAP, requirements etc.)
- Any special program requirements like Disaster SNAP
- Federal Requirements/Reporting Requirements not met at present
- User Counts
- Interfaces and Entities to which IE&E connects
- Rules engine requirements
- Correspondence requirements
- Constituent portal requirements
- Case load by program including seasonal variations
- Caseworker numbers including roles and permissions e.g., read only, supervisor, etc.
- User Stories
- Defined Workflows
- Privacy and security requirements
- Analytics requirements including dashboards, reports, forecasting, etc.
- Any architectural artifacts and preferred platforms which may already be selected by the State
- Fraud Prevention Requirements
- Data Migration Needs

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

In addition to the items listed in our answer to question 14 and the points made in this question (vision, governance, etc.), elements that would contribute to the success of the project would be factors such as:

- Executive Commitment from the State and Vendor
- Pre-Project and Project Kick-off Sessions to ensure a common understanding across all parties involved in the project, including:
  - Desired Goals and Outcomes of the Program
  - Compliance and Reporting Needs
  - Risk Factors and Mitigation Strategies
  - Project Methodology Adoption and consensus

#17

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Page 1: Introduction

Q1

Please enter your organization's contact details

Name	**Rohan Bhobe**
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Q2

How does your product meet the high-level needs outlined above?

Nava doesn't sell or endorse specific products. We partner with government agencies to build custom digital services that have helped millions of people across the country access and manage critical benefits like unemployment insurance, paid family and medical leave, health, food, and economic assistance. We will partner with the state of Vermont to build a customized integrated eligibility and enrollment system that will effectively meet the needs of both state employees and beneficiaries and could include existing state-owned tools and applications, new commercial-off-the-shelf (COTS) or software as a service (SaaS) products, and custom code.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Nava's approach to all development is to start with modern, industry-standard tools and
frameworks and implement business functionality on them in a modular and maintainable way. Our modular, application programming interface (API)-first approach provides the framework to integrate with existing systems and leverage relevant workflows and business processes. Our priority is a streamlined user experience that minimizes the administrative burden of data entry on the public and state staff. We use custom development to build integrations to synchronize relevant information between existing and new systems so that processes and workflows do not need to be repeated. Additionally, integrations enable us to automate aspects of eligibility determination, improving the efficiency and accuracy of this process by using data from existing systems of record.

Using Nava's custom, modular, and modern API-first approach, Vermont will have control of its architecture so the state always has no-cost, easy access to its data, data models, and APIs. This ensures there is a single source of truth, and data is available when it is needed to support connected, automated processes and user-centered, context rich workflows within accessible and easy-to-access portals. This also means data can easily be pulled into business intelligence tools, enabling streamlined data analysis, reporting, and data-driven decision making.

Q4

How do the elements/features of your product exemplify user centered design?

Human centered design (HCD) is core to everything Nava does throughout every phase of development. Our approach centers diverse and inclusive user representation through research and user interviews throughout the development lifecycle. We recognize the critical importance of engaging with state programmatic expertise to clarify requirements and ship compliant and usable tools. We conduct ongoing, iterative user research to ensure our products meet user needs and meet our client's goals. We identify gaps in our understanding and plan qualitative research activities such as interviews, contextual inquiry, personas/archetypes, user journeys, and service blueprints to address these gaps. We validate concepts with users, including clients and staff, with low-fidelity prototypes prior to development, usability-test built features in lower environments before release, and measure usage upon release. We use a range of outreach methods to recruit users who reflect the diverse makeup of Vermonters and state staff. Through Nava's work on other similar programs, we have developed an internal library of patterns common to government benefit programs we can draw from to quickly advance authentication flows, status display, and more.

Q5

Based on our procurement bundle what percentage would your IE&E solution be "out of the box", "configurable" or "customized"?

We specialize in developing custom solutions that are capable of integrating with our client's preferred applications and SaaS products. Our approach is stack-agnostic, incorporating new tools in partnership with the state and through objective evaluation of tradeoffs. Nava engineers and product managers start focusing on technical discovery and architecture planning to determine when to integrate, re-use, buy, or build new (or any combination thereof) in both software and DevOps domains. We will guide the creation and implementation of a holistic technical vision to underpin Vermont's ambitious IE&E modernization strategy and ensure the state isn't locked into inflexible solutions.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

We've used an API-first approach with a number of state and federal agencies to move functionality into modern cloud-based infrastructures and exchange data with multiple stakeholder systems, both legacy and modern, without disrupting mission critical services. In 2018, Nava engaged with Vermont at the early stages of the state's ambitious multi-year integrated eligibility (IE) roadmap, conducting user research to identify the most significant obstacles in applying for benefits. We recommended and subsequently built two applications that moved in-person services online: a secure document uploader for Vermont's 37 health and human services programs and an integrated application for these programs. We also designed and established the Microsoft Azure infrastructure for the applications. These products, now owned and maintained by Vermont, allow over 200,000 Vermonters to apply for benefits online and receive them in days, instead of applying in person and receiving them in weeks.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Respondent skipped this question

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**Grouping and sequencing of sub-modules is dependent upon the State's priorities. There are trade-offs in every scenario. Through our custom development approach we can work with your agency to define a product strategy and prioritize the launch of the customer focused sub-modules based on existing user needs, outstanding pain points, and the potential for momentum-building quick wins. Nava applies agile and HCD methods like service blueprinting, contextual inquiry, and usability testing to quickly gain user feedback and align priorities to inform the product roadmap.**
Case Management	**Grouping and sequencing of sub-modules is dependent upon the State's priorities. There are trade-offs in every scenario. Through our custom development approach we can work with your agency to define a product strategy and prioritize the launch of the customer focused sub-modules based on existing user needs, outstanding pain points, and the potential for momentum-building quick wins. Nava applies agile and HCD methods like service blueprinting, contextual inquiry, and usability testing to quickly gain user feedback and align priorities to inform the product roadmap.**
Rules Engine	**Grouping and sequencing of sub-modules is dependent upon the State's priorities. There are trade-offs in every scenario. Through our custom development approach we can work with your agency to define a product strategy and prioritize the launch of the customer focused sub-modules based on existing user needs, outstanding pain points, and the potential for momentum-building quick wins. Nava applies agile and HCD methods like service blueprinting, contextual inquiry, and usability testing to quickly gain user feedback and align priorities to inform the product roadmap.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

As noted in previous questions, Nava provides custom software solutions. Therefore, modules for these areas could be developed as part of the overall program with timelines dependent on the scope for an MVP.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

Nava is committed to providing highly experienced talent at best-value pricing by deploying lean teams whose size and makeup are tailored to the specific needs of each module, including: the scope of target outcomes and systems involved; Vermont's plans to place agency staff in specific roles; and specific time frame constraints that necessitate staffing multiple scrum teams to work simultaneously.

To deliver value from day one, Nava applies its on-the-ground knowledge of operating environments to identify and efficiently onboard personnel who possess deep skills across technical delivery and operational areas. Our personnel's hourly rates adhere to a CMAS and GSA Schedule.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

As a company, we take a "no lock-in" approach so that all technologies, system components, and vendors can be replaced to meet the needs of the State. We utilize well-supported open-source technologies whenever possible and build DevSecOps practices into our work to ensure standardized and compliant code. Our typical technical designs are modular codebases, cloud-native container-based architectures, and microservices in the cloud. Our toolset frequently includes Python 3.X (backend/API and offline task development), US Web Design System (accessible, responsive web-based interfaces), Next.js (server-side rendered React components for front-end development) with Storybook (component library), Flask and Connexion (WSGI-compatible library and framework for HTTP interactions and OpenAPI-first development), Terraform (infrastructure as code), and PostgreSQL (ACID-compliant relational database). That said, we are tool-agnostic and will work with the State to select best-fit tools.

Our applications are built following Twelve-Factor App best practices to ensure our solutions are maximally automated, reliable, and secure. Robust continuous integration/continuous delivery (CI/CD) pipelines built on Jenkins or GitHub Actions will enforce automated unit testing, integration testing, regression testing, and, as needed, headless browser testing via tools such as Selenium or Cypress.io.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

The primary value of Nava's approach is the built-in flexibility of custom development and a modular architecture. Business processes, program priorities, legislation, and regulations change over time. Nava's modular solution composed of loosely-coupled open source, custom, and commodity components is designed to accommodate continuous improvement, change alongside Vermont's requirements, and minimize reliance on vendors for long term maintenance. Nava has built reusable solution approaches, design patterns, tools, and components useful for building IE&E solutions that can be readily incorporated into our solution to accelerate development.

We will work throughout the project to empower Vermont with full knowledge, control, and ownership. Nava is fully prepared to either provide ongoing maintenance and operations, or gracefully transition all software to the state or another vendor.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

Nava has extensive experience leading large, multi-vendor teams. We foster a “one team” culture on these projects, collaborating with stakeholders across organizational boundaries and hierarchies. To ensure effective communication and foster a culture of openness and transparency, our Project Managers develop a communication plan at the beginning of each project. This plan helps to align the team’s norms in a way that makes sense within the project context, provides a clearly articulated communication process, provides clear roles and responsibilities, and ensures the effective use of communication tools. Regular planning sessions and recurring feedback loops help us adjust communication frequency, format, and content as the project progresses, allowing us to adjust course as needed.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Nava is experienced working with internal system integrators in complex legacy system modernization and program transformation project environments. We believe that designating an empowered internal system integrator or product owner is important in laying the groundwork for building in-house expertise and long-term ownership of the IE&E Modernization effort.

We will work closely with the State System Integrator to establish a culture of collaboration and communication norms, clarify responsibilities in discussion with the State, prioritize work efforts, and consult on decisions regarding tooling, service selection, and methods. We will need the State System Integrator’s support to access systems, tools, and information; clarify roles and responsibilities; and execute key technology decisions.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

We recommend defining modules in terms of incremental milestones that are valuable and impactful for all user types rather than as individual, siloed products or services. For example, the customer portal may include a goal that all applications can be completed in under 20 minutes and are built and delivered using a consistent design system. Setting clear success criteria for each milestone ensures development teams incrementally deliver progress towards the IE&E strategic objectives.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

Our approach to incremental modular IE&E modernization is concurrent encasement of the existing systems and new application development. This approach is built on Nava's experience modernizing complex and antiquated legacy systems, architecting flexible and adaptable digital services, enhancing systems to respond to new policies during the pandemic, and creating transformational change in critical benefit programs.

Nava's modular architecture and legacy system encasement approach facilitates rapid development and delivery of value to users while maximizing future flexibility. To achieve this, we use APIs as connectors between loosely coupled components. Our architecture includes a REST API designed to abstract integrations and backend component interactions, simplifying frontend implementations while insulating them from upstream changes. This Portal API will use a Python library to access the Encasement API, further decoupling API access from business logic interactions. Implementing application business logic separately from the Encasement API provides an immediate consumer to test the Encasement API's data contract and allows the Encasement API to focus on its domain (interacting with the legacy components) without adding additional complexity.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

In our experience, a well scoped program ensures the government will receive accurate estimates for cost and schedule. To that end, the state will need to be clear about the outcomes it wants from this program in order to develop a statement of work that creates clear requirements and roles and responsibilities for the state and the vendor. It's also important to share as much information with vendors as possible regarding any systems that are required for interfacing as well as what and how data is pulled to complete daily tasks. In addition, if the state has completed any initial discovery research, sharing those findings during the RFP process will help vendors understand what information is already available and what additional research may need to be conducted over the course of the program.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

To help vendors like Nava develop a realistic and prudent staffing plan, we recommend Vermont share the extent to which the state plans to involve an internal Project Management Office, its own IT staff, product owner and other stakeholders in the implementation of the project. Additionally, if the state has specific tools or applications (i.e. a preferred Cloud hosting provider) that must be used, connecting the vendor teams with the responsible vendor(s) or agency is vital.

Another planning stage item often overlooked is validating a viable path to production and ensuring that all affected stakeholders are aware. Information on how to obtain an authority to operate, security testing (i.e. penetration testing), accessibility testing, and production release approval processes should be part of early project planning so this can be built into the project plan and not addressed right before a critical launch deadline.

During the initial planning phases of the project we recommend sharing documentation on the status of existing legacy systems, the current level of interoperability between the Vermont Health Connect Health system and ACCESS mainframe, and any data available from prior discovery conducted by the state or other vendors.

#18

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Page 1: Introduction

Q1

Please enter your organization's contact details

Name	**Sean M Connolly**
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Phone Number	**6175154307**

Q2

How does your product meet the high-level needs outlined above?

Salesforce offers a proven Customer Engagement Platform to meet the complex integrated eligibility and case management needs of Health and Human Services agencies. Salesforce provides a secure, multi-channel enterprise platform that puts the customer at the center of all government services providing a 360 degree view of the customer and a chronological view of all customer interactions (e.g., applications, benefit cases, activities, notes, etc.), which allows AHS to build out to a complete single record of all encounters with each customer over time. The Customer Engagement Platform meets customers where they are - on a mobile device, via text message, live chat, phone, email, or social media - reducing time in office locations and paper-based applications.

Our solution can help AHS enhance its mission to improve the quality of life for individuals and families in need while deploying in an accelerated fashion. Salesforce's highly flexible, open-platform can enable AHS to modernize rapidly, and deliver unprecedented service. Being able to quickly and easily search case information and collaborate across the organization with access to real-time data to address questions and issues in a timely manner, will enhance the customer and employee experience.
At its core, Salesforce differentiates itself in the marketplace by delivering two things to its customers in a single cloud-based platform: (1) Pre-built Software-as-a-Service Applications (SaaS) such as Salesforce Service Cloud, Community Cloud, and CRM Analytics that are used for a wide variety of use cases, and (2) The Salesforce enterprise high-productivity application Platform-as-a-Service (PaaS) - also called the Salesforce Platform, which allows Salesforce customers to configure, enhance and extend Salesforce's pre-built SaaS applications and build new custom application functionality. The graphic below illustrates an example of how a Salesforce-based solution may look for AHS to address its primary IE&E needs all on a single platform.
Our solution provides one pre-integrated service that puts emphasis on pre-built functionality and ease of building new applications, allowing you to focus on your business logic and your mission. AHS's mission is very unique in nature and requires an enterprise, comprehensive and scalable platform with the necessary agility to adapt in requirement changes. Furthermore, the platform should be flexible enough to address other non-core requirements within the enterprise. These features have been designed to be configurable in Salesforce's declarative user interface, so that AHS's business analysts can do the work of making changes, rather than requiring people with coding skills or third party vendors to provide customization work.
Unlike custom development, Salesforce solutions include everything an organization would expect to get with a software application, including product documentation, customer support and a community of other customers with whom to share best practices as well as application accelerators. What's more, from an ongoing economic and maintenance perspective, Salesforce provides the benefit of three new product releases each year including features for Health and Human Services agencies. Our customers have the opportunity to provide input into the new features included in each release, to help ensure the solution evolves with your changing needs.
Salesforce has been designed to provide Salesforce customers with privacy and high levels of performance, reliability, and security. Salesforce offers AHS a highly dependable and scalable cloud infrastructure that is "enterprise grade" for government and FedRAMP certified at the Moderate Impact level to provide AHS with the assurance that its data is secure. Key components of a modern IE&E system on the Salesforce Platform include:

* ** *
Guided Intake. Salesforce supports intake through all channels (web, email, call center, mobile). AHS can take customers, staff, providers, or participants through a step-by-step process to ensure the necessary information is captured correctly the first time and reduce redundant data entry. The solution provides the ability to create forms that make your intake specialists' jobs easy by guiding them step-by-step through capturing the information that is necessary to complete intake for a customer.
We understand that AHS requires real-time eligibility determination in compliance with federal and state program rules including rule periodicity (e.g. multiple rules set their own effectuation date ranges and the ability to retroactively calculate and enforce rule changes). The Salesforce Business Rules Engine (BRE) allows to build, test, and update rules with clicks. To keep pace with ever changing policies, BRE allows customers to define, update, test, and execute their mission without any application code. Furthermore, to increase efficiency and gain business agility, BRE allows customers to automate business logic by leveraging templates, rules sets, and simulations on a secure and scalable platform.
AHS can compute eligibility for benefits based on the data provided in the customer's application and track a full history of eligibility determinations. For example, eligibility and benefit levels can be determined one of two ways to support multiple health coverage and financial benefit programs: (1) For very complex eligibility, such as Medicaid, Salesforce can collect all of the required information and

submit it to an existing (or newly implemented) rules engine which determines eligibility. Salesforce supports web standards such as REST and SOAP and can integrate with any rules engine that also supports these standards. (2) For less complex programs, such as SNAP and TANF eligibility and benefits can be determined directly within Salesforce using calculation procedures, which are multi-step, table driven calculation services.

* ** *

Web Self-Service. AHS can deploy a self-service community portal that will provide a user friendly online interface for customers to view information on the benefits and services for which they may be eligible and fill out an application. Self-service functionality can be configured for application, enrollment, payment, and change of circumstance reporting. Customers can apply online to multiple benefit programs using a single online application. The selection of specific programs drives which questions are included in subsequent steps. Applicants can save their work and continue at any point in the process. Applicants are guided through a step-by-step process to provide information about themselves and other household members, plus income, expense and assets. All of this information is saved in Salesforce.

* ** *

Composable Case Management. Composable Case Management is designed to help caseworkers navigate complex service scenarios required of government agencies. It does this by guiding caseworkers from intake to outcomes. They now have a single place where they can process referrals or requests, conduct investigations and assessments, determine eligibility for relevant benefits, and document care plans and case goals. Caseworkers can choose what’s relevant to the case, instead of being locked into hard-coded workflows. It’s also fast with automation. Intelligent routing gets the right referral to the right caseworker faster and a rules engine automatically determines benefits eligibility. Caseworkers no longer have to pore over paperwork to determine what benefits to assign to their cases. They also don’t have to deal with processing manual paperwork. Caseworkers can ingest information from paper forms to populate digital records. No more clipboards with worksheets for assessments. Now caseworkers can use dynamic forms to capture and share case information from anywhere using a mobile device. Composable Case Management offers caseworkers a single view of the customer and key relationships across all phases of casework. Automation help caseworkers work cases faster, whether through automatic intake assignment, automatic benefits eligibility determination, forms and case documentation digitization.
Cases, in Salesforce, provide the ability to capture, store and manage structured and unstructured case data such as case notes and the cases’ associated documents, images, audio, other information, etc. This capability will provide AHS caseworkers a single repository to manage all types of cases (customer enrollment and benefit case management, service plan management, assessments, and grievances and appeals) from simple to complex, including the ability to create custom fields to capture the specific data required for AHS’s use cases. AHS staff can work faster and more efficiently by streamlining information gathering and automating mundane and time consuming case management and workflow resolution processes. Collaboration functionality can be tightly integrated into automated workflows with more flexible processes. Information can be shared more readily and less hierarchically, allowing collaboration across divisions and user groups, and the ability to share tasks in a more project-based fashion.
Additionally, Salesforce's built-in functionality can be used to address workload segmentation and prioritization. Case queues can help AHS manage its personnel and workload by differentiating cases based on type of case or case complexity. Once records are placed in a queue manually or through an automatic case assignment rule, records remain there until they're assigned to a user or taken by one of the queue members. Any queue member or users above them in the role hierarchy can take ownership of records in a queue by clicking the Accept button for a particular case. The actual case escalation action can take many forms, including reassignment of queues, or alert notifications through different email templates.

* ** *

Benefit Issuance. Through integration with the State’s existing backend systems and/or other third party solutions, Salesforce can manage the issuance of invoices, collect customer payments, perform reconciliation, resolve discrepancies, and disburse payments. Connecting Salesforce to an existing enterprise application is a common and frequently performed task. Integration options range from native Web Services support (APIs, outbound workflow, etc.) to import/export utilities to middleware integration via packaged connectors to toolkits for Java, .NET, and other open platforms. Our solution provides the ability to call out to virtually all common APIs, to enable synchronization, push / pull, and mash-ups with external apps/systems. Salesforce itself is based on web-service based APIs that in turn simplify access to Salesforce data from external systems. API-based integration is heavily leveraged by our customers.

Customer Relationships. AHS can utilize Salesforce for all of its customer profile and relationship management needs including adding and updating customer information, capturing customer directives, tracking customer calls and notices, and logging customer preferences. The solution provides a 360 degree view of the customer and displays a chronological view of interactions (Program Enrollments, Benefit Cases, Assessments, Activities, Notes, etc.), which allows AHS to build out to a complete record of interactions with each customer over time. The system stores separate records for customers and for cases, so that the same customer can be associated with multiple cases over time, such as when a mother has multiple pregnancies. As an AHS caseworker and other members of the team interact with a customer, whether performing an assessment or developing a service plan, all of this information is captured within the customer record. It is stored in easily accessible formats in the application.

* ** *
Service Providers. AHS can maintain a robust directory of all service providers, including service locations, services provided at each location, and service hours. AHS can deploy a provider portal to give providers access to appropriate information to maintain their own information and view information about the participants they serve. A separate Community Organization portal and unified staff portal with associated access can also be created if desired.

* ** *
Assessments. AHS will be able to perform audits and assessments for quality control. Salesforce Analytics capabilities can also roll up a dashboard for monitoring issues, error checking in eligibility, and integrity of transactions. AHS can pull case samples for assessments and utilize Salesforce case management functionality to track and record all of the assessment activities, findings, and outcomes.
AHS could also create common assessment questionnaires for specific types of cases. When caseworkers need to perform an assessment, they can easily select from a library of relevant assessment templates. As users fill out the assessment for a customer, the data is captured in the case record and a full history of assessments for the customer is available. Assessments can be scored, and based on the results of assessments, additional actions can be triggered as follow ups.

Service Plans. Once a case has been established in the system, AHS can create one or more service plans for the case. The service plan represents the work that will be done either by the agency or its service providers to assist the customer. Multiple service plans may be required if work is to be performed by different service providers, or at different stages of the case lifecycle. Service Plans are comprised both of Outcomes, the progression of which can be tracked, and Products and Services that are to be provided to help the customer achieve the desired outcomes.
* ** *

Program Management. AHS can track all customer enrollments and disenrollments in Salesforce including managing and sharing enrollment transaction materials. Additionally, the solution can be configured to provide enrollment automation for eligible customers. AHS can also track its performance and hold service providers accountable for the work they are doing on behalf of the agency. AHS can track information on available budgets, source of funds, and the agency’s desired outcomes for each program being managed in Salesforce. Pre-built reports let agency executives get a real-time view into how well programs are performing against targets, so that they can adjust mid-stream if they are not on track to meet performance goals.
* *

Mobile Services. Salesforce applications are mobile-enabled out of the box (no coding required) and can be accessed from any mobile device, anywhere at any time. AHS is able to provide mobile access to any/all applications and data that reside on or are integrated with the Salesforce platform. Internal users will experience a consistent UI across a variety of mobile devices, including iOS and Android smartphones and tablets. The Salesforce Mobile SDK will also allow AHS to build fully customized mobile apps to meet existing and future requirements. With the power of the platform, administrators can build applications on the desktop and then mobile-enable them with just a few clicks. From custom tabs and configurations to Salesforce pages and more, AHS can tailor mobile deployments for individual users or groups so that everyone is ultra-productive, no matter where they are located.
* ** *

Outreach. With Salesforce, AHS can manage its entire customer outreach process and activities. Agencies have 360° of each customer outreach and enrollment interaction and activity. The functionality that can be leveraged for outreach and enrollment

customer outreach and enrollment interaction and activity. The functionality that can be leveraged for outreach and enrollment includes, but is not limited to:

* *Campaigns.* A campaign is an outbound effort that agencies can plan, manage, and track within the Salesforce Campaign tab. The goal of a campaign is to generate member participation in the program. Examples of types of campaigns include outbound emails, events, print advertising, and webinars.
* *Contacts.* Contacts contain information about the customer including: contact name, how to reach them, and related information such as logged calls, contact interactions, and interviews scheduled. A contact record has standard and customizable fields and includes fields such as: phone calls, tasks and events, meetings, and emails.
* *Mass Email.* Agencies can send and manage personalized outreach email messages to segmented, targeted customer contact lists. Agencies can analyze and optimize outreach efforts and improve external and internal communication.

* ** *

Enterprise Reporting and Analytics. Salesforce analytics are designed for the business user to get answers to questions instantly through powerful, interactive visualizations of any data, on any device. Salesforce core Reports and Dashboards deliver operational and performance metrics on data that lives solely in Salesforce and allows AHS to easily create individual static reports and dashboards to gain real-time views of daily activity. Salesforce CRM Analytics, on the other hand, is an analytics system - designed to analyze data not just from within Salesforce, but from across different sources, and be surfaced across AHS. Salesforce's Tableau Platform is designed for the business user to get answers to questions instantly through powerful, interactive visualizations of any data, on any device. Tableau is designed to analyze data not just from within Salesforce, but from across different sources, and be surfaced across AHS.
* ** *

Automated Workflow. Workflow management and process enactment are core strengths and foundational services of the Salesforce Platform that will enable AHS experts to easily automate information processes and operate more efficiently with just a few clicks. Processes can be simple tasks - such as creating an activity, emailing an alert, updating a data field, or posting a message to a chatter feed - or more complex – such as sending data to external or third party systems and applications via an integration message, creating new records and updating existing related records, launching other processes, submitting records for approval, and more. The Salesforce Lightning Process Builder, together with workflow rules, actions and approvals can enable AHS to rapidly design and run any business process in the cloud without infrastructure, software, or code. The Process Builder's simple and powerful design allows State experts to create processes by using a convenient visual layout with point-and-click efficiency. For every business rule or system event, State experts need to enact, one or more actions can be defined for execution when the specified conditions are met. These actions are created using point-and-click visual editors by a business analyst and do not require complex procedural source code. Processes and workflow rules support several different types of actions including: creating a record, updating a record, tasks, email alerts, submit for approval and outbound messages, among others.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

While many of the modules that AHS seeks to build could be built using the Salesforce platform, Salesforce can also interface with components that leverage other technologies or that are established by other governmental agencies (eg. Federal or State). For example, this could include integration with Master Person Index, Structured Consent Management, and Identity & Access Management services over the State's Enterprise Mulesoft architecture. This capability provides AHS a single location, the front-end solution that seamlessly integrates and aggregates data from the State's backend systems of record to manage client/participant cases.

Additionally, Salesforce provides a robust set of open Application Programming Interfaces (APIs) with the Salesforce Platform to build integration interfaces with third party applications or by Salesforce's integration partners to use in their connectors. Integration with Salesforce is simple and can be done in hours or days versus weeks and months it takes with traditional software systems. Salesforce has achieved successful API integration at dozens of State and federal agencies including State of Colorado, State of New Jersey, USDA, CMS, USPS, and DHS, among others. Integration options range from native Web Services support (APIs, outbound workflow, etc.) to import/export utilities to middleware integration via packaged connectors to toolkits for Java, .NET, and other open platforms.

Salesforce's solution provides the ability to call out to virtually all common APIs, to enable synchronization, push / pull, and mash-ups with external apps/systems. Salesforce itself is based on web-service based APIs that in turn simplify access to Salesforce data from external systems. Any 3rd party application that accesses a State Salesforce instance via the APIs, will be subject to the same security protections that are used in AHS's Salesforce user interface. Therefore, the 3rd party application will need to use a "granted" user in order to access the Salesforce data. Salesforce lets AHS choose integration methods at different layers to optimally align with business and mission requirements, security policies, and master data management guidelines. Specifically, AHS can choose how best to integrate across Security, User Interface, Business Logic and Data Integration layers as shown in the diagram at the right.

In addition to Salesforce's core integration capabilities, MuleSoft, Inc. ("MuleSoft"), the provider of one of the world's leading platforms for building application networks that connect enterprise apps, data and devices, across any cloud and on-premises, accelerates our customers' digital transformations, enabling them to unlock data across legacy systems, cloud apps and devices to make smarter, faster decisions and create highly differentiated, connected customer experiences. MuleSoft enables customers to connect nearly every technology in a standardized way by unlocking data using APIs, and connecting it to external systems and applications. MuleSoft helps create an application network, allowing IT to shift from being project deliverer to technology enabler. Teams can discover and self-serve existing APIs to innovate faster. Developers across the organization can leverage existing APIs to create new processes and experiences.

MuleSoft's API-led approach to integration promotes modularization through enabling states to easily create reusable API's in a 'build once, deploy many' fashion. For example, the state of Colorado was able to leverage MuleSoft to quickly integrate Salesforce with disparate federal and state systems for its 'Peak Platform' for Medicaid eligibility. After deploying API's in this first project, those same API's were re-used to implement new capabilities such as a caseworker portal.

The State of Vermont has partnered with MuleSoft since 2019, and has reusable API's currently available on the platform. For this project, AHS should look to reuse these API's where possible and should include requirements to ensure that future integrations developed are not point-to-point connections.

Q4

How do the elements/features of your product exemplify user centered design?

Many government agencies are embracing digital platforms like Salesforce at increasing rates, to take advantage of the incredible power of their platform to lower their IT costs, yield a fast return on investment, and deliver significant functionality, “out of the box”. However, Salesforce is not a one-size-fits-all for government agencies that often serve exceedingly diverse audiences and the need to comply with a variety of specific (and sometimes rigid) regulations. Even with its powerful low code platform, it is possible to deliver a Salesforce product with deficient usability, low adoption, accumulating technical debt, and a solution that does not meet the agency’s mission or needs.

Worse still, sub-par implementations might end-up so full of custom code that the benefits of using Salesforce as a configurable application get negated and the agency could end up with essentially the same legacy system Salesforce was meant to replace. Excessive customizations in the wrong areas of the solution mean not only a longer time to deliver and costly maintenance but they could potentially inhibit agencies from attaining their full investment in the Salesforce platform too.

Combining Human Centered Design (HCD) with Design Thinking methods, while leveraging a configuration-first approach to Salesforce implementations, ensures the citizen experience is kept at the heart, while the AHS’ platform investments are maximized. This advances not only successful platform development and delivery but certifies user needs, Agency missions and business goals are all met in the final Salesforce product.

Salesforce recommends educating business stakeholders on the importance of this new way of working, promoting buy-in through sharing the successes that come from Human-Centered Salesforce experiences. Design Thinking workshops during requirements gathering phases help build an understanding of user needs, which reveal insights that inform application configuration. Design Thinking methods and resources throughout the entire Agile delivery process, with co-creation sessions, usability testing, and rapid prototyping occurring throughout our development cycles.

In terms of solution delivery, it means driving requirements through empathy-led user interviews to uncover end user pain points, which process driven requirements can typically miss, and using a data-driven approach to assess where the team should invest effort in customized solutions. It also means facilitating continuous feedback loops with affected end users throughout the Salesforce build lifecycle, to recurrently confirm the solution is viable, feasible, and desirable.

Using no/low code in the ideation phase, AHS can quickly build and iterate on a variety of working Salesforce prototypes in less time than it typically takes to map out just one with heavy coding. And as user feedback comes in, AHS can iterate changes and resubmit for additional feedback or approvals far faster than with traditional development processes. Looking to the future, as users’ needs change, AHS can easily update our applications to change with their needs without having to worry about building up technical debt or needing to hire specialists in user experience or an antiquated programming language or framework the original app was built with.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

The percentage of the system that would need to be customized would depend on the implementation approach used by the State’s Integration Partner. The Salesforce Platform offers a core set of technologies that not only power the Salesforce SaaS products, but will also allow AHS to build custom apps, connect data from any system, and manage it from anywhere. AHS will be able to easily configure and scale on demand to changing needs. The Salesforce Platform allows AHS to build apps fast (with clicks, not code), designed for desktop and mobile devices, all from a single canvas. To help IT deliver apps faster, the Salesforce Platform offers a simple yet powerful set of declarative, point-and-click tools that anyone can use to achieve business goals rapidly. Without writing code, AHS developers and AHS business users alike can quickly and easily create custom apps on the Salesforce Platform with complex business logic and user interfaces designed specific to every screen.

For more complex apps, developers can leverage the Apex programming language. Apex is an object-oriented, on-demand language. It is like Java, with similar syntax and notation, and is strongly-typed, compiled on demand, and fully integrated into the Platform. All of the application services come right out of the box, from a powerful workflow engine to API services, integration services, authentication, event log framework, analytics, and collaboration. AHS should ensure that any System Integrator vendor understands the State’s goals for reducing customization and should develop the appropriate governance to meet those targets.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Examples of other states who are utilizing Salesforce for IE&E or programs similar are outlined below. Typically, these customers used an incremental modernization strategy.

The *Michigan Department of Health and Human Services*, as part of its integrated service delivery initiative called Bridges, wanted to better integrate income support programs and improve customer service. Michigan staff have said they had one of the longest applications in the country. With 2.5M customers - 1 in 4 Michigan residents - simplifying the process was critical. The state used Salesforce to implement a customer self-service portal and a streamlined, online multi-program application and have reduced the time it takes to apply for assistance by 50%. Residents can also use the portal to recertify and submit changes and upload documents, all of which can be done on a mobile device. Code for America analyzed more than 75 state online applications - screen by screen - and found Michigan's to be one of the best in the nation, largely due to the improvements made with the Salesforce solution to reduce the time to complete and the overall number of screens.

Leveraging a person-centric approach, many states are turning to new channels of communication to make service delivery and the technology supporting it more focused on a customer's needs. This approach drives both better outcomes for recipients but also drives efficiencies and cost savings. For example, in February 2015, Michigan's governor signed an executive order to transform the State's service delivery model to support greater flexibility to become more person-centric, reforming how the state interacts with customers through technology, and making the service delivery system more focused on the customer's needs in an efficient way. To support this transformation, the Michigan Department of Health and Human Service (MDHHS) and the Michigan Department of Technology and Budget (DTMB) embarked on a mission to change the processes used to support Michigan residents, and build an intuitive digital platform to empower citizens to work towards self-sufficiency.

Michigan's goal was to leverage existing State IT infrastructure and services to enable integrations with other State and external systems, and shift from a program- focused way of delivering services, to a person-focused delivery model. This included laying the foundation to transform their delivery model to focus on the circumstances that brings individuals and families to MDHHS's door, and target the problems that must be solved to get them back on their feet, instead of simply focusing on programs the individual or family is eligible for.

New Jersey Division of Medical Assistance and Health Services (DMDHS) FamilyCare. When the State's Affordable Care Act (ACA) compliant eligibility system did not go live, the Division of Medical Assistance and Health Services (DMDHS) was forced to implement a contingency plan to meet the ACA requirements. DMDHS implemented a solution on the Salesforce Government Cloud platform to support the ACA related applications. The solution provides the security environment and controls required by Centers for Medicare & Medicaid Services (CMS) and eliminates the risk that a single hardware failure can take down the ACA systems for weeks or months. Applicants are now able to create an account and save a Medicaid application (previously 50% of the applications were abandoned) and the State has experienced a reduction in development time to implement rule changes and maintenance. Using Salesforce, New Jersey implemented a solution that includes electronic applications, ability to set up registered accounts, and integrated screening for Medicaid, SNAP, TANF, and GA. The screening is "mobile first" and designed based on previous projects done for CMS on integrated eligibility. New Jersey connects to the Federal Data Hub and is a Federally Facilitated insurance state. Medicaid Eligibility is determined at the Federal Level using New Jersey rules and information that is passed using the Account Transfer functionality. New Jersey will pass over income and other critical categories, including a Medicaid Eligibility check. New Jersey recently added an Asset Verification system for the Aged, Blind, and Disabled (ADB). New Jersey will soon be going live with SSA verification web service for SSN, Name, DOB and citizenship. Additionally, New Jersey uses Salesforce for what is referred to as the 'Worker Portal' for case management. Case workers from the New Jersey Health Benefits Coordinator and the New Jersey County welfare agencies complete MAGI determinations. New Jersey is over 95% managed care and uses 21 county welfare agencies to complete redeterminations, ABD Medicaid applications, and SNAP, TANF and GA applications.

The *State of Colorado* embarked on a statewide "Cloud First" transformation effort in 2009. The state chose Salesforce as its trusted

transformation partner and established the Colorado Salesforce Program to execute the modernization of over 90 applications over a 10-year period. Three agencies took the lead - the Governor’s Office of Information Technology, Colorado Health Care Policy and Financing (HCPF), and the Department of Human Services (DHS). Many other agencies across the state embraced “Cloud First”, including labor and employment, transportation, public health and environment, public safety, energy, natural resources, corrections, local affairs, revenue, regulatory and licensing, personnel and administration, economic development, tourism, and more. Several agency transformation successes are highlighted below.

The *Colorado Department of Human Services* provides needed services to Colorado’s most vulnerable populations by providing the right services to the right people at the right time. Programs include food and cash assistance, heat assistance, child care, child support, disability assistance, employment services, and refugee services. With the establishment of its own health insurance marketplace in 2013, Colorado expanded Medicaid coverage for low-income citizens, putting pressure on the state’s public assistance programs to screen and enroll more applicants and deliver food, cash and medical services to more people.

The state's existing eligibility system was outdated, relying primarily on manual, paper-based processes and data entry, taking up to 45 days to determine eligibility, delaying critical assistance to residents. The state needed to build a modern platform to streamline the eligibility process and scale its Colorado Benefits Management System (CBMS). With the launch of its new insurance marketplace looming, the State of Colorado mobilized quickly to replace its manual system with a modern online portal that would allow citizens to easily and quickly apply for welfare benefits online.

The State's web-based portal, PEAK, powered by Salesforce, provides a self-service delivery model for eligibility services, allowing constituents to apply for welfare benefits online, via mobile apps, and through portal-connected contact centers for medical, food, and cash assistance programs. Built in just six months, Colorado PEAK reduces manual, paper-based application processes, speeds eligibility screening, and delivers vital health care benefits to 2.5 million citizens. Currently the app attracts more than 200,000 logins per month, and successfully integrates with numerous legacy ERP systems. PEAK is dramatically improving operational efficiencies, increasing staff productivity, and accelerating the eligibility and enrollment process. Eligibility screening and approval processing was reduced from 45 days to real-time. The number of applications processed per month doubled with the same number of employees and budget. Citizens can access and manage their account and benefit information anytime. Salesforce driven contact centers give citizens additional methods of applying for benefits. Community-based organizations (like food pantries and nursing homes) can link to the portal, helping citizens access additional services and resources. The solution was extended to include a provider module whereby hospitals are provided with an automated method to help newborns receive benefit coverage. To see the State's current Salesforce solution, please visit: http://coloradopeak.force.com/.

The State continued down their transformation path with the goal to modernize the entire eligibility and enrollment environment and added full case management functionality for over 4,700 caseworkers. The fully modernized Colorado Benefits Management System went live in 2019. It incorporates Medicaid, SNAP, TANF, Children’s Basic Health Plan, and case management for work programs. Colorado, together with Salesforce and Deloitte, developed and deployed an incremental modernization strategy for this large, statewide system that included the addition of Salesforce applications for complex case management and legacy conversion to the Salesforce platform.

Colorado was grappling with rising caseloads combined with aging legacy issues - rising hardware and on-premise data center costs, meeting and maintaining Federal security requirements, increased release time for fixes and enhancements due to a large custom codebase, batch extending into primetime, limited mobile support, and overall system complexity that affected usability and caseworker training. The state moved away from the existing on-premise legacy system to a Salesforce solution, using configuration rather than custom code, driving more efficient business processes, reducing overall maintenance costs, and improving ease of use for caseworkers. The architecture also includes the MuleSoft integration engine that synchronizes Salesforce data with a backend database in real-time. The CBMS modernization effort achieved a 70% reduction in the code base, reduced 8 million lines of code into the configurable Salesforce platform, and migrated 450 million rows of data. Since the system went live in August 2019, the state has experienced reductions in application appeals and untimely application processing, decreases in client ID merges due to data entry errors, and improved user experience and satisfaction.

Colorado Health Care Policy and Financing focuses on delivering customer-centric health and human services: increasing access to

care, improving health outcomes, and containing health care costs. The department has six programs, including Health First Colorado (Colorado's Medicaid program) and Child Health Plan Plus, that together deliver on the mission "to improve healthcare access and outcomes for the people we serve while demonstrating sound stewardship of financial resources." As of August 2020, over 1.3 million Coloradans were enrolled in Health First Colorado and 73,000 enrolled in Child Health Plan Plus (CHP+). Other programs include home and community based services, dental programs, indigent care and other buy-in services.

HCPF used a federal grant to fund improvements to its contact center and invested in the cloud, re-platforming its contact center on Salesforce. The new system. launched in three months, enables agents to deliver better service faster, opens up new service channels, and supports the Department's vision of having a single platform that connects Medicaid clients and applicants, service providers, community partners, local government, larger public health programs, and more. Call-handling time was cut in half, going from an average of 12.5 minutes to 6 minutes. Call abandonment rate dropped from 54% to 12%. Tasks that once took hours were reduced to minutes, and tasks that once took minutes were reduced to seconds.

Colorado Department of Human Services, Adult Protective Services (APS) unit provides services to protect the elderly from abuse, neglect and exploitation in 64 counties in Colorado. Their complicated, mission-critical case management workflows go through various stages, from initial intake, through assessments and interviews, to the recommendation of additional services. Paper trails and filing cabinets were their methods to keep track of key client data. This data, including support systems of family, friends and doctors, was difficult to track, and made it difficult to track repeat offenders.

Despite an antiquated legacy system in place, most initial intake data was taken on paper, often not entered into the system appropriately, and its integrity was questionable and at risk. Because this intake data is typically taken over the phone, it was difficult to follow data collection protocol; data, including abuse information, alleged perpetrator information and client details, were hard to capture. When it came to employee training, it was virtually impossible to complete because of the lack of procedure.

The Salesforce solution increases the safety & well-being of at-risk adults by providing a comprehensive system that improves the productivity and visibility of caseworkers' cases. This mobile-friendly, mission-critical case management application provides the following benefits [as described by the client]:

* Flexible intake process & mobile assessment tool consolidates cases into a 360 view, eliminating paper systems
* Comprehensive relationship mapping easily tracks alleged perps & clients across multiple cases
* Robust functionality & support ensures the solution is customizable to meet regulatory and/or business requirements
* Powerful analytics & dashboards increases visibility into current caseloads and statuses
* Pre-configured solutions are built with best practices for speed to market and solid case management foundation.

The solution included customization for:

* Mobile access with pick lists to submit notes, photos and other critical case information from the field;
* Calculating safety scores to determine if case needs further evaluation;
* Required data fields and validation rules to ensure all essential data is entered, with toggling capabilities between tabs of important information;
* Designing web forms to enable the public to log cases on-line;
* Enabling staff to utilize Chatter functions to attach evidence during investigations;
* Alerts and alarms to notify staff when case timelines are due; and
* Designing custom reports and dashboards, to track effectiveness of implemented services.

Colorado Department of Human Services' "ReHire Colorado" program helps find work for veterans, people over the age of 50, and parents in the process of paying child support. The program uses five local service providers such as Goodwill Industries and Catholic Charities to provide employment and job skills training. Colorado used Salesforce Platform to automate manual processes for managing ReHire's funding, Clients and Service Providers. After an automated workflow process helps determine eligibility, Clients are assigned to Service Providers who login monthly to record participant employment status and record their Grant spending. The team's previous process used Excel and didn't accurately monitor Grant burn down or job placement success.

Maryland Health Benefit Exchange (MHBE) works to ensure that health coverage options are attainable for all residents. MHBE has deployed Salesforce Service Cloud and a Partner Community to assist their customers and partners with faster access to health insurance program assistance. Health coverage programs are often confusing and time consuming, but with the MHBE case management solution, Marylanders are obtaining answers, guidance and resources faster than ever before. The Salesforce Promise CRM 3.0 system replaces a legacy system with new and automated case management that has the ability to assign cases to some 24 different local Health Departments. This system also manages a large number of case types to include assisting customers with health coverage program eligibility criteria, program changes, detailed information on health coverage benefits, adding family members, and much more. Local Maryland Health Departments access their cases via a Partner Community and they quickly respond, review and resolve cases. The system automation and engagement of partner health organizations is providing MHBE the ability to deliver exceptional customer service, their #1 priority. MHBE leveraged their internal Change Management team and their Learning Management System (built on Salesforce) to provide communications, system documentation and application training to internal users. The success of this implementation has been well received by MHBE COO, Michele Eberele and CIO, Venkat Koshanam. This is their third successful implementation since March 2017. With their recent partnership with Maryland Department of Health (MDH) and their recent acquisition of Marketing Cloud, MHBE plans to expand their Salesforce footprint across the agency.

Covered California's mission is to "Increase the number of insured Californians, improve healthcare quality, lower costs, and reduce health disparities through an innovative, competitive marketplace that empowers consumers to choose the health plan and providers that give them the best value." Covered California was struggling with legacy systems and manual workarounds, which resulted in poor user experience. Enrollment and intake specialists were challenged with staying connected and accessing the information they need to help consumers navigate the healthcare enrollment process. A scalable, easy, open, compliant, and flexible solution was needed to bridge the gap and develop a modern, digital mission. Covered California is using Salesforce CRM to build a digital platform that empowers a highly mobile, highly specialized workforce with the info they need, right at their fingertips.

DC Department of Human Services, DC Health Benefit Exchange (DCHL) (Affordable Care Act) is using Salesforce for their Health Benefit Exchange (HBX) call center, complaint management, and information requests. DC initially started using Salesforce for support of their HBX and has recently expanded with more users to support a backup facility and their greater call center within the Department of Human Services. DC is using the Salesforce Community and Salesforce Knowledge components to share operational guides from the Salesforce knowledge base to the non-CRM users that are part of the Health Link process including DC employees, carriers, and brokers. To support DC Health Benefit Exchange DCHL case management requirements DCHL implemented Salesforce to enable DCHL to capture, process, and resolve citizen's applications, inquiries, and complaints. This allowed DCHL to serve the citizens of DC effectively and efficiently. DC quickly expanded this implementation to support case management in the centralized command center and Department of Human Services (DHS). Salesforce was deployed over geographically diverse Contact Centers and allowed DC to manage customer intake across multiple channels. The case management system allows DCHL to: Give employees a 360° view of the citizen including all related case, contact and communication data; Identify and track service level agreements, escalations and tasks to better serve each citizen; Store additional case related information in Word, PDF, Excel, emails, and other formats; Integrate with DC Government's Oracle Based Legacy Systems to validate eligibility criteria; Generate case closeout emails based on predefined/branded email templates; and Capture multiple types of cases and activities ranging from applications, inquiries, complaints to requests for information queries.

Q7

Respondent skipped this question

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**The following is also our answer to Q7**
Case Management	**Salesforce would defer to our ecosystem of certified consulting partners that directly implement projects to make recommendations on best practices for developing a roadmap for the delivery of the “customer-focused” bundled module.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Correspondence. Salesforce correspondence management allows government agencies to adhere to the appropriate laws and meet constituent expectations by capturing and organizing all types of correspondence. Our solution easily scales to support volume and to effectively communicate in real time regarding activities, payments, meetings, announcements, and more across all channels. Our solution features include:

- Capture and track incoming and outgoing correspondence and related communications electronically from initial receipt to final approval
- Configurable workflow to route correspondence sequentially and in parallel to ensure appropriate reviews and timely responses
- Visibility into the current status of all correspondence, including the current owner(s) and next steps
- Capture, store, index, and search document content, including PDF, Word, PowerPoint, Excel, rich text, XML, HTML, and plain test
- Full audit trail of all interactions with the correspondence stored in the system
- Mobile access, which improves productivity by enabling employees to review, respond, and approve anytime, anywhere on any device
- Dashboards and reports, which show organizational level status, with the ability to drill down into specific correspondence items.

Reports. Salesforce offers a real-time, robust reporting and analytics engine that enables deep analysis of all Salesforce data. Reports are lists, summaries, and analyses of your data, which you can display or print. They consist of a set of data that can be filtered and grouped, and displayed in a customizable graphical chart.

To help you monitor your organization, Salesforce offers a wide range of standard reports, accessible in standard report folders on the Reports tab. You can customize standard reports. You can also create new custom reports to access the exact information you need, which allows AHS to configure and produce reports for government agencies and compliance. Salesforce supports multiple report formats, each with varying degrees of functionality and complexity:

- Tabular reports are the simplest and fastest way to look at data. Similar to a spreadsheet, they consist simply of an ordered set of fields in columns, with each matching record listed in a row.
- Summary reports are similar to tabular reports, except that they also allow users to group rows of data, view subtotals, and create charts. They can be used in dashboards. Use this type for a report to show subtotals based on the value of a particular field or when you want to create a hierarchical list.
- Matrix reports summarize data in a grid. They can be used in dashboards. Use this type for comparing related totals, especially if you have large amounts of data to summarize and you need to compare values in several different fields, or you want to look at data by date and by product, person, or geography.
- Joined reports let you create multiple report blocks that provide different views of your data. Each block acts like a “sub-report,” with its own fields, columns, sorting, and filtering. A joined report can even contain data from different report types.

With custom report types, you can enable users to create reports from predefined standard and custom objects, object relationships, and standard and custom fields that you specify. Key benefits include:

- Real-time information for up-to-the-second insight
- A single solution for service insights
- Custom reporting so business users can quickly create their own reports
- Customizable dashboards so executives and managers can turn data into action
- Security controls to limit access to the appropriate users
- Integration with other corporate data for comprehensive business insight

Dashboards. A standard dashboard shows data from source reports as visual components, which can be charts, gauges, tables, metrics, or custom Visualforce pages. They provide a snapshot of key metrics and performance indicators. Each dashboard can have

up to 20 components. Administrators control access to dashboards by storing them in folders with certain visibility settings. Dashboard folders can be public, hidden, or restricted to groups, roles, or territories.

In addition to standard dashboards, AHS can leverage Tableau, an analytics system designed to analyze data not just from within Salesforce, but from across different sources, and be surfaced across AHS. Tableau's flexibility and a built-in array of graphical charts and displays will enable AHS to quickly build and deploy a variety of dashboards and analysis capabilities for virtually all envisioned use cases.

As the leading visual analysis software company, the Tableau solution has been built on the principles of ease of use for all knowledge workers; everyday users should not be encumbered by or limited by the capacity of the IT shop to develop and provide data analytics. As a result, business users are empowered to get answers to questions instantly through powerful, interactive visualizations of any data, on any device with the power of built-in Artificial Intelligence.

Tableau also includes a wide variety of optimized data connectors, making it the ideal choice for environments where multiple data sources are required to bring clarity to a given business problem. Tableau supports and works in conjunction with standard security mechanisms, assuring only those with appropriate access are capable of interacting with specific projects, dashboards, and reports.

With standard reports and dashboards and Tableau, AHS will gain powerful interactive visualization tools with a fast, fluid way to drill through data, discover compelling insights, share the right visuals, and take action directly at the point of insight.

Financial Management. Salesforce would like to further explore AHS' financial management requirements to ensure we align with the correct Salesforce product capabilities. We'd welcome the opportunity to conduct further discovery with the Agency on this topic.

Timeline. DDI services are available through Salesforce's extensive ecosystem of certified implementation partners. The Salesforce-certified implementation partner will provide the approach and timeline to support your implementation. This would be determined based on your final scope of work and requirements.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

Salesforce would defer to our ecosystem of certified partners to estimate the DDI costs for a Salesforce-based IE&E solution. As the software vendor, Salesforce has provided high-level information about our subscription-based pricing model below.

With a cloud-based service model, AHS would only pay for the cloud services that you need and purchase, unlike traditional software solutions in which all of the necessary hardware and software is purchased initially in the hopes that the solution will grow to use all of it. Salesforce's cloud services offer a tremendous amount of value in the sense that AHS doesn't have to procure hardware or software upfront that it might not use until the project is fully implemented later. Another significant differentiator is the flexibility in costing models that we can provide that account for surges in usage. This flexibility provides AHS with the absolute most value by not having to overbuy the solution from day one of implementation.

The Salesforce cost model is subscription based and varies by product. Most of our products are in a per user/month or user/year format billed annually. There are some products offered as total logins per month or by a defined number of members billed annually. We also have offerings that are offered by an edition representing a bundle of products.

The State of Vermont has an enterprise agreement with Carahsoft through NASPO for all Salesforce Technologies. The large investment by the Vermont Agency of Digital Services (ADS) allows for agencies to have equal pricing and shared economic benefits. For budgetary estimates and technologies available through the enterprise agreement, please reach out directly to VT ADS.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

We do not provide software that must be written to different hardware, operating system, and database platforms, or that depends upon a customer's unique systems environment. Rather, we have optimized our service to run on a specific database and operating system using the tools and platforms best suited to serve our customers. Performance, functional depth, and the usability of our service drive our technology decisions and product direction.

We built our service as a highly scalable, multi-tenant application written in Java and Oracle PL/SQL. We use commercially available hardware and a combination of proprietary and commercially available software, including database software from Oracle Corporation, to provide our service. The application server is custom-built and runs on a lightweight Java Servlet and Java Server Pages engine. We have custom-built core services such as database connection pooling and user session management tuned to our specific architecture and environment, allowing us to continue to scale our service. We have combined a stateless environment, in which a user is not bound to a single server but can be routed in the most optimal way to any number of servers, with an advanced data caching layer. Our customers can access the service through any Web browser.

Salesforce’s extensive ecosystem of certified implementation partners may bring additional tools or assets based on their experience and history of implementing similar IE&E solutions across the country. These tools will vary by partner.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Salesforce provides a single enterprise platform that delivers multiple services and enables state Health & Human Service agencies to rapidly configure solutions specifically tailored to your mission and requirements. Salesforce solutions free data from legacy systems, empower customers, and connect organizations, and employees to administer services in powerful new ways. The Salesforce Platform is the lowest risk and fastest way to securely build, connect, optimize, and deploy every kind of app tailored for any type of use case. The key advantages of Salesforce solutions include:

*Enterprise Cloud Platform. *State Medicaid agencies can optimize mission activities by managing all interactions and data through a Customer Engagement Platform. Salesforce built and maintains a multi-tenant application architecture that has been designed to enable the Salesforce service to scale securely, reliably and cost-effectively. Salesforce's multi-tenant cloud solutions provide a single, shared infrastructure, one code base, one platform that is all centrally managed, with platform-based Application Programming Interfaces (APIs) to support all integration traffic, and (3) three major release upgrades a year included as part of the subscription service at no additional cost. The Salesforce Platform offers a core set of technologies that not only power the Salesforce Software as a Service (SaaS) and high-productivity application Platform as a Service (PaaS) products, but also allows organizations to build and rapidly deploy custom apps with just a few clicks all from a single canvas, connecting data from any system, and managing it from anywhere on any desktop and mobile device.

Secure, Private, Scalable, and Reliable. The Salesforce service has been designed to provide customers with 100% trusted privacy with the highest levels of performance, reliability and security. Salesforce has built, and continues to invest in a comprehensive security infrastructure, including firewalls, intrusion detection systems, and encryption for transmissions over the Internet, which Salesforce monitors and tests on a regular basis. Salesforce built and maintains a multi-tenant application architecture that has been designed to enable the Salesforce service to scale securely, reliably and cost-effectively. The Salesforce multi-tenant application architecture maintains the integrity and separation of customer data while still permitting all customers to use the same application functionality simultaneously. With multi-tenancy, all Salesforce customers run their applications on a common infrastructure. This means that every customer is always on the latest release of Salesforce applications, and has access to the latest technology. Multi-tenancy means that it is easier to scale new users and applications. With multi-tenancy, customers don't have to worry about managing infrastructure.

FedRAMP Certified SaaS/PaaS At the Highest Level. One of the reasons for Salesforce's success in government is their investment in delivering a secure Cloud experience. The service has been designed to provide Salesforce customers with privacy and high levels of performance, reliability, and security. Salesforce cloud-based solutions, Software as a Service (SaaS) and Platform as a Service (PaaS), are FedRAMP certified at the High Impact level to provide AHS with the assurance that your data is secure. Focusing on a cloud-based application platform allows you to minimize internal administration, while providing organizational agility, speed-to-value, and ease-of-use for a broad range of stakeholders.

* *
Collaboration is Embedded into all Aspects of the Solution. Collaboration is critical to organizational effectiveness and productivity. Salesforce provides numerous standard collaboration capabilities that are embedded into the fabric of how users work within the system with a complete record of activity. This includes unstructured communications, reports, dashboards, triggered alerts, document management, universal search, knowledge management, mobility and much more.

*Rapid App Development Using the Salesforce Platform**.* The Salesforce Platform allows customers to build apps fast with just a few clicks, designed for desktop and mobile devices, all from a single canvas, including pre-built AppExchange solutions. To help IT deliver apps faster, the Salesforce Platform offers a simple yet powerful set of declarative, point-and-click tools that anyone can use to achieve business goals at lightning speed. Without writing code, developers and business users alike can quickly and easily create custom apps on the Salesforce Platform with complex business logic and beautiful user interfaces designed specific to every screen. Salesforce Lightning Builder tools allow your organization to work in alignment with agile development methodologies as IT meets

business demands faster.

*Accelerated Time to Value**.* The Salesforce service can be deployed rapidly since customers do not have to spend time procuring, installing or maintaining the servers, storage, networking equipment, security products, or other infrastructure hardware and software necessary. Salesforce's trusted cloud platform offers customers 63% more new features per year generating an average of $5.7 million in new revenue per year. Additionally, customers are able to develop entirely new applications with greater frequency (111% more applications) and user adoption (a 95% increase).

*Lower Total Cost of Ownership and Dramatic Return on Investment (ROI)**.* Salesforce enables customers to achieve significant up-front savings relative to the traditional enterprise software model. Customers benefit from the predictability of their future costs since they generally pay for the service on a per subscriber basis for the term of the subscription contract. Because Salesforce deploys all updates on Salesforce servers, new features and functionality automatically become part of the Salesforce service (on the update release date) and therefore benefit all Salesforce customers immediately.

Independent studies conducted by leading Industry Analysts such as Gartner, Forrester and IDC (International Data Corporation) show the cost effectiveness and the large ROI potential of the Salesforce Platform. In IDC's study published in October 2020, the following key Business Value results were cited:

* 508% five-year ROI
* 6 months to payback
* 56% more productive application development teams
* 2x more applications released annually
* 68% reduction in application development lifecycle
* 63% more new features released per year
* $5.7 million additional new revenue generated per year
* 89% reduced unplanned downtime
* 63% more efficient application management teams

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

Government technology organizations are universally challenged by the following question: How might we establish an enterprise technology platform and drive long-term digital transformation within our Agency across solutions and vendors? Salesforce recommends establishing an Agile Delivery Organization to own the enterprise solution, define transformation projects, and deliver digital capabilities over time. Today, Government organizations often call this team the Digital Services Center (DSC) or Digital Transformation Center (DTC). The following attributes can act as a checklist to establish your enterprise MES implementation and drive real digital transformation programs within your organization.

Assign Digital Leadership Core. Transformation does not happen without effective leadership, and it will not deliver impact organization-wide if the technology team is not ready to proactively engage and evangelize with mission owners.

1. Identify a government trailblazer ready to lead the Digital Transformation Center.
2. Dedicate or detail a team of 3-5 Government trailblazers and select a qualified system integrator partner (s).

Document Your Digital Transformation Strategy. Having ambitions to move from analog to digital services is necessary, but without a realistic approach to get there, it's hard to ensure progress. An effective strategy focuses on a compelling mission event and focuses on the organization's employees, partners, or citizens / customers.

1. Document a Transformation Vision and Plan in 2-3 weeks that focuses on leveraging technology capabilities to transform services for your Agency's most important stakeholder(s).
2. Align to a major strategic imperative, executive order, legislative or compliance requirement to accelerate the demand for digital engagement capabilities.

Drive Continuous Platform Compliance. A traditional approach to compliance can inhibit timely delivery of needed mission functionality by requiring redundant security and project reviews. Work towards continuous compliance by utilizing embedded platform controls and integrated DevSecOps practices aligned to regulations, policies and standards.

1. Establish security controls and focus more time on data security and access controls.
2. Build out technical, security and cloud SaaS policies to enable compliance while delivering digital transformation projects.

Build an Agile Delivery Model. With the other ingredients in place, a new iterative and Agile delivery model can take root and accelerate delivery of compliant capabilities. Many government trailblazers call this the Digital Transformation Center to focus on outcomes rather than methodologies.

1. Establish an Agile application factory within the Digital Transformation Center to build MVPs.
2. Assign program, business, and technical architects who help encourage re-use and standards.
3. Continuously match a product backlog of unique digital engagement needs across mission components with solution capabilities.

This high-level checklist is based on past experience and best practices with other large, complex agencies going through a similar cross-vendor and program transformation process. Salesforce would welcome the opportunity to work with our Global Government Digital Strategy team to evaluate AHS' delivery strategy.

In addition to establishing an Agile Delivery Organization, Salesforce recommends AHS consider requiring agency ownership of the enabling technology solution agreement and data rights from the outset of the project. For example, AHS should decouple the Salesforce Software as a Service (SaaS) and Platform as a Service (PaaS) solution licensing from the System Integration provider's implementation services, and form two separate agreements, rather than acquire both at the same time as a single contract award. This gives AHS the greatest flexibility and value and allows you to pre-select the right solution provider and the right system integrator.

By separating the SaaS/PaaS licensing agreement from the integrator services agreement, the agency would have a stronger choice over the technology platforms that would ultimately form the foundation of your solution and prevent lock-in with the System Integrator service provider. For instance, if AHS made an award to a System Integrator provider for both SaaS/PaaS licensing and implementation services for a base year, plus four one year option periods, AHS would be in an agreement with the System Integrator for potentially five years. Whereas, if the licensing agreement was separate, and the implementation services were completed in the first year of the contract, AHS would then only need to maintain the relationship with the provider of the licensing agreement. AHS would also have the flexibility to change implementation service providers as your needs may dictate, keeping your SaaS/PaaS solution intact as you transition from one System Integration service provider to another.

The agency should procure licensing for the Salesforce platform and then procure the system integrator. This helps the agency control of the project cost and facilitates the agency’s ability to evaluate system integrators using a uniform system.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Salesforce would defer to our ecosystem of certified partners that directly implement projects to make recommendations on best practices for internal management of cross-module integration/interoperability.

That said, Salesforce often encourages SIs to partner with Salesforce Professional Services to ensure that both the implementor and clients have additional resources to drive the success of large critical projects.

Salesforce Professional Services, along with our network of trusted implementation partners, are here to help you accelerate time to value on Salesforce for your most ambitious visions all the way to achieving value with trusted Salesforce advisors by your side every step of the way. The Salesforce Professional Services team has unrivaled Salesforce expertise and supports our customers globally - this is backed by learnings from 20+ years of experience and 150k + customers. When you work with Salesforce Professional Services, every customer gets:

* *End-to-End Accountability.* We are laser-focused on achieving your ambitious outcomes on Salesforce.
* *Unrivaled Salesforce Expertise.* We’re focused on sharing our 23+ years of product best practices so that you can skill up your team on Salesforce, confidently build on our evolving platform, and drive a sustainable roadmap and outcomes.
* *Direct Access to Innovation. ** *When you work with our Professional Services team, you’re accessing the full power of Salesforce.

This means faster outcomes, faster go-lives, and faster innovation for our clients.

To Summarize:

* Together, Salesforce Professional Services and Salesforce Partners elevate the customer experience and help customers accelerate their speed to value with the world’s most comprehensive Success Ecosystem.
* Partners bring the scale, best-fit solutions and support our customers no matter where they live
* Together, we demonstrate our shared commitment to our customer’s success.

Lastly, Salesforce contracted with Forrester Consulting to conduct a Total Economic Impact of Salesforce Professional Services study. Forrester surveyed 200 decision-makers and interviewed 13 decision-makers, all of whom have worked with Salesforce Professional Services. The study aimed to define and quantify the value and ROI companies may realize by working with Salesforce Professional Services. Key insights from the study included 229% 3-year ROI, 35% faster implementations, 30% faster innovation adoption and a 50% increase in project success. Separately, we’ve observed an average +17% NPS when Salesforce Professional Services collaborate with trusted implementation partners.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

It will be critical that all of the agencies involved in this modernization understand the broader vision and agree on the pathway to incrementally achieve that vision as a way to build governance, lower risk and achieve better long term outcomes. Salesforce customers have access to no cost Digital Transformation services that can produce platform pathway considerations to guide the configuration of additional solutions and accelerate enterprise adoption. Salesforce would welcome the opportunity to work with our Global Government Digital Strategy team to evaluate your stakeholder groups - including clients, employees, and other parties - to assess their challenges and objectives in dealing with AHS. The Digital Strategy team would work with the Department to assess your technology footprint and target areas ripe for short, mid, and long-term transformation and assist AHS in prioritizing these opportunities against your goals and objectives. The result is a comprehensive Digital Transformation Plan tailored for AHS.

Furthermore, we would also suggest that AHS incorporate, at a minimum, the following solution requirements in its RFP to help ensure your success and to ensure that AHS is provided with a robust, reliable, and easily configurable solution.

* Solution has open APIs that allow seamless integration with legacy applications, third-party solutions, or an external cloud-based service.
* To evaluate the total cost of ownership of your offering, please include the cost to maintain the proposed solution at the current release or one release behind the current version for the duration of the contract and for option years.
* Cloud Platform SaaS products are natively integrated with no special integration required to connect or sync data.
* Solution is mobile enabled out of the box on any device (no custom coding or programming required).
* Multiple major release updates a year are included in the subscription service without any re-configuration, customization, or costs.
* Access to an online application library of pre-built apps that can be added on demand with clicks and not code.
* Solution has built-in as well as on demand, interactive training curriculum and modules.
* Declarative platform includes ability to expand existing application functionality as well as develop additional apps with point and click tools.
* Solution is accessible through a web browser with no software to download or hardware to install.
* Provides a social, collaborative enterprise platform supporting portals and multiple communities.
* Ability to monitor overall cloud system performance and security online.
* Single click deployments from Sandbox to production and auto refresh are standard capabilities.
* Solution provides search results across the entire platform, on any device.
* Collaboration capability is native across the Cloud Platform and provides collaboration in context of accounts, contacts, cases, etc.
* Solution User Interface is componentized enabling elements on pages to be composed into custom applications.
* Provides rapid application development (RAD) features for development, deployment and execution in the Cloud that minimizes the use of resources and coding. Solution supports declarative, model-driven design and one-step deployment.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

MuleSoft suggests integrating with an API-Led Connectivity approach. API-led connectivity is a methodical way to connect data to applications through reusable and purposeful APIs. With this approach, APIs are designed and productized for a specific purpose and play one of these roles within specific API layers: unlocking data from systems (System APIs), composing data into processes (Process APIs), or delivering an experience (Experience APIs).

The APIs must be reusable and discoverable by the rest of the organization. By building and organizing your APIs this way, and then making them discoverable and available for the business to self-serve, API-led connectivity can make business composable—allowing teams throughout the business to compose, recompose, and adapt these APIs to address the changing needs of the business.

If your organization has a project that requires the use of an IBM Mainframe, for example, a reusable API that exposes the information contained in that database means that it is accessible to anyone who needs to use it, without waiting for IT to create a custom-coded point-to-point connection. As a result, projects requiring that information can be completed much faster simply by utilizing that API.

By exposing systems through APIs, and composing or re-composing them, teams can create an API infrastructure that enables plugging data, applications, and systems (e.g. Salesforce, Facebook, and other modern apps) more easily to API-led legacy systems. This makes retiring or modernizing systems much easier.

With this API infrastructure, known as an application network, old legacy systems can be extended through APIs and new systems can be plugged into the network as easily as plugging in a printer. With an API-led connectivity, organizations can better realize their business initiatives—whether it is building a mobile app or improving the state Medicaid experience.
With Anypoint API Community Manager, you can build and operate communities around your APIs for developers and partners, both inside and outside of your organization, who write applications that use your APIs.

API Community Manager is powered by _Salesforce Experience Cloud_ (https://www.salesforce.com/products/experience-cloud/overview/) and provides customization, branding, marketing, and engagement capabilities to serve the different needs of your developer audiences. Use API Community Manager for a rich presentation of APIs cataloged in _Anypoint Exchange_ (https://docs.mulesoft.com/exchange/), and to manage client applications, API access credentials, and consumption metrics.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

Depending on AHS's final scope of work, in order for us to efficiently price an appropriate solution, the following is an example of the information we would need:

* Total number of internal full-use users. They are users accessing the core system for a variety of tasks and need full create, update, and delete (CRUD) capabilities.
* Total number of external users. These would be your general Agency-wide community of users submitting and tracking cases, performing self-service tasks, accessing knowledge articles and collaborating with internal Agency users.
* Total number of knowledge article content writers/creators. These would most likely be a small population of users that are designated to create and maintain the enterprise knowledge base (e.g. FAQ's).
* Target systems and key business processes for integration. Outline the potential types and methods available for integration, such as available API's. Depending on the source system the methods for integration may vary. Provide as much summary detail as possible on the what, how, and expected types of data exchange that may be required. Indicate if AHS utilizes any middleware or ETL standards.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

While Salesforce would defer to our ecosystem of certified partners that directly implement projects to make recommendations on best practices for planning and governance, we would encourage the state to include Salesforce products and industry SMEs in these processes so that we can contribute our expertise to ensure project success.

#19

COMPLETE

Collector: Web Link 1 (Web Link)
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Page 1: Introduction

Q1

Please enter your organization's contact details

Name	**Justin Acord**
Company	**Cogent Infotech Corporation**
Email Address	**Govt-Bids@cogentinfo.com**
Phone Number	**412-889-7700**

Q2

How does your product meet the high-level needs outlined above?

Our endeavor has always been to provide services with exceptional standards, however, in support of this endeavor Cogent is proposing to partner with a Sub-Contractor and provide a product that exceeds the standards of State of Vermont, Agency of Human Services

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Our proposed system will be designed to provide interoperability and cross-platform functionality to enable functioning as fully modular system

Q4

How do the elements/features of your product exemplify user centered design?

Our aim has always been to address all the pain points of the agency/client we are working with. At the outset of any design we always keep the audience of the product/solution into consideration and have alsways delivered services with an "ease of use" design.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

Out of the box: 30%
Configurable: 40%
Customized: 30%

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Not as of now, however, held several deliberations with stakeholders and are constantly searching to assist

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**12**
Case Management	**8**
Rules Engine	**9**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**1**
Case Management	**3**
Rules Engine	**2**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Not as an inbuilt function however can be added on request

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

Cogent cannot estimate the cost due to the nature of involvement of multiple labor categories in this project

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Examining online platforms

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Our solution will be a customer-centric, holistic and comprehensive solution that will imbibe 100% of the core functionalities of any IE&E Solution, yet will be completely bespoke

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

Our vision is to partner with any/multiple vendor(s) to enable efficient, effective, complete build and delivery of the solution

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

No experience yet

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Cogent anticipates multiple challenges,we are passionate to support the State of Vermont and overcome any challenges, however, with the assistance of the State in terms of Expert Level intervention, it will seriously improve the SLA.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

Cogent has not come across any such challenges

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

The overall description of the proposed system, tools, estimated period of performance, exact labor categories, budget,compliance clauses at the stage of releasing the RFP/RFQ

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

vision, governance model, objectives, policy definitions, SME availability, etc.)

#20

COMPLETE

Collector:	Web Link 1 (Web Link)
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Page 1: Introduction

Q1

Please enter your organization's contact details

Name	**Mike Miller, Vice President, Business Development**
Company	**OptumInsight, Inc.**
Email Address	**mike.miller@optum.com**
Phone Number	**(508) 308-2085**

Q2

How does your product meet the high-level needs outlined above?

Optum understands that Vermont is looking for an easier, more consistent user experience and a modern, modularized Integrated Eligibility and Enrollment solution. At the same time, as an eligibility and enrollment partner to several states, including Vermont since 2014, we understand the need to innovate and transform digitally without significant cost, effort, and disruption. Optum's approach to evolution and modernization of existing eligibility systems to achieve modern, modular, integrated solution aligns with Vermont's vision and business goals. Based on our experience and knowledge of Vermont's priorities, we recommend:
> Evaluating existing IE technologies, common portal, and shared services prioritization
> Focusing on reusability of existing capabilities by integrating existing components and enterprise investments to accelerate development velocity
> Confirming the technical and business teams supporting modernization consistently map business functionalities to technical components to maintain quality and focus on end-user optimization
> Externalization of eligibility and enrollment business rules in a business rules engine
> Decoupling the back end of legacy eligibility systems from the front end, allowing Vermont to move more quickly to a "unified front end" while mitigating disruption and optimizing reuse of existing investments
With this approach, Vermont will be positioned to create a "single front door" for users to access health and human services programs, while allowing state users to have an enterprise-wide view of eligibly to each state program. By taking this incremental modernization approach, Vermont can achieve their high priority IE solution goals sooner without disrupting existing operations and without having to take a "big bang" approach that would be risky, costly, and highly disruptive to the state and consumers.
Optum has delivered Case Management, a Customer Portal, and a Rules Engine modules, as well as additional eligibility and enrollment modules that support state IE&E systems. Our eligibility and enrollment solution components are built to enable an enterprise-wide view of the multiple programs your members need and creates a "single front door" for them to enter. Our expertise and experience with Health and Human Services (HHS) data and programs enable us to integrate your systems to provide a seamless eligibility experience for clients and cross-agency visibility to your staff. Our approach scales to demand, enhancing cost-effectiveness and efficiency.
Optum has been a pioneer working with CMS and states supporting modularity and highlighting the many benefits modularity can offer. Our investments in areas of integrated eligibility are exemplified in our suite of offerings that enable states to acquire components most suitable to achieve their desired outcomes. Our components are sized appropriately to drive immediate business value and minimize risk.
Our modular eligibility and enrollment solution components are focused on providing an efficient and trustworthy experience. Our approach is scalable, allowing programs to be added when needed. Modules include:
> Customer Portal Module
> Case Management Module
> Rules Engine Module
> Business Services (a set of micro-services)
> Financial Management including Accounts Payable, Accounts Receivable, and General Ledger
> Data Services, Reporting, and Analytics Module
Our goal is to deliver a consistent customer experience and consistent system behavior across multiple components, regardless of the module being used. Our solution combines benefit applications and case management for multiple benefits, reducing the effort and enhancing the experience of members and state workers. Optum uses a flexible and versatile integration layer that provides the ability to seamlessly integrate with existing modules for phased rollout or long-term integration.
Our approach to modular components allows our clients to overcome limitations of custom-developed solutions currently serving the IE&E market. Our solution isolates components into modules that can be maximized for reuse across the enterprise allowing business and technical teams to focus on outcomes. We orchestrate these results by providing multiple, pre-configured, secure integration points. This provides flexibility, multi program capabilities, and increased self-service function opportunities. An interconnected system will also provide the ability for improved reporting and analytics, promoting data driven business decisions supporting your programs.
Our solution components come with a high degree of automation for business processes. We support automated case processing, automated renewal processes, and automated verification with different state and federal agencies based on your business needs. We also include automated task processing as well as an automated alerts escalation method. Our solution is designed such that it can be

customized to integrate and support a State based Marketplace or the Federal Facilitated Marketplace.
Optum's Common User Portal is a feature of our solution. The key component that differentiates us from our competitors is the Business Services (i.e., microservices) we have developed that tie into the legacy systems to allow for modernization without disruption. This Portal works as a unique entry point for case workers across the state regardless of the department where they are employed. The Common User Portal integrates the Integrated Eligibility, Child Welfare, and Child Support workers. Workers are routed to their respective Worker Portal based on the roles to which they are aligned. This module is used for scheduling single or group appointments. This is also enabled for scheduling interviews for Medicaid, Child Support, SNAP, TANF, and Providers. The search feature allows a case worker to see if the individual is known to any of the integrating systems prior to registering an application. This works by pulling data from a Master Client Index. These modules are highly configurable and can be adjusted to support the State's business needs.
This portal supports Case Management processes including generation of Notices, Reports, and Tasks. It integrates with the market leading rules engines like IBM ODM, Corticon, Red Hat, or Oracle OPA. We have rules developed and customized based on these rules engines. We also offer a complete solution for Benefit Issuance and Benefit Recovery along with a Financial Management module which maintains the Accounts Payable, Accounts Receivable, and General Ledger processes. Our Integrated Eligibility solution supports application submission through various mediums not limited to Customer Portal, fax, phone, IVR, and mobile based applications. Additional medium support can be integrated based on the State's requirement.
The Optum Common User Portal module supports two models of case processing: Case Ownership model and Task-based Ownership model. The Case Ownership model is basically having one single owner for the case. In the Task based model, the life cycle of the case is divided into several queues. Work gets assigned to workers of these queues based on the assignment rules defined by the State's requirement. This usually shortens the case processing timelines. This product can be configured to best fit your needs.
At a higher level, our solution combines COTS components with a centrally hosted SaaS delivery model. Modularity is achieved through the interoperability services enabled by our integration layer. This approach provides the following benefits:
> Reduced Implementation Risk and Cost
- Leverages commercial solutions proven and widely accepted in the marketplace
- Uses service-oriented COTS products and a Hybrid Agile implementation approach which reduces the demand for state resources
- Provides a focus on testing throughout implementation as opposed to a single testing phase
- Delivers improved staff training; State workers learn the system's capabilities as it is deployed in phases, rather than in a single phase following overall deployment common in traditional implementations
> Flexibility through Integration Services
- Our integration layer provides the flexibility to interoperate and modernize over time while providing the option to consider reuse of existing capabilities
- A modular approach supports the interchange of components without jeopardizing the integrity of the overall solution
- The modular design of the solution allows you to predictably adapt to regulatory and other changes without major disruption and expense

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Yes. We accomplish shared use through use of open interfaces and exposed application programming interfaces (APIs), separation of business rules from core programming, and the availability of business rules in both human and machine-readable formats. Our solution integrates with state, federal, and third-party interfaces. The aim of our solution is to reduce the paper-based document verification processes through electronic means. Our goal is to improve program administration and automation to help reduce administrative burden.
The Optum solution enables data sharing across the modules and solutions using industry standard design principles, technologies, and protocols. Sharing data and information across the whole solution is made possible by using integration techniques, such as Web services, queuing, and file transfer through the integration layer. This is regardless of whether a module sits within a state data center on the mainframe or distributed system, in a private cloud, in a public cloud, or across agency programs.
Our broad integration ability uses implementation-specific adapters or service proxies that communicate with the primary IE modules. Each service proxy exists between a modern or legacy enterprise system and standard services supporting an industry-specific data format and transaction technology.
The Optum solution uses modern data sharing techniques. These include Representational State Transfer (REST) or Simple Object Access Protocol (SOAP)-based Web services that minimize reliance on batch processing. This allows our clients to modernize over time and leverage existing module technology or incorporate Optum's modules as needed.
Our solution supports industry standards for data exchange and interoperability that includes Fast Healthcare Interoperability Resources (FHIR), JavaScript Object Notation (JSON), Extensible Markup Language (XML), REST, Secure File Transfer Protocol (SFTP), and many others.

Q4

How do the elements/features of your product exemplify user centered design?

Optum prioritizes a high-quality user experience by focusing on human-centered design in our product and software development process, driving user adoption and engagement. We perform this through comprehensive user research, analysis and synthesis, interaction design, and usability testing to create products that are functional and easy to use. Our human-centered design approach assesses end-to-end processes to create seamless and elegant user experiences.
Usability is central to our product development approach. Key features of usability in our product include ease in finding key information, page flow, print layouts, response time, and ability to complete tasks. We also leverage a holistic user journey process to identify, understand, and optimize each touchpoint within the user experience. These features provide the following benefits to the end user and the State:
> Improves the customer experience
> Aligns with business process needs
> Provides important inputs for development and quality assurance activities
> Allows for easier end user adoption and training
We invest in improving the user experience based on human-centered design techniques. Our investment includes a team of more than 160 Optum UI/UX experts specializing in design, user research, accessibility, and UI development, including specialized product development services and research techniques. This team of UI/UX experts is intentionally separate and distinct from our product development team, so that the design of our solutions can continuously be evaluated independently and keep up with industry-leading innovation and design. Our User Experience Design Studio (UXDS) delivers UX design solutions that are tightly coupled with our SDLC and Agile operating best practices.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

While our IE&E solution and its modular components were designed and built with many "out of the box" features and functions, we have also taken measures to allow for configurations and modifications based on your specific State requirements. We allow our product to be configured for branding, UI page and screen flow, eligibility determination rules, role-based access, notice/letter authoring, external service integration, and many other various business rules.
The Optum solution includes out of the box features that cross the three main bundles included in the RFI: Case Management, Customer Portal, and Rules Engine. Depending on specific State requirements, 50 percent of the requirements should be met out of the box through our COTS approach and Module accelerators (i.e., Portal, BRE, Business Services). Another 25 percent of the requirements will likely be met through configuration since our solution is flexible and configurable. This leaves approximately up to 25 percent that may be customized based on state specific requirements. We encourage the State to consider minimizing potential customization through a prioritization process based on business outcome. Minimizing unnecessary custom development will help drive efficiencies, standardize processes, and reduce overall cost of modernization.
Out of the box business functions, which can be configured, modified, extended, and/or replaced by Vermont’s specific requirements include:
> Customer Portal Module
- Prescreening
- Application intake
- Change in circumstance
- Renewal/Recertification/Redetermination
> Case Management Module
- Application Intake
- Change in Circumstance (Includes Add Person, Withdraw, Closure and Add Program)
- Renewal/Recertification/Redetermination
- Appeals and grievances
- Notices and Document Upload
- Task Management Flow
- Automated Verification through different interfaces
> Rules Engine Module
- Eligibility determination
- Eligibility Override
> Benefit Issuance and Benefit Recovery Module
- Issuance (Daily and Monthly)
- Claims
- Overpayments
- Penalties
> Financial Management including Accounts Payable, Accounts Receivable, and General Ledger
- Financial management
> Data Services, Reporting, and Analytics Module
- Federal Reports like CMS, FNS mandated reports
- State agency specific reports
- Ad-hoc Reports
The benefit of our modular approach allows the State the flexibility to modernize over time and does not require a big bang approach.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Yes. The Optum IE&E solution is modular in nature which allowed us to deliver components in a phased approach for the state of West Virginia. The first phase of delivery was our common customer facing portal which was put into production for West Virginia in 2019. The customer portal leveraged a user centric design approach providing end users with a common front door and seamless experience. The module has been integrated with the state's legacy case-management and eligibility determination system. The customer portal is one of its kind in the industry that has integrated the application intake for Child Welfare and Child Support programs along with Health Care (Medicaid and WVCHIP), Medicare Premium Assistance, SNAP, Incomplete SNAP, Emergency Assistance, and School Clothing Allowance.
The modular rollout of Optum's Child Welfare, Child Support, Case Management, Eligibility Determination, Financial Management, Provider Management, and Reporting are in progress with the target completion of the third quarter of 2023. As part of this effort, Optum is also rolling out single sign on and administrative capabilities to provide a seamless experience to the State of West Virginia. Optum's implementation approach is completely modular and non-disruptive.
We are also modernizing the Commonwealth of Massachusetts HIX/IES platform by decoupling the application's front-end from the backend, externalizing business rules, and supporting major functional components to modularize, leveraging enterprise capabilities such as common noticing.

THE FOLLOWING IS ADDITIONAL DETAIL FOR Q7
For the Customer Portal Box of the Survey Monkey form:
Optum recommends evolution through modernizing over time versus a revolutionary big bang approach. Our integration layer allows us to couple the various components loosely but seamlessly into a stable, flexible, and resilient solution. The use of our integration layer does not preclude the use of an Enterprise Service Bus (ESB) with any other parties. In fact, it works to your advantage, connecting ESBs to one another rather than having application components connect and communicate directly. By their nature, ESBs promote the interoperability CMS and others are seeking to advance across the HHS enterprise. In addition, ESBs encourage modular components. By connecting COTS components through the integration layer, we have achieved compliance with modularity and interoperability principles through ground-up design.
This greatly reduces the implementation risk and allows you to prioritize implementation into logical groups. Training for state workers and other stakeholders is also presented in a phased approach, which leads to a much more successful user adoption of the new solution and is less disruptive to day-to-day operations

Customer Portal: We will integrate the new Customer Portal with the legacy case management system. Customers can start using the newly implemented Client Portal for Application submission for New Intake, Change of Circumstances, and Renewals. State benefits will be available on the new Customer Portal from the get-go. State benefits include - Reach Up (TANF), 3SquaresVT (SNAP), Medicaid, Medicaid for ABD, Essential Person (EP), Fuel Assistance (LIHEAP), and General Assistance (GA)/Emergency Assistance (EA).
Common User Portal: This will be implemented along with the Client Portal and will be integrated with various legacy state applications.
Usual implementation timeline for this will be Month 1 – Month 11

For the Case Management Box of the Survey Monkey form:
Case Management along with Rules Engine will be implemented in terms of Programs. Screens and functionalities specific to the respective benefit program will get implemented based on the state's priority. We recommend implementation in the following phased approach:
Phase 1: MAGI Program
Phase 2: 3Squares VT(SNAP), Reach Up (TANF), Medicaid for ABD (All Non-MAGI), Essential Person
Phase 3: LIHEAP, General Assistance (GA)/Emergency Assistance (EA)
As we start working on Phase 1, screens specific to MAGI programs will be captured by the Case Management screens, for example Individual Information, Demographics, Tax Information, Non- Financial, Financial Data, and Expense data. Assets/Resources will be

taken up in the later Phases as assets are not being used for MAGI evaluation. Once the case management screens are built, the data captured will be sent to the rules engine to evaluate for MAGI eligibility.
The overall implementation timeline for Phase 1 will be Month 12 to Month 24
As part of the Phase 2 implementation, new fields specific to 3Squares VT(SNAP), Reach Up (TANF), Medicaid for ABD (All Non-MAGI), and Essential Person programs will be added to existing screens. The Assets/Resources module will be introduced in this Phase 2 as this data will be required by eligibility to evaluate the benefits for the Phase 2 programs.
The overall implementation timeline for Phase 2 will be Month 25 to Month 40
Phase 3 will add/update fields to the Phase 2 flow to make it specific for LIHEAP and General Assistance (GA)/Emergency Assistance (EA). Additional screens will be added as per the need.
The overall implementation timeline for Phase 3 will be Month 41 to Month 48
As part of the JAD sessions, Optum's BA team will work with the State's Policy team to define/finalize the common data types used by the program types. Some common data types will be types of income used, for example are earned, unearned, and self-employment. We understand how different programs consider some types of income as earned while others count them as unearned. We will use these JADs sessions to resolve the ambiguity.

For the Rules Engine Box of the Survey Monkey form:
The rules engine will be developed in parallel with the Case Management module. As Case Management is divided into Phases, the rules engine development will follow the same order of implementation.
With Phase 1, the eligibility rules for MAGI will be developed and implemented. Phase 2 will follow, where the eligibility rules for 3Squares VT (SNAP), Reach Up (TANF), Medicaid for ABD (All Non-MAGI), and Essential Person programs will be developed and implemented. As part of the last phase, the rules engine will be upgraded to include the rules for LIHEAP and General Assistance (GA)/Emergency Assistance (EA) programs.
The timeline for this implementation will be the same as explained as part of the Case Management module.
The overall DDI timeline outlined here is dependent on the State of Vermont's business requirements and level of configuration needed. Optum works closely with states to develop timelines that meet our clients' needs and confirms the solution will meet high quality standards. Consider IE&E modernization as a multi-year endeavor with each major modular component taking up to one year to implement. Module modernization can happen in parallel with each other and modernization should be considered a continual process.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**12**
Case Management	**12**
Rules Engine	**18**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**The customer portal is proposed to be implemented in Phase 1. This will have the following functionalities for Vermont programs: - Benefit Screening - Apply for Benefit (New Application) - Change of Circumstances - Renewal/Recertification - Electronic Notices**
Case Management	**Case Management will be implemented in Phase 1 through Phase 3. It will be developed with the programs being implemented in the corresponding phase. Modules/functionalities which will be developed along with the case management solution include: - Data Collection screens (Demographics, Individual information, Financial, Resources, Non-Financial) - Case Modes (Intake, Change of Circumstances, Renewal) - Admin Module (User creation and Access Related) - Caseload Management (Case Assignment and Distribution of Caseload) - Work Module (SNAP and TANF referral for works) - Eligibility Screens (Pre-Eligibility and Post Eligibility Screens) - Benefit Issuance and Benefit Recovery - Task Management - Batches These modules will be enhanced, and new functionalities will be added with each phase to support the programs being implemented.**
Rules Engine	**Eligibility rules for each of the programs will be defined here. Overall rules are classified into the following types for most of the programs: - Individual Rules - Non-Financial Rules - Income Rules (Income and expense) - Assets Rules - Verification Rules Based on the outcome of these rules set, the final eligibility for a specific program is determined.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Yes, our solution includes sub-modules for Financial Management, Correspondence, and Reports.
These modules go hand in hand with the Case Management, Customer Portal, and Rules Engine. The Financial Management module can be leveraged with the MMIS or any state vendors for Family Assistance Programs. These capabilities include Accounts Payable, Accounts Receivable, and General Ledger. This will be initially implemented as part of Phase 1 and only functionality related to MAGI will be enabled while additional functionalities will be added during Phase 2 and Phase 3.
Our Correspondence and Letter generation is a stand-alone service that can be used by any module in the solution. It is 508 compliant, multi-lingual, and flexible to brand according to your requirements. With Phase 1, the correspondence, notices, letters/forms specific to MAGI will be generated. This will also be upgraded with implementation of Phase 2 and Phase 3. This module is also designed to be integrated with enterprise document management systems, such as the OnBase system used in the State of Vermont.
Our Reporting and Analytics module allows clients to gain cross program metrics providing insights into ongoing operations, eligibility, potential fraud, waste, and abuse, caseload assignments comparison, and the impacts of staff changes. Reports will include the Federal, State, and Audit based reports. Reports will be enabled which are specific to each Phase. For example, during Phase 1 implementation, only reports related to MAGI programs will be developed and generated. Similar exercise will be done for other Phase implementations.
The implementation timeline will follow the same dates as explained above for Case Management.
Outside of the three major modules you mention, our IE&E solution at high level can be classified into the following additional modules:
> Business Services (a set of micro-services): Business Services provide a bridge to the legacy systems allowing for modernization without disruption. These microservices are based on industry standards and provide integration with legacy and modernized components. Optum has built out a layer of microservices for the common portal.
> Data Services Hub (MDM), Data analytics and Reporting: Data Services is critical for data governance and data integrity. Having a master data management capability in place will allow systems to properly synchronize as modernization takes place.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

Each engagement is unique, and we will work with the State of Vermont to achieve the pricing mechanism that offers the best value. Optum offers flexible pricing mechanisms, including fixed price, deliverables-based pricing during a design, development, and implementation (DDI) period, fixed or time and material maintenance and operations (M&O) pricing, and a combination of hourly rates and fixed pricing for change request-based work. We offer per member per month (PMPM) and volume transactional pricing structures for several of our solutions as well. COTS-based solutions have made it much easier to obtain effective, proven solutions at more affordable prices.
State should view the IE&E modernization as a significant engagement that is similar in scope and cost as a MMIS modernization effort. For example, the State of Rhode Island has spent over $600M in the last eight years on IE&E modernization. The State of Indiana recently awarded a three-year IE&E M&O and modernization contract for $61M. The State of Illinois recently awarded a ten-year contract for $915M. The State of West Virginia’s IE&E and Human service program modernization is an eight-year contract for $308M.
We suggest the State account for current costs of the legacy systems - including State staff and contractors, operational processes, and technology costs - to prepare a business case for modernization. These modernization efforts can be cost neutral or cost efficient when the current costs are accounted for in your strategic planning.
State has utilized the CAM tool for Federal Financial Participation (FFP) calculations. The CAM tool is not a requirement, and the State could use other methods to determine FFP if the State chooses. Optum is ready to assist the State in exploring other options for FFP calculations if desired by the State.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

The Optum IE&E platform is built on a combination of Open-Source Software (OSS) and Commercial Off-the-Shelf (COTS) software. The base foundation of the product is built using Java, Spring, ReactJS, HTML5, Node.js, OpenShift, and Microsoft SQL Server to name a few. Some of the COTS tools include IBM Operational Decision Management (ODM), Pivotal RabbitMQ, Flexi Financials, MuleSoft Mule, Kong Gateway, Cincom Eloquence, and Adobe Sign.
Supporting our continuous integration and continuous delivery (CI/CD), the technology platforms and tools include Jenkins, GitHub, JFrog Artifactory, Liquibase, SonarQube, Micro Focus Fortify, WebInspect, JFrog Xray, and Docker.
We have some Salesforce components, but have found the continued Salesforce licensing cost prohibitive, specifically, consumer access licenses. We also found Salesforce has significant latency issues to be aware of when modernizing involves legacy systems integration.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Optum Integrated Eligibility Services has many features and functions that separate us from the other tools available in the market. We offer a comprehensive solution that reduces inefficiencies and improves user experiences through a single eligibility process scaled to your program needs. Our modular, integrated eligibility platform is focused on providing an efficient and trustworthy experience. Your IE&E solution components can be accompanied by our unified front end Engagement Platform. The Optum Engagement Platform brings together diverse technologies and applications into a single, unified experience.
Major differentiators for Optum include:
> Modular and flexible
> Out-of-box eligibility determination rules that can be extended and modified
> Simple and modern UI/UIX design, including WCAG/508 compliance, multi-lingual, and mobile ready
> Leverages existing common business services through our flexible integration layer
> Compliant to State and federal regulations, including MARS-E, IRS Pub 1075, NIST, and others
The ability to integrate with multiple state agencies and having no wrong door for numerous agency applications makes our common user portal unique in the market.
Our implementation and operations processes and approaches separate us from the competition as well. We follow a more modern, modular, and services-based approach. We help states define a holistic modernization strategy. We start by defining the challenges of your current system and then prioritize changes that deliver the greatest return. Our approach helps you develop your modernization pathway based on your priorities. Business process management and process mining enables the modeling, design, execution, and optimization of operational processes, resulting in overall efficiency and agility. Each aspect of our implementation and operations then builds on that pathway to meet current and future needs.
As a health and human services-specific company, we provide maximum value to the states we serve and in turn to the program applicants and participants of those states. Fulfilling our mission and long-term strategy begins with an inclusive, equitable, and diverse culture, and a workforce reflective of the communities and people we are privileged to serve. Our leaders foster a culture where diversity is celebrated, equity is realized, and inclusion is embraced, at each level of our enterprise. Our workforce is anchored by programs that recruit women, people of color, military members and veterans, LGBTQ+, people of all ages, and people with disabilities. We support career coaching, mentorship, and accelerated leadership development programs to provide mobility and advancement for our diverse talent.
Since 2014, Optum has successfully maintained the Vermont Health Connect (VHC) solution through a comprehensive suite of operational processes. We provide enterprise level monitoring and incident management support through our integrated team of infrastructure engineers and system analysts. Our release and change management operations, paired with our project management disciplines, make sure details are carefully documented, planned, and deployed to meet your requirements. The long-standing relationship between the State and Optum lays the foundation for effective collaboration.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

The existing Optum team working with Vermont has successfully been able to collaborate with the State and multiple vendor partners to support and enhance the VHC solution since 2014. Our team has worked with the State and your vendors to foster open and clear communication, allowing the State to depend on Optum to deliver within budget and schedule parameters. The Optum team confers with the State and your partners on requirements and analysis on the current system's enhancements. Consistent status reports and updates keep the State informed on progress and provide key data to inform decision making.

In each of our state engagements, we operate in a multi-vendor environment. This is not a new business model for Optum. Communication is the major challenge when two or more vendors must rely on each other for project success. Our vision for success, which we have used in several state contracts, contains open communication between vendors and a forum where vendors can get together to discuss dependencies on each other's piece of the overall goal.

Having an Integrated Master Schedule (IMS) is also helpful so that the impact of dependencies on modules can be highlighted. For example, if the System Integrator (SI) vendor is building the single-sign-on solution and that solution is delayed you will understand the impact on the overall schedule. We had this experience and implemented an alternative authentication solution until the SI vendor was ready to deploy.

We also engage staff who understand the complexities of modular solutions in multi-vendor environments. Based on their experience and expertise, they bring fresh ideas and lessons learned to projects and anticipate client needs and system changes. They understand the need to work with other vendors, without territorial or boundary obstacles. We enjoy working with other vendors, mentoring to them, and learning from them.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Optum has extensive experience working with an internal "State System Integrator" involving projects for the State of Vermont and in other states we serve. Communication and collaboration are key. Using a common Service Management platform such as Service Now across vendors and the State will hold each party accountable for their deliverables so scheduling and dependencies are well understood.

We have collaborated closely with the Vermont Agency of Digital Services (ADS) in their capacity as the stakeholder that is responsible for overseeing cross-module integration/interoperability. Selected State projects have included:

> Vermont HIX to OnBase System Integration: A key milestone in Vermont's IE&E roadmap that included development of the VT HIX web portal, CRM, and back-end services to integrate the VT HIX into the State of Vermont's OnBase enterprise content management system.

- Go-live: October 2019
- System Integrator: Vermont ADS
- VT HIX Portal/CRM Integration and Development: Optum
- OnBase Development: Third-Party Vendor and internal State of Vermont team

> VT HIX Premium Processing Transition: A project that supported Vermont's IE&E modernization efforts by migrating premium processing functionality and enrollment integration for the VT HIX from a single external legacy vendor system to three external insurance carriers via EDI integration.

- Go-live: August 2021
- System Integrator: Vermont ADS
- VT HIX Portal/CRM/EDI Integration and Development: Optum
- Payment Processing Development: Third-Party Payment Vendor and Three Insurance Carrier Vendors

> VT HIX Reporting SaaS System, Process Modification, and Integration Touch Points: A project to integrate the VT HIX platform into the Snowflake data cloud for business analytics, including real-time data flows and refactoring of key business processes.

- Go-live: October 2022
- System Integrator: Vermont ADS
- VT HIX Database and Integration Development: Optum
- Analytics Development: Third-Party Vendor

CHALLENGES OF AN INTERNAL STATE SYSTEM INTEGRATOR

Optum's experience working on projects involving the State of Vermont as a system integrator have been a success, with Optum completing deliverables on time, within budget, and with a high level of quality. With a large-scale, multi-vendor enterprise IE&E project, there are potential challenges that should be considered with a State-led System Integrator approach:

> Delivery/Financial Risks: When a State acts as the system integrator for a large enterprise IT project, it is taking on the overall responsibilities for financial risks across scope, timeline, resources, and performance of each vendor. For this reason, States typically select a commercial system integrator to closely manage the implementation across modules and vendors, while also assuming the financial risks associated with the delivery.

> Technical Expertise and Project Resources: A modular IE&E platform supporting over 11 benefit programs and having complex integration with internal and external systems will require a significant number of resources and expertise on the part of the System Integrator. It can take a significant investment to attract and retain the highly skilled resources needed.

> Architecting the Detailed Modular Design: Rolling out a modular IE&E platform over a period of years will require a significant degree of detailed design up front on the part of the System Integrator. Functional and technical capabilities must be determined in advance by the System Integrator so that modules in later phases will fit. Additionally, the System Integrator's detailed architecture must be designed and documented using the modern industry standards expected from the vendors who will be implementing the modules.

Optum has several recommendations that can help overcome these challenges:

> Invest up front in a detailed plan for the phased rollout of the baseline IE&E technology and how/when each Vermont benefit program will transition to the new platform. This will help set clear expectations for vendors in terms of scope, schedule, and resources. Consider leveraging the expertise of a vendor that already understands the expectations and processes of the Vermont

internal System Integrator approach and who can assist in the complex planning that is needed.
> Partner with a vendor that has existing experience with the unique system capabilities and technologies needed to operate Vermont's Medicaid and QHP benefit programs. This will provide a better transition from the current state technology to the phased rollout of integrated IE&E modules.
> Start early to scale up the number of highly specialized resources needed internally for a project of this size. Delegate System Integrator responsibilities to a qualified vendor when needed to close any gaps in skillsets or resources.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Modular implementation will require coordination and shared collaboration across several entities and technologies, including different agencies, vendors, and even governance groups. Not only is it important that the modules be implemented in the correct sequence to reduce rework, but the experience to coordinate the timing of implementations can greatly reduce cost and confusion. Optum can evaluate and provide recommendations to policy changes that can be solved with solution updates.
Optum has deep experience working with the State of Vermont, successfully coordinating activities involving diverse groups of stakeholders. Our team can bring governance and interoperability best practices and apply them to the State's existing structures to provide effective collaboration and integration.
As in many states, Vermont has complex policies and regulations governing the ability to share data across systems. A modular implementation will likely require a team that has experience navigating these policies and can assist the State in making recommendations that can be addressed with system enhancements. Through the American Rescue Plan Act (ARPA) development of 2021, the VT Optum team showed that it can support the State in understanding how policies can be effectively managed across integrated systems.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

Technologies and associated customizations need to be identified to meet the Vermont business process needs. The customizations include the configuration required to meet the legacy system processes in the new infrastructure. Frequently the rules and processes will need to be matched or improved to meet the new system's functionalities, while continually making sure the data is both synchronized and maintained.
As a critical system, ongoing operations and quality of the legacy eligibility system must be maintained while incremental modernization is underway. This requires a technical understanding of the operational and system impacts on modernization efforts. Throughout development and testing, there will be periods where work will need to be completed in both the old and new systems for comparison purposes, operational continuity, and appropriate changeover.
Significant investments have been made into the legacy systems and the modernization plan. The partner must optimize use of those existing investments.
One of the first activities should be to identify the existing business processes, such as Eligibility Determination rules and financial processing, into modern capabilities that include flexible and easily maintainable decision logic. This allows systems to be validated on a modular level as needed. The project can then deploy and test in isolation from the rest of the coding logic while a dedicated team can focus exclusively on business rules.
The following are suggestions for Vermont's consideration:
> Confirm adherence to MITA 7 standards and conditions
- Exposes interfaces/APIs to allow flexible integration
- Exportable business rules in a human readable form
- Leverages knowledge and best practices from related State efforts
- Committed to advance increasingly toward MITA maturity
> Leverage Visual Modeler for Rules
- Model complex decision-making rules using easy to read diagrams
- Rules are re-usable and modular in nature
- Empowers the business team to build rules that drive decisions
Another key modernization approach is to decouple the business logic into multiple layers of the enterprise application stack. This would include the following:
> Incrementally isolate and refactor business logic into logical sets of services
> Provide constant communication and feedback
> Enable the ability to select best-in-class technology independent of the backend coding logic
> Empower decision makers to quickly switch to new technologies and frameworks
> Can scale for performance independently from the back-end services
> Expose interfaces/APIs to allow flexible integration
> Leverage knowledge and best practices from related State efforts
> Align and incorporate the Web Content Accessibility Guidelines (WCAG) industry standard
Optum is committed to advance increasingly toward MITA maturity. We promote parallel development where development teams can work independently. This eliminates the need to have the whole development team to be 'full-stack' coding experts.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

There are several pieces of information that are vital to determine timeframe and costs. The first is the metrics and volumes expected of the system. During the RFP process, bidders need historical information on the State's programs to accurately scope time, effort, and cost. Detailed information on services each program provides, processing volumes, and number of users by group or role would be helpful. Volume information needed includes:
> The number of participants by program
> Enrollment volumes by month
> Volume of requests for assistance
> The total number state workers participating in the solution
> Number of state staff that will require training
> Number of consumers engaging in the system
> Other metrics regarding program participation and activity
The second type of information is more technical in nature. Detailed information on the number interfaces, interface types (REST/JSON, SOAP/XML, SFTP), and which systems use those interfaces is needed for accurately determining implementation timeframe and costs. Also helpful would be the State's plan on sequencing the implementation of capabilities.
Bidders will also need:
> Detailed descriptions of existing State of Vermont applications which are handling eligibility and enrollment of the programs and the data migrations that are needed into the new IE&E solution
> Detailed descriptions of existing business processes a in the programs; while the end solution will likely not emulate the business processes currently in place, understanding of those processes is crucial
> Dependencies across the programs
> Detailed descriptions of existing interfaces that can be leveraged to avoid redevelopment during these programs build out
> Technology preferences and existing technical assets the State desired to leverage
You will find that if the information is not provided, each bidder will ask for it during the question-and-answer process. Providing it in the initial RFP release will allow bidders time to prepare valid, metric-based decisions on time and cost.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

For the implementation to be most successful, we recommend the State's initial planning give special consideration to the following areas:
> SHARED VISION: It is critical to foster a shared vision across vendors and internal stakeholders for what the IE&E solution will offer, how it will be delivered, and what measures will be used to evaluate its success. We recommend engaging stakeholders to craft this overall vision and making sure it includes inputs not only from leaders of each benefit program, but also a cross section of end users and feedback from external program participants. Due to the modular nature of the implementation, this vision may evolve over time as lessons are learned from each new milestone that is reached.
> PROJECT GOVERNANCE: We recommend clearly defining a project management model that outlines and defines the responsibilities, accountability, and decision-making authority across the State of Vermont's internal business/technical Stakeholders and external vendors. Leverage a project charter to establish a shared understanding of the governance structure across both internal and external entities. A large volume of macro and micro level functional/technical decisions will arise during the implementation. For this reason, we recommend the governance model contain a formalized project decision making framework detailing scope, schedule, and budget areas.
> SCHEDULE/MILESTONES: we recommend that an essential outcome of the State's planning include a high-level schedule of the overall IE&E implementation timeline across the modules and benefit programs. This schedule will define the expected sequence of implementation of the software modules, along with the milestones for the phased transition of operational activities from legacy systems into the new modules. We recommend a granular schedule for the implementation of each module that includes the detailed plan for technical/functional requirements gathering, implementation, testing, data migration, user training, and kickoff of business operations.
> SCOPE - BASELINE FOUNDATION VS. MODULAR COMPONENTS: We recommend the State's initial planning detail the baseline foundation of features, functionality, technology, and infrastructure needed to meet the initial IE&E project objectives. For instance, the foundation may focus on the common denominator of functionality across IE&E benefit programs, such as the suite of services for eligibility, enrollment, case management, and customer portal. Similarly, a common denominator will be identified for the areas of technical/data architecture, infrastructure, and security. The scope of the modular components of the IE&E project define the sub-projects that can stand alone on top of the IE&E foundational components. For example, these modules may focus on the implementation of the end-to-end functionality supporting the operations of a particular benefit program. Overall, the investment in defining the detailed scope during the State's initial planning phase will be a critical input into the accurate definition of the project cost, schedule, and resources.
> SME AVAILABILITY AND ENGAGEMENT: Optum has learned throughout our work with the State the value of the State’s SMEs. Despite our extensive experience with other States and environments, active engagement and availability of the SMEs is critical to the success of any implementation. In a system with the historical nuances of the ACCESS system, this becomes even more critical. While the end solution will likely not emulate the business processes currently in place, understanding of those processes and working with the State’s SMEs to help foster the organizational, business, and technical changes will be required will be key to the success of an IE&E implementation.
> DOCUMENTATION OF EXISTING BUSINESS RULES: State should either document the existing business rule in the ACCESS system or designate a defined scope of work for a vendor to document these business rules. These are important to understand for modernization efforts. Having a common understanding of the business rules enables the State access to current business processes to understand opportunities for improvement.

#21

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, November 14, 2022 11:19:01 AM
Last Modified: Monday, November 14, 2022 3:15:54 PM
Time Spent: 03:56:53
IP Address: 168.149.146.31

Page 1: Introduction

Q1

Please enter your organization's contact details

Name	**David Pondillo**
Company	**KPMG LLP**
Email Address	**dpondillo@kpmg.com**
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Q2

How does your product meet the high-level needs outlined above?

KPMG understands that Vermont is looking to build upon your IE&E modernization strategy to achieve substantial results for workers, clients, and residents in the next three to four years. We share your focus on critical outcomes and your emphasis on business-led, technology enabled transformations.

Over decades of experience modernizing IE&E systems, KPMG has invested in bringing leading practices and technologies together. Our approach retains a focus on client and worker outcomes, allows for an enterprise-wide approach that maximizes your investments, and helps to ensure modular and nimble deployment aligned to the State's needs and investment preferences while preventing vendor lock-in. KPMG offers a variety of services that could help Vermont achieve your goals and objectives including: business and technical advisory support, strategic and modernization planning, Design, Development, and Implementation (DDI) of modular components, Customer Portal, Noticing Engine, and an enterprise technical platform to support integration and interoperability. The capabilities could all assist Vermont to realize an end-to-end transformation at a lower cost and with accelerated pathways.

The KPMG Resource Integration Suite Connected Platform, or KRIS Connected Platform, is our solution to support your integration and operational needs. We have thoughtfully crafted this platform as a suite of industry-leading third-party software, cloud services, and accelerators to help states such as Vermont tackle the complexity, costs, and timelines associated with IE&E modernization. The KRIS Connected Platform is a configurable and expandable and allows us to merge market leading components in a connected solution with a lower total cost of ownership.

The KRIS Connected Platform's core capabilities include a Unified Portal, Application Integration (API Management, ESB, Messaging), Batch Integration, Master Data Management, Operational Data Repositories, Identity, Credential, and Access Management, Enterprise Content Management, Operation Portal, Governance Tools (Defect and Test Tracking), Performance Monitoring, and Reporting. KRIS acts as the "plumbing" that enables a modular approach to further the development and deployment of the individual technical and business components of your new IE&E enterprise.
The KRIS Connected Platform is built using modern Service-Oriented Architecture (SOA) principles that allow for an incremental approach and promote a domain-driven, loosely coupled, and microservices-based approach to integrating modules and supporting IT systems operations. KPMG designed the KRIS Connected Platform with the need for business flexibility in mind and combined methods, tools, workflows, data, and industry content to accelerate integration and reduce the risk of transformation failure.

Our companion product, the KPMG Enterprise Reference Architecture for Health and Human Services, or KERA, is a design methodology and bundle of technology solutions that accelerate business transformation and system development. The KERA methodology not only includes baseline versions of IE&E integration patterns, but also incorporates reusable program, operational, and technical integration models that reflect both federal requirements like MITA and MECT, and common operating patterns inclusive of target operating models, business processes, system enablers, and requirements for health and human services programs that KPMG has observed in many states. As a result of alignment to CMS and other federal regulations, we have had great success leveraging KERA as a foundation and then tweaking to address a state's unique elements when assisting IE&E modernization strategies and roadmaps. A specific asset of KERA which may be of interest for Vermont is an Oracle Policy Automation business rule engine with Federal and generic eligibility rules for Medicaid, SNAP, TANF, LIHEAP, and other benefit programs.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Yes.

By leveraging KRIS and KERA, Vermont can drive an accelerated implementation because of proactively identified and configured interactions between the modules, internal and external stakeholders, and the system integration platform. Aligned with the MITA Framework v3.0 principles, the KRIS Connected Platform is purposefully designed to connect multiple vendor technology modules seamlessly. The KRIS Connected Platform supports the interfacing and integration with modules from module vendors, other state agencies and human services programs (e.g., Child Support), and entities from external stakeholders with flexibility and ease due to extensive pre configuration. The platform is extensible and can support the integration of other modular or legacy systems through the use of integration patterns. Successful transformation projects need to be business driven and thereafter technology enabled. Our approach starts with the outcomes that you are looking to achieve for Vermont and then configures the components of the KRIS Connected Platform to those specifications using our industry-leading toolkits.

KPMG can assist Vermont by developing an integration roadmap using the KERA methodology. In collaborative working sessions with the State, the KPMG team can help distill existing specific and addressable program “pain points” that provide opportunities for improvement. In understanding these program-based opportunities for improvement, we can then develop future-state business process workflow diagrams, context diagrams showing module interactions, and potential integration strategies using KERA. These KERA-based models help identify:

— Clear definition of the IE&E module and incremental approach, aligned to your business goals
— Existing State IT assets that are working well and are possible reuse targets
— Potential outcomes linked to the identified program opportunities for improvement
— Metrics and data sources to support identified outcomes for both workers and clients
— Delineation of security boundaries in the future IE&E system

Q4

How do the elements/features of your product exemplify user centered design?

Recently, we have assisted numerous states to define their future modernization strategy, all of which had a key strategic objective to enhance the client and worker experience. We have worked with other States to define appropriate user stories, journey maps, and personas to apply to various case worker and customer portal implementations. KPMG has a series of User Experience professionals who are familiar with the State Health and Human Service environment. Vermont is not alone in prioritizing this objective and we have the right people to help you make this a reality.

The KRIS Connected Platform was developed in conjunction with KPMG usability leaders. We work to understand your users' needs, behaviors, and motivations when designing the system. Human Centered Design should always come first; our users are included in the process, and we consider it “Human-First Design.”

The KRIS Connected Platform offers multiple user interfaces and self-service capabilities depending on the business and functional requirements desired. We have a proprietary set of training materials to support states, vendors, and community-based customers in utilizing the Platform to its maximum capability.

Examples of this Human-First design are embedded in the user-facing capabilities offered by the KRIS Connected Platform, include:

- Management Console: users enjoy a a web-based graphical environment for configuring and managing the components and IE&E module interfaces to administer Systems Integration Platform (SIP) operations.

- Eligibility Decision Viewer: workers leverage modern web-based reports explaining a variety of monthly eligibility decisions for a given household.

- Operations Portal: a unified web-based portal to allow for management administration, including request, monitor, configure, control, and reports on each of the platform services.

- Performance Monitoring and Reporting: provides leadership a centralized performance monitoring dashboard of the components, IE&E module interfaces, and SLAs at a detailed level.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

KPMG has the capability to implement system components for the end-to-end solutions that are fully configurable. Our current approach to IE&E is an incremental, module based COTS product approach based on industry leading practices (e.g., Oracle OPA for rules engine, KRIS Connected for an integration and interoperability framework, notice engine, BPM). We expedite and support your integrations across the spectrum of IE&E needs.

The KRIS Connected Platform is a cloud-based solution based on market-leading, commercial off-the-shelf software (COTS) products. These industry leading COTS products and services are cloud native and come integrated out-of-the-box, using a loosely coupled and modular approach to achieve maximum efficiency during development and deployment. KPMG offers KRIS as fully managed turnkey SaaS solution, but we can also operate under different deployment models as per preferences of the State. With KRIS, both the functional and technical capabilities are configurable and customizable to be used in a future ready IE&E system. We try to minimize customizations but realize that some may be required – we typically see those efforts related to legacy data conversions and other specialized areas as you transition to the new platform. The system would also have to be customized to accommodate any Vermont-specific policy rules and regulations.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Yes.

IE&E Components:
We have successfully implemented a Rules Engine, utilizing Oracle Policy Automation for the TANF, SNAP, and Medicaid Programs coupled with a modernized noticing solution. Additionally, we have successfully implemented an end-to-end IE&E solution for the District of Columbia, inclusive of a client portal and mobile application.

KRIS Connected:

An earlier version of the KRIS Connected Platform went live with the Tennessee Department of Health and Human Services in the summer of 2021. Additionally, we are currently deploying the KRIS Connected Platform for both North Carolina and New Mexico's Medicaid agencies. These platform deployments are on schedule to complete by Spring and Summer 2023, respectively. As you are aware, our KERA rule engine for integrated eligibility went live in Maine in 2018. With insights gained through our current work on HHS modernization projects in other states, including Connecticut, New Mexico, North Carolina, Pennsylvania, and Tennessee, we can configure the KRIS Connected Platform in a manner that addresses Vermont's business needs and delivers meaningful IE&E outcomes. We would welcome the opportunity to facilitate any conversations with these former and current customers for you to gain an understanding from their perspective of the benefits and lessons learned from their experiences.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**6**
Case Management	**24**
Rules Engine	**6**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**Based on our preliminary understanding of what Vermont is looking for and our experience with incremental modernizations in other states, our recommendation would be to start with the deepest technology layer and progress towards the customer-facing ones. This means beginning with any database migration that may be necessary, such as from a mainframe to a modern database platform. As many states have learned the hard way, legacy data can be unnecessarily complex to deal with if not addressed properly and upfront. We are also cognizant of needing to "keep the lights on" with all current and emergency program operations while your transformation is ongoing and starting with databases preserves this critical functionality while making important progress. Next, we would recommend moving the business rules to a modern rule engine technology, such as Oracle Policy Automation. Subsequently, we would recommend migrating the case management platform. The final upgrades of this phase could be to the worker and customer portals, including a mobile app if desired. This is not to say that development must proceed in this linear order, or that work could not be done in parallel, should business needs require. Regardless of the order chosen, the modernization of each component must consider the needs of the other interdependent modules and the platform itself. This is exactly where a reference architecture like KERA can help because we have thought through many of the design challenges and interdependencies that are likely to arise based on our experience implementing these systems in other states.**
Case Management	**Please see response to Customer Portal**
Rules Engine	**Please see response to Customer Portal**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

KPMG's KRIS Connected Platform is the "plumbing" needed to accomplish all other modules needed to build a comprehensive IE&E system. As it is vendor agnostic and operable with module vendors selected by the State, we have the capability to implement correspondence solutions, performance and operations dashboards, and many other components of a full IE&E solution. This enables a State like Vermont to remain flexible and not tied into a single vendor while still planning appropriately for your entire enterprise.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

The KRIS Connected Platform has flexible pricing that depends on the deployment approach selected by Vermont. We can provide options for pricing for use based on:

- Cloud deployment model options (SaaS, PaaS, or IaaS): fixed price per year or based upon infrastructure usage
- Software licenses ownership options (State or KPMG): fixed price per year
- Module integration options: fixed price, or time and materials

Typical options include a fixed-price portion for standup and O&M of the Platform and a time and materials or fixed-price portion for specific configurations. KPMG would work with Vermont to not only maximize the value of your investment, but also help ensure the long-term ownership goals of the State are met through the pricing agreement.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

The KRIS Connected Platform leverages industry leading software to provide a holistic business-driven approach to support the integration needs of a state. The platform comes pre-configured with a series of third-party software, cloud services, and accelerators to provide services including but not limited to:

- Identity Management
- Data Masking
- Defect Management
- Managed File Transfer
- Relational Databases
- Master Data Management
- Infrastructure Logging and Monitoring

We designed the KRIS Connected Platform to accelerate state's development and delivery of business solutions, reduce risk, and minimize cost, so you can keep your teams focused on innovating service delivery. Multiple cloud technologies compose KPMG's cloud-hosted KRIS Connected Platform. This includes both IaaS, SaaS, and PaaS third-party vendor solutions.

The KRIS Platform integrates out of the box with a multitude of applications from vendors such as Red Hat, IBM, ServiceNow, New Relic, Atlassian, AWS, and ForgeRock. However, based on state preferences and current software stack, KPMG can configure the Platform to integrate with most industry accepted software, such as replacing Redhat products for Mulesoft products.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

The KRIS Connected Platform differentiates itself from the market not only with state-of-the-art technology and enterprise infrastructure, but also in terms of tangible results for business stakeholders.

We are focused on delivering on your outcomes and are accelerated by KERA business architecture artifacts that will be aligned with Vermont's business processes and needs. There are few vendors with experience implementing or providing technical advisory services for IE&E solutions across multiple states, let alone doing this well. Amongst them, there are even fewer that offer pre-configured reference solutions that include modules covering a wide array of IE&E functionality. Not only does KPMG bring those artifacts as a starting point, but we also have a team of consultants with decades of experience working with Vermont directly and with other state governments to modernize HHS IT systems and business processes. It is highly unlikely that we will encounter a design, integration, or business problem that we have not seen in the wild before, or that a question will arise that one of our professionals will be unable to answer. We are constant learners who will dive deep into your particular business challenges, form positive working relationships with your staff, and help brainstorm creative and cost-effective ways to achieve the State's objectives.

We would encourage Vermont to consider the following aspects of KPMG's KRIS and KERA offerings in shaping your upcoming IE&E modernization strategy:

1. Reduced Total Cost of Ownership: End-to-end management of a SIP, simplified long-term maintenance through de-coupling, promotion of reuse and consistency
2. Secure: HIPPA compliant, adheres to NIST 800-53 controls, able to run on FedRamp approved cloud, aligns with State security standards
3. Scalable to meet needs: Architected for the cloud to be scaled up and down, and distributed across as business cycles dictate
4. Future Proof: Support for hybrid cloud deployments, containerized to run workloads on any cloud, compliant with current best in class industry and technical standards
5. Established Governance Processes: Tools for onboarding vendors, providers, business stakeholders, and third parties; govern API usage and access, manage API lifecycle

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

We are encouraged that Vermont is moving away from a “big bang,” single vendor implementation to an iterative development involving multiple development vendors and leading COTS products, as this will likely lead to a more sustainable outcome. However, this also means that the project is potentially increasingly complicated by the presence and dependencies of multiple vendors and stakeholders, requiring project management and vendor coordination of a greater rigor and depth than was typical previously.

Having done this before is one thing, but having done it well, and to the shared success of other stakeholders and vendors involved, is another. KPMG is often known for being the “glue” that holds complex, ambitious projects together to help enable this kind of success. When looking for a vendor to objectively implement your vision in a multi-vendor environment subject to federal oversight and the challenges of the public sector, human services agencies look to KPMG. Whether we are brought in to help turn projects around or are involved from the ground up, the KPMG team is able to keep stakeholders of all kinds focused, aligned, and mutually successful. KPMG is ready to help keep the entire Vermont IE&E ecosystem aligned around your needs, and enable a new way of interacting and collaborating via the IE&E system.

While other firms may have experience building their own or integrating transfer systems, KPMG has purposely focused instead on modular integration of interoperable components from best-of-breed COTS products. The system integration of yesterday cannot accommodate the needs of a successful IE&E that leverages multiple vendor’s products through a single, monolithic system. Priorities change when moving away from a single operating system to a modular system comprised of multiple products and module integration vendors.

Because of the setbacks and failures that so often plague IT implementations, KPMG has differentiated ourselves by focusing heavily on building and delivering the right tools, methods, approaches, and in-house skillsets needed to mitigate these risks. As advocates of this new approach to business and system transformation, we have worked hard to develop the skills, experience, and resources we will need to execute this expanded and deeper project management.

We understand and take seriously the responsibility to deliver the services in scope on time, on budget, and to the high level of quality you can expect from KPMG. We will leverage our industry-leading Program Delivery Services (PDS) practice, comprised of subject matter professionals who have dedicated their careers to setting up, managing, and executing large, complex system integration projects. We have also consistently adopted all of these attributes to the increasingly common iterative approach to system transformation, much like Vermont is taking on. Compared to system integrators of yesterday, you can be confident that KPMG’s approach is grounded in project and governance standards and expectations that will set you up for success.

KPMG will endeavor to consistently, and to a high degree of authenticity, collaborate with the other contractors, including IV&V at a minimum. In fact, our presence on large HHS system transformation projects such as those in Maine, Rhode Island, Pennsylvania, New York City, Tennessee, New Mexico, and North Carolina have helped us establish working, familiar relationships with the firms that will likely come on board to serve as additional partners to you. With the commitment to our industry partners demonstrated elsewhere, Vermont will gain a team that views the larger ecosystem of your stakeholders as part of our mutual success. We see ourselves helping to keep Vermont’s values at the core of the IE&E implementation while establishing a foundation for coordination, collaboration, and shared outcomes.

Specifically, we would encourage Vermont to consider the following priority areas when managing a multi-vendor environment based on our previous experience and successes:

Business Vision, Strategy, and Expected Outcomes – keeping the program as the driver of the overall initiative consolidates priorities and retains a focus on the outcomes required for success.

Program Governance – establishing executive sponsorship and a governance infrastructure to operationalize your business vision

should include strongly defined roles and responsibilities, escalation paths, control boards, etc.

Technical Standards – adopting and adhering to industry-leading standards such as NIEM, MITA, etc. will help align technical expectations and skillsets from the get-go.

Communications (formal and informal) - engaging stakeholders and empowering teams to collaborate takes a strong emphasis on status sharing, knowledge transfer, budget and staffing planning, etc.

Training and Organizational Change Management – as required by Vermont, we would highlight training and OCM as areas that deserve up-front focus and investment to ensure adoption and organizational alignment to your technical transformations. Whether these will be done in-house, or by one or more of your vendor partners is a decision that you may wish to consider early in your journey. This could be a major culture change for employees and supporting their transition of job responsibilities in the future will be critical to achieving a successful implementation. When done correctly, OCM in a multi-vendor environment can be the difference between simply taking a system through “go-live” versus truly transforming the operations and culture of an organization.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

KPMG has extensive experience working within a variety business and technical transformation environments. These often include state staff and stakeholders, multiple vendors, and federal oversight agencies. There are challenges and opportunities to allocating roles and desired outcomes to each of these parties, and we have seen different configurations work well depending on that state’s approach. We are happy to discuss this further as planning for the long-term sustainability of your IE&E should be an upfront consideration in your procurement and staffing decisions.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Having a coordinated approach to managing organizational change is critical to facilitate successful, complex IE&E transformations. Governance alone is not enough. A comprehensive approach is necessary when the implementations involve multiple leaders, vendors with different areas of responsibility, system users with disparate roles and responsibilities, and end users with varying expectations. We understand the size, scope, and complexity of organizational change, communications, governance, and training can differ with every transformation, successful implementations consistently include the following themes:

- Leadership alignment. Getting leaders on the same page is a continuous process. This typically starts with establishing a shared vision, common set of goals and the objectives for the implementation, and long-term desired outcomes for the organization. Leaders are often the primary change agents. It is important for them to be in lock step to reflect the vision and guide others to achieve results. This is enabled by consistent processes to collect leadership input, provide visibility to implementation progress and achievement against goals.

- Governance and decision-making. All parties engaged in a transformation initiative must adhere to the same governance framework and processes to manage the implementation, identify implementation needs and challenges, assess impact, evaluate potential resolution, and make decisions to course correct. All vendors, implementation project leaders and team members must be aware of and, most importantly, subscribe to the defined governance model. A proper governance framework will define processes and protocols, and roles and responsibilities for each party involved. Governance is incorporated into requirements definition, system modifications, change requests and other key processes and decision points.

- Multi-channel stakeholder communications and engagement. Modernized IE&E implementations require multi-channel communication, allowing stakeholders to be informed at their respective project integration points.

- Organizational change strategy development, planning and implementation. Managing organizational change is an iterative process that spans from the project's beginning all the way through to continuous improvement post-implementation. Service Level Agreements (SLAs) are an important component in understanding how your system is operating and can be a useful tool for decision making and prioritization at all levels. Setting up thoughtful and relevant metrics/ dashboards up front will pay dividends downstream.

KPMG has provided overarching change management, communications, governance management, and training support for many state and local clients undertaking multi-vendor IE&E transformations. What sets our firm apart is that we work alongside our clients throughout their entire transformation journeys, instead of limiting the scope of change support to the implementation project.

We understand that implementations represent fundamental changes for many stakeholders. Modernization presents new ways of working for state leaders who are responsible for successful programs, front-line workers who administer benefits, and the constituents they serve. The success of the OCM efforts for these programs depends on establishing a vision, change strategy and plan to facilitate implementation and enable longer-term success for all stakeholders. Our approach drives effective stakeholder engagement, clear and consistent communications, and sustainable organizational change as the enterprise evolves.

Should the enterprise anticipate larger-scale, ongoing transformation, we have supported our clients in designing and implementing a dedicated Change Management Office or Transformation Management Office to address substantial, long-term transformational needs. This function works at the intersection of business teams, IT, program management, and the many vendors supporting a variety of project implementations. Ultimately, this type of dedicated function results in greater sustained success for the enterprise.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

KPMG recommends that the highly complex, tightly integrated existing system(s) be modernized in an incremental approach to do no harm to existing processes while adopting more modern operating models and technologies. A vital component of this approach is first developing a strategy roadmap focused on the agency's strategic goals, priorities and outcomes, procurement approach, and implementation timeframe and sequencing. KPMG has experience helping states determine the configuration and timing of a modular system to best fit their needs.

There are two fundamental stages to developing a roadmap:

— Modernization program establishment – Initial work establishes the business and technical framework that will enable a higher level of interoperability between operational areas and prioritize improvements to data quality and access.

— Business operations and functional enhancements – Once the framework is established, business functional improvements will go through their own detailed design process, informed by a program-wide target architecture. By following a holistic enterprise architecture-based approach to business process integration, data sharing, and systems integration, legacy systems can be replaced over time in a controlled fashion to mitigate long-term system risks.

When grafting together diverse technologies during incremental modernizations, there are specific challenges that tend to arise. One is that different systems need to communicate with each other. KRIS and KERA follow the industry best practice of using a service-oriented architecture to connect various components. By decomposing monolithic legacy systems into smaller pieces, they can be upgraded function by function, minimizing the risks of unintended side effects. This approach allows piecemeal integration to legacy systems during a transitional period when there is a mix of older and newer technologies.

Other challenges revolve around testing. Many legacy systems do not have adequate tests that can be run regularly in an automated fashion. KPMG has experience creating tests suites for legacy systems that can be used to validate the functioning of the modernized module. Our primary goal is to shift testing to the left. This is performed by testing early as the unit code is developed. Working in close coordination with development and the architecture team enables enhanced test coverage. Increase automation enables reduced time for execution. The automated tests should be run continuously through future development, being modified as needs dictate. This discipline of automated, ongoing, testing drastically reduces the risk of introducing defects into production. Intensive testing also validates data migration activities, conversion validation, transformation checks such as from a legacy hierarchical database to a relational one.

Another challenge is the human one: changing technology implementations inevitably entail changing the roles and responsibilities of staff, some of whom may exhibit resistance. As discussed in our answer to question 15, managing these situations with delicacy and crisp communication is pivotal to managing organizational change at every level.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

We are happy to discuss this in more detail as we feel more information is needed to provide an accurate response.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

Prior to setting implementation timelines and determining the order of procurements, a State should fully understand the business goals and how technology should be deployed to support them. Too often, procurements seek to replace aging technology without a full understanding of the desired outcomes for the program. By identifying these outcomes it becomes easier to architect your implementation roadmap to achieve both short and long-term goals and communicate the outcomes that will be measured to help you achieve certification.

Coupled with an assessment of your current state business operations and technical architecture and analysis of the gaps between these and your desired future state, you can identify which business outcomes might be achieved through the reuse or improvement of current technology or even just the improvement of business operations. These short-term improvements can help to achieve meaningful outcomes for the program and potentially minimize the number of procurements focused on larger, longer-term initiatives, and influence the order in which you procure software and services and the associated timing of the procurements.

One of the keys to staying on track is to create a realistic plan for the procurements. It has been widely observed that many states create a best-case timeline first with little margin of error allowed. Any deviation from this timeline can cause ripple effects in your plan and result in implementation timeline extensions that exceed the initial plan. Even when working through an initial plan, you must consider the additional time needed to move complex procurements through not just the state, but also the federal approval processes.

Related to the proposed overall timelines and the potential time to finalize and release a procurement, recognize that your overall roadmap may need to be adjusted based on delays in the release or award of a solicitation, or even the additional time that may have been required to achieve some short-term improvements. Roadmaps are fluid by nature, and little is served by fixing an end date without accounting for delays in procurement.

It is also crucial that State subject professionals are assigned enough time to the modernization project to guide system design and testing. These professionals also need to operate within a clear and efficient decision-making structure so that planning and design activities can proceed expeditiously and with adequate consultation across the organization. Where multiple agencies are involved, stakeholders need clear lines of authority so interagency disconnects can be rectified quickly in light of overarching public needs.

#22

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Page 1: Introduction

Q1

Please enter your organization's contact details

Name	**Greg Miller**
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Q2

How does your product meet the high-level needs outlined above?

Identity Resolution and record linking will be key in any modular solution. With IE&E being the ‘front door’ of the entire enterprise it is vital to get Identity correct from the very start of the process. A modular solution will need to know if the person is question is currently enrolled, what programs the person is currently enrolled, and has the person even been enrolled in a program in the past. Additionally, a solution should monitor for fraud, waste, and abuse enterprise-wide by watching for previously identified bad actors and watching if they return, even if they reapply with different demographics or to a different program. Verato would recommend that the State of Vermont considers making Identity Resolution a core part of your new solution. We would suggest looking for a born-in-the-cloud SaaS solution that can grow with your modular approach over time and data components, has industry leading accuracy that has been independently verified, and can over come identity challenges common to health and human services use cases, such as records that have misaligned or out-of-date demographic attributes and records that only have a few attributes, such as name, date of birth, and gender. Although Verato would not be a complete IE&E solution for the State of Vermont, we would strongly encourage Vermont to include a strong Identity Resolution or Master Person Index (MPI) component in the overall solution.
Learn more at https://verato.com/resources/verato-health-human-services/

Verato is already working with Vermont's HIE (VITL) and can provide the identity resolution and search functionality either through VITL, a Systems Integrator, or directly from the state.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Identity Resolution is core to any, interoperability plan. The first step in any data exchange is correctly identifying who the person is involved in the data exchange and often that identification needs to be based on the person demographics since an ID is unknown or even not assigned yet. Verato's Verato Universal Identity platform (formally UMPI) is a modern real-time SaaS solution that has native RESTful APIs for all interactions and can also support health care standards such as HL7, FHIR, and EDI/HIPAA 5010 transactions.

Q4

How do the elements/features of your product exemplify user centered design?

Users today expect a streamlined and seamless experience. They expect the system to minimize data entry (especially data re-entry or asking for the same data more than once), while also expecting the system to make informed decisions and recommendations. They expect the State of Vermont to know who they are, what services they may already be enrolled in, what programs they have been in the past, anticipate why they are interacting with the state, and make meaningful, but not redundant, suggestions (I see you are here for medical insurance but you are also eligible for SNAP or TANF, would you also like to apply for those programs?). Understanding the person is key to a user centered design. A key part of understanding a person is knowing that the person will likely not remember any program issued IDs, they may experience life events that result in key demographics changing over time, and they may not wish to share confidential demographics, such as an SSN. To be successful at meeting the users' expectations, a strong Identity component will be vital.

Q5

Based on our procurement bundle what percentage would your IE&E solution be "out of the box", "configurable" or "customized"?

Verato is designed to be used out of the box. Verato includes unlimited source systems, unlimited transactions, and has a flexible data model to support any use case.
One of the many benefits of Verato is that unlike other EMPIs, it does not require extensive algorithm tuning and configuration (and then ongoing re-tuning and re-configuration as new sources are added). Given the nation-wide nature of the underlaying reference database, Verato's matching algorithm is naturally tuned to the entire US population and Verato's Data Science team is tasked with ensuring it remains so. The majority of our customers utilize our default settings; however, adjustments are supported through configuration.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Verato Universal Identity platform is actively being deployed to support the State of Mississippi to support Identity Resolution across the Medicaid and Human Services departments and supports the IE&E processes. It is also deployed in several other states supporting a wide-range of use cases including public health, analytics, and data warehouse projects.

Q7

Respondent skipped this question

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**Verato Universal Identity platform can be deployed in just weeks and the State of Mississippi is a great example of rapid time to value. That project kicked off in mid-October 2022 and is already in the testing phase. As a core infrastructure, Verato would suggest deploying the Identity Resolution/MPI solution early in the overall project timeline so it can be taken advantage of as additional modules come online.**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Solve Identity is foundational to any reporting and analytics that are based off person information. The fragmented data problem that can undermine all your data-driven initiatives:
missed links across the enterprise and unresolved duplicate records within systems undermine data integrity and skew downstream analytics and reporting.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

Verato has a simple subscription-based pricing model that is largely determined by the size of the Unique Identities in the solution. In other words, it is based on the unique person count in the solution, each person can have multiple records from different systems.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Verato Universal Identity platform is fully hosted, managed and maintained by Verato. Customers do not need to worry about any hardware, software, or security items as the entire environment is monitored and maintained by Verato. Customers only need to feed in their records to the platform, Verato will match and link those records in real-time, and customers receive the matched Identity results that can be leveraged for any use case in real-time.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

There are two main differentiators of Verato: 1) Verato Referential Matching is also unique in the industry in being able to safely match thin records (e.g., records with only a few demographic attributes) with a high degree of confidence, and 2) Verato's obsession on ensuring each and every one of our customers are successful maximizing the value of the Verato platform.
Verato is the only vendor independently assessed by a nationally recognized third-party patient matching expert. A team led by Dr. Shaun Grannis – a nationally recognized expert in patient matching – at the Regenstrief Institute, part of Indiana University, published an academic study in JAMIA on how much of a match outcome uplift results from using native Verato Referential Matching compared to legacy solutions that only use deterministic rules and probabilistic algorithms. Regenstrief found that Verato Referential Matching, with the combination of our sophisticated matching algorithms and our curated nation-wide reference data, resulted in a 24% improvement to accuracy than algorithms alone. Learn more and see the full study at https://www.regenstrief.org/article/study-explores-medical-record-linkage-goal-of-improving-match-accuracy/

Every Verato subscription includes a Verato Customer Success Plan. The plan begins on day one and continues throughout your entire customer journey. It starts with onboarding and implementation — ensuring you get connected to Verato's secure cloud solutions, integrate them into your ecosystem, and go live in time for any internal deadlines. It continues with ongoing training, bulk loads, and technical support to ensure optimized use of Verato. And it includes supporting you through new projects, use cases, and data integrations for the lifetime of your customer experience. Throughout this journey, your dedicated Technical Customer Success Manager will be your key point of contact — guiding and supporting you, offering best practices, and proactively pulling in additional Verato experts as required.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

The Verato Universal Identity platform is ideally suited to slot into a multivendor strategy. It is designed to rationalize disparate systems in real-time. Each contributing system/vendor can have their own connection, credentials, and data sources within the platform. Logical permissions can be applied if required. In the end, the State has the complete 360-degree view of the person, what programs/systems that person is in, and can finally have complete and accurate reporting related to the person. The primary challenge in a multivendor strategy is the multiple, and often shifting, timelines. To address this challenge Verato recommends deploying the Identity Resolution/MPI solution early in the process and on-boarding additional modules, vendor, systems, etc., as part of the corresponding phase of the project.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Verato has worked with many of the common State System Integrators and welcomes the approach as it provides a program overview and structure that is needed for a large enterprise rollout. It is vital that the State System Integrator has the capacity to oversee/manage multiple concurrent phase/deployments. Far too often, when one component gets delayed the entire focus shifts to addressing that delayed item and all the other in-flight or planned deployments suffer often resulting in further delays. It is important to structure the integration plan to support concurrent activities and not to allow a delay in one area to impact all the other activities.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

With Identify Resolution that spans multiple agencies/departments, data governance tends to be the main challenge. Different agencies/departments may have different thresholds for when a set of record should match automatically. Therefore it is important to have a combined data governance plan or select an Identify Resolution platform that can support multiple concurrent yet different matching processes so that data sources can be grouped into Match Tiers when different match thresholds and that records in lower tiers, that might have less attributes or suspect data quality, do not adversely impact match outcomes at the higher tiers that require a more conservative match threshold. Verato Universal Identity platform has this capability built in to give complex organizations the flexibility to have multiple data governance and match thresholds options while maintaining extremely accurate matching throughout.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

Verato Universal Identity platform has flexible integration options and patterns that can meet the State of Vermont's existing systems wherever they are on the technology spectrum. In addition to RESTful APIs, HL7, FHIR, and EDI/HIPAA 5010 standards, Verato has multiple options for older or non-standard-based integrations.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

Key metrics like the size of the population and number of transactions are always helpful for sizing the solution. Also, a clear understanding of the use cases, goals, and existing ecosystems is also helpful. Lastly, include time in the RFP review process for detail conversations with the down-selected vendors for discussions related to use cases, data flows, required features and functions. An open and free conversation goes along way for the Vendors to understand the States needs and come up with solutions to address those needs. Additional time for the Vendors to adapt a final proposal to ensure that it meets all of the State's needs and requirements is also recommended.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

SME availability is always important to understand both the 'current' and 'to be' states of the systems involved, related data flows, and underlaying data collection details to ensure an accurate plan and streamlined deployment. Data governance tends to be the second item. Not only is data governance complicated, but it can also have an impact to what features are deployed in platform.

#23

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Page 1: Introduction

Q1

Please enter your organization's contact details

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Q2

How does your product meet the high-level needs outlined above?

With a strong background in providing Security, Software, and Consulting, SS&C Blue Prism is uniquely positioned to assist the State of Vermont in modernizing your IE&E System.

The state needs a partner who has experience in deploying a modular, scalable, user centric solution to support the program. The state needs a partner who understand end-to-end workflow, initiating with the customer, integrated with existing solutions, easily extensible and scalable, and easy to maintain. The state needs a partner who understands the value of automation within a deployment, who will look for efficiency and identify opportunities for cost savings, increased ability to meet SLA, and provide end to end visibility for all work undertaken on behalf of the citizens of Vermont.

SS&C Blue Prism's Intelligent Automation solution will be the core engine in the streamlined IE&E system. Specific elements of the solution include:

Chorus Workflow Management - at the heart of the integrated solution resides Chorus, the Business Process Management layer. Chorus will orchestrate activity between the other elements of the SS&C Blue Prism solution, and other elements of the existing technology infrastructure. Work ingestion, case management, alerts, notifications, communications, reporting, and correspondence will all be configured within Chorus.

Blue Prism UX Builder - an integrated, no-code web application studio, UX builder will be utilized to construct the Customer Portal. From work ingestion, to screening, to self service - all interaction from the citizens of Vermont will be conducted via applications constructed in the UX Builder.

Blue Prism Operational Analytics - integrated reporting and dashboards are available to allow the Vermont team to track all high level metrics, specific cases and workflow, follow up on exceptions, and escalate where SLA are not being met.

Blue Prism Cloud - for all processes undertaken within IE&E, the SS&C Blue Prism services group will introduce automation wherever possible. The digital workforce included within the solution provide additional opportunities for automation, integration, and expanded capacity within the project.

All of the above solutions have been integrated with many of the solutions present within the existing Enterprise Application landscape as presented to the bidders. The platform leverages API where possible, and where such endpoints do not exist, digital workers provide the integration vehicle.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

SS&C Blue Prism is compatible and interoperable with the widest possible application landscape.

The workflow element, application builder element, and digital workers are all readily integrated via API - RESTful endpoints exist for the entire solution. Both the workflow solution and the digital workers contain a library of integration points, making a modular deployment very straightforward. Once a system is integrated, that integration point can be re-used over and over as the scope of your project expands.

For your legacy mainframe systems, some of the web applications in the landscape, and any other solution that does not readily support API, the digital workforce at the core of our automation solution will be invaluable. Digital workers are leveraged by many of our 20,000 customers to perform data entry, audit, and retrieval for systems like your mainframes.

Q4

How do the elements/features of your product exemplify user centered design?

The Blue Prism UX builder, the no code interface builder, is how our solution empowers our clients to build user centric applications. Whether those users are the citizens of Vermont, your business partners, or your internal staff, your solution will feature interfaces that are :

- branded
- tailored to the use case in question
- available in multiple languages
- secure
- extensible
- easily developed, deployed, and maintained, and
- pre-integrated with your BPM, digital workers, and other solutions.

In fact, many of our customers utilize the UX Builder solution to create tailor made front ends on top of other software solutions, not just our own provided toolkit. Given how the SS&C Blue Prism automation stack can be utilized to create workflow on top of ANY software solution, this makes it very easy to add user centered design elements to any project.

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

SS&C Blue Prism will first clarify definitions of the above terms.

First - SS&C Blue Prism is a commercially available solution, primarily sold as a managed service. The solution that is the core of our proposal is leveraged by thousands of organizations worldwide. It is leveraged out of the box, We do not provide customized software solutions, meaning a custom code base that is difficult to maintain and scale for Vermont.

The Intelligent Automation solution is, in essence, a development framework. The solution will be configured by a combination of Vermont representatives, internal SS&C professional services resources, and select partners if applicable.

Where applicable, SS&C can bring in resources from our Digital Exchange - pre-built, pre configured 'assets' that facilitate connection with other platforms - salesforce being a prime example. There are thousands of assets available, and wherever possible, we would look to use these assets as project accelerators.

Given how high level the current requirements are, and given the above definitions, our preliminary assessment would be 10% out of the box, 90% configurable, and 0% customized.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

Every solution provided by SS&C Blue Prism (3,000 direct solutions and thousands of indirect, as supported by our outsourcing division) is inherently modular. Every deployment integrates in some fashion with other solutions in place within our customer infrastructure. Every solution is made up of modular components that are added, scaled, modified, and deployed as work process are added.

As a relevant case study, SS&C Blue Prism presents our work with the Human Services department of the State of New Mexico.

SSS&C Blue Prism has been collaborating with the state for a number of years, assisting with enrolment of newborns in Medicaid, and other enrolment and eligibility processes. The enrolment solution covers SNAP, TANF, and other programs, including Medicaid.

In our most recent implementation, SS&C Blue Prism in collaboration with the state and a large, well known System Integrator, implemented an omni channel customer experience solution.

The solution covers the entire human services citizen call center - inbound and outbound calls, virtual agents, digital communications including SMS and email, client relationship management (via integration with Salesforce), and other system integrations. The system is integrated with legacy systems via digital workers, modern solutions via API, and has been rolled out in a modular project co-managed by Blue Prism and the System Integrator.

We will happily connect the Vermont team with the stakeholders at New Mexico upon request.

Additionally, another state health and human services commission leverages SS&C Blue Prism technology to streamline the payer side of their Medicaid program. This is another state Medicaid project delivered by SS&C Blue Prism in conjunction with a large, well known system integrator. Both the State (which has requested to be referenced anonymously) and the System Integrator can be approached for reference upon request.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Customer Portal	**12**
Case Management	**8**
Rules Engine	**4**

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Customer Portal	**Appliation Registration, Self Service, Screening, Scheduling**
Case Management	**Workflow, Referral, Alerts, History**
Rules Engine	**Verification, Eligibility, RR&R**

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Financial Management
SS&C Blue Prism is typically not the source system for financial management. It is leveraged as the workflow, correspondence, and reporting engine for thousands of customers who manage financial transactions, such as customer onboarding, claims management, financial payouts, and more, across dozens of industries including healthcare, but those transactions are posted in other systems of record.

Correspondence
SS&C Blue Prism would be the source of correspondence for all cases and workflow orchestrated through the system. The system sends email, SMS, messages, and structured documentation as part of a sub module within the BPM Solution.

Reports
SS&C Blue Prism has an integrated business intelligence solution, which allows for reporting and dashboards to be viewed in near-real-time for all work orchestrated and automated within the solution.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

There is not enough information included in the modernization overview to provide budgetary estimates. In order to provide ROM estimates for both the solution and services, the following inputs are required.
SS&C Blue Prism can offer a pre-project workshop to refine these inputs and provide estimates.

Staffing: how many Vermont staff would leverage the solution? across how many departments and locations?

Processes: how many end to end processes need to be orchestrated? what is the complexity of each process? how many persons are involved in each process? how much automation and integration is required? Process flow diagrams would be helpful.

Customer Interactions: what is the anticipated daily/monthly/annual volume of customer interaction on the self serve portal?

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

The solution would leverage our native SS&C Blue Prism product suite, along with the existing technologies leveraged by the State. it would be our goal to engineer out redundant software and replace it with Blue Prism technology, if appropriate.

Core technologies introduced are as follows:

SS&C Blue Prism Enterprise
SS&C Blue Prism Cloud
SS&C Blue Prism Chorus Workflow
SS&C Blue Prism Document Automation
SS&C Blue Prism Operational Analytics
SS&C Blue Prism UX Builder
SS&C Blue Prism Director

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Our comprehensive platform is the most complete and powerful Intelligent Automation solution in the marketplace.
It is scalable, secure and has been road tested and approved for mission critical applications in industries such as banking, financial services, insurance and healthcare. All of this from one vendor – without the integration issues, without the huge TCO issues, with all the capabilities and services and deployment to suit. All of which is underpinned by low/no code capabilities.

Choosing the right partner is an important decision for Vermont. You need the confidence that your partner is going to be around for the long-term. continually investing and innovating to ensure its you continue to benefit from the latest technology. We have the largest market cap in the intelligent automation space at $ 16.7B. With this currency, we have the largest capability in the industry to build, buy, or partner to invest in our roadmap, ecosystem, and our your success.

We have a track record that’s successfully delivered value for thousands of businesses across the globe including some of the toughest regulated industries, supporting over 20,000 customers worldwide. 18,000 of those customers are in financial services and healthcare, processing billions of transactions every year.

Our teams have the breadth and depth of industry expertise which allows us to tailor our solutions for our customers giving them the confidence that we will get it right first time.

Our teams ensure risks are minimized by having a strong focus on change management as well as helping our customer to ensure the technology is embraced and adopted across the whole organization.

We help to drive return on investment not just at the product level but also by providing access to experts, thought leadership, as well access to an incredible best-of-breed ecosystem of certified technology and cloud partnerships, supported by over 12,000 certified developers across technology partners. This includes the largest marketplace to support digital workers leveraging over 2,700 assets saving our customers over a million hours of development.

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

The challenges have been listed by Vermont in question 18:

vision
The current overview of the IE&E project is a great high level presentation, however, SS&C Blue Prism would work with Vermont to define specific, measurable outcomes for each of the elements on the customer and staff experience side.

governance model
Clearly defined roles, responsibilities, and expectations must be defined at the start. SS&C Blue Prism has a long history of driving modular integration projects, and our internal solutions team and partners can bring established governance programs to Vermont.

SME availability
SS&C Blue Prism provides a clear project charter and plan at the start of the project. Typically, SME access from Vermont would be required at early stages for requirements, IT system access, and at key UAT phases. All of this will be clearly articulated in our commercial proposal.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

SS&C Blue Prism has the largest pool of certified partners in the Intelligent Automation space. It would be beneficial for Vermont to disclose their SI partners as part of the procurement process. We have a strong history of delivery, whether the resources are our own professional services teams or system integrators.

We would recommend that the integrators either be certified, or attain certification, in the core Blue Prism technologies that will power much of the workflow automation.

We would recommend that that the roles, responsibilities, and budgets be solidified with the System Integrator prior to undertaking the project.

We would recommend that SS&C Blue Prism professional services be contracted as part of the project, such that our own resources.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Interoperability is always a challenge in multi system deployments. SS&C recommends a thorough understanding of how a digital workforce can overcome situations where direct integration is not possible or feasible.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

SS&C Blue Prism has lengthy experience integrating with legacy systems, given our strategic focus on industries with legacy hardware - finance, insurance, banking, and healthcare. This is where our natively integrated digital workforce provides secure, reliable, scalable integration power.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

Staffing: how many Vermont staff would leverage the solution? across how many departments and locations?

Processes: how many end to end processes need to be orchestrated? what is the complexity of each process? how many persons are involved in each process? how much automation and integration is required? Process flow diagrams would be helpful.

Project Phases: we know you have asked for our recommendations, but do you have a proposed structure and timing for rollout?

System Specifics: you have outlined a high level architecture - for all other technologies in scope, what version, what name, is it on premise or cloud?

Customer Interactions: what is the anticipated daily/monthly/annual volume of customer interaction on the self serve portal?

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

vision
The current overview of the IE&E project is a great high level presentation, however, SS&C Blue Prism would work with Vermont to define specific, measurable outcomes for each of the elements on the customer and staff experience side.

governance model
Clearly defined roles, responsibilities, and expectations must be defined at the start. SS&C Blue Prism has a long history of driving modular integration projects, and our internal solutions team and partners can bring established governance programs to Vermont.

SME availability
SS&C Blue Prism provides a clear project charter and plan at the start of the project. Typically, SME access from Vermont would be required at early stages for requi

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#24

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Page 1: Introduction

Q1

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Q2

How does your product meet the high-level needs outlined above?

For more than three decades, Accenture has implemented Integrated Eligibility (IE) and other Human Services systems across the US. We have experience implementing our field-tested Integrated Eligibility Suite of products called the Accenture Human Services Suite (AHSS), experience implementing platform solutions like Cúram, Salesforce, etc., and experience taking over and enhancing systems built by other vendors. Within the responses to this RFI, we discuss both our Accenture Human Services Suite (AHSS) solution and the option to leverage your current investment in Salesforce.

Our IE product suite, AHSS, aligns with the agency's goals for utilizing agile development, modular procurement, and user-centered design to build your new IE&E system. To fill the void for practical, configurable eligibility and enrollment systems, we initially invested $65 million to create the Accenture Human Services Suite (AHSS). This suite of field-tested, commercial off-the-shelf (COTS) software products provides a user-friendly, web-based, and customer-centric solution that spans eligibility and enrollment for Medicaid, SNAP, TANF, Child Care, CHIP, and a variety of other health and human services programs. The suite includes a service-oriented architecture (SOA) foundation, benefits management, and citizen and worker web portals.

On any major modernization initiative, it’s important to work with the right partners along the way. Accenture has deep partnerships with the software investments currently in Vermont. From a Salesforce perspective, Accenture is Salesforce’s #1 global strategic partner and THE trusted leader in designing, implementing, and driving transformational experiences with Salesforce solutions. In 2022 we were also awarded the MuleSoft Global Partner of the Year. Our third-party partnerships provide the State with not only a highly skilled workforce, but exclusive access to the companies and thought leaders of the technology.

We recognize that your RFI is primarily focused on the specific details around technologies and their fit for AHS’s goals. However, we didn’t want to miss an opportunity to express that, like AHS, Accenture’s system integration work within HHS fundamentally exists to help agencies like AHS serve their customers. The technology products and approaches described herein are outcome-focused and designed to help meet business needs. For us, technology doesn’t exist for technology’s sake; everything we build from a system perspective must drive business value, whether that’s improving self-service, providing benefits accurately and quickly, reducing fraud, driving analytics, and, in essence, supporting vulnerable Vermonters.

You can find additional insights to many of these topics in our RFI response to AHS for the Integrated Eligibility & Enrollment System, Oct. 17, 2017. Please note that while our fundamental approach hasn’t changed, our experience has expanded, and products have evolved over the past 5 years.

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

AHSS includes an integration framework – the Accenture Public Service Platform (APSP) – which uses an adapter-based approach for implementing industry-leading third-party products into the solution. This approach allows our clients to take advantage of investments made in existing assets. APSP includes technical services that provide a vendor-neutral set of architectural application programming interfaces (APIs) that are used to access the underlying, third-party COTS products. These APIs insulate applications from the integration details of COTS products, providing easier maintenance of applications and flexibility to update COTS products without costly iterations of the application development lifecycle.

APSP includes product-specific adapters that are responsible for translating application requests into product specific APIs. APSP's flexible adapter-based service design facilitates ease of integration of leading third-party COTS software solutions in a heterogeneous, industry-leading architecture. APSP's adapter-based approach helps the state maintain flexibility to evolve with changing business and technology demands by abstracting service implementation from proprietary vendor APIs. The services are designed using a modular, service-oriented approach that enables reuse within the solution and allows third-party capabilities to be activated as needed supporting rollout of one or more functional modules.

We also have extensive experience implementing Human Services solutions on Salesforce Public Sector Foundation. One example of this alliance is demonstrated by our Accenture Case Insight Solution (ACIS) for Child Welfare. As directed by the Administration for Children and Families, our Child Welfare solution is composed of functional modules that can be implemented individually or in combination. ACIS is the only child welfare solution configured on the Salesforce platform that has received the Fullforce designation from Salesforce. According to Salesforce, the Fullforce Program "recognizes partners with proven expertise in delivering industry and cloud-specific services and solutions to customers" and "highlights some of the top innovators from the Salesforce partner community whose track records demonstrate a unique ability to offer differentiated solutions alongside the knowledge and expertise to deliver on our shared vision." Accenture is currently implementing ACIS in several states including Indiana and Wyoming. We also brought our Salesforce expertise to bear for New Mexico's Human Services Department implementing a Consolidated Customer Service Center. Interoperability with Salesforce is accomplished through the Salesforce Appexchange. Appexchange provides dozens of third-party COTS software integrations that have been published, tested, and supported by Salesforce. These integrations take advantage of Salesforce's service-oriented APIs for both service and data integrations.

Q4

How do the elements/features of your product exemplify user centered design?

Designing for people is at the heart of what we do. We lead with design in our product development, capturing user needs first and foremost and shaping technology to complement those needs. So that Vermont residents have the simplest path towards getting benefits, we develop user journeys that identify what users need, their mindsets and where opportunities existing for improvement. Using that research our design teams begin constructing new experiences that the high value areas first. For example, we work with Accenture Song to perform usability studies to help drive our product backlog and we recommend this approach for clients looking to implement our technology. A successful way to ensure that designs are pragmatic for technology, we use a dual-track development process that brings developers into the design process. When design is complete and the team begins building, our designers stay with the team to target the next set of high value improvements. By keeping design and development together, it's possible to test new designs on potential users and iterate on the feedback. We incorporate this design-led framework into our product development and recommend it for implementations of our technology.

Our AHSS products, as well as the Salesforce technology, are configuration-driven solutions. This means, as the process of human centered design is accomplished, the technology can more quickly and easily reflect the desired results.

Ways in which we have exemplified user centered design begins with the language we use in our product content. We use plain language and an encouraging tone so that every type of user can understand what is being asked of them. We are also an accessible-first product, which means that we design and build against WCAG 2.1 AA standards (AAA where possible); inclusivity is not an afterthought. Based on usability studies, we balance how to deliver important information with how people are able to receive information, which means creating smaller focus areas to provide instruction during the application process. We're eligibility experts so we know how complex an application for benefits can be, especially for those new to the process. We've organized the application to mirror how people think about their lives and our technology transforms data to match what our technology needs to perform a determination. We also focus heavily on what caseworkers need in order to be efficient and accurate at their jobs, which means making adjustments to our worker portal screens based on feedback from our existing clients and their user groups.

A recent example of putting humans at the heart of design is our work with the state of New Mexico. Using a human-centered design and research focused approach, Accenture created the vision for a unified web portal to better serve their citizens by offering an inclusive, accessible, and dignified experience for individuals to learn about, apply for, and maintain their programs seamlessly and with confidence. This engagement focused on designing an integrated solution that helps people in need access and apply for all health and human services programs in one place. We hosted intensive workshops with our customers and stakeholders and meet with them frequently throughout the iterative design process. Running human centered design activities in parallel lets the team drive outcomes for our providers while also crafting the digital product. The resulting design is being implemented on the Salesforce platform.

Q5

Based on our procurement bundle what percentage would your IE&E solution be "out of the box", "configurable" or "customized"?

AHSS typically meets 80% or more of IE&E functional and non-functional requirements "out of the box." Because it is componentized and flexible, AHSS is adaptable to change as federal and state requirements change and your business needs evolve. AHSS components are also designed to integrate with one another and with other systems. AHSS also provides full rules sets for State health and human services programs out-of-the-box. The rule sets have been developed using Oracle Policy Modeling, one of your preferred Enterprise Applications. By providing DHS with demonstrated, field-tested rule sets for the most common programs, AHSS provides a jump start to implementation, improving your ability to work towards meeting aggressive federal timelines and remain compliant with State requirements.

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

We have implemented the AHSS solution in California, Ohio, Kansas, Iowa, and Washington. Each state has taken a different approach and scope of functionality - all in modular, incremental ways. These states have all focused on a program-based implementation, which we would highly recommend for Vermont due to the value and benefits achieved for multiple user groups. This also reduces re-work to implement integrations and logic between different legacy and new systems.

Regardless of technology solution, we seek to be at the heart of our clients' businesses, helping address their most complex, mission-critical issues. We've collaborated with multiple states on IE projects that include other technology components. Some examples are implementing and enhancing the Cúram tool for the statewide IE system in North Carolina and in New York City. In Arizona, we are the M&O partner for their HEAplus eligibility determination and case management system based on a cloud-hosted web technology. And in other states we've partnered as the IV&V vendor, M&O partner, and strategy partner for automations, analytics, and other mission-critical projects.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Respondent skipped this question

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Respondent skipped this question

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

Yes. The AHSS solution is a full set of technologies for end-to-end Integrated Eligibility and includes Financial Management, Correspondence and Reports. APIs offer flexibility to select currently in-place or new technology assets. In our experience, the Financial Management component should be implemented along with Case Management. The other two could be implemented incrementally. We recommend the state indicate which tools already acquired by the state are required for reuse.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

We are unable to provide a cost estimate without more specific requirements. Our previous RFI response provides an idea around elements included in our cost and levers that can influence the cost.

The DDI timeline is highly dependent on the state's readiness and availability from a change management, worker involvement, and policy and technology landscape perspective. One idea for Vermont for a program-based approach would be: 18 months for Medicaid, 30m SNAP and TANF, 42m additional programs. This would allow for upfront time to collaborate on the human centered design needs for the overall system and then use Agile-based teams to focus on the program(s).

When considering an end-to-end program-based approach, you obtain value for your residents and workers within the same release. With the Medicaid program specifically, there are massive efficiencies to be had implementing no-touch processing for MAGI programs, real-time interface verifications, pre-populated data entry from the citizen application into the case management tool, and no-touch renewal processing. A real-world example of this is in Ohio. Today 10% of all Medicaid applicants are enrolled without case worker input (no-touch processing). Another 65% of the applicants' cases are created and require very little input from a worker prior to eligibility determination. Ohio also experiences automated renewal of 57% of the households through a monthly Medicaid passive renewal process. This translates to county caseworkers manually processing eligibility for 600,000 fewer Medicaid households annually.

Many states have published modular IE&E roadmaps and are accessible for your review such as Florida and Washington. We recommend considering the value offered by each approach and determine the priorities for Vermont. When grouping functions into modules, it is critical to ensure the sequence and components are correct. The state should consider balancing the value being delivered to residents and your staff. Also, we recommend grouping functionality that is required or supports the function. For example, financial management is a key component of case management and we recommend it be included within the case management module.

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Any truly modular solution relies on a variety of supporting technologies to meet the comprehensive requirements of Integrated Eligibility and Enrollment. Supporting technologies are employed to support capabilities such as security, including single sign on, forms and notice composition, document management, business rules, master data management, telephony, and business intelligence. Integration of these capabilities with the core IE&E system should be accomplished through the use of an API-based integration engine.

Through its integration framework, AHSS has product-specific adapters for integration of existing client enterprise applications or best-of-breed products that support these capabilities. AHSS does not dictate a particular 3rd party product for these functions, but rather, provides an API-based integration model to allow selection of products based on the needs and requirements of each client.

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

The Accenture Human Services Suite (AHSS) is a field-tested enterprise human services application consisting of several industry-leading, purpose-built applications that form the basis of an out-of-the-box toolkit. AHSS is designed to address IE&E needs, replacing siloed legacy systems and applications with a comprehensive enterprise software solution that is easy to implement, run, and maintain. AHSS is a hybrid, commercial off-the-shelf (COTS) solution that combines industry-leading Accenture software and accelerators and third-party software. AHSS provides the following benefits:
- Decreased implementation effort and cost, with effort reduced as much as 50% compared Any truly modular solution relies on a variety of supporting technologies to meet the comprehensive requirements of Integrated Eligibility and Enrollment. Supporting technologies are employed to support capabilities such as security, including single sign on, forms and notice composition, document management, business rules, master data management, telephony, and business intelligence. Integration of these capabilities with the core IE&E system should be accomplished through the use of an API-based integration engine.
- Through its integration framework, AHSS has product-specific adapters for integration of existing client enterprise applications or best-of-breed products that support these capabilities. AHSS does not dictate a particular 3rd party product for these functions, but rather, provides an API-based integration model to allow selection of products based on the needs and requirements of each client. to similar software products on the market
- Value is recognized faster because most Integrated Eligibility functions are built and ready to deploy
- Interoperability within and outside of solution, resulting in better information about families and their needs and assistance and providing better tracking to outcomes
- Frequent product enhancements compared to other products on the market, so AHS can take advantage of new functionality and improve productivity
- Total cost of ownership is lower through solution configurability and upgrades

We also have extensive experience implementing Human Services solutions on Salesforce Public Sector Foundation (PSF). Using “configuration first” as a guiding principle, PSF solutions minimize the need for custom coding and reduce total cost of ownership. We intentionally configure our HHS solutions on Salesforce’s Public Sector Foundation (PSF) product—which offers a HHS-specific data model and enhanced capabilities that improve usability, promote sustainability, and reduce both short-term implementation and long-term maintenance costs.

Not all Salesforce-based solutions for HHS are the same. Built according to the guiding principles of “clicks, not code,” and configuration first, we take maximum advantage of PSF’s native platform capabilities to promote sustainability and reduce both short-term implementation and long-term maintenance costs. Using Salesforce’s PSF product, which includes the OmniStudio suite of configuration tools, would enable the AHS team to quickly achieve self-sufficiency. OmniStudio provides powerful declarative configuration tools including FlexCards, OmniScripts, Integration Procedures, and DataRaptors.

Accenture is Salesforce’s #1 global strategic partner since the inception of their partner program. We lead in designing and implementing innovative, mission-critical solutions using the Salesforce platform. With the world’s largest Salesforce practice, Accenture is continually investing in our people and skills – we deliver more than 50,000 hours of Salesforce training annually and have the highest number of Salesforce Certified Technical Architects in the world. Our Salesforce experience has been repeatedly recognized by independent research firms and industry analysts. According to IDC, “in a maturing and highly competitive market, Accenture remains differentiated in both its current offering and strategy for future growth. Accenture possesses the solid industry and business process knowledge, along with the wide-ranging technical knowledge and experience needed to help clients achieve desired business outcomes.”

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

Accenture has extensive experience in delivering outsourcing services in multi-service provider environments on a global scale. Through our experience, we have identified several fundamental characteristics of effective multi-service provider governance. Among these are:
- Service-level metrics must be aligned. Ideally, certain service levels such as availability should be end-to-end, spanning multiple service providers' services. The ideal state may take some time to attain, but from the onset the metrics need to align and not be in conflict.
- At a macro level, Vermont AHS must seek to develop a set of metrics for all service providers that assess the impact of the multi-service provider services on business value. These business value metrics can be such measurements as end-user customer satisfaction or speed to market for key initiatives.
- Any effective framework must appropriately link scope of responsibility with accountability and must enable parties to take responsibility for what they have control over.

It is critical to establish end-to-end accountability on delivery outcomes enabled through collaboration and trusted partnership across all stakeholders. Through our experience and challenges, we have identified several fundamental characteristics of effective multi-vendor governance frameworks to facilitate Service Level achievement. This allows us to meet cross-supplier SLAs, agree to exception-granting terms, and work from standardized definitions. All teams, independent of how they are comprised, need to follow a common set of processes, tools, and metrics for nothing to 'fall through the cracks. Ideally, certain service levels such as availability or Incident Resolution should be end-to-end, spanning multiple vendors' services. It is important to understand the service dependencies and have a clear accountability when using multiple teams and service providers to deliver service and all vendors should be operating under common processes and aligned service levels where each vendor provides areas of scope according to their contracts and service level agreements.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

Complex solutions such as an Integrated Eligibility & Enrollment System require a high degree of collaboration among various vendors, agencies, and systems that share information. On IE&E implementations such as this, Accenture is generally the primary Systems Integrator for this type of transformational program. We typically work alongside other Systems Integrators, niche providers, and software and hardware companies. Most often, state SI resources play a critical role coordinating across stakeholders rather than a solution provider role. Risks inherent with failing to have a well-coordinated collaboration include:
- Inefficient lines of communication;
- Stakeholder confusion; and
- Complexity in decision making.

We mitigate these risks with sound project governance. At the core of our project management approach is the establishment of a sound project governance model. Our experience has taught us the critical need to have a sound governance structure to navigate and direct the effective management of large-scale system implementations such as an Integrated Eligibility & Enrollment System. The purpose of establishing and operating an effective governance committee is to navigate and provide direction for the various stakeholders in the solution to accomplish your objectives. It is important that the governance structure be rooted in sound principles for program management, including identifying and delegating clear decision-making authority, supporting timely decision making, and making key decision makers accessible to the program team.

Q15

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

In choosing an enterprise level modules and standards, the key challenges state agencies may face include: disagreement on data elements that could be shared based on several conflicting policies from local, state and federal rules and data ownership hierarchy, client data verification responsibilities, resolution of conflicting data element changes, allocating data steward resources and decision hierarchy, participating in defining and agreeing on data exchange standards, formats and data retention policies.

From a module perspective, key challenges include: alignment of technology of products, level of customization required to meet agency needs, workflow and role based user access needs, prioritizing product changes, standardization of list of values for dropdown fields, document type and formats, multi-language support, agreement on product release schedule, product transition and knowledge transfer for operations and maintenance, ownership of ongoing training content updates and conducting training sessions.

What States can do to overcome the challenges:

Use a top-down approach with secretary level commitment to define and adapt data sharing standards and agreements. Own change management at the top level and create champions at each agency level. Educate agency supervisors and workers on the need for common standards, workflows and shared ownership of data to better serve citizens/customers. Create dedicated subject matter experts and data stewards from start to implementation of products/modules. Make agency heads responsible for managing conflicts and escalations from IT and business teams.

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

Some key challenges States may face during incremental modular implementation of IE&E system with legacy mainframe systems include unforeseen changes to legacy system code if the module requirements are not thoroughly analyzed, developed and built to completely decouple from the mainframe systems. Workflow and assignments are the key areas where this may occur. It is not easy to turn off modules in mainframe systems due to the way code and functionalities are bundled. Hence, sufficient operational budget must be allocated for keeping the mainframe system running during the duration of incremental modernization of IE&E system.

Apart from the mainframe system, any auxiliary systems need to be considered as part of requirements to include all program rules, benefit determination and workflow processing.

Interface changes require additional attention due to the possibility that external systems may not be willing to accept multiple files i.e. one from mainframe and one from modern IE&E system. Files may need to be combined in the modern IE&E system and retain formatting until the entire system is cutover to the modern IE&E system. Simultaneous changes and testing need to be performed with external systems to complete interface changes.

Printing of notices/documents should be carefully coordinated to avoid redundant processing. Financial transactions should be carefully monitored and tested to avoid issuance of excess payments.

Data migration is another area where data retention rules must be carefully evaluated to avoid excess data processing in the new system. Incremental data migration should be carefully planned to avoid incorrect benefit determination and payments.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

The State should determine if any tools or technologies are required to be used by the SI and convey that within the RFP. Although we typically recommend States focus on the "What" instead of specifying the “How”, we recognize the importance of reusing State investments. For example, instead of “vendor must use Microsoft Dynamics” stating within your RFP “vendor must provide a solution that is no-code/low-code and implemented using configuration rather than coding”. This approach allows vendors to provide their highest value, lowest risk solution and price, and it opens the door for innovation and value beyond what the State might be currently considering.

We are interested in discussing our RFI response with you in person. Face-to-face collaboration in real-time is more effective than words on a page. We look forward to assembling a team of knowledgeable and experienced individuals to discuss our ideas and experience when AHS is ready.

Q18

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?

Respondent skipped this question

#25

COMPLETE

Collector: Web Link 1 (Web Link)
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Page 1: Introduction

Q1

Please enter your organization's contact details

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Q2

Respondent skipped this question

How does your product meet the high-level needs outlined above?

Q3

Is your solution compatible and interoperable as a part of a modular system? If so, please describe.

Yes, SAS provides compatible and interoperable solutions as part of our modular approach to Medicaid and other enterprise-level projects.

SAS encourages the utilization of standard transaction formats and APIs (X12, FHIR, etc.) wherever possible to avoid customized interfaces that require development on the source and target side and can be costly to build and maintain. All interfaces should be based on open standards and not utilize proprietary methods. The solution should facilitate interface design between modules and implement interfaces that adhere to set standards and can easily adapt to changes with backward and forward compatibility. SAS incorporates built-in APIs, transactions, and models for typical healthcare solutions and data exchanges—that is an accelerator that you should expect from any vendor.

Q4

Respondent skipped this question

How do the elements/features of your product exemplify user centered design?

Q5

Based on our procurement bundle what percentage would your IE&E solution be “out of the box”, “configurable” or “customized”?

Respondent skipped this question

Q6

Have you implemented your IE&E solution with other states that had a similar modular bundle approach as outlined above?

While SAS does not offer a comprehensive IE&E solution, we have implemented analytics “bolt-on” or enhancement modules that complement and provide increased functionality. Much like how Medicaid Enterprise Systems are becoming modular to support best-in-class procurements for business needs and functionality, Vermont should consider this concept as it designs the future IE&E solution.

SAS has successfully implemented analytics modules supporting program integrity. Many early IE&E adopter states did not consider program integrity as a module and faced struggles with multiple online applications for the same people and families and the related inherent identity resolution issues. As such, states identified needing an advanced analytics solution for program integrity. The effects of COVID on application volume, increased caseloads, and the onslaught of recipient-based fraud across social benefit programs make it clear IE&E systems need to be more flexible, responsive and have robust program integrity analytics. Vermont should consider creating a separate module focused on internal and external eligibility integrity.

We have implemented a module that not only provides needed fraud prevention and detection analytics, but also provides more automation to support the federally mandated quality assurance (QA) and quality control (QC) processes, benefit overpayment calculations, and the benefit recovery process. This module maximizes the human resources available for these processes by promoting greater efficiency. At the federal level, we have implemented similar solutions that use computer vision and text analytics to automate certain audit functions and expedite vendor-related reviews combined with fraud-risk analysis that have modernized the risk-management approach for this federal agency while using automation to streamline the audit and investigative workflow processes and increase efficiency.

Q7

What would be your general DDI time in months for the sub-modules of the outlined "customer-focused" bundled module based on a 3-4 year timeline?

Respondent skipped this question

Q8

What would be your grouping, and sequencing of sub-modules of the outlined "customer-focused" bundled module?

Respondent skipped this question

Q9

Would your proposed solution include sub-modules from Financial Management, Correspondence, and Reports? If so, please describe and indicate the timeline.

We strongly suggest Vermont implement a program integrity sub-module. This sub-module should include the quality control functions, benefit recovery, and related advanced analytics for identity resolution, eligibility churn prevention, identifying error-prone cases, and the prevention/detection of fraud, waste, and abuse.

Federal and state programs require program integrity activities, but program integrity should be more than just checking a box for compliance. Program dollars are a finite resource. Using them wisely and protecting them from fraud, waste, and abuse (FWA) helps ensure critical services and benefits are available to those most in need.

Program Integrity work in human services can cover numerous programs. We find that states often work their program integrity activities in silos in the same way they receive related funding. However, the highest-risk potential fraudsters are active across multiple programs. Silos allow the worst fraudsters to hide in the dark spaces between program reviews to minimize detection. The SAS solution is designed specifically to support auditors and investigators working in fraud, waste, and abuse in a holistic way. It can also support quality assurance and benefit recovery.

Identity resolution analytics are essential to understanding the program's recipients have accessed, currently used, and potential service gaps. These gaps can increase the risk of long-term dependency on social programs by failing to identify and connect recipients to services that could be the ladder out of poverty. Related analytics can help identify policy and program gaps, and service access point gaps, including equity concerns.

A program integrity sub-module can better promote efficiency. Implementing a solution that leverages automation can minimize manual work normally related to program integrity. SAS has implemented state-level and federal-level solutions that automate key program integrity tasks. For example, SAS helped a large state automate most quality control functions and overpayment calculation saving them significant time and staff effort. This effort also identified Rules Engine issues that resulted in case errors and overpayments which had gone undetected – allowing the state to engage the vendor to get the issues resolved faster.

This approach allows for data and alerting to cross multiple programs making it easier and faster to spot criminal fraud rings. This includes network analysis and geo-mapping tools built into the solution along with various levels of case management and automated workflow depending on need.

Q10

High-level DDI cost estimate for your IE&E solution/product(s) and/or sub-modules you are proposing?

Respondent skipped this question

Q11

What are some of the technology platforms and tools your IE&E solution would be using?

Respondent skipped this question

Q12

How does your IE&E solution separate itself from others in the market (i.e., solution, project, staffing, maintenance & operations, and problem-solving approaches)?

Respondent skipped this question

Q13

What is your vision of an effective, multivendor strategy for implementing a modern IE&E System? What have been your primary challenges?

The vision for an effective, multi-vendor strategy for implementing a modern IE&E system is having the opportunity to select best-of-breed vendors to provide user-friendly, intuitive IT solutions which increase the business staff's efficiency. The vendor system(s) would simplify the enrollment process through self-serve online enrollment and automation of service(s) assignment as well as decrease staff hands-on time during the enrollment process. The primary goal is to decrease the time it takes to enroll/re-enroll a member, track members as they rotate in and out of a program or service, and increase staff efficiency and knowledge, while keeping accurate records for tracking and reporting. All the while minimizing the ability to game the system through a robust fraud detection and tracking system.

While CMS is directing states to consider modularity in the Medicaid Enterprise System to help ensure best-in-class solutions and decrease the overall risk of one vendor controlling an enterprise system in which all business functions are dependent, there are challenges to a multivendor implementation. These multi-vendor challenges can start with module planning and run through multivendor implementation management. Below are key challenges SAS has observed:

- Identifying which business or functional areas to carve out as modules. This is difficult because many times business processes are created to make processing occur through current IT system capability. Thus, designing a new system based on as-is processes is not the best position to launch future development from. Starting with business needs and outcomes in mind will help drive and identify what support and IT infrastructure is needed and define module composition.

- The preparation to evaluate the specific system functionality and all impacted business processes and how those are separated to ensure accurate and complete RFP requirements can be a large demand and take a lot of state time and resources. Vermont should ensure there are adequate resources and support to address this large task.

- Running multiple system procurements and implementations is complex. With a staggered implementation schedule there will be some overlap, which introduces risk. A delay on one procurement can impact the implementation start date on others, even all, depending on which one is delayed and for how long. A delay during DDI of one system will cause the same ripple effect. Vermont should have strong project management oversight, involved executive support and active collaborative stakeholder support to be able to quickly mitigate and address risks impacting the implementations.

- Managing multivendor system testing and state review and sign-off can contribute to delays and takes considerable oversight and coordination. When integrating systems, data transfer and security are two major factors to be considered. How vendors capture and share data must be aligned to ensure a smooth transfer. For instance, the number of digits in every shared field must be considered or an error will occur or making a change to one vendor's data field to accommodate another vendor can impact all processing and take significant time to untangle, which equates to delays and added time and cost. Vermont should consider an Enterprise Project Management Office structure to help coordinate a multi-vendor multiple system implementation.

Q14

What is your experience working with an internal "State System Integrator" that is responsible for cross-module integration/interoperability? What are the challenges that can be expected and how can they be overcome to support successful product implementation?

As an enterprise data services and analytics solution, we are directly impacted by issues with systems integration whether it be an external or internal system integrator because our solution is often the only place where all the data will reside together. SAS has worked with several states supporting system integration efforts and in our experience, the following activities can help states overcome challenges:

- Standard interfaces – Custom interfaces are costly to implement and maintain; wherever possible enforce standard data exchange protocols, transactions, and data formats. This will also make replacing modules/products far less expensive.

- Data Governance – Consistency in data definitions, data standards, data rules for key attributes, and metadata management strategy.

- Master Data Management – Where and how it is applied, the expectation for enterprise applications.

- End-to-end testing – Fully execute business processes with real data to avoid finding defects, data quality issues after go-live in production, use your data lake, data warehouse, reporting and analytic solutions to verify results.

- Iterative implementation – Make sure you are seeing results gaining value throughout the project timelines and not wait until the end; big bang go-lives are overwhelming.

- Project and Governance – Standard project management guidelines for all implementations to follow, standard deliverables.

- IT, Compliance and Security Governance – Establish well-understood standards but be thoughtful and deliberate as to the level of compliance required for each module (making non-critical systems meet critical system standard raises the cost without value in return), and be clear about hosting requirements and “As a Service” expectations.

- As Is To Be Roadmap – This helps communicate what you expect the enterprise to be and when but also makes the as is requirements clear (such as supporting legacy systems) as you modernize.

Every implementation comes with its own “challenges” and “opportunities.” Challenges with a State-run System Integrator (SI) typically come down to State staff time allocation. If staff is involved in multiple projects as shared resources, there are often conflicting priorities on time which results in project timeline slippages. Also, the staff leading the initiative and their background will impact implementation and operations. Some states have PMP-certified, or very experienced, project managers dedicated to leading the implementation and others have IT and business staff, both bringing their own expertise, and both have limitations. These differences often drive different approaches which impact timelines and risk tolerance. It is important for a state system integrator to be staffed to represent both deep business and operations understanding and experienced staff coming from large multi-vendor DDI implementations and operations. Another challenge can be having defined and documented system specifications or requirements for interfacing/integrating with State systems to provide guidance to the newly selected vendors and having State staff that understands and is able to advise the vendors on connecting to their systems. Having multiple vendors with varying systems requirements will take a high level of communication and coordination from the SI, state ran or otherwise.

One noticeable benefit to an internal “State System Integrator” is that the state team will know who to reach out to for questions and ownership of specific system or business questions. They already have an established relationship with key stakeholders within the department, divisions, and work units, and are known, and those relationships will overcome many hurdles found in vendor SI projects.

The challenge to a multivendor implementation starts with module planning and runs through multivendor implementation management. Vendor SI may have solutions or products they feel can be used to meet state needs which then can become a conflict of interest, where a State ran SI will not have this conflict. Vendor SI’s should not be allowed to have any solution, be it a system module or software, to keep their focus on implementing and not “selling.”

Q15

Respondent skipped this question

What, if any, State-level challenges do you anticipate for the use of modular products (e.g., interoperability governance, data governance, etc.) and what can the State do to overcome these challenges?

Q16

Describe the challenges and considerations for incremental modular implementation of an IE&E system into an old legacy mainframe system (such as integrating with mainframe systems as you develop the modules).

As CMS pushed for modularity in the Medicaid Management Information Systems (MMIS), States have struggled with how to address the transition from the legacy vendor to new vendors. Some States will include two DDI periods for vendors as part of the transition with the first DDI period integrating in with the legacy vendor. Then as the modules come online, the second DDI would be integrating with the new technology.

While it might sound like two DDI periods would incur excessive costs from your new vendors, today's modern systems are designed to be flexible on intaking data from other systems. CMS has helped push the vendor community towards interoperability and always being ready to be able to intake a new data stream. SAS modules all use a data-agnostic approach to inbound data streams thereby minimizing any re-tooling needed when the inbound data stream changes.

Based on our experience, we would recommend avoiding pitfalls such as trying to hold on to legacy technology components just because "they are free" or "they work fine for what we need today." By directing a new vendor to support legacy technology, you will reduce competition and increase vendor costs. Cost increases as vendors may have to fit this old square technology into the new circle system they have as it may not even meet the latest security standards set in an RFP. In the government healthcare market, many vendors have spent years focusing on modularity and building a system of components to meet the new demand for modularity. Many of these modernized modules will not be able to incorporate a legacy component into their system without major investment in development which would impact both the time to implement and the total cost to the state. We have seen other States "recommend" legacy components but not require them to be included in a response. This provides the flexibility some vendors may need to successfully implement a new modular system in your environment.

Q17

What information, and what level of detail, would be most helpful for the State to include in an RFP to determine the timeframe and costs for implementing and maintaining our module bundle?

SAS recommends providing information on all other module implementation and operation timelines, establishing a dedicated Project Management Office, sharing budgetary information with the vendors, and including a change order bucket.

By sharing all other module timelines, vendors will have a better understanding of what they might have to incorporate into their system from old and new systems. We also recommend including any vendor names of modules that have already been awarded or implemented in this timeline as well. Many vendors that work in Medicaid have worked with just about every other vendor in Medicaid at some point and knowing what vendor is responsible for what module may help them know what to expect based on previous work experience.

A dedicated PMO not only helps your vendors know that the Department is committing the time and resources to a successful implementation but will also help resolve critical defects and change orders from your vendors. The closer to deploying a system on time, the less risk of cost overruns will be for the Department. While we have seen some States include “no additional cost” requirements in their RFP, factors and risks outside the vendor or the state’s control may necessitate a need for material changes. If a vendor builds this risk into the initial cost proposal, the state may not be getting the best value price as a known, defined, and priced scope change will be more accurate. The PMO can help take the responsibility to identify those problems up front while there is still time to put the project back on schedule.

In our experience, it is almost impossible to include every possible configuration or report in an RFP. Therefore, change orders outside the scope of the RFP are inevitable. While we have seen a few States modify the contract and return to their legislature for budgetary adjustments to the project due to change order, we are seeing more States move towards including a change order bucket of hours and cost that is already included in the contract. We would recommend including either a bucket with a fixed number of hours for changes or setting a fixed price amount.

Q18

Respondent skipped this question

What do you need from the State in the initial planning stages of the project for the implementation to be most successful (i.e., vision, governance model, objectives, policy definitions, SME availability, etc.)?
