Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia

Delivery Order

Order Date: 06-22-2022

CORRECT ORDER NUMBER MUST APPEAR ON ALL PACKAGES, INVOICES, AND SHIPPING PAPERS. QUESTIONS CONCERNING THIS ORDER SHOULD BE DIRECTED TO THE DEPARTMENT CONTACT.

Order Number:	CDO 0511 3275 BMS2200000056 1
Document Name:	Incident Management Solution-Year 1
Document Description:	Incident Management Solution-Year 1
Procurement Type:	Central Delivery Order
Buyer Name:	Crystal G Hustead
Telephone:	(304) 558-2402
Email:	crystal.g.hustead@wv.gov
Shipping Method:	Best Way
Free on Board:	FOB Dest, Freight Prepaid

Procurement Folder: 1064282

Reason for Modification:

Master Agreement Number: CMA 0511 BMS2200000003 1

OK Guy 6/15/22 - 6/14/23

VENDOR

Vendor Customer Code: VS0000039884
WellSky Corporation
11300 Switzer Road

Overland Park KS 66210

US
Vendor Contact Phone: 9133071000 **Extension:**

Discount Details:

	Discount Allowed	Discount Percentage	Discount Days
#1	No	0.0000	0
#2	No		
#3	No		
#4	No		

DEPARTMENT CONTACT

Requestor Name: Kelly (Jimmy) Dowden
Requestor Phone: (304) 356-4861
Requestor Email: jimmy.k.dowden@wv.gov

22

FILE LOCATION ____________

INVOICE TO

PROCUREMENT OFFICER: 304-352-4286
HEALTH AND HUMAN RESOURCES

BUREAU FOR MEDICAL SERVICES

350 CAPITOL ST, RM 251

CHARLESTON WV 25301-3709

US

SHIP TO

PROCUREMENT OFFICER: 304-352-4286
HEALTH AND HUMAN RESOURCES

BUREAU FOR MEDICAL SERVICES

350 CAPITOL ST, RM 251

CHARLESTON WV 25301-3709

US

Total Order Amount: $2,446,219.00

Purchasing Division's File Copy

ENTERED

CH 6/23/22

PURCHASING DIVISION AUTHORIZATION
DATE: Linda Harper 6/22/22
ELECTRONIC SIGNATURE ON FILE

ENCUMBRANCE CERTIFICATION
DATE: 6/23/2022
ELECTRONIC SIGNATURE ON FILE

Extended Description:
Incident Management Solution-Year 1

Service Period: 06/15/2022-06/14/2023

Total: $2,446,219.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	93151507	0.00000		$0.0000	$1,314,000.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-06-15	2023-06-14				

Commodity Line Description: Cloud Service Fees-Base Year 1

Extended Description:
Cloud Service Fees-Base Year 1

Total Cost: $1,314,000.00

Service Period: 06/15/2022-06/14/2023

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	93151507	0.00000		$0.0000	$1,084,250.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-06-15	2023-06-14				

Commodity Line Description: One-time implementation fees-Base Year 1

Extended Description:
One-time implementation fees-Base Year 1

Total Amount: $1,084,250.00

Service Period: 06/15/2022-06/14/2023

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	93151507	0.00000		$0.0000	$23,438.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-06-15	2023-06-14				

Commodity Line Description: Maintenance and Operations: Managed Svc-Base Year 1

Extended Description:
Maintenance and Operations: Managed Services-Base Year 1

Total Amount: $23,438.00

Service Period: 06/15/2022-06/14/2023

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	93151507	0.00000		$0.0000	$5,781.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-06-15	2023-06-14				

Commodity Line Description: Maintenance and Operations: Interface Maint. Svc-Base Yr 1

Extended Description:
Maintenance and Operations: Interface Maintenance Services-Base Year 1

Total Amount: $5,781.00

Service Period: 06/15/2022-06/14/2023

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
5	93151507	0.00000		$0.0000	$18,750.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-06-15	2023-06-14				

Commodity Line Description: Maintenance and Operations: Learning Center Svc-Base Yr 1

Extended Description:
Maintenance and Operations: Learning Center Services-Base Year 1

Total Amount: $18,750.00

Service Period: 06/15/2022-06/14/2023

DocuSign Envelope ID: 4EE992FE-FF97-446E-8082-EB8ECAF8BA0F

WELLSKY CORPORATION
ORDER FORM

This Order Form (**"Order"**) is dated as of 06/15/2022 (**"Effective Date"**) between **West Virginia Department of Health and Human Resources** with offices at One Davis Square, Suite 100 East Charleston, West Virginia 25301 (**"Client"**) and **WellSky Corporation**, with offices at 11300 Switzer Road Overland Park, KS 66210 (**"WellSky"**) for the products and services set forth herein. This Order is subject to and hereby incorporates the terms and conditions of the WellSky Master License and Services Agreement.

This Order consists of the following Attachments:

- Attachment 1 – Term and Payment Terms
- Attachment 2 – Pricing
- Attachment 3 –Scope of Services

Any questions or changes to this Order, please contact Anthony DeCarolis, WellSky Senior Regional Sales Manager at 484-410-9753 or email at Anthony.decarolis@wellsky.com

Ordering Procedure:
Scan and email this signed Order to Anthony.decarolis@wellsky.com and copy WellSky's Contracts Department at LegalContracts@wellsky.com

WEST VIRGINIA DEPARTMENT OF HEALTH AND HUMAN RESOURCES:	**WELLSKY CORPORATION:**
Signature:	Signature: Stephen Greenberg
Name: Cynthia Beane	Name: Steve Greenberg
Title: Commissioner	Title: Vice President, Human and Social Services
Date: 6-15-22	Date: 4-13-2022

Robert Price
Agree

DocuSign Envelope ID: 4EE992FE-FF97-446E-8082-EB8ECAF8BA0F

ORDER FORM
ATTACHMENT 1
TERM AND PAYMENT TERMS

1. Scope of Use: Set forth in Attachment 1 of WellSky Statement of Work
2. Term: Set forth in Attachment 1 of WellSky Statement of Work
3. Payment Terms: Set forth in Attachment 1 of WellSky Statement of Work

Please provide your accounts payable or billing contact information.

Name: Brandon Payne
Title: Director of AP/AR
E-mail: dhhrbmsadminap@wv.gov
Phone: 304-352-4229

ORDER FORM
ATTACHMENT 2
PRICING

Pricing is set forth in Attachment 1 of WellSky Statement of Work.

ORDER FORM
ATTACHMENT 3
SCOPE OF SERVICES

Scope of services described in WellSky Statement of Work in the pages that follow.

DocuSign Envelope ID: 4EE992FE-FF97-446E-8082-EB8ECAF8BA0F

WellSky

Software for Realizing Care's Potential

State of West Virginia, Bureau for Medical Services

Statement of Work for Implementation of the WellSky Incident Management Solution

Contact: Anthony DeCarolis, Senior Account Manager
Phone: 484-410-9753
Email: Anthony.decarolis@wellsky.com

Table of Contents

Executive Summary

The West Virginia Department of Health and Human Resources (DHHR), Bureau for Medical Services (BMS), is the designated single state agency responsible for the administration of the State's Medicaid program. BMS' Home and Community-Based Services (HCBS) programs focus on providing quality Medicaid funded services to eligible individuals in their homes and communities. BMS' Office of HCBS works to create a sustainable, person-driven long-term support system for people with disabilities, the elderly, and people with chronic conditions to improve independence, health, and quality of life outcomes.

A Need for an Online Incident Management Solution

Among the responsibilities of the Office of HCBS are the development, implementation, and management of the State's medical assistance coverage and utilization policies for its 1915(c) waiver programs, State Plan Personal Care program, and nursing home transition programs. BMS recognizes that there are opportunities to leverage technology to achieve greater efficiency and effectiveness within these important programs. Specifically, BMS seeks to make improvements within its Critical Incident Management System (IMS). As the designated state Medicaid authority, BMS is responsible for quality oversight for its 1915(c) Medicaid waivers. Its federal partner, the Centers for Medicare and Medicaid Services ("CMS"), has issued continual guidance requiring that a state demonstrate it has designed and implemented an effective system for assuring waiver participant health and welfare. Key elements of the guidance on 1915(c) waivers include:

- Modifying assurances and sub-assurances related to health and welfare in recognition of the importance of tracking services to prevent future incidents of abuse, neglect, and exploitation ("ANE") and to allow for more extensive tracking of incidents to benefit the individual by using data to prevent future incidents.*
- Requiring state critical incident management systems to:**
    - Assure that reports of incidents are filed;
    - Track that incidents are investigated in a timely fashion; and
    - Analyze incident data and develop strategies to reduce the risk and likelihood of the occurrence of similar incidents in the future.

In recognition of this guidance, BMS is pursuing a comprehensive evaluation of its critical incident management policies, processes, roles, expectations, responsibilities, and technology that support the state's critical incident management system as a whole. BMS seeks to improve its ability to identify, report, and investigate critical incidents that occur within the delivery of its 1915c waiver programs as well as to track and trend results in order to make systems improvements.

From a data and technology perspective, BMS has identified immediate areas for improvement. Today, BMS utilizes a combination of a paper-based reporting process and a state-built database solution to track basic information about incident reports. BMS has determined that this database solution no longer meets the needs of the state or provider agency users and is sub-optimal for the following reasons:

- Lack of configurability: Any changes require code changes which make BMS reliant on its IT department. This model does not enable a BMS system administrator (program staff, not IT) to make changes and so results in longer time periods for system changes to be made.
- Lack of robust reporting: The system does not provide the ability for ad-hoc or custom report development to enable BMS to perform trend analysis or 'drill-down' on specific aspects of its overall critical incident data.
- The data collected today is limited in detail. It does not contain a depth or richness of information regarding investigation of the incident and does not fully enable BMS from monitoring findings as well as subsequent provider compliance or corrective action plan efforts.

BMS seeks to engage WellSky Corporation ("WellSky") to implement technology that will help BMS achieve better oversight, help enforce its updated policies, and better leverage data to help prevent ANE. To help achieve these goals, WellSky proposes to implement its *WellSky Human Services Critical Incident Management* module (hereafter "*WellSky Human Services*"). *WellSky Human Services* is a highly configurable, cloud-based, Commercial-off-the-Shelf (COTS) software solution. It is used by six state-level agencies for incident management for Medicaid and non-Medicaid providers, and by thirteen state-level agencies for collection of abuse, neglect, and exploitation (ANE) allegations. **WellSky is the most widely used state-level ANE data collection software in the U.S.** The solution incorporates best practices in critical incident management which will help BMS achieve efficiencies in oversight and more strongly align with CMS guidance. This Statement of Work ("SOW") describes WellSky's approach, methodology, and underlying assumptions for the proposed implementation, the capabilities of the solution, envisioned workflows for primary users and associated fees for the solution.

References
March 2014 Informational Bulletin on "Modifications to Quality Measurements and Reporting in §1915(c) Home and Community-Based Waivers"
*****1915(c) Technical Guide (page 225)***

Approach to Implementation

WellSky shares BMS' vision that its implementation of the *WellSky Human Services* solution will be a national model for innovative and best-practice incident management technology. To achieve this, WellSky will follow a project that is defined by three key stages:

Stage 1: Pre-implementation Process Consultation

WellSky's Solution Architecture Team and other subject matter experts (SMEs) will collaborate with BMS-designated SMEs at project outset to identify and recommend not only the workflows and design for systems integrations but also the types of data that need to be collected by the WellSky solution to help BMS track its performance and drive future predictive analytics involving critical incidents. Examples of areas of focus could include:

- Tracking and analyzing meaningful data points to minimize preventable incidents
- Better determining when to contact protective services (e.g., severe incidents).
- Identify waiver participants at increased risk of abuse, neglect, or exploitation
- Document quality improvement processes, or show actions have resulted in improvement/reduction of Critical Incidents

The types of data identified from these working sessions will help inform the configuration of the WellSky solution. This approach helps ensure that BMS is "starting with the end in mind" by integrating the collection of strategic data as a natural part of the workflows.

Stage 2: Implementation of the *WellSky Human Services* Solution

WellSky will follow its proven implementation methodology, which was designed specifically for implementation of WellSky's COTS solution, as described in the Implementation Overview section of this SOW (starting on page 33) and described in greater detail in Attachment 4 of this SOW. The software modules and technical services are summarized below.

Deployment of the WellSky Human Services Incident Management Module

Three-Phase Implementation

WellSky's implementation will feature three phases as follows:

- Phase 1 of the project is estimated to be approximately thirty (30) business days from project kickoff and will feature a "go-live" of online submission of critical incidents for a subset of providers within the Aged and Disabled Waiver (ADW) program that participated in the WellSky online case management pilot.

- Phase 2 will feature a "go-live" of a single standardized incident reporting and management business process (across all programs) and a data migration of Provider and Client data with an estimated delivery at month 5 of the project.
- Phase 3 will begin in month 4 of the project, happening simultaneously with Phase 2 and will focus on establishing the needed systems integrations and custom report development described below. Phase 3 is estimated to "go-live" at month 9 of the project.

Phase 1 Scope:

- Deployment of the WellSky Web Incident Form (online incident reporting form) which mirrors the online incident report used today by BMS.
- Deployment of a standard incident review workflow within the WellSky Human Services software for BMS and/or ADW operating agency staff.

Phase 2 Scope

- **Design, configuration and deployment of the *WellSky Human Services* software for critical incident reporting and management for all remaining 1915c waiver programs, providers and users.**
- **Provision of technical services for data migration:** Client and Provider data will be migrated from:

1. The MMIS (currently Gainwell), which is assumed to be the system of record for provider data, to import provider data into the *WellSky Human Services* software.
2. KEPRO's two proprietary software systems (Care Connection and Atrezzo) to facilitate a one-time importation of active/enrolled waiver members. During the project, it may be decided that this business need may be better facilitated by importing client data from Gainwell.
3. BMS' existing Incident Management System (IMS) to import historical incident report data. WellSky will import twelve (12) months of historical data. If BMS, in collaboration with WellSky, determines the data in its IMS is not of high quality and thus not of value in migrating into WellSky Human Services, BMS may optionally elect to use WellSky as the 'go-forward' solution and archive its IMS data separately.

Phase 3 Scope:

- **Provision of technical services to establish the following systems integrations:**

1. A system integration with Gainwell to facilitate the ongoing importation of provider data into the WellSky solution. WellSky assumes it will use this integration to facilitate the initial data migration for the importation of provider data.
2. A system integration(s) to support the exchange of Case Manager data with DHHR's Administrative Services Organization (ASO), herein referred to as "KEPRO," proprietary software products (Care Connection and/or Atrezzo) and/or MMIS (Gainwell), as appropriate, so that Case Managers can be properly notified when incidents are reported against their caseload. In addition to the above-referenced scope, WellSky understands that the desired system integration must continually import/update client records in the WellSky software (e.g., to account for newly enrolled clients and facilitate closure of inactive clients). Professional Services will be provided to design and implement the most logical approach for ensuring client data is continually imported and updated in the WellSky Human Services solution. WellSky understands that today, KEPRO sends a proprietary file which is consumed by BMS' IMS and that process facilitates this business need. WellSky will make reasonable efforts to utilize that proprietary file.
    - No more than two (2) KEPRO databases are in scope (e.g., Care Connection and Atrezzo).

- WellSky's SOW has included a total 500 hours of professional services to be used to address business needs specific to Phase 2, subsection 2 and Phase 3, subsection 2. Should additional hours be required beyond the 500 to meet this business need, a change order will be required.
- Identification of custom reports to support BMS' need for reporting on its Incident Management program. WellSky's implementation includes up to 500 Managed Reporting Services hours in Year 1 to develop custom reports at BMS' direction so that reports designated by BMS as high priority/required upon or shortly after Go-Live are available.
- Deployment of the WellSky Advanced Reporting Module to BMS staff to enable self-service custom/ad hoc report creation post-go live.
- NOTE: For the avoidance of doubt, WellSky's implementation assumes all incidents will be reported using the *WellSky Human Services* software; this includes but is not limited to KEPRO users, provider agencies, and other mandated reporters.
- **See the technical services section of this SOW for additional details on data migration and systems interfaces**

Stage 3: Post-implementation Continuous Quality Improvement and Optimization

Post-Go-Live, WellSky's Professional Services team will lead a continuous quality improvement program, in collaboration with BMS, that focuses on optimization of the workflows, user experience, and data quality within the *WellSky Human Services* solution. WellSky will facilitate meetings with BMS leadership and SMEs to identify areas for improved data quality/capture and reporting to optimally measure the impact of BMS's programs, inform policy, predict need, and advocate for funding. These efforts will be provided via WellSky Managed Support Services which are detailed in the Cost Proposal.

Finally, this ongoing Managed Support Services engagement will also focus on supporting BMS' WellSky system administrators. The implementation will provide comprehensive system administrator training, and the ongoing support will aid the BMS system administrators as needed in order for them eventually to independently administer the system. This is important because a strategic advantage of the *WellSky Human Services* solution is its configurability, which empowers BMS to quickly adapt the *WellSky Human Services* solution to changing business needs without a reliance on contractor consultants or specially trained technology staff to make changes. With *WellSky Human Services*, a well-trained BMS WellSky System Administrator (who can be program staff, not IT) will be able to:

- Make ongoing changes to adapt to changing program requirements via a comprehensive, self-service set of configuration tools (no coding or customization needed).
- Modify data collection screens and most automated workflow without relying on external resources.
- Create custom reports as needs for business intelligence evolve.

This capability will maximize BMS' ability to respond quickly to legislative mandates and requests for information and minimize the need for vendor change orders, ensuring that BMS has predictable annual IT costs.

In summary, this modernization project and implementation approach enables BMS to implement a reliable, best-in-class solution to help meet its required oversight responsibilities while also building a "data first" approach to waiver quality monitoring from the ground up. The flexibility of the *WellSky Human Services* solution will enable continued adaptability and refinement to further BMS' core initiatives. This capability enables BMS programming and technology to be adaptive to future federal requirements and positions West Virginia to be a national leader in using data to better predict and respond to the unique needs of waiver Participants living within West Virginia's diverse communities.

Solution Overview: WellSky Human Services Incident Management Solution

The *WellSky Incident Management* solution is a cloud-based, highly configurable commercial-off-the-shelf (COTS) software solution. It is purpose-built for state human services divisions such as BMS to automate critical incident reporting and management workflows to help protect Medicaid beneficiaries and maintain alignment with CMS requirements and guidance on key functions of a state incident management system. Delivered as a Software-as-a-Service (SaaS), the highly configurable WellSky solution can help BMS by:

- Standardizing the reporting of incidents across 1915(c) and 1115 waiver programs and providing workflow automation around the investigation and remediation of instances of ANE and unexplained death;
- Meeting mandatory response timelines per BMS policy
- Detecting trends to help mitigate abuse and neglect of Medicaid beneficiaries
- Monitoring provider compliance

WellSky Incident Management includes comprehensive incident reporting functionality to capture and manage data on all varieties of incidents, including but not limited to abuse, neglect, serious injury, death, medication errors, etc. *WellSky Incident Management* includes the ability to add and update information about the incident, reporter, persons, and agencies involved, incident type (and sub-type), priority, actions taken, referrals, current status, and much more. The configurability of the application will allow BMS system administrators to capture whatever incident information is required for reporting. Incident reports can be entered directly into *WellSky Incident Management* by users with the appropriate credentials, or by non-users via the *WellSky Online Incident Reporting Form.*

Incident reports include a Notes sub-form to allow for the capture of narrative case notes, as well as to attach electronic documents to the incident report. The incident's documentation subpage allows for the capture of BMS defined data entry forms, configured by an BMS system administrator. Incident reports can be triaged and then used to propagate associated Investigation records, as well as to inform corrective action plans, sanctions, and appeals. Incidents are subject to *WellSky Incident Management* configurable workflow automation utilities and tracking/monitoring tools, including the My Work dashboards and standard reports. Workflow automation includes the generation of incident-related correspondence and ticklers that warn users of timeliness standards, like the due date for an investigation completion.

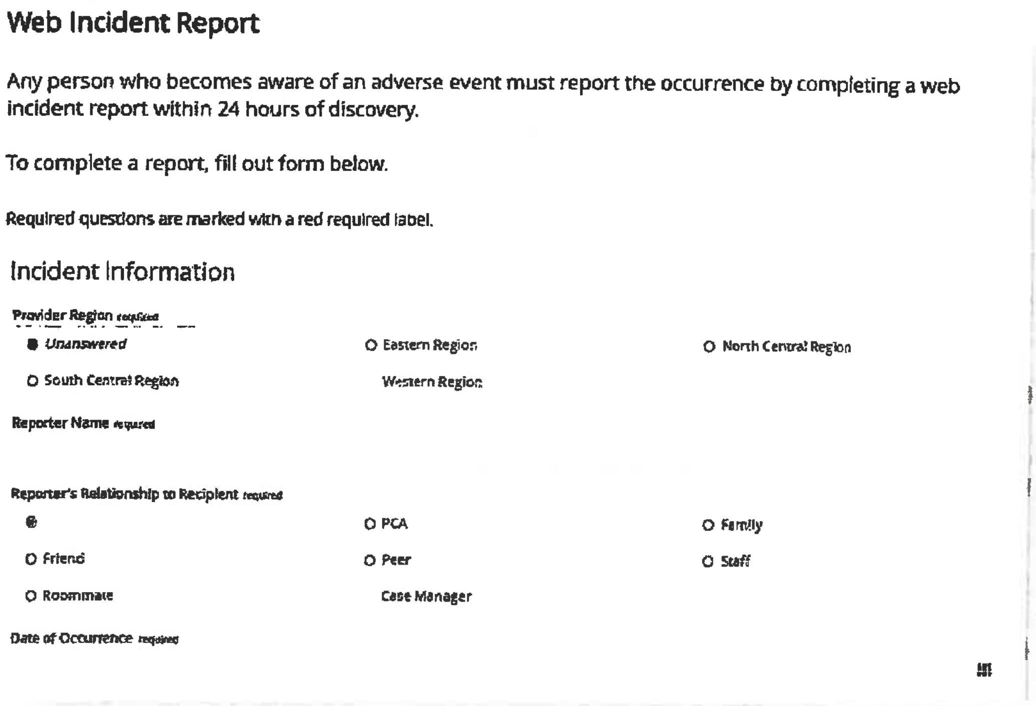
WellSky Incident Management has been implemented by peer Medicaid agencies and other state-level HHS aging and disabilities services agencies to align with CMS guidance and implement state-specific incident management workflows and best practices. ***WellSky Incident Management*** **was recognized as a national best practice incident management system at the 2019 HCBS conference.**

Features and Functionality

WellSky Incident Management includes the following features and capabilities that will be configured to capture BMS-required data and automate incident tracking.

WellSky Online Incident Reporting Form: An external online reporting form that HCBS waiver providers and other mandated reporters will use to submit online incident reports in a standardized way. This form will be designed in collaboration with BMS to reflect the questions and data elements BMS requires on its online incident reporting form. Once the form is submitted, it creates an incident report record in *WellSky Incident Management* for BMS or other designated staff to take appropriate next steps and build upon the information already submitted.

Screenshot: Online Incident Reporting Tool


Web Incident Report

Any person who becomes aware of an adverse event must report the occurrence by completing a web incident report within 24 hours of discovery.

To complete a report, fill out form below.

Required questions are marked with a red required label.

Incident Information

Provider Region required

Unanswered
Eastern Region
North Central Region
South Central Region
Western Region

Reporter Name required

Reporter's Relationship to Recipient required

PCA
Family
Friend
Peer
Staff
Roommate
Case Manager

Date of Occurrence required

WellSky Incident Management: Configured specifically for the state-level management of critical incident reporting and investigation and drawing on national best practices, *WellSky Incident Management* contains workflows that help workers clearly follow the steps throughout the incident triage and investigation process, including management tools that support proper supervision of staff and automated business processes that provide clear alignment between actions and policies. *WellSky Incident Management* will:

- Help ensure that appropriate user and program level security ensures compliance with HIPAA and privacy laws.
- Provide for differences in incident report workflows across programs (e.g., 1915(c) waivers) and incident types per BMS policy
- Initiate and conclude investigations by consistently determining if abuse or neglect occurred.
- Automate workflows that propose specific mitigation steps to help reduce the risk of future incidents.

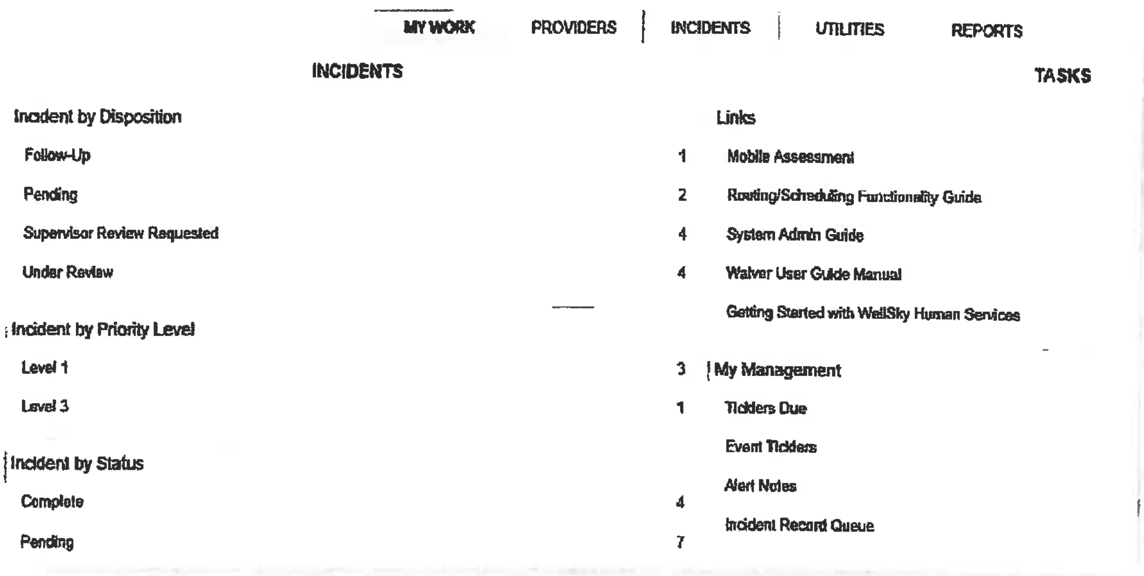
Ad-hoc reporting and management tools will help BMS achieve improved visibility of incident data for its Medicaid waiver population and help enable:

- Complete, accurate incident and mortality reviews.
- Trend analyses by provider to identify potential systemic issues.
- Collection of provider data that can be used for licensing, reviews, or corrective action plans.
- Examining of investigation findings and the corresponding mitigation steps to monitor provider performance.

WellSky Incident Management Features

- **"My Work" Dashboard**: The My Work dashboard is a user-specific daily working dashboard that gives a user links to information assigned to them. The Incidents section includes quick access to notes that have been routed to the user, ticklers due, and incidents assigned to the user - organized by status, disposition, or priority. The *"My Management"* section of the My Work dashboard provides supervisors information relating to the staff who report to them, such as their ticklers due and pending forms. Links to product documentation which reflects all current system functionality, including upcoming enhancements are housed on each user's "My Work" dashboard for quick and easy access.

Screenshot: My Work Dashboard



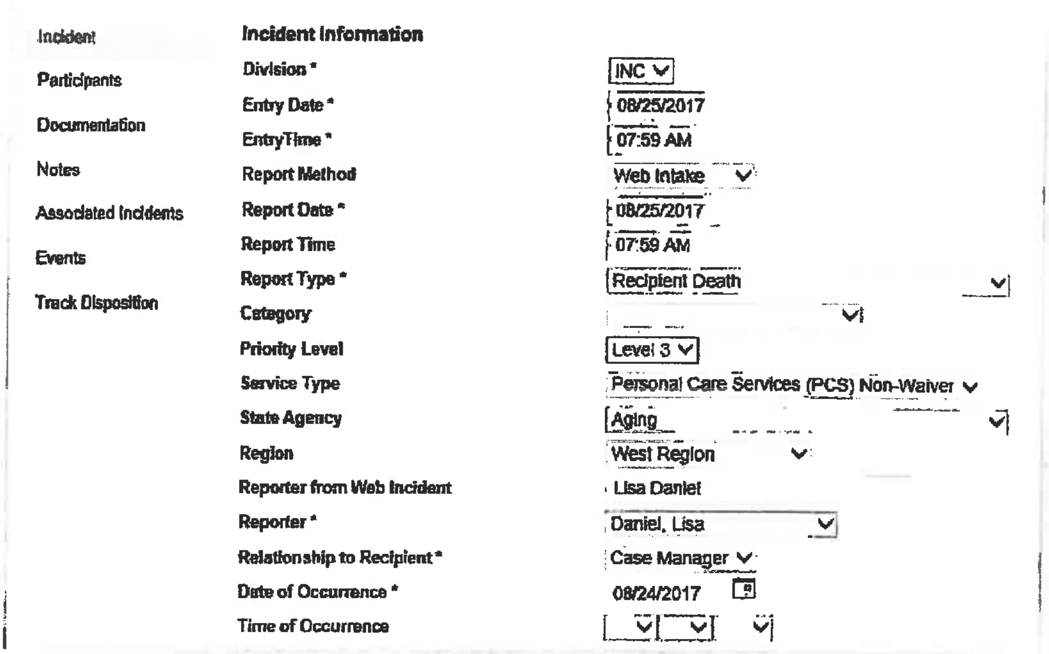
- **Comprehensive Incident Reporting:** *WellSky Incident Management* allows for the selection of the individual's program provider as part of the incident report. Both the managed care organization and program providers will have provider records in the solution where address, phone number, as well as license or certification number and contract number, will be maintained.

  WellSky Incident Management has dedicated fields to collect name, address, date of birth, social security number, and Medicaid number of the person who is the subject of the incident. In fact, the module contains subpages for name, address, phone, and email, which can accommodate an unlimited number of records and categorization of each (e.g., home, work, out of state address, etc.). In addition to information about the person involved in an incident, the module can capture an unlimited number of other contacts in order to document any witnesses or staff involved.

  WellSky Incident Management provides the ability to create and maintain searchable and exportable records for Medicaid recipient ANE and non-ANE critical incidents. Incident reports can be entered directly into WellSky Incident Management by credentialed users or by non-users via the *Web Incident Form*. Reports submitted via the *Web Incident Form* land in the dedicated Incidents chapter in queues configured for immediate processing. Each incident report includes sections for capturing information about the incident report (e.g., date/time of report, source, method of submission, etc.), details about the incident (e.g., incident date, type, description, setting, duration, cause, resolution), provider agency, one or more categorizations of the incident, as well as details about resolution of the report (e.g., determinations, status, agencies involved, etc.). In addition, the involved consumer, one or more reporters, other participants (such as case managers, legal representatives, guardians, law enforcement officials, physicians, etc.) can be designated on an incident or complaint report. These participants can be entered manually into the system or located in a search against a database of persons previously involved in incident reports and complaints. Through this functionality, a history of previous involvement in incidents is accumulated over time. Forms or assessments established through the WellSky Screen Design Utility can also be associated with incidents to capture additional information used in the agency's business processes.

- **Investigation Tracking:** WellSky Incident Management enables users to track and follow-up on investigations stemming from critical incidents and any remediation the MCO or provider did to ensure the health and safety of the individual. Incident reports can be used to automatically propagate associated investigation records. Dedicated investigation data elements like investigator assigned, investigation start date and time, investigation due date, immediacy rating, and investigation status help ensure that BMS can document all aspects of the investigation process and outcome. WellSky's screen design utility allows system administrators to create forms for further investigation data entry with dozens of different field types available(e.g., lookup, text, date, checkbox, etc.). Investigations are subject to *WellSky Incident Management's* configurable workflow automation utilities and tracking/monitoring tools, including the My Work area and a dedicated Investigation queue for automated approval processing. Workflow automation includes the generation of incident-related correspondence. Remediation by the provider can be tracked in the incident/investigation record on a configurable screen design form.

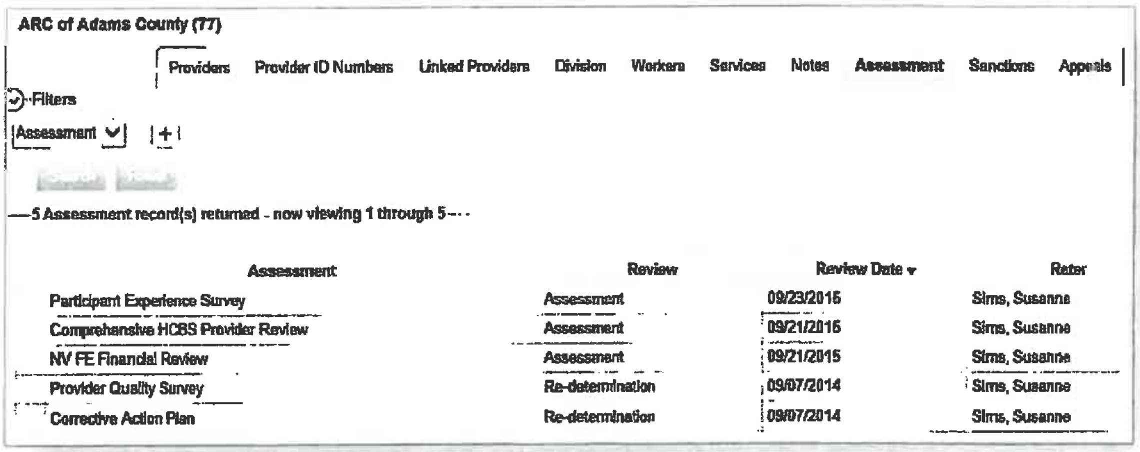
Screenshot: Incident Record



Incident	**Incident Information**	
Participants	Division *	INC
Documentation	Entry Date *	08/25/2017
Notes	EntryTime *	07:59 AM
Associated Incidents	Report Method	Web Intake
Events	Report Date *	08/25/2017
Track Disposition	Report Time	07:59 AM
	Report Type *	Recipient Death
	Category	
	Priority Level	Level 3
	Service Type	Personal Care Services (PCS) Non-Waiver
	State Agency	Aging
	Region	West Region
	Reporter from Web Incident	Lisa Daniel
	Reporter *	Daniel, Lisa
	Relationship to Recipient *	Case Manager
	Date of Occurrence *	08/24/2017
	Time of Occurrence	

- **Remediation:** WellSky Incident Management offers BMS two options for where state-designated staff and contracted providers can enter remediation information for ANE, non-ANE critical incidents, and deaths. First, remediation by the provider can be tracked in the incident record on a configurable screen design form. This BMS-defined data entry form will capture any remediation the provider did to ensure the health and safety of the individual. *WellSky Incident Management* also supports the documentation of corrective action plans using the Corrective Action Plans (CAPs) tab within the provider record. The purpose-built CAPs functionality can be used to document CAPs for trainings, quality assurance audits, or other actions the provider needs to correct. The CAP record can be used to document the CAP Type, date, and status along with one or more items that require corrective action. The item records allow the user to map findings to specific standards that have not been met, details around the corrective action, and associating a named worker to the corrective action step. Once the corrective action has been performed, the item can be updated to record the details about how the corrective action was met.

Screenshot: Provider Record



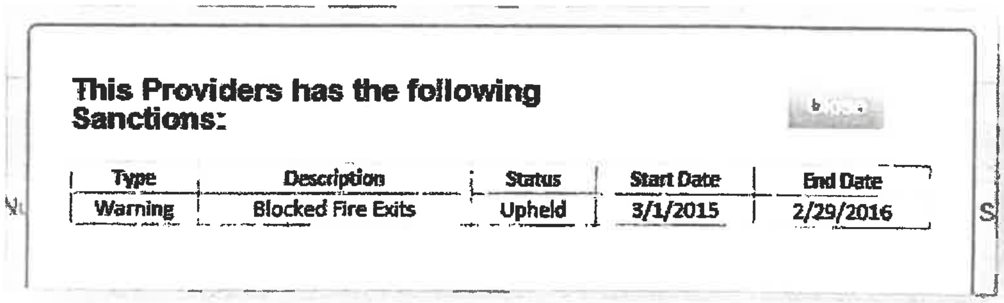
- **Centralized Data Repository:** *WellSky Incident Management* serves as the centralized data repository for all reported critical incident data as required by BMS. Incident reports can be entered directly into *WellSky Incident Management* by credentialed users, or by non-users, via an optional, public-facing Web Incident Form. Reports submitted via the *WellSky Web Incident Reporting Form* land in the dedicated Incidents chapter in queues configured for immediate processing. Each incident report includes sections for capturing information about the incident report (e.g., date/time of report, source, method of submission, etc.), details about the incident (e.g., incident date, type, description, setting, duration, cause, resolution), managed care organizations, provider agency, one or more categorizations of the incident, as well as details about resolution of the report (e.g., determinations, status, agencies involved, etc.). In addition, the involved consumer, one or more reporters, other participants such as case managers, legal representatives, guardians, law enforcement officials, physicians, etc., can be designated on an incident or complaint report. These participants can be entered manually into the system or located in a search against a database of persons previously involved in incident reports and complaints. Through this functionality, a history of previous involvement in incidents is accumulated over time. Forms or assessments established through the WellSky Screen Design Utility can also be associated with incidents to capture additional information used in the agency's business processes.

- **Avoiding Duplicated Incident Reports:** *WellSky Incident Management* is designed to prevent duplicate incident reports from being entered in the first place. To add an involved person or other contact to an incident record, the module can be configured to require, or at least warn, the user to conduct a people search first. If multiple providers submit the incident report via the external Web Intake form or if a user creates a duplicate despite people search requirements in the system, duplicate incidents can be linked together on the Associated Incident subpage of the Incident record. Status can be used to identify the duplicate incident reports and exclude them from further processing or reporting.

- **Alerts/Active Notifications:** *WellSky Incident Management* includes comprehensive notification features. Authorized users can create notifications in a variety of ways, depending on who is receiving the notification, what information is being communicated, and how that information is conveyed. For example, authorized users can create workflow rules using WellSky's workflow wizard. The user would select a trigger event that would start the workflow process, along with the tasks within the workflow that need to be completed. The user can create message, or tickler associated with each task that is sent to the person to whom the task is assigned. These ticklers are in a free text format, allowing the user to communicate precise information to those included in the workflow.

  An authorized user can create an alert within the Incident Report record in the notes section of the Incident Report by selecting the status of the note to "Alert." The user can use a free text format to convey essential information about that Incident Report.

Screenshot: Alert Notes within a Provider Record



This Providers has the following Sanctions:

Type	Description	Status	Start Date	End Date
Warning	Blocked Fire Exits	Upheld	3/1/2015	2/29/2016

Finally, an email tickler type allows for automatic reminders and notices to be sent by email to designated workers associated to the incident. Non-PHI data, like Incident ID, can be automatically merged into the subject line or body text of the email. These email ticklers will automatically fire when triggered by an event in the solution, as configured in the Workflow Wizard (i.e., status change).

- **Incident Searching:** The Incident Queue Search page allows users to create powerful searches using multiple types of criteria. Filter criteria include Incident ID, involved consumer name, reporter name, report date, report method, report type, region, managed care organization, provider, program, and status. Search filters can be combined using Boolean (and/or) operators to drill down to the exact records sought. Search results appear in a list view grid that can be sorted by clicking on header names. A total, representing the number of records appearing in the search results list view grid, provides a quick count for ad hoc questions. How many incidents did X provider have last year? How many incidents are currently under investigation for Y program? How many incidents were reported in ABC region? The Incident Queue Search provides the visibility in *WellSky Incident Management* to answer these simple questions and more.

- **Role Based Access:** WellSky uses a powerful role-based security model that allows system administrators to create groups that define the chapters, pages, and fields that will be available to users in a specific division or functional business area (e.g., provider management) and roles that further refine the areas of the application available to users with specific job functions and their edit privileges (e.g., read only, add, edit, delete, etc.). These features allow an agency to define an unlimited number of roles to ensure that users can access data appropriate to their line of business and job function. *WellSky Incident Management's* role-based security ensures that identifying information for the subject of the critical incident can be edited by users in the appropriate role.

- **Workflow Automation:** *WellSky Incident Management* includes ad hoc query and data retrieval processes through business rules defined in workflow wizards, the My Work dashboard, advanced search capabilities, and ad hoc reporting available to designated users. *WellSky Incident Management* facilitates workflow using Workflow Wizards and/or Ticklers to prompt users to do specific tasks. When a user clicks on a task (Tickler) in the workflow wizard window, the page where the next action needs to be taken is rendered in the workflow wizard window. The user would select a trigger event, like the incident type of "death," that would start the workflow process, along with the tasks, or "ticklers," within the death report type workflow that need to be completed. During implementation, Workflow Wizards and Ticklers will be established by WellSky, as per BMS-defined business rules, using the Workflow Wizard Setup utility. After go-live, BMS can adjust, add, and remove workflow wizards and/or ticklers as business needs evolve without any assistance from WellSky.

- **Self-service Administration / Configuration Tools:** *WellSky Incident Management* allows system administrators to configure the look and feel of each page to best suit the needs of each user type. For example, system administrators can determine which data fields are visible, the order in which they appear, the label on each field, and whether the field is required or optional. Required fields must be populated before workers can save the record and move forward in the workflow. The use of dynamic field logic will allow the system administrator to configure specific data elements to be visible, required, or both based on how a response is populated in another field on the page. The incident record includes generic fields that can be configured to meet a data collection need not satisfied by an existing WellSky field.

Using built-in configuration utilities, authorized users can make real-time changes to the system, as needed. For example, if BMS wanted to begin tracking a new incident category (e.g., positive COVID-19 test) without assistance from WellSky, BMS system administrators could easily alter drop-down lists for specific fields to reflect the addition of a new incident type and subtype and execute that change to take effect immediately.

In addition to native fields on the Incident record, WellSky's Screen Design utility allows system administrators to alter or create new assessments or forms for data entry with dozens of different field types (e.g., lookup, text, date, checkbox, etc.) through configuration rather than through custom development by WellSky. The forms can be deployed to the documentation subpage of an incident record. An unlimited number of forms and data elements can be added, modified, or deleted by an BMS system administrator with the appropriate role permissions.

As stated, WellSky uses highly configurable role-based security to control the data to which each user has access. The security model allows system administrators to create groups that define the chapters, pages, and fields that will be available to users in a specific division or functional business area (e.g., provider management) and roles that further refine the areas of the application available to users with specific job functions and their edit privileges (e.g., read only, add, edit, delete, etc.). These features allow an agency to define an unlimited number of roles to ensure that users can access data appropriate to their line of business and job function. During implementation, the WellSky team will work with the BMS team to determine the correct access level to grant BMS's users (e.g., operating agency and/or provider staff) to ensure these users have access to their clients for incident reporting purposes, but also have access to program level data related to their program area.

The WellSky implementation team will do the initial configuration of the groups and roles in the BMS solution, but trained BMS system administrators will have the ability to make changes after go-live, with no intervention by WellSky.

- **Audit Log:** WellSky provides application audit logs for each end-user's access or modification of transactional data. The audit record identifies the user by unique system identifier, time and date of action, and the transactional data values before and after changes. This audit information is readily available for reporting by authorized users and provides the necessary forensics to review user compliance with policies governing timeframes for data entry of critical incident data. In addition, tickler completion date and disposition or status dates are frequently used in reports to track updates to the system and measure data entry timeliness.

In addition to audit log tracking, *WellSky Incident Management* offers reminders to staff when tasks governed by mandated timeframes are due. Using workflow wizards, state mandated time frames can be applied, automatically calculating the number of days before a task is due, how many days before the due date the alert should be sent, and date calculation using business days or calendar days. Each reminder can be configured to be automatically sent to the appropriate recipient with the appropriate due date already calculated.

- **Accessibility**: *WellSky Incident Management* complies with State and federal accessibility standards, guidelines, policy, and procedures relating to electronic information resources, including Section 508 of the Rehabilitation Act of 1973. WellSky's accessibility approach includes development and quality assurance testing using browser extensions, such as WAVE; use of accessibility tools such as JAWS, ZoomText, Dragon Naturally Speaking; and review with solution analysts and technical writers. WellSky has also conducted coordinated reviews with accessibility trainers and compliance officers in the human services industry. WellSky acknowledges that the road to accessibility compliance never ends. All quarterly releases of *WellSky Incident Management* undergo through accessibility testing to ensure continued compliance.

- **Continual Enhancements:** Yet another strategic advantage of *WellSky Incident Management* is that it is continually enhanced (quarterly) with new features and relevant functionality (specific to incident management and HCBS) at no added cost based on the feedback and requests of both BMS and WellSky's other state partners that also use *WellSky Incident Management.* WellSky will work collaboratively with BMS as part of the post-implementation continuous quality improvement and optimization stage regarding how new features / enhancements align with BMS's goals and approach to optimally deploy them.

Reporting Capabilities

Experience has shown that every client has unique reporting needs specific to their programs, regulatory/legislative requirements, and/or business processes and that no single approach will fill all needs. Tactical and "day to day" reports need to present actionable data that augments the daily work of specific end users. Higher level operational and program level reports need to provide managers and supervisors with quick visibility to the overall health and status of programs. Data needs to be available for business analysts to look for trends, respond to legislative and regulatory requests, audits, and other ad hoc requests. Executive level reports are needed for funding requests, boards of directors, and an aggregated view of the BMS ecosystem. The format of reports also varies based on need; depending on the data and the intended audience, the most appropriate format may be a spreadsheet, a table, or a graph or chart.

WellSky proposes a suite of reporting options that combine to ensure that these diverse needs can be met, that data can be presented as fully aggregated, partially aggregated, or as granularly as a single individual, and that BMS and can view and create reports to meet state and agency needs, respectively:

- *WellSky Incident Management* standard reports
- *WellSky Advanced Reporting*
- *WellSky Managed Reporting Services*

Standard Reports

WellSky Incident Management includes multiple standard operational reports to support core business processes. Standard reports can be published in "packets" available only to users with the appropriate role-based privileges. The standard reports cover all data areas, providing detailed reports at the client level and aggregate reports with filtering and grouping available as applicable, for example, by case manager, provider, program, or statewide. Standard reports include a "face sheet" report for the individual record, including demographics and emergency data, and case management notes. WellSky provides a library of report files and the stored procedures that populate the standard reports to serve as templates for the creation of similar reports using *WellSky Advanced Reporting*. WellSky continues to expand the number of standard reports for *WellSky Incident Management* based on the feedback from and collaboration with WellSky's state clients.

Sample Standard Report: Incidents by Provider and Report Type

WellSky

Incidents by Provider and Report Type

Generated By: Lisa Daniel on 4/14/2021 12:01:28 PM

From: 01/01/2018 Region: (All)

To: 04/14/2021

Provider	Report Type	Count of Incidents
ARC of Adams County	Criminal Activity/Legal Involvement	1
	Medical Intervention for Fall	1
	Medical Intervention for Fall, Injury or No Visible Signs of Injury/Injury of Unknown Origin	1
	Total Incidents	3
Maplewood Supported Living	Elopement (24 Hour Facility)	1
	Total Incidents	1
Senior Meals	Medical Intervention for Fall, Injury or No Visible Signs of Injury/Injury of Unknown Origin	1
	Total Incidents	1
South Lake Services	Recipient Death	1
	Total Incidents	1
	Total Incidents	6

WellSky Advanced Reporting Module

The WellSky Advanced Reporting Module is a fully integrated platform for self-service report creation that pairs a copy of the transactional database, refreshed nightly, with easy-to-use reporting tools to allow BMS report developers to:

- Dynamically query and extract data without assistance from WellSky
- Create, publish, schedule, and distribute ad hoc and custom reports for unprecedented access to data
- **Reports created in *WellSky Advanced Reporting* can be made available to run within *WellSky Human Services***
- Meet unique agency data requirements
- Respond to "last minute" stakeholder requests for data such as from the Legislature or Governor's Office

Powered by industry-standard applications, including Microsoft SQL Server and Microsoft SQL Report Builder, *WellSky Advanced Reporting*:

- Features a user-friendly, Microsoft Office-style interface for "drag & drop" report development
- Includes "wizards" to guide novice report writers while allowing experts to work unimpeded
- Allows for consolidated State-level view of data, as well as agency-specific views of data

WellSky is confident these reporting and data access capabilities will meet BMS' needs for critical operational reporting and data sharing with other state partners. WellSky's implementation includes making *WellSky Advanced Reporting* available to BMS and BoSS if needed. WellSky's implementation includes comprehensive training to use this tool for BMS and BoSS report writers.

WellSky Managed Reporting Services

WellSky's implementation will include up to 500 hours of WellSky Managed Reporting Services in Year 1 to develop custom reports at BMS' direction. These hours are intended for WellSky to produce those reports designated by BMS as high priority/required upon or shortly after Go-Live of each project phase. BMS report writers will receive comprehensive training on the *WellSky Advanced Reporting* module and will be able to supplement and augment *WellSky Managed Reporting Services* in the creation of desired custom reports. Following Go-Live, WellSky will provide up to 500 hours annually for each contract option year executed of Managed Support Services, which BMS can elect to use to have WellSky develop additional custom reports.

Extensibility

As stated, WellSky Incident Management is a fully integrated module within the *WellSky Human Services* software. A strategic advantage of *WellSky Human Services* to BMS is that BMS can expand its use of the software from only incident management to comprehensive HCBS client case and financial management. This would provide in the future, a single solution for HCBS waiver and incident management. **With WellSky, BMS maximizes taxpayer dollars by investing in a solution that not only meets the current need for a modernized Incident Management solution but can meet future needs such as comprehensive HCBS program client case and financial/fiscal processes a single solution.**

Solution Overview Conclusion

The *WellSky Human Services* suite of solutions as described above will be uniquely configured to help BMS achieve the desired functionality, business outcomes, and capabilities as described in this Statement of Work. The resulting solution will help significantly improve BMS' oversight of critical incidents. Upon Go-Live of the fully implemented solution, WellSky's Professional Services team will then begin its "Managed Support Services" to help BMS with critical support and continuous quality improvement/optimization of the WellSky solution as described in the following section.

WellSky Managed Support Services Overview

WellSky's Professional Services team will work with BMS' team for continual optimization efforts of *WellSky Human Services* post-Go-Live. Services such as updates to configuration, assistance with custom report development, ongoing training and/or consultation as needed for *WellSky Human Services* are provided under the WellSky Managed Support Services portion of this contract.

Managed Support Services allows BMS flexibility to use budgeted hours in a manner most beneficial to them post initial implementation. It allows these hours to be planned for in advance and budgeted on a yearly basis.

- **Managed Consulting Services (MCS):** WellSky can update existing content and make configuration updates as requested by BMS.
- **Application Management Services:** WellSky can assist BMS with application administration activities such as user clean-up / provisioning, system administration, custom specific tasks (interface modifications, etc.).
- **Optimization & Readiness Services:** WellSky can perform Operational Assessments to assess current BMS business processes to identify opportunities for solution improvements and business process efficiencies.
- **Learning Services**: WellSky can provide Learning Services to assist BMS with resource onboarding efforts and/or continual learning.

Managed Consulting Services

Configuration within *WellSky Human Services* can be updated as BMS' business needs change. While it is critical for clients to diligently maintain and update their content, they may require additional resources or expertise to perform the required activities. WellSky can provide the following services to assist with maintaining their content:

- Regulatory update configuration
- Content configurations and/or modifications (e.g., new templates, programs, etc.)
- Application configuration and/or modifications (e.g., roles, data maintenance, dictionaries, etc.)
- Newly released features requiring configuration

Application Management Services

Configuration within *WellSky Human Services* may need periodic updates based on changes in the client requirements. BMS can use the assistance of WellSky to make updates, including the following:

- General Application Administration updates based on BMS requests
- Creation of Users

- Update User Permissions
- System Administrator and End User assistance as requested by BMS

Optimization & Readiness Services

WellSky can perform Operational Assessments of the solutions in order to identify opportunities for solution improvements and business process efficiencies as part of these services. The WellSky assessment may include the following:

- Conduct application and workflow reviews
- Review workflow and recommend new features
- Review workflow and recommend content changes
- Review content releases and recommend changes
- Consult on data and reporting needs
- Lead formal change control board meetings

Learning Services

WellSky can provide BMS with Learning Services to assist with resource onboarding or continual learning efforts. The Learning Services may include the following:

- Refresher training
- Advanced user training
- Workflow training
- Super-user refresher training

WellSky Professional Services will assign a specific point of contact to the account to coordinate these activities.

Implementation Overview

Project Timeline

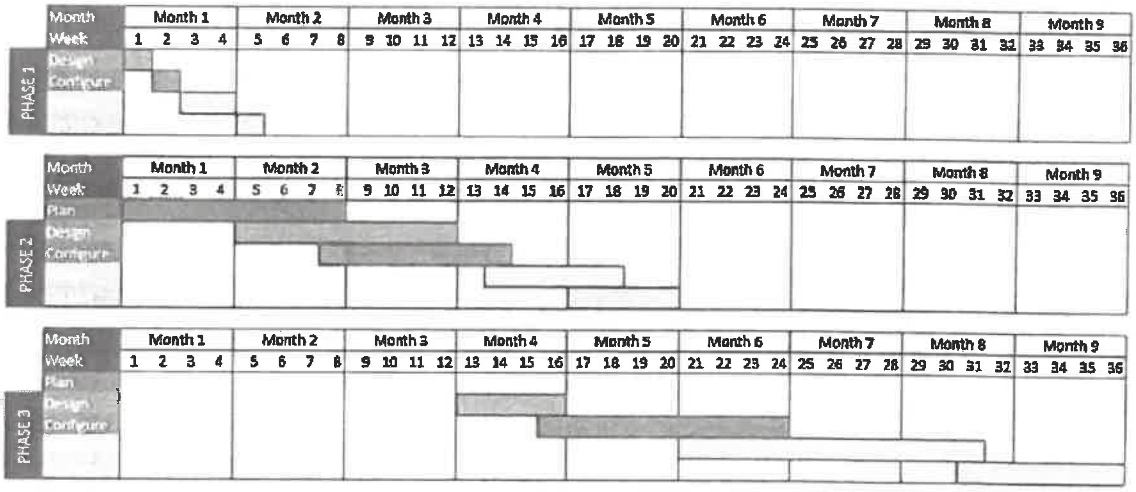
The WellSky implementation approach has resulted in successful implementations with dozens of state-level aging and disabilities services agencies. WellSky is confident in its proposed timeline, phases, stages, associated solution deliverables, and approach as described below. It is anticipated that BMS will leverage a custom configuration of existing, standard *WellSky Human Services* functionality to perform incident management business processes.

- **Phase 1 of the project is estimated to be thirty (30) business days from contract execution and feature a "go-live" of online submission of critical incidents for a subset of providers within the Aged and Disabled Waiver (ADW) program that participated in the WellSky online case management pilot and will include these deliverables:**
  - **Deployment of the WellSky Web Incident Form (online incident reporting form) which mirrors the online incident report used today by BMS.**
  - **Deployment of a standard incident review workflow within the WellSky Human Services software for BMS and/or ADW operating agency staff.**

- **Phase 2 of the project is estimated to be approximately five (5) months featuring a "go-live" of incident reporting and management processes at Month 5. Phase 2 will also include data migration services.**
- **Phase 3 of the project is anticipated to be approximately six (6) months and will occur simultaneous to Phase 2. Phase 3 will focus on establishing the needed systems integrations and custom report development.**

The high-level timeline below is intended to depict the general order of events that will ensue upon contract execution. A detailed project plan with specific dates will be collaboratively developed by BMS and WellSky during the plan phase of the project so that all key activities fit within this high-level timeline.

Critical Incident Management



Product Enhancements

It is anticipated that WellSky's implementation for BMS will go-live with existing functionality of the COTS *WellSky Human Services* solution, custom configured using system tools available to both WellSky and BMS System Administrators. No product enhancements are in scope for the proposed project. Should additional requirements requiring enhancements to the core WellSky Human Services application emerge during the implementation process (or post-go-live), WellSky will determine the feasibility of the enhancement, and the timeline for deployment of the enhancement. If WellSky determines that it will add the enhancements to its WellSky Human Services product roadmap, BMS will receive those enhancements at no additional cost as part of the annual SaaS subscription. If BMS requests to accelerate the development of enhancements, WellSky and BMS can decide to proceed with a change order for additional fees (in accordance with WellSky's hourly rate set forth in Attachment 1).

System Integrations

WellSky and BMS will be implementing a standardized incident management (IMS) workflow. WellSky has included time allocations in this SOW for BMS management and Subject Matter Experts ("SMEs") to work directly with the WellSky Solution Architecture team to define the major workflow and integration strategies for the IMS prior to beginning active implementation. This will set the template against which the core BMS and WellSky project teams implement.

Systems Integrations Approach

WellSky Human Services can send and receive data using different standards and provides rich interface capabilities that can support a broad range of system integration options for both large batch data exchanges and small, lightweight transactional data exchanges. Typically, WellSky utilizes Secure FTP (batch file transfer), FTPS (batch file transfer) or HTTPS (web services) options for data transport, and HIPAA-compliant EDI X12, XML, JSON, HL7, or character delimited (e.g., .CSV) data formats. *WellSky Human Services* can support real-time web service transactions using both the REST and SOAP protocols. If other transfer mechanisms or data formats are required, WellSky has the capability to support them. WellSky works with its clients and other necessary partners to determine the appropriate method to exchange data.

The following system integrations will be included in the implementation. While the interfaces can be used by all waivers/programs, BMS, during implementation, may decide that a given waiver or program (e.g., ADW) may not need or use all of the interfaces listed and/or may defer activating a given interface for a waiver or program to a later date based on workflow and/or the ability of third-party systems to support the integration.

Please note that some interfaces assume exchanging data with KEPRO. However, BMS, in conjunction with the WellSky Solution Architect and WellSky Implementation Services team may determine that either or both of those interfaces should interact with a different WV system (e.g., WV MMIS). Such a change can be done without a change to any contract associated with this SOW if the change does not materially affect the scope or content of the interface.

Provider Interface

- Purpose:
    - Allow the MMIS to send provider demographic data to WellSky to reduce the need for manual provider creation or demographic updates.
- File Type: Proprietary
- Direction: Unidirectional
- Sending System: MMIS
- Receiving System: WellSky Human Services
- Content:
    - Provider Demographics
- Actions:
    - Transmit new and updated provider demographic data to WellSky Human Services to keep WellSky Human Services aligned with provider information in the MMIS.

Member/Enrollment Interface

- Purpose:
    - In the context of the IMS workflow, the member/enrollment interface will create and/or update a consumer record in WellSky so that if an incident occurs involving a consumer, the incident can be appropriately reported by

the case management agency or service provider agency and linked to the consumer.

- File Type: Proprietary
- Direction: Unidirectional
- Sending System: KEPRO
- Receiving System: WellSky Human Services
- Content:
  - Consumer data
  - Enrollment program/waiver
  - Enrollment status
- Actions:
  - Create a consumer record
  - Add an enrollment and status (including consumers on wait list)
  - Update enrollment and status

Case Manager/Caseload Interface

- Purpose:
  - When a case management provider agency assigns (or updates a case manager to a consumer, the case manager/caseload interface will send the name of the assigned case manager to KEPRO.
- File Type: Proprietary
- Direction: Unidirectional
- Sending System: WellSky Human Services
- Receiving System: KEPRO
- Content:
  - Case Manager
- Actions:
  - Transmit new and updated case manager/caseload assignments to KEPRO

Systems Integrations Assumptions

For this Statement of Work and Implementation the following systems integrations assumptions are made:

Provider Data

- A system integration with Gainwell to facilitate the ongoing importation of provider data into the WellSky solution
  - A single provider interface will be leveraged for all phases. Additional providers will be sent through this interface as implementation moves through the phases in scope.
  - Provider data sent to WellSky will be restricted to new providers and providers whose data has changed in the source system.

- WellSky will provide a basic response indicating success and failure of the provider dataset.
- Assessments will not be created or updated by the interface.

Consumer Data

- A system integration(s) with source databases (e.g., for ADW, IDDW, and Personal Care), to import waiver Participants in accordance with the description earlier in this section into *WellSky Human Services.*
  - No more than six source databases are in scope.
  - Each source database will provide its own file of program clients to be imported or updated in WellSky.
  - Each source database will provide the same file format (ex. CSV, XML).
  - Each source database will provide source data in a single field layout format.
  - Program client files sent to WellSky must contain only new clients or clients whose demographic data has changed in the source system.
  - WellSky will provide a basic response indicating success and failure of the program client dataset.

WellSky envisions that it will perform additional discovery during the implementation with BMS to fully document all required use cases for the system integrations with the KEPRO software. WellSky's initial vision for the integrations assume:

- The ongoing importation of clients from the KEPRO systems.

Data Migration/Conversion

WellSky performs data migration/conversion in almost every system implementation and has experience in hundreds of successful data migration efforts. WellSky's implementation will include data migration services.

The following will apply to data migration activities in all phases of the implementation.

- WellSky will create a data migration workbook outlining the fields to be migrated within each phase.
- WellSky will generate a data migration schema to match the workbook.
- Client will extract legacy data and provide to WellSky in the data migration schema format as follows:
  - Combine multiple sources of data where necessary into the single data migration schema.
  - Apply any client-specific retention policies to exclude data where data does not need to be migrated to the new system.
  - Adhere to the field requirements defined in the data migration schema
- WellSky will import the client's data into a data conversion test environment for

client validation.

- WellSky will provide up to four test import iterations within each phase.
- WellSky will import data into production at go-live of each phase.

Setup/General

- Places data (state, region, county, city, zip code)
- ICD-10 CM Diagnosis Codes
- Service Codes
- Users
- Roles

Waiver Participants

- Consumer Data:
  - Consumer Demographics
    - Name
    - Address(es)
    - Phone Number(s) / Email Address(es)
    - IDs (e.g., SSN, Medicaid #, legacy system ID)
    - Misc (e.g., race, ethnicity, gender, DOB)
    - Diagnoses
    - Program/Provider Enrollments
    - Notes (free text - no attachments)

Providers

  - Data migration of active providers associated with the above-referenced programs
- Provider Data:
  - Name
  - Address(es)
  - Phone Number(s) / Email Address(es)
  - IDs (e.g., EIN, Medicaid #s, NPI, legacy system ID)
  - Service Codes
  - Core Worker Demographics
    - Name
    - Address
    - Phone Number/Email Address
    - Misc (e.g., SSN, race, ethnicity, gender)
    - Supervisor
  - Excludes Assessments

Incident Management Data Migration

- Data migration of incident data from BMS' current IMS

- Includes the same Setup/General, Consumer and Provider field options noted above plus the migration of Intakes, which WellSky defines as Incident Reports.

Custom Reports

The proposed implementation does not include any specific custom reports but does include 500 hours of Managed Reporting Services in Contract Year 1. These hours can be used to develop custom reports for BMS, or to assist BMS Report Writers in the creation of custom reports.

WellSky Implementation Methodology

The WellSky Professional Services team delivers a combination of product expertise and best practices to provide industry-specific solutions to maximize business value. WellSky's flexible delivery is focused on fulfilling each client's needs and achieving a high level of client satisfaction, accommodating basic to complex implementations. The foundation of WellSky's services is an implementation methodology that has been developed, fine-tuned, and proven through years of experience and successful projects.

While the specific goals, tasks, and deadlines around each customer's implementation are unique, the structure of WellSky's methodology aligns expectations and helps drive solutions through a series of five phases developed to ensure high quality and predictable delivery. Through all the phases, WellSky's goal is to educate and empower clients, producing greater independence and positioning the client for ongoing success. WellSky envisions utilizing the tried and tested methodology detailed below during both phases of the project.

An overview of the WellSky Implementation follows, and a full description is provided in Attachment 4: WellSky Implementation Services Detailed Overview.

Plan Phase

During the Plan phase, WellSky's Professional Services team will work with BMS to confirm project scope, define the project schedule, and identify project resources. This phase requires Project Management, Information Technology, and Business Owner resources. BMS approval of the project scope and schedule is critical in this phase and is required to move to the Design phase to ensure all parties agree on the path forward.

Tasks

- Verify project scope and goals
- Identify and assign project resources
- Approve project charter and schedule
- Perform technical review
- Conduct project kick-off
- Environment set-up
- Attend training (if applicable)

Deliverables

- Project charter
- Project schedule
- Status reports and project status meetings
- Technical documentation

Design Phase

During the Design phase, WellSky implementation consultants coordinate, and lead design discussions based on best practices, while maintaining awareness of project scope. All solution requirements are documented through an iterative design and configuration process. If applicable, BMS resources will be actively engaged in design discussions, screen mockup reviews, and the generation of requested deliverables prior to final design requirements approval. Design approval allows the project team to predict and create validation artifacts, as well as give key stakeholders a vision of the to-be solution.

Tasks	Deliverables
[illegible] requirements	[illegible]
Design and review solution components	Design documents
Approve solution design	Status reports and project status meetings

Configure Phase

During the Configure phase, the solution components are built and tested based on the design document details. The process may repeat during this phase as the initial configuration is finalized. During the configuration process, WellSky performs system testing activities on the configured solution to help ensure each setting functions as defined according to what is in the design documents. WellSky will perform a final round of system testing on the final configured solution to help ensure all design components are addressed and functioning as defined prior to exiting the Configure phase. BMS will assign a System Administrator prior to the start of the Configure phase to allow for knowledge transfer on the solution.

Tasks	Deliverables
Review Design	Status reports and project status meetings
Configure solution components	Configured solution ready for validation
System testing	

Deliver Phase

During the Deliver phase, system validation and training is completed. The team validates the solution and provides approval for training. During this phase, WellSky shall provide System Administration Training to a small group of end-users designated as system administrators, but otherwise training will be delivered according to a train-the-trainer model, with BMS training resources delivering most end-user training.

Tasks
- Complete validation testing
- Conduct training
- Finalize go-live plans
- Approval

Deliverables
- Go-Live Schedule
- Status reports and project status meetings

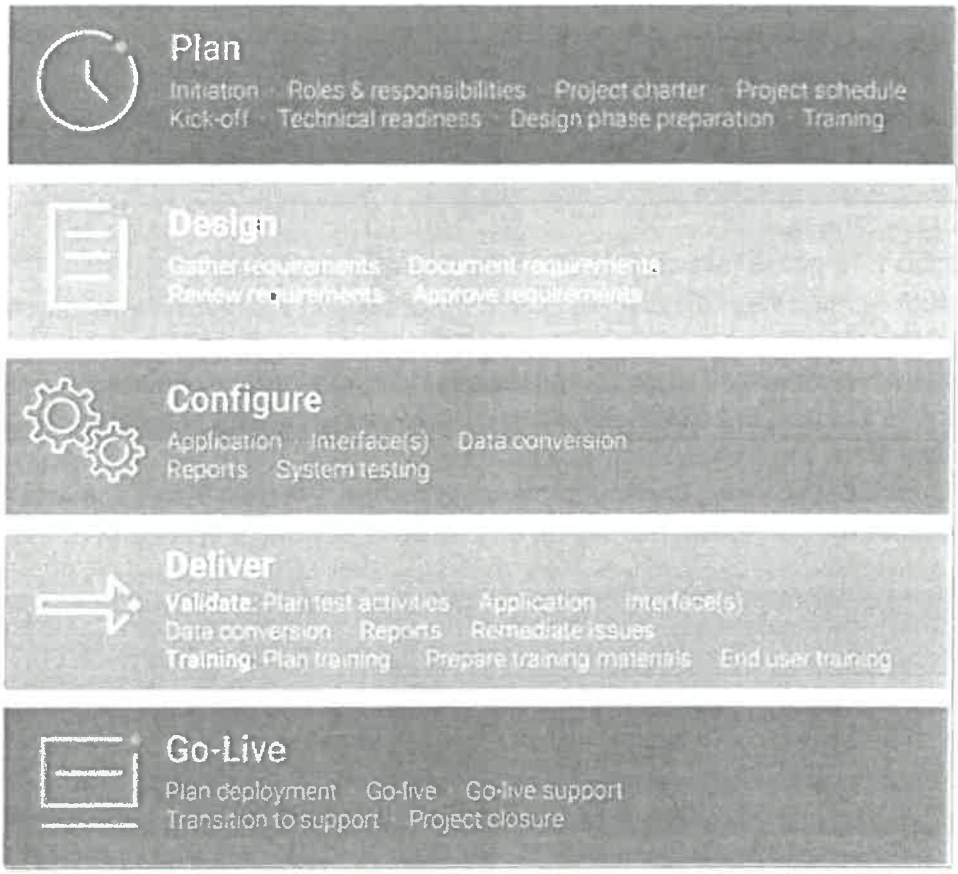
Go-Live Phase

The Go-Live phase follows delivery of the finalized solution to production. The BMS System Administrator plays a key role in initial support with WellSky resources providing the support and tools to allow for successful ongoing support of the solution. WellSky's clients are encouraged to designate their system administrator as the first line of support during this phase, but Professional Services remains available as needed. Once all go-live tasks are completed, a formal transition to WellSky Client Support occurs. A hand-off call introduces the WellSky Support team to the BMS Project Team and establishes processes for contacting, managing, and tracking any ongoing support items.

Tasks
- Support go-live
- Transition to WellSky Client Support
- Complete client project survey
- Project closure

Deliverables
- Live solution
- WellSky Client Support Guide
- Client project survey

Tasks by Phase



Training Services Overview

WellSky project methodology reinforces user independence for testing, training, and support of implemented solutions. The WellSky Professional Services team will conduct training during the delivery of the project. WellSky will employs a training approach for BMS that includes:

1. Specific trainings for System Administrators
2. A train-the-trainer approach that focuses on "Super Users" that will be responsible for user acceptance testing phases and end-user training
3. Webinars for all CMAs and DSPs (2 identical webinars for each program in scope) to socialize the trainees to the application and workflow and offer opportunities to ask questions. This will occur prior to the deployment of the LMS (#4 below)
4. WellSky Learning Center, a Learning Management System (LMS) approach to direct end-user training

This approach enables WellSky resources to provide detailed training and empowers BMS to learn and support the WellSky solutions themselves.

System Administration Training

WellSky's standard implementation approach includes the concept of real-time knowledge transfer throughout the project. WellSky recommends that BMS identify and have in place System Administrators prior to the start of the Design Phase of the project. By doing so, the BMS System Administrators can take part in these activities and start to learn the system functionality and capability. WellSky also recommends that BMS System Administrators be heavily involved in all testing and pre-go live events. It is WellSky's best practice that by leveraging a model that heavily involves BMS System Administration staff, these individuals will gain an awareness and knowledge capability that will allow them to successfully own and manage the system post go live. WellSky also will accompany this hands-on learning and ongoing knowledge transfer with prepared, structured, Super User training documentation and sessions during testing and training events to ensure a thorough knowledge transfer has occurred. Further knowledge transfer and or training can be provided as needed based on feedback between BMS and WellSky as needed during the project. WellSky's goal is to fully enable BMS to own and manage *WellSky Human Services* upon go-live.

WellSky's solution mapping approach is interactive and requires BMS participation. This provides an opportunity for BMS to observe and participate in the solution mapping analysis to understand how the WellSky solution functionality and workflows align to BMS's overall business needs.

WellSky's standard implementation approach allows for processes and work to be completed within manageable timelines. This proven implementation approach is comprised of 5 stages. Each stage will be organized by Client business needs and priority and focus on a set of specific workflow processes. As part of each stage, the WellSky project team will provide knowledge sharing with the BMS team and designated Subject Matter Experts on a weekly basis.

Prior to go-live and during the Deliver Phase, WellSky will conduct a System Administrator Training that will focus on the Utilities within the solution. The System Administrator Training will contain curriculum that includes best practice recommendations and practice exercises. WellSky follows Train-the-Trainer methodology, which allows for BMS System Administrators to be trained prior to End User Training. BMS System Administrators would then take an active role in completing End User Training with WellSky providing support to ensure that BMS System Administrators and BMS Trainers are trained and ready to lead a successful End User Training.

WellSky's post-implementation support involves a gradual transition for BMS. During post- implementation support, the WellSky team will help facilitate the transition between go-live and handoff to operations support. WellSky's goal is to have BMS's System Administration team ready to fully support *WellSky Human Services* prior to go live. It is anticipated that during this post- implementation window, WellSky will serve as a backstop to any unplanned issues, help overcome any identified training gaps, and help to ensure further knowledge transfer to the BMS team. The number one goal of the post-implementation support window is ensuring transition to production happens successfully with minimal issues and no major issues. The WellSky experience has been that this additional support often is the difference between a successful roll out and one littered with challenges.

End User Training

Effective end-user training is a key success factor for user adoption, complete and accurate data entry early in the business transition, and overall project success for new system implementation projects. WellSky will provide a comprehensive training program for end users, built upon validated solution workflows and functionality, which will utilize a Learning Management System (LMS).

The WellSky Learning Services team will develop a learning program that is an optimal end-user training experience for the *WellSky Human Services* solution deployed by the WellSky Professional Services team. The learning program will consist of courses designed to divide the solution concepts into efficiently consumable lessons, which consist of videos, documents, exercises, and assessments. Learning Management

System (LMS) reporting will provide Client leadership with course completion and assessment information in order to track team progress.

- Phase 2 LMS content will focus on Critical Incident Management

Training Planning

WellSky will work with BMS to conduct a Training Needs Assessment. The Training Needs Assessment will identify user roles, define key training needs by role, estimate volume of users to be trained by role and agency, gauge the user community's computer literacy and proficiency with web-based applications, and consider anticipated business transition learning objectives, challenges, and risks. The Training Needs Assessment will inform WellSky's Training Strategy.

In the Training Strategy, WellSky will propose a specific approach to training delivery that addresses the identified needs and uses a variety of training delivery methods, such as classroom, live webinar, and on-demand access to training videos, webinar recordings, and a practice application environment.

WellSky's Project Manager will prepare a detailed Training Plan that elaborates on the accepted Training Strategy and addresses:

- Schedule
  - An end-user training schedule of facilitated Learning Management Solution (LMS) training sessions across deployment waves
  - A train-the-trainer approach and schedule that prepares BMS and partner trainers
- Curriculum
  - A proposed course catalog of training topics and sessions
  - An approach for training beyond go-live for new user onboarding, refresher training, and training for existing users on system changes and additions
  - An approach to distributing training materials and updating training materials over time
  - Approach for a centralized repository of online training content, such as a learning management system such as Blackboard or Moodle
- Logistics
  - A delineation of roles and responsibilities for executing the Training Plan
  - An approach to training facility and travel logistics
  - Recommendations for tracking user registration, attendance, participation, and feedback
- Evaluation
  - Training success criteria
  - An approach for collecting evaluation data

  - An approach to analyzing evaluation data to measure training quality and effectiveness and identify opportunities for improvement

WellSky recommends that the BMS training team include both professional trainers as well as subject matter experts (SMEs) from business and the project team who have participated in Solution Mapping. SME knowledge of BMS business processes and workflows provides insight into the user perspective, and their awareness of, and familiarity with, *WellSky Human Services* configuration and functionality for the to-be workflows. SME participation in end-user training planning, training material design and review, and training delivery will enhance the training program's effectiveness in addressing user needs and concerns.

Training Curriculum

WellSky's user-centered approach to training curriculum and training material development is based on deep experience in successfully transitioning users to *WellSky Human Services.* Training content must be relevant to the user's job responsibilities, accessible, and easy-to-understand. In the development and delivery of training curriculum, WellSky seeks to answer the key questions users bring to new system training, including:

- What is required: What is the simplest path to getting my work done?
- What has changed: How does the new system and workflow compare to what I've been doing before?
- What is new: What will I need to start doing what I haven't been doing before?
- What is better: How will the new system benefit me, my organization, and my clients?

WellSky will deliver training course agendas, training guides, and quick reference training materials. WellSky's introductory training guide will cover system login access, layout, navigation, and standard functionality specific to *WellSky Human Services* configuration but generic across user roles. Beyond the introductory content, WellSky's training guides will be built around the body of business process workflows produced through Solution Mapping and validated through User Acceptance Testing. Training guides will be tailored to specific user role audiences, focused on priority workflows and day-to-day user tasks, and augmented with content on alternate workflows and exception scenarios. Interactive workflows between different user roles will be distilled into role-specific content. Training guides will employ plain language and provide definitions for any jargon or special terms.

WellSky will design and deliver training materials that include:

- Business process background for context
- Targeted learning objectives

- Step-by-step user workflows
- Instructions at the level of pages, fields, and clicks
- Application screenshots
- Visual diagrams
- Callouts for key points and tips
- Practice exercises
- Self-directed quizzes

BMS will be responsible for providing any relevant additional training material content to address topics including policies and procedures, processes outside *WellSky Human Services*, and messaging to promote user adoption and champion the system transition. WellSky and BMS will collaborate to create any online videos and content included in the Training Plan.

Training Delivery

WellSky will provide a 'train-the-trainer' approach to training BMS' project SMEs and "Super Users" that will be responsible for user acceptance testing phases and end-user training planning. Train-the-trainer curriculum will include content on the *WellSky Human Services* and BMS-specific workflows as well as general training, skill-building content: best-practice strategies for working with adult learners, tips on facilitating webinar training, and practice facilitation activities.

WellSky will co-facilitate the scheduling of the LMS-based end-user training with BMS Trainers. WellSky will take the lead in the first wave as BMS's Trainers surmount the learning curve, gradually transferring ownership of this responsibility to BMS Trainers.

Users will need access to a workstation that meets the hardware, software, and configuration requirements for the *WellSky Human Services* and a high-speed internet connection. During the pandemic, WellSky has conducted numerous virtual trainings via Zoom, allowing users to participate in training from remote workstations, eliminating the need for a physical training facility. This has proven to be an effective and successful way to conduct trainings for users dispersed across large geographical areas. Users will be logged into a training environment seeded with representative test data allowing them to run through a scenario at the initiation point of the workflow for that training. Users can then carry their test case data through the remainder of the workflow process segments in that training course. Users will be trained to access context-specific online help content customized to BMS configuration and aligned with training materials. In the training classroom setting, the co-facilitators provide individualized support as needed to keep the class moving and on-schedule.

WellSky Learning Services

- WellSky Learning Services, the Professional Services team of training experts, will create and maintain a learning program for training BMS users to operate the deployed WellSky solution.
    - Learning Program will include course material for Phases 1 and 2 if applicable.
- The Learning Services team will host the training course(s) in a Learning Management System (LMS).
    - BMS enrollment for users is managed by Learning Services via standard request process.
    - Learning Services LMS is accessible to BMS via internet connection.
    - Learning Services LMS access is managed on an annual renewal basis.
    - BMS course material is reviewed and revised one time annually by the Learning Services team so that the end user training is up to date.
- WellSky will provide access to the WellSky Client Portal, which provides a wide range of services and information including an online knowledgebase, product news, discussion groups, downloads, and product documentation such as system and server administration guides.
- WellSky will provide solution training documentation in the form of quick start guides, or training manuals that cover high-level end user roles and responsibilities as part of the overall solutions identified above.
- All training documentation will be provided to BMS in a modifiable format.
- Following the conclusion of application testing and delivery of training documentation, WellSky will not be responsible for any additional updates or modifications to training documentation.
- Custom documentation, such as end-user training documentation, implies additional Professional Services and is not included within the scope of this solution. Additional services for custom documentation may be quoted per solutions during the project and will be presented to BMS in the form of a scope change.
- BMS will possess the final version of the Requirements Document to provide documentation of the implemented solution(s) with explanations of workflow, configuration settings and business processes.

Implementing During COVID-19

Because WellSky's implementation leverages a purpose-built COTS solution and a proven methodology to deploy the solution, WellSky can shift all project activities that normally would occur onsite at BMS to occur remotely (e.g., using online meetings, working sessions, etc.). Therefore, for WellSky, the COVID-19 situation will not impact WellSky's proposed implementation timeline, and WellSky does not need to adjust the project timeline.

This shift from onsite to remote project work will not impact the amount of time required for BMS project staff to dedicate to the project beyond what is in this Statement of Work. It can present a risk to the project timeline if BMS staff become unable to participate or dedicate the required time needed to complete their assigned tasks.

Travel Considerations

WellSky's fixed fee implementation includes potential travel activities listed in the table below. WellSky will work collaboratively with BMS in accordance with the West Virginia Department of Health and the Federal Centers for Disease Control guidance.

Project Phase	**Key Activities**	**Anticipated Trips to BMS[1]**	**WellSky Staff Per Trip**
Plan	Project Kickoff	1	4
Design	Solution Mapping Sessions	1	4
Configure	User Acceptance Testing	1	4
Deliver	Training	1	4

[1] WellSky assumes that COVID-19 travel restrictions will ease during the course of the implementation and has included 6 trips to BMS per phase. BMS, in collaboration with the WellSky project team, can reallocate the trips as needed or desired as travel restrictions ease.

Attachment 1: Cost Proposal and Budget Narrative

WellSky's Budget Narrative describes WellSky's justification and evidence of need for all fees listed. WellSky has made every effort to contain costs for BMS while maintaining leading edge and high-quality software and services to provide best value. WellSky will provide the services described in accordance with the Statement of Work, for the fees described within WellSky's cost proposal. WellSky's proposed fees are comprised of five primary required fee categories. The following describes each category and the reason each category is required:

1. **One-time Implementation Fees:** Includes all fees associated with implementing and deploying the *WellSky Human Services* software suite. Key deliverables include requirements gathering/business analysis, solution mapping, configuration services, user acceptance testing, training services, go-live support, and technical services such as data migration, systems integrations, and custom report development.

2. **Annual Maintenance and Operations ("M&O") Recurring Fees:** Includes:

a) **Annual Cloud Services Fees:** Includes the annual subscription fee subscription fee for the Initial Term and any Renewal Terms for all end users to the WellSky software suite. Cloud Services also include WellSky hosting services, disaster recovery, client support, and ongoing software enhancements. Cloud Services include one production environment and one non-production (e.g., "sandbox") environment which will be refreshed monthly to mirror the production environment. **Cloud services includes access to the *WellSky Human Services* software for 2,000 users.**

b) **Annual Managed Services Fees:** Managed Services will provide BMS with a fixed amount of WellSky Professional Services annually (post-go-live) to use to address requests for WellSky assistance. Tasks can include custom report development, system administration, system configuration/ongoing optimization, consultation, periodic "refresher" training, assistance deploying new software versions, and other tasks as requested by BMS. Enhancements to the core software product are not in scope for Managed Services.

c) **Annual Interface Maintenance Fees:** Interface Maintenance activities include maintaining the ongoing capabilities and performance of the anticipated interfaces with KEPRO (e.g., Care Connection) and Gainwell Technologies (e.g., the state MMIS) and the *WellSky Human Services* software.

d) **Annual Learning Center Services Fees:** WellSky Learning Services team will develop an online learning program that is an optimal end user training experience for the *WellSky Human Services* solution deployed by the WellSky Professional Services team. The learning program will consist of courses designed to divide the solution concepts into efficiently consumable lessons, which consist of videos, documents, exercises and assessments. Learning Management System (LMS) reporting will provide BMS management with course completion and assessment information in order to track team progress. As part of the annual fee for maintaining this service, WellSky will update the content as needed.

Annual Fees

Table 1: Initial One-Year Term Total Fees

WellSky's total fees for the initial one (1)-year term are $2,446,219.00. This excludes any additional Services requested by BMS and associated fees as described in the table below.

Item Description	Dates of Service	Fixed Fee or Per Unit Cost	QTY	Total Fee
Cloud Services Fees *Cloud Services Fees include access to the WellSky Human Services software for up to 2,000 users.	6/15/2022-6/14/2023	Fixed Fee	1	$1,314,000.00
Per Table 5: Additional state-level user licenses can be purchased for $900.00 per user	6/15/2022-6/14/2023	Fixed Fee	1	$900.00
Per Table 5: Additional provider-level user licenses can be purchased for $600.00 per user	6/15/2022-6/14/20233	Fixed Fee	1	$600.00
One-time Implementation Fees *See Table 3 (milestone-based payments)	6/15/2022-6/14/2023	Fixed Fee	1	$ 1,084,250.00
Maintenance and Operations: Managed Services	6/15/2022-6/14/2023	Fixed Fee	1	$23,438.0000
Maintenance and Operations: Interface Maintenance Services	6/15/2022-6/14/2023	Fixed Fee	1	$5,781.00
Maintenance and Operations: Learning Center Services	6/15/2022-6/14/2023	Fixed Fee	1	$18,750.00
Additional Professional Services hours can be purchased at a flat rate of $187.50 per hour.	6/15/2022-6/14/2023	Unit Cost $187.50 hourly rate	1	$187.50
Initial 1-Year Term Total Fixed Fees				**$2,446,219.00**

Table 2: Optional One (1) Year Cloud Services and Maintenance and Operations Fees

Item Description	Dates of Service	Fixed Fee or Per Unit Cost	QTY	Total Fee
Cloud Services Fees *Cloud Services Fees include access to the WellSky Human Services software for up to 2,000 users.	6/15/2023 – 6/14/2024	Fixed Fee	1	$1,314,000.00
Per Table 5: Additional state-level user licenses can be purchased for $900.00 per user	6/15/2023 – 6/14/2024	Fixed Fee	1	$900.00
Per Table 5: Additional provider-level user licenses can be purchased for $600.00 per user	6/15/2023 – 6/14/2024	Fixed Fee	1	$600.00
Maintenance and Operations: Managed Services	6/15/2023 – 6/14/2024	Fixed Fee	1	$93,750.00
Maintenance and Operations: Interface Maintenance Services	6/15/2023 – 6/14/2024	Fixed Fee	1	$23,125.00
Maintenance and Operations: Learning Center Services	6/15/2023 – 6/14/2024	Fixed Fee	1	$18,750.00
Additional Professional Services hours can be purchased at a flat rate of $187.50 per hour.	6/15/2023 – 6/14/2024	Unit Cost $187.50 hourly rate	1	$187.50
Option Year Total Fixed Fees				$1,449,625.00

Term

Recurring Maintenance and Operations Services (Cloud Services, Managed Support Services, and Learning Center Services) Term: The recurring services are provided for an initial one-year term, beginning on June 15, 2022 ("Effective Date of this Statement of Work (the "Initial Term"). Recurring services automatically renew for one successive one-year term (a "renewal term" and collectively with the initial term the "term"), unless terminated by either party upon written notice to the other 90 days prior to the end of the then current term.

Payment Terms

Recurring Maintenance and Operations Fees Payment Terms (Cloud Services, Annual Managed Services, Annual Interface Assurance Services, Annual Learning Center Services)

- 100% of the Cloud Services for Initial Term due upon contract Effective Date
- 100% of the Annual Recurring Maintenance and Operations Fees due contract Effective Date and shall co-terminate with the Initial Term.
    - Cloud Services Fees and Annual Recurring Maintenance and Operations Fees are non-refundable except to the extent that WellSky is in breach of the Contract, as set forth in the Section 8 of the WellSky Master License and Services Agreement, or in the case of non-appropriation.

One-Time Implementation Fees Payment Terms

Table 3: One-Time Implementation Fees Payment Terms

Milestone #	Milestone Name	Percentage	Amount
1	Project Kick-Off Complete	20%	$216,850
2	Plan Phase Complete	30%	$325,275
3	Design/ Configure Phase Complete	20%	$216,850
4	Deliver Complete	20%	$216,850
5	Project Closure	10%	$108,425
Total		**100%**	**$1,084,250.00**

Description of Proposed Software Products

Table 4: Proposed Software Products

Product Name	Description
WellSky Human Services Case Management Module	The *WellSky Human Services* client case management and service delivery module which is a prerequisite foundational module. For the avoidance of doubt, no configuration for client case management outside the scope of critical incident management will be in scope for the project.
WellSky Incident Management Module	A fully integrated module within the *WellSky Human Services* software. The WellSky Incident Management Module enables the efficient and standardized receiving, reviewing, investigating and supervisory review of critical incidents.
WellSky Web Incident Reporting Form	An online data entry screen which is customizable to reflect the data elements BMS requires to be submitted within a report of a critical incident.
WellSky Advanced Reporting module	Fully integrated ad-hoc/custom report development tool. This tool enables the reporting of any and all data collected in the *WellSky Human Services* solution.
WellSky Advanced Reporting "Report Writer" access	Report Writers have access to the full report writing capabilities of the tool to create custom, ad hoc reports.
WellSky Advanced Reporting "Report Runner" access	Report Runners are able to access developed reports to modify filters (like date ranges) and run the reports and distribute them to appropriate users of the report.
These solutions, collectively, are specifically configured for statewide client and incident information management intended for state use with specific characteristics unique to the West Virginia Bureau of Medical Services and its user base.	

Table 5: Itemized Software Product Pricing

Item Description	Per Unit Price	Quantity	Total Fee
WellSky Human Services Case Management Base Annual Fee	$120,000.00	0	$0.00
WellSky Incident Management Module Base Annual Fee	$75.000.00	1	$75,000.00
WellSky Human Services Named User License – State	$900.00	50	$45,000.00
WellSky Human Services Named User License – Provider	$600.00	1,950	$1,170,000.00
WellSky Online/Web Incident Reporting Form	$5,000.00	1	$5,000.00
WellSky Advanced Reporting - Base Annual Fee – State	$15,000.00	1	$15,000.00
WellSky Advanced Reporting Report Writer License	$250.00	10	$2,500.00
WellSky Advanced Reporting Report Runner License	$150.00	10	$1,500.00
Total Annual Cloud Services Fees			**$1,314,000.00**

Attachment 2: Implementation Assumptions

Solution Assumptions

These assumptions are specific to this solution and engagement and express WellSky's understanding of the scope of work to be performed.

- Solution will be deployed at a single geographical location as defined by the Client. Deployment of WellSky resources at additional locations is not included in scope. WellSky may provide an estimate for additional services, or the Client may implement the solution independently.
- All onsite activities must be scheduled a minimum of two weeks in advance. Any Client initiated travel cancellation requests two weeks prior to the engagement will be honored by WellSky without any charges or fees. Any travel cancellation request initiated by the Client within two weeks of the engagement may incur charges or fees that are the responsibility of the Client.
- In case of integration with other applications, WellSky assumes the Client's applications with which the solution is integrating are in production and not in a state of flux (e.g., application upgrades, system migrations, etc.). If KEPRO consolidates business processes into one of the existing platforms (e.g., Atrezzo) that is integrated with WellSky then Client will send and receive new data through the same established processes and formats used by the existing integration for that platform.
- Any solution and Services not outlined above which are necessary to satisfy business requirements not yet discovered or outside the functionality or capabilities of the currently installed software are excluded from scope. Any services not explicitly identified in this SOW as Services in scope will be considered out of scope. Additional Services may be represented in the form of a Change Request.
- Services and Support within the scope of this document are to be performed Monday through Friday during standard business hours unless otherwise stated in this SOW. Standard business hours are defined as 8:00am – 5:00pm local time excluding weekends and observed National Holidays.
- The Services provided under this SOW are independent to the software support and maintenance services ordered by Client which are provided by the WellSky Support Services Team.
- WellSky assumes this SOW covers the efforts required through delivery of the solution. Once the solution has been delivered and live in a production environment, assuming no critical defects are open, the Services provided under this SOW shall end no more than five (5) weeks after go live. Once BMS has approved go live of the delivered solution, WellSky will transition BMS from the Implementation phase to the standard WellSky Client Support phase, unless there are critical defects identified as stated. Another important element to note is that once BMS has been transitioned to WellSky Client Support, the WellSky Professional Services team will still be engaged via Managed Services as described in this SOW.
- The following programs and associated functionality in *WellSky Human Services* are considered out of scope:
    - Older Americans Act and related features (e.g., Area Planning)

- Intake/I&R functionality chapter (client workflow begins at point of either applicant eligibility or waiver enrollment depending on the program)
- Self-assessment web form (not needed as KEPRO manages all program application processes)
- Provider application (not needed as this is a function of the Gainwell MMIS)
- Claims submission- (not needed as claims are submitted using BMS EVV vendor or are manually entered into the Gainwell MMIS)
- The Substance Use Disorder (SUD) Waiver which is not under the purview of the BMS Office of HCBS

Engagement Responsibilities

WellSky Responsibilities

WellSky Professional Services will be responsible for the following:

- Managing the project's scope, schedule, and budget while providing regular updates to Client stakeholders as agreed to during the plan phase of the project.
- Providing best practice solution recommendations.
- Working with Client to configure the WellSky solution.
- Training Client to enable system administration and use of the system.
- Notifying Client of any unforeseen project delays or changes to the project schedule as soon as reasonably possible.

Client Responsibilities

This section details the Client's responsibilities regarding the execution of the project.

- Client is responsible for confirming the SOW meets project expectations.
- Client is responsible for communicating all timeline restrictions, deadlines, resource constraints and other requirements to the project schedule.
- Client will assign a project manager to coordinate implementation and related activities (including across sites) and to act as a central point of contact with WellSky.
- Client shall certify the requirements document meets the business requirements expressed by business process owners.
- Client is responsible for providing applicable resources to complete tasks assigned.

Client is responsible for completing and submitting a comprehensive testing plan to support system integration and user acceptance testing.

BMS-specific Assumptions

- **There will be a single, standardized incident reporting workflow and management process implemented.**

- **The Role of KEPRO in the Configuration of *WellSky Human Services*:** As the Administrative Services Organization (ASO), KEPRO assists the West Virginia DHHR in its development and management of a high quality, accountable, public-sector system for an array of programs that include behavioral health, medical, socially necessary, nursing facility, long term care, Aged & Disabled Waiver, Intellectual/Developmental Disability (I/DD) Waiver, and Traumatic Brain Injury Waiver. As stakeholders in BMS' HCBS waivers business processes it is assumed that KEPROs interaction with and use of *WellSky Human Services* will include:
    - WellSky will deploy integrations with source databases (e.g., for ADW, IDDW, and Personal Care). Data migration from no more than six source databases is in scope. The purpose of the integrations is described in the Technical Services overview section of this SOW.
    - All incident management documentation that today is performed by BMS, BoSS, CMAs, and DSPs will exclusively be entered directly into the WellSky Human Services solution (and not into any of KEPROs proprietary software products). This is consistent with BMS' current IMS workflow today. It is assumed that KEPRO will be given appropriate access to WellSky Human Services for the purpose of accessing/viewing/reviewing incident information unless in accordance with the integration approach described in the Systems Integrations section of this SOW.

Attachment 3: WellSky Standard Client Support Overview

Introduction

WellSky's recommendation for solution support for users can be met through the Client-Side Support approach. Rather than providing direct, end user support, WellSky will use the Client-Side Support Model. Utilizing the *Client-Side Support Model* (**CSSM**) described below, WellSky will provide Tier 2 support. Client Organizations will provide level 1 support to end users support through, its power users, system administrators and IT Help Desk,. All support tickets submitted to WellSky, will be submitted by the organizations identified system administrators.

Through extensive experience in implementation of enterprise software solutions, WellSky has gained insight into best practices for support models that provide efficient and effective support. The CSSM is critical for enterprise solutions for the following reasons:

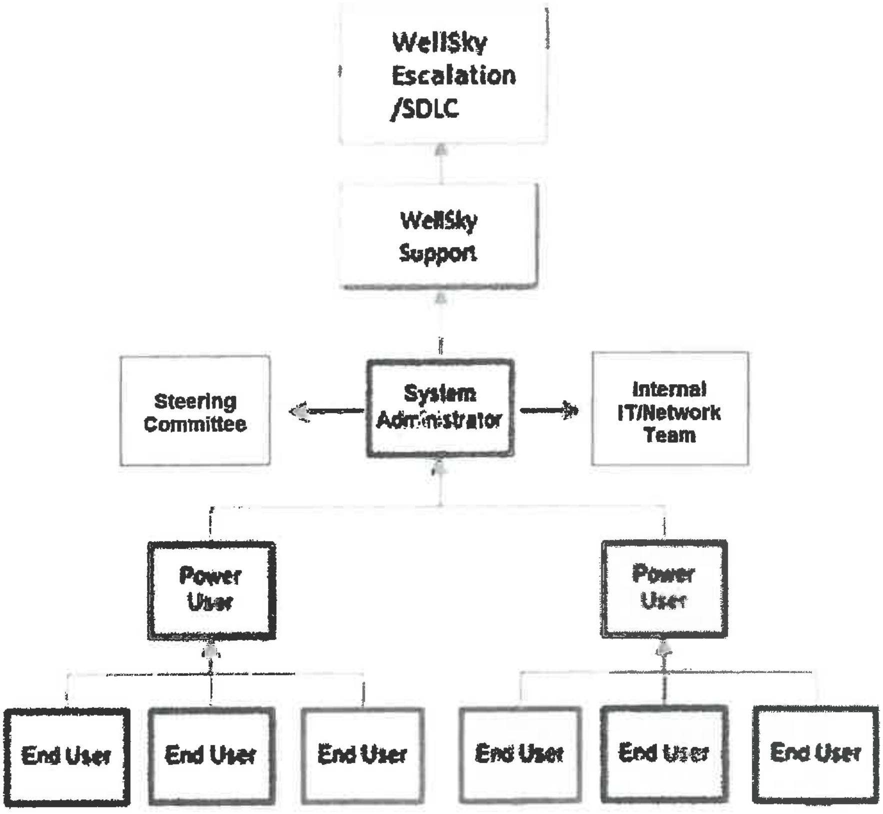
- Visibility: The CSSM gives administrators and key stakeholders at the enterprise level much-needed visibility into what is happening with system and reported cases. The model allows users at the state level to become more familiar with how the software and the user community are performing.
- Subject Matter Expertise: The CSSM promotes effectiveness by developing subject matter experts (SMEs) and power users at various levels of the support matrix.
- Leveraging existing and natural relationships: There is already a living and breathing culture within an organization and user base. Within that culture, working relationships have formed. The CSSM draws upon and reinforces those working relationships.
- Reinforcing data confidentiality: In an era where information and data security is paramount, the CSSM works under HIPAA compliance best practices. Sharing information about an individual consumer is done within the scope of who needs to know and is authorized to know. While Business Associates Agreements are in place with WellSky as the vendor, the use of the CSSM is an added layer for ensuring best practices for data privacy and security.
- Scalability: The CSSM provides a support structure that enables easy scalability and prevents the need for added administration/overhead. Because the expertise is cultivated within the user network, the need to have more representation/assistance in the state office is reduced.

Client-side support model purpose

The purpose of the CSSM is to ensure that each end user of the WellSky application receives the highest quality of support possible. The methodology of the CSSM helps provide this high standard of support in two ways.

First, the CSSM is designed to protect sensitive client data. WellSky authorizes a team of primary points of contact (POCs) with each client. These POCs, (system administrators and power users) are responsible for communications with the WellSky Client Support department. This allows WellSky's support representatives—who are themselves bound by and trained on HIPAA policies—to discuss HIPAA-related information, license and maintenance agreement details, and software-related information with a smaller number of knowledgeable representatives of each client organization, rather than individual end users. This helps reduce barriers to support and ensure best practices for data privacy and security. This also helps ensure both the system administrators and the support representatives are aware and able to enforce unique business processes.

The second benefit of the CSSM is to ensure that each organizational unit within the user base can provide tiered support to their end users. This support should be provided by system administrators and business unit power users. This helps system administrators and power user to be aware of issues that impact their users so that training material and/or educational services can be developed. The tiered support model, and assistance of system administrators and power users, allows WellSky's Client Support department to effectively triage problems quickly and efficiently. The network of support within the customer's organization combines software solution knowledge and business practices knowledge, which helps speed the triage process and problem resolution, and communications with end users.



Client-Side Support Model

WellSky's clients contribute greatly to the system requirements, setup, testing, and training over the course of the implementation project. The customer, in the capacity of system administration and user guidance, has a stewardship responsibility to manage and promote the health and quality of the solution. This is done through data entry quality initiatives, user provisioning/security management practices, and ongoing user training and support.

The CSSM uses a layered structure of support within the organization to maximize the efficiency and effectiveness of the support provided to system administrators, power users, and end users. The CSSM relies upon a supporting network of users providing initial triage and resolution on training and user issues before escalation to System Administrators or WellSky Client Support.

Tiered support model

The first level of support should be provided by power users, who are designated personnel within various offices or remote offices that can provide immediate assistance to end users. This type of support should focus on how to-type questions and initial triage of reported issues to ensure they are not training-related, or easily resolved by a subject matter expert.

The second level of support should be provided by system administrators, who are designated personnel responsible for providing support to end users and power users alike. This type of support should focus on application maintenance information sharing, acceptance testing of system changes, and detailed evaluation of reported issues. Additional responsibilities of system administrators include creating support cases with WellSky Client Support, application configuration, and maintaining regular communications with WellSky.

Client responsibilities

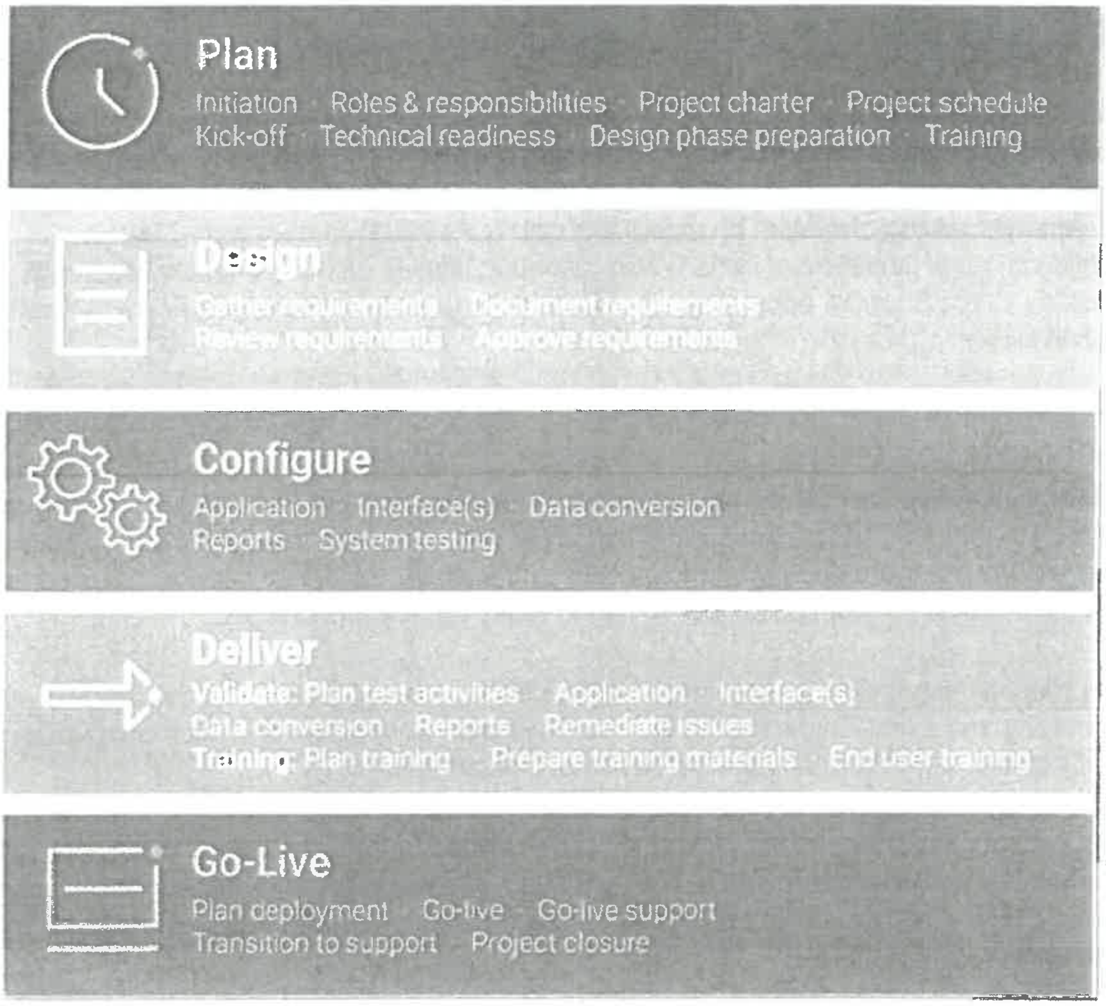
Under the CSSM, the client is responsible for providing program and business knowledge support to their end users. Issues that can occur with end users' machines and/or network connectivity are more appropriately handled by the client. Additional support provided on this level should be focused on day-to-day WellSky application support.

The client is responsible for creating and maintaining a tiered support model charged with identifying and escalating issues to the WellSky Client Support team. This model scales easily based on the size and unique needs of the user base.

The system administrators should implement a method to track the issues that are reported internally by power and end users. This enables a simple and proven method to ensure all issues are afforded proper attention and can be tracked for various key performance indicators.

Attachment 4: Implementation Services – Detailed Overview

WellSky's Implementation Approach



WellSky offers mature solutions that are continually improved and enhanced by Product Management and Engineering teams using standard Software Development Life Cycle and Agile processes to ensure solutions keep pace with changing industry needs and standards. This includes dedicated teams working on system design, development, testing, and versioning. As such, WellSky's implementation process is not focused on software development, but is focused on configuring the solution and managing the project to ensure that Client is successful in achieving project objectives and realizing expected benefits from the solution. WellSky's implementation approach includes the following:

- Comprehensive, deliverable-oriented project management
- Requirements gathering, documentation, and validation
- System setup and configuration
- Data Conversion, as necessary, to import operational data from external systems
- Comprehensive change management and communications strategy
- Stakeholder understanding and commitment
- Execution of approved strategy
- Comprehensive training, including train-the-trainer and on-demand training components, as well as assistance with development of training resources
- Current and complete operations, technical, and user documentation
- Readiness review, planning, and execution
- Post-implementation review and sign-off period
- Ongoing post-implementation support relative to maintenance and enhancement of the system

The proposed solution is centered on the use of the *WellSky Human* solution deployed in a SaaS environment. The solution modules are built within a flexible product that is adapted through configuration, using built-in configuration tools to meet a variety of programs and workflows without the need to write custom code. The *WellSky Human Services* solution has evolved over years of meeting the needs of human services organizations across the country. Modularity within the solution suite allows for extensive variation in solution design to support each organization's unique needs for data integrity, ease of use, and business workflows.

Configurations may be modified by authorized Client users, with or without WellSky's assistance, to address changing requirements and business processes after the initial deployment is complete.

The main advantage of this approach is that as the solution is continually improved based on emerging trends in long-term services and supports and the input of hundreds of client organization, Client will have access to those improvements at no additional cost. Unlike many COTS product implementation models, and in contrast to generic CRM solutions adapted to an individual client's workflow, WellSky's solution deployed for Client will continue to improve by anticipating trends and changes in regulations and funding specific to the Client.

The modules in the solution are versioned as part of their development, but Client's specific implementation is not dependent on version, as configuration is completed through built-in administrative configuration tools – not changes to software code. Any updates to the solution (e.g., new features and/or defect corrections) are coordinated and collaborated through a change control process that WellSky will establish with the team of Client System Administrators that defines how solution upgrades are deployed in the non-production and production environments.

WellSky's approach to configuration requires close collaboration within the combined project team, which includes selected members from WellSky, as well as the Client's team. Experience has proven this approach to be an effective way to minimize project risks and ensure a positive outcome. This approach is also an effective means of knowledge sharing and creating "shoulder-to-shoulder" experiences that enable selected client personnel to develop a deep understanding of the solution's configuration and options. Mapping sessions during the Design phase lead to configuration, which allows Client to become intimately familiar with *WellSky Human Services*. This positions Client System Administrators to remain self-sufficient long after the project has been launched.

Configuration and validation are iterative steps at the heart of WellSky's Agile methodology, allowing the teams to adjust configuration and workflow in manageable pieces. During the Configuration phase, the configuration of the solution is tracked in a Configuration Workbook. These templated documents are used by WellSky in all product implementations, and validation occurs against those project document artifacts. WellSky also conducts the initial data conversion exercise as defined on the Data Conversion Plan. As the project transitions from the Configuration phase to the Validation phase, changes are tracked and approved by the Client Project Team.

While the specific goals, tasks, and deadlines around each client's implementation are unique, the standard structure of the WellSky Implementation Methodology aligns expectations and helps drive solutions through a series of five phases developed to ensure high quality and predictable delivery. Through all phases, WellSky's goal is to educate and empower clients, producing greater independence and positioning the client for ongoing success.

approach

- Developing client project management and training capacity
- Integrating the WellSky solution workflow into the client business process workflow
- Hands-on application of system administration skills through client participation in configuration work
- Building a foundation for client organization post-Go-Live support through hands-on validation and end-user training
- Measuring client satisfaction against project success criteria shaped by client input

As WellSky and Client progress through the project, WellSky will request written acceptance of deliverables and milestones by Client to verify that WellSky's solutions and services meet expectations and satisfy requirements.

WellSky has included a draft project schedule outlining the phases and tasks proposed for this project in this proposal. Upon contract execution, WellSky would anticipate finalizing this schedule with Client in the Plan phase of the project.

Plan Phase

Project Management Approach

WellSky's implementation approach combines its project management methodology with best practices gained through experience delivering statewide solutions for home-and community-based long-term services and supports. WellSky understands the many responsibilities and stakeholder relationships that state human services departments must balance in meeting the needs of members, managing networks of providers, maintaining compliance with state and federal requirements, managing state and federal funding, and serving the public. WellSky is poised to staff, manage, control, and execute this project to move Client toward its transformation goals with software delivered on time, with quality, and within budget.

WellSky emphasizes the following keys to success:

- **Strategy**: Implementing a comprehensive project management methodology that is tuned to deliver successful large-scale projects
- **Expertise**: Engaging skilled project management professionals, subject matter experts, and implementation specialists
- **Leadership**: Prioritizing efforts and expediting decisions
- **Jobs to be Done**: Insightful analysis of business needs to identify effective solutions
- **Best practice solutions**: Delivering a proven set of methods, tools, and procedures, configured to meet the need of each project
- **Risk mitigation**: Identifying, assessing, and mitigating risks before they can adversely affect projects
- **Partnership**: Establishing shared project success criteria and standing with the client throughout the project

WellSky's project management team is Project Management Professional (PMP) certified and fluent in the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®) standards and practices. WellSky will prepare a comprehensive project management plan to define plans and approaches to manage all the pertinent project dimensions and disciplines. Operating to this plan and seasoned by experience, WellSky will apply a solution-focused approach to help Client successfully navigate challenges common to these projects, such as scope expansion during requirements analysis, change requests from business stakeholders, resource turnover, policy changes, resistance to organizational change, friction in business transition, and disruption from external factors.

The WellSky project management office promotes the core skills of leadership, communication, and task-oriented planning as the engine that drives effective project management. Regardless of the size or complexity of a project, project progress is dependent on identifying the right tasks, understanding task interdependencies, proposing a feasible schedule, assigning responsible resources, and holding resources accountable through to task completion.

WellSky emphasizes a thorough, accurate, and current work plan as the key tool for forecasting project activity and tracking progress. WellSky's work plan schedule integrates implementation activities in phases with required deliverables, accounting for interdependencies, estimated duration, and resourcing.

WellSky embraces a business partnership approach with its clients. WellSky measures project success in terms of client success and satisfaction. At project initiation, the project team will articulate and affirm a project vision oriented around Client's strategic business goals and objectives, which will guide implementation decisions and drive project evaluation success criteria.

Communications Plan

Developed during the planning phase of implementation, the Communications Plan identifies the project stakeholders, communication needs, goals and objectives, communication tools and mechanisms, responsible resources, audiences, and flow of information. The project team and stakeholders are kept up to date on project progress, milestone completion, upcoming tasks, risks, and success criteria through regular project status meetings, project status reports, and project plan reviews. Based on this information, the team is empowered to easily monitor and adapt strategies, as needed, to continue to drive toward successful project completion.

Key components of the Communications Plan:

- Project Kickoff Meeting
  - Project launch
  - Introduction of the project team to key stakeholders
  - Enables the project teams to "match faces with names" and learn about the activities that will accomplished during the project
  - High-level discussion about the project plan and implementation approach
- Project Status Meetings
  - Weekly project management team discussion of project status
  - Project managers and participating decision makers review task progress and identify potential variances to scope or schedule
  - If necessary, the project team identifies change request items for escalation to the steering committee and/or executive leadership
  - Project managers address any significant risks, emerging or open issues, and corresponding resolution plans
- Minutes and Notes
  - Minutes of all meetings are recorded to document attendance and any discussions or decisions
  - Distribution determined on a case-by-case basis; however, the team will promote openness and transparency to enhance general awareness of the project's progress
- Steering Committee Meetings
- Key component to project governance
  - Scheduled monthly, attendees, including Project Sponsors, review project progress, and address any key issues that are beyond the scope of the project team, including discussion of program or organizational policy issues that impact the project
  - Led by the WellSky Project Manager, the team presents a summary of the preceding month's activities and future planned activities
- Collaboration Sites
  - A dedicated project SharePoint site is used as an electronic document repository for all project deliverables and documentation; includes version control, tracking of action items, and change requests
  - WellSky will also contribute project artifacts and documentation to Client's designated collaboration site
- Email
  - Email is the primary channel for communication and scheduling of meetings

Risk Management

WellSky takes a proactive and open approach to dealing with project risks and issues. The Risk Management Plan will be finalized and submitted to the Client Project Team during the planning phase of the implementation. The Risk Management Plan identifies strategies for identifying, monitoring, and responding to potential project issues and opportunities.

The WellSky project manager will create and maintain a Risk Register that documents, gauges, and tracks risks of variance to the project scope, schedule, resources, and budget, as well as the potential impact if those risks are realized. The Risk Register will include the typical range of risks for software system implementation projects based on WellSky's experience along with specific risks unique to the current project.

Typical risk categories:

- Budget risks: Tracked for material variances where actual progress is measured against estimates.
- Work progress risks: Tracked when work products are delayed, or time expended exceeds estimates for work completion.
- External risks: Tracked when the provision of hardware, software, or other technical obstacles provided by 3rd-party vendors hinder project completion. These risks are largely transparent to clients in a hosted solution such as the one planned for Client.
- Internal risks: Tracked when factors such as overallocation or loss of key personnel affect the project or the assigned resources.

Identified project risks will be monitored through project meetings and status reports, and the project team will plan and implement responses as appropriate. Response options include:

- Avoidance: Eliminate the risk by eliminating the cause
- Acceptance: Take no action, allowing any impact to occur
- Mitigation: Find a way to reduce the possibility or impact of the risk. Mitigation strategies may include:
  - Identify, quantify, and develop a risk response
  - Develop workarounds
  - Implement contingency plans for risks that were anticipated

Issue Management

WellSky's approach to Issue Management is to work collaboratively with the Client project team to identify, communicate, and resolve issues efficiently to minimize impact to the project value dimensions of cost, scope, schedule, quality, and stakeholder satisfaction. Issues that arise vary by type and may be managed differently according to the situation. Whether it is a software, process, resource, change request, or schedule issue, the key stakeholders for both Client and WellSky will address the issue together.

Issue Identification

The identification of project-related issues is key to preventing an impact to project success. The WellSky project team's experience allows for early issue identification and assessment of issue severity to mitigate issue impact. Issue severity and priority are important aspects of issue identification and management. Issue severity is a measure of the business impact and driver for target resolution timeframe.

The Issue Log will track identified issues and will be maintained by the WellSky Project Manager. The log details the issue, the person reporting the issue, the issue type (e.g., software, process, resource, change request), resolution plan and status, and any related information that supports decision making. The Issue Log will be discussed during weekly project meetings, and the WellSky and Client project managers will be jointly responsible for monitoring and communicating issue status and holding issue owners accountable for progress toward resolution. Progress on issue resolution is tracked, updates communicated to issue reporters, and issue escalation procedures implemented, if warranted.

Resolution Planning

The project team will assess issue severity and priority and coordinate the resolution plan and timeline. The team will consider possible resolution strategies, which could include change requests to project components such as scope, schedule, resources, software fixes, business process changes, and requirements revisions. Individuals will present ideas within the group for consideration. The team will agree upon a resolution, timeline, and owner. Issue resolution plans will be communicated to appropriate stakeholders.

Quality Management

Quality management is focused on process outputs and includes oversight of solution content (system and deliverables), development, deployment, environment, technology, and maintainability. The Quality Management Plan will document the approach and plan for quality management practices and activities.

WellSky's Quality Management methodology is comprised of three processes:

- Quality Assurance
- Quality Control
- Continuous Process Improvement

Quality Assurance

WellSky's quality assurance (QA) processes incorporate standards derived from external industry associations and internal best practices. QA processes include process verification audits, periodic assessment, performance management using metrics to measure performance, test results, and conformance to requirements.

Quality Control

Quality control is rooted in the concept of project deliverables achieving their intended purpose. To make appropriate use of time for reviewers, deliverables adhere to baseline quality standards. This enables the project team to obtain meaningful feedback from draft deliverables that can be more easily finalized and approved. Several levels of review are employed and carried out at key times:

- **Self-Review:** WellSky members review their own work relative to objectives and standards set by their manager.
- **Peer Review:** WellSky team members present their work to other members of their team to receive constructive feedback.
- **Quality Assessment Reviews:** WellSky, and if appropriate, Client, subject matter experts (SMEs) review deliverables/activity milestones for accuracy, consistency, and completeness prior to delivery.
- **Client Review:** Contractual deliverables undergo formal review and approval. Written deliverables are circulated ahead of a scheduled walkthrough at which time stakeholder feedback is gathered, reviewed, and tracked. Software deliverables are demonstrated. Though part of a formal process, this format is designed to be more interactive and iterative to engage stakeholder feedback as early in the review process as possible after initial self-, peer, and QA reviews.

Continuous Process Improvement

Continuous process improvement involves continual adjustments to correct defects in deliverables or processes and tuning of process objectives and measures to increase quality and productivity. The Project Manager monitors execution of the project with an eye on quality and makes recommendations for improvements and corrections.

The project team will regularly seek feedback from stakeholders on process improvement suggestions, particularly at the conclusion of an activity in which the stakeholders participated. Suggestions for improvements to efficiency and effectiveness will be reviewed as change requests and implemented as part of the integrated change control process.

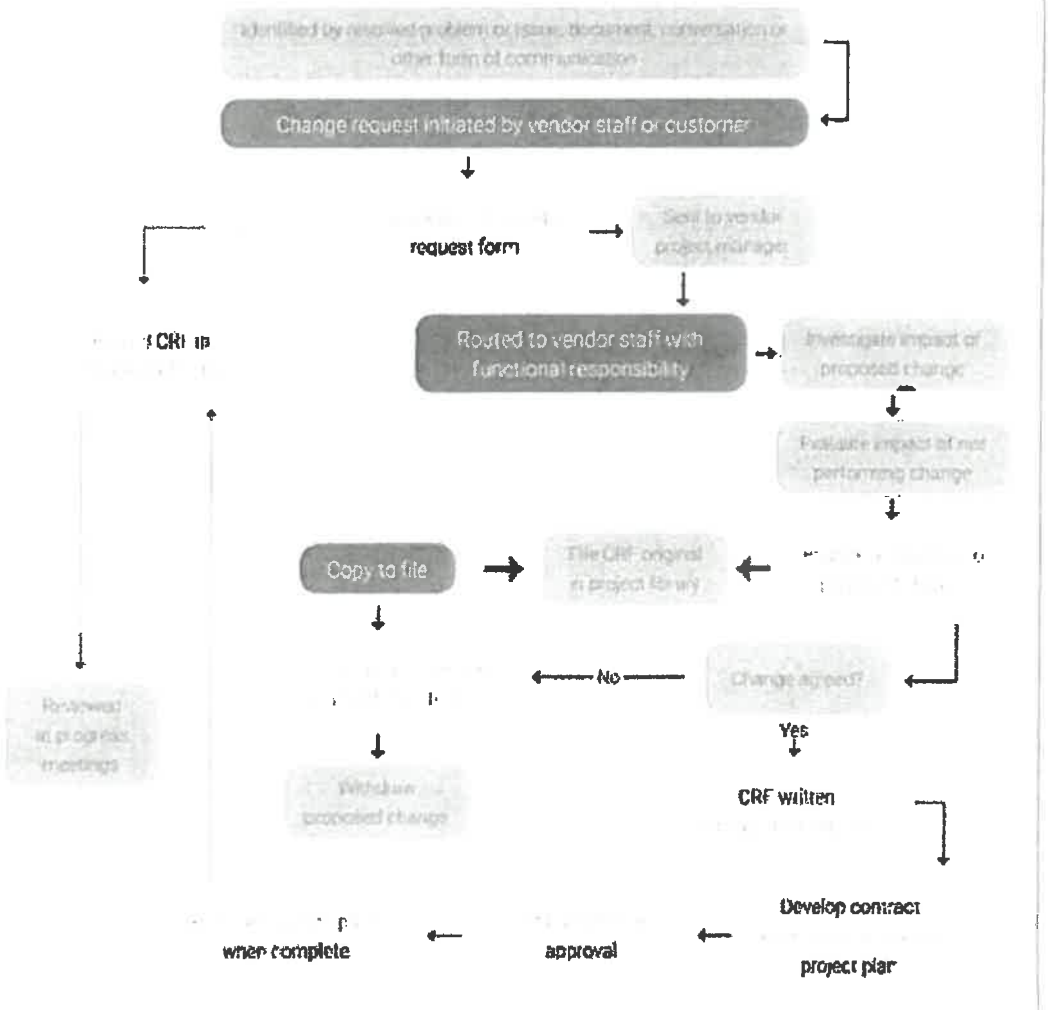
Project execution quality issues identified through QA processes will be reviewed by the project team and the steering committee and, where appropriate, handled using risk and issue management processes to ensure that action is taken to revise and improve project processes and standards. Project QA results will be summarized to document lessons learned and to update the Quality Management Plan to ensure continuous improvement in processes.

Change Management

The Change Management Plan will be delivered at project initiation. Significant changes to project scope, schedule, or costs will be managed through a change control process. Change requests may be initiated by the WellSky team or Client whenever there is a perceived need for a change that will affect the contract of work, such as schedules, functionality, or cost. Change requests will be documented via Change Request Form (CRF) and added to the Change Control Log. Change requests must be approved by the steering committee. Where applicable, changes request that impact contract terms will invoke a contract amendment.

Once the change request has been approved, WellSky and Client will amend the contract, if needed, and revise the project plan to incorporate the agreed-upon changes. Once the contract amendment and revised project plan are approved, WellSky will begin work to implement the changes. Progress on the change request will be reported at progress meetings. Change request completion will be formally documented. The change request log will be reviewed at progress meetings to monitor changes that have not yet been completed.

WellSky
Change Control Procedure



Design Phase

Solution Analysis and Design Approach

WellSky's solution analysis and design approach involves the following strategies:

- Perform solution analysis and design incrementally by business process scope area
- Leverage the functionality and configurability of the *WellSky Human Services*
- Design *WellSky Human Services* user workflows based on identified use cases
- Conduct map/gap analysis between functional requirements and the *WellSky Human Services* solution in the context of business process workflows and user activities
- Gather requirements for configuration settings that drive solution appearance, functionality, and user role security
- Conduct map/gap analysis on reporting requirements using *WellSky Human Services* standard reports, identifying proposed custom reports to be delivered by WellSky and reports to be created by Client using *WellSky Advanced Reporting*
- Gather requirements for technical solution deliverables for system interfaces, custom reports, and data migration in with the context of workflow and configuration requirements
- Utilize prototypes and mockups
- Document requirements and design specifications incrementally
- Obtain Client approval on requirements and design documentation
- Target prompt deliverable turnaround to minimize the duration from finalizing design to validating deliverables

Solution Mapping

The WellSky Solution Mapping process encompasses discovery, requirements definition, design, configuration, presentation, and validation in an incremental and agile work process. The WellSky Solution Mapping process involves the following steps:

1. Initial Discovery
2. Requirements Analysis and Documentation
3. Solution Design
4. Design Approval

5. Configuration
6. WellSky Testing
7. Delivery
8. Demonstration
9. Review and Validation
10. Remediation

During project kickoff meetings, the Project Manager and Lead Implementation Consultant will work with the Client team to review the business and system requirements in the initial Requirements Traceability Matrix and the Functional Specification mapping of requirements to solution deliverables. The team will affirm the analysis and design work plan and set the Solution Mapping agenda and schedule.

WellSky and Client will then proceed to Solution Mapping. WellSky's Lead Implementation Consultant and Lead Technical Consultant will lead Solution Mapping.
In Solution Mapping Cycles, WellSky and Client stakeholders will review business requirements and needs for map/gap analysis and solution configuration design. The team will first address to-be business process workflows as use cases, identifying preceding activities/triggering events, business procedures, system tasks, user tasks, responsible actors, process tangents, process outcomes, and transition points. The team will prioritize "happy path" scenarios first, and then identify related exceptions, alternate workflows, and unsuccessful scenarios. As the WellSky team clarifies the business process requirements in dialog with Client stakeholders, WellSky will provide business process reengineering consultation and recommendations toward the objectives of standardizing processes, increasing process efficiency, and aligning workflows with *WellSky Human Services* solution capabilities and best practices. WellSky also will define workflow automation and business rule requirements in the context of business process analysis and design.

WellSky will capture solution configuration requirements. *WellSky Human Services* configuration points include, but are not limited to, system presentation such as page, screen, and field attributes, data sets, user role security profiles, and selection options such as chart of account codes, programs, services, and numerous dropdown lists.

Also, in Solution Mapping, the Lead Technical Consultant will collaborate with the Lead Implementation Consultant to address requirements for system integrations, data conversion, reporting, and business intelligence. Report requirements will include map/gap analyses to *WellSky Human Services* standard reports and design for new custom reports. WellSky will layer technical deliverable requirements and design onto the process and configuration requirements from the first two cycles, defining interface use cases in conjunction with user workflows, analyzing reporting and data output needs in conjunction with data input and collection requirements, and mapping data for conversion in alignment with the system configuration design.

The Solution Mapping process is a highly collaborative process between WellSky and Client stakeholders. Solution Mapping involves meetings with detailed agendas for requirements review, analysis, design, documentation, and design approval. Stakeholder participation should include subject matter experts on the business process and requirements scope as well as individuals with decision-making authority to address decisions such as recommended revisions to business processes and resolution of conflicts across requirements.

During requirements definition and design, WellSky will educate Client on the *WellSky Human Services* toolset to help Client understand the proposed solution mapping fit to the requirements and contribute to the project knowledge transfer objectives.

As requirements are clarified and configuration and design approaches identified, WellSky will produce requirements and design documentation. Design documentation will include visual diagrams and mockups. WellSky will prepare and demonstrate solution prototypes, as needed. Requirements and design documentation will be stored in the project document repository with versioning for drafts, revisions, and final approvals.

As design specifications are reviewed and approved by Client, WellSky will place these items in the configuration work queue for assignment. Building on the design inputs from requirements discovery, WellSky will configure the non-production site. The WellSky team will actively manage the scope backlog to queue configuration tasks and assign tasks. Implementation Consultants and Technical Consultants will configure system and technical deliverables and perform unit testing in preparation for demonstration to Client and validation by Client in preparation for User Acceptance Testing.

At the end of each cycle, WellSky will demonstrate and hand off configuration deliverables to Client for review and validation based on the requirements and design documentation. When expedient, WellSky will provide detailed instructions for review and validation and will facilitate the review and validation with Client. WellSky's delivery strategy aims to close the loop between finalizing requirements and reviewing and confirming the resulting deliverable as efficiently as possible. The primary objectives are to deliver while requirements are still fresh in stakeholders' minds and to reduce risk of requirements drift.

Requirements Management

WellSky will maintain the Requirements Traceability Matrix (RTM) as a master list of functional requirements defined in the contract and specific business requirements gathered during discovery. WellSky will update the RTM to track the solution mapping approach and status through the design, configuration, and validation stages, as well as any change requests during the implementation cycle. The RTM will be reviewed during Evaluation Checkpoints as an indicator of project progress and health.

The WellSky Team will produce a variety of functional and technical design documentation based on the requirement types. Design documentation will cross-reference requirement IDs from the RTM, where applicable.

Category	Requirements Type	Design Documentation
Functional	User Workflows	Use Cases, Workflow Diagrams
Functional	Data Sets	Configuration Workbooks (e.g., group setup, lookup codes, metadata)
Technical	Business Rules	Business Rules Configuration Workbook
Technical	Custom Reports	Report Specifications
Technical	System Integrations	Use Cases, Specifications
Functional	User Security Profiles	Role Setup Workbook
Technical	Data Conversion	Conversion Schema Workbook
Development	Enhancements	Functional Requirements

Workflow Requirements

WellSky will document to-be business process workflows in the form of use cases, user workflows, and workflow diagrams. Use cases and user workflows will serve as the basis for process validation during User Acceptance Testing, as well as training guide content for user training and deployment support.

Configuration Requirements

WellSky's Configuration Workbook templates document the standard, default solution configuration settings. The WellSky Team will update the Configuration Workbooks to capture Client's specific configuration requirements and metadata. The Configuration Workbooks include:

- **Groups:** Presentation settings, including chapter, tab, page, and field labels and visibility
- **Roles**: User security permissions and privileges
- **Lookup Codes:** Drop down list selection options
- **Places:** Location data containing valid combinations of city, state, zip code, county, and region to drive dynamic population of address information
- **Users and Workers**: Lists of the first-person system users and third-person worker entities for import
- **Providers:** List of organization entities for import

- **Services**: Lists of system service codes, services offered by providers, and other related information to support service-dependent functionality
- **Workflow Wizards**: Triggers and ticklers for workflow-based prompts and notifications
- Additional system settings

Document Repository

WellSky will manage all project documentation, including requirements and design artifacts, in a SharePoint project site provided by WellSky. WellSky will post all formal documentation deliverables to the SharePoint site, including drafts, revisions, and final approval versions.

Requirements Approval

During the Solution Mapping process, WellSky will deliver incremental draft requirements and design documentation for Client review and approval prior to configuration. Upon completion of Solution Mapping, WellSky will compile the final requirements and design documentation for formal deliverable review and acceptance prior to User Acceptance Testing.

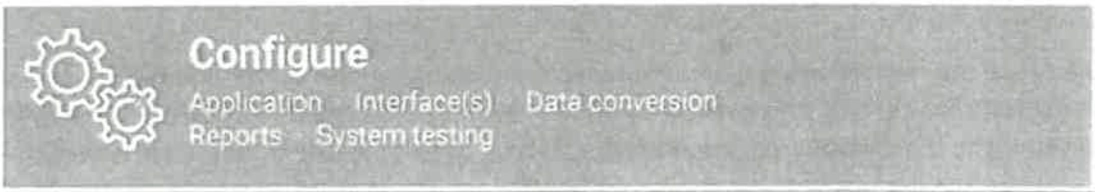
Scope Backlog

WellSky will manage a scope backlog tool, tracking tasks and deliverable items. Backlog items will be assigned for configuration and delivery based on several variables: business priority, estimated complexity, dependencies on other scope items, and readiness status in the Solution Mapping workflow. The backlog will be updated on an ongoing basis and reviewed regularly to evaluate progress and adjust priority and assignment as appropriate.

Phase	Step	Status	Description
Design	1	Not Started	Item is in the backlog waiting to be scheduled for requirements definition
	2	Requirements	Requirements definition and design is in progress
	3	Requirements Review	Requirements are defined and design is under client review
	4	Requirements Complete	Requirements are approved and ready for configuration
Configuration	5	Configuration	Configuration is in progress
	6	Configuration Complete	Ready for testing
Validation	7	WellSky Testing	Unit testing is in progress
	8	Testing Complete	Ready for demonstration
	9	Demonstration	Scheduled for demonstration/orientation

	10	Client Validation	Client validation is in progress
	11	Ready for UAT	Item passed client validation

Configure Phase



Application Configuration and Development Strategy

WellSky will utilize sound and secure methodologies for configuration and development activities successfully used in multiple state-level implementations including Florida APD and DOEA, Georgia DAS, Oklahoma DHS, Nevada ADSD, and Alabama DSS. WellSky will meet Client requirements through configuration of the *WellSky Human Services* COTS solution, rather than through development of a custom product. *WellSky Human Services*' flexible framework is adapted through configuration to meet a variety of programs and workflows without the need to write custom code. The modularity of the solution suite allows for extensive variation in solution design to support each organization's unique needs for data integrity, ease of use, and business workflows.

Client shall have the ability to modify and augment configuration of *WellSky Human Services* using system utilities after the initial implementation, with or without WellSky assistance. Configuration may be modified by Client to address changing requirements and business processes long after the initial deployment is finished.

Enhancements to the *WellSky Human Services* solution are managed by WellSky Solution Management team. Planned features are scheduled on a product roadmap that documents the sequencing of enhancements and new features. As necessary, WellSky Solution Management will collaborate with Client and other clients via discussion, demonstration, wire-frame prototyping, and formal focus groups to define and document functional requirements, success criteria, and a testing approach before each enhancement enters the development queue.

Development of *WellSky Human Services* solutions follows Agile methodology. Agile development uses small, cross-functional "scrum" teams, which include product management, engineering, and quality assurance staff. Work is broken into short cycles or "sprints". By developing in small, focused bursts, WellSky delivers new features, enhancements, and defect corrections quickly, allowing Client to track progress. Each new item is developed with accompanying automated testing to ensure high quality.

As new functionality is incorporated into releases of the COTS solution, WellSky will coordinate with Client to upgrade their implementation to the current release. New versions of *WellSky Human Services* with continually enhanced functionality will be available to Client at no additional cost as long as Client remains licensed to use the solution – an added benefit of using a COTS solution.

Application Documentation

WellSky will provide comprehensive standard application documentation in the form of *WellSky Human Services* User and System Administration Guides and documentation of the data model including a data dictionary and entity relationship diagrams (ERDs).

WellSky also will deliver complete configuration documentation for the Client system, training guides reflecting Client-specific business processes, and specifications for technical services deliverables, including:

- Custom report design specifications
- Web Service Description Language (WSDL) and XML Schema Definition (XSD) for interfaces, including documentation of when/how these processes will run and what will happen in the event of error or aborted process
- Companion guides for standard HIPAA electronic data interchange (EDI)
- Data migration templates with source and destination mapping
- Job aids documenting complex tasks or processes

Application Release Support and Maintenance

WellSky's version release program for the WellSky solution provides clients with the opportunity to upgrade to a new release on a quarterly basis. New releases contain fixes to resolve defects, enhancements to existing features, and new features. WellSky determines the scope of items in a release based on issues reported to client support, client contract deliverables, client enhancement suggestions, and product roadmap features and enhancements to continually improve the solution. WellSky publishes comprehensive, detailed release notes for each general availability release. For high severity defects, WellSky expedites resolution.

The *WellSky Human Services* Technical Support team member assigned to each case will be responsible for tracking the case through to resolution, no matter where it may lie within the WellSky organization. This includes regular issue status updates at predictable intervals based on the severity, type, and status of the issue. The Help Desk team will also be able to stay informed on the status of issues and enhancement requests directly through the WellSky Client Support Portal powered by Salesforce.

Once Client has gone live with the WellSky solution in production, application upgrades will be applied to the non-production sandbox environment for release testing and regression testing. Client's System Administrators will test the release to evaluate and enable key changes that Client intends to utilize and to perform regression testing to validate key workflows and configuration. Through this process, Client also will identify, plan, and test any configuration changes specific to the solution for deployment to production with the upgrade. Client team testing and review of new releases, hands-on in the non-production environment, is an important activity for ongoing knowledge transfer.

After Client has tested and approved the release for production deployment, WellSky will schedule the production site upgrade. System administrators will communicate the pending changes to the user community, and Client will address any related user education needs through appropriate training materials and content.

WellSky's Professional Services team also offers optional Upgrade Services to assist clients like Client with release upgrade tasks. Upgrade Services allow clients the opportunity to assign the work involved in an application version upgrade to the WellSky team. WellSky upgrade experts will manage the upgrade plan and the upgrade of the test and production environments while providing testing support and issue management. Additionally, the WellSky team will conduct a system wellness check to assess Client's current business processes and identify opportunities for solution improvements and business process efficiencies.

Configurations and Customizations

Application Configuration Methodology

WellSky will closely collaborate with Client subject matter experts in the configuration of *WellSky Human Services* to meet business process, workflow, functional, technical, and security requirements. In WellSky's configuration methodology, consultants involved in requirements analysis and solution design will leverage their solution expertise to configure a non-production "sandbox" environment using built-in application utilities. Requirements will be incrementally configured, demonstrated, refined, and validated in segments as they emerge during the solution mapping process. The goal of this approach is to allow Client to interact with the actual configured application early in the implementation process for faster and better decision-making. Using this approach, the entire Client configuration will be reviewed and validated prior to User Acceptance Testing. Once this configured environment is accepted, WellSky will deploy it to the production environment for go-live.

WellSky employs the following configuration strategies and best practices:

- Leverage a baseline configuration modeled on previous successful implementations as a template

- Create prototypes and proofs-of-concept, including workflow automation, to illustrate alternative configuration approaches
- Deliver configuration incrementally for targeted review and validation
- Iterate configuration based on validation feedback
- Demonstrate configuration at delivery for validation
- Leverage solution flexibility to optimize fit to requirements/preferences while adhering to the intended use of the system
- Work within system rules and constraints
- Consider usability, consistency, and ease of reporting in configuration decisions
- Present pro/con analysis for informed decision making when ramifications of a configuration decision are material
- Document and maintain all configuration settings as they are made throughout the project as living documentation
- Document reasoning behind difficult configuration decisions for future reference
- Demonstrate end-to-end workflows for solution delivery of final standardized business processes in the non-production environment

The majority of the WellSky solution functionality can be configured through utilities accessible through administrator roles. This provides an opportunity for knowledge transfer to Client resources through shadowing and review of configuration performed by WellSky. The following utilities manage the core configuration settings:

- **Group Setup**: Presentation settings, including chapter, tab, page, and field labels and visibility
- **Role Setup**: User security permissions and privileges
- **Screen Designs**: Custom data entry forms
- **Workflow Wizards**: Workflow automation through triggers and ticklers for workflow-based prompts and notifications
- **Word Merges**: Output tools for notification letters and simple reports
- **Lookup Codes**: Drop down list selection options
- **Places**: Location data containing valid combinations of city, state, zip code, county, and region to drive dynamic population of address information
- **Services**: Lists of system service codes, services offered by providers, and other related information to support service-dependent functionality
- **ISO Codes**: Chart of account codes
- **Plan Codes**: Need, goal, objective, and intervention options for client plans
- **Users and Workers**: Lists of the first-person system users and third-person worker entities for import

Application Customization Methodology

Whenever possible, WellSky limits customization of its products to interfaces, some of which are inherently custom. In general, WellSky designs new features and functionality so that they can be activated/deactivated through configuration settings in utilities accessed by an administrator. In so doing, functionality that otherwise would be custom is made available to all WellSky clients as part of the core product.

WellSky's technical lead and technical consultant will collaborate with the implementation lead and functional consultants during Solution Mapping to gather requirements and design solutions for custom interfaces. Interfaces and data migration deliverables will have dedicated delivery and test cycles after Solution Mapping.

Ongoing Support Impact Methodology

To respond to evolving user preferences and business needs over time, Client will need a methodology for systematically evaluating user requests for changes for cumulative impact before making a configuration change or requesting an enhancement. Although making configuration changes to the application is generally straight-forward, the process of ensuring that a requested change is acceptable to all stakeholders, and that the full impact of the change is understood can be challenging. WellSky recommends an Ongoing Support Impact Methodology in which Client will regularly convene a Change Control Board to review and approve requested changes to configuration (e.g., forms, workflow, reports, rules, menu options), to review release notes to identify enhancements and new features that may enhance the Client workflow and to decide when to request an enhancement to the application. WellSky will deliver new releases with enhancements and new features inactive by default, so Client administrators will manually activate new functionality in a non-production environment for evaluation before activation in production.

Reports, Queries, and Forms Development

Standard and Custom Reports

WellSky Human Services includes an array of nearly 100 standard reports. WellSky can create custom reports when Client requirements are not met by a standard report. Standard and custom reports are developed and tested prior to release following the same processes and controls used for new features and enhancements. Report deployment is integrated into WellSky's normal release process and includes support for standard and client-specific reports.

WellSky Advanced Reporting

Client can create self-service custom reports in *WellSky Advanced Reporting* using standard report queries and layout files as templates or can start "from scratch." Reports created in

WellSky Advanced Reporting can be moved into the Client production environment, if so desired.

Forms

Letters and correspondence are handled as Microsoft® Word merge documents. The solution includes many standard queries, which meet most clients' needs. Custom queries can be created if necessary. Standard and custom queries created for use with word merges are developed and tested prior to release following the same processes and controls used for new features and enhancements.

Word merge templates are managed by Client (or during implementation, jointly by the WellSky services team and Client) using the Word Merge Setup utility. As with reports, query deployment is integrated into WellSky's normal release process and includes support for standard and client-specific queries.

Assessments, surveys, and questionnaires are created and managed by Client (or during implementation, jointly by the WellSky services team and Client) using the Screen Design utility. In this context, queries manifest as indicators of formulas used to score or calculate a result based on other questions or information in the form. Indicators are generally created and managed by the services team and/or Client, but custom indicators can be created by WellSky Technical Services staff if desired. The deployment of assessments and embedded indicators is managed by Client.

Queries

Queries can be used to drive workflow automation in the form of workflow wizards and ticklers. Standard and custom queries created in support of workflow automation are developed and tested prior to release following the same processes and controls used for new features and enhancements. Workflow wizard query deployment is integrated into WellSky's normal release process and includes support for standard and client-specific reports.

Data Warehouse

WellSky Advanced Reporting includes a full copy of the client's production database. The reporting database is refreshed nightly and serves as a data warehouse for most WellSky clients. For clients requiring an additional copy of their database, data warehouse and/or extract services are available.

Workflow Configuration

Workflow is managed in *WellSky Human Services* through the several key solution features:

- **Workflow Wizards:** On-demand workflow task sequence automation based on specific trigger conditions

- **Ticklers:** Task prompts and notification messages routed to to-do lists for specific users or roles based on trigger conditions
- **Business Rules:** Orchestration of workflow automation based on more complex business criteria, trigger conditions, and resulting system actions
- **Queues:** Lists of items in need of review, approval, or other next-step actions, filtered for relevance by status, assignment, and other key characteristics

During the Design and Configure phases, WellSky Implementation Consultants will capture Client design requirements and configure Workflow Wizards, Ticklers, and Business Rules using system utilities. After go-live, Client can adjust, add, and remove workflow wizards and/or ticklers as business needs evolve without any assistance from WellSky.

Standard management and approval queues are used by Client and/or supervisory staff to oversee employees and to monitor/manage items requiring review and approval. All queues allow users to filter by multiple criteria, ensuring that the end user only can see data relevant to their job. Queue approval rules, rights, and permissions are configured in the Role Setup utility by WellSky during implementation. Client can adjust queue configuration as business needs evolve without any assistance from WellSky. Client workflow configuration will be documented as part of the Configuration Specifications deliverable.

Release Management

WellSky's application version release program for *WellSky Human Services* provides clients with the opportunity to upgrade to a new release on a quarterly basis. New releases contain fixes to resolve defects, enhancements to existing features, and new features. WellSky determines the scope of items in a release based on issues reported to client support, client contract deliverables, client enhancement suggestions, and product roadmap features and enhancements to continually improve the solution. WellSky publishes comprehensive, detailed release notes for each general availability release. For high severity defects, WellSky expedites resolution.

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Integration Capabilities

WellSky Human Services can send and receive data using different standards and provides rich interface capabilities that can support a broad range of system integration options for both large batch data exchanges and small, lightweight transactional data exchanges. Typically, WellSky utilizes secure FTP (batch file transfer), FTPS (batch file transfer), or HTTPS (web services) options for data transport, and HIPAA-compliant X12 EDI, XML, JSON or character delimited (e.g., .CSV) data formats. WellSky is also able to consume external real-time web services using both the SOAP and REST protocols. WellSky will work with other transfer mechanisms, as required.

Requirements will be addressed through a collaborative process in which WellSky works closely with Client with requirements discovery, design, construction, validation, and delivery. WellSky's experience has proven this to be an effective way to minimize project risks and ensure a positive outcome. This approach is also an effective means of knowledge sharing and creating "shoulder-to-shoulder" experiences that enable the selected Client personnel to develop a deep understanding of the WellSky solution's configuration and options. This process requires discussions with team members from Client who are familiar with the systems that require integration. These discussions involve designing the most effective integration technique based on the nature of the integration requirements, such as data volume, frequency of request, and capabilities of the systems being integrated.

The integration technique considerations include:

- Data Transport (e.g., HTTPS, sFTP)
- Data Format (e.g., XML, formatted flat file, X12 EDI)
- Catalyst (e.g., event driven, time driven)
- Call flow (e.g., inbound, outbound, bi-directional)

Design decisions will be made to determine what changes are required in either the WellSky solution or the external system to support the integration. Error and exception handling also are defined to address how each system will deal with abnormal situations such as the target system being unavailable for periods of time or data validation errors. This will address any required "retry" logic, notifications, and data synchronization that may need to occur as a result.

These and other design details are documented in interface specification documents for each interface. The specification documents consist of an Interface Design Document and an Interface Mapping Document. The Interface Design Document describes the overall approach, including method of transport, frequency, import/export scenarios, business requirements, and error handling. The Interface Mapping Document details the specific data fields involved including sources, destinations, translations, and defaults on a field-by-field basis. These documents will be presented to Client for review and feedback. Iterative cycles of review and modification to the documents will continue until they are ultimately approved by Client. Time limits for review feedback will be established at project kickoff. This formal approval serves as a gate to moving to the configuration phase for the integrations.

As stated previously, there is value in reusing existing integration strategies where possible. Parameters are available that allow data to be filtered in different ways, allowing for results that can return specific data elements or larger data sets. Industry standards, such as National Information Exchange Model (NIEM) and National Institute of Standards and Technology (NIST), are included in API design considerations.

An integration layer interacts with the application's workflow engine, allowing data to be reviewed prior to being formally saved to the database as a means of preventing validation errors. This interaction also allows the data to initiate other downstream automated workflows, as needed.

The integration layer is comprised of a set of micro-service components that are separate from the core application and allows updates to be made quickly and independently from other parts of the solution. WellSky will communicate with Client to schedule updates and include release notes that contain information about changes to the integration layer.

Each interface will contain appropriate error handling so that system administrators at both WellSky and Client are notified of any issues. If data cannot be processed, error information is returned to the calling object or system. It is important that both sides of the interface are designed to expect that errors may occur and to handle them appropriately.

Interfaces that utilize web services for sending data typically do not contain physical files, and the data will be stored directly into the application database. This information can be viewed using the WellSky solution user interface. Data that is sent via physical files (such as X12 EDI files) will be stored on AES-256-bit encrypted storage and processed accordingly. Data files will be retained per Client requirements and can be viewed the WellSky solution user interface or via a separate user interface mechanism available to system administrators.

Data Conversion Methodology

WellSky performs data conversion in almost every system implementation and, therefore, has experience in hundreds of successful data conversion efforts. The methodology and processes outlined below have been honed and refined to align specifically with the implementation of the WellSky solution.

The data conversion methodology refers to the specific set of procedures and tasks used to manage and control conversion of data into the application's SQL database using SQL scripts.

The data conversion process is vital to the success of an implementation and should be planned carefully with committed data conversion team members from both WellSky and the client. This methodology helps ensure that the entire data conversion task results in an accurate migration, ultimately resulting in a more comfortable user group and a more manageable end user learning curve. WellSky's Data Conversion Plan comprises an orientation phase, a review and test phase, and a final live conversion phase.

To facilitate conversion, WellSky relies upon a standard, prescribed data conversion schema submission file for data conversions. This standardized single file format, and its data elements are a product of lessons learned through years of data conversions. Use of the conversion template provides the following benefits:

- **Predictability**: A single file format with prescribed data elements naturally lends itself to an increased success rate for live conversion because it helps ensure data consistency across disparate systems. WellSky takes a sample of client data, test converts it, works through possible data source issues, and, through this process, provides predictable results with a high likelihood of a successful live conversion.
- **Cost Efficiency**: A single file format and prescribed data set reduces the risk of incomplete data submissions or multiple data source conflicts, which can result in unplanned data cleanup or multiple data conversions. The single file also permits easy mapping of client data to the WellSky software schema through a data crosswalk exercise.
- **Time Efficiency**: Use of the conversion template eliminates the need for custom scripting to import the data to the new system.

WellSky's approach is predicated on close collaboration with client resources to complete data conversions. In order to minimize time and cost of data migration efforts, WellSky's standard approach relies on client resources who are expert in their legacy systems to assist with mapping, to perform data clean-up, and to test conversion results. If needed, WellSky's role in conversion may be expanded, with WellSky taking on tasks that are usually completed by the client.

Approach

- Solution mapping sessions (SMS) are conducted to determine how the client will use the WellSky solution and, therefore, the critical data elements that are needed.
- Based on the data gathered in the SMS, WellSky's implementation services and data conversion specialists work with the client to identify the subset of data elements available for conversion in the current implementation.
  - This is documented in the WellSky Data Conversion Schema Data Dictionary.

- The client populates the Data Schema provided by WellSky with the information agreed upon in the Data Dictionary. The client will be responsible for the following before providing the populated Data Schema back to WellSky
  - Remove or merge duplicate records.
  - Remove records that are no longer needed based on client retention policies.
  - Remove inappropriate values or special characters.
  - Mapping of legacy data values to WellSky values for static or reference data where required.
  - Ensuring data types for legacy values match data types for destination fields.
- The data is imported into a data conversion site and reviewed by WellSky before access is provided to the client.
- Test results are documented in the Data Conversion Validation Report.
- WellSky will create the report after the first test import to track conversion issues, including, but not limited to, date found, reporter, field/value, description, explanation, resolution, resolution owner, status, and whether it must be resolved before go-live or can be adjusted after go-live.
- WellSky will make the data conversion site available for client review and go over any Validation Report entries already in progress by WellSky.
- The client will review the data conversion site and test their day-forward workstreams to ensure the converted data appears as if it was originally entered into the WellSky solution.
- The client will make note of any issues so they can be investigated and tracked on the Validation Report.
- WellSky expects multiple test conversion iterations before the final import into production. WellSky has found that in most implementations, three test conversions are sufficient, however, additional test conversions may be performed if the project implementation timeline will not be otherwise impacted.
- Prior to go live, data is imported into the client's production site, and a final review and test cycle is completed.

In the table below, WellSky has identified the roles and responsibilities of WellSky and Client team members engaged in data migration using the standard approach proposed. As noted previously, WellSky can assume some or all of these tasks if required by Client.

Role	Responsibilities
WellSky Technical Lead	Manage the data conversion process; create, maintain, and execute data conversion scripts that import data from Conversion Schema into the WellSky Production Schema
WellSky Analyst	Maintain schema templates and instructions, provide consultation on mapping and data issues, perform data quality analysis on submitted data, provide data quality feedback to Client, prepare data conversion test results, track, and manage identified conversion issues with the Client Analyst

Client Analyst(s)	Map source data, identify needed source data cleanup after extraction and population as needed, submit source data to WellSky for conversion, repeat as needed, track and manage identified conversion issues with the WellSky Analyst
Client DBA	Extract source data from legacy system(s), populate the Schema database, address source data clean-up issues
Client Tester(s)	Validate test data conversion through go-live conversion

Deliver Phase

Testing

WellSky will leverage a best practice approach to the design and development of a Test Plan as part of this scope of work, pulling key lessons learned from previous statewide deployments to ensure an efficient, successful testing process. The WellSky team shall define and develop the Test Plan during the design phase outlined in the work plan with Client to ensure alignment to the overall approach and inclusion of all key and suggested test events prior to go-live. The Test Plan will contain the overall approach recommended by WellSky for successful validation of the solution by all parties. The Test Plan will cover system testing, integration testing, regression testing, and user acceptance testing.

WellSky recommends system testing be performed by the project team throughout the implementation lifecycle as configuration is being done on *WellSky Human Services*. System testing ensures that the solution performs in accordance with the jointly approved specifications and design documents for the solution. System testing begins during the Solution Mapping process within each phase of the implementation within the stage-based work plan and consists of WellSky and Client team members reviewing and validating incremental configuration updates as defined. After all configuration changes are made, a final system test is performed on the system by the project team. WellSky recommends this final round of system testing to ensure all configured parts of the system function as documented and no unexpected behaviors exist prior to training and go-live. This approach to testing has been used by WellSky on many projects, including recent initiatives with the Georgia Division of Aging Services, the Florida Agency for Persons with Disabilities, the Florida Department of Elder Affairs, the Oklahoma Department of Human Services, and the Delaware Division of Developmental Disabilities. In each case, WellSky has delivered repeatable and predictable results.

WellSky regularly tests its SaaS solutions to ensure sufficient scalability and performance. WellSky will design the solution architecture based on estimated post-implementation peak user counts and annual anticipated user growth rates to ensure optimal performance and response times are achieved. WellSky conducts performance testing for each implementation using simulated load profiles based on expected post implementation peaks to ensure adequate sizing and environmental specifications are in place to handle the anticipated user load on the system. These tests are conducted using automated testing tools and associated monitoring tools based on WellSky best practices to meet Client processing demands.

WellSky will perform integration testing between *WellSky Human Services* and all 3rd-party integration points as outlined in the scope of work of this engagement. During the design phase of the project, WellSky will work with Client to define and complete the integration specifications for each of these external integration points. These specifications will be used to perform detailed, extensive integration tests and live data exchange tests prior to go-live in a production-like environment to ensure full interoperability can be achieved at go-live . The WellSky team will perform analysis and create documentation that captures not only the functional requirements but requirements around performance, volume, and proper error handling (including retry logic where applicable) of interfaces with other 3rd-party systems. WellSky has extensive experience building integration points and is well suited for handling implementations from ranging from file import/exports to web service interfaces; WellSky's recent project with the Florida Agency for People with Disabilities included 16 successful interface solutions and demonstrates WellSky's competence in this area.

WellSky will work with Client to define and execute a User Acceptance Testing (UAT) event to confirm Client business process workflows and configuration function as defined by the jointly developed and approved solution documentation. As part of the UAT event, WellSky will prepare test cases and test scenarios and provide orientation for UAT participants to ensure participants are knowledgeable and aware of agreed-upon functionality prior to the start of test activity. In addition to validating workflow processes and configuration settings, testing activities in the UAT event will also include validating user role security, reports and outputs, data conversion, and interface data exchange. The goal of this event is to confirm to the user base and stakeholders that the solution is ready for production use, meets all the requirements, and conforms to the specifications.

Client UAT participants will document findings and communicate results to the project team as the UAT tests are executed. The project team will review and address UAT validation findings and test results and define action plans to resolve any issues and remediate any defects to ensure all functions are ready for productive use at the close of the UAT event. WellSky needs active engagement from Client during UAT to ensure a comprehensive vetting of the system from the perspective of Client, system users, and stakeholders.

Training

Effective end user training is a key success factor for user adoption and successful use of the application. WellSky Professional Services delivers comprehensive, cost-effective, and flexible training, using a blended learning approach.

WellSky works with Client to create a customized training plan that considers key training needs by role, based on information gathered during the planning, testing, and implementation phases.

WellSky's proven training methodology follows a model where, along with system administrators, Client power users are trained in the application. After formal training, WellSky will work closely with the power users to ensure they are equipped to train others.

WellSky training benefits:
- A custom, role-based training program that is developed in partnership with Client. Courses are designed around user roles within the application to ensure content is relevant for each participant.
- Flexible training options, including instructor-led training at Client, sending users to the WellSky world headquarters in Overland Park, KS, webinars, and a library of training resources.
- A "Train the Trainer" approach whereby Client power users receive extensive training so they can train others and serve as a local resource.
- Optional custom training and videos designed by WellSky's Learning Services team.

Cost Effectiveness
Cost effectiveness is in the forefront when designing Client's training program. WellSky offers several training modalities, including instructor-led, live, and recorded webinars, a library of learning resources and the option of custom videos. Client can choose the method that is the best fit for the project budget.

Training Planning
WellSky recommends that the training team include both WellSky trainers, as well as Subject Matter Experts (SMEs) from Client's business and project teams. SME participation is also encouraged in the training planning, training material design and review, and training delivery. Team members who have participated in the Solution Mapping process are also encouraged to participate in training team activities.

The Training Plan includes:

- Curriculum

- The proposed path to learning includes a list of role-based training offerings for system administrators, power users and users.
- A hands-on learning approach is used, and learning activities use representative test data, allowing learners to replicate test scenarios and course exercises that are specific to their role.
- After go-live , WellSky offers additional training for new user onboarding, refresher training, and training around new application features.
- In addition, WellSky's Learning Services team offers custom solutions, such as application bootcamps, video production and ongoing, regularly scheduled trainings.

- Schedule
  - Typically, training occurs around the time of the application deployment so users can retain the new concepts and put them to use as soon as possible.
  - WellSky works with Client's staff to create a training schedule that minimizes business disruptions whenever possible.
  - Scheduling provides flexibility for workers to attend training in consideration of their work schedule.
- Logistics
  - WellSky works with Client's staff to identify the components that are required for successful training, such as classrooms, access to workstations for practice activities, Internet connectivity, and audio/visual needs.
  - WellSky's training materials cover standard functionality that is specific to Client's configuration but common across user roles. Training materials and resources can be customized to include the new business process workflows that were created through the Solution Mapping process.
- Evaluation
  - Training effectiveness is measured using course evaluations and feedback from power users and management. WellSky analyzes this data and uses it to identify opportunities for improvement. During the initial training period, content can be adjusted on the fly, based on class feedback.
  - WellSky can work with Client staff to create custom evaluations.

Training Curriculum

WellSky's client-centered approach to training curriculum is based on deep experience in successfully transitioning power users and system administrators to successful users of the WellSky application. The training curriculum is based on the learner's role within the application and the workflows they will use. Learners who have multiple roles will be able to attend all sessions that are applicable to them.

In the development of training curriculum, WellSky answers the key questions users bring to a new system, including:

- **How can the new application make my job easier?** What is the simplest path to getting my work done efficiently?
- **What are the benefits?** How will the new system benefit me, Client, and my clients?
- **What is different?** How does the new application and workflow compare to what I have been doing?
- **What is new?** What will I need to do that I have not been doing before and how is this accomplished in the application?

From the Training Plan, WellSky will recommend a curriculum based on user roles and business needs. This customized curriculum can include a variety of training methodologies, including instructor-led classroom training, live webinars, or webinar recordings.

Interactive workflows between different user roles can be distilled into role-specific course content. Training guides and resources can be tailored to specific user role audiences, focused on priority workflows and day-to-day user tasks, and augmented with content on alternate workflows and exception scenarios.

Training Delivery

An application training environment and database is created for training activities. The database contains a variety of setup data and allows learners to explore the system through hands-on exercises, including data entry that is pertinent to their respective business processes.

WellSky will take the lead in the first wave of training. Client SMEs will provide supplemental information to learners on Client workflows and policies. After the first wave of training, WellSky will gradually transfer basic training responsibilities to Client trainers.

Consistent with WellSky's standard approach, WellSky will train Client power users to assist with end user training during the implementation process. In the training classroom setting, WellSky trainers lead the training and power users may cofacilitate, and provide individualized learner support, as needed. After implementation, these SMEs serve as a resource for basic end-user questions and interact with WellSky's support team for more involved questions and issues.

WellSky will design and deliver training materials and resources that include:

- Brief business process background for context
- Step-by-step workflows that include application screenshots
- Workflow diagrams
- Callouts for key points and tips
- Practice exercises

Client will be responsible for providing additional training material content to address topics such as policies and procedures, processes outside of the system, and messaging to promote user adoption and champion the system transition.

Ongoing Training

WellSky offers a range of options for ongoing training, including refreshers on specific topics, and webinars that explain new features. In addition, WellSky's Learning Services team offers custom solutions, such as application bootcamps, video production and ongoing, regularly scheduled trainings.

Go-Live Phase

Deployment

WellSky will develop a go-live plan that addresses topics such as go-live readiness criteria, deployment logistics, escalation and contingency plans, system and business cutover plans, and final production site deployment and validation.

Upon completion of training, the project team will hold the first go-live checkpoint meeting to review go-live criteria and confirm the scheduled go-live event. Upon completion of deployment and validation, the second checkpoint will confirm readiness for user access and system usage. On the scheduled go-live date, end users will begin using the WellSky solution, at which point the solution will be considered live. For the first month after go-live, the WellSky project team will remain engaged to monitor the business transition and user experience and will serve as the first line of support with responsibility for triaging and managing any necessary corrective actions. After a month, the project team will transition support responsibilities to WellSky's Client Care team.

Ongoing Optimization

WellSky has the unique ability to offer ongoing access to our team of experts through an optional managed services option. This offering will include yearly hours to work at the direction of the Client team on an assortment of items, not limited to the following:

- Engaging waitlist applicants to understand and access supports and services
- Recommendations on validated assessment tools for determining services and supports

- Assistance in developing an algorithm for priority-driven waiting list placement
- Recommendations for management strategies for use of waiting list functionality (i.e., reports, dashboards, standard operating procedures)
- Assistance with data mining using a Business Intelligence Tool
- Assistance in maximizing efficiencies, streamlining operations, allocating resources and support, expediting services support, and enhancing workforce development opportunities.

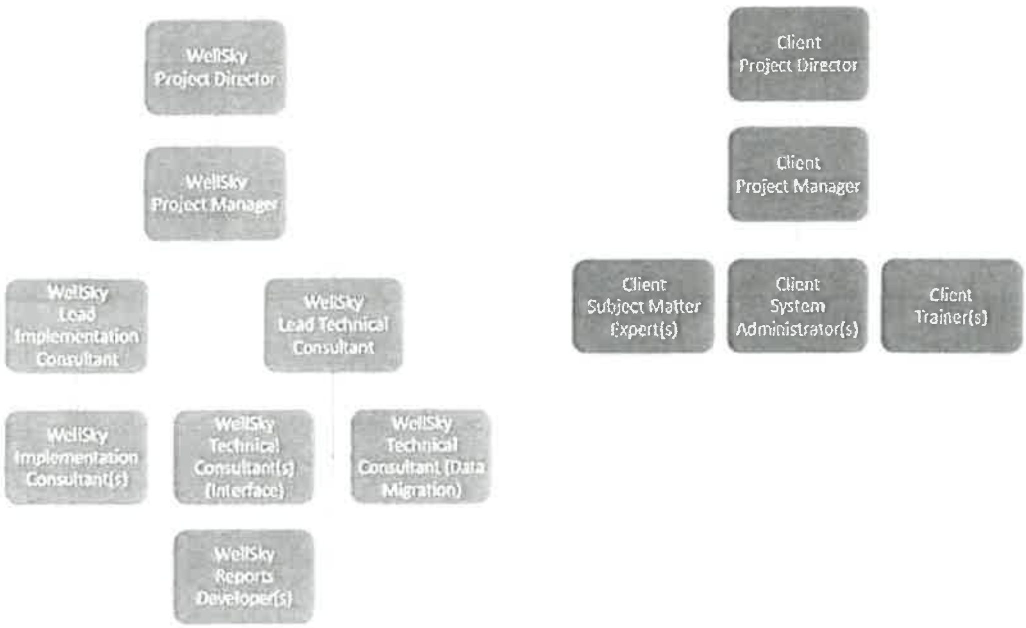
Enhanced Support Services for Report Configuration

WellSky has included an optional offering allowing Client access to *WellSky Human Services* Report Writers and Implementation Consultants for the following tasks:

- Identification and consultation on reports to augment the implemented solution
- Requirements documentation of custom reports
- Custom Report Configuration based on agreed upon requirements
- Initial testing of custom report configuration
- Migration of custom report configuration to Live environment

Staffing

The WellSky team will include a core team of experienced professionals to work with the Client Project Team. To move Client toward its transformation goals with great software delivered on time and within budget, the WellSky team is fully prepared to staff, manage, control, and execute the project in accordance with the proven implementation methodology. Our staffing model focuses on bringing resources to bear only when required, managing time "on the ground" at the client site, which reduces costs and improves efficiency. The management and leadership structure are lighter than custom Design-Develop-Install teams, relying on proven tools and processes to quickly gather configuration requirements and configure, validate, and deploy the solution.



State members to the project team would consist of similar roles to those staffed by WellSky. For a project of this size and scope, WellSky would anticipate that Client would provide a Project Manager, subject matter experts, and technical personnel who could be available at least part time during the project. The precise project staffing needs will be defined during development of the preliminary project plan.

The Project Manager has ultimate responsibility for completion of the project and is the key point of contact between the Client project team and the WellSky team. Leveraging their deep experience and strong leadership, WellSky's Project Manager will help Client navigate the project opportunities and challenges to achieve successful outcomes.

The proposed structure includes an escalation path for executive oversight of the team, allowing critical issues to be raised to the executive level for immediate attention. The model also includes a dedicated Account Manager who, while not a formal member of the project team, will be an advocate for the client, particularly during deployment and post-implementation support, to monitor support issues and ensure good communication between the State and the WellSky project team.

WellSky's Team

WellSky's key project team members will be skilled personnel bringing a range of talents to support staffing continuity throughout the project. The key members are the Project Manager, the Lead Implementation Consultant, and the Lead Technical Consultant who are augmented by additional Implementation Consultants and Technical Consultants. All WellSky resources are experienced in their assigned project roles, have all have served on multiple implementation teams, and have an average tenure of 6.5 year implementing WellSky Human & Social Services (HSS) solutions. WellSky's proposed team also brings extensive relevant experience and knowledge from other assignments involving the HSS network that can be leveraged to optimize the WellSky solution and to help achieve the initiative's goals and objectives.

WellSky's **Project Manager** will lead the project with the assistance of a State Project Manager, involving project resources when appropriate during each phase of the project. In addition, the WellSky Project Manager performs typical project control and execution oversight tasks including issue management, communications management, status reporting, and project planning and scheduling. The Project Manager also provides special consulting to the Client Project Team to help ensure successful business integration and an appropriate functional design for the system.

WellSky's **Lead Implementation Consultant** is responsible for guiding the analysis and design work through WellSky's Solution Mapping process, mapping the requirements to solution functionality and configuration, and designing the to-be business process workflows. The Implementation Consultant is responsible for process analysis, configuration, validation, training, and deployment of the proposed solution. The Lead Implementation Consultant will contribute advanced expertise and assistance to address any issues that may arise during the go-live transition and subsequent support period.

The **Lead Technical Consultant** is accountable for designing and guiding the technical service deliverables on the project and leading the technical team. The technical team will perform data conversion and deliver system integrations and reports.

The **Account Manager** is a member of the services organization and assists with the transition from go-live to ongoing (regular) support and maintenance operations. The Account Manager will coordinate handoffs between vendor groups to ensure a smooth transition from the project's implementation team to the Client Care Analysts. In addition to the WellSky Support team, an Account Manager will be assigned to Client to assist with the overall client relationship, serving as the voice of the client to WellSky's line of business teams. WellSky Client Care Analysts (CCAs), WellSky Support Management, and/or the Account Manager will be escalation points of contacts for escalated issues, questions or suggestions related to support for the WellSky solution functionality that has been deployed to production.

Other Roles

Project Director (Executive escalation path; not a project resource)

The WellSky **Project Director** will participate in checkpoint meetings, monitor the quality of the project, and help ensure that WellSky resources are made available to the project, as needed, on the required timelines. Having extensive experience, the Project Director also will provide mentoring and specialized assistance to help the Project Manager and the project team in solving complex problems and achieving all in-scope objectives.

Client Resources

WellSky recommends Client assign project roles and resource assignments as outlined below.

Executive Sponsor

Client's recommended staffing plan includes this role. The Executive Sponsor is the key link between the project team and the organization's executive management. An effective sponsor "owns" the project and has the ultimate responsibility for seeing that the intended benefits are realized to create the value forecast in the business case.

The role of the Executive Sponsor includes the following:

- Create alignment by articulating a vision for the project that is aligned with business and cultural goals
- Communicate on behalf of the project, particularly with other stakeholder groups in senior management
- Gain commitment by advocating for the project and communicating his/her personal commitment to the project's success
- Arrange resources, ensuring that the project's objectives are fully realized by authorizing the resources necessary to initiate and sustain the change within the organization
- Facilitate problem-solving to ensure that escalated issues are solved effectively at the organizational level. This includes decisions on changes, risks, conflicting objectives, and any other issue that is outside of the designated authority of the Project Manager, project team, or executive steering committee
- Support the project manager by mentoring, coaching, and providing leadership in business and operational matters
- Build durability, ensuring that people and processes are in place to maintain and sustain the Project's outputs once the project is completed

Time Commitment

- The Executive Sponsor participates in the project kickoff meeting (4 to 6 hours) and attends Executive Steering Committee meetings (1 to 2 hours per month). Involvement in issue escalation and change requests will vary depending on criticality and complexity of the matter under consideration.

Project Director

As a member of the Executive Steering Committee, the Project Director will monitor the status of the Project and management of Project Risks.

The role of the Project Director includes the following:

- Oversee Project Manager work
- Own escalated issues

In projects where the Executive Sponsor opts for a greater degree of direct involvement, the same individual may serve as both Executive Sponsor and Project Director.

Time Commitment

- The Project Director will participate in the project kickoff, as well as executive steering committee meetings (1 to 2 hours per month). Involvement in issue escalation and change requests will vary depending on criticality and complexity of the matter under consideration.

Project Manager

Client's recommended staffing plan includes this role. The role of the Project Manager includes the following:

- Collaborate closely to ensure the project is completed on time, within budget, within scope, and with the highest quality of satisfaction
- Ensure appropriate resources are assigned and available per the agreed-to work plan
- Coordinate communication with internal and external stakeholders as defined in the communications plan
- Assist in administrative, logistical, and technical arrangements for on-site meetings, remote meetings, and working sessions, as needed
- Collaborate on project documentation requirements and reviews
- Manage deliverable acceptance processes in a timely manner
- Provide feedback on project quality and satisfaction in an ongoing manner
- Responsible for all tasks assigned to client per the agreed-to work plan
- Communicate and manage day-to-day activities to the Client project staff
- Participate in weekly meetings
- Receive weekly status reports and provide timely feedback

Time Commitment

- The project requires a full-time Project Manager. The Project Manager can expect to be in daily communication by phone or email and will also communicate with stakeholders daily. The Project Manager will participate in the project kickoff, executive steering committee meetings (1 to 2 hours per month, including agenda prep), project team meetings (2 to 4 hours per month, including agenda prep and action item follow-up), and other ad-hoc meetings, as necessary.
- During the design phase of the project, the Project Manager should plan to attend or designate a substitute for all sessions, technical requirements definition meetings, and other design meetings. In addition, the Project Manager should attend or designate a substitute for all content validation sessions, user acceptance testing sessions, and training sessions.

Executive Steering Committee

Client's recommended staffing plan includes this role. The Role of the Executive Steering Committee includes the following:

- Responsible for overall strategic direction of the project
- Monitor project risks and issues
- Remove barriers, negotiate compromises, and resolve internal and external issues to reduce project risk levels

With support and input from the Executive Sponsor, the executive steering committee is responsible for the overall strategic direction of the project. Monthly executive steering committee meetings will focus primarily on monitoring project risks to anticipate and minimize potential adverse impacts to project success criteria.

Effective and timely intervention by individual members of the executive steering committee is essential to successful risk management. When appropriate due to the critical nature of a risk, a member of the executive steering committee may be assigned as risk owner to direct the risk response strategy for that risk.

Time Commitment

Members of the executive steering committee will participate in the project kickoff and executive steering committee meetings (1 to 2 hours per month). Involvement in risk management, issue escalation, and change requests will vary depending on criticality and complexity of the matter under consideration.

Project Team

Client's recommended staffing plan includes this role. WellSky recommends a dedicated project team consisting of 5 – 8 key personnel from Client. The project team is a working team, not an advisory body.

The role of the project team includes the following:

- Responsible to make day-to-day decisions regarding planning, monitoring, and controlling the project work
- Accountable, active participation, and fostering a constructive approach to conflict resolution

The project team should include representation from all essential business functions and stakeholders.

Time Commitment

Project team members will participate in the project kickoff. Project team members will participate in status meetings and work sessions throughout the life of the project, up to 8 hours per day during onsite meetings, up to 2 hours per week in Solution Mapping cycles, and up to 5 hours per week during testing, training, and deployment. Project team members will also participate in ad hoc work groups (estimated up to 5 hours per week during specified activities).

When project team members are selected for their deep and thorough understanding of the agency's business processes, they are often asked to participate as workgroup leaders, Subject Matter Experts, testers, and trainers for the project. The responsibilities for these additional roles must be taken into consideration in calculating each individual's overall time commitment to the project.

Business Process Subject Matter Experts

Client's recommended staffing plan includes this role to be filled by various Client Subject Matter Experts (SMEs) led by the Client Business Functional Sponsor. The role of the Subject Matter Experts includes the following:

- Provide information to be used in system configuration
- Provide information and insight into business process workflows and data flows during Solution Mapping Sessions
- Participate in the review and approval of business analysis (BA) documents
- Participate in form analysis and report specifications
- Participate in content validation, workflow validation, and UAT
- Test configuration and participate in UAT and system sign-off

Time Commitment

Design sessions are completed early in each stage during the Solution Mapping phase. WellSky suggests four to six primary SMEs for each subject area participate in design sessions and strongly suggests that these primary subject matter experts attend every day of design for their subject area. This provides continuity across all stages of the subject area workflow and facilitates decision-making. Specialized SMEs may be added for identified topics within each subject area (e.g., Intake Specialists to attend the Intake portion of the Case Management sessions).

After design sessions are completed, WellSky Implementation Consultants will configure the system and schedule demonstrations and validation sessions to review each screen design, workflow, and output document with the appropriate subject matter experts and business function owners. The level of effort for these activities will vary depending on the number and complexity of configuration elements that need to be reviewed.

SMEs are ideal candidates to serve as testers and trainers in their areas of expertise. The responsibilities for these additional roles must be taken into consideration in calculating each individual's overall time commitment to the project.

Information Technologist

The Role of the Information Technologist includes the following:

- Responsible for end user/desktop system requirements and support
- Participate in technical discussion and training throughout the implementation
- Interface specifications and management to ensure effective and efficient system integration is accomplished
- Data conversion and validation
- Report writing

Time Commitment

Information Technology members will participate in the Project Kickoff, followed by a 1-day hands-on introductory WellSky Training. Information Technology members will participate in status meetings and work sessions throughout the life of the project (up to 2 hours per week in discovery and configuration phases, up to 5 hours per week during testing, training, and deployment) and will participate in ad hoc work groups (estimated up to 5 hours per week during specified activities).

Testers

Client's recommended staffing plan includes a team of Business Functional SMEs. These staff will serve as the testers. WellSky facilitates structured UAT of core system workflows after configuration and content validation have been completed. Testers will participate in tester training and time commitments for these tasks vary depending on the scope and complexity. Re-testing may be necessary during the testing remediation process.

The role of the testers includes the following:

- Complete system and workflow training delivered by WellSky
- Test core system workflows after configuration & content validation have been completed
- Testing of conversion and interfaces
- Promote mutual support among colleagues and emphasizes knowledge-sharing and success of the team
- Support end user training and assist trainers as needed
- Maintain a positive attitude toward change
- Staff members with additional system and procedure training who provide the first line of user assistance during and after go-live.

Time Commitment

Varies in the level of effort and duration, depending on responsibilities.

Trainers

WellSky will provide a combination of on-site and web-based training for this project. As part of the training plan, WellSky will offer train-the-trainer session such that the Client power users and trainers will be able to provide ongoing end user training and over-the-shoulder support. The role of the trainers includes the following:

- Complete system and workflow training delivered by WellSky.
- Responsible to deliver end user training using train-the-trainer approach
- Responsible for the management and oversight of the training domain, including database refresh strategies, populating the database with test records, and setting security roles and groups.
- Maintain training materials after go-live.

Time Commitment

Varies depending on the number of users to be trained for each role.