



West Virginia Public Employees Insurance Agency

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WV Purchasing Division

Benefits Administration System Request for Proposal

LifeWorks Technical Proposal - Original

RFP No.: CRFP PEI2200000001

ORIGINAL – May 25, 2022

Authorized by:

A handwritten signature in black ink, reading "Marc-Andre Longchamps".

Marc-Andre Longchamps
Senior Vice President

Authorized representative:

Jim Kelly

Vice President, U.S. Public Sector

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May 25, 2022

Melissa Pettrey
Senior Buyer
State of West Virginia
Department of Administration, Purchasing Division
2019 Washington Street
East Charleston, WV 25305

Dear Ms. Pettrey,

Re: Request for Proposals of a Benefit Administration System, No. CRFP PEI2200000001

My name is Marc-Andre Longchamps, a Senior Vice President in the Administration Solution line of business for LifeWorks. I am the individual authorized to bind our organization contractually with the West Virginia Public Employees Insurance Agency (PEIA) for the General Terms and Conditions and Project Specifications described in the PEIA Benefits Administration Services (BAS) Request for Proposal (RFP) No. CRFP PEI2200000001, released by the West Virginia Department of Administration, Purchasing Division (Purchasing Division) on February 11, 2022.

Our PEIA team has extensively evaluated the original RFP and the question responses provided the Purchasing Division, in Addendum 3, on April 19, 2022. The level of descriptive detail and supportive information shared has permitted us to fully understand the Project Goals and Section 4 Mandatory Requirements which are part of the PEIA enterprise technology initiative.

LifeWorks' Technical Proposal, presented in the following pages, confirms that our proposed BAS, Ariel Enterprise Administration Solution (Ariel EAS), implementation plan and proposed project team meets or exceeds all Project Specifications and Mandatory Requirements of PEIA's RFP including the detailed functional requirements. Our innovative and intuitive Ariel EAS BAS technology will eliminate existing manual processes and enable PEIA staff to perform efficiently all benefit-related operations. Employers, employees, and retirees will experience unified, one-stop, self-service online support for all PEIA benefits. We will be an active partner with PEIA, sharing our best practices and approaches expertise, while implementing a cost-effective and proven BAS solution that will continue to evolve with continuous software upgrades well into the future.

LifeWorks confirms our proposal does not deviate from the detailed requirements of the PEIA Benefits Administration System Request for Proposal RFP#: CRFP PEI2200000001. Additional confirmations are provided below:

- LifeWorks meets the mandatory requirements in Section 4.
- LifeWorks does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or disability.
- LifeWorks' proposal meets the requirements set forth in the RFP.
- LifeWorks understands and agrees that our proposal constitutes an offer, which when accepted in writing by the PEIA, and subject to the terms and conditions of such acceptance, will constitute a valid and binding contract between LifeWorks and the PEIA.
- LifeWorks' proposal has been signed by Marc-Andre Longchamps and we certify that he is the individual authorized to make decisions as to the prices quoted and that he has not participated, and will not participate, in any action contrary to the above.
- LifeWorks will not engage any subcontractors for the PEIA BAS project.

LifeWorks made every effort to respond to the PEIA BAS RFP as requested. If there is any portion of our Technical or Cost proposal that requires clarification or additional information, please contact Jim Kelly, our U.S. Public Sector Market Leader (contact information below).

Jim Kelly, Vice President, U.S. Public Sector
Administration Solutions
LifeWorks (US) Ltd.
115 Perimeter Center Place NE, Suite 1050
Atlanta, GA 30346
T: 770-331-3989/F: 770-399-6322
E: jim.kelly@lifeworks.com

Our PEIA team is prepared to present our qualifications, demonstrate our BAS functionality, and answer detailed questions when requested by the evaluation committee.

The entire LifeWorks organization appreciates PEIA's consideration of our proposed best-practices-based BAS solution. Our firm is committed to engage in a long-term partnership with PEIA, in alignment with your primary mission to administer affordable insurance-oriented programs and quality services that protect, promote, and benefit the health and wellbeing of your members.

Respectfully submitted,



Marc-Andre Longchamps
Senior Vice President

Executive Summary

LifeWorks alignment with PEIA

LifeWorks looked beyond the PEIA RFP to gain insight into how the requested BAS connects with PEIA's Mission. We were pleased to learn that our firm's Core Purpose, Vision, and Values and proposed BAS, Ariel EAS, aligns with PEIA's Mission to administer affordable insurance-oriented programs and quality services that protect, promote, and benefit the health and well-being of your members



Mission

Administer affordable insurance-oriented programs and quality services that protect, promote, and benefit the health and well-being of our members. PEIA diligently works to achieve this by:

- Improving benefits and choices for members
- Offering exceptional and caring customer service
- Providing education and awareness related to insurance and health care
- Advocating for members in matters that enhance being a PEIA member
- Implementing improved processes and updated documented policies
- Assisting members regarding insurance and health care benefits
- Collaborating with others so as to improve PEIA programs and services
- Ensuring that claims and other requests are processed promptly and accurately
- Working with providers to ensure ample access to medical services at a reasonable cost



LifeWorks

Core Purpose

Improving lives.
Improving business.

Vision

To optimize the health and productivity of people—the heart of every successful organization.

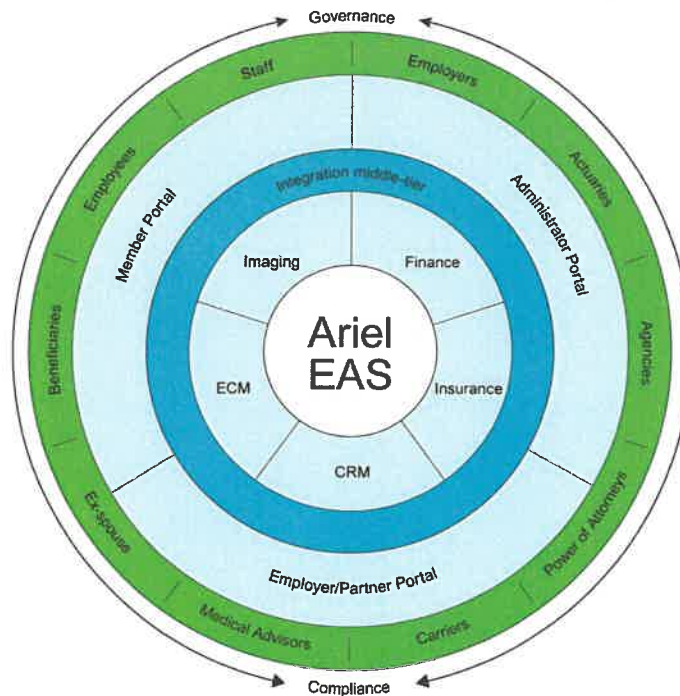
Values

- We value long-term relationships.
- We treat others the way we want to be treated.
- We are innovative and entrepreneurial.

With our Core Purpose, Vision, and Values as guiding principles, LifeWorks is a reliable partner for PEIA with a referenceable history of client satisfaction and stable financial strength. We bring more than 55 years of expertise in integrating technology and unparalleled true commitment to operational efficiency, service delivery, and excellence to our partnership.

Achieving PEIA's BAS modernization goals

LifeWorks' proposed Ariel EAS is a commercial off-the-shelf (COTS) technology that will integrate benefits administration and support into a single platform improving the PEIA member, employer, and staff user experience and customer care. Ariel EAS will provide PEIA with a modernized, centralized, standardized, supportable, and scalable system that will accommodate the required administrative and organizational changes and enable more rigorous security best practices.



Ariel EAS is an innovative, market-leading technology solution that will automate PEIA business functions and eliminate current manual processing and provide demonstratively improved services with increased efficiency and sustainable effectiveness. Our BAS will enable PEIA to modernize its members', employers', and administrators' user experience:

- ✓ Implementing and maintaining the latest security best practices
- ✓ Including mobile app compatibility
- ✓ Compatibility with commonly used browsers, operating systems and devices
- ✓ Flexibility to make changes to accommodate business partners, members and administrators
- ✓ Including expansive automated error checking and data validation
- ✓ Robust on-demand enrollment and training tools for members and administrators
- ✓ Providing expansive, modern self-service tools for members, employers, and administrators

Delivering PEIA's BAS goals, objectives, and requirements

To assist the evaluation committee with an understanding of LifeWorks' proposed solution, and how, in partnership with our firm, we will deliver PEIA's BAS goals, objectives, and the RFP stated requirements, we have developed the following visual icons. These will be displayed throughout our proposal as we present LifeWorks, our experienced team and system as the best overall fit and value for PEIA.



PROVEN

LifeWorks' benefits administration solutions support more than 3,500,000 public servants with multiple employer plans, similar or greater in complexity to PEIA's.

- 30 years delivering leading-edge benefits administration software.
- Business processes and service delivery developed by benefits administration experts.
- Referenced history of providing high quality software and responsive support services.



EFFICIENT

Ariel EAS provides PEIA with a cost-effective system delivered through highly automated, customer-focused business processes surfaced through Member, Employer and Administrator Portals.

- Streamlined operations enhancing the efficiency and delivery of member service.
- Integrated benefits data (single source of truth).
- Robust reporting and operational analytics for PEIA staff.



UNIFIED

Ariel EAS is designed as a plug-and-play framework comprised of tightly integrated modules that meet PEIA's current BAS requirements and with the flexibility to evolve as PEIA needs change overtime.

- A single consolidated BAS that uses modern technology that is sustainable and scalable.
- One-stop customer experience for all programs administered by PEIA.
- End-to-end processes compatible with other PEIA systems.



CONFIGURABLE

Ariel EAS is a highly configurable and flexible solution designed to efficiently implement and execute PEIA-specific plan provisions and administrative processes that will continue to evolve to support PEIA well into the future.

- A rule-based engine supported by flexible parameter-based configuration.
- Automated and ready-to-use insurance process workflows.
- Continuous configuration enhancements to support plan and process changes.



COLLABORATIVE

LifeWorks will be an active partner with PEIA, sharing more than 55 years of benefits administration experience and BAS software development expertise.

- Focused on achieving PEIA's benefits administration mission.
- Rigorous adherence to standards ensuring the privacy and security of information assets.
- Continuous investment in our solution, positioning PEIA for future solution upgrades and keeping you up to date on industry and market trends.

Supporting PEIA's enterprise technology initiative

LifeWorks is committed to ensuring that our proposed solution, Ariel EAS, supports PEIA's enterprise technology initiative for a new BAS system. Our technology has existing capabilities to support benefits administration and enterprise content management (ECM) for the all-in-one, best in class system that will exceed PEIA's project and BAS goals:

- **Increase efficiency for PEIA team by building automated processing in the system which will lessen manual work.** Ariel EAS will provide a modern, intuitive, and efficient administrator user experience to support PEIA's staff in their daily activities.
- **Obtain the optimal mix of cost and system functionality.** Ariel EAS will assist with establishing business process management to increase knowledge, improve operational efficiencies and support metrics measurement progress towards meeting desired outcomes of cost and functionality.
- **Contract with a vendor that can offer a superior system to PEIA staff, employers, employees, retirees and dependents.** Ariel EAS is an integrated system and has processes that will deliver a seamless, timely and secure experience for all users.
- **Automate correspondence processes with employers and employees that currently require manual work.** Ariel EAS will increase employer competency and efficiency for managing employee benefits
- **Allow employees to self-enroll via a member portal.** Ariel EAS will increase member personalization for managing their benefits, including self-enrollment via the member portal
- **Allow for employer and employee access in a single system, common database, and standard user interface.** Ariel EAS will provide the tools to integrate with existing systems for an all-in-one platform for both employees and employers
- **Create push messaging and notifications for employers, employees, and retirees.** Ariel EAS is highly configurable and able to provide a wide variety of messaging and notifications to all targeted users.

The PEIA team we are proposing is comprised of public benefits technology and administration experts. Our experienced staff will plan, manage, and execute the implementation project, while ensuring management of system changes and support for all PEIA staff.

PEIA/LifeWorks partnership

In everything that we do, we abide by our core values:



We value long-term relationships



We treat others the way we want to be treated



We are innovative and entrepreneurial

LifeWorks' proposed solution and dedicated team offers PEIA the most advantageous combination of people (team expertise and experience), processes (automated, accurate and efficient), and technology (innovative, intuitive, and comprehensive).

Our partnership will provide the following benefits to PEIA:



Alignment with PEIA's mission



Achieves all PEIA's BAS project goals



Provides PEIA with a proven, best-in-class BAS



A dedicated, experienced and detail-focused team



A financially stable committed long-term partner

Thank you for allowing us the opportunity to summarize how LifeWorks' extensive BAS expertise and experienced team provide the right solution, Ariel EAS, delivered from the best partner to support PEIA members, employers, and staff now and well into the future.

Technical Proposal

SECTION 3: GENERAL TERMS AND CONDITIONS

LifeWorks has reviewed RFP section 3 General Terms and Conditions, Appendix A – BAA and the Data Exchange – Data Management Addendum and is requesting dialogue with PEIA on the following provisions:

Table 1: Exceptions, Clarifications and Proposed Modifications

| Section | Exception |
|---|---|
| General Terms and Conditions Section 8 (Insurance) | LifeWorks can include the State as an additional insured only for its General Commercial Liability policy. |
| General Terms and Conditions Section 28 (Warranty) | LifeWorks cannot guarantee services or products that are free from defects, rather, LifeWorks can provide the other warranties on conformity and merchantability (see subparagraphs 28(a) and (b)). |
| General Terms and Conditions Section 36 (Indemnification) | LifeWorks would like to explore with the State limitations of LifeWorks' liability under the Contract. |
| Data Exchange – Data Management Addendum Section 5(e) (Breach Responsibilities) | |
| Business Associate Addendum Section 3(l) Notification of Breach Section 4(d) (Judicial or Administrative Proceedings) | |
| Data Exchange – Data Management Addendum Section 7(a), (c) and (e) (Termination and Suspension of Service) | LifeWorks' archival and backup policies prevent LifeWorks from permanently deleting disk-based data backups, which have a retention of 10 years. |

REQUEST FOR PROPOSAL

West Virginia Public Employees Insurance Agency
CRFP PEI2200000001 - BENEFITS ADMINISTRATION SYSTEM

SECTION 3: GENERAL TERMS AND CONDITIONS

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

Jim Kelly, Vice President U.S. Public Sector

(Name, Title)

Jim Kelly, Vice President U.S. Public Sector

(Printed Name and Title)

115 Perimeter Center Place NE, Suite 1050, Atlanta, GA 30346

(Address)

770-331-3989 / 770-399-6322

(Phone Number)/ (Fax Number)

jim.kelly@lifeworks.com

(email address)

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

By signing below, I further certify, that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law.

LifeWorks (US) Ltd.

(Company)



(Authorized Signature) (Representative Name, Title)

Marc-André Longchamps, Senior Vice President

(Printed Name and Title of Authorized Representative)

May 13, 2022

(Date)

770-331-3989 / 770-399-6322

(Phone Number) (Fax Number)

STATE OF WEST VIRGINIA

Purchasing Division

PURCHASING AFFIDAVIT

CONSTRUCTION CONTRACTS: Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

ALL CONTRACTS: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:Vendor's Name: LifeWorks (US) Ltd.Authorized Signature: *Max. A. Long* Date: May 13, 2022State of GACounty of DeKalb, to-wit:Taken, subscribed, and sworn to before me this 13 day of May, 2022.My Commission expires March 5, 2024NOTARY PUBLIC *[Signature]*

SECTION 4: PROJECT SPECIFICATIONS

4.2. Project Goals and Mandatory Requirements

Vendor should describe its approach and methodology to providing the service or solving the problem described by the goals/objectives identified below. Vendor's response should include any information about how the proposed approach is superior or inferior to other possible approaches.

4.2.1. Goals and Objectives

4.2.1.1. System Goals

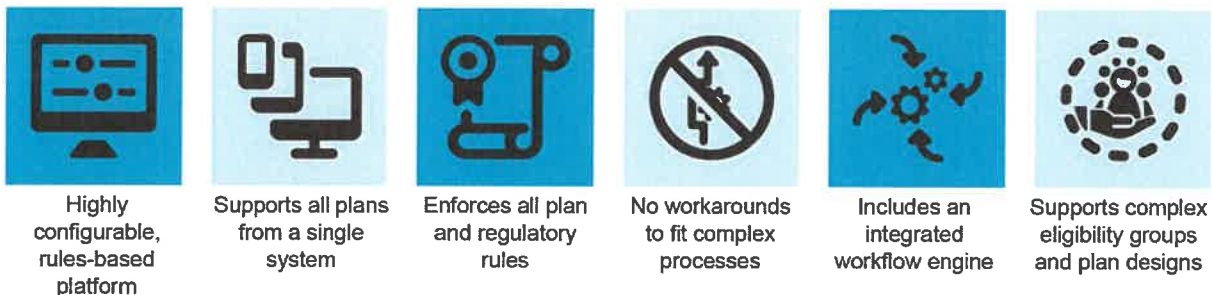
PEIA would like a fully integrated, vendor hosted, secure, off-the-shelf system that should include the following system functions for members, retirees, employers, and internal PEIA users.

- New member enrollment, open enrollment, special enrollment and processing of insurance coverage termination.
- Centralized eligibility and enrollment module to maintain and apply Agency rules, view and maintain eligibility and enrollment data, and import/export eligibility and/or enrollment data as necessary to carriers and other entities.
- Importation of employer payroll and demographic files.
- Centralized billing module to maintain current and historical premium rates, invoices, and payment records, calculate premium amounts, generate premium invoices, collect, apply, and reconcile invoice payments, and track open balances.
- Reconciliation of outstanding invoices with incoming payments.
- Management of coverage data.
- Integrated customer relationship management to track and record participant, policyholder and employer service requests (PEIA prefers an integrated solution, but if not integrated within the offered package, then the solution must integrate with PEIA's existing customer relationship management software).
- Integrated document management (PEIA prefers an integrated solution, but if not integrated within the offered package, then the solution must integrate with PEIA's existing Imaging system).
- Functions to support all required interfaces, including, but not limited to, interfaces between:
 - Supporting third party products such as Microsoft Great Plains.
 - Employers.
 - Other related agencies (e.g., wvOASIS); and
 - TPAs.
- Robust role-based administrative and security controls for all types and levels of system users.
- Workflow and Work Queue management.
- Generation of Reports, Forms, and Letters, including ad hoc reporting capabilities.

- Audit indicator capabilities such that a participant's account can be identified as to whether it has been audited, through what date, and by whom and that satisfies HIPAA Privacy and Security regulations.

Solution overview

Ariel EAS is a state-of-the-art benefits administration system (BAS) with integrated off-the-shelf modules that automate and centralize benefits administration operations. Our proposed BAS is an innovative, market-leading technology solution that will automate business functions and eliminate manual processing and provide demonstratively improved services with increased efficiency and sustainable effectiveness. Ariel EAS is composed of proprietary modules, self-service web portals, and business process workflows. These proprietary modules are integrated with leading, third-party technology. Applications and modules are offered as a commercial off-the-shelf (COTS) product that will be configured to PEIA's specifications. Our BAS can also be integrated with other external software to enable additional functions, such as telephony and interactive voice response (IVR), chat, messaging, and print management.



Ariel EAS will enable PEIA to modernize its members', employers', and administrators' user experience and achieve all of the following:

- Implemented and maintained using the latest security best practices.
- Mobile app compatibility.
- Compatible with commonly used browsers, operating systems and devices.
- Flexibility to make changes to accommodate employers and members.
- Expansive automated error checking and data validation.
- Robust on-demand enrollment and training tools for members and administrators.
- Expansive, modern self-service tools for members, employers, and administrators.

LifeWorks BAS is a single-version COTS system. PEIA will have access to updates as they are released, **at no extra cost**. Included in regular updates are new features, changes requested by clients or by our administration experts, and innovations based on our vision of the industry. PEIA will gain access to improvements sooner than you could anticipate needing them. All enhancements released are tested thoroughly. We execute and verify our test bed periodically.

Ariel EAS is Microsoft-based, runs on Windows Servers, and uses Microsoft SQL Server as the native database platform.

Solution highlights

- Built, enhanced and maintained by in-house industry experts
- Centralizes all operations on a single integrated technology platform
- Standardizes business processes
- Improves operational productivity and service delivery
- Integrated with PEIA-preferred business components

Solution modules

With LifeWorks' BAS, PEIA will be able to focus on your commitment to active members, retirees, and their dependents, knowing that all business capabilities, displayed in the diagram below, interoperate seamlessly. Most importantly, any action or interaction across the entire range of solution stakeholders is regulated by well-defined governance and compliance standards.

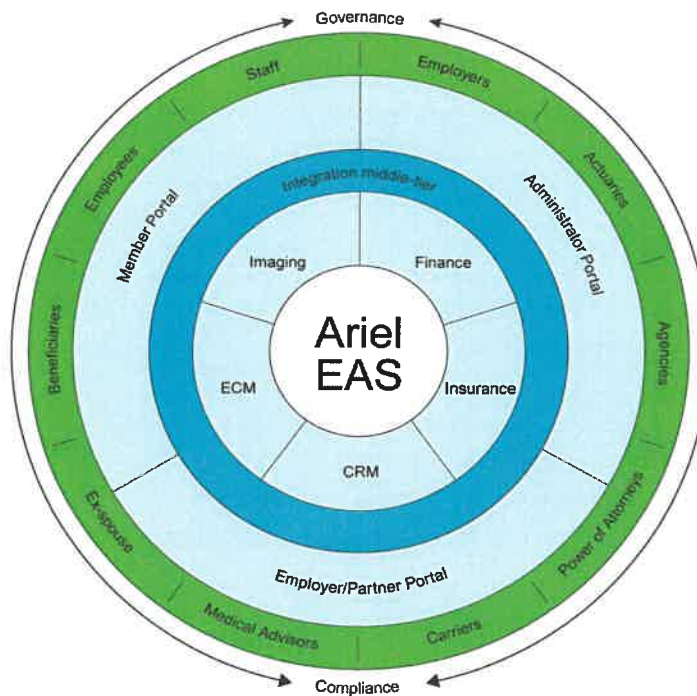


Figure 1: Ariel EAS module overview

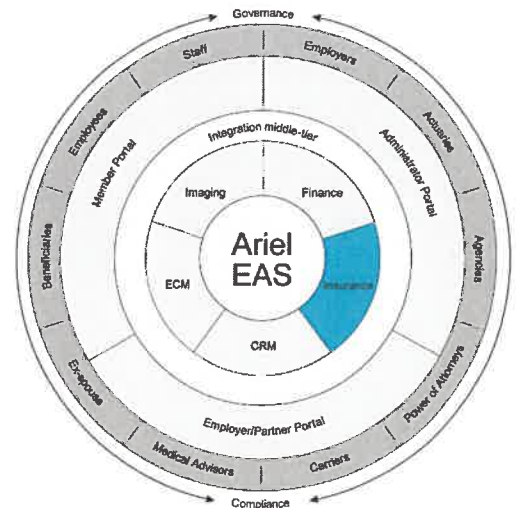
Ariel EAS is an established, proven, and refined solution; we have been enhancing our integrated product for 30 years. LifeWorks' IT research and development budget will continue to exceed 10% of our firm-wide annual revenues, with 50% of this investment dedicated to our solution technology.

Insurance

The module for insurance benefits administration offers a plan parameter registry that supports any number and type of benefit plans and handles both active and post-retirement benefits. In addition to coordinating the enrollment process and premium management, the system offers both life event support and processing.

Functional features:

- Determines eligibility to display the plan, rates, and other rules applicable to the member.
- Handles multiple events concurrently and addresses historical and future-dated transactions.
- Enforces all plan rules at the time of enrollment, including dependent verification.

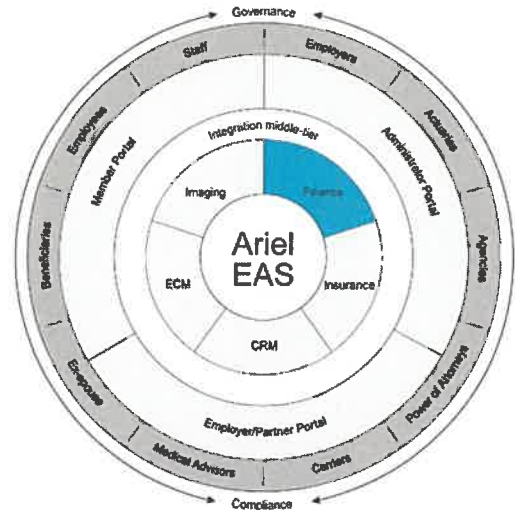


Finance

The finance module will permit PEIA to reach a high level of automation for financial operations related to insurance benefits administration. It handles all aspects of premium billing administration and payroll deduction processing, as well as the tracking of accounts receivables.

Functional features:

- Ensure accurate calculation of premiums, whether current or retroactive. Adjustments will be calculated when any element impacting premium changes: retroactive enrollments, member data changes, plan changes, and more.
- Integrate with employer payroll systems and includes the detail of all current and one-time deductions.
- Support closed-loop payroll where the system is responsible for managing arrears.
- Provide advanced billing management for employer and employee contributions, and member direct billing.
- Offer drill-down from invoice to transactions for rapid responses to billing inquiries.
- Complete integration with the PEIA General Ledger, mapping individual transactions to your chart of accounts and providing traceability from exported entry to source transactions.

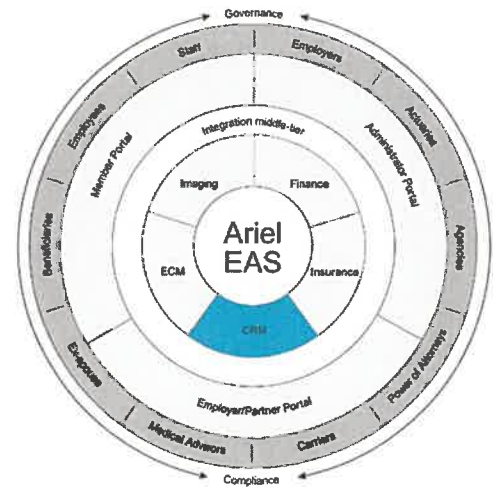


CRM

The CRM module manages all business processes initiated by members, employers, or PEIA staff. This smart module uses configurable workflows to support operations end to end. It will empower PEIA staff to provide efficient and personalized service at every touch point, and across any channel. The module securely connects and controls your data, processes, and people.

Functional features:

- Handle all processes including contact management, case management, workflows and approvals, dashboards, etc.
- Track and automates workflow decision points and stages.
- Drive review and approval instances using a rules engine.
- Trigger sub-processes as needed and tracks non-automated activities.

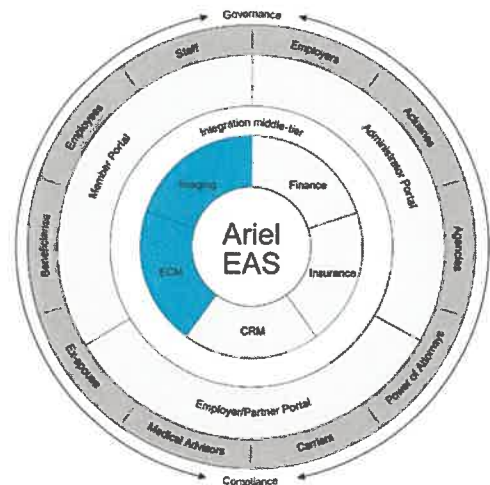


ECM and imaging

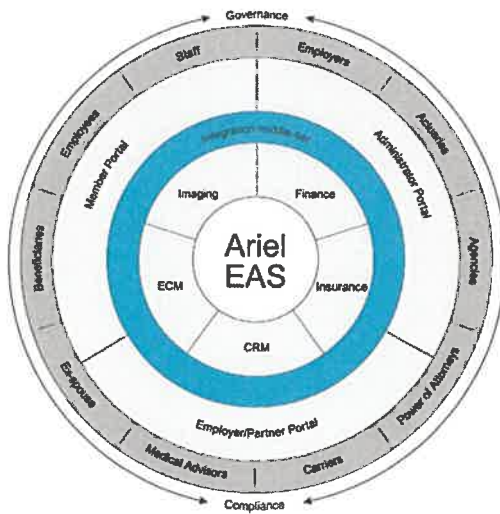
Ariel EAS seamlessly integrates ECM and imaging modules. Our proposed ECM for PEIA are SharePoint and Kofax Total Agility (KTA), but the system easily supports the integration of any other third-party system. The ECM and imaging modules manage all steps of the document lifecycle: scanning, storing, indexing, retrieving, and displaying. All incoming, internal, and outgoing documents are linked to stakeholder accounts and automated workflows.

Functional features include:

- Support barcode technology.
- Promote a paperless environment.
- Maintain a complete document revision history.



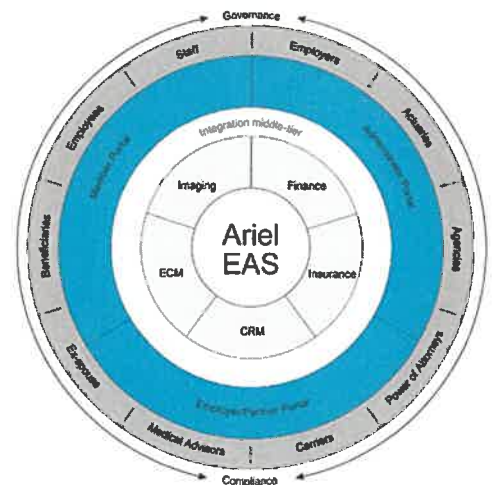
Integration middle-tier



The integration middle-tier (or layer) connects all modules into an integrated solution. This is the central nervous system of Ariel EAS as it integrates the received information and coordinates and influences the activity of all parts of the solution. It allows transactions to flow in real-time across the various modules: eligibility management, benefits calculations, interface management, reporting, etc. It also fulfills client integration needs for business services that are outside of our solution, providing a plug-and-play framework for clients who prefer to integrate their own tools or third-party solutions.

Online user experiences

Ariel EAS delivers services through three distinct web portals: the Administrator Portal, the Employer Portal, and the Member Portal. Each portal provides a productive and relevant view of the underlying data. Users can trust the consistency of transactions performed by the system regardless of the point of entry. Transactions flow in real-time across the various modules: enrollment, eligibility management, data changes, billing, interface management, reporting, etc. The result is a fully integrated, consistent, and productive user experience (UX) across modules, as well as configurable automated system interfaces for third-party data exchanges.



The Administrator, Employer and Member portals will provide a state-of-the-art UX for PEIA stakeholders. Presented below is a description of the Administrator Portal, Employer Portal and Member Portal.

Administrator Portal

The Administrator Portal integrates all data and transaction views needed by PEIA staff in a workflow-centric manner to perform their day-to-day tasks. It provides a rich reporting and querying environment that includes out-of-the-box dashboards, reports, views, and statements. It will allow PEIA to customize and extend it as your needs evolve, including trending and other business intelligence and data analytics scenarios.

Out of the box, the Administrator Portal can be branded for PEIA items such as logos and colors.

Search capabilities are extensive. Basic search provides a universal search ability (including partial matches) on name, SSN, or member ID. Advanced search adds the ability for full (and partial where relevant) matches on specific values: last name, first name, SSN, employer, member ID, address, zip code, date of birth, and more. Further, results can be filtered based on plan membership, status, and whether the match is a plan member or dependent.

With the Administrator Portal, PEIA will have access to:

- **Real-time, 360° views** of member records and employer records, recent interactions, health benefits, financial information, and relationship data:
 - Drill-down capabilities to access detailed information
 - Allows users to select their favorite pages for faster retrieval of information required based on their roles
 - Allows users to enter notes for cases, accounts, or contacts
 - Easy access to individual Member Portal profiles
 - Views customizable by role, showing only the relevant data
- **Dashboards** that display pertinent performance metrics in a meaningful and visual manner
 - Allows users to customize the appearance of the dashboard and modify views
 - Enables users to search and filter data
 - Features drill-down capabilities into the underlying data
- **Automated workflows** to streamline and track business processes, whether initiated by a member, an employer or PEIA staff:
 - The system's workflow-centric approach allows users to focus their attention on actions that need attention and only those that need attention.
 - Allow users to create, assign, view, update, and resolve cases
 - Automatically track and manages customer requests from initial contact to resolution
 - Send notifications to administrators
 - Give access to inbound and outbound case documents
 - Track time spent on any given activity or case
- An advanced search screen and a knowledge base:
 - Contain articles, case resolution scripts, and online help
 - Feature specialized forms for the resolution of complex plan administration activities

Employer Portal

The Employer Portal is an interactive workspace designed specifically for employers and other PEIA business partners (e.g., carriers). The portal uses secure access protocols, so that employers and partners only see and work with data that they have access to (e.g., employer 'A' cannot access employer 'B' data). The portal promotes a high level of collaboration through different communication channels (e.g., secure messages, document exchange, etc.), and keeps track and manages the interactions through workflows. It includes extensive reports and data visualizations. Visualizations for group size, enrollment status, and member interactions with PEIA will help employer contacts better understand and manage their plans.

The dashboard provides an at-a-glance view of all key functions available to the user. Each widget provides an overview of the most current transactions or a summary of the data. The user can drill into any of the widgets to access a complete view of the information. The member search provides quick access to the detailed member profile, which the employer can view. It presents member information on demographics, employment, payroll, leaves, event history, and an insurance benefits statement.

The user can view all historical transactions for their group, including past remittances, invoices, and an archive of all documents, including uploaded data interfaces.

The portal includes reports and data visualizations. Visualizations of group size, enrollment status, insurance benefits enrollment information, and member interactions with the service center, help the employer understand and manage their organization's plan.

Transactions and workflow automation

Data collections are, for many, the most commonly used feature of the Employer Portal. Data collections provide employers with the capability to securely send data to PEIA. The model acknowledges the differing needs of small, medium and large-sized employers. Manual entry and pre-populated templates help small employers. Mid-sized employers can export data from their HRIS and payroll systems to import. Large employers may fully schedule the export from their systems, secure transmission, and load to the system. In all cases, the data is subjected to extensive validation, not only within the file, but against values in the system to identify unexpected

changes or values that are out of the norm. Errors and warnings must be resolved before the file can be posted.

Employers can initiate and/or complete of processes via the Employer Portal, based on their particular security credentials. Our intuitive workflow design walks employers through the relevant step-by-step procedures for any given process (including the request and upload for any required documentation, real-time data validation, the seamless transfer of workflow ownership for any PEIA-required validation steps, etc.). There is also online help where relevant. Examples of such processes include:

- Data collections (HR feeds, payroll feeds, etc.) and associated validation process
- New hire enrollments
- Employee status and life event updates
- Initiating and managing payments
- Uploading of required documentation
- Registering for employer events
- Employer reporting and validation

Ariel EAS utilizes a series of tightly integrated workflows to ensure a streamlined and seamless end-to-end process. The same workflows are applied for a given process no matter the point of entry (Employer, Member, or Administrator Portals), ensuring consistency and reliability. Our workflows automatically route steps as needed, with notifications sent to administrators, employers, or members regarding any actions required on their part. Workflows will assess the need for optional steps, conditionally initiate child workflows, monitor steps for reminder notifications and/or expirations, and initiate subsequent steps upon the completion of their required precursors. The system does not rely on the user to remember the process or the rules; it is driven by the philosophy of guiding the user through a consistent process.

Communication and coordination

The Employer Portal allows interactions with PEIA customer service support through self-service transactions, using secure messages and the information request functionality. These tools enable collaboration between the PEIA administration team and employers. Any information exchanges can be done securely. If any follow-up information is needed on a member, the request for information provides a validated means to provide the data and have it integrated back into the workflow, without redundant data entry.

The employer, via the Employer Portal, will be able to view any open relevant events or workflows and will be directed to complete any workflows that are waiting on employer contact-completed steps (e.g., process files, document upload, etc.).

Member Portal

The Member Portal is a secured web application for members, retirees, and other covered members (e.g., COBRA). It acts as a single point of entry for users, showing them content and information that is relevant to their demographics and benefit plans. It delivers a superior user experience based on responsive and accessible web design, so that members easily can access it from any device (e.g., smartphones and tablets).

The Member Portal will be branded to provide a personalized experience. The portal is modular, allowing for the functionality to evolve and expand over time. We support a range of content through the Member Portal, including:

- Integration of all benefits into a single portal. Flexible layout and navigation let PEIA include a broad range of segmented information.
- Initiation of all self-service transactions including work events, life events, refunds, annual enrollment, retirement enrollment, reimbursement requests, and more.
- Members can view any aspect of their profiles and attributes that PEIA selects.
- Smart widgets that provide in-place access to data or tools. For example, to view current enrollment selections or make a counseling appointment. Click into the widget to drill into detailed views.
- Widgets may use third-party APIs to integrate data in real time and display it to the member. Drill down into third-party information to use SSO to bring the member where they want to be.
- Post a range of content to the portal, including articles, links to resources and videos.
- Make your content demographically aware; display different content to active members and retirees.
- Become a gateway to other providers using SSO; let members navigate directly into sites for TPAs, carriers, and other third parties. The system can be a single point of entry for all providers, eliminating the need to remember multiple IDs and passwords.

Automation and improvements

The flexibility and capabilities of the Member Portal empower PEIA to do much more than a typical Health and Welfare portal. For example:

- Simplify member access to third-party resources. Include widgets to display relevant information administered outside of the system, the status of insurance deductible/out-of-pocket maximum and payroll information.
- Use the portal as a gateway; implement SSO from the portal to TPAs, State payroll, and other third-party systems so that members can access all resources from one central location.
- Use the flexible content management capabilities of the portal to publish information on any range of subjects, from payroll policies to improving health literacy.
- Create targeted campaigns towards members using demographic information, e.g., promote a women's health program, age-appropriate screening or new preventative features of the plan.

- Use life events proactively (versus transactional) to promote plan features (e.g., a Healthy Babies program offered by the carrier), resulting in fewer risks and complications.
- Integrate with claims data to educate members and change behavior. For example, using the emergency room used when an urgent care center would have been most appropriate or a name-brand drug was purchased when a generic was available.

Business process improvements

Our business experts worked together with professional UX designers to create a perfect combination of responsive design and usability, to deliver the highest end user satisfaction. The responsive design, complemented by our mobile app, means the complete Member Portal is available anywhere, using smartphones and tablets.

User-friendly online services delivered through the Member Portal will improve PEIA efficiency by supporting and encouraging extensive member self-service, from basic (e.g., change of address, tax elections) to complex (e.g., work events, life events, reimbursements). Information is validated instantly against even the most complex plan rules; connection to third-party verification services for instant data validation (e.g., postal address) when processing online transaction, further minimizes risk of incorrect data.

Online services minimize delays

- Instant transmission of validated information and documents reduces delays in obtaining correct information and documents from members or benefit recipients.
- Replacement of physical documents by online transactions and attached electronic documents reduces delays in processing physical documents (scanning, indexing, data entry) and PEIA staff data entry efforts.
- Communication channels such as secure messages provide the required communication privacy and reduce delays in communicating with a member or benefit recipient.

Flexibility to meet PEIA's changing needs

Ariel EAS is a highly modular and flexible solution designed to cater to our clients' diverse needs. The solution is based on modern standards for application development (Microsoft stack) and built using widely adopted development tools and frameworks. It is fully transactional, with effective dates and time stamps that are pervasive, enabling point-in-time reporting and data archival. Platform integrations use established standards for files and APIs (e.g., XML, ANSI X.12, JSON, REST). From the robust insurance engine to mobile responsive user experiences, the system, covers PEIA's needs from a solution, infrastructure, workflow, security, and support perspective. Our BAS supports deep integration capabilities to both incorporate external data points and provide internal data points to external systems. The architecture allows for rapid development of additional PEIA specific features. Our PEIA team of BAS experts is highly qualified to deliver robust, flexible, and scalable technology.

Configurable parameters and data model

Ariel EAS was designed with multiple employer plan benefits management in mind. Configuration is both rules-based and parameterized. The rules engine provides remarkable flexibility to support any plan rule. Our BAS considers a plan rule any rule attributable to eligibility determination, rate calculation, or process flow. The sophistication and flexibility ensure we can support almost any plan rule, ensuring that future benefit plan designs will not be constrained by system capabilities.

Ariel EAS has a highly configurable data model. We can configure any number of additional data objects or attributes on members, dependents, and employers. This flexibility builds upon the already extensive base data dictionary. Additional attributes ensure that there is no limitation on what can be stored. All data attributes have an effective date, ensuring that the correct attributes are applied when calculating eligibility, rates, and retroactive premiums on an event/transaction.



Every value in Ariel EAS is configurable. Address types, dependent types, spouse types, benefit types, employee status (and sub-statuses), and all others will be configured to match PEIA requirements using your nomenclature, i.e., a “disabled child” dependent type can be named anything PEIA wishes and there may be many variations of “disabled child” if needed by the plan rules. All these values can be used by the rules engine to calculate rates and eligibility.

Configurable security controls

Ariel EAS will implement a highly configurable, role-based, security model or architecture for both PEIA internal users (PEIA benefit administrators) and external users (PEIA members, retirees and employers). A security role defines the subset of functions and data that a user will have access to. Security roles can be configured to give very narrow or broad access to solution resources, enabling the system to support a wide range of security requirements.

Workflow and work queue management

Ariel EAS orchestrates processes through workflows, which are driven by configurable business rules. Although workflows target automatic and straight-through processing capabilities, they may include one or more reviews or approval steps at any point of the process.

It is possible to configure a workflow to stop at a certain stage and automatically set the work item for review. The parameters that define the need to review, the user/work queue to which the review is assigned, and actions the reviewer may perform are configurable. For example, the retroactive age of an enrollment request may require approval of a Tier 2 administrator. Administrators, working from the items automatically routed to their work queue, may then process items requiring review. Routing, permissions, and “memberships” in work queues ensure that the user processing a task has the appropriate authority to perform the review and set it back to the previous step or approve it to proceed to the next.

Work queues are like inboxes where tasks wait to be assigned to individual administrators. Administrators can have tasks assigned to them, or, if permitted, can take tasks from queues they

have permission to access. This controls what tasks are visible to each administrator; for example, a Tier 1 administrator would not be able to see the Tier 2 queue or work on tasks that are within it. Roles may impact the degree to which an administrator may process a task. The system could be configured to limit the amount of a refund that a certain role can approve; anything above that may require secondary approval from a more senior role. Workflows can have segregation of duties configured into them. For example, a process can be configured to require an approval of a user that is different from the one who initiated the request, even if they have the same role and level of access.

Notifications support controls by ensuring that all stakeholders are aware of what has been processed. For example, if an administrator were to perform an enrollment on behalf of a member, the process can be configured to send an email, text message or postal confirmation to the member, informing them that the transaction was completed. Similar notifications can happen between administrator and employer. Dashboards for managers also provide visibility on who is processing which transactions.

Dynamic reporting

Ariel EAS includes administrator and employer dashboards to provide convenient access to information. Users can access their web-based personalized dashboards to conduct “drill-down” analysis into the underlying data. Additionally, they can develop ad hoc reports based on a library of prebuilt objects, eliminating the need to learn the underlying database structure. Reports can be reorganized, columns added/removed, summarized, grouped, sorted and then saved to the user’s personal library.



Ariel EAS offers reporting capabilities divided into two main categories: operational and analytical.

Operational reporting

Operational reporting includes all reports and queries that require real-time or near real-time data to support day-to-day operations, such as:

- Pre-defined reports with limited customization
- Ad hoc filtering via a dataset selection UI prior to running the reports for list production
- Real-time dashboards
- Management operational dashboards

To support this capability, Ariel EAS includes a layer of integrated database views that present a unified business logical data model, which can be queried through pre-defined reports or through ad hoc query tools. This abstraction view layer isolates the domain model from its multi-database implementation and from frequent changes. We designed the model so that it can extend to cover

other data sources; however, this is not usually for operational reporting, as it targets data known to the application.

Time-critical queries and reports, typically issued by workflows as they handle business functions, are executed against production databases to guarantee data accuracy. They are designed so that they do not negatively impact performance.

Ariel EAS also includes a dedicated database server that hosts near real-time replicas of production databases. It offers the same unified business domain model and it typically is used to execute custom user queries and reports that could otherwise impact production performance. This also serves as the main source of data for data marts.

Analytical reporting

Ariel EAS provides PEIA with access to powerful web-based business intelligence (BI) tools from Logi Analytics. PEIA can develop personalized dashboards that allow “drill-down” into the underlying data to create their own reports list for ad hoc reporting purposes. Users can select from a library of reports—each report has its own set of customizable parameters that can be saved to a user’s personal library. Users build the reports from an inventory of reporting objects and templates, eliminating the need to learn the database schema and ensuring that the underlying queries are accurate and efficient.

Audit capabilities

LifeWorks has audit indicator capabilities to identify as to whether a member’s account has been audited, at what time within each workflow, and by whom to comply with HIPAA regulations by adding custom fields to member accounts and creating a series of audit events. The fields can be added to accommodate the audit status, audit date and auditor. The workflow can include the capability to update a member’s coverage if needed based on the results of the audit. We also can create multiple events within the overarching workflow to track different types of audit activities.

4.2.1.2. Enrollment Platform

PEIA would like a web-based enrollment platform offering participants and policyholders relevant and understandable information about healthcare and insurance options to enable them in making an informed decision through an easy to use, guided interface. Participant’s medical history data (i.e., claims or prescription data) may be used to guide participants by comparing health and prescription coverage and costs.

The member portal should allow participants and employer benefit coordinators to view, at a minimum, the following information: employment history, demographics (e.g., name, physical address, e-mail address, marital status, etc.), imaged documents, health and life insurance elections, health and life insurance premium deductions, PCP elections, dependent information, ACH/banking information, balance of premium payments/deductions including missed payments, and reference documentation (e.g., WV Statutes, PEIA policies, SPDs, FAQs).

The portal should allow members or employer benefit coordinators to complete, at a minimum, the actions outlined below:

- Enrollment and/or dis-enrollment in/from insurance elections
- Submit an application for retiree coverage
- Report a Qualifying Life event for insurance election changes
- Submit supporting documentation
- Modify demographics (e.g., name, physical address, e-mail address, marital status etc.)
- Enter existing or future claim or prescription data
- Designate beneficiaries
- Provide Coordination of Benefits information (if covered by other insurance)
- Send and receive messages to/from PEIA staff or employer benefit coordinator
- Download forms
- Initiate an appeal
- E-sign designated documents
- Access links to insurance coverage providers
- Submit communication and payment preferences and information
- Remit premium payments (for direct billed members)
- Initiate insurance premium reimbursements

Member self-service overview

Ariel EAS' fully integrated Member Portal provides a superior user experience, presenting a member-centric view of the data stored. The portal provides self-service access to plan-specific information, enrollment and "what if" modeling, creating, and updating life events, viewing statements, printing forms, and uploading documents. The portal improves the member experience through simple-to-use self-service tools and gives easy access to answers for their most common questions.

Once logged into the Member Portal, the user will see their personalized dashboard displaying interactive tiles summarizing their current demographic data, specific benefit plans based on the user's eligibility, election opportunities, calls to action, and more.

Members can view and perform a range of functions, including:

- Access online benefit confirmation statement.
- Access plan information or links to plan information stored on other PEIA and vendor websites.
- Leverage sophisticated decision support tools.
- Update demographic information (e.g., address).

- Initiate and complete annual enrollment events.
- Initiate and complete retirement enrollment.
- Initiate and complete life events.
- Update dependent and beneficiary information.
- Upload required documents (e.g., proof of marriage), review the status of required documents, view images of documents uploaded, mailed, or faxed.
- Download forms.
- Download and print letters, documents, etc.
- Access history of events and effective dates.
- Complete an eligible life event to increase DCSA contributions.

Ariel EAS supports single sign-on (SSO) from the Member Portal to insurance vendors. Through these direct links, the member can submit their insurance claim requests and prescription data.

All self-service transactions performed through the Member Portal are validated and subject to the same processes and workflows used in the Administrator and Employer Portals. This ensures consistent processing of transactions, no matter the origin. Workflows validate that transactions requiring a follow up (e.g., submitting follow-up forms or documentation) include reminder notifications and are routed for administrative follow up as required.

All plan rules are enforced within the Member Portal, ensuring that a completed enrollment is a valid enrollment (or any other transaction). Retroactive adjustments, also managed by the enrollment and rules engine, are equally subjected to complete validation. Members are prompted to provide any required documents related to their online transactions (or those initiated by an administrator). A prominent call-to-action banner ensures that members remain aware of the tasks they need to complete and their associated timeframe.

Member self-service transactions can be limited based on the member type; for example, an active member may not have access to the same transactions as a retiree. These can range from enrollments, reimbursement requests, dependent status recertification, address updates, banking information updates, and more.

PEIA service representatives support the self-service transactions. Members have quick access to service center phone numbers, and can use the secure messaging inbox to exchange messages securely, without exposing personal health information (PHI) in regular email communications.

When logged in, the PEIA administrator/benefit coordinator selects a member. They can view their demographics, coverage history, enrollment, dependents, beneficiaries, communications, and more. A link to "View on Portal" takes the administrator/benefit coordinator to the member portal in an "impersonation mode" where they see exactly what the member sees. If security permits, they may complete transactions on their behalf; the audit trail clearly tags these transactions to the administrator/benefit coordinator on behalf of the member.

Enrollment overview

Once established in Ariel EAS, new members are sent a secure link to the Member Portal and details about their login credentials. They are walked through the process to setup their password, password recovery questions, and gain access to the site. Members can update their password via a secure flow on any subsequent login to the system. Member logins can be configured to meet any security standard for complexity and lockout. We support two-factor authentication. SSO from PEIA's other vendors is also available.

Member enrollment

The member receives a communication (if the enrollment is triggered by data) and accesses the Member Portal or completes the enrollment they self-initiated. When the member arrives at the Member Portal, a call to action informs them of any outstanding tasks, such as completing the annual enrollment, a new hire event, submitting a required document, etc.

The enrollment includes only the benefits for which the member is eligible. They only can change benefits based on the plan rules for that type of event (e.g., only can change the impacted dependent and cannot change health plans). The appropriate rules, rates, and member attributes are used based on the effective date of those elements, and the effective date and type of event. The member is walked through the enrollment step-by-step. All aspects of the enrollment are validated at the time of entry so that a complete enrollment is a valid enrollment. Clear messaging makes the member aware of documentation requirements (e.g., dependent verification, evidence of insurability (EOI), waiting periods, imputed income, etc.). Event consistency rules are enforced as required for each event; for example, a birth event requires that a member add a newborn child and prevents them from changing other dependents.

During the first step, the member enters their dependents. The system will be configured with PEIA's dependent types. Dependents impacted by a QMCSO can be locked in (or out) of coverage by an administrator. This lock in/out capability allows members to use self-service without permission to change coverage for the impacted dependent. The system supports all rules around domestic partners and children, including the calculation of imputed income.

During the enrollment, the member elects their insurance benefits. They also can set insurance beneficiaries. All plan rules, including Section 125 rules, are enforced based on the type of event. Waiting periods are applied and clearly displayed as the member enrolls. Different benefits can have different waiting periods all within the same enrollment.

Within the Member Portal, the member can prepare for their enrollment and take advantage of the availability of rich content, read articles, view any PEIA documents about the plan, or watch video content created by PEIA.

If the event is retroactive over a plan change, the member will see the plans and rates in effect as of that date. There may be instances of "multiple concurrent events"; for example, where a retroactive

life event or new hire occurs during annual enrollment. Ariel EAS will guide the member through completing these events chronologically, presenting the appropriate plans and rates for each event.

In the final step of the enrollment, the member sees an overall summary of their elections (including the resulting payroll deductions, waiting periods, coverage pending EOI, and other key information). The member is required to read and approve the electronic consent to submit the enrollment. Once submitted, the member will view a confirmation with required follow-up actions; for example, uploading dependent verification documents, submitting EOI, or downloading the COBRA rights notice.

Members do not need to complete the full event in one sitting. They can start the transaction and then return to it later without losing their work.

EOI process

Benefits are configured with the applicable tiers of coverage (e.g., volume user-entered, or limited to values from 50,000 to 250,000 in 50,000 increments) and an evidence-free maximum. Volumes over that maximum amount will trigger EOI requirements. Non-evidence maximums can be configured as event-specific; for example, a new hire can elect a greater volume evidence free on their initial enrollment but would be required to provide EOI for that same amount elected during a life event.

EOI requirements are evaluated during enrollment. When the member selects a value that requires evidence, an on-screen message notifies the member of the need to provide supporting information to be covered beyond the evidence-free amounts. Excess insurance is pended until it is approved.

Coordination of benefits

Ariel EAS can manage various forms of coordination between family members, where spouses or dependents may also be covered under the plan:

- Ariel EAS can keep track of dependents who are offered coverage as an eligible member through PEIA plans. Rules can be applied to prevent coverage as both a member and dependent. These rules can vary; for example, prohibiting medical coverage as a dependent but allowing for other forms of dual coverage.
- Ariel EAS can manage spousal attestations. Attestations commonly require the member to declare that a spouse is not eligible for coverage under their employers' health plan. If they are, rules can prohibit the spouse from having coverage or calculate a spousal surcharge.

Active and passive enrollments

Ariel EAS supports both passive and active enrollments. Most public agencies implement a passive approach to annual enrollment, where members are not required to visit the Member Portal to retain coverage. Rules (as defined by PEIA) will be applied to passive enrollments, such as resetting spending accounts to zero if the member did not actively enroll and elect a contribution. Active enrollments would require all members to re-enroll in order to retain coverage. These enrollments

can be implemented when needed, most often when there is a major plan design change, the onboarding of a new employer, or a special enrollment. The actions taken for non-enrolling members would be configured to PEIA requirements.

Member appeals

Ariel EAS includes a CRM module with case management built in. Appeals are managed as cases in a member file with workflows attributed to them. Through our Secure Messaging tool, members may submit an online request to initiate an appeals process related to claims or any other dispute. Our advocacy specialists track the case through a detailed workflow. We would work with the claims administrator/carrier, the member and PEIA to come to resolution supported by PEIA. At the conclusion of the case, a detailed case file can be presented to PEIA supporting the request, process and ultimate resolution.

When an appeal is received, the case is opened. At that point, the calculation of service metric begins. Based on the case type and workflow applied, various waits and reminders will occur. Communications may be sent as the appeal reaches certain stages, or standard forms or letters generated to reach out to resources for follow up information. Manager dashboards can include the tracking of cases and appeals to help them ensure that service levels are met.

Case management is full featured, including:

- Cases can be auto-assigned to queues and individuals based on rules.
- Escalate and track to Tier 1 and Tier 2.
- Include note taking, recording the date and source.
- Indicators on the case and member record the status and presence of an appeal.
- Attachment of ECM objects (documents, emails, faxes) to the case. Metadata on the object identifying its type can be used to limit visibility to certain individual or roles.
- Workflow support to include auto-escalation, automatic communications, and reminders as time elapses.
- Configurable fields by case type help track special data.

The flexible nature of cases, combined with configurable workflows and communications, ensures that the current and future appeals processes will be supported.

Premium payments

Ariel EAS includes all the features needed to manage individual billing for COBRA, direct billed active employees, employees on disability or LOA, retirees, and more. The billing module serves all of these groups with the appropriate process workflows configured for each around initiation, notifications, delinquency management and termination. Each can have different billing cycles and reporting, as needed.

All direct billing members have the same payment options available to them. These may include:

- Monthly invoices, delivered digitally or by postal mail
- Coupon-billing
- Payment by check, lockbox, ACH, or credit card through a payment gateway
- Full Accounts Receivable module functionality, including reporting, collections processes, application of interest and fees, etc.
- Payment plan functionality to help members or employers catch up on outstanding liabilities.

4.2.1.3. Employer Billing Platform

PEIA would like an employer billing platform that provides employers the ability to view, adjust and pay invoices.

The Employer Billing Platform should allow employers to view at a minimum the following information: Invoices, Employer memos and announcements, Member benefit and PCP elections, Member demographic information, Member dependent information, Member premium deductions, Employer premium contributions, Current status of initiated transactions, ACH/Banking information, Reference documentation (e.g., WV Statutes, PEIA policies, SPDs, FAQs).

The Employer Billing Platform should allow employers to complete at a minimum the actions outlined below:

- Exchange and upload files of member data for reconciliation against premium billing (e.g., Payroll or Enrollment)
- Report changes in employee employment status
- Recalculate an invoice
- Remit invoice payments or apply available credits to one or more invoices
- Export invoice data to OASIS to obtain an Internal Exchange Transaction ("IET")
- Import IET identification number and assign it to a particular invoice
- Access forms
- Complete e-signing of certain documentation
- Generate and schedule reports
- Maintain payment and communication preferences

Employer billing

The Ariel EAS billing management solution includes entity/employer billing, direct billing to individuals, and premium billing.

Our BAS performs all premium calculations in real time, calculating retroactive adjustments accurately and in detail. Adjustments will be calculated any time an attribute impacting a premium is adjusted; for example, a retroactive coverage change, a change to a member attribute impacting

premium (e.g., salary change), a change in plan configuration, etc. These changes trigger the recalculation of premiums from the effective date and post these changes. The adjustments consider any premium previously charged, calculate the new premium due, and post the transaction accordingly so that only the change (whether a charge or a credit) is due.

One-time adjustments are calculated when the transaction occurs and posted as pending to the billing module. When the scheduler or user runs the billing process, recurring premiums are calculated and posted, any pending adjustments are posted, and pending credits may be applied. The generated transactions will include:

- Billing of employer contributions
- Billing (or payroll deductions) for member contributions
- Calculation of carrier premiums
- Other transaction costs (e.g., administrative fees) as configured

Billing runs are commonly scheduled by type: direct billing, COBRA bills, employer billing. The employer billing process will be used to calculate employer subsidy amounts to communicate to PEIA and/or reconcile to self-reported amounts. The billing dates are set up in the scheduler and process will run at that time. During the billing process, the system will:

- Identify all transactions that require billing. Transactions will include both recurring premiums as well as adjustments (i.e., retroactive premium adjustments).
- Generate the invoicing transactions. Transactions are recorded granularly to ensure that amounts billed can be traced to their originating transactions and posted to the appropriate accounts.
- Post digital bills to the ECM, make them available on the portals, trigger any paper-based fulfillment required for the individual invoices.

Some clients run pre-bills on some or all billing entities before running final bills. This can be scheduled as a job in the days prior to the billing deadline to provide time to review and make any adjustments needed (e.g., follow up with an employer on a data discrepancy). This capability can be used as a standard procedure or selectively for some/all accounts for a time after a plan/rate change or new employer setup.

Managing premiums and deductions

Premiums calculations are not explicitly tied to billing or deduction cycles. This allows for cycle flexibility between different groups. It also provides the ability to support member or employers moving between different billing cycles. The system supports the concept of “billing groups” and “payroll groups”. These groupings are intended to group together members or employers with similar billing/deduction cycles or to segregate different types of billings (e.g., COBRA; by organization group; post-retirement). This design ensures that activities that occur on different schedules, such as payroll deductions versus employer billing, versus carrier premium reporting,

are all managed accurately and on their own schedule, capturing the correct premiums and transactions and reconciling to one another.

Ariel EAS performs all premium calculations in real time, calculating retroactive adjustments accurately and in detail. Adjustments will be calculated any time an attribute impacting a premium is adjusted; for example, a retroactive coverage change, a change to a member's attributes impacting premiums (e.g., salary change), a change in plan configuration, etc. These changes trigger the recalculation of premiums from the effective date and post these changes. The adjustments consider any premium previously charged, calculate the new premium due, and post the transaction accordingly so that only the change is due (either a charge or a credit).

Pre/post-tax status is an attribute of a benefit that carries through to the deduction codes sent on payroll. The deduction codes also may be the result of two or more factors, such as a member status or election that then impacts whether a benefit is treated as pre or post tax. These rules are all established through configuration and are effective-dated, thus able to change as needed.

Ariel EAS includes many mechanisms to calculate and allocate credits in benefit programs. Credits and incentives also can be based on elections. For example, the credits granted may be based on other benefit selections such as enrollment into a non-smoking program or may be calculated based on the tier of health coverage elected. Incentives can also be configured to open other unavailable options, such as an enhanced, lower deductible health plan.

Plan rules, such as premium waivers, are configured. Specifically, premium waivers usually are based on a member's status; for example, a member in a long-term disability status may have some of their benefits on premium waivers. Through the rules engine, any member or benefit attribute can ultimately determine how premiums are applied. PEIA transitions, such as a transition to premium waivers, are automated. When members undergo an event, or that information is received from an employer that places them into a new status, an automated event workflow will initiate premium waivers (or other rules). This event will include any necessary notifications to members, employers, or partners. Similarly, automated workflows will remove waivers based on events, status changes, or the expiration of a determined period.

The application of any penalties, as with all plan rules and features, are automated. Penalties related to billing (e.g., NSF fees) are applied automatically as part of that process (e.g., when the bank file is processed). Penalties related to the benefit plan (e.g., smoker status, dependent surcharge) are applied at the time of enrollment or when the triggering event occurs.

Invoicing usually is configured as an automated, scheduled process. Invoices are posted automatically to the Employer Portal for review and analysis as needed. The employer has access to powerful views of their bills where they can group invoice details by item, member, item/member/billing period, and more. The system includes the ability to generate draft invoices (pre-bills). A pre-bill can be run individually (i.e., to validate a group or rate change), or in batch as part of a recurring process (i.e., as part of a process to review invoices, prior to running and posting). Pre-bills may also be posted to the Employer Portal, providing them with an opportunity to review a draft bill.

before a final invoice is generated. It is possible to let employers run their own invoices (actual or draft invoices) through the Employer Portal. When this is permitted, it is recommended that on a deadline the invoice runs automatically. For example, the employer may run their own invoice at any time, but on the last day of the month, the invoice runs automatically if it has not been generated by the employer.

Employers can remit/report their payments through the portal. If employers are permitted to underpay the amount billed, the portal may include an ability to match payments to invoices and allocate the payment in detail to the invoice, reporting which members/benefits were not paid. The system can accommodate a variety of payment process flows, providing opportunity to improve the automation and control over the generation of invoices and application of payments.

Key points:

- Employers can view their invoices and payment history through the Employer Portal.
- Employers can run a pre-bill to get a draft bill.
- A simple widget provides an overview while a comprehensive and interactive invoice and payment view provides tools to understand their invoices.
- Employers who are not on an automated payment plan can authorize payment through the portal.

The Employer Portal offers a detailed view of credits and adjustments to help understand a billing entity's transaction history. The adjustments' view contains all non-recurring billing transactions, such as retroactive adjustments. One-time adjustments often lead to inquiries from employers or members. The adjustments' view provides the employer with comprehensive information on how any adjustment was calculated. The date, applicable member, triggering event (e.g., marriage life event), and the detailed calculation are all displayed. The employer will see all aspects of the premium adjustment, for example the retroactive credit of single medical coverage and retroactive charge of employee + 1 medical coverage.

Ariel EAS has managed complex billing situations, including premium billing for insurance companies. Supporting this complexity requires features that provide the depth of capabilities to drill into premiums, credits, payments, and adjustments.

Employer payments

Ariel EAS supports various modes of electronic payment from employers, such as:

- Pre-authorized ACH transactions from the employer for the amount due
- Payment files originating from PEIA accounting, providing payment direction via ledger transfer
- Employer-initiated electronic payments, reported through the Employer Portal

Payments are auto-allocated to invoices, using PEIA configured auto-allocation rules (e.g., oldest invoices first, then priority by benefit type). Auto-allocation will manage any short payments or over

payments, applying the payment to the appropriate billing items as required. If more detailed management of payment allocation is required, when employers submit a payment for an amount other than the amount due, the system can accept a remittance advice process to inform you of the reasons for discrepancies. This advice commonly takes one of two forms:

- The employer submits a file specifying the members and amounts for whom they are remitting. If PEIA wishes to manage payments allocation to the benefit level, they also may specify that information.
- An online process where the employer can self-allocate the payment. Typically, they would start by allocating to the full invoice and then adjusting the individual employees/benefits that are not included in their remittance.

Reporting and Integration

Accounts Receivables are tracked in detail. Transaction types categorize every transaction. This granularity allows for the detailed reporting of A/R activity. Transactional journals / registers, A/R aging reports, trend reports, etc. are among the included reports. Analytical reports, such as comparing pre-bills (draft bills) to prior months are also included in the reporting library.

Transactional detail enables full control over the mapping of A/R activity to your G/L accounts. Mapping may consider any factor, including transaction type (invoice, payment, allocation), item invoiced (specific benefit), employer, employee class, and more. The exported transactions are full traceable from the generated batch to the source transactions.

4.2.1.4. Project Goals

In addition to the above-mentioned system objectives, the vendor should provide the following services:

- Full implementation of the new solution (including as-built documentation of system design, database models, system configurations, and customizations).
- Any and all necessary software customizations to meet business and functionality requirements.
- Support the execution of all processes required in accordance with legislation, governing board policies, etc.
- Thorough testing and quality assurance of the entire solution.
- Ongoing software support for the new system during the implementation and during the warranty period as provided herein.
- Experienced-based expertise and consultation to the Agency SMEs on topics such as suggested changes in communications, business rules, policies and practices.
- Training for system users (including employers), and administrators (but not participants or retirees) - not only in application navigation and the use of screens and windows, but also in the use of the new solution to perform all their various job functions, processes, and sub-processes in the new environment.

- Agency-specific manuals and documentation for system users (including employers) and administrators, and developers; in addition to all baseline functionality, all such documentation must reflect the customized, as-built status of the solution; standard documentation reflecting only the Vendor's un-customized base solution will not be accepted.

Goals and objectives specific to the various phases of the project implementation are provided in the subsequent questions.

System design

Ariel EAS architecture provides a technology-oriented perspective of the solution by identifying the required software and infrastructure components, along with the associated services they provide. It also gives insight into how software components and products are assembled.

Software customizations

Solution requirements that cannot be addressed by configuring existing or planned product features are covered by local customization, which involves coding new components for integration with our BAS. The system's service-oriented architecture (SOA) allows for the seamless integration of additional software components, without opening the existing code. To facilitate future support by local teams, development of these components is usually performed using the SDLC methodology already in place.

Legislation compliance

Ariel EAS was designed for continuous reliability, compliance, and ease of use. Any action or interaction across the entire range of solution stakeholders is regulated by well-defined governance and compliance standards.

LifeWorks has an internal compliance committee and legal team which are charged with keeping our firm apprised of regulatory and legislative changes that may impact our systems or solution offerings. The compliance committee and identified member advisors associated with different operational areas of LifeWorks work closely with staff to keep them informed of relevant regulatory and legislative activity that may impact our clients and our systems. When applicable, discussion documents clearly explaining legislative changes and impact are created and provided to the client for purposeful engagement and review of the information with clients.

Our director of compliance and risk management oversees our compliance program and plays an extensive role in monitoring for compliance and adherence to requisite privacy laws. She is the key individual leading our efforts to comply with HIPAA's administrative specification rules.

Our privacy officer oversees the organization's compliance with privacy legislation across our various lines of business and the jurisdictions in which they operate. Duties include developing and maintaining related policies and procedures, liaising with oversight authorities, consulting with internal and external partners on compliance-related matters, advocating for improved data handling practices internally, arranging for materials and training to improve staff awareness, and handling or guiding our incident response process following privacy breaches.

LifeWorks will implement changes to administration systems and other technology as required by legislative changes. Upgrades to existing technology for legal and regulatory changes are included in our fees to the extent that the upgrades are to our base systems and made available to all clients at no cost. However, PEIA-specific changes, new or additional services, or material modifications to current services related to legal or regulatory changes are not necessarily included in our updates. We would scope such changes and review them with PEIA.

Testing and quality assurance

Testing activities are performed in Phase 4 of the implementation project. LifeWorks testing protocols are critical to quality assurance. Our methodology is documented and covers all aspects of the testing process, including scope, responsibilities, test preparation and execution, testing stages, and defect resolution. The objective is to confirm that the solution is functioning as expected. We describe our testing methodology in detail below in 4.2.1.7.

Support and maintenance

LifeWorks takes an active role in support and maintenance. Our model allows for stable budgeting. We offer the following services as part of our maintenance and support model:

- Solution patches, including fixes
- Updates to LifeWorks software documentation, including system documentation
- Updates to standard online user guide
- Release notes documenting new upgrade features
- Telephone support

In addition to the above, the annual license includes:

- New system releases
- Updates to reflect legislation and taxation changes (as interpreted by LifeWorks industry experts)
- Periodic updates of limits for spending accounts, and other applicable statutory limits, interest rate and government benefit tables

Change management and communication

LifeWorks' Communication and Change Management Solutions team is made up of experienced professionals operating across North America. We offer a complete range of services and solutions to support PEIA including changes in communications, business rules, policies and practices.

We have a proven track record of achieving measurable results with our communication and change management strategies, including increased understanding and appreciation of programs, increased active enrollment and participation rates, reduced calls/questions to service centers, behavior changes, etc.

Our change management and communication portfolio also include:

- BAS modernization projects
- Plan changes and launches
- Wellness campaigns
- Mental health awareness and education
- Benefits enrollment/re-enrollment
- Plan wind-ups
- Insurance carrier and fund line-up changes
- Employee assistance program launches

In partnership with our LifeWorks subject-matter experts, our team can provide communication, change, and system program knowledge to develop effective strategies and engaging deliverables that drive desired results. We can facilitate a deep dive into your members' needs, expectations, experiences, and pain points. Through our rigorous processes and creative outputs, we build audience awareness, understanding, appreciation, and adoption of the programs available to them and deliver a strategy that prioritizes your audiences, aligns messaging and channels, and optimizes the time and resources you invest in communication.

Our strength is rooted in our collaborative and customized approach to consulting: We will work hand-in-hand with PEIA to determine the most effective strategy and deliverables, provide detailed project management support, and ensure the most effective use of resources to truly serve as a seamless extension of your team.

In our strategic approach, we will work with PEIA to determine the most appropriate tactics and methods to meet your objectives and effectively engage your stakeholders and audiences. Our recommendations consider PEIA's existing communication efforts as well as emerging communication trends and encourage cost-saving efforts such as going paperless. The communications budget included in our administration fees is \$65,000.

Training

We provide PEIA staff with the appropriate training on our administration system, website, and reporting tools. The format of this training is a "train the trainer" approach, to arm your core administration team with the tools and knowledge to support and train your members. LifeWorks will provide PEIA access to the test environments as needed. Training environments also can be used to support employer education.

Your users also would participate in a series of workshops during the initiation phase of the project to receive an orientation to our system and tools. As part of the implementation roll out, we will hold training sessions on the new system including all critical issues for your administrators.

As the training is geared towards using the system for the functions required in the go-forward service model, real-life examples are used. Therefore, end-user knowledge verification is monitored in real time so that users can finish the processing required to complete their job.

LifeWorks offers a comprehensive suite of training material, and on-the-job reference and learning tools. We will facilitate in-person training sessions, providing a deep-dive into using and supporting the solution.

Our approach

- Instructor-led workshops or seminars
- Virtual classrooms (or webinars)
- E-learning is just-in-time learning, available online 24/7, and allowing users to learn at their own pace

Documentation

Ariel EAS user documentation is part of the overall solution delivered to clients. We will provide an administration manual/user guide for PEIA system users. Periodic reviews of the manual are performed to ensure compliance with any changing requirements, plan terms and provisions including applicable benefits legislation. These reviews and updates are included as part of our service level agreement, and will be shared with PEIA with each release.

Arie EAS has a built-in online help functionality, providing users with context-specific information on how to process each activity. Users also can choose to navigate further within the help window to obtain additional information. In addition, all training material is available online for users to access and review anytime.

Online help is accessible from the help icon on every web page. Features are similar to online help features found on any Microsoft Office product, including full support for keyword searches and indexes.

LifeWorks performs periodic reviews of system documentation to ensure it reflects software evolution. Documentation is updated on a continuous basis as we modify the software. Reviews and updates of documentation are included as part of our SLAs and will be shared with PEIA on a regular basis. All training material and system documentation are available online and kept up to date through the system's online help functionality.

4.2.1.5. Functional Requirements Confirmation

PEIA has documented in Appendix 1 the relevant functional requirements that a vendor's proposed benefits administration system should be able to accomplish. The Vendor should confirm which of the requirements that vendor's proposed system will accomplish and which it will not. Confirmation should be provided with Vendor's technical proposal submission.

LifeWorks meets or exceeds 100% of PEIA's BAS requirements in **Appendix 1 – Functional Requirements**. We provide additional details throughout our response how the system meets the functional and non-functional requirements.

PEIA can capitalize on the benefit industry's best practices supported by modern technology with Ariel EAS. The solution is built around a single-system concept, where all clients are on the same evolving and configurable code base. This unique approach simplifies development and maintenance. Clients easily upgrade and gain access to improvements for their users and stakeholder groups. More specifically, this approach allows our clients to take advantage of new technology developed for other clients, or to benefit from new plan features. Core system changes due to general tax, or benefits legislation automatically are updated as required.

Ariel EAS offers the following functional advantages:

- Modern functionality and proven system stability, availability, and reliability
- Intuitive user experience and workflows
- Configurable business rules engine and enhancement strategy to support current and future business processes without customization
- Bi-directional connectivity with external systems
- Fully integrated ECM functionality to eliminate paper-based processes and support consolidated data needs
- Enhanced responsiveness, quality, and range of services for members

4.2.1.6. Implementation

PEIA will rely on the Vendor to determine the most time- and cost-efficient method of implementing the system into the Agency's environment and staff operations. The Vendor should describe its overall approach to implementation in the Implementation Plan and provide a copy of the Implementation Plan as part of the Vendor's Technical Proposal. The Implementation Plan should reduce risk, minimize bridging with legacy systems, minimize the need to keep legacy databases synchronized with new Project databases, and minimize the time required to implement. The Vendor should develop a strategy for providing the necessary staff to ensure that the optimal level of implementation support is available. Meetings with PEIA staff will be scheduled in a manner that does not impact the Agency's operations.

The Implementation Plan should describe, at a minimum, the following:

- A list of objective criteria from which PEIA will determine the sequence of implementation.
- The Work Plan of installation activities, relating to system issues, data conversion, training, and testing of all software (including third-party software, if applicable).
- Implementation preparation tasks in detail, readiness to migrate the required data, security preparation, staff training, personnel assignments, and level of resources required for each area.
- Recommendations concerning third-party software needs, PEIA approval and timing of purchase by PEIA (if applicable).

LifeWorks has provided a detailed implementation plan in **Exhibit A**. All third-party software needs are managed by LifeWorks and are included in our fees.

4.2.1.7. Testing

The Vendor should describe its testing regiment. PEIA prefers that Vendors utilize a rigorous testing methodology throughout the course of the project. Each module that is delivered to the Agency should be tested on converted or simulated data prior to being certified for release by the Vendor's test team. The Agency should receive written proof of certification for any release prior to being released to the Agency for its own user acceptance testing. At a minimum, the Vendor should perform the following types of testing during development prior to certification noted above and during the project on updates to the System:

- Unit
- System
- Stress (volume)
- Security / Penetration
- Load
- Regression

The Agency plans to conduct its own user acceptance testing on the system, in whole and in part, following certification noted above from the Vendor. The Vendor should prepare a Testing Plan and include a copy in the Vendor's technical proposal and provide the Agency with the test cases or scenarios used in the completed vendor testing.

The Vendor should be able to and plan to test certain processes in parallel, or parallel equivalent, with the legacy system.

Testing activities are performed in Phase 4 of the implementation project. LifeWorks' testing protocols are critical to quality assurance (QA). Our methodology is documented and covers all aspects of the testing process, including scope, responsibilities, test preparation and execution, testing stages, and defect resolution. The objective is to confirm that the solution is functioning as expected.

Testing methodology

LifeWorks methodology speeds up and simplifies application testing to provide higher quality and time-to-market improvements. The methodology sits on a framework based on market trends and emerging technologies. It carries out testing through quality engineering (QE) across the project lifecycle.

The testing methodology includes leading practices, processes, specifications, skills, tools, roles, and metrics to successfully manage and execute QA functions for implementation and SDLC activities. This methodology provides clear processes for the quality delivery of the system. It is also used for other enterprise-wide QE transformations driven by higher business objectives; it has been optimized through various similar implementations across the industry.

We deliver prevention-based, optimization-centric, automation-powered, and cognitive-enabled testing services through QE. Given that defects can occur anywhere within a deliverable, QE defines a detailed specification of what it means to design that deliverable for quality first. QE is distinct and separate from other quality concepts (such as QA and quality control) and is exercised both early and across the delivery lifecycle, rather than just at the testing phase.

LifeWorks testing methodology offers the following features and differentiators:

- **QE:** Quality engineering with defect prevention as a core philosophy over defect detection.
- **Test optimization:** Reduction in time and risk in testing through significant optimization and reduction of test volume with higher test coverage.
- **Test automation:** A test automation solution that is open source aligned, agile ready, and based on a commodity model.
- **Cognitive analytics:** Cognitive assistance for defect management through faster analysis, classification, and prediction.
- **Talent model:** Differentiated technology and business skills to deliver a superior PEIA experience.
- **End-to-end integrated platform:** A test platform offering optimization, automation, and cognitive capabilities integrating end-to-end testing across technologies.

Our testing framework aligns with the agile principles used for the implementation of the system. It also ensures that quality and automation are built in across the delivery lifecycles.

Test activities

To ensure the quality of solution releases, we align testing activities with project phases. As a result, testing activities are ongoing throughout the project. For each project segment, a testing plan is prepared and includes scope of testing activities for the features and content scheduled.

We perform internal unit/component testing and business acceptance testing prior to delivering the solution to PEIA for joint integration testing and UAT. Our internal testing objective is to deliver a quality product that meets LifeWorks quality standards. Completed test grids and reports confirm that test scenarios have been completed successfully, providing proof of readiness for PEIA testing.

Test plan

Test results are documented in our test plan, which serves as the basis for planning and executing all testing activities. The test plan identifies testing tasks, type and location of resources required, and provides estimates for the tasks. It is an outcome of the following steps:

- Defining the test execution plan
- Defining the unit/component test approach
- Defining the regression test plan
- Defining explicit entry and exit criteria (subset of testing plan document)
- Creating test scenarios/test matrices

- Creating test scripts

The test plan includes the delivery of test results to PEIA. It includes the agreed-upon entry and exit criteria of each phase, including PEIA's UAT phase.

A set of metrics is tracked and shared between both teams. The exact list of metrics that is reported on, and the frequency of reports, is detailed in the test plan and delivered to PEIA. The following are some of the best practice metrics used by LifeWorks:

- Test issues and risks
- Test execution progress metrics:
 - Test script execution actuals vs. test script execution planned
 - Test script pass rate: test script passed vs. test script failed + test scripts blocked
 - Test script passed vs. test script failed/blocked by priority and/or subsystem
- Environment availability
- Defect resolution metrics:
 - Daily total defect trend of active and closed
 - Daily defect trend of opened versus closed
 - Daily defect trend of each status
 - Defect root cause chart
 - Defect rate by team
 - Defect rate by functional area and priority graph
 - Defect rate by priority and severity graph
 - Defect aging rates
 - Blocking defects

LifeWorks is not permitted to share sample test plan when it is subject to public view. We will provide this information when required in a format that is not subject to public view.

Test execution and techniques

During test execution, the solution is verified against the test scripts created. Extensive testing by LifeWorks test team takes place during this stage, while the development team is focused on defect resolution. The focus is on stabilizing the solution under realistic environmental conditions. The project team focuses on triaging and resolving defects and preparing the solution for release.

The test tools and methods that LifeWorks uses to cover all scenarios and effect high-quality releases of functionalities are:

Table 2: Implementation: Testing tools

| Testing tools/techniques | Details | Outcome |
|--------------------------------|--|--|
| Microsoft SharePoint | Microsoft SharePoint is used as centralized repository for business requirements. It has the capability to store historical versions of documents uploaded. It features a strong document management workflow, which includes notifications when a document is changed or uploaded as well as electronic approval of documents | <ul style="list-style-type: none"> • Requirements coverage |
| Azure DevOps (ADO) | ADO is a centralized repository for business requirements, test cases, and defects. It links business requirements to test cases and defects, allowing for traceability and visibility on release progress and quality. The test plan is used to document detailed test scripts to be executed. In addition, all defects are directly logged in the Work Items module. ADO also has an integrated dashboard module to centralize quality reporting, so real-time decisions are made based on application status. | <ul style="list-style-type: none"> • Detailed, step-by-step test scripts with actions to perform and corresponding expected result(s) • Test execution status • Defect reporting and management |
| Test Design Optimization (TDO) | LifeWorks uses our existing bank of test scripts that have been optimized to client documentation that result in traceable test design. The process results in tests that are optimized for each agile interval, and which will maximize functionality validation with limited redundancy. | <ul style="list-style-type: none"> • Prioritize and help sequence test scenario execution • 5% to 10% reduction on overall test design effort • Up to 30% reduction in test scripts and hence a reduction in the test execution effort • Increased functional coverage through a formal test coverage modelling approach • Prioritize and help sequence test scenario execution • Reduction of redundancy in effort of execution |

When a build is ready, the solution is deployed to UAT. The testing stage culminates with the release of a readiness milestone. Once the release candidate is reviewed and approved, it is ready for full deployment to the live production environment.

While UAT is performed after each segment allowing, UAT is also the final formal testing process undertaken in the project lifecycle.

The table below provides additional details on the testing steps executed before entering UAT. We will use these techniques as appropriate for each activity and iteration.

Table 3: Implementation: Testing steps description

| Testing phase | Description |
|---|--|
| Unit testing | <ul style="list-style-type: none"> Unit testing validates the functionality of the smallest unit of the configuration or software application. Tests are executed by the developer to ensure that the logic implemented satisfies the requirements defined in the solution design specification. Because LifeWorks solution is a COTS solution delivered to clients with specific configuration, this testing approach is only applicable to core development gaps that will have been identified during Phase 1. |
| Functional testing | <ul style="list-style-type: none"> The primary objective of functional testing is to validate that the behavior of the solution meets the requirements. Functional testing is executed by LifeWorks through internal testing activities and by PEIA during UAT. For plan configuration testing, PEIA will perform a mix of verification of the eligibility and rate calculations and functional testing through the event tests cases. |
| Integration testing | <ul style="list-style-type: none"> Integration testing is executed to ensure proper interactions between the different system components that make up the integrated solution. |
| Business process end-to-end testing | <ul style="list-style-type: none"> In business process end-to-end testing, business processes configured for each segment are executed from start to finish, as closely as possible to the way they would be executed or occur in real-life operations. Given that many benefits management processes take place over several weeks or months, some waiting and response delays will be shortened. This testing stage is executed by LifeWorks through internal testing activities and by PEIA during UAT. |
| Smoke testing | <ul style="list-style-type: none"> Smoke testing is used to validate that the deployment processed as expected and that we can proceed with further testing. Non-exhaustive tests are executed to validate that important functions of the solution work as expected. The deployment team goes through a deployment checklist and the QA team executes test cases that touch the various components of the solution to make sure that they are all up and running. Smoke testing is executed by LifeWorks when a new build is deployed to an environment. |
| Regression testing | <ul style="list-style-type: none"> Regression testing is performed to confirm that the latest developments did not adversely impact existing features before sending the solution for UAT. We perform these tests both at the development level and at the configuration level. Regression testing is executed by LifeWorks through internal testing activities. |
| Performance testing (including stress/volume and load) | Performance assessment of the solution is handled through three distinct processes: 1) through the SDLC, 2) on the solution increment, and 3) on a continuous basis after the deployment. |

| Testing phase | Description |
|------------------|---|
| | <ol style="list-style-type: none"> 1. Development items that may have an impact on the overall performance of the system are identified early in the SDLC. For functionalities involving data conversion, data loading, and end-of-year processes, the performance assessment occurs at the unit level. Code is deployed, executed, measured, and modified in the development environment throughout the solution increment. Performance problems found in the development environment are fixed in the development environment. 2. Performance testing is executed on solution increments. As described in the architecture and deployment plan, transactions are organized into categories. Synchronous, asynchronous, and batch processing are assessed separately and differently. Synchronous transactions are expected to be executed within few seconds. Asynchronous processes, especially the ones involving highly complex calculations, are executed in the background. Measuring the performance is a function not only of the execution time but also the scheduling time. Time required to execute a batch process may depend on the number of transactions and the response time of a connected component. 3. Continuous performance monitoring of the production environment helps identify and correct low performance issues more quickly. LifeWorks will establish a periodic assessment and provide resolution of issues. Basic monitoring of the application's performance (i.e., response times and failure rates) typically involves the following common data sources: Windows standard and system custom performance counters, event logs, resources utilization and SQL queries. More advanced Application Performance Monitoring (APM) tools easily can integrate with the .Net applications, IIS, SQL server and Windows Server to provide richer, end-to-end performance metrics. Most of these tools offer rule-based alerting and notifications so that performance issues can be detected early and properly reported for investigation by the infrastructure and/or support teams. Specific rules also can be defined to recognize some key indicators to trigger the scaling up/down of the environment. |
| Security testing | <p>Balancing risks and functionality is the principle on which security practices are built. We have adopted the Service Organization Control report (SOC 2) from the American Institute of Certified Public Accountants (AICPA) as a certification and use a third party to perform security testing necessary to obtain this certification. This plays a key part in our vision of operational security and the security of the applications that we develop. We deploy security testing efforts in a planned manner at the development level and implementation level of the system to comply with SOC 2. Security testing within our SDLC consists of the following activities:</p> <ul style="list-style-type: none"> • Availability is taken into consideration through specific measures that have been implemented in the design to allow for redundancy and scaling of the application. • Processing integrity and confidentiality are ensured by functional testing, which is done at the development level (components are tested individually and tested after integration in the system; focused regression is executed) and at the implementation level (specific requirements are tested and regression is executed) for the roles available in the system. |

| Testing phase | Description |
|-----------------------|--|
| | <ul style="list-style-type: none"> • Privacy of information is always a concern for our business, and controls have been woven into the functions of the applications. Based on the recent evolution of the legal framework, new privacy functional requirements are being developed (retention periods, destruction) and tested at the software development level and at the retention level. • PEIA should perform and/or have a third party perform an assessment of the vulnerabilities of your corporate infrastructure and informational assets. Results of the security assessments should be reviewed by PEIA's security team and dealt with in a timely manner. |
| Accessibility testing | <ul style="list-style-type: none"> • The portals are tested for accessibility purposes using automated and manual compliance tools and assistive technologies, such as screen readers and color contrast analyzers. |

Parallel testing to Legacy system

LifeWorks methodology includes increased focus on testing the system functionality to ensure the needs and requirements of the full flow business process are met. Focusing on full flow testing will allow the teams to concentrate on the functionality where enhancements and features are not easily compared to the legacy system. In scenarios where traditional parallel testing is not efficient for the results to be compared, LifeWorks will develop a strategy that confirms those results are comparable to the legacy system at the level of detail needed for user acceptance. When system parallel testing is required, a parallel strategy is planned and developed. This can be done for a specific function or area.

4.2.1.8. Training

The Vendor should train the Agency staff at six (6) different levels:

- Participant/Retiree users
- Employer Benefit Coordinator users
- Regular users
- Power users
- Business Administrator
- Technical Administrator

The Vendor should prepare a Training Plan to be included in the technical proposal. All Training Deliverables should be developed in a highly collaborative process with the Agency to provide high quality products that meet the stated needs. The Vendor should prepare a Training Plan for training the Agency personnel and employers. All training should be role- based, modular and scalable in design. The Vendor should conduct train-the-trainer training for the Agency, while the Agency will be responsible for training its remaining staff, external stakeholders, and others who may use the System to perform daily and periodic job functions. The Vendor should provide on-line "getting started" or help videos to distribute to the Enrollment and Billing portal users.

The Vendor should ensure that all procedures, training environment hardware and software configurations, classroom setup requirements, etc. reflect the most current information for the Agency training.

The business user training curricula and materials should cover, at a minimum, the following topics:

- System Overview including system benefits; data inputs, data outputs, and reports produced; major business functions; and User Manual contents and usage.
- System Usage including entering data and data validation; data correction and user help features; menu and System function navigation; problem recovery; report contents, report generation; search and inquiry features; and record update procedures.
- System Configuration including updating, adding or terminating business and calculation rules and rates; and
- System Operation including seeking technical help (Application and equipment assistance); all course instructors' and students' classroom materials (e.g., manuals, handouts, etc.)

During Phase 4 of the implementation, we hold training and transition activities as part of each segment. These activities also involve preparing documentation and training purposes.

A summary of our methodology for drafting, reviewing, and educating PEIA staff on the use of user and administrator system documentation is presented in the tables below:

Table 4: Implementation: Drafting and reviewing documentation

| Goal | LifeWorks responsibilities | Client responsibilities |
|--|---|---|
| <p>Provide the building blocks for PEIA to independently own and maintain training material/documentation for governance and sustainability over time.</p> <p>LifeWorks provides system documentation.</p> <p>PEIA prepares end user documentation and desktop procedures.</p> | <p>Provide the following documentation:</p> <ul style="list-style-type: none"> • Online help • Standard user guides • Standard processes documentation • Step-by-step testing instructions (for UAT) • High-level presentations using key examples | <ul style="list-style-type: none"> • Adapt training material and documentation provided by LifeWorks to fit with organization culture and employees. • Review existing business process documentation and determine how to adapt documentation provided by LifeWorks for future use. • Provide and adapt content of online help for Employer Portal content. |

Table 5: Implementation: Educating PEIA staff

| Goal | LifeWorks responsibilities | Client responsibilities |
|------------------------------------|---|--|
| <p>Prepare client team for UAT</p> | <ul style="list-style-type: none"> • Identify topics and training needs per segment. | <ul style="list-style-type: none"> • Confirm attendees for each training. |

Initial training to kick off internal documentation exercises and end user training preparation.

End user training before go-live.

- Develop training curriculum and timelines.
- Deliver training at the end of each segment to UAT users.
- Execute and manage training plan.
- Deliver training to end users before go-live.

- Confirm roles and responsibilities for those documenting procedures.
- Identify feedback mechanism.

In order for PEIA to be able to use and support Ariel EAS, your resources will need to be trained by our experts.

Our training plan and curriculum for Ariel EAS is based on a train-the-trainer approach. LifeWorks prepares a similar plan for all our clients, since a key prerequisite to client testing and approval is a solid understanding of the product and solution.

Training activities are performed in Phases 4 and 5 of the implementation project. Built around action and reflection, LifeWorks training approach relies on sound and proven teaching principles. We use classroom and virtual training, assisted workshop exercises, mentored support in the workplace, and structured training components. Our training program is designed to allow progressive learning, permit immediate use of learned skills, and build upon acquired skills and experience.

Two main types of training are offered:

- Instructor-led workshops (or seminars) are interactive classrooms led by LifeWorks facilitators and designed to keep learners engaged. This type of learning is our most popular one, as it fosters relationship-building among peers and real-time feedback from the facilitator. In-person workshops are particularly efficient during the initial training waves when a high number of resources participate in the workshops.
- Virtual classrooms (or webinars) are online interactive sessions led by a LifeWorks facilitator and designed to keep learners engaged.

Our training approach leverages Microsoft Teams or Zoom to carry out webinars, since they are reliable tools widely used by most clients. However, we also can access other tools as needed.

LifeWorks' training program recognizes that different students learn differently, and offers various options: visual, oral, print, interactive and tactile (hands-on) activities. PEIA training needs could vary as per the background, experience, and qualifications of the resources chosen to fill the expected roles. We can tailor our program to the unique needs of PEIA by offering an appropriate combination of the above modalities to meet the training needs identified by PEIA in this section and to ensure maximum knowledge retention by your staff.

Planning of training activities

During planning, the blueprint is created for which training courses will be developed and implemented. Deliverables include a development and implementation schedule as well as detailed course outlines. A monitoring and evaluation strategy will also be defined. LifeWorks will request feedback from PEIA during this phase. The development schedule includes:

- Present suggested training courses.
 - It is recommended that managers receive training before the staff, to become sponsors of change for the organization. This way, managers can provide feedback and courses can be adjusted for their comments.
- Approve training courses.
- Review existing training material to be leveraged as much as possible.
- Prepare new training material or adjusting existing material, as required.
- Hold dry runs for any new training.
- Make final adjustments to training material based on comments and feedback from dry runs.

The implementation schedule includes:

- Finalize course prerequisites.
- Forecast attendance to courses.
- Prepare course schedules and room reservations.

Following this, our training experts create the detailed course outlines, which include:

- Course objectives
- Target audience
- Student prerequisites
- Instructor qualification requirements
- Course content and description of each course component (introduction, learning component, wrap-up, and evaluation)
- Description of reference material
- Equipment requirements
- Location

Development of training material

The objective of the development phase is to have the training material and the structured training ready for delivery. Deliverables include:

- Preparation of training instructors
- Preparation of training material
- Training dry runs
- Training preview for PEIA

Rollout of structured training

Once preparation is completed, training can be rolled out to PEIA stakeholders. At this stage, the following principles apply:

- Overall coordination and management of the rollout is maintained by LifeWorks, including training documents, system administration, facilities, rooms, and hardware.
- Student prerequisites (if applicable) are verified and managed by LifeWorks in conjunction with PEIA.
- Training schedules are made available by LifeWorks a minimum of six weeks before the start of the course, in coordination with PEIA, who publishes the schedule.
- Course and instructor evaluations are performed at the end of each activity, in accordance with the training evaluation strategy described in the next subsection. Students evaluate course documents, delivery, and usefulness. Members are evaluated based on actual attendance, course activity and completion of course cases.
- On an annual basis during the ongoing stage, LifeWorks works with PEIA to determine training needs and to develop appropriate training schedules based on those needs.
- Course documents and user guides are reviewed at this time to make sure they are up to date.

Training evaluation strategy

LifeWorks uses an evaluation process to measure member satisfaction and course effectiveness. Our strategy involves three pillars:

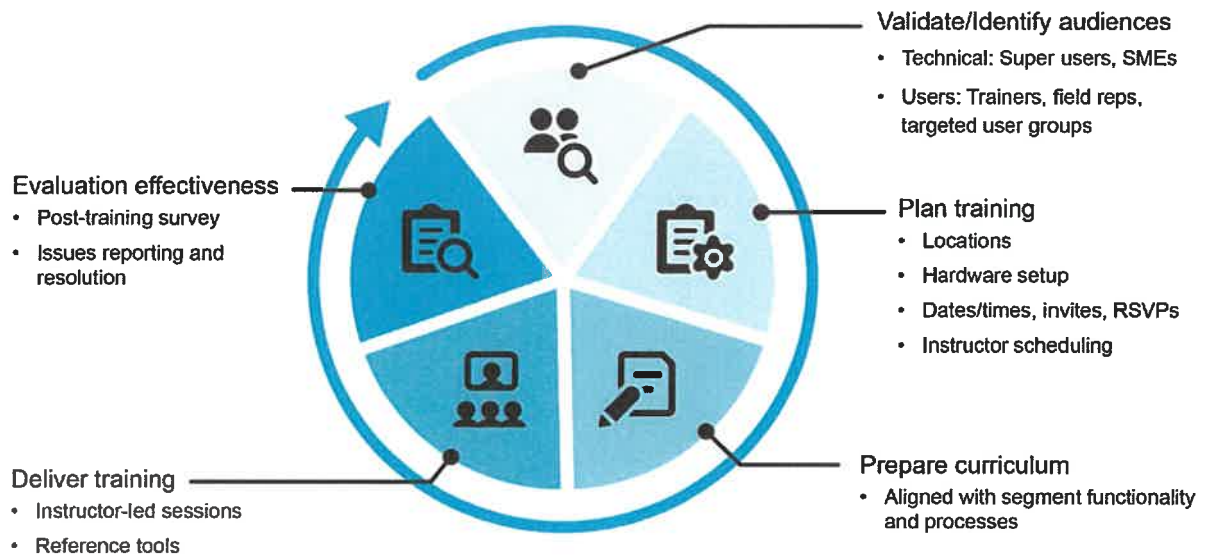
- Evaluation of training courses by attendees
- Evaluation of applications by attendees, supervisors, and coworkers
- Evaluation of business results through progress reports

General user, work process user and user acceptance tester training

User training available to PEIA and its staff is based on a train the trainer model. Training will be provided to targeted PEIA staff members that will in turn, be able to provide training and support additional PEIA staff. Training typically is targeted to staff that have the attributes to take on that role on an ongoing basis, as they will become the future “champion users”.

We hold training and transition activities during Phase 4, as part of each segment. These activities also involve preparing documentation for training purposes.

Figure 2: Implementation: Training overview



Technical system support staff training

Similar to user training, technical system support staff training is also based on a train the trainer model. The training provided during the implementation will involve:

- Specific to software deployment:
 - Prepare for official software deployment to PEIA's environment.
 - Provide on-the-job training and test the software deployment process with PEIA technical staff.
 - Formal training session is held with documentation specific to each scheduled module.
- Training material and system documentation are available online and kept up to date through the system's online help functionality.
- PEIA resources are paired with LifeWorks SMEs to accelerate learning.
- PEIA resources shadow the work done by LifeWorks team members.

LifeWorks is not permitted to share as sample training plan when it is subject to public view. We will provide this information when required in a format that is not subject to public view.

4.2.1.9. Implementation Approach

The Agency will not dictate an implementation methodology for the Vendor. However, it is strongly preferred that the Vendor apply an iterative agile or agile hybrid approach. This method will provide the Agency project team members with access to early versions of the system for collaborative design and verification testing. The Vendor must describe its implementation methodology, such as how it defines and uses an iterative agile or agile hybrid approach.

Implementation approach and strategy

LifeWorks' implementation approach relies on a proven and efficient set of implementation, maintenance, and support services that are delivered by industry experts. We are flexible and do not impose a single-phased or multi-phased go-live to our clients. Our proposed PEIA team understands that PEIA has organizational, resourcing, technology and other considerations that have an impact on the implementation approach. We will work collaboratively with PEIA in consideration of your concerns, preferences, and constraints, to propose the right approach.

Our proposed PEIA team will apply the following overarching principles to our methodology:

- **Building a shared vision:** During initial project activities, we schedule joint discovery activities that include kick-off meetings, project presentations, and event discovery sessions. These activities are the basis for all subsequent project activities. They serve to build a shared global understanding and vision of the project and solution to ensure optimal alignment and development towards a successful product delivery.
- **Ensuring traceability:** LifeWorks' implementation methodology relies on the concept of traceability across the project lifecycle. We take the necessary steps to ensure that all PEIA requirements included in the original RFP are tracked and met through the project. To do so, we work with a requirements traceability matrix (RTM) that links original requirements with test cases to confirm that all functionalities delivered have been tested.
- **Using agile techniques:** LifeWorks' implementation methodology uses agile techniques and favors lean requirements, where detailed requirements are embedded in a working software that continuously evolves to reflect PEIA feedback. During the build and deploy phase, we leverage intervals to deliver a working solution that clearly meets PEIA expectations. This time-boxed, iterative approach to solution delivery builds incrementally from the start of the project, instead of trying to deliver all at once near the end.

Table 6: Implementation: Agile approach – terminology

| | Solution | Segment | Interval |
|-------------------|---|---|---|
| Definition | The proposed solution is composed of various segments, with work done across those segments within intervals. | A segment delivers an end-to-end piece of the solution that PEIA can use for testing and training purposes. User acceptance testing (UAT) takes place at the end of each segment. | An interval is a compact and manageable building block. Each block has a fixed time and budget, and offers flexibility around feature delivery. PEIA is involved in each stage of the interval, which allows for early PEIA feedback gathering and easy monitoring of project progress. |

Using Agile principles, we break down a project into smaller, prioritized functionalities, and then continuously deliver them in short cycles (intervals). This time-boxed, iterative approach to solution delivery builds incrementally from the start of the project, instead of trying to deliver all at once near the end.

A perceived downside to using a true agile approach is the lack of initial planning, requirement documentation, and design. Because agile techniques favor flexibility, new iterations often are added based on evolving client requirements. This can lead to a final deliverable that is very

different from the one initially intended. LifeWorks' methodology mitigates these risks inherent to agile principles by tracking requirements and by incorporating Project Management Body of Knowledge (PMBok) guidelines to control the entire project. Our initial project activities ensure that all stakeholders and project teams have a common alignment and vision for the project. We then use requirements traceability to make sure that all PEIA requirements are included in the final deliverable. This approach has been used to successfully implement the solution for other state government agencies in North America.

Interval planning

The initial project plan sets a baseline for feature delivery. Once the project is underway, interval planning provides an opportunity to review the scope of the upcoming interval. Review is based on PEIA feedback received or defects uncovered during interval verification. Together, LifeWorks and PEIA will reassess the content and objectives of current and upcoming intervals, considering core business processes and support operations. Jointly, we plan upcoming activities and resource allocation.

- **Step 1:** LifeWorks will review the list of proposed deliverables to cover in the upcoming interval and assemble them for presentation to PEIA.
- **Step 2:** PEIA will review the list of proposed deliverables, and adjustments may be requested. Our methodology allows us to consider this feedback and adjust the interval plan as needed.
- **Step 3:** Once all deliverables requests are documented, we will review and confirm resource capacity. We will discuss high-level PEIA expectations for workshops during the upcoming interval. We will evaluate changes to the project plan and possible downstream impact. PEIA will review the final list. Together, we will prioritize deliverables within the available interval, based on the project plan.
- **Step 4:** The final list of requirements and deliverables for the upcoming interval will be circulated amongst PEIA stakeholders to reach joint alignment. LifeWorks' project manager, Michelle Mullaney, will work with key PEIA stakeholders to agree on the interval plan.

Interval execution

- **Step 1: Analysis.** During interval execution, in order to produce the agreed-upon deliverables, we may request PEIA input to reconfirm our understanding.
- **Step 2: Work.** LifeWorks will configure functionalities and will develop for gaps, as needed. The project manager, Michelle Mullaney, will allocate work to the appropriate project resources and tracks work execution.
- **Step 3: Test.** Interval execution concludes with functional testing. The QA lead, Tim Dooley, will ensure the appropriate test environment is documented and will create the necessary test cases. Once the test harness is deployed, interval execution will progress to the next stage.

Interval verification

Interval verification takes place once LifeWorks has completed the work scheduled for a specific interval (interval execution). We will hold a joint working session where we demonstrate the result of the work completed to that point.

- **Step 1: Confirmation.** For each deliverable agreed upon during interval planning, PEIA will confirm its success criteria. In doing so, PEIA will provide acceptance of the deliverable, or highlight defects or changes required.
- **Step 2: Remediation.** Any gaps identified will be handled within the given interval's constraints of time, allocated budget, and available resources.
- **Step 3: Track.** Deliverables that will require more work than allowed by the interval are tracked in the product backlog. We also will adjust the project baseline, if needed.

The verification process involves all stakeholders in the delivery and prioritization of work. The verification process typically overlaps with the planning phase for subsequent intervals—changes identified within the verification stage are prioritized for work in subsequent intervals. By using intervals, LifeWorks continuously will check in with and engage PEIA stakeholders. The primary metric for interval success will be PEIA's satisfaction.

At the end of each segment, UAT is performed by PEIA to validate that the solution meets the original requirements and, thus, is acceptable to PEIA. The PEIA team will receive training on the system, and as end-users, they will perform testing to confirm that the system accomplishes their defined objectives.

PEIA approval is required during the different implementation phases at each project milestone to demonstrate success and allow the project to continue.

On the following pages, you will find a description of the five project phases in our implementation methodology.

Implementation methodology

LifeWorks' proposed implementation methodology will allow PEIA to:

- Adopt a workflow-driven approach to operations, allowing system-driven events and automation to assign tasks to PEIA resources as needed.
- Appreciate the simplicity and efficiency gains from the rules engine.
- Streamline and automate PEIA work processes.
- Minimize transition and long-term operating risk by implementing a proven COTS solution.
- Simplify training using UAT to introduce PEIA staff to all system functionalities.

Table 7: Implementation: Project phases and activities overview

| Project phase | Duration | High-level activities overview |
|--|--|---|
| Phase 1: Project initiation and planning | <ul style="list-style-type: none"> • 1 month • September 1, 2022 to September 29, 2022 | <ul style="list-style-type: none"> • Initiation activities • Project plan & RTM • Project team mobilization • Requirements alignment • Demo environment • Test strategy |

| Project phase | Duration | High-level activities overview |
|---|---|---|
| Phase 2: Fit gap and design for gaps | <ul style="list-style-type: none"> • 3 months • October 3, 2022 to January 13, 2023 | <ul style="list-style-type: none"> • Functional workshops • High-level analysis of customization gaps • Initial data iterations |
| Phase 3: Environment provisioning and deployment | <ul style="list-style-type: none"> • 19 months • September 1, 2022 to April 9, 2024 | <ul style="list-style-type: none"> • Technical workshops • Cloud workbook and installation • Third-party software • Smoke testing • Support to PEIA |
| Phase 4: Build and deploy | <ul style="list-style-type: none"> • 15.5 months • January 16, 2023 to April 19, 2024 | <ul style="list-style-type: none"> • Solution configuration organized to follow PEIA's strategic objectives • Regular demos throughout • RTM approval • Update test plan and identify test cases • Training strategy • UAT • Training delivery • Data conversion |
| Phase 5: Production | <ul style="list-style-type: none"> • 16.5 months • January 30, 2024 to June 2, 2025 | <ul style="list-style-type: none"> • Solution configuration organized to follow PEIA's strategic objectives • Regular demos throughout • RTM approval • Update test plan and identify test cases • Training strategy • UAT • Training delivery • Data conversion • Production release • Transition • Closure |

Phase 1: Project initiation and planning

Project initiation and planning focuses on all initiation activities. We will mobilize project teams on phase scope and methodologies. The three main activities in this phase will be:

Project planning activities

- Assigning resources (from LifeWorks and PEIA)
- Creating the work plan
- Confirming/clarifying RFP requirements
- Setting up the RTM

- Creating the project repositories
- Agreeing on project governance
- Setting up the demo environment
- Reviewing the final contract and adjusting as needed
- Confirming delivery phases and key milestones

Aligning PEIA requirements to the solution

- Performing a preliminary review of all RFP requirements (LifeWorks)
 - Identifying a high-level solution for each
- Holding joint review sessions to review all RFP requirements
 - Confirming understanding and intent of requirements
 - Identifying any wording changes to clarify intent for fit gap sessions
 - Reviewing sessions set the baseline for event discovery sessions in Phase 2

Creating the RTM (jointly with PEIA)

- Assigning requirements to the functional lead
- Assigning requirements to workshops and creating breakdowns
- Linking internal gap IDs
- Assigning business requirement IDs as per guidelines
- Loading to the web-based collaborative platform (SharePoint) to store and track documentation/requirements changes

Phase 2: Business requirements gathering and gap analysis

The goal of phase 2 is to confirm the fit of our solution against RFP requirements, identify any gaps, propose solution options, and create a solution blueprint. We will hold event discovery sessions with PEIA teams to review end-to-end business processes. We use working software to demonstrate how solution functionalities will fulfill PEIA's requirements, and make sure it meets your BAS needs.

Holding event discovery sessions (workshops)

The workshops will involve:

- Reviewing end-to-end administrative processes as well as member, employer, and administrator experience.
- Breaking down administrative processes and user experience by feature.
- Wrapping up by linking requirements to features (RTM).

LifeWorks will update the documentation based on discussions taking place during workshops. We will then submit this documentation at the end of the following week for PEIA to review. During the workshops, we will rely on paper-based processes, as well as working demo software to facilitate the discussion.

- The lead business analyst, Andrew Haber will be responsible for covering the entire content of the workshop.
- Our deputy business analyst, Heather Murphy, will support the lead business analyst, Andrew Haber, and be responsible for taking notes, capturing follow-ups, and updating configuration documents.
- The facilitator (project manager or lead business analyst) will be responsible for controlling the discussion, using a parking lot concept; off-topic items will be promptly recorded in a separate list for future processing by the appropriate team.

Identifying fits and gaps

As part of the fit gap process, LifeWorks will provide detailed information to demonstrate how our out-of-the-box (OOTB) solution meets a requirement, which will allow PEIA to confirm that the solution is a fit.

- If **PEIA agrees** on how the OOTB solution meets the requirement, then it will be deemed a fit.
- If **PEIA disagrees** on how the OOTB solution meets the requirement, then it will be deemed a **potential gap**. LifeWorks will provide solution options (alternatives on how the OOTB solution can answer PEIA's business need).

Table 8: Implementation: Gap identification process — terminology

| Term | A gap is: | A gap is not: |
|-------------------|---|---|
| Definition | <ul style="list-style-type: none"> • A difference in the interpretation of the requirement submitted as part of the RFP that generates a change in scope. • A requirement that is out of scope: as part of the discussions, we may identify items out of scope. We categorize these items as gaps, to be documented for joint approval and impact assessment. | <ul style="list-style-type: none"> • A decision that needs to be made by PEIA about a configurable setting. • A decision that needs to be taken by PEIA concerning a change in how a process/plan provision will be administered. • A requirement not currently available in the solution but already agreed to be in scope and part of the LifeWorks roadmap. |

Phase 3: Environment provisioning and deployment

Phase 3 of the project deals with the provisioning and deployment of the solution. For PEIA, our proposed approach is based on the system hosted on LifeWorks' Azure Cloud subscription.

During Phase 3 of the implementation project, we focus on:

- Environment definition and builds (production, testing, development, UAT, training), including the provisioning and deployment of the solution, which involves testing the automated deployment process, and confirming that the deployment is complete.
- The integration of the system with PEIA third-party products, which involves integration workshops.

Some Phase 3 activities run in parallel to Phase 4:

- Complete the UAT environment build before beginning the first UAT in Phase 4.

- Complete the UAT environment deployment before beginning the first UAT in Phase 4.

Solution environments

LifeWorks' environment design, build, maintenance, and deployment, approach is to engage and work jointly with PEIA's IT resources from day one until go-live and after. During architecture design activities (Phase 1), architecture design artifacts are jointly reviewed and updated. A first version of each artifact is prepared by LifeWorks architects, then jointly reviewed, and updated.

One of the artifacts that is jointly produced during the architecture design activities is the environment definition and promotion path artifact. LifeWorks and PEIA stakeholders will jointly define each environment, their purpose, who will be owner and users of the environment, the type of data it will hold, and the environment promotion path based on the type of release.

Once the environments and their purpose have been identified, the physical environment definition artifact will be created, in which the detailed specifications of each environment is defined. This artifact includes all the required information to automate the environment build process in Terraform scripts using an infrastructure as code approach.

Phase 4: Production

In parallel to the start of phase 3, we will begin the process for incremental deliveries of system functionalities. Each delivery will involve multiple segments; in turn, each segment will contain multiple intervals.

Each iteration of our production (phase 4) will follow a clearly defined process of planning, execution, and verification, leading to the delivery of expected functionalities. Project management, data conversion, and testing activities will be ongoing over the course of the segment/interval process.

The solution delivery process is incremental, with working software demos showing the actual progress of the project. This approach will mean greater project control by PEIA, transparency and visibility into the work completed, and reduced risks.

Project deliverables

The table below presents the proposed list of deliverables for each PEIA project phase.

Table 9: Implementation: Project management deliverables

| Project phase | Deliverable | Purpose |
|--|--------------------------------|---|
| Phase 1: Project initiation and planning | Updated project plan | Updated high-level view of project timeline and associated deliverables. |
| | Project charter | Summary of project scope to be delivered (in conjunction with the contract). |
| | Inventory of Phase 2 workshops | Listing of all workshops to take place in Phase 2 along with a confirmation of associated dates and required attendees. |

| Project phase | Deliverable | Purpose |
|---|--|---|
| | Project kick-off material | Project initiation material to officially kick off the project with the joint project team. |
| | RTM | All RFP requirements loaded in the traceability tool in preparation for the next phase. |
| Phase 2: Fit gap and design for gaps | RTM | Traceability tool updated with results from workshops. |
| | Gap documentation | If gaps are uncovered during a workshop, they are documented and submitted for PEIA review and final decision. |
| | Plan/business rules configuration document | Summary of how the plans and business rules will be configured in the next phase. |
| | Updated project plan, if needed | Updated project plan for Phases 3 and 4 delivery based on activities from Phases 1 and 2. |
| | Data conversion strategy | Summary of how data conversion activities will be held during the project and the associated split of responsibilities. |
| | Data conversion load | Establish data conversion process and test initial conversion scripts needed to populate the system with initial data and to enable Phase 4 activities. |
| Phase 3: Environment provisioning and deployment | Build environments | Build environments and test automated deployment process. UAT environment build completed before UAT starts, for UAT activities to take place. |
| | Cloud workbook | Audit and evaluate services and controls in place to prepare workbook for review and agreement by PEIA. |
| Phase 4: Build and deploy | Demo | Show progress on configuration work based on the scope planned for each interval. |
| | Testing strategy and test schedule | Summary of how testing activities will be held during the project and the associated split of responsibilities. |
| | Test cases | Get PEIA approval of test coverage that will be executed by LifeWorks and reused by PEIA during UAT. |
| | UAT training delivered | Train PEIA UAT members on how to use the solution for the purpose of executing UAT; begin to write desktop procedures. |
| | RTM approval | Following UAT execution, PEIA approves delivered requirements. |

| Project phase | Deliverable | Purpose |
|----------------------------|---|---|
| | Configuration documents | Final approval of configuration documents created during the segment and supporting the UAT configuration delivered. |
| | Data load and review of validation and reconciliation reports | Iterative data load to new solution to enable testing activities and data verification. Review of issues and total controls to certify conversion process. |
| | Build remaining environments | Complete infrastructure required to support all project and post go-live activities. |
| Phase 5: Production | Project go/no-go meetings (90-60-30 days) | Review project status and issues and approve continuation of project and scheduled go-live. |
| | End user training | PEIA trains end users on using the solution for ongoing activities. |

PEIA staff participation

Major tasks for PEIA resources focus on enabling our implementation team to advance the project. We make sure that PEIA's attention is centered on tasks that only you can perform, and we keep all others within our team (e.g., preparing meeting agendas, documenting meeting minutes and action items, preparing workshop material). For project tasks and activities for which LifeWorks is responsible (e.g., solution configuration, unit testing), PEIA's involvement will be at the "informed" level.

As part of our implementation process, we will prepare a resource plan that describes the level of specific active involvement required of PEIA during each project phase. This plan will include the number of positions required, roles, responsibilities, and prerequisite skills of PEIA staff members.

4.2.1.10. Ongoing Hosting and Support Services

The Vendor must provide the following on-going annual and support services after the Implementation of the system and warranty periods:

- Annual vendor hosting services (including routine upgrades to all hardware and related IT infrastructure, installation of operating system and security patches, HIPAA security compliance, full encrypted application and database backups nightly, defends against data loss, fraud, ransomware and critical system failures, disaster recovery services).
- Support Services to implement additional functional requirements, interfaces or reporting as requested by the Agency.
- Support Ticket Consulting Services to analyze and resolve support tickets entered by the Agency and categorized as low to critical.
- Training services to supplement implementation training or train new Agency staff or other entities.

Proposed hosting structure

We are proposing that Ariel EAS for PEIA reside in LifeWorks' U.S. Azure Cloud Subscription. Our deployment is a hybrid multi/single-tenant deployment where core benefit data is stored in a separate physical database file. The software runs on a shared subscription and virtual machines. The supporting audit, logging, documents, records, cases, and security data are stored in multi-tenant databases. Additional isolation is available if required or preferred by PEIA.

Maintenance and support services

LifeWorks maintenance and support plan is structured to allow for stable budgeting, while also offering PEIA the flexibility to choose where they would most benefit from LifeWorks resources. We offer the following services as part of our maintenance and support plan:

Table 10: Operations and maintenance support

| Maintenance services | Additional support services |
|---|---|
| <p>Services typical included as maintenance:</p> <ul style="list-style-type: none"> • Solution patches that includes fixes • Periodic updates to interest rate and government benefit tables • Updates to LifeWorks software documentation, including system documentation • Updates to online standard user guide • Release notes documenting new upgrade features • Telephone support <p>Notes that in addition to the above, the annual license includes:</p> <ul style="list-style-type: none"> • New system releases • Updates to the system to reflect legislation and taxation changes (as interpreted by LifeWorks industry experts) | <p>LifeWorks can provide additional support services for a pre-determined set of hours per annum. Services can include:</p> <ul style="list-style-type: none"> • Training for all enhancements and changes to the system and procedures post go-live • Additional general support tickets (i.e., not due to a system defect) • Analysis of Change Requests and Statements of Work as requested by PEIA • Updating PEIA-specific procedures and documentation • Creating ad hoc reports • Supporting PEIA with testing and new software releases, updates and fixes • Project management of tickets • Project management of maintenance releases |

We also have rigorous security safeguards at several levels to prevent against data loss and fraud. Our employees' laptops use full disk encryption with AES 256 bit using Microsoft bitlocker. USB ports are disabled by policy on all PCs so data cannot be copied to external devices and DLP monitoring for SIN and SSN is on email gateways.

Figure 3: Security safeguards



Policies with device statements regarding security and our standards for protecting data are covered in the Acceptable Use Policy, Information Security Policy and Standards, Mobile Communications Policy, Data Classification Policy, and Encryption Policy.

User training is covered in the Information Security Policy and Standards where training is required and tracked. In addition to data protection, we also have requirements for employee remote access and provide guidance with our Remote Access Policy.

Incident handling also plays a key role in our security program and the process to manage this is documented in the LifeWorks Data Incident Readiness and Response Protocol.

All policies can be made available to PEIA upon request.

4.2.2. Mandatory Project Requirements

The following mandatory requirements relate to the goals and objectives and must be met by the Vendor as a part of its submitted proposal. Vendor should describe how it will comply with the mandatory requirements and include any areas where its proposed solution exceeds the mandatory requirement. Failure to comply with mandatory requirements will lead to disqualification, but the approach/methodology that the vendor uses to comply, and areas where the mandatory requirements are exceeded, will be included in technical scores where appropriate. The mandatory project requirements are listed below.

4.2.2.1. System Requirements

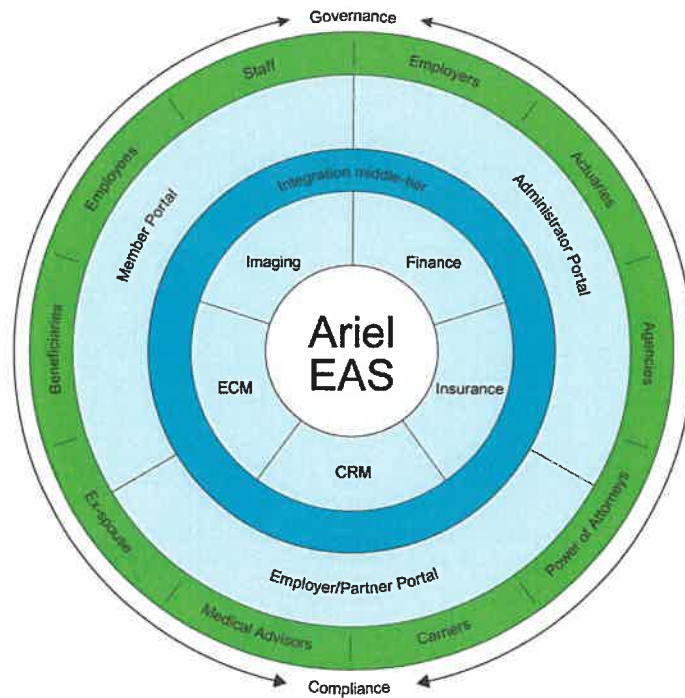
The following system functionality must be included in your solution.

- New member enrollment, open enrollment, special enrollment, and processing of insurance coverage termination.

- Centralized eligibility and enrollment module to maintain and apply Agency rules, view and maintain eligibility and enrollment data, and import/export eligibility and/or enrollment data as necessary to carriers and other entities.
- Centralized billing module to maintain current and historical premium rates, invoices, and payment records, calculate premium amounts, generate premium invoices, collect, apply, and reconcile invoice payments, and track open balances.
- Functions to support all required interfaces with supporting internal systems and external parties.
- Generation of Reports, Forms, and Letters, including ad hoc reporting capabilities.

With Ariel EAS, PEIA will be able to focus on your commitment to active members, retirees, and their dependents, knowing that all business capabilities, displayed in the diagram below, interoperate seamlessly. Most importantly, any action or interaction across the entire range of solution stakeholders is regulated by well-defined governance and compliance standards.

Figure 4: System module overview



Enrollment overview

Once established in Ariel EAS, new members are sent a secure link to the Member Portal and details about their login credentials. They are walked through the process to setup their password, password recovery questions, and gain access to the site. Members can update their password via a secure flow on any subsequent login to the system. Member logins can be configured to meet any security standard for complexity and lockout. We support two-factor authentication. SSO from PEIA's platform is also available.

Member enrollment

The member receives a communication (if the enrollment is triggered by data) and accesses the Member Portal or completes the enrollment they self-initiated. When the member arrives at the Member Portal, a call to action informs them of any outstanding tasks, such as completing the annual enrollment, a new hire event, submitting a required document, etc.

The enrollment includes only the benefits for which the member is eligible. They can only change benefits based on the plan rules for that type of event (e.g., only can change the impacted dependent and cannot change health plans). The appropriate rules, rates, and member attributes are used based on the effective date of those elements, and the effective date and type of event. The member is walked through the enrollment step-by-step. All aspects of the enrollment are validated at the time of entry so that a complete enrollment is a valid enrollment. Clear messaging makes the member aware of documentation requirements (e.g., dependent verification, evidence of insurability (EOI), waiting periods, imputed income, etc.) Event consistency rules are enforced as required for each event; for example, a birth event requires that a member add a newborn child and prevents them from changing other dependents.

During the first step, the member enters their dependents. The system will be configured with PEIA's dependent types. Dependents impacted by a QMCSO can be locked in (or out) of coverage by an administrator. This lock in/out capability allows members to use self-service without permission to change coverage for the impacted dependent. The system supports all rules around domestic partners and children, including the calculation of imputed income.

During the enrollment, the member elects their insurance benefits. They can also set insurance beneficiaries. All plan rules, including Section 125 rules, are enforced based on the type of event. Waiting periods are applied and clearly displayed as the member enrolls. Different benefits can have different waiting periods all within the same enrollment.

Within the Member Portal, the member can prepare for their enrollment and take advantage of the availability of rich content, read articles, view any PEIA documents about the plan, or watch video content created by PEIA.

If the event is retroactive over a plan change, the member will see the plans and rates in effect as of that date. There may be instances of "multiple concurrent events"; for example, where a retroactive

life event or new hire occurs during annual enrollment. The system will guide the member through completing these events chronologically, presenting the appropriate plans and rates for each event.

In the final step of the enrollment, the member sees an overall summary of their elections (including the resulting payroll deductions, waiting periods, coverage pending EOI, and other key information). The member is required to read and approve the electronic consent to submit the enrollment. Once submitted, the member will view a confirmation with required follow-up actions; for example, uploading dependent verification documents, submitting EOI, or downloading the COBRA rights notice.

Members do not need to complete the full event in one sitting. They can start the transaction and then return to it later without losing their work.

EOI process

Benefits are configured in Ariel EAS with the applicable tiers of coverage (e.g., volume user-entered, or limited to values from 50,000 to 250,000 in 50,000 increments) and an evidence-free maximum. Volumes over that maximum amount will trigger EOI requirements. Non-evidence maximums can be configured as event-specific; for example, a new hire can elect a greater volume evidence free on their initial enrollment but would be required to provide EOI for that same amount elected during a life event.

EOI requirements are evaluated during enrollment. When the member selects a value that requires evidence, an on-screen message notifies the member of the need to provide supporting information to be covered beyond the evidence-free amounts. Excess insurance is pended until it is approved.

Employer billing

The Ariel EAS billing management solution includes entity/employer billing, direct billing to individuals, and premium billing.

Ariel EAS performs all premium calculations in real time, calculating retroactive adjustments accurately and in detail. Adjustments will be calculated any time an attribute impacting a premium is adjusted; for example, a retroactive coverage change, a change to a member attribute impacting premium (e.g., salary change), a change in plan configuration, etc. These changes trigger the recalculation of premiums from the effective date and post these changes. The adjustments consider any premium previously charged, calculate the new premium due, and post the transaction accordingly so that only the change (whether a charge or a credit) is due.

One-time adjustments are calculated when the transaction occurs and posted as pending to the billing module. When the scheduler or user runs the billing process, recurring premiums are calculated and posted, any pending adjustments are posted, and pending credits may be applied. The generated transactions will include:

- Billing of employer contributions
- Billing (or payroll deductions) for member contributions

- Calculation of carrier premiums
- Other transaction costs (e.g., administrative fees) as configured

Coordination of benefits

Ariel EAS can manage various forms of coordination between family members, where spouses or dependents may also be covered under the plan:

- Ariel EAS can keep track of dependents who are offered coverage as an eligible member through PEIA plans. Rules can be applied to prevent coverage as both a member and dependent. These rules can vary; for example, prohibiting medical coverage as a dependent but allowing for other forms of dual coverage.
- Ariel EAS can manage spousal attestations. Attestations commonly require the member to declare that a spouse is not eligible for coverage under their employers' health plan. If they are, rules can prohibit the spouse from having coverage or calculate a spousal surcharge.

Active and passive enrollments

Ariel EAS supports both passive and active enrollments. Most public agencies implement a passive approach to annual enrollment, where members are not required to visit the Member Portal to retain coverage. Rules (as defined by PEIA) will be applied to passive enrollments, such as resetting spending accounts to zero if the member did not actively enroll and elect a contribution. Active enrollments would require all members to re-enroll in order to retain coverage. These enrollments can be implemented when needed, most often when there is a major plan design change, the onboarding of a new employer, or a special enrollment. The actions taken for non-enrolling members would be configured to PEIA requirements.

Dynamic reporting

Ariel EAS includes administrator and employer dashboards to provide convenient access to information. Users can access their web-based personalized dashboards to conduct "drill-down" analysis into the underlying data. Additionally, they can develop ad hoc reports based on a library of prebuilt objects, eliminating the need to learn the underlying database structure. Reports can be reorganized, columns added/removed, summarized, grouped, sorted and then saved to the user's personal library.

Ariel EAS offers reporting capabilities divided into two main categories: operational and analytical.

Operational reporting

Operational reporting includes all reports and queries that require real-time or near real-time data to support day-to-day operations, such as:

- Pre-defined reports with limited customization
- Ad hoc filtering via a dataset selection UI prior to running the reports for list production
- Real-time dashboards
- Management operational dashboards

To support this capability, Ariel EAS includes a layer of integrated database views that present a unified business logical data model, which can be queried through pre-defined reports or through ad hoc query tools. This abstraction view layer isolates the domain model from its multi-database implementation and from frequent changes. We designed the model so that it can extend to cover other data sources; however, this is not usually for operational reporting, as it targets data known to the application.



Time-critical queries and reports, typically issued by workflows as they handle business functions, are executed against production databases to guarantee data accuracy. They are designed so that they do not negatively impact performance.

Ariel EAS also includes a dedicated database server that hosts near real-time replicas of production databases. It offers the same unified business domain model and it typically is used to execute custom user queries and reports that could otherwise impact production performance. This also serves as the main source of data for data marts.

Analytical reporting

Ariel EAS provides PEIA with access to powerful web-based business intelligence (BI) tools from Logi Analytics. PEIA can develop personalized dashboards that allow “drill-down” into the underlying data to create their own reports list for ad hoc reporting purposes. Users can select from a library of reports — each report has its own set of customizable parameters that can be saved to a user’s personal library. Users build the reports from an inventory of reporting objects and templates, eliminating the need to learn the database schema and ensuring that the underlying queries are accurate and efficient.

4.2.2.2. Project Implementation Requirements

The Vendor must provide the following services as a part of their contract:

- Full implementation of the new solution (including as-built documentation of system design, database models, system configurations, and customizations).
- Any and all necessary software customizations to meet business and functionality requirements.
- Support the execution of all processes required in accordance with legislation, governing board policies, etc.
- Thorough testing and quality assurance of the entire solution.
- A warranty that starts with the rollout of the first functional capability and concludes, at a minimum, 12 months after the rollout of the final capability.
- Ongoing software support for the new system during the implementation and during the warranty period as provided herein.

- Training for system users (including employers), and administrators (but not participants or retirees).
- Agency-specific manuals and documentation for system users (including employers), administrators, and developers.

Confirmed. LifeWorks describes in detail how we provide these services earlier in our response in items 4.2.1.6 and 4.2.1.9. LifeWorks agrees to the requested 12-month warranty.

4.2.2.3. Security and Privacy Requirements

The following security requirements must be included in your solution:

- Security and Audit capabilities that satisfy 2(c)(15) of the National Institute of Standards and Technology (NIST) Act and HIPAA EDI, Privacy and Security regulations as well as HITECH's Safe Harbor Provision.
- Controlled, role-based access and functionality.
- Full data audit trail including what, who, when (system timestamp) sufficient to satisfy HIPAA Privacy and Security regulations.
- Password management capabilities that encompass NIST password guidelines and best practices.
- Database encryption at rest and encrypted remote connection channels.
- All client data must be stored in the contiguous 48 United States.

Security certifications

Our BAS solution for PEIA proposes deployment in LifeWorks' U.S. Azure Cloud, which extends LifeWorks corporate infrastructure, and is FedRAMP High certified. Leveraging this option, PEIA inherently will access the elasticity and scalability of the cloud and its superior backup capabilities, along with Microsoft's expertise providing a FedRAMP High certification. A list of Azure's compliance program can be found at <https://azure.microsoft.com/en-ca/overview/trusted-cloud/compliance/>. A review of NIST 800-53 and other relevant security standards and legislation requirements will be conducted to ensure compliance in the context of PEIA's implementation.

Azure security policies are in place on all Azure hosted infrastructure to enforce NIST 800-53 controls, HIPAA, and CIS standards, on workloads supporting the application. Our environments are configured to leverage storage-level encryption by default to protect data at rest. Additional encryption layers are available to encrypt sensitive information fields.

In addition, Lifeworks uses an external auditor to conduct a comprehensive HIPAA assessment biannually and employs external auditors to provide impartial assessments of our system, practices, and controls in the form of an SOC 2 Report. These SOC 2 audits are conducted annually in accordance with the standards established by the American Institute of Certified Public Accountants (AICPA) for audits of controls at a service organization. We also require all employees to undergo mandatory HIPAA training.

HIPAA EDI compliance

All our systems, including Ariel EAS, are in compliance with all current HIPAA regulations. All file transmissions are secured. We require that the file, protocol, or both be encrypted. Most file exchanges occur through either secure FTP or FTP with PGP encryption. Remote access requires two-factor authentication. Web access uses SSL to protect information in transit for each user's session and laptops also have full disk encryption using AES 256-bit at rest. All SSL keys are generated using 2048-bit keys. The system, via Actian Data Connect, uses the required ANSI X12N EDI formats for all vendor eligibility reporting. The HIPAA 834 serves as the basis for most new carrier interfaces. In addition, we have implemented the appropriate systems security controls in accordance with HIPAA privacy regulations.

Role-based security

Ariel EAS will implement a highly configurable, role-based, security model or architecture for both PEIA internal users and external users (members, employers, and business partners). A security role defines the subset of functions and data that a user will have access to. Security roles can be configured to give very narrow or broad access to solution resources, enabling the system to support a wide range of security requirements.

File integrity monitoring, host intrusion prevention system, and logging to a central repository will enable alerts of attempted unauthorized changes in the environment.

Ariel EAS has a multi-faced security approach, with focus on:

- Protection and prevention through perimeter defenses and user access management
- Detect and monitoring through third-party products, such as Guardium and NetSparker
- Policy testing and refinement through regular testing of procedures, security training

Audit trail

All changes in Ariel EAS are logged. Transactional data is never altered; if an adjustment is required to a posted invoice, payment, or enrollment then a distinct adjustment transaction must be made to make that change. The date/time of the change and user (or process) making the change are recorded on the transaction. Similarly, any attribute changes to members, employers or other objects have their before and after values recorded, the person (or process, such as a file) making the change, and the appropriate date/time stamps.

Ariel EAS implements extensive logging throughout the BAS to ensure a complete audit trail of transactional changes to data, facilitate application audits, and support performance management and troubleshooting. Transactional and workflow processes ensure that every aspect of the change or process is documented and time-stamped. Proprietary application monitoring tools produce logs that, along with logs from third-party monitoring tools provide teams with the information needed for ongoing support and maintenance. Log consolidation, using built-in or third-party tools, facilitates management.

All data is date stamped and locked for internal/external audit controls upon load and data consolidation. All these logs are available to both standard audit reports as well as any ad hoc reports, dashboards, or other custom reports and queries. Data can be exported for use in audits.

Password security

In addition to leveraging Active Directory, Ariel EAS comes with its own identity provider and authentication service (Ariel Security), which can be federated with another identity provider service(s) that PEIA already may have in place for your employer and member populations. Ariel Security was designed and can be configured to support the most common authentication methods (single factor or two-factor authentication using SMS, emails, security questions, source IP, etc.), identity and password-management functions (reset, change, security questions, auto-registration, etc.), and password complexity policies.

Access controls are implemented in both the application and database tiers to restrict access to authorized personnel only.

Database encryption and remote access

Ariel EAS database and data backups are encrypted. All solution components will be guarded behind Azure intrinsic Palo Alto firewalls. Data—even at rest—on all the isolated systems/environments will automatically gain the mature security posture of unnecessary exposure to any public facing endpoints with encrypted data in transit or in storage. In addition, the intelligence of the Azure Security Grid in combination of enabling the powerful Security Center to assess analytics and patterns to extinguish threats to all systems will be leveraged.

Remote access also use encryption. Passwords are always hashed in a one-way format, with accounts in Microsoft AD to authenticate.

Data storage

LifeWorks' proposed BAS, Ariel EAS, will be deployed in Microsoft Azure's U.S. Cloud, a FedRAMP High certified cloud environment. Both the primary and DR Azure region will be located in the U.S. All application data, live and backup, will remain in the U.S. Some third parties are required to perform portions of the security program (e.g., SOC audits, penetration testing); however, these situations are limited to where the independence of the third party is a necessary control within that security process. All other aspects of security maintenance, monitoring, and governance are managed by LifeWorks.

Both the primary and disaster recovery Azure region will be located in the U.S. All application data, live and backup, will remain in the U.S.

4.2.2.4. Required Deliverables

The vendor must provide the Implementation Plan and Schedule as agreed upon by both parties at the beginning of the project.

The Implementation Plan and Schedule must have its own deliverable expectation document (DED), which is itself a deliverable. The Agency shall have the right as described in the contract to review and test, as applicable, the deliverable.

The Agency must have a minimum of eight (8) full business days to review the Implementation Plan and Schedule or updates to the document that require acceptance. The Agency will be granted extensions if the Vendor submits documents that the Agency deems as particularly lengthy.

LifeWorks will provide an updated implementation plan and schedule including a deliverable expectation document (DED) to be agreed upon by both parties at the beginning of the project. For the purposes of this RFP, we have included a preliminary implementation plan in **Exhibit A**.

4.2.2.5. Data Conversion and Migration

The Vendor must include the migration of necessary legacy data into the Vendor's benefits administration system database as part of this project. The data conversion will be a major collaborative effort between all parties; it is therefore important that the Vendor account for this critical sub- project in the Implementation Plan and allocate sufficient hours for this activity. The Vendor will work with the Agency to develop a data conversion strategy and plan to manage the data conversion activities. In addition, the Vendor will be responsible for participating in analysis of the legacy data to develop data maps for the new system and working with the Agency to migrate the legacy data to the target system and test the converted data.

Data conversion approach

LifeWorks uses an agile, iterative, and incremental data conversion approach. Data conversion activities start in Phase 2 of the implementation project and continue up to project completion. We use best practices, reusable processes supported by automated scripts, and advanced tools built by data specialists and improved over many years. We use the three-layer business approach, where each iterative and incremental ETL segment-interval will extract, transform, and load more data to the target test environments. Below is a summary of the steps involved.

- Extract to landing zone.
 - Extract raw data as is from legacy systems.
 - Move extracted raw data to SQL format (no transformation, but anonymization when required) to facilitate mapping transformation in the next steps.
- Transform within stage area.
 - Move and map data from landing zone to staging format.
 - Prepare and validate data for target load.
- Load to target destination.
 - Load data from staging format to target systems.

LifeWorks data conversion approach has been used successfully to convert thousands of plans and all types of member records. It not only balances and reconciles data between legacy environments and our system, but also helps clients to validate the required legacy systems data, which provides an opportunity to enhance data quality.

Data conversion process

LifeWorks overall data conversion process involves four types of activities: planning, mapping, cleansing, and loading.

1. **Data conversion planning** takes place during the initial phase of the implementation project. The result is a complete data conversion strategy, including a detailed schedule of all data conversion activities and milestones, roles and responsibilities, distribution of resources, and audit and reconciliation requirements. The plan is agile and adjusted as needed over the course of the project.
2. **Data mapping** involves detailing and documenting business requirements in collaboration with client data analysts. Data needs are analyzed based on plan requirements. The goal is to use a staging area, common data repository (CDR), as a pivot point to facilitate data transfer from legacy data sources to the new solution. Once data is transferred to the staging environment, it can be validated and transferred to the target destination using standard automated scripts and advanced tools. While this step is fully automated, executed, and reconciled by LifeWorks, PEIA will be responsible for creating the extraction process from legacy data sources and for providing the necessary data to LifeWorks. We expect PEIA to be involved in identifying and extracting the appropriate data sources and moving them to staging environment format.
3. **Data cleansing** starts as soon as data is available in the staging format. We gauge the quality and completeness of data (using data validation and data metric tools/reports), so that issues can be resolved before the actual data transfer to production databases. This will help PEIA in planning and prioritizing clean-up activities, while allowing us to access datasets for testing purposes. Once transferred to staging format, data quality is analyzed, and issues are identified. If required, LifeWorks and PEIA will establish a data clean-up strategy and determine the order for data corrections considering volume and impact on other project streams. Note that not all data issues require clean up before go-live. As part of data cleansing, we can identify critical data issues versus issues that can be addressed post go-live.
4. **Data loading** consists of test loads, UAT environment preparation, and ultimately, is part of implementation go-live. The objective is to feed the solution with clean and up-to-date data. It involves simulating the entire load procedure under real-life conditions and loading data at go-live. LifeWorks data conversion tools and reports include a standard validation tool, which provides an opportunity to enhance data quality (more than 250 standard data validations to be run on the CDR format).

These activities will allow PEIA and LifeWorks to extract data from the current BAS to the Landing Zone1, the Staging Area1, and finally, the Target Destination1, with always more and more data (data integrity and completeness) and better quality. We have a full set of tools and templates to perform these activities:

- Template documents for legacy to staging format specifications

- Staging load tool: tool available for PEIA to help move legacy raw data to staging format using T-SQL scripting
- Staging format data dictionary: HTML documentation with detailed description of each table and column of the expected staging format
- Data validation tool: tool to validate data and to create reports and graphs exposing issues and data quality evolution
- Control total tool: business statistics metrics (more than 150 statistic metrics) to balance and reconcile business metrics on legacy data, staging format, and target destination.
- Data conversion status report: analytics around data conversion quality and integrity completeness
- Criteria tool to identify a representative sample population, set up a benchmark, and follow detailed data quality evolution, integrity, and completeness (detailed regression testing and controls) for a representative set of members

LifeWorks specializes in working with complex benefit data environments. Our data specialists make sure that data priorities are aligned with other PEIA project streams' data needs.

4.2.2.6. Agency Policies

The Vendor agrees to adhere to all Agency standards, policies, and procedures while on-site at the Agency and in all work performed with and for the Agency. Any exceptions to this statement must be cleared, in writing, by the Agency. The signed Business Associate Agreement ("BAA") will supersede any of the vendor's existing policies and practices.

LifeWorks can agree to adhere to its corporate standards, policies and procedures, which comply with various requirements in jurisdictions around the world.

4.2.2.7. Data Management and HIPAA BAA Addendums

Vendor must sign the attached Data Management Addendum (Appendix 3) and the HIPAA Business Associate Addendum (Appendix 4) prior to contract award.

LifeWorks has reviewed the Data Management Addendum and the HPAA Business Associate Addendum and acknowledges this requirement. We have noted areas we'd like the option to discuss with PEIA in Table 1: Exceptions, Clarifications and Proposed Modifications prior to signature.

4.3. Qualifications and Experience

Vendor should provide information and documentation regarding its qualifications and experience in providing services or solving problems similar to those requested in this RFP. Information and documentation should include, but is not limited to, copies of any staff certifications or degrees applicable to this project, proposed staffing plans, descriptions of past projects completed (descriptions should include the location of the project, project manager name and contact information, type of project, and what the project goals and objectives where and how they were met.), references for prior

projects, and any other information that vendor deems relevant to the items identified as desirable or mandatory below.

4.3.1. Qualification and Experience Information

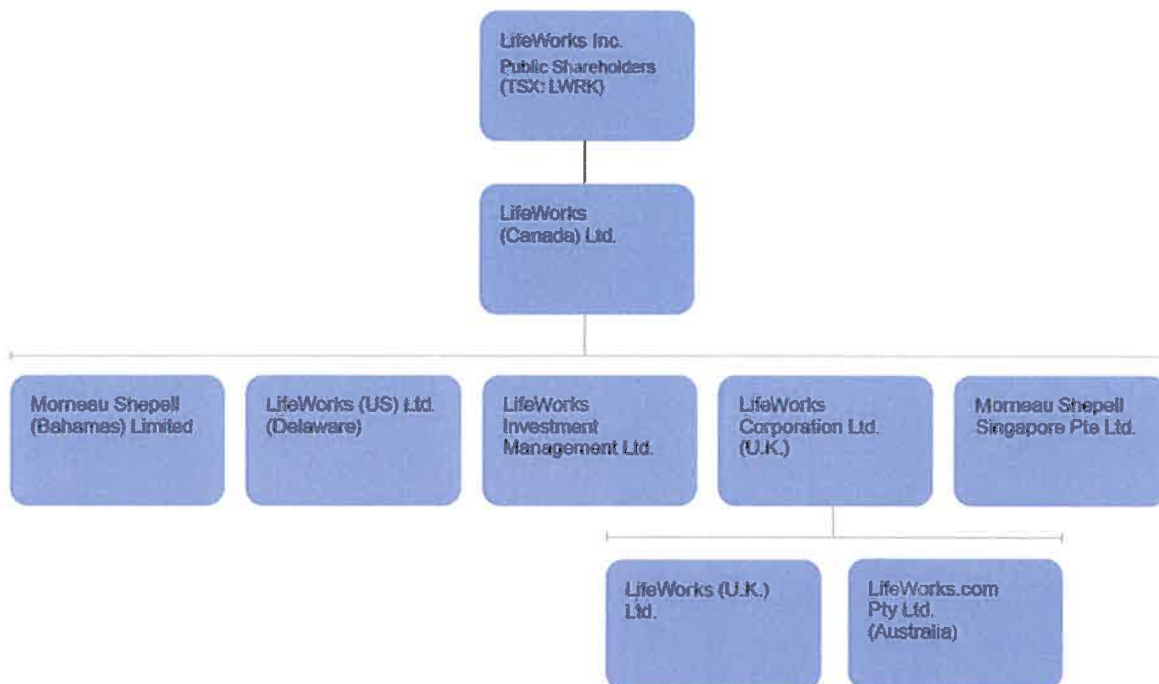
Vendor should describe in its proposal how it meets the desirable qualification and experience requirements listed below.

4.3.1.1. Describe fully your organization's corporate or other business entity structure, including the state of incorporation or formation and list any controlling stockholders, officers, directors, general partners, members, managers, etc.

Ownership

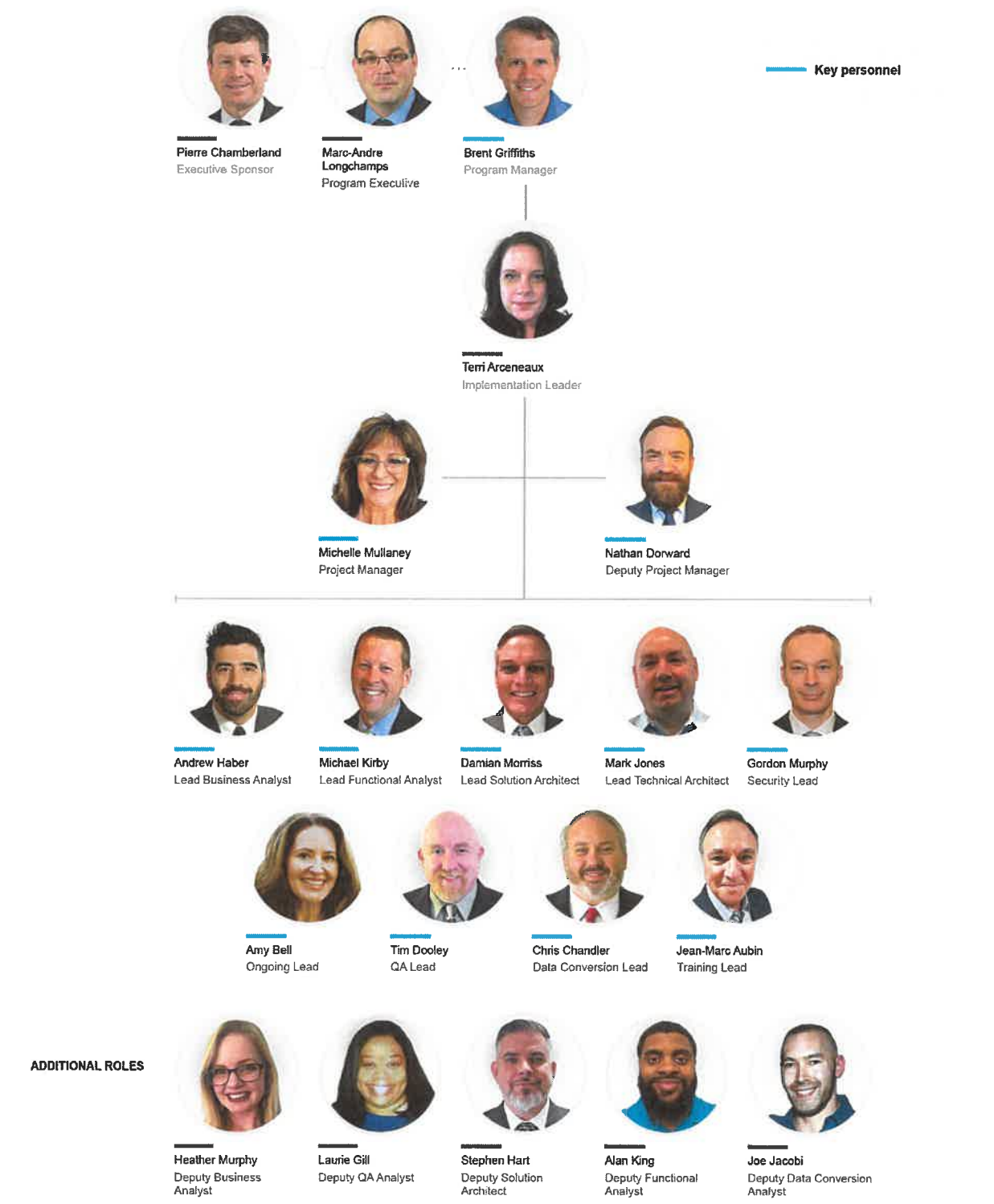
All of our U.S. operations are part of the business entity LifeWorks (US) Ltd. incorporated on June 16, 1994, under the laws of the State of Delaware. LifeWorks (US) Ltd. is a wholly owned subsidiary of LifeWorks (Canada) Ltd., a company fully owned by LifeWorks Inc. which is a publicly-traded company on the Toronto Stock Exchange (TSX :LWRK) and operates under the trade name *LifeWorks*. As a public company, our shares are held by the general public, institutions and our employees.

Figure 5: LifeWorks ownership structure



4.3.1.2. Attach an organizational chart showing principal officers, directors, general partners, members, managers and staff members who will be associated with providing services related to this RFP.

Figure 6: LifeWorks proposed PEIA team



4.3.1.3. What year was your organization established? Is your organization a subsidiary or affiliate of another organization?

LifeWorks, formerly Morneau Shepell, originally was founded in 1966 under the name W.F. Morneau & Associates. All of our U.S. operations are part of the business entity LifeWorks (US) Ltd. incorporated on June 16, 1994 under the laws of the State of Delaware. LifeWorks (US) Ltd. is a wholly owned subsidiary of LifeWorks (Canada) Ltd., a company fully owned by LifeWorks Inc. and operates under the trade name *LifeWorks*.

4.3.1.4. Describe any acquisitions and/or mergers or other material developments (e.g., changes in ownership, key personnel, etc.) pending now or that occurred in the past five (5) years with your organization. Disclose any potential mergers or acquisitions that have been recently discussed by senior officials and could potentially take place within three (3) years after the Contract starts.

LifeWorks has engaged in a number of strategic business acquisitions over the years that have enhanced our service offerings. In 2019, our Administration Solutions line of business acquired Mercer's U.S. large market Health and Pension plan administration. We will continue to pursue further business transactions to expand our capacity to service our clients when such opportunities present themselves. As a publicly traded company we are not permitted to share information about potential future company changes.

4.3.1.5. List any relevant websites for your organization and its offerings.

Please find an overview of the services LifeWorks offers at <https://us.lifeworks.com/>.

4.3.1.6. Indicate the size of your organization's book of business.

LifeWorks Administrative Solutions LOB, which focuses on benefits and pension technology and services, has over 20 clients equal to or greater in membership size than PEIA.

4.3.1.7. Provide detailed and specific information regarding all situations where your organization has been investigated, cited, or threatened with a citation or disciplinary action, by any state or federal regulatory agency within the last five (5) calendar years. Provide a detailed description of any litigation. The response must include all such situations including the date such action was initiated and how the matter was resolved.

On December 9, 2021, LifeWorks received notification from Kansas Insurance Department that an Annual Report due July 1, 2021, as required by K.S.A. 40-3814, failed to be submitted in a timely manner, therefore a monetary penalty of \$1,000 was issued. The penalty has since been paid and the administrator license for the State of Kansas, as well as, all other applicable states remains active.

4.3.1.7.1. Has your organization been subject to any litigation alleging breach of contract, fraud, breach of fiduciary duty, or other willful or negligent misconduct? If so, provide details including dates and outcomes.

Like any large organization, we are subject to various legal claims at any given time, however, none of these would in any way impact on LifeWorks' ability to deliver the services requested in this RFP.

4.3.1.7.2. Provide certification that your organization has not been in bankruptcy and/or receivership within the last five (5) calendar years.

LifeWorks has provided a letter of certification from our corporate secretary in **Exhibit B**.

4.3.1.8. Provide a statement as to the extent to which your organization can perform the proposed Services using only present staff and computer equipment/software/technology, and the extent to which additional resources will be needed and how that will be addressed.

LifeWorks will be able to perform the proposed services using our present staff and equipment and scale as needed without interruption to services.

Financial strength, stability, and revenue growth

LifeWorks has retained profits in every year since its inception in 1966. For the year ended 2021, our revenue was \$1.02 billion. For the year ended 2020, our revenue was \$979.2 million. Our firm operates with strong fiscal responsibility and best practices in governance and due diligence, which has placed us in a position of financial stability regardless of market cycles over the years. We have historically grown organically at 6%-15% per year, and cash flow from operations has been sufficient to fund investments in people, technology, and capital expenditures to support that growth and to pay a substantial dividend to our shareholders.

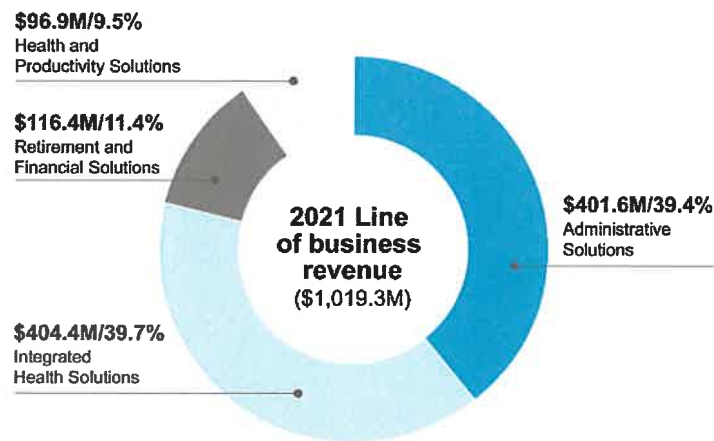
Strategic long-term focus

Strategically, benefits administration solutions and services are a core business of LifeWorks. We believe there will continue to be a significant demand for this technology and related services, and we are committed to maintaining a leadership position in the market.

LifeWorks' desire to retain market leadership in the design and delivery of technology-enabled benefits administration, and support services delivered through our experienced teams, and to accelerate growth in the U.S. are key factors in our long-term strategy for business development. In short, LifeWorks is expecting continued revenue growth in the future, while maintaining our disciplined focus on profitability growth and margin improvements.

Our Administrative Solutions practice is responsible for all benefits management solutions and services, accounting for approximately 40% of LifeWorks' overall annual revenue. The figure below provides a breakdown of our 2021 revenues by line of business.

Figure 7: Breakdown of LifeWorks' 2021 revenues



4.3.1.9. Submit information regarding your organization's past contract performance. Include specific detailed information regarding the following:

4.3.1.9.1. All situations where your organization has defaulted on a contract.

LifeWorks Administrative Solutions LOB has not defaulted on a contract.

4.3.1.9.2. All litigation involving your organization regarding contracts.

Like any large organization, we are subject to various legal claims at any given time, however, none of these would in any way impact LifeWorks' ability to deliver the services requested in this RFP.

4.3.1.9.3. All situations where a contract has been canceled or where a contract was not renewed due to alleged fault on the part of your organization.

LifeWorks Administrative Solutions LOB has not had a contract cancelled or not renewed due to and alleged fault on the part of our organization.

4.3.1.10. Describe in detail the computer and data processing facilities your organization currently uses (owned or otherwise used) and would make available. Include a description of any mainframe, network structures, vendor hosted or cloud solutions that you will use for providing the Services.

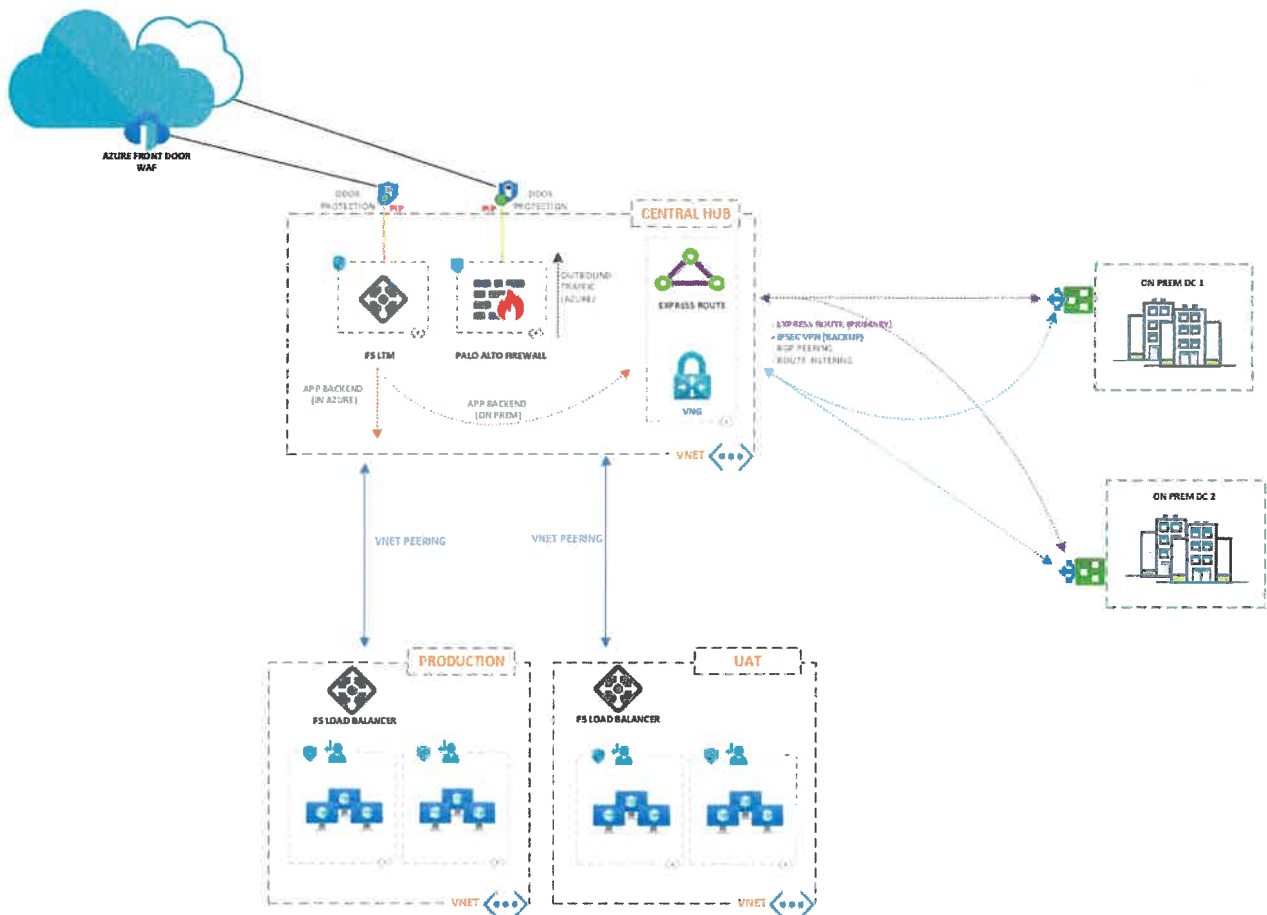
Infrastructure services

Infrastructure services include all Cloud resources, physical and virtual servers, network, SAN Storage, and data center services required by the solution. All solution components were designed to run on commodity servers (physical or virtual) on premise or in the cloud. No particular suppliers are mandated at this level.

Our BAS solution for PEIA proposes deployment on the Microsoft Azure Cloud infrastructure. This meets the requisite FedRAMP High standards for your solution.

Since Ariel EAS will be hosted in Azure, our approach is to leverage backup, recovery, failover, and monitoring capabilities provided and integrated in Azure. Active Site Recovery is used for site resiliency, Azure Backup is used for Servers, Data, and SQL Backups. Azure Monitor is used to monitor the application availability and health.

Figure 8: Azure data center architecture



4.3.1.11. What additional computer or other resources would your organization need to acquire in order to provide the Services, if any?

The following software licenses will need to be acquired:

Table 11: System: additional software

| Component | Provider | Purpose |
|---------------|-----------|---|
| SharePoint | Microsoft | To store and audit changes to documents received and generated by the system. |
| Total Agility | Kofax | To image and index incoming documents by leveraging OCR technology when possible. |
| SiteFinity | Telerik | To store and maintain the portals' content and configuration information; to store and maintain |

| Component | Provider | Purpose |
|----------------|----------------|--|
| | | knowledge articles designed to help the plan administrator in day-to-day activities. |
| XpertDoc | XpertDoc | To develop, maintain, edit and generate templates in the system. |
| Logi XML | Logi Analytics | To develop ad hoc reports, data extracts, custom dashboards, advanced analytics. |
| Data Connect | Action | Extract-transform-load (ETL) and EDI tools used to integrate with insurance carriers or any custom extracts. |
| Workflow | Camunda | To optimize workflow automation allowing users to execute workflow tasks assigned to them. |
| ACA Technology | Health e(fx) | To orchestrate ACA reporting. |

4.3.1.12. Provide a copy of your organization's standard agreement concerning employee confidentiality and intellectual property rights. Does the Vendor agree that all work products developed by them as part of the Services described in this RFP (e.g., all written reports, drafts, presentations, data, and meeting materials, etc.) shall become the property of the Agency?

LifeWorks is not permitted to share our Confidential Information Policy when it is subject to public view. We will provide contact information when required in a format that is not subject to public view.

LifeWorks agrees that work product developed exclusively for PEIA will become the property of PEIA.

4.3.1.13. Confirm that all employees who will work on the Agency's project will have signed your organization's confidentiality and intellectual property right agreement.

Confirmed. Corporate and compliance training is a requirement for all new hires and all LifeWorks employees must update and maintain this mandatory training on an annual basis. Training and review seminars are conducted annually. Training is provided using an online tool through a third-party vendor, Percipio. At the end of each course, employees are required to pass a test following each training module. Once passed, a certificate is issued for each module acknowledging the employees' completion and adherence to that policy. Completion rates are tracked within the Percipio tool and followed up on by senior leadership.

Additionally, LifeWorks has and maintains an official Code of Business Conduct and Ethics (the Code). All employees of LifeWorks review and acknowledge acceptance of this code upon hire and on an annual basis. This mandatory review includes a questionnaire that every employee must complete successfully. This acceptance is captured electronically and stored in our system. You can view our Code of Business Conduct & Ethics by visiting www.lifeworks.com under "Governance" in the "For Investors" section.

4.3.1.14. Describe and provide examples of the training your organization's employees have received concerning handling of a client's confidential information and protected health information.

LifeWorks' security awareness and incident response training is a requirement for all new hires. Additionally, the security team has Certified Information Systems Security Professionals (CISSP) on staff. CISSP certification is the most globally recognized standard of achievement in the industry and was the first information security credential to meet the strict conditions of ISO/IEC Standard 17024.























All LifeWorks employees must complete mandatory trainings of privacy and security policies as an internal company mandate. This mandatory training also is updated and repeated on an annual basis. The two courses that must be completed by our all of our employees are:

- Enterprise Training: Employee Privacy Responsibilities Training
- Enterprise Training: Security Awareness and Incident Response Training

Privacy training and review seminars are conducted annually. Privacy and security training provided using an online tool through a vendor. The tool includes quizzes and completion rates are tracked and followed up on by senior leadership.

The figure below shows examples of mandatory compliance courses completed.

Figure 9: Compliance training

| Compliance History | | Search Compliance History | | |
|--|--------------------|---------------------------|-------------|---|
| Content | Type | Completed | | |
|  Harassment Prevention for US Employees – Office 1 | Web-based Training | Nov 24, 2021 | Certificate |  |
|  COMPLIANCE SHORT: Social Media and Electronic Communications | Web-based Training | Oct 07, 2021 | Certificate |  |
|  2021 Code of Conduct Training and Attestation | Learning Program | Sep 10, 2021 | Certificate |  |
|  Data Protection Short: Using Mobile Devices Securely | Web-based Training | Aug 19, 2021 | Certificate |  |
|  Data Protection Basics Unit 1 - Why Privacy Matters | Web-based Training | Jul 20, 2021 | Certificate |  |
|  COMPLIANCE SHORT: Privacy and Information Security | Web-based Training | Jun 17, 2021 | Certificate |  |
|  COMPLIANCE SHORT: Privacy and Information Security 2 | Web-based Training | Jun 17, 2021 | Certificate |  |
|  COMPLIANCE SHORT: Cybersecurity | Web-based Training | Apr 09, 2021 | Certificate |  |
|  COMPLIANCE SHORT: Cybersecurity 2 | Web-based Training | Apr 09, 2021 | Certificate |  |
|  HIPAA for Non-Medical Employers | Web-based Training | Apr 09, 2021 | Certificate |  |
|  COMPLIANCE SHORT: Anti-bribery2 | Web-based Training | Mar 04, 2021 | Certificate |  |

4.3.1.15. Do your organizational privacy and security policies meet the Administrative Safeguards provisions of the HIPAA Security Rule (for reference: <https://www.hhs.gov/hipaa/for-professionals/security/laws-regulations/index.html>)? Provide copies of your policies.

All LifeWorks systems, including our proposed BAS, Ariel EAS, are in compliance with all current HIPAA regulations. All file transmissions are secured. We require that the file, protocol, or both be encrypted. Most file exchanges occur through either secure FTP or FTP with PGP encryption. We use the required ANSI x.12 EDI formats for all vendor eligibility reporting. The HIPAA 834 serves as

the basis for most new carrier interfaces. In addition, we have implemented the appropriate systems security controls in accordance with HIPAA privacy regulations.

LifeWorks is in full compliance with security standards to secure personal and protected information from inappropriate intrusion or disclosure. We have established, on behalf of our clients, appropriate administrative, technical, and physical safeguards to prevent PHI (including electronic PHI) from intentionally or unintentionally being used or disclosed in violation of HIPAA requirements. Administrative safeguards include measures to manage security, including a disaster recovery plan. Technical safeguards include limiting access to information by creating computer firewalls and protecting PHI when it is transmitted electronically. Firewalls ensure that only authorized members of our team have access to the minimal amount of PHI necessary for performing administrative functions, and that they do not further use or disclose PHI in violation of HIPAA. We also undergo a regular system security assessment.

LifeWorks Privacy Policy can be found at <https://lifeworks.com/en/privacy-policy>.

LifeWorks is not permitted to share our Information Security Policy and Standards when it is subject to public view. We will provide contact information when required in a format that is not subject to public view.

4.3.1.16. Provide a copy of the organization's privacy policies and a copy of the organization's Breach Response Plan. Have you received external or independent certification regarding your HIPAA compliance?

Lifeworks uses an external auditor to conduct a comprehensive HIPAA assessment biannually. In addition to this assessment, a SOC 2 audit is conducted annually by KMPG LLP that takes into account HIPAA compliance. We also require all employees to undergo mandatory HIPAA training.

LifeWorks follows a documented incident response plan that includes the following steps for handling a security incident: protection of the system, identification of the problem, containment of the problem, eradication of the problem, recovering from the incident and follow-up analysis. For any data breach, the client is notified by the program manager. The incident is escalated to upper management. Each reported breach is investigated by the corporate incident response team (CIRT) to determine its root cause, and the degree it compromised security. The CIRT is involved in any attack that denies access to or disrupts the information systems or poses a financial risk to us and our clients.

At times, we are notified of issues by plan members that notify our service center. The representatives then commence the process of notifying our help desk. Clients always can escalate issues through the program manager, other service team members, or executive sponsor. Internally, we manage escalations in two ways. First, if immediate attention is required, the program manager has a direct line to the IT support team. Second, if immediate attention is not required there is a biweekly meeting to discuss client escalations between the business, IT support, and possibly corporate/human resource teams. Within LifeWorks, escalation for security incidents

follows an established process to include appropriate levels of management depending on the nature of the incident.

For any incident, the client will be notified by LifeWorks' program manager. The incident will have a preliminary estimate performed and depending on key criteria (scope of the incident), the incident will be escalated to upper management. Based on the information available, a decision is taken or additional information is solicited. A decision is then communicated to the various teams and required plans are put into action. The scope could include the following variables (people/department impacted; business/systems affected; access to building; security concerns; potential length of crisis).

LifeWorks is not permitted to share our Data Incident Readiness and Response Protocol when it is subject to public view. We will provide this information when required in a format that is not subject to public view. LifeWorks Privacy Policy can be found at <https://lifeworks.com/en/privacy-policy>.

4.3.1.17. Provide a copy of the organization's Notice of Privacy Practices, paper and electronic.

LifeWorks' Notice of Privacy Practices is being updated. If awarded a contract as a result of this RFP, we will provide a copy upon completion.

4.3.1.18. Provide a copy of the organization's Change Management policies and PHI workflows as required by the HIPAA Security Rule 45 CFR 164.308(a)(4)(ii)(C) "Access Establishment and Modification"; and 45 CFR 164.308(a)(7)(ii)(D) "Testing and Revisions Procedures".

LifeWorks is not permitted to share our HIPAA required Change Management policies, PHI workflows, Access Establishment and Modification, and Testing and Revisions when it is subject to public view. We will provide this information when required in a format that is not subject to public view.

4.3.1.19. Provide written confirmation that the organization's workforce completes annual privacy and security training.

LifeWorks confirms that corporate and compliance training is a requirement for all new hires and all employees must update and maintain this mandatory training on an annual basis. Training and review seminars are conducted annually. Training is provided using an online tool through a third-party vendor, Percipio. At the end of each course, employees are required to pass a test following each training module. Once passed, a certificate is issued for each module acknowledging the employees' completion and adherence to that policy. Completion rates are tracked within the Percipio tool and followed up on by senior leadership.

4.3.1.20. Provide the name, contact information, and job description of the organization's Privacy officer(s) and Security officer(s).

Table 12: Privacy and Security officers

| Name | Patrick Kenny | Gordon Murphy |
|-----------------|--|---|
| Title | Privacy Officer | Senior Director of Security |
| Telephone | (416) 445-2700 x5443 | (514) 878-9090 x7874 |
| Email | patrick.kenny@lifeworks.com | gordon.murphy@lifeworks.com |
| Address | 115 Perimeter Center Place NE, Suite 1050 Atlanta, GA 30346 | 115 Perimeter Center Place NE, Suite 1050 Atlanta, GA 30346 |
| Job description | Patrick is responsible for the organization's compliance with privacy legislation across our various lines of business and the jurisdictions in which they operate. Duties include developing and maintaining related policies and procedures, liaising with oversight authorities, consulting with internal and external partners on compliance-related matters, advocating for improved data handling practices internally, arranging for materials and training to improve staff awareness, and handling or guiding our incident response process following privacy breaches. | Gordon is responsible for the development of our corporate security standards and has overall responsibility for information technology security and is involved in various aspects of physical security. As security lead, Gordon will manage the security operations team and oversee all areas of security and business continuity. He will provide direction related to the security of our organization's networks and servers as well as PEIA-specific security requirements. |

4.3.1.21. Provide the following information regarding the organization's business partners:

4.3.1.21.1. List of business partner names specifically denoting the number of partners

LifeWorks employees will perform all implementation tasks and provide all support services for PEIA.

4.3.1.21.2. Copy of the organization's business associate agreement

A copy of LifeWorks' business associate agreement can be found on the following pages.

BUSINESS ASSOCIATE AGREEMENT

This **Business Associate Agreement** (this "**Agreement**"), is entered into as of _____, 201__ (the "**Effective Date**"), by and between **[insert name of Client]** (the "**Covered Entity**") having its principal office [•] and LifeWorks (US) Ltd. (the "**Business Associate**") having its principal office at 115 Perimeter Center Pl #1150, Atlanta, GA 30346, United State.

WITNESSETH:

Whereas, the Business Associate has agreed to provide certain services to the Covered Entity pursuant to the certain [•] Agreement by and between the Business Associate and the Covered Entity, effective as of [•] ("**Underlying Agreement**");

Whereas, to provide such services to the Covered Entity, the Business Associate must have access to certain protected health information ("**Protected Health Information**" or "**PHI**"), as defined in 45 CFR § 160.103, which is part of the Standards for Privacy of Individually Identifiable Health Information, 45 CFR Parts 160 and 164, subparts A and E, (the "**Privacy Standards**") set forth by the U.S. Department of Health and Human Services ("**HHS**") pursuant to the Health Insurance Portability and Accountability Act of 1996, as amended ("**HIPAA**"); and

Whereas, in addition, the Business Associate must have access to certain electronic protected health information ("**Electronic Protected Health Information**" or "**Electronic PHI**"), as defined in 45 CFR § 160.103, which also is part of the Security Standards for the Protection of Electronic Protected Health Information, 45 CFR Parts 160 and 164, subparts A and C, (the "**Security Standards**") set forth by HHS pursuant to HIPAA; and

Whereas, the Parties wish to set forth their understandings with regard to the use and disclosure of PHI by Business Associate in performance of its obligations in compliance with (1) the Privacy and Security Regulations; and (2) Subtitle D of the Health Information Technology for Economic and Clinical Health Act, Title XIII of Public Law 111-005 (42 U.S.C.A. Section 17921 et seq., subchapter III, Privacy) and regulations promulgated thereunder by the U.S. Department of Health and Human Services ("**DHHS**") (together referred to as "**HITECH**"); and

Whereas, to comply with the requirements of the Privacy Standards and the Security Standards, and HITECH the Covered Entity must enter into this Agreement with the Business Associate;

Now, therefore, in consideration of the mutual covenants and agreements hereinafter contained, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, and intending to be legally bound hereby, the parties hereto agree as follows:

1. Obligations and Activities of the Business Associate. The Business Associate agrees:

1.1. **Duty Not to Use or Disclose PHI.** Business Associate shall not use or disclose any PHI received from or on behalf of the Covered Entity, except as permitted or required by the Underlying Agreement, this Agreement, the Privacy and Security Regulations, HITECH and as required by law or as otherwise authorized in writing by the Covered Entity. Business Associate shall comply with the applicable provisions of: (a) the Privacy Regulations; (b) HITECH (including 42 U.S.C.A. sections 17931 and 17934); (c) state laws, rules and regulations applicable to

individually-identifiable health information not preempted by federal law; and (d) the Covered Entity's health information privacy policies and procedures.

1.2. Duty to Safeguard PHI. To use appropriate safeguards to prevent use or disclosure of PHI other than as provided for by this Agreement, and to implement Administrative, Physical, and Technical Safeguards (each as defined in 45 CFR § 164.304) that reasonably and appropriately protect the Confidentiality, Integrity, and Availability (each as defined in 45 CFR § 164.304) of the Electronic PHI that it creates, receives, maintains, or transmits on behalf of the Covered Entity as required by the Security Standards.

(a) Electronic Health Information Security and Integrity. Business Associate shall develop, implement, maintain and use appropriate administrative, technical and physical security measures consistent with and in compliance with the Security Regulations and HITECH to preserve the integrity, confidentiality and availability of all electronic PHI that it creates, receives, maintains or transmits on behalf of the Covered Entity. Business Associate shall document and keep these security measures current in accordance with the Security Regulations and HITECH (including 42 U.S.C.A. section 17931).

(b) Electronic Health Information Security and Integrity. Business Associate shall develop, implement, maintain and use appropriate administrative, technical and physical security measures consistent with and in compliance with the Security Regulations and HITECH to preserve the integrity, confidentiality and availability of all electronic PHI that it creates, receives, maintains or transmits on behalf of the Covered Entity. Business Associate shall document and keep these security measures current in accordance with the Security Regulations and HITECH (including 42 U.S.C.A. section 17931).

(c) Protection of Exchanged Information in Electronic Transactions. If Business Associate conducts any Standard Transaction for or on behalf of the Covered Entity, Business Associate shall comply, and shall require any subcontractor or agent conducting such Standard Transaction to comply, with each applicable requirement of the Privacy and Security Regulations.

1.3. Duty to Mitigate Damage Caused by Improper Disclosure. To mitigate, to the extent practicable, any harmful effect that is known to the Business Associate of a use or disclosure of PHI by the Business Associate in violation of the requirements of this Agreement.

1.4. Duty to Report Disclosure and Security Incidents.

(a) Business Associate shall report to the Covered Entity in writing (i) any use or disclosure of PHI not permitted under 45 CFR section 164, Subpart E, this Agreement, or by law, (ii) any Security Incident of which it becomes aware and (c) any Breach of Unsecured PHI in accordance with HITECH, including 42 U.S.C.A. section 17932. For purposes of this Agreement, the term Security Incident means the attempted or successful unauthorized access, use, disclosure, modification or destruction of electronic PHI relating to the Covered Entity.

(b) Reporting Security Incidents or Unauthorized Uses or Disclosures. Business Associate shall make the report to the Covered Entity's Privacy Official (or to the Covered Entity's Security Official in the event of a Security Incident) within 3 business days after Business Associate learns of such unauthorized use or disclosure or Security Incident. Business Associate's report shall: (i) identify the nature of the unauthorized use or disclosure or Security Incident; (ii) identify the PHI

affected; (iii) identify who made the unauthorized use and/or received the unauthorized disclosure and/or participated in the Security Incident, if known; (iv) identify what Business Associate has done or shall do to mitigate any deleterious effect of the unauthorized use or disclosure or Security Incident; (v) identify what corrective action Business Associate has taken or shall take to prevent future similar unauthorized use or disclosure or Security Incident; and (vi) provide such other information, including a written report, as reasonably requested by the Covered Entity's Privacy Official or Security Official. Any Security Incident or unauthorized use or disclosure of PHI that is a Breach of Unsecured PHI shall be reported as required under subsection (c) below.

(c) **Notification of a Breach.** Pursuant to HITECH, including 42 U.S.C.A. section 17932, and regulations under 45 CFR Parts 160 and 164, as amended, Business Associate shall provide written notice to the Covered Entity's Privacy Official of any Breach of Unsecured PHI within three business days after Business Associate discovers the Breach. Business Associate shall conduct the risk assessment to determine whether a Breach occurred. Business Associate's report to the Covered Entity shall identify or describe: (i) the affected Individual whose Unsecured PHI has been or is reasonably believed to have been accessed, acquired or disclosed; (ii) the incident, including the date of the Breach and the date of the discovery of the Breach, if known; (iii) who made the unauthorized use and/or received the unauthorized disclosure; (iv) the types of Unsecured PHI involved in the Breach; (v) any specific steps the Individual should take to protect him or herself from potential harm related to the Breach; (vi) what the Business Associate is doing to investigate the Breach, to mitigate losses and to protect against further Breaches; (vii) contact procedures for how the Individual can obtain further information from the Business Associate; and (viii) such other information, including the risk assessment analysis prepared by the Business Associate, as reasonably requested by the Covered Entity's Privacy Official.

1.5. Duty to Ensure Subcontractors and/or Agents Agree to Same Restrictions. Business Associate shall require each of its subcontractors or agents to whom Business Associate may provide PHI on behalf of the Covered Entity to agree to written contractual provisions that impose at least the same obligations to protect such PHI as are imposed on Business Associate by this Agreement, the Privacy and Security Regulations and HITECH.

1.6. Duty to Ensure Agents Agree to Safeguard Electronic PHI. To ensure that any agent, including a subcontractor, to whom it provides Electronic PHI created, received, maintained, or transmitted by the Business Associate on behalf of the Covered Entity agrees to implement reasonable and appropriate safeguards to protect such Electronic PHI.

1.7. Duty to Provide Access. To provide within ten (10) days, or as otherwise agreed to by the parties acting reasonably, access, at the written request of the Covered Entity, to PHI in a Designated Record Set (as defined in 45 CFR § 164.501), to the Covered Entity or, as directed by the Covered Entity, to the person who is the subject of the PHI (the "**Individual**", as defined in 45 CFR § 160.103,) to meet the requirements under 45 CFR § 164.524 or applicable state law and to meet the electronic transmission requirements for access to Electronic Health Records by Individuals in accordance with HITECH, including 42 U.S.C.A. section 17935(e); provided, however, that this Section 1.7 is applicable only to the extent the Designated Record Set is maintained by the Business Associate for the Covered Entity.

1.8. Duty to Make Amendments. To make any amendment(s) to PHI in a Designated Record Set that the Covered Entity reasonably directs in writing or agrees to pursuant to

45 CFR § 164.526 at the request of the Covered Entity or an Individual within ten (10) days of such request, or as otherwise agreed to by the parties acting reasonably; provided, however, that this Section 1.8 is applicable only to the extent the Designated Record Set is maintained by the Business Associate for the Covered Entity.

1.9. Duty to Make Records Available. To make internal practices, books and records, including policies and procedures on PHI, relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of, the Covered Entity available to the Covered Entity, or at the request of the Covered Entity to the Secretary of HHS, or his designee (collectively, the "Secretary"), in a time and manner designated by the Covered Entity or the Secretary, for purposes of the Secretary's determining such Covered Entity's compliance with the Privacy Standards and HITECH.

1.10. Duty to Document Disclosures. To document such disclosures of PHI and information related to such disclosures as would be required for the Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 CFR § 164.528, including PHI in Electronic Health Records in accordance with HITECH; and

1.11. Duty to Provide Information. To provide to the Covered Entity or an Individual, in a time and manner designated by the Covered Entity, information collected in accordance with Section 1.10 of this Agreement, to permit the Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 CFR § 164.528 and HITECH, including 42 U.S.C.A. section 17935(c) with respect to Electronic Health Records. To the extent a request for an accounting relates to disclosures of PHI in Electronic Health Records by Business Associate, at the Covered Entity's election, the Covered Entity can provide an Individual who requests such accounting with Business Associate's contact information, and Business Associate shall provide the accounting directly to the Individual upon request by the Individual.

1.12 Reimbursement. Business Associate may charge Covered Entity a reasonable fee for assembling, copying, summarizing and mailing PHI in accordance with its obligations in Sections 1.7- 1.11.

2. Permitted Uses and Disclosures by the Business Associate.

2.1. Permitted Uses and Disclosures. The Covered Entity and Business Associate hereby agree to comply with the privacy and security requirements of HIPAA, as set forth in the Privacy and Security Regulations and HITECH. Business Associate shall use and/or disclose PHI only to the extent necessary in furtherance of Business Associate's obligations and duties under the Underlying Agreement with the Covered Entity and as authorized or permitted by the Privacy and Security Regulations and HITECH. Business Associate shall disclose PHI to other business associates of the Covered Entity to the extent necessary for purposes of the Covered Entity's payment and health care operations, provided such other business associates have business associate agreements in place with the Covered Entity as required by the Privacy Regulations (and a copy of the applicable provisions of such other business associate agreements will be provided to Business Associate upon request). Business Associate shall disclose PHI to the plan sponsor to the extent necessary for the plan sponsor's administration activities that constitute payment or health care operations, provided the plan document has been amended as required by the Privacy Regulations (and a copy of the applicable provisions of the plan document will be provided to Business Associate upon request).

2.2. Specific Uses and Disclosures Provisions. Except as otherwise limited in this Agreement, the Business Associate may:

(a) Use for management and administration. Use PHI for the proper management and administration of the Business Associate or to carry out the legal responsibilities of the Business Associate.

(b) Disclose for management and administration. Disclose PHI for the proper management and administration of the Business Associate or to carry out the legal responsibilities of the Business Associate, provided that disclosures are Required by Law, or the Business Associate obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and will be used or further disclosed only as Required by Law or for the purpose for which it was disclosed to the person, and the person notifies the Business Associate of any instances of which it is aware in which the confidentiality of the information has been breached.

3. Obligations of the Covered Entity. The Covered Entity shall (a) provide the Business Associate with the notice of privacy practices that the Covered Entity produces in accordance with 45 CFR § 164.520, as well as any changes to such notice; (b) provide the Business Associate with any changes in, or revocation of, permission by an Individual to use or disclose PHI, if such changes affect the Business Associate's permitted or required uses and disclosures; (c) notify the Business Associate of any restriction to the use or disclosure of PHI that the Covered Entity has agreed to in accordance with 45 CFR § 164.522, to the extent that such restriction may affect the Business Associate's use or disclosure of PHI; and (d) not request the Business Associate to use or disclose PHI in any manner that would not be permissible under the Privacy Standards if done by the Covered Entity, except as set forth in Section 2.2 above.

4. Term and Termination.

4.1. Term. The term of this Agreement shall be effective on the Effective Date and shall terminate when all of the PHI provided by the Covered Entity to the Business Associate, or created or received by the Business Associate on behalf of the Covered Entity, is destroyed or returned to the Covered Entity, or, if it is infeasible to return or destroy PHI, protections are extended to such information, in accordance with the termination provisions in this Section.

4.2. Termination for Cause. Upon the Covered Entity's knowledge of a pattern of an activity or practice of the Business Associate that constitutes a material breach or violation of this Agreement by the Business Associate, the Covered Entity shall provide an opportunity for the Business Associate to cure the breach or end the violation. The Covered Entity shall terminate this Agreement if the Business Associate does not cure the breach or end the violation within the time specified by the Covered Entity, or immediately terminate this Agreement if the Business Associate has breached or violated a material term of this Agreement and cure is not possible. If neither termination nor cure is feasible, the Covered Entity shall report the breach or violation to the Secretary.

4.3. Effect of Termination.

(a) Return or Destruction of PHI. Except as provided in Section 4.3(b), and subject to any record retention provisions of the Underlying Agreement, upon termination of this Agreement, for any reason, the Business Associate shall return or destroy all PHI received from the

Covered Entity, or created or received by the Business Associate on behalf of the Covered Entity. This provision shall apply to PHI that is in the possession of subcontractors or agents of the Business Associate. The Business Associate shall retain no copies of PHI.

(b) Return or Destruction of PHI Infeasible. In the event that the Business Associate determines that returning or destroying PHI is infeasible, the Business Associate shall provide to the Covered Entity notification of the conditions that make return or destruction infeasible. Upon mutual agreement of the parties that return or destruction of the PHI is infeasible, the Business Associate shall extend the protections of this Agreement to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible, for so long as the Business Associate maintains such PHI.

5. Regulatory References. A reference in this Agreement to a section in the Privacy Standards and/or the Security Standards means the section as in effect or as amended, and for which compliance is required at the time of the use or disclosure in question.

6. Automatic Amendment. Upon the effective date of any amendment to the Privacy and Security Regulations or HITECH and any applicable regulations thereunder with respect to PHI, this Agreement shall automatically be deemed to be amended to incorporate such amendment to the Privacy and Security Regulations and HITECH and applicable regulations so that Business Associate and the Covered Entity remain in compliance with the Privacy and Security Regulations and HITECH and applicable regulations.

7. Survival. The respective rights and obligations of the Business Associate under Section 4.3 above shall survive the termination of this Agreement.

8. Notices. All notices hereunder shall be in writing and delivered by hand, by certified mail, return receipt requested or by overnight delivery. Notices shall be directed to the parties at their respective addresses set forth in the first paragraph of this Agreement or below their signature, as appropriate, or at such other addresses as the parties may from time to time designate in writing.

9. Entire Agreement; Modification. This Agreement represents the entire agreement between the Business Associate and the Covered Entity relating to the subject matter hereof. No provision of this Agreement may be modified, except in writing, signed by the parties.

10. No Third Party Beneficiaries. There shall be no third party beneficiaries to this Agreement, and no individual (including an Individual) or entity who is not a party to this Agreement shall have any rights in connection with a breach or violation of this Agreement.

11. Binding Effect. This Agreement shall be binding upon the parties hereto and their successors and assigns.

12. Definitions. All terms that are used but not otherwise defined in this Agreement shall have the meaning specified under HIPAA or HITECH, as applicable.

13. Applicable Law and Venue. The applicable law and venue stated in the Underlying Agreement shall apply as if restated herein.

14. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, and will become effective and binding upon the parties as of the Effective Date. Facsimile or PDF copies shall be deemed to be as valid as the original.

In witness whereof, the parties hereto have caused this Agreement to be executed as of the date first above written.

LIFEWORKS (US) LTD.

By: _____
Name:
Title:

[COVERED ENTITY]

By: _____
Name:
Title

4.3.1.21.3. Provide the details of any privacy breach involving or caused by a business associate.

LifeWorks has not had a privacy breach involving or caused by a business associate or third-party partner.

4.3.1.22. Provide the following information regarding privacy breaches or impermissible information disclosures:

4.3.1.22.1. Total number of privacy incidents reported in the last calendar year. Describe the type, cause and number of individual's affected for each event.

LifeWorks Administrative Solutions LOB did not have any privacy incidents reported in the last calendar year.

4.3.1.22.2. Total number of incidents that escalated to the level of a reportable privacy breach as outlined in the HIPAA Privacy Rule. Describe the type, cause and number of individual's affected for each event.

LifeWorks Administrative Solutions LOB has not had any incidents that escalated to the level of a reportable privacy breach as outlined in the HIPAA Privacy Rule.

4.3.1.22.3. Has the organization ever experienced a privacy breach involving over 500 individuals? Provide detailed explanation including cause, scope, investigation process, and reporting to members, media, law enforcement and/or OCR.

LifeWorks Administrative Solutions LOB has not experienced a privacy breach involving over 500 individuals.

4.3.1.22.4. Has the organization ever been fined or sanctioned by a regulatory agency for a violation of information privacy practices, and if so, the reason, description of action taken, the amount or sanction, scope and outcome?

LifeWorks has not been fined or sanctioned by a regulatory agency for a violation of information privacy practices.

4.3.1.23. Has the organization ever been fined or sanctioned for any other type of federal law or regulation (i.e., US DHHS OCR, Stark Law, or inclusion on the OIG Exclusion List (LEIE))? Provide details.

LifeWorks has never been fined or sanctioned for any type of federal law or regulation.

4.3.1.24. Provide a copy of your organization's Code of Conduct, including but not limited to requirements for ethical and compliant business practices, and fraud, waste and abuse prevention activities.

LifeWorks Code of Business Conduct and Ethics can be found at <https://lifeworks.com/en/code-business-conduct-and-ethics>.

4.3.1.25. How frequently do you conduct an analysis of the risks and vulnerabilities to protected health information (PHI) in your system and networks? When was the last assessment?

The Information Security Department uses appropriate vulnerability scanning tools and techniques to conduct vulnerability scans monthly for all major information systems with a security categorization of moderate or when significant new vulnerabilities affecting the system are identified and reported.

In addition to corporate vulnerability scanning monthly, LifeWorks uses a third-party specialized firm on an annual basis to perform vulnerability scanning on internet-facing systems. Veracode performed a scan in July 2021. A re-scan took place in September 2021.

4.3.1.26. Does your system produce sufficient audit trails to satisfy the HIPAA Privacy and Security regulations?

LifeWorks systems, including our proposed BAS, Ariel EAS, are in compliance with all current HIPAA regulations. The system has an audit trail that includes date, time, userID, action taken (add, modify, delete), initial value and final value. Other systems also include standard audit trails that can be used for investigation.

4.3.1.27. How is access security set up in the system between a client's different user roles? What are the different levels of security access or roles?

Ariel EAS will provide PEIA with a highly configurable, role-based, security model or architecture for both PEIA internal users (benefit administrators) and external users (PEIA members, employers, and business partners). A security role defines the subset of functions and data that a user will have access to. Security roles can be configured to give very narrow or broad access to solution resources, enabling the system to support a wide range of security requirements.

File integrity monitoring, host intrusion prevention system, and logging to a central repository will enable alerts of attempted unauthorized changes in the environment.

Ariel EAS enforces role-based security (the ability to view information versus complete transactions, run all or some reports, etc.) and data-level security (the ability to filter access to members based on division/location, job, etc.).

The roles dictate what type of features and functions a defined group of users can see or perform. For example, a super-user may have full functional access to the system, while general administrators may have view-only access. Scope rules define which employee data an administrator can access. PEIA administrator security can be controlled at a functional level (e.g., view versus write, permission to perform specific functions, field-level security) and data level (i.e., which members you have access to). This combination of role-based and attribute-based access controls is used to manage which fields are shown to a user for a given record, based on the user's security roles and the record's attributes. In addition, rules can be defined to partially mask critical PII data elements. Roles and security are managed internally within the application.

Roles and data-level groupings are configured to fit PEIA-specific requirements and are managed by authorized PEIA staff on the self-service site. Security can control access to functions, determine read/write permissions to data, and manage security at a field level.

4.3.1.28. Can your system produce reports for a specific user's system, screen, or data accesses or attempted accesses?

Ariel EAS has extensive logging throughout the system to ensure a complete audit trail of all transactions to facilitate application audits and support performance management and troubleshooting. All system, screen and data access is logged including the user ID, date/time stamp and details of the screen or data accessed or attempted access. These logs are available to both standard audit reports as well as ad hoc reports, dashboards and other custom reports.

4.3.1.29. Provide a list of formats in which data may be exported by the system (as required by the health information portability rules under HIPAA).

Ariel EAS, via Actian Data Connect, uses the required ANSI X12N EDI formats for all vendor eligibility reporting. The HIPAA 834 serves as the basis for most carrier interfaces. Our systems are in compliance with all current HIPAA regulations. All file transmissions are secured as we require that the file, protocol or both be encrypted.

In addition to the vendor eligibility files, the document generation service renders documents in the following formats, as per business context and the end user or consumer:

- .docx or .pdf: For statements, forms and letters
- .xlsx or .pdf: For formatted reports
- .txt: For extracts
- .csv: For extract and reports

4.3.1.30. Is your system's database encrypted in accordance with NIST 800-53 Rev 5 and 800-66 Rev 2 requirements as cited by the US DHHS for compliance with the HIPAA Security Rule(s)? Are data backups encrypted?

For database encryption, LifeWorks uses AES 256 bit. Data backups also are encrypted using this approach. Our sites support 256-bit SSL encryption. Please note that we do not create tape backups that leave our facilities since this would be a potential security concern. Backups take place to disk and are then replicated to our alternate site.

4.3.1.31. Are all electronic transmissions of PHI, including eligibility files, authorizations, reports, etc., encrypted or sent via secure means? Which encryption methods do you support for e-mails and file attachments? Please describe.

LifeWorks utilizes multiple security protocols to protect client data and privacy. The system is a web application and all data interactions are encrypted in transit. Once data is received at the hosting platform, it is stored within the database after being audited and reviewed. After the data passes through this stage, it is then encrypted at rest. The original data file that was received remains within encrypted storage for archival and reference purposes.

Information is stored either in files (e.g., document output) on the Windows file system, electronic document management system (e.g., FileNet), or inside the SQL Server database.

Any data sent via the web/internet is encrypted. Internally, however, our systems do not use encryption between components. Data is typically transmitted using FTP encrypted with PGP, using secure SFTP, or SFTP and PGP; the PGP key length used for encryption is 1024 bits. LifeWorks also supports exchanges over VPN a secure HTTPS file upload capability. Data at rest is encrypted using AES 256-bit keys.

Transport Layer Security for email is used in opportunistic mode and can be configured to be enforced mode for specific email domains. File encryption also can be used; however, encryption tools will be mutually agreed on.

Members, employers and administrators can use the Secure Messages inbox to exchange messages securely to avoid exposing personal health information (PHI) in regular email communications.

LifeWorks is in full compliance with security standards to secure personal and protected information from inappropriate intrusion or disclosure. We have established, on behalf of our clients, appropriate administrative, technical, and physical safeguards to prevent PHI (including electronic PHI) from intentionally or unintentionally being used or disclosed in violation of HIPAA requirements. Administrative safeguards include measures to manage security, including a disaster recovery plan. Technical safeguards include limiting access to information by creating computer firewalls and protecting PHI when it is transmitted electronically. Firewalls and “need-to-know” policies ensure that only authorized members of our team have access to the minimal amount of PHI necessary for performing administrative functions, and that they do not further use or disclose PHI in violation of HIPAA. We also undergo a regular system security assessment.

4.3.1.32. Explain how unauthorized attempts to access PEIA files will be monitored and controlled.

Ariel EAS will provide PEIA with a highly configurable, role-based, security model or architecture for both PEIA internal users (PEIA benefit administrators) and external users (PEIA members, employers, and business partners). A security role defines the subset of functions and data that a user will have access to. Security roles can be configured to give very narrow or broad access to solution resources, enabling the system to support a wide range of security requirements. File integrity monitoring, host intrusion prevention system, and logging to a central repository will enable alerts of attempted unauthorized changes in the environment.

Ariel EAS has a multi-faced security approach, with focus on:

- Protection and prevention through perimeter defenses and user access management
- Detecting and monitoring through third-party products, such as Guardium and NetSparker
- Policy testing and refinement through regular testing of procedures, security training

File integrity monitoring, host intrusion prevention system, and logging to a central repository will enable alerts of attempted unauthorized changes in the environment.

4.3.1.33. Do you have intrusion detection and monitoring tools, and are you conducting penetration testing and vulnerability scans? Please explain.

A Network Intrusion Detection System (NIDS) is installed, appropriately configured, kept up-to-date, and automatically sends notifications to the designated IT administrators in the event of an incident. Identified security violations/incidents are managed via a formal incident management and change management process (if applicable), and resolved in a timely manner. The NIDS is installed behind the Internet firewalls and monitors incoming and outgoing Internet traffic. When notifications are received advising that new NIDS signatures are available, they are downloaded and installed. The NIDS logs are reviewed on a daily basis.

LifeWorks conducts annual network penetration tests through third-party professional firms specializing in this field, as well as conducting monthly external scanning using our own tools. Lifeworks had a vulnerability assessment and penetration test performed in June 2021 on all our public IP addresses.

Vulnerability testing is performed by LifeWorks staff and third-party consultants perform independent tests. Additionally, prospective and current clients may perform their own IT audits and testing as part of their diligence and controls. Testing occurs throughout the year with independent reviews annually. Our vulnerability test results and penetration test reports can be provided upon demand.

We offer system and network monitoring and testing, based on the most popular industry-recognized penetration test and security assessment methodologies, frameworks and standards.

Activities include:

- Emerging vulnerabilities
- Internal vulnerability scanning
- External vulnerability scanning
- Availability monitoring of production systems
- Auditing
- NIDS are used to monitor inbound and outbound internet traffic, to detect any suspicious traffic.

4.3.1.34. Do you have a dedicated team to assess and respond to security vulnerabilities reported in your IT systems?

LifeWorks' security team reviews security logs on a daily basis, such as NIDS alerts, EventSentry alerts (server security event logs) and firewalls. Application logs are reviewed, as required, by the business teams and contain any changes made via the application by users such as username, time, date, change made (add, delete, modify), initial value and new value. Direct access to databases also are logged and reviewed, as required, by the appropriate team.

4.3.1.35. Do you have an incident response plan for network intrusions and virus incidents?

A Network Intrusion Detection System (NIDS) is installed, appropriately configured, kept up-to-date, and automatically sends notifications to designated IT administrators in the event of an incident. Identified security violations/incidents are managed via a formal incident management and change management process (if applicable), and resolved in a timely manner. The NIDS is installed behind the Internet firewalls and monitors incoming and outgoing Internet traffic. When notifications are received advising that new NIDS signatures are available, they are downloaded and installed. The NIDS logs are reviewed on a daily basis.

The security team revises security logs on a daily basis, such as NIDS alerts, EventSentry alerts (server security event logs) and firewalls. Application logs are reviewed, as required, by the business teams and contain any changes made via the application by users such as username, time, date, change made (add, delete, modify), initial value and new value. Direct access to databases also are logged and reviewed, as required, by the appropriate team.

4.3.1.36. Do you have a business continuity plan and a disaster recovery plan? If so, how frequently is it tested?

LifeWorks has a comprehensive business continuity plan (BCP) and specifically a plan and crisis leadership team responsible for the pandemic plan implementation. The team includes executive leadership and representation from each region, and each functional area in our organization including account management, clinical services, business operations, communications, facilities management, human resources and IT. Throughout our planning and preparedness activities, our actions are aligned to the level of threat, the level of impact and potential for escalation in one region, before others.

In addition to the cloud DR solution leveraged from Azure, LifeWorks also maintains a DR plan and business continuity plan (BCP), which are tested and reviewed annually.

When Ariel EAS is hosted in LifeWorks' Azure subscription, our approach is to leverage the backup, recovery, failover, and monitoring capabilities provided and integrated in Azure:

- Active Site Recovery is used for site resiliency.
- Azure Backup is used for servers, data, and SQL backups.
- Azure Monitor is used to monitor the application availability and health.

PEIA can access Azure SLAs here: <https://azure.microsoft.com/en-us/support/legal/sla/>.

Production environment servers and storage are replicated to the DR environment in the secondary hosting region using Azure Site Recovery services. In addition, all environment storage is replicated to Azure geo-redundant storage (GRS), ensuring that backup data exists in three copies within the primary region, with one additional copy in the secondary region.

4.3.1.37. Provide a proposed staffing plan for the full length of the contract duration. The plan must include any and all subcontractors used. Also include the roles and responsibilities for your proposed staff along with the roles and responsibilities anticipated for PEIA.

LifeWorks resources plan

LifeWorks employees will perform all implementation tasks without the use of subcontractors. We will work closely with PEIA to ensure a seamless transition to our BAS including assigning a client services team that is the best fit for the project. Please see the tables below showing the resources and tasks by each of team member role. Percentage of time dedicated to PEIA will vary based on role and project phase.

Table 13: Staffing plan – LifeWorks resources

| Tasks by role |
|--|
| <p>The executive sponsor, Pierre Chamberland, will:</p> <ul style="list-style-type: none">• Be the most senior point of escalation for issues that cannot be resolved at lower levels of governance or are strategic in nature for PEIA with material impact on services. |
| <p>The program executive, Marc-Andre Longchamps, will:</p> <ul style="list-style-type: none">• Have overall accountability for client success.• Ensure the delivery platform (systems, people, and processes) is available at all times and meets PEIA's expectations.• Provide strategic advice to PEIA.• Oversee overall project governance.• Ensure appropriate levels of communication and reporting. |
| <p>The program manager, Brent Griffiths, will:</p> <ul style="list-style-type: none">• Champion PEIA's project.• Have direct accountability to and work closely with PEIA's senior leadership. |

Tasks by role

- Be responsible for contract management, change orders, PEIA satisfaction, and resolution of escalated cases.
- Work closely with internal stakeholders to ensure high quality go-live and achievement of steady state.

The **implementation leader**, Terri Arceneaux, will:

- Lead the conversion project.
- Ensure PEIA's overall satisfaction with the transition to LifeWorks' BAS system.
- Provide oversight for all implementation services during the entire contract term.
- Manage our extensive implementation team resources.
- Continuously monitor and confirm PEIA's requirements and quality objectives are being met.

The **project manager**, Michelle Mullaney, will:

- Coordinate the overall implementation project with the deputy project manager, Nathan Dorward.
- Ensure that the project proceeds on time and on budget.
- Be responsible for implementation best practices.
- Keep the project scope in line with PEIA's expectations.
- Manage resources in a cross-matrix environment with project team members located globally and owns PEIA engagement through the entire project lifecycle.

The **lead solution architect**, Damian Morrissy, will:

- Be responsible for designing the system to meet PEIA's vision for its BAS solution.
- Design the system integration, including reviewing interface setup and quality assurance plans.
- Determine the functional requirements and configuration.

The **functional lead**, Michael Kirby, will:

- Work with PEIA to develop system solution specifications, clarify needs and tailor the solution to meet and exceed expectations.
- Translate PEIA requirements into system parameters.
- Oversee parameterization activities.

The **lead technical architect**, Mark Jones, will:

- Be responsible for defining the underlying technology architecture of the system and resolving technical problems.
- Ensure that all architecture artifacts are tailored to PEIA's technical requirements, security requirements and network topology.

The **lead business analyst**, Andrew Haber, will:

- Work with PEIA to develop system specifications and clarify needs.
- Tailor the solution to meet and exceed expectations.
- Translate PEIA's requirements into system architecture, parameters and artifacts.
- Coordinate and guide parameterization and software development activities.

The **quality assurance lead**, Tim Dooley, will:

- Be responsible for training the support team to ensure a smooth transition between the project implementation and ongoing support.

Tasks by role

- Oversee the deployment of software updates.
- Ensure that PEIA's QA team gets the necessary support during testing.
- Coordinate testing efforts by the support team and LifeWorks' QA team.
- Be responsible for the sign off before any system upgrade goes into production.

The **data conversion lead**, Chris Chandler, will:

- Coordinate all data migration activities, including data analysis, mapping, transformation, and validity checking and reporting.
- Utilize proven tools to migrate data with a track record of accuracy, efficiency and timeliness.

The **ongoing services and support lead**, Amy Bell, will

- Be PEIA's main point of contact for any system or service-related issues.
- Manage the ongoing service team to coordinate issues throughout their lifecycle.

The **security lead**, Gordon Murphy, will:

- Manage the security operations team.
- Oversee all areas of security and business continuity.
- Provide direction related to the security of our organization's networks and servers as well as PEIA-specific security requirements.

The **training lead**, Jean-Marc Aubin, will:

- Create a program that combines on-site courses with practical exercises and user guides tailored to PEIA's day-to-day business operations.
- Work with PEIA and the LifeWorks business analyst team to understand PEIA's business process and system configuration.
- Create a training schedule with supporting materials.
- Manage on-site training of PEIA's team and provide support through the user acceptance phase, transition and launch.

The **deputy project manager**, Nathan Dorward, will:

- Share the development responsibilities.
- Enforce processes.
- Keep project stakeholders on point.

The **deputy functional lead**, Alan King, will:

- Assist the functional lead, Michael Kirby, with designing our system to meet PEIA's functional requirements.

The **deputy business analyst**, Heather Murphy, will:

- Work with the business analyst lead, Andrew Haber, and PEIA to develop the overall vision for the solution.
- Clarify needs and tailor the solution to meet and exceed PEIA expectations.
- Assist with translating PEIA requirements into system architecture, parameters and artifacts, guiding parameterization and software development activities.
- Contribute to the strategy for testing PEIA's system, integration and underlying parameters.

The **deputy solution architect**, Stephen Hart, will:

- Share designing responsibilities with the lead solution architect, Damian Morrissy.

Tasks by role

- Work on system setup, interface set and QA plans.
- Assist to determine the functional requirements and configuration.

The **deputy QA lead**, Laurie Gill, will:

- Share testing responsibilities with the QA lead, Tim Dooley.
- Work on all testing activities.
- Work with the QA lead, Tim Dooley, to handle the resolution of any discrepancies or problems noted.

The **deputy data conversion analyst**, Joe Jacobi, will:

- Share data conversion responsibilities with the data conversion lead, Chris Chandler.
- Coordinate data migration activities including data analysis, mapping, transformation, and validity checking and reporting.

PEIA required resources by phase

On the following pages, we identify the major tasks for which PEIA resources will be responsible. Our PEIA team will make sure that PEIA efforts are centered on tasks that only you can perform, and we keep all others within our team (e.g., preparing meeting agendas, documenting meeting minutes and action items, preparing workshop materials).

For each phase, we present a table outlining the responsibilities requiring active involvement and ownership by PEIA. We include the number of positions required, roles, responsibilities, and prerequisite skills of PEIA staff members. For project tasks and activities that are under LifeWorks responsibility (e.g. solution configuration, unit testing, documentation), PEIA's involvement will be at the "informed" level.

Phase 1: Project initiation and planning

- Overall PEIA responsibilities during this phase:
 - Review and approve project plans.
 - Review and approve project charter.
 - Mobilize resources.
 - Attend kick-off meetings.
 - Participate in RTM review and alignment workshops.

Table 14: PEIA staffing support – Phase 1

| Role | Responsibilities | Prerequisite skills |
|--|---|--|
| Executive lead 1 or 2 resources, at 10-15% of their time | <ul style="list-style-type: none">• Manage PEIA benefits administration activities.• Provide strategic advice with respect to PEIA benefits administration activities. | <ul style="list-style-type: none">• Knowledge of PEIA benefits administration operations• Ability to manage teams and projects involving third-party components |

| Role | Responsibilities | Prerequisite skills |
|---|--|--|
| Project manager 1 resource, at 100% of their time | <ul style="list-style-type: none"> • Ensure overall project management of the implementation of PEIAB's new benefits administrative solution. • Ensure project scope and budget are aligned with PEIA's expectations. • Review and understand project approach for Phase 2. • Secure and onboard PEIA project resources. • Review project plan and confirm resources required for Phase 2 based on LifeWorks recommendations. • Disseminate project information to PEIA project resources. | <ul style="list-style-type: none"> • Extensive client-facing experience involving upper management resources • Communication skills to effectively communicate project status and resolve problems impacting project success • Benefits administration experience (knowledge of administration tasks) |
| Subject matter expert/tester 1 SME per business process group, at 25% of their time | <ul style="list-style-type: none"> • Review and align on requirements (review RTM in collaboration with LifeWorks team.) | <ul style="list-style-type: none"> • Deep understanding of PEIA's current processes and requirements included in the RFP • Ability to set priorities, troubleshoot, and meet deadlines • Ability to analyze functional and business requirements, to design test plan and test cases accordingly, and to execute test cases and report test results |
| Data analyst (data lead, data manager) 1 data SME at 10-15% of their time | <ul style="list-style-type: none"> • Review and understand data conversion strategy. • Review project plan and confirm resources required for Phase 2 based on LifeWorks recommendations. | <ul style="list-style-type: none"> • Proven analytical skills and ability to synthesize information • Proficiency in Microsoft Excel and SQL; ability to adhere to tight deadlines • Understanding of PEIA data and how they are used in current processes or collaborate with PEIA SMEs |
| Technical team resource (IT support staff) 1 lead resource, at 10-15% of their time | <ul style="list-style-type: none"> • Manage PEIA staff IT requirements. • Review project plan and confirm resources required for Phase 2 based on LifeWorks recommendations. | <ul style="list-style-type: none"> • Knowledge of MS Office tools in a networked PC environment with Windows; ability to learn new software; excellent customer service skills |
| Repository administrator 1 lead resource, at 10-15% of their time | <ul style="list-style-type: none"> • Define and maintain directory access rights. | <ul style="list-style-type: none"> • A good understanding of computers and software • Ability to work quickly, with short deadlines, and to take initiative |

Phase 2: Fit gap activities

- Overall PEIA responsibilities during this phase:
 - Participate in business requirements gathering sessions and confirm alignment with solution.
 - Participate in technical workshops and confirm alignment with solution.
 - Review and provide decisions within the gap process.
 - Review and confirm project plan for Phases 3 and 4.
 - Work with LifeWorks to map, extract and load data in the system.

Table 15: PEIA staffing support – Phase 2

| Role | Responsibilities | Prerequisite skills |
|--|---|--|
| Executive lead 1 or 2 resources, at 5-10% of their time | <ul style="list-style-type: none"> • Manage PEIA benefits administration activities. • Provide strategic advisor with respect to PEIA benefits administration activities. | <ul style="list-style-type: none"> • Knowledge of PEIA benefits administration operations • Ability to manage teams and projects involving third-party components • Extensive client-facing experience involving upper management resources |
| Project manager 1 resource, at 80% of their time | <ul style="list-style-type: none"> • Project management of the implementation of PEIA's new benefits administrative solution. • Ensure project scope and budget are aligned with PEIA's expectations. • Ensure PEIA resources are prepared for joint workshops and follow up on any PEIA takeaways following workshops. • Manage gap process and review activities for PEIA related activities. • Ensure there is a process between PEIA project team members to share knowledge and information gathered through workshops. • Disseminate project information to PEIA project resources. • Review and understand project approach for Phases 3 and 4. • Review project plan and confirm resources required for Phase 3 and 4 based on LifeWorks recommendations. | <ul style="list-style-type: none"> • Communication skills to effectively communicate project status and resolve problems impacting project success • Benefits administration experience (knowledge of administration tasks) |
| Subject matter expert/tester 1 SME per business process group at 85% of their time | <ul style="list-style-type: none"> • Review PEIA requirements and align with various PEIA SMEs ahead of workshops. • Participate in fit gap sessions and confirm fit between requirements and solution. | <ul style="list-style-type: none"> • Deep understanding of PEIA's current process and requirements included in the RFP • Ability to set priorities, troubleshoot, and meet deadlines |

| Role | Responsibilities | Prerequisite skills |
|--|--|---|
| Data analyst (data lead, data manager) 1 data SME at 50% of their time | <ul style="list-style-type: none"> • If potential gaps are identified, review documentation prepared by LifeWorks and provide final decision. • Share information with other PEIA project team members. • Provide day-to-day PEIA data updates and extracts. • Apply PEIA data-related business processes. • Support data conversion activities (mapping, extraction, and load). • Review and understand data conversion strategy. • Review project plan and confirm resources required for Phase 3 and 4 based on LifeWorks recommendations. | <ul style="list-style-type: none"> • Ability to analyze functional and business requirements, to design test plan and test cases accordingly, and to execute test case and report test result • Proven analytical skills and ability to synthesize information • Proficiency in Microsoft Excel and SQL; ability to adhere to tight deadlines • Understanding of PEIA's data and how they are used in current processes or collaborate with PEIA SMEs |
| Technical team resource (IT support staff) 1 lead resource, at 30% of their time | <ul style="list-style-type: none"> • Manage PEIA staff IT requirements. • Participate in technical workshops to confirm alignment with solution. • Review project plan and confirm resources required for Phase 3 and 4 based on LifeWorks recommendations. | <ul style="list-style-type: none"> • Knowledge of MS Office tools in a networked PC environment with Windows; ability to learn new software; excellent customer service skills |
| Repository administrator 1 lead resource, at 10-15% of their time | <ul style="list-style-type: none"> • Define and maintain directory access rights. | <ul style="list-style-type: none"> • A good understanding of computers and software • Ability to work quickly, with short deadlines, and to take initiative |

Phases 3 and 4: Acquisition and installation; and build and deploy

Phases 3 and 4 will run in parallel. They will both start at the same time. As Phase 3 is shorter, it will end sooner, and Phase 4 will continue.

Overall PEIA responsibilities during the phases are:

- Phase 3 acquisition and installation:
 - Purchase required infrastructure and software (including third party).
 - Participate in technical workshops.
 - Coordinate and execute all cloud hosting setup related activities.
 - Support LifeWorks in all environment build activities.
- Phase 4 build and deploy:
 - Participate in interval planning meetings.
 - Participate in all workshops held during interval execution and provide information requested.

- Participate in interval verification meetings and confirm alignment on progress.
- Participate in interval prioritization meetings.
- Work with LifeWorks to map, extract, and load data in the system.
- Review and sign off on configuration documentation.
- Attend necessary training to perform UAT.
- Review and approve testing strategy.
- Co-develop testing schedule.
- Review and approve test cases.
- Perform and manage UAT.
- Approve requirements following UAT.
- Attend joint steering committee meetings and internal steering meetings.
- Plan and execute change management activities.
- Plan and execute transition activities.

Table 16: PEIA staffing support – Phase 3 and 4

| Role | Responsibilities | Prerequisite skills |
|---|--|--|
| Executive lead 1 or 2 resources, at 5-10% of their time | <ul style="list-style-type: none"> • Manage PEIA benefits administration activities. • Provide strategic advisor with respect to PEIA benefits administration activities. | <ul style="list-style-type: none"> • Knowledge of PEIA benefits administration operations • Ability to manage teams and projects involving third-party components • Extensive client-facing experience involving upper management resources |
| Project manager 1 resource, at 100% of their time | <ul style="list-style-type: none"> • Provide project management of the implementation of PEIA's new benefits administrative solution. • Ensure project scope and budget are aligned with PEIA's expectations. • Ensure PEIA resources are prepared for joint workshops and follow up on any PEIA takeaways following workshops. • Manage third-party vendors and ensure timelines are met, if applicable. • Manage gap process and review activities for PEIA-related activities. • Ensure there is a process between PEIA project team members to share knowledge and information gathered through workshops. • Disseminate project information to PEIA project resources. • Manage activities related to UAT, transition and change management. • Ensure the UAT Prep Checklist is being reviewed frequently. | <ul style="list-style-type: none"> • Communication skills to effectively communicate project status and resolve problems impacting project success • Benefits plan administration experience (knowledge of administration tasks) |

| Role | Responsibilities | Prerequisite skills |
|---|--|--|
| Subject matter expert/tester 2-3 SMEs per business process group at 25% of their time (up to 50% for UAT duration) | <ul style="list-style-type: none"> • Deliver PEIA day-to-day benefits administration operations. • Apply PEIA benefits plan provisions and business processes. • Participate in project meetings and provide required information to enable solution configuration. • If potential gaps are identified, review documentation prepared by LifeWorks and provide final decision. • Share information with other PEIA project team members. • Review and approve test cases. • Review and approve testing strategy. • Develop UAT execution testing plan. • Execute UAT activities and approve requirements. • Participate in train-the-trainer sessions. • Prepare transition and change management activities. | <ul style="list-style-type: none"> • Deep understanding of current processes and requirements included in RFP • Ability to set priorities, troubleshoot, and meet deadlines • Ability to analyze functional and business requirements, to design test plan and test cases accordingly, and to execute test cases and report test results • Testing experience for those participating in UAT |
| Data analyst (data lead, data manager) 1 data SME at 50% of their time | <ul style="list-style-type: none"> • Provide day-to-day PEIA data updates and extracts. • Apply PEIA data-related business processes. • Support data conversion activities (mapping, extraction, and load). • Review and understand data conversion strategy. | <ul style="list-style-type: none"> • Proven analytical skills and ability to synthesize information • Analytical skills and proficiency in Microsoft Excel and SQL; ability to adhere to tight deadlines • Understanding of PEIA data and how they are used in current processes or collaborate with PEIA SMEs |
| Technical team resource (IT support staff) 1 lead resource, at 10% of their time; 2 resources, at 25% of their time | <ul style="list-style-type: none"> • Manage PEIA staff IT requirements. • Execute all infrastructure set up activities. • Participate in all environment build activities. • Participate in technical workshops • Manage resolution of infrastructure-related problems during UAT. | <ul style="list-style-type: none"> • Knowledge of MS Office tools in a networked PC environment with Windows; ability to learn new software; excellent customer service skills |
| Repository administrator 1 lead resource, at 10-15% of their time | <ul style="list-style-type: none"> • Define and maintain directory access rights. | <ul style="list-style-type: none"> • A good understanding of computers and software • Ability to work quickly, with short deadlines, and to take initiative |

Phase 5: Production

Overall PEIA responsibilities during this phase:

- Coordinate training facilities.
- Attend technical, business, and system training sessions.

- Provide go/no-go decisions.
- Participate in the installation and smoke testing of the production environment.
- Participate in the execution of business and data cutover plans.
- Deliver end user training (including third parties).
- Execute on transition and change management plans.
- Coordinate issue gathering and transmission to LifeWorks post go-live.
- Participate in the support of internal users of the new solution.

Table 17: PEIA staffing support – Phase 5

| Role | Responsibilities | Prerequisite skills |
|---|---|---|
| Executive lead 1 or 2 resources, at 5-10% of their time | <ul style="list-style-type: none"> • Manage PEIA benefits administration activities. • Provide strategic advisor with respect to PEIA pension administration activities. | <ul style="list-style-type: none"> • Knowledge of PEIA benefits administration operations • Ability to manage teams and projects involving third-party components • Extensive client-facing experience involving upper management resources |
| Project manager 1 resource, at 100% of their time | <ul style="list-style-type: none"> • Provide project management of the implementation of PEIA's new benefits administrative solution. • Ensure project scope and budget are aligned with PEIA's expectations. • Manage third-party vendors and ensure timelines are met, as applicable. • Ensure there is a process between PEIA project team members to share knowledge and information gathered through workshops. • Disseminate project information to PEIA project resources. • Manage activities related to end user training, transition and change management. | <ul style="list-style-type: none"> • Communication skills to effectively communicate project status and resolve problems impacting project success • Benefits administration experience (knowledge of administration tasks) |
| Subject matter expert/tester 1-2 SME per business process group, at 25% of their time | <ul style="list-style-type: none"> • Deliver PEIA day-to-day benefits administration operations. • Apply PEIA benefits plan provisions and business processes. • Deliver end user training (including third parties). • Execute on transition activities. • Execute on change management activities. | <ul style="list-style-type: none"> • Understanding of future state processes and revised role description • Ability to set priorities, troubleshoot, and meet deadlines • Ability to analyze functional and business requirements, to design test plan and test cases accordingly, and to execute test cases and report test results |


| Role | Responsibilities | Prerequisite skills |
|---|--|---|
| Data analyst (data lead, data manager) 1 data SME at 40% of their time | <ul style="list-style-type: none"> • Provide day-to-day PEIA data updates and extracts. • Apply PEIA date-related business processes. • Support data conversion activities (mapping, extraction, and load). • Review and understand data cutover strategy. | <ul style="list-style-type: none"> • Proven analytical skills and ability to synthesize information • Analytical skills and proficiency in Microsoft Excel and SQL; ability to adhere to tight deadlines • Understanding of PEIA data and how they are used in current processes or collaborate with PEIA SMEs |
| Technical team resource (IT support staff) 1 lead resource, at 5-10% of their time | <ul style="list-style-type: none"> • Manage PEIA staff IT requirements. • Manage the resolution of infrastructure-related problems during cutover and post go-live. • Perform monitoring of production environment. | <ul style="list-style-type: none"> • Knowledge of MS Office tools in a networked PC environment with Windows; ability to learn new software; excellent customer service skills |
| Repository administrator 1 lead resource, at 10-15% of their time | <ul style="list-style-type: none"> • Define and maintain directory access rights. | <ul style="list-style-type: none"> • A good understanding of computers and software • Ability to work quickly, with short deadlines, and to take initiative |





4.3.1.38. Submit resumes (limited to 1 page each) of individuals who may perform the activities described in this RFP. Also identify a list of key personnel who will be dedicated full-time to this project.





LifeWorks is not permitted to share our personnel resumes for public view. We will provide this information when required in a format that is not subject to public view.

LifeWorks has provided a short biography of each individual on our proposed PEIA team in the table below.

Table 18: LifeWorks' key resources supporting PEIA

| Team member | Short biography |
|--|---|
|  Brent Griffiths | Program manager Brent has been with LifeWorks since 1999 and worked on all aspects of the implementation process including data conversion, system configuration, testing, requirements gathering and documentation, as well as project management. As program manager, Brent will champion the PEIA project. He will have direct accountability to and work closely with the PEIA senior leadership. Brent will be responsible for contract management, change orders, client satisfaction, and resolution of escalated cases. |

| Team member | Short biography |
|--|--|
|  <p data-bbox="240 548 435 573">Michelle Mullaney</p> | <p data-bbox="493 275 686 300">Project manager</p> <p data-bbox="493 317 1414 573">Michelle is a dedicated professional Senior Project Manager with 25 years of project management experience working with a range of levels of complexity in project scope as well as managing teams with varying skill and experience levels. As project manager, Michelle will be PEIA's designated project manager and the main point of contact for PEIA during the BAS implementation. She will be responsible for ensuring overall satisfaction with the transition to our solution. Michelle will act as lead orchestrator for all project tracks, ensure that the project is running on plan, and that tasks/issues are being actively managed.</p> |
|  <p data-bbox="240 894 418 919">Nathan Dorward</p> | <p data-bbox="493 625 773 651">Deputy project manager</p> <p data-bbox="493 667 1425 856">Nathan is an experienced project manager with more than 14 years of expertise and a demonstrated history of working in private industry and government administration. He has a strong financial background and is skilled in accounting, coaching, management, leadership, risk management, and strategic planning. As deputy project manager, Nathan will share the project management responsibilities. He will be assigned to manage integration and implementation of PEIA members to the new BAS.</p> |
|  <p data-bbox="240 1241 394 1266">Andrew Haber</p> | <p data-bbox="493 968 753 993">Lead business analyst</p> <p data-bbox="493 1010 1430 1266">Andrew has 15 years in Health & Welfare benefits administration, including ongoing client management (early in his career) and then more implementation/requirements/project work more recently. As lead business analyst, Andrew will work with PEIA to develop the system specifications, clarify needs, and tailor the solution to meet and exceed expectations. He will be responsible for gathering and eliciting PEIA business rules' requirements and preferences. Andrew will capture business rules during the requirements process, and then oversee the configuration in the system and supporting tools.</p> |
|  <p data-bbox="240 1587 423 1612">Damian Morrissy</p> | <p data-bbox="493 1318 760 1344">Lead solution architect</p> <p data-bbox="493 1360 1430 1682">Damian originally joined LifeWorks in 1998 as a business analyst and has a wealth of knowledge in all aspects of benefits administration. In his current role, Damian is responsible for all capital investment in our products and services. He has held senior positions in the operations, marketing and technology teams. As lead solution architect, Damian has overall responsibility for defining the right business solution and then ensuring that all associated requirements are documented and implemented appropriately to meet the needs of PEIA while ensuring best business practices are maintained. He will be responsible for the development of any roadmap items. Damian will provide the planning, leadership, and project coordination necessary to develop and implement functionalities and resolve issues.</p> |

| Team member | Short biography |
|--|--|
|  <p>Mark Jones</p> | <p>Lead technical architect</p> <p>Mark has been a Director of the Application Development group since 2013. With almost 30 years of experience in the benefits administration space, Mark spent the first part of his career consulting directly with clients driving implementation projects before moving over to software development. Since 2008, he has provided domain expertise in leading teams of developers build our core Health & Welfare administration product while working closely with our internal stakeholders to ensure high quality and robust software solutions.</p> |
|  <p>Michael Kirby</p> | <p>Lead functional analyst.</p> <p>Michael has been a Director of Implementations at LifeWorks since 2019. He has 15 years of experience in administration, client management, project management, and business development. He is responsible for managing implementation resources, providing oversight on implementations and for improving our implementation processes. He works closely with internal and external stakeholders to ensure high quality go-live and achievement of a successful hand-off to the ongoing operations team.</p> |
|  <p>Chris Chandler</p> | <p>Data conversion lead</p> <p>Chris has 27 years of experience converting Benefit administration clients from prior providers and/or multiple legacy systems. He has worked on the development of standard automated conversion processes and the development of data validation processes to ensure data integrity. As data conversion lead, Chris will coordinate all data migration activities, including data analysis, mapping, transformation, and validity checking and reporting. Chris and his team utilize proven tools to migrate data with a track record of accuracy, efficiency, and timeliness.</p> |
|  <p>Gordon Murphy</p> | <p>Security lead</p> <p>Gordon is the Senior Director of Security and has overall responsibility for Information Technology Security and is involved in various aspects of physical security. He joined our firm in 1992 first working as an IT operator. As security lead, Gordon will manage the security operations team and oversee all areas of security and business continuity. He will provide direction related to the security of our organization's networks and servers as well as PEIA-specific security requirements.</p> |












| Team member | Short biography |
|--|---|
|  Jean-Marc Aubin | Training lead Jean-Marc has 15 years of experience in managing training for diverse learning groups. He has led and implemented training initiatives to deliver on the training needs of various organizations. As training lead, Jean-Marc will create and oversee the training for PEIA. He will work with PEIA and the LifeWorks business analyst team to understand PEIA's business process and system configuration. Jean-Marc will create a training schedule with supporting materials, manage training of PEIA's team and support through the user acceptance phase, transition and launch. |
|  Tim Dooley | Quality assurance lead Tim has 13 years of experience with benefits administration systems and the majority of his career was spent managing the implementation test team for new client BAS implementations. Tim served as project manager for multiple new Health & Welfare implementations and special projects for ongoing clients ensuring that tasks were assigned and completed on time while keeping stakeholders informed of the status of the projects and mitigating risks to schedule and system functionality. As deputy project manager, Tim will share the project management responsibilities. He will be assigned to manage integration and implementation of PEIA members to the new BAS. |
|  Amy Bell | Ongoing lead Amy joined LifeWorks in 2014 as a senior client services manager and has experience in implementing information systems applications, a systems analyst and quality assurance. Amy manages the implementation and ongoing support of projects, client relationships, expectations, requirements, and project scope. As the ongoing lead, Amy will be PEIA's main point of contact for any system or service-related issues and manage the ongoing service team to coordinate issues throughout their lifecycle. |

Table 19: LifeWorks' additional resources supporting PEIA

| Team member | Short biography |
|---|---|
|  Pierre Chamberland | Executive sponsor Pierre is President, Administrative Solutions and Executive Vice President of LifeWorks. In his current role, he brings extensive experience and understanding of the insurance and pension environment, having worked with clients throughout North America, including large corporations, as well as government, public and para-public organizations. He has been with the company for 38 years and is a Fellow (FSA) of the Society of Actuaries. As executive sponsor, Pierre will be the most senior point of escalation for issues that cannot be resolved at lower levels of governance or are strategic in nature for PEIA with a material impact on services. |

| Team member | Short biography |
|---|---|
|  <p data-bbox="240 548 383 609"> Marc-Andre Longchamps </p> | <p data-bbox="495 273 716 300">Program executive</p> <p data-bbox="495 317 1435 709"> Marc-André is the Senior Vice President for LifeWorks' Implementation Services. He leads the Administrative Solutions Technology Steering Committee, where he oversees all aspects of software development for the solution product suite. He also contributes to maintaining a solid and stable architecture for all LifeWorks'. Marc-André leads LifeWorks' implementation team, with more than 200 professionals working on solution management, configuration, and implementation project management. He is responsible for our leading-edge project management methodology and agile philosophy for software development. As program executive, Marc-Andre has overall accountability for client success and will ensure the delivery platform (systems, people, and processes) is available at all times and meets OEIA's expectations. He also will provide strategic advice to PEIA, and oversee overall project governance and ensure appropriate levels of communication and reporting. </p> |
|  <p data-bbox="240 1031 415 1058"> Terri Arceneaux </p> | <p data-bbox="495 756 764 783">Implementation Leader</p> <p data-bbox="495 800 1429 1094"> Terri has more than 15 years of experience with large-scale system implementations. She has been the Implementation Manager for multiple large-scale implementations of LifeWorks' Health & Welfare and Billing Management Solutions, including the modules for COBRA, manager self-service and employee self-service. Terri has been responsible for documenting business requirements, leading system design, managing the project schedule, and communicating overall project status to LifeWorks and client leadership. As the implementation leader for PEIA, she will ensure PEIA's overall satisfaction with the transition to LifeWorks' BAS system and continuously monitor and confirm PEIA's requirements and quality objectives are being met. </p> |
|  <p data-bbox="240 1404 415 1432"> Heather Murphy </p> | <p data-bbox="495 1140 781 1167">Deputy business analyst</p> <p data-bbox="495 1184 1435 1409"> Heather has more than 10 years of experience in human resources and benefits. She has extensive experience in defining and maintaining business requirements, database testing, managing EDI and interface requirements and testing, account and relationship management, and communications strategies. As the deputy business analyst, she is responsible for managing implementation resources, overseeing the timeliness and quality of all deliverables and managing project risk with key stakeholders through LifeWorks' implementation governance processes. </p> |
|  <p data-bbox="240 1751 383 1778"> Stephen Hart </p> | <p data-bbox="495 1476 789 1503">Deputy solution architect</p> <p data-bbox="495 1520 1435 1745"> Stephen has been part of the LifeWorks teams for 14 years, first as a business analyst with roles evolving to leadership positions in administration solutions. Stephen is responsible for planning, directing, and delivering client implementation for U.S. Client Services. As lead functional analyst, Stephen will work with PEIA to develop the system specifications, clarify needs, and tailor the solution to meet and exceed expectations. He will translate PEIA requirements into system parameters and will coordinate and oversee parameterization. </p> |

| Team member | Short biography |
|---|--|
|  <hr/> Alan King | <p>Deputy functional analyst</p> <p>Alan has been working as a systems analyst for LifeWorks for since 2015. His responsibilities include collecting and synthesizing client needs for integration, documenting business and operational needs for implementation with workflow automation, analyzing business processes, working with the solution architects in the creation of new solutions, working with the quality assurance team to establish the testing scope and criteria, and to follow up with stakeholders regarding any changes needing to be made.</p> |
|  <hr/> Joe Jacobi | <p>Deputy data conversion analyst</p> <p>Joe has worked as a conversion analyst with LifeWorks since 2015. In his current role, Joe is responsible for inbound data including collecting requirements, configuration of imports, loading data, analyzing any fallout, creating custom reports, adherence to best practices and customizing solutions based on the client's needs. He also works on coding and testing life events, scheduling weekly/monthly/yearly processes, creating sequel scripts and queries as needed. Joe has worked on implementing new clients, upgrading existing clients, and mergers and acquisitions.</p> |
|  <hr/> Laurie Gill | <p>Deputy quality assurance analyst</p> <p>Laurie has 15 years of industry experience and has a wealth of knowledge in all aspects of benefits administration. As deputy QA analyst, she is responsible for scoping out requirements for projects, testing updates to files and systems, and seeing projects through to completion. She will be responsible for assisting with different aspects of the implementation's QA program</p> |

4.3.2. Mandatory Qualification/Experience Requirements

The following mandatory qualification/experience requirements must be met by the Vendor as a part of its submitted proposal. Vendor should describe how it meets the mandatory requirements and include any areas where it exceeds the mandatory requirements. Failure to comply with mandatory requirements will lead to disqualification, but areas where the mandatory requirements are exceeded will be included in technical scores where appropriate. The mandatory qualifications/experience requirements are listed below.

4.3.2.1. The Vendor must have itself, not as a sub-contractor, been in the benefits administration system solution delivery business for the past five (5) years. Please provide an overview of the number of years your company has been in business and the number of years you have provided a solution and performed associated services specified by this RFP.

For 30 years, LifeWorks has developed and implemented benefits administration solutions for public sector organizations. Our solutions continue to help our government clients meet their unique



requirements and significant challenges that include lower budgets, limited staff, complex plan designs, and a wide diversity of members in a rapidly evolving environment of regulatory and legislative changes.

LifeWorks currently supports more than 350 government clients that serve nearly 3,500,000 public servants. Our extensive experience working with public entities makes us a valuable partner in meeting the challenges of today's complex benefits administration environment. We offer flexible and innovative benefits administration management technology and services to help our government clients better serve their members.

Recent implementations similar in scope and size to PEIA are presented below:

- Hawaii Employer-Union Health Benefits Trust Fund (EUTF): go-live in 2022 (May); 202,000 members; and 552 employer units.
- Illinois Central Management Services Bureau of Benefits (CMS): upgrade go-live in 2019; 475,000 members; and 250 employer units.

Figure 10: Representative list of public sector clients that are relevant to PEIA's requirements

|  National/state/provincial government |  Local government/education |
|--|---|
| <ul style="list-style-type: none"> • South Carolina Pension Employee Benefit Authority (in progress) • Ohio Police and Fire Pension Fund (in progress) • Hawaii Employer Union Health Benefits Trust Fund (2022) • Illinois Municipal Retirement Fund (in progress) • Employees' Retirement System of Rhode Island (2016) • Illinois Central Management Services (2016) • Ontario Teacher's Insurance Plan (2016) | <ul style="list-style-type: none"> • City of Los Angeles (2019) • Dallas Independent School District (2018) • University of Idaho (2017) • University of Utah (2017) • City of Chicago (2012) • Milwaukee County (2005) |

Expertise and experience

LifeWorks implemented and currently support BAS' of all scales and complexities. The team we are proposing to serve PEIA is comprised of public sector benefits technology and administration experts. This expertise allows us to streamline and improve process workflows with key centralized business processes for PEIA.

Example

The Employee Union Trust Fund of Hawaii (EUTF) Ariel EAS BAS went live on May 6, 2022. The scope of the project is virtually identical to the scope of the PEIA project, including Member, Employer and Administrator portals to streamline benefits administration processes. The solution includes around 120,000 members with total lives around 200,000 across seven unique employers and includes both retiree and active populations. The system functionality include:

- Enrollments

- Terminations
- Document management
- Workflow queues
- Automated data integration imports
- Premium payroll
- Billing and collection
- General ledger integration
- Medicare Part B reimbursement
- Member, partner/employer and administrative portals
- Reporting
- Historical data conversion

The project objectives and goals include:

- Implementing a new COTS BAS following LifeWorks' best practices while meeting the functional and technical requirements captured in the RFP scope.
- Enhancing EUTF's members' enrollment experience through implementing an intuitive online enrollment Member Portal.
- Increasing the efficiency of the day-to-day administration in various areas, where possible.
- Reducing benefits administration operating costs.
- Replacing existing custom inbound and outbound data interfaces into Ariel EAS with industry standard formats and/or pass more information than current interfaces provide.
- Identifying and address EUTF's existing pain point related to member and employer benefits administration, where possible.
- Enhancing EUTF's employer experience through implementing an online Employer Portal.
- Update the 834 carrier file and enhance the carriers experience through implementing an online carrier portal.

4.3.2.2. Provide a list of the three (3) largest clients for which your organization implemented benefit administration services. Provide name and numbers for one or more points of contact for each client. Submission of a Proposal constitutes your organization's consent for PEIA and/or its agents to contact any or all of these points of contact to discuss their experience with your organization. Identify which client is in the warranty period or later.

| Client, Contact Name, Phone, and Email | Client's number of employees | Client's number of participants | Implementation Time-in months and year implemented | Number of years providing insurance enrollment | List all services provided to Client | Number of client's third-party administrators (and number of enrollment options – if different) | Multi-employer (yes or no) If Yes, number of employers |
|---|------------------------------|--|---|--|---|---|---|
| Illinois Central Management Services Bureau of Benefits (CMS) CMS has requested contact information be protected from public release. LifeWorks will provide contact information when required in a format that is not subject to public view. | 110,000 | 290,000 participants (110,000 active and 180,000 retirees) | Time-in months: 6 months Year implemented: 2016 2021 (portal upgrade go-live) | 5.5 years | LifeWorks administers CMS' benefit plans, which have more than 475,000 members (actives, retirees and dependents) and 350 employing units, on LifeWorks' hosted technology. | 6 providers | LifeWorks administers CMS' benefit plans, which have more than 475,000 members (actives, retirees and dependents) and 350 employing units, on LifeWorks' hosted technology. |

| Client, Contact Name, Phone, and Email | Client's number of employees | Client's number of participants | Implementation Time-in months and year implemented | Number of years providing insurance enrollment | List all services provided to Client | Number of client's third-party administrators (and number of enrollment options – if different) | Multi-employer (yes or no) If Yes, number of employers |
|---|------------------------------|---|--|--|--|---|--|
| Hawaii Employer-Union Health Benefits Trust Fund (EUTF) EUTF has requested contact information be protected from public release. LifeWorks will provide contact information when required in a format that is not subject to public view. | 75,000 | 120,000 participants (75,000 actives and 45,000 retirees) | LifeWorks was awarded the contract in March 2020. Go-live date: May 2022 | 2-year relationship | Starting in 2022, EUTF will administer their benefit plans, which includes 120,000 participants (actives and retirees) and 550 employing units, on LifeWorks' hosted technology. | 7 providers | LifeWorks was awarded the contract in March 2020. Go-live date: May 2022 |

| Client, Contact Name, Phone, and Email | Client's number of employees | Client's number of participants | Implementation Time-in months and year implemented | Number of years providing insurance enrollment | List all services provided to Client | Number of client's third-party administrators (and number of enrollment options – if different) | Multi-employer (yes or no) If Yes, number of employers |
|--|------------------------------|---|--|--|---|---|--|
| Ontario Teachers Insurance Plan (OTIP) Stacey Rous, Executive VP and Chief Financial Officer (877) 260-3892 ext. 2203 srous@otip.com | ~800 | 214,077 participants (240,000 actives and 77 retirees) | OTIP chose to phase their plan participants onto LifeWorks Ariel BAS platform, going live with the first phase in October 2014, and the most recent wave going live in October 2018. | 8 years | OTIP administers their benefit plans, which have grown to more than 630,000 members (actives, retirees, and dependents) and 100 employing units, on LifeWorks' hosted technology. | 4 providers | OTIP chose to phase their plan participants onto LifeWorks Ariel BAS platform, going live with the first phase in October 2014, and the most recent wave going live in October 2018. |

4.3.2.3. Vendor must have implemented insurance administration systems with two or more clients of similar size and scope as the project contemplated herein, at least one of which must be complete, i.e., the project is in the warranty period or later. These references must be for implementations that are no older than five (5) years. Submission of a Proposal constitutes your organization's consent for PEIA and/or its agents to contact any or all of these points of contact to discuss their experience with your organization.

| Client Name | Contact Name, Phone, and Email | Client's number of employees | Client's number of participants | Client's number of participating employers | Implementation Time-in months and years | List all services provided to Client | In the warranty period or later? |
|--|---|------------------------------|--|--|---|--|---|
| Illinois Central Management Services Bureau of Benefits (CMS) | CMS has requested contact information be protected from public release. LifeWorks will provide contact information when required in a format that is not subject to public view. | 110,000 | 290,000 participants (110,000 active and 180,000 retirees) | 350 employing units | Time-in months: 6 months Year implemented: 2016 2021 (portal upgrade go-live) | Lifeworks administers CMS' benefit plans, which have more than 475,000 members (actives, retirees and dependents) and 250 employing units, on LifeWorks' hosted technology. | After warranty period. |
| Hawaii Employer-Union Health Benefits Trust Fund (EUTF) | EUTF has requested contact information be protected from public release. LifeWorks will provide contact information when required in a format that is not subject to public view. | 75,000 | 120,000 participants (75,000 actives and 45,000 retirees) | 550 employing units | LifeWorks was awarded the contract in March 2020. Go-live date: May 2022. | Starting in 2022, EUTF will administer their benefit plans, which includes 120,000 participants (actives and retirees) and 550 employing units, on LifeWorks' hosted technology. | Warranty period will start at the go-live date. |

4.3.2.4. The Project Manager shall be responsible for the day-to-day operations of the solution implementation, manage the activities of the Vendor's resources and work with the PEIA Project Director and Project Management Oversight vendor to lead the overall project. Project management responsibilities include but are not limited to:

- Periodic attendance and reporting at the PEIA Steering Committee, Board, and project team meetings during the project, as required by the Agency.
- Report project status to the project director at intervals during the project work, including findings and recommendations as follows:
- Regular written reports which must include information on work completed, work planned for the following week, identified risks, and any issues to be addressed.
- At scheduled deadline dates for the identified deliverables; and
- At other times as needed at the discretion of the Agency.
- Develop Work Plan in coordination with the Agency for each major phase as defined in the Scope of Work.
- Provide weekly metrics against the Implementation Plan to measure the progress of the project.
- Assign resources and their effort for each project phase with the Agency and further understand that the Agency has the right to modify the amount of effort needed for each phase of the implementation process for project monitoring, quality assurance, and project management purposes.
- Provide minutes for meetings related to Vendor's services and deliver the minutes to the Agency within the time period as specified in the Project Charter. The minutes shall, at a minimum, list the attendees, summarize the major topics discussed, and include any action items and decision points; and
- Provide an overall Work Plan with key milestone dates within 21 days of contract execution.

LifeWorks has a dedicated project management office with several qualified project managers (supported by dozens of specialists) who are responsible for quality control, communication, workflow, and resources.

Our proposed project manager, Michelle Mullaney, will report progress to senior management through a steering committee that meets at minimum on a monthly basis to review the status of current projects. It includes a quality review process where senior practitioners with the appropriate technical or benefits experience perform more rigorous audits of project progress and deliverables.

Project status reports will provide the information necessary to effectively monitor the project and detect potentially significant variances from plan in a timely manner.

Brent Griffiths: As program manager, Brent will champion the PEIA project. He will have direct accountability to and work closely with the PEIA senior leadership. Brent will be responsible for contract management, change orders, client satisfaction, and resolution of escalated cases.

Michelle Mullaney: As project manager, Michelle will be PEIA's designated project manager and the main point of contact for PEIA during the BAS implementation. She will be responsible for ensuring overall satisfaction with the transition to our solution. Michelle will act as lead orchestrator for all project tracks, ensure that the project is running on plan, and that tasks/issues are being actively managed.

Nathan Dorward: As deputy project manager, Nathan will share the project management responsibilities. He will be assigned to manage integration and implementation of PEIA members to the new BAS.

Our governance structure ensures consistent communication with all parties involved. The below table presents LifeWorks' standard project governance structure.

Table 20: Implementation: Meetings overview

| Who | Members | Documents | Frequency |
|---------------------------------------|--|---|---------------------------|
| Executive steering committee | Executive sponsors PEIA LifeWorks | Formal report Project dashboard including: current project status; key decisions required; change control items; updated issues/risks | Monthly |
| LifeWorks internal steering committee | LifeWorks executives and leadership team | Progress (plan versus actual), issues, change requests, budget, resources | Monthly |
| Joint project team | Project leadership PEIA LifeWorks | Overall project status report: progress, issues, and risks | Weekly reporting |
| Joint working groups | Project teams PEIA LifeWorks | Action items and issues | Weekly |
| Go/No-go | Project leadership PEIA LifeWorks | Authorization to proceed to the next project key phase | According to project plan |

4.3.2.5. The Vendor's proposed project manager must hold a current PMP certification and must have completed at least one (1) full implementation of the Vendor's proposed solution in the role of project manager.

LifeWorks' proposed project manager, Michelle Mullaney, has PMP certification and has completed a full implementation on our proposed solution.

4.3.2.6. The Architect/Solution Manager is responsible for the overall design and configuration of the delivered benefit administration solution. The proposed Architect/Solution Manager must have completed at least two (2) full implementations of the Vendor's proposed solution.

LifeWorks' proposed solution architect, Damian Morrissy, will be responsible for designing the system to meet PEIA's vision for its BAS solution and design the system integration, including reviewing interface setup and quality assurance plans Determine the functional requirements and configuration.

4.3.2.7. The Lead Business Analyst is responsible for the overall requirements confirmation process and leading the team that will work with the Agency business stakeholders and subject matter experts to design and configure the benefit administration solution. The proposed Lead Business Analyst must have completed at least two (2) full implementations of the Vendor's proposed solution.

LifeWorks' proposed lead business analyst, Andrew Haber, has completed two full implementations on our proposed solution and will:

- Work with PEIA to develop system specifications, clarify needs.
- Tailor the solution to meet and exceed expectations.
- Translate PEIA's requirements into system architecture, parameters, and artifacts.
- Coordinate and guide parameterization and software development activities.

4.3.2.8. The Vendor must identify any sub-contractor who will be used and include the name of the company, telephone number, contact person, type of work subcontractor will perform, and the percentage of the contract value, time, and work hours that are anticipated to be performed or provided by the subcontractor.

LifeWorks employees will perform all implementation tasks and provide all support services for PEIA.

4.3.2.9. Any change in the key project team members or subcontractors named in the proposal must be approved, in advance and in writing, by the project director or procurement officer. Personnel changes that are not approved by PEIA will be a material breach of the contract and may be grounds for PEIA to terminate the contract.

LifeWorks proposes the following process when a change to a key team member is needed:

LifeWorks key personnel shall not delegate performance of their powers and responsibilities they are required to provide under the contract to another employee without first obtaining the written consent of PEIA. Further, LifeWorks shall not re-assign or transfer key personnel to other duties or positions such that the key personnel is no longer available to provide PEIA with the required expertise, experience, judgment, and personal attention, without first obtaining PEIA's written consent to such re-assignment or transfer, which PEIA will not unreasonably withhold or delay.

Notwithstanding the foregoing, LifeWorks may replace key personnel without PEIA's consent in the event any key personnel are no longer available due to circumstances beyond LifeWorks

reasonable control, such as death, illness, or termination of employment. In the event LifeWorks requests that PEIA approve a re-assignment or transfer of the key personnel, or if LifeWorks must replace key personnel, PEIA may interview, review the qualifications of, and approve or reject the proposed replacement(s) for the key personnel. Any such replacement must have substantially equivalent or better qualifications than the key personnel being replaced. Any replacement personnel approved by PEIA will thereafter be deemed a key personnel for purposes of the contract.

4.3.2.10. Any and/or all work performed by the vendor under this Agreement shall be performed on machines owned, operated, configured, and managed by the vendor. The use of personal devices owned by subcontractors or individual employees is strictly prohibited.

Ariel EAS is LifeWorks' state-of-the-art proprietary benefits administration solution that is owned, operated, configured and maintained by LifeWorks' employees on LifeWorks' equipment.

Appendix 1

| Appendix 1 - Functional Requirements | | | | | | | Yes/No |
|--------------------------------------|------|----------------------------|---|---|-------|--|--------|
| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | | |
| 1 | | Eligibility and Enrollment | Foundational | Centralized eligibility and enrollment module to maintain and apply Agency rules, view and maintain eligibility and enrollment data, and import/export eligibility and/or enrollment data as necessary to carriers and other entities. | | | Yes |
| 2 | | Premium Management | Foundational | Centralized billing module to maintain current and historical premium rates, invoices, and payment records, calculate premium amounts, generate premium invoices, collect, apply, and reconcile invoice payments, and track open | | | Yes |
| 3 | | Premium Management | Foundational | Reconciliation of outstanding invoices with incoming payments. | | | Yes |
| 4 | | System | Foundational | Management of coverage data. | | | Yes |
| 5 | | System | Foundational | Functions to support all required interfaces, including, but not limited to, interfaces between: •Supporting third party products such as Microsoft Great Plains. •Employers. •Other related agencies (e.g., wvOASIS); and •TPAs. | | | Yes |
| 6 | | System | Reports, Forms, Letters, & E-communications | The system includes the capability to create templates/formats and generate reports, forms, and letters, including ad-hoc reporting capabilities. | | | Yes |
| 7 | | System | Reports, Forms, Letters, & E-communications | Provides an established library of forms, reports and letters that can be copied, modified and saved as a PEIA template. | | | Yes |
| 8 | | System | Reports, Forms, Letters, & E-communications | The system is capable of selecting groups of entities based on criteria(s) as defined by PEIA (i.e. based on plan enrollment specifics, employer type, employment status, user type, workflow triggers, etc.) and sending mass communications via email and SMS messaging. The system is also capable of updating the email or SMS message in the billing or enrollment portals "message center" to keep communications consistent across all channels. | | | Yes |
| 9 | | System | Foundational | The system should have the capability of interfacing with internal and external parties to exchange data at defined or ad-hoc frequency(ies). This includes the interface to exchange all data with PEIA's internal data warehouse at a frequency determined by PEIA. | | | Yes |
| 10 | | Cash Receipts | Accounting | The system should automatically reconcile electronic cash receipt types to billing invoices/amounts due where receipt amounts have been verified as having cleared with the financial institution. | | | Yes |
| 11 | | Cash Receipts | Accounting | The system should have the ability to accept miscellaneous revenue, deposit monies, and trigger appropriate workflows (ex. forfeitures, legal settlements, and old insurance contracts). | | | Yes |
| 12 | | Cash Receipts | Accounting | The system should have the ability to apply one payment to multiple AR and, or GL accounts. | | | Yes |
| 13 | | Cash Receipts | Accounting | The system should have the ability to support inter-fund accounting based on but not limited to, the employer, transaction type and insurance type for which a payment is made. | | | Yes |
| 14 | | Cash Receipts | Accounting | The system should have the ability to assign a status to a deposit (reconciled, pending, etc.). | | | Yes |
| 15 | | Cash Receipts | Accounting | The system should provide the ability for authorized PEIA staff to cancel or reverse invoices, including updating sub-ledger entries, while retaining all modifications in the account history. | | | Yes |
| 16 | | Cash Receipts | Accounting | The system should provide the ability to abate or reverse interest or fees. | | | Yes |
| 17 | | Cash Receipts | Accounting | The system should provide the ability to reverse payments submitted to PEIA (ex. bad check, Non-sufficient Funds, etc.) and re-set the invoice and invoice detail status. | | | Yes |
| 18 | | Cash Receipts | Employer Data | The system should have the ability to set a default payment type for employers and individual insurance subscribers. | | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|---------------|---|--|-------|-----|
| 19 | | Cash Receipts | Interfaces | The system should be able to download and process an electronic, validated deposit file from the bank, making an image immediately available to designated authorized internal PEIA users and management. | | Yes |
| 20 | | Cash Receipts | Interfaces | The system should provide the ability to transmit check images to PEIA bank accounts electronically in an automated deposit. | | No |
| 21 | | Cash Receipts | Interfaces | The system should receive transactional data from financial institutions containing deposits regardless of method (ex. teller, ACH, wire transfer), check statuses (ex. cleared, suspended, open) and account balances. | | Yes |
| 22 | | Cash Receipts | Invoices | The system should calculate interest for delinquent payment submissions by employers per PEIA business rules. | | Yes |
| 23 | | Cash Receipts | Payment | The system should provide authorized internal PEIA users the ability to schedule and execute daily (or more frequent) electronic deposit processes. | | Yes |
| 24 | | Cash Receipts | Reports, Forms, Letters, & E-communications | The system should automatically electronically notify the retiree when a direct bill payment is received on an invoice (partial or full). | | Yes |
| 25 | | Cash Receipts | Reports, Forms, Letters, & E-communications | The system should create detailed and summary deposit reports by payment method and AR subledger account for daily deposits to PEIA bank accounts for reconciliation purposes. | | Yes |
| 26 | | Cash Receipts | Reports, Forms, Letters, & E-communications | The system should notify employers, and direct bill retirees and PEIA of payments due, overdue balances, overpayments and credits. | | Yes |
| 27 | | Cash Receipts | Reports, Forms, Letters, & E-communications | The system should notify the retiree when payment amount received is less than the expected amount. | | Yes |
| 28 | | Cash Receipts | Reports, Forms, Letters, & E-communications | The system should produce barcoded or MICR remittance documents to accompany premiums and other payment submissions. | | Yes |
| 29 | | Cash Receipts | Reports, Forms, Letters, & E-communications | The system should provide a means of accounting and reporting for aging unallocated cash receipts. | | Yes |
| 30 | | Cash Receipts | Reports, Forms, Letters, & E-communications | The system should provide a view of employer reporting entities whose payments are delinquent, including an aging of delinquencies. | | Yes |
| 31 | | Cash Receipts | Reports, Forms, Letters, & E-communications | The system should provide extensive reporting and analysis capabilities on all key data elements within the cash receipts process. | | Yes |
| 32 | | Cash Receipts | Self-Service | The system should allow employers and members to select specific receivables or benefits to which to apply online payments and input partial payment amounts. | | Yes |
| 33 | | Cash Receipts | Self-Service | The system should allow portal users to enter financial/banking information and payment frequency (auto-pay, one-time payment, etc.). The system should have the ability to store bank information, but should not store credit card information. Credit card information is passed directly to the to the financial institution used by PEIA. | | Yes |
| 34 | | Cash Receipts | Usability | The system should allow authorized PEIA staff to search records against a number of demographic and payment data elements - such as member name, SSN, address, check routing number, account number, payment amount and payment date range. | | Yes |
| 35 | | Cash Receipts | Usability | The system should enable all automated processes to be performed manually by designated internal PEIA users when necessary. | | Yes |
| 36 | | Cash Receipts | Validation | The system should have the ability to limit automatic drafts for individuals, if the draft is over a certain amount. Where the amount is a system parameter that can be maintained by internal PEIA users. | | Yes |
| 37 | | Cash Receipts | Validation | The system should have the ability to reject payments based on the status of the member (terminated, separated, etc.). | | Yes |
| 38 | | Cash Receipts | Validation | The system should prevent employers from creating and/or submitting the same deposit form more than once. | | Yes |
| 39 | | Cash Receipts | Validation | The system should warn employers or members when they attempt to make out-of-sequence payments. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|------------------|----------------------------|--|-------|-----|
| 40 | | Cash Receipts | Workflow & Case Management | The system should automatically trigger workflow every "x" (days or weeks) when reimbursement is due to an annuitant retiree for an overpayment due to death or an erroneous premium billed amount. | | Yes |
| 41 | | Refunds | Interfaces | Refund transaction data should be automatically processed in a batch mode and sent to wvOasis as part of the reimbursement workflow for annuitant retirees. | | Yes |
| 42 | | Cash Receipts | Workflow & Case Management | The system should initiate a workflow for unidentified receipts to facilitate research, credit the appropriate accounts and notify the payer. | | Yes |
| 43 | | Cash Receipts | Workflow & Case Management | The system should initiate a workflow if a receipt has not been received within a defined period of time (ex. forfeiture, insurance premium payments, contributions). Where the defined period of time is a system parameter that can be maintained by internal PEIA users. | | Yes |
| 44 | | Cash Receipts | Workflow & Case Management | The system should initiate a workflow when a receipt is returned to create an accounts receivable and change the status of the account's payment type. | | Yes |
| 45 | | Cash Receipts | Workflow & Case Management | The system should initiate workflows for electronic payments. | | Yes |
| 46 | | Cash Receipts | Workflow & Case Management | The system should initiate workflows for physical payments that are front end imaged and route to the appropriate internal PEIA users. | | Yes |
| 47 | | Customer Service | Interfaces | The system should enable integration with existing IVR (Interactive Voice Response) and supporting computer telephony integration (CTI) application that automatically displays all of the relevant caller and account information on a Customer Service Agent's screen during a call. | | Yes |
| 48 | | Customer Service | Interfaces | The system should enable integration with the existing IVR system to obtain participant request for form mailings. | | Yes |
| 49 | | Customer Service | Interfaces | The system should enable integration with a third party document management system to retrieve documents stored by participant or employer or other entity (assuming the system does not have it's own DMS functionality). | | Yes |
| 50 | | Customer Service | Interfaces | The system should enable integration with other customer service tools and applications. | | Yes |
| 51 | | Customer Service | Person Data | The system should be able to intake data relating to a subscriber's and their dependents' or survivor's eligibility, enrollment, other information including communications via phone, email, chat, mail or other. | | Yes |
| 52 | | Customer Service | Relationship Management | PEIA users can categorize communications by intake type (phone, email, etc.), category (i.e. eligibility, enrollment, billing, etc.), date and time in order to efficiently access specific records and report on specific intake data. | | Yes |
| 53 | | Customer Service | Relationship Management | The system should allow for an unlimited character field for tasks or notes. | | Yes |
| 54 | | Customer Service | Relationship Management | The system should allow files or pictures to be attached or inserted to tasks or notes. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|-----------------------------------|---|--|-------|-----|
| 55 | | Customer Service | Relationship Management | The system should be able to produce reports and dashboards showing a history of all intake data, contacts, notes, workflows, and cases. | | Yes |
| 56 | | Customer Service | Relationship Management | The system should provide the ability to track a case (request or issue) from initial request to resolution. Tracking data includes the assigned user, entry date/time of information updates, status of issue (entered, assigned, in progress, resolved). | | Yes |
| 57 | | Customer Service | Reports, Forms, Letters, & E-communications | The system should have ad-hoc query capabilities to select groups of participants and/or employers for mass mailings. | | Yes |
| 58 | | Customer Service | Reports, Forms, Letters, & E-communications | The system has the capability of printing identifying information as a barcode on statements or letters to be used for document management purposes. | | Yes |
| 59 | | Customer Service | Reports, Forms, Letters, & E-communications | The system should record all outgoing and incoming mail to the participant's record. | | Yes |
| 60 | | Customer Service | Reports, Forms, Letters, & E-communications | The system has the capability of printing addresses on mass mailings as necessary to avoid label generation. | | Yes |
| 61 | | Customer Service | Reports, Forms, Letters, & E-communications | The system should be able to read IVR data and requests, update the system accordingly and send requested forms to the participant. | | Yes |
| 62 | | Customer Service | Reports, Forms, Letters, & E-communications | The system should provide Customer Service Representatives with a method of quickly and easily requesting various documents for a participant and route the requests to the mailroom where they can process the requests in batches or as individual requests. | | Yes |
| 63 | | Customer Service | Reports, Forms, Letters, & E-communications | The system should be able to produce frequently requested letters (certificate of creditable coverage, premium verification, etc.). | | Yes |
| 64 | | Customer Service | Reports, Forms, Letters, & E-communications | The system should provide the ability to link a document to a subscriber or employer contact record and/or case. | | Yes |
| 65 | | Customer Service | Reports, Forms, Letters, & E-communications | The system should provide the ability to replicate any notification. | | Yes |
| 66 | | Customer Service | Reports, Forms, Letters, & E-communications | The system should provide the functionality for alerts when requests for documents go unanswered. | | Yes |
| 67 | | Customer Service | Reports, Forms, Letters, & E-communications | The system should provide reports on pending or "open" enrollments where enrollment has not been finalized. Reports can be run for a reason (i.e. documentation not received, approval not provided, etc.), by age, by enrollment type (retiree, dependent, Medicare, etc.) or other values or by combination of values. | | Yes |
| 68 | | Customer Service | Security | The system should provide the capability to display key information for the participant or employer based on the user's role. | | Yes |
| 69 | | Customer Service | Set Up and Maintenance | Entities other than participants and employers (i.e. vendors, TPAs, etc.) and their contact information can be configured within the CRM system to track tasks and cases. | | Yes |
| 70 | | Customer Service | System Data | The system should house a knowledge management database with answers to typical questions, policies, and procedures that can be accessed by all employees. | | Yes |
| 71 | | Customer Service | Usability | The system should provide a direct link from the customer service display for internal PEIA users to view the subscriber or employer information. | | Yes |
| 72 | | Customer Service | Validation | The system should apply all business rules when processing customer service transactions. | | Yes |
| 73 | | Customer Service | Workflow & Case Management | The system should be able to age a case or task and set up reminders to move cases into current day or other designated work queue. | | Yes |
| 74 | | Death Notification and Processing | Benefit Payments & Refunds | The system should automatically terminate health and insurance coverage for the deceased and dependents when a death is confirmed, and trigger the survivor enrollment process if eligible. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|-----------------------------------|---|--|-------|-----|
| 75 | | Death Notification and Processing | Benefit Payments & Refunds | The system should calculate and issue refunds for overpayment of insurance benefits premiums per PEIA business rules. | | Yes |
| 76 | | Death Notification and Processing | Benefit Payments & Refunds | The system should provide the ability to reverse a death entered in error and to reinstate a retirement and/or insurance benefit for the member if applicable. The system should be able to automatically compute amount due for the period of time the account was terminated or suspended. | | Yes |
| 77 | | Death Notification and Processing | Benefit Payments & Refunds | The system should track overpayments by identifying payments processed after the death of a payee as ineligible payments. | | Yes |
| 78 | | Death Notification and Processing | Death Notification and Processing | The system should have the ability to receive and standardize death notifications and key data elements from multiple sources and automatically initiate appropriate workflow process based on member status. | | Yes |
| 79 | | Death Notification and Processing | Foundational | The system should allow employers to report all necessary information for a death notification through the employer portal. | | Yes |
| 80 | | Death Notification and Processing | Foundational | The system should provide the capability to record the initial source through which PEIA was notified of the death and the date of notification. | | Yes |
| 81 | | Death Notification and Processing | Person Data | The system should provide the ability for internal PEIA users to edit or remove any death notification. | | Yes |
| 82 | | Death Notification and Processing | Person Data | The system should provide the capability to mark a member as deceased. | | Yes |
| 83 | | Death Notification and Processing | Person Data | The system should provide the capability to record the deceased date of death. | | Yes |
| 84 | | Death Notification and Processing | Reports, Forms, Letters, & E-communications | The system should notify dependents of health and insurance benefits eligibility benefits available. | | Yes |
| 85 | | Death Notification and Processing | Reports, Forms, Letters, & E-communications | The system should notify as necessary to provide information to the applicable third-party administrator or insurance provider to process life insurance claims and provide the ability to view and download required forms. | | Yes |
| 86 | | Death Notification and Processing | Workflow & Case Management | The system should be able to assign a status and initiate appropriate workflows for death notifications per PEIA business rules. | | Yes |
| 87 | | Eligibility | Foundational | The system should provide the capability to flag a Member's account as having terminated employment. | | Yes |
| 88 | | Eligibility | Person Data | The system should provide the capability to capture required subscriber eligibility and enrollment attributes during the set-up process for a new participating employer. | | Yes |
| 89 | | Eligibility | QDRO Processing | The system should provide for recording the receipt of a Qualified Domestic Relations Order (QDRO) and relate the QDRO to a specific Subscriber. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|-------------|-------------|--|---|-----|
| 90 | | Eligibility | Rules | All rules should be effective date based where the rule should be applied inclusive of the effective date and end inclusive of the expiration date. | | Yes |
| 91 | | Eligibility | Rules | If a member enrolls for life insurance after initial enrollment, coverage should become effective the first day of the calendar month following approval from the life insurance carrier. | | Yes |
| 92 | | Eligibility | Rules | The comprehensive rules engine should be accessible to PEIA (with appropriate security) to view, or to make rule additions or changes. All rule additions or edits should be documented with the username, date, time and a description of the addition/edit. | | Yes |
| 93 | | Eligibility | Rules | The system should allow life insurance enrollment (basic, optional or dependent life insurance) for members or retirees at any time. | | Yes |
| 94 | | Eligibility | Rules | The system should allow multiple health subscribers to cover the same dependents, but not for the same benefit. It should trigger a warning message and prevent the data from saving if a subscriber enters a dependent currently covered for the benefit. | | Yes |
| 95 | | Eligibility | Rules | The system should apply eligibility rules and provide the appropriate choices for health and insurance enrollment during all applicable enrollment periods. | | Yes |
| 96 | | Eligibility | Rules | The system should apply other eligibility rules for benefit options available to those members who are 65 or older, but do not qualify for Medicare. | | Yes |
| 97 | | Eligibility | Rules | The system should automatically change health coverage to the Medicare Supplement when a retiree, survivor or their covered dependent gains Medicare due to disability. | | Yes |
| 98 | | Eligibility | Rules | The system should automatically change health coverage to the Medicare Supplement when a retiree, survivor or their covered dependent turns 65 and is Medicare eligible. | | Yes |
| 99 | | Eligibility | Rules | The system should automatically change health coverage to the Medicare Supplement, when appropriate, for a retiree or survivor when the Centers for Medicare and Medicaid Services (CMS) file reports the gain of Medicare for the member or covered dependents. | | Yes |
| 100 | | Eligibility | Rules | The system should automatically terminate coverage for a dependent when they are no longer eligible based on age. | | Yes |
| 101 | | Eligibility | Rules | The system should automatically terminate coverages when no longer eligible or a benefit is no longer available. | | Yes |
| 102 | | Eligibility | Rules | The system should automatically update the subscriber or covered dependent's Medicare information (HICN, MBI, reason, effective dates) when they gain Medicare. | | Yes |
| 103 | | Eligibility | Rules | The system should calculate eligibility for a benefit based on multiple factors including but not limited to: employer, member hire date, member address, PEIA status (active, retiree), job type (Deputy Sheriffs, elected official, etc.), job status, death, divorce, employment history (hire, termination), special event (birth, loss of other coverage), termination, years of service, etc. as documented in the PEIA Plan Documents and Summary Plan Descriptions noted below: SPD (link in column E): Page 11 - PPB Plan D WV only plan, Page 38 - Post 2010 employees ineligible for subsidized retiree health and life insurance Page 39 - Pre 1997 Retirees, Post 1997 Retirees, Surviving Dependents Page 40 - Employer Paid Retiree Insurance, pre and post 1988 hire dates Page 42 - Retiree Premium Assistance | https://peia.wv.gov/Forms-Downloads/Documents/summary_plan_descriptions/SummaryPlanDescription_ABD2022-web.pdf | Yes |
| 104 | | Eligibility | Rules | The system should capture information on employee transfers and dual employments and provide enrollment opportunities for the benefits the member is eligible for per PEIA business rules (Employee/Employee Spouse Family Policy Tier) as documented in the PEIA Plan Documents and Summary Plan Descriptions noted below: SPD (link in column E): Page 22 - Family with Employee Spouse | https://peia.wv.gov/Forms-Downloads/Documents/summary_plan_descriptions/SummaryPlanDescription_ABD2022-web.pdf | Yes |
| 105 | | Eligibility | Rules | The system should distinguish between different eligibilities of children (ex. temporary incapacitated, permanent incapacitated, child under 26, National Medical Support Notice). | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|--------------------|---------------|--|-------|-----|
| 106 | | Eligibility | Rules | The system should enroll temporarily and permanently incapacitated children as dependents and trigger workflow for review by an internal PEIA user at intervals defined per PEIA business rules. The review process should include automated correspondence and follow-up until a response is received. | | Yes |
| 107 | | Eligibility | Rules | The system should generate a report of policyholders affected by the rule edit in test or production mode. | | Yes |
| 108 | | Eligibility | Rules | The system should have parameters on all plans or benefits that can be used to qualify those eligible to enroll based on specific criteria in the rules engine. | | Yes |
| 109 | | Eligibility | Rules | The system should have the ability for the spouse to be of the same sex as the member. | | Yes |
| 110 | | Eligibility | Rules | The system should not provide coverage in any plan unless the employee is enrolled. There is no default plan. | | Yes |
| 111 | | Eligibility | Rules | The system should notify the member when coverage is terminated. | | Yes |
| 112 | | Eligibility | Rules | The system should only allow health insurance enrollment for a qualifying event for a member and their dependents during the month in which the qualifying event occurred and the following two calendar months. After this "event enrollment period", the employee and existing dependents are no longer eligible for health insurance enrollment until the open enrollment period or if the member has another qualifying event. | | Yes |
| 113 | | Eligibility | Rules | The system should only allow initial health insurance enrollment for a member and their dependents during the month in which the employee is hired and the following two calendar months. After this "initial enrollment period", the employee and existing dependents are no longer eligible for health insurance enrollment until the open enrollment period or if the member is within the month of or two subsequent months of a qualifying event. | | Yes |
| 114 | | Eligibility | Rules | The system should provide a comprehensive rules engine for benefit administration, eligibility and termination determination and maintenance of all active and retiree health benefit and insurance program options. | | Yes |
| 115 | | Eligibility | Rules | The system should provide the ability for a Medicare Primary eligible subscriber or dependent to independently elect or opt out of the plan and trigger workflow to an internal PEIA user to complete the process. | | Yes |
| 116 | | Eligibility | Rules | The system should provide the capability to automatically notify a survivor of applicable insurance benefits based on PEIA business rules. | | Yes |
| 117 | | Eligibility | Rules | The system should provide the capability to update enrollment eligibility requirements through configuration, without the need for programming updates. | | Yes |
| 118 | | Eligibility | Rules | The system should provide the option to copy a rule addition or edit that is in test mode to production. | | Yes |
| 119 | | Eligibility | Rules | The system should provide the option to execute a rule edit(s) in a test mode prior to promoting a rule change to production. Any rule edits or additions that were not promoted to production may be deleted by users with appropriate security. | | Yes |
| 120 | | Eligibility | Rules | The system should use the Centers for Medicare and Medicaid Services (CMS) match file to automatically terminate COBRA benefits per PEIA business rules. | | Yes |
| 121 | | Eligibility | Rules | When initial enrollment (new employee) is received, health and basic life insurance coverage should become effective the first day of the calendar month following the date of enrollment. If a member enrolls on the first day of employment or enrolls prior to the hire date, coverage should not be effective until the first day of the calendar month following the hire date. Optional additional life insurance coverage above the General Issuance Amount should be effective the first day of the calendar month after the insurance carrier provides approval. Optional life insurance up to the General Issuance amount can be added during the initial hire date without underwriting approval. | | Yes |
| 122 | | Employer Reporting | Accounting | The system should automatically create debit/credit transactions to the general ledger for corrections in reported data with appropriate audit trail. | | Yes |
| 123 | | Employer Reporting | Accounting | Upon acceptance and posting, the system should have the capability to automatically create appropriate general ledger transactions associated with employer remittances, penalties, services and interest charges including invoices for delinquent payments. | | Yes |
| 124 | | Employer Reporting | Audit | The system should provide capability to audit or track rollback or reversal of payroll file. | | Yes |
| 125 | | Employer Reporting | Audit | The system should provide capability to create and maintain an audit trail that should record any adjustment, cancellation or manual posting, or other reporting data to a member or employer's record. | | Yes |
| 126 | | Employer Reporting | Employer Data | The system should provide the capability to capture comments/notes regarding specific employer delinquencies or other employer-related information. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|--------------------|---|--|-------|-----|
| 127 | Open | Employer Reporting | Interfaces | The system should provide capability to process direct interface file records for certain reporting entities, such as OASIS and RHBT, when a remittance advice has been submitted and an IET payment type is selected. The interface file should contain all fields required to create the IET at the receiving entity. | | Yes |
| 128 | | Employer Reporting | Invoices | The system should automatically calculate and electronically notify employers of penalties, service charges and interest charges relating to late reports/remittances per PEIA business rules. | | Yes |
| 129 | | Employer Reporting | Invoices | The system should have the capability to create Debit/Credit invoices for employer penalties, service charges and interest charges relating to late reports/remittances. | | Yes |
| 130 | | Employer Reporting | Invoices | The system should have the capability to issue credit and/or debit invoices to employers for contributions remitted in error. | | Yes |
| 131 | | Employer Reporting | Reports, Forms, Letters, & E-communications | The system should allow internal PEIA users to view employer report progress and produce reports about which employer reports have been received, late, delinquent, and view what patterns in reporting exist, etc. Employers should be automatically notified of late reports and non-compliant employers should be flagged per PEIA business rules. | | Yes |
| 132 | | Employer Reporting | Reports, Forms, Letters, & E-communications | The system should have the ability to generate a reconciliation report based on the insurance premium data received on the employer report and what was previously billed to the employer. This report should be available on the employer portal and to internal PEIA users. | | Yes |
| 133 | | Employer Reporting | Reports, Forms, Letters, & E-communications | The system should provide a summary report on any contribution transmittal file, including, for example, the following information: - Batch Number - Pay Period Begin Date - Pay Period End Date - Pay Date - Total Contribution Amount - Insurance Premium Amount - Number of Members Reported | | Yes |
| 134 | | Employer Reporting | Reports, Forms, Letters, & E-communications | The system should provide employers the ability to produce pre-defined reports for their reporting population via the employer portal, such as variance reports (% or \$), exception reports, Member historical contribution transaction reports and an employer account history. | | Yes |
| 135 | | Employer Reporting | Reports, Forms, Letters, & E-communications | The system should provide the ability for employers and internal PEIA users to query and report on financial information by employer or member to include all appropriate financial data, (ex. amounts paid, amounts outstanding, interest adjustments, etc.). | | Yes |
| 136 | Open | Employer Reporting | Reports, Forms, Letters, & E-communications | The system should provide the ability to produce annual statements for PEIA and for employers (ex. finances, PEIA membership information, etc.) for ACFR, PAFR, GASB or CEM Benchmark reporting. | | Yes |
| 137 | | Employer Reporting | Reports, Forms, Letters, & E-communications | The system should provide the ability to produce on demand a report indicating one or more Members' names, Social Security Numbers, benefit elections, benefit amounts, subsidy amounts and service credit for any given period of time. | | Yes |
| 138 | | Employer Reporting | Reports, Forms, Letters, & E-communications | The system should provide the capability for detailed reporting on those records that have not passed validation and have been written to the exceptions table. The following information must be reported: - Plan - Pay Period / Transmittal Number - Name - Employee or other ID Number - Validation rule violation description - Payment Imbalance Amount (if applicable) | | Yes |
| 139 | | Employer Reporting | Reports, Forms, Letters, & E-communications | The system should provide the capability to generate electronic notifications to employer and employee with details on any adjustment made by internal PEIA users to salary, payments, and/or service. | | Yes |
| 140 | | Employer Reporting | Self-Service | The system should allow employers to log on to the portal and view a dashboard of open invoices including an current invoice or past invoice indicator, the invoice period, the invoiced amount, the amount remaining due, a grand total amount due, a "Pre-March 2008 Balance (if applicable - and not included in the total amount due) and any unapplied payments (credit amounts). Internal PEIA users should have access to view an employer's dashboard as well. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|--------------------|------------------------|--|-------|-----|
| 141 | | Employer Reporting | Service Data | The system should automatically post service credit upon receipt of data or reports from the retirement agency. | | Yes |
| 142 | | Employer Reporting | Service Data | The system should have a set of effective dated configurable categories of pay types to accommodate non-standard compensation earnable pay elements. These pay types can be included on the employer payroll report, flagged based on business rules for review, and the detailed pay breakdown should be captured in the system. These non-standard pay types can include furlough supplements, special monthly contributions, supplemental postings, overtime, bonuses, etc. | | Yes |
| 143 | | Employer Reporting | Service Data | The system should have configurable business rules to support service credit adjustments that have no change to earnings associated with them and may change for future or historical payroll periods based on legislation | | Yes |
| 144 | | Employer Reporting | Service Data | The system should have the ability to capture employer payroll data elements for all pay types, (ex. regular pay, mandatory overtime pay, non-mandatory overtime pay, special pay, etc.), including but not limited to pay cycle/frequency, wage information, contributions remitted for each pay type, pay for annual leave and/or sick leave if permitted, contributions on leave pay, retiree wage indicator and employee class. | | Yes |
| 145 | | Employer Reporting | Service Data | The system should import and store employer reporting data for non-members, for use in future purchase of service should the employee become a Member. | | Yes |
| 146 | | Employer Reporting | Set Up and Maintenance | The system should provide automation tools to create an employer's member population using a file upload. | | Yes |
| 147 | | Employer Reporting | Set Up and Maintenance | The system should provide automation tools to globally terminate or transfer an employer's member population for the applicable health and insurance benefits per PEIA business rules (ex. Local subdivision leaves coverage, one or more employers merge into a new employer). | | Yes |
| 148 | | Employer Reporting | Usability | The system should provide the capability to display all transmittal exceptions on a user interface screen and with the ability to update the transaction data prior to posting of the report. | | Yes |
| 149 | | Employer Reporting | Validation | The system should automatically cap service credit for each plan upon receipt of reports and contributions per PEIA business rules and with the ability for an authorized internal PEIA user to review and override exceptions. | | Yes |
| 150 | | Employer Reporting | Validation | The system should notify the employer that a Member is not included on the employer's payroll report if PEIA data indicates that an employee status is active for a particular employer. The employer should be responsible for providing these corrections through the employer portal. | | Yes |
| 151 | | Employer Reporting | Validation | The system should provide an authorized internal PEIA user the ability to reverse, or roll back the transmittal import process if the transmittal file is discovered to be invalid. No residual records or data of any sort should remain with regard to Member or employer records such as premium payments. In other words, the records should be reversed so that they are not posted. | | No |
| 152 | | Employer Reporting | Validation | The system should provide capability for an internal PEIA user to select an exception and post it to the Member record once corrective action has been taken. | | Yes |
| 153 | | Employer Reporting | Validation | The system should provide capability to prevent updates to committing to the system when fatal errors exist. | | Yes |
| 154 | Open | Employer Reporting | Validation | The system should provide capability to store/archive historical employer reporting exception errors (messages) for reporting purposes, even after the exception has been "cleared" and "posted" to the Member's record. | | Yes |
| 155 | | Employer Reporting | Validation | The system should provide exceptions via pop-up messages to employers who enter Member payroll data (member-by-member) via the employer portal. Employers who upload a payroll file should receive an email with a link directing them to the employer portal to view their exceptions and audit trail reports. | | Yes |
| 156 | | Employer Reporting | Validation | The system should provide real-time validations to the reporting data that automatically balance/reconcile insurance premiums on a detailed member-by-member basis and at a summary report level per PEIA business rules. Upon validation, internal PEIA users can determine discrepancies and initiate workflow for required employer error correction. | | Yes |

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| 157 | | Employer Reporting | Validation | The system should provide the ability to process partial reports, allowing for the processing of acceptable records and suspending other transactions for correction/documentation by the employer, and to hold approved reports in a pending status until payment is received from the employer. | | Yes |
| 158 | Open | Employer Reporting | Validation | The system should provide the capability for authorized PEIA internal users to flag Members as "auto-exception" for employer reporting purposes if they have known issues that should prompt continual messages or exceptions on future reports. | | Yes |
| 159 | | Employer Reporting | Validation | The system should provide the capability for internal PEIA users to correct employer reported data by manual entry and make corrections to historical reporting periods, providing an audit trail for all transactions. These adjustments must be able to be displayed at the summary and detail level in the employer portal and internally to authorized PEIA staff. | | Yes |
| 160 | | Employer Reporting | Validation | The system should provide the capability to collect certain demographic data to validate Members during the processing of employer reports. In the case of mismatches, error messages should be generated and correction by the employer should be required before the data can be posted to the Member account. | | Yes |
| 161 | | Employer Reporting | Validation | The system should validate data based on PEIA business rules and defined report tolerances prior to accepting a submitted file (valid pay period, file layout, file format, batch ID, balanced dollar totals, balanced Member count totals, blank fields, and duplicate Member records) and generate error messages to the employer through the employer portal to investigate, correct, and resubmit transactions as needed. | | Yes |
| 162 | | Employer Reporting | Workflow & Case Management | The system should provide the ability to classify data validation exceptions by severity and trigger workflow to the appropriate internal PEIA users prior to posting based on criteria such as severity of the error or time lapse for the employer to successfully submit a report. | | Yes |
| 163 | | Employer Self Service | Accounting | The system should allow Benefit Coordinators or employer users to submit and maintain electronic payment(s) and payment methods. | | Yes |
| 164 | | Employer Self Service | Accounting | The system should provide users with applicable GASB reporting requirements through the employer portal. | | Yes |
| 165 | | Employer Self Service | Foundational | The system should provide portal content specific to external partners (ex. Benefit coordinators, payroll vendors, member, retirees, survivors) that need to access the system to complete functions such as viewing employee insurance coverage data, initiating enrollment transactions, or providing employer reporting data. | | Yes |
| 166 | | Employer Self Service | Foundational | The system should provide the ability for users to perform multiple benefit changes related to one event per PEIA business rules. | | Yes |
| 167 | | Employer Self Service | Invoices | The system should provide the capability for employers, retirees and PEIA staff to view, retrieve, and print billing statements through the portal. | | Yes |
| 168 | | Employer Self Service | Person Data | The system should provide the ability for an authorized contact at each employer to elect a default communication method for all users of that employer, such that they can receive notifications, certain mailings, forms and documents, etc. | | Yes |
| 169 | | Employer Self Service | Person Data | The system should provide the ability for each user of an employer to elect and maintain their own individual communication method preference, such that they can receive notifications, certain mailings, forms and documents, etc. | | Yes |
| 170 | | Employer Self Service | Person Data | The system should provide the capability for employers to maintain employer and user contact information and store information for multiple employer contacts and role types. | | Yes |
| 171 | | Employer Self Service | Person Data | The system should display the applicable employer Benefit Coordinator and their contact information as well as the PEIA Eligibility Representative and their contact information within one location. | | Yes |
| 172 | | Employer Self Service | Premiums | When a Benefit Coordinator makes a coverage or benefit change, the system should display the expected premium cost change based on of the effective date of the change. | | Yes |
| 173 | | Employer Self Service | Reports, Forms, Letters, & E-communications | The system should automatically generate notifications to employers when action is needed to process a member transaction (ex. required document needed, enrollment not complete, etc.). | | Yes |
| 174 | | Employer Self Service | Reports, Forms, Letters, & E-communications | The system should automatically notify users to inform them that they have a message waiting on the portal. | | Yes |
| 175 | | Employer Self Service | Reports, Forms, Letters, & E-communications | The system should automatically send confirmation to users and employer contacts based on their communication preference for events where they requested PEIA participation. Confirmations should include the names, contact information and pictures of Employer Services staff who are assigned to present/attend. | | Yes |

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| 176 | | Employer Self Service | Reports, Forms, Letters, & E-communications | The system should automatically send electronic reminders at configurable intervals to users and PEIA Employer Services staff who are registered to attend a seminar/event. | | Yes |
| 177 | | Employer Self Service | Reports, Forms, Letters, & E-communications | The system should provide a message center through the portal (for employer users, members or retirees) that allows users to submit and receive secure messages, receive notification of new messages and mark messages as read/unread. | | Yes |
| 178 | | Employer Self Service | Reports, Forms, Letters, & E-communications | The system should provide action items on the user's dashboard that contains time sensitive alerts or reminders (ex. enrollment deadline approaching, delinquencies, awaiting documentation, etc.). | | Yes |
| 179 | | Employer Self Service | Reports, Forms, Letters, & E-communications | The system should provide inquiry access for users to view effective-dated information such as employer contributions, key member data, historical and pending billing, retiree statements, transactional data and statuses. | | Yes |
| 180 | | Employer Self Service | Reports, Forms, Letters, & E-communications | The system should provide reporting metrics on the usage of the employer portal (ex. number of logins, most commonly requested information, identify low utilization employers, counts of hits v. confirmed transactions by application type, how long employers spent on the site and within application type, the different browsers utilized, IP addresses, etc.). | | Yes |
| 181 | | Employer Self Service | Reports, Forms, Letters, & E-communications | The system should provide the ability for users to complete alerts or reminders and to remove from their action item(s). | | Yes |
| 182 | | Employer Self Service | Reports, Forms, Letters, & E-communications | The system should provide the capability for employers to create/submit/download any required forms from the employer portal (ex. adjustment forms, employment forms, etc.). | | Yes |
| 183 | | Employer Self Service | Security | The system should allow Benefit Coordinators the ability to access a member's information to view or make corrections to their account for the period in which they were working for them. Only certain information is viewable depending on if the member is a current or past employee with the employer. | | Yes |
| 184 | | Employer Self Service | Security | The system should have the capability for employers to maintain Benefit Coordinator portal user logins and contact information and store information for multiple employer contacts and role types. | | Yes |
| 185 | | Employer Self Service | Self-Service | The employer dashboard should indicate the last update date and time. | | Yes |
| 186 | | Employer Self Service | Self-Service | The system should allow an employer user to adjust employee employment information which may or may not affect a historical or current invoice. | | Yes |
| 187 | | Employer Self Service | Self-Service | The system should provide the capability for employers to view insurance coverage for a transferring member through the employer portal once the transfer process is initiated. | | Yes |
| 188 | | Employer Self Service | Usability | The employer portal should use agency standards for the look and feel (branding) of the site. | | Yes |
| 189 | | Employer Self Service | Usability | The system should allow users to personalize and maintain their employer portal view (ex. arrange dashboard to a view that appeals to them and fits their needs, with PEIA event registration links, recently visited or most popular screens). | | Yes |
| 190 | | Employer Self Service | Usability | The system should generate random sample employer surveys to capture feedback on an employer's portal experience. | | Yes |
| 191 | | Employer Self Service | Usability | The system should include access through the employer portal to interactive online help features including FAQ's, secure messaging, online chat or video conferencing for the employers to communicate with internal PEIA users regarding more in-depth data and member-specific discussions for resolution. | | No |
| 192 | | Employer Self Service | Usability | The system should provide dynamic, targeted banners or messages, embedded audio or video through the employer portal to inform employers of available benefits and programs (ex. Wellness programs, announcements, etc.). | | Yes |
| 193 | | Employer Self Service | Usability | The system should provide the ability for users to report any usability issues or suggestions for improvements through the employer portal which should be routed to internal PEIA users for review. | | Yes |
| 194 | | Employer Self Service | Usability | The system should provide the ability to link to any section of PEIA's web site from the employer portal (ex. to access forms, agency publications, resources, etc.). | | Yes |
| 195 | | Employer Self Service | Usability | The system should provide the capability for internal PEIA users to view the same screen and data being entered that the employer portal user is seeing to adequately help/troubleshoot with questions. The system should keep a log of any screen-sharing that is done by an internal PEIA user. | | Yes |

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| 196 | | Employer Self Service | Usability | The system should provide the capability for payment status tracking through the employer portal (ex. Member and employer premiums, credits, fees, etc.). | | Yes |
| 197 | | Employer Self Service | Usability | The system should provide the capability for users to select the date the payment should be withdrawn from their account through the employer portal. | | Yes |
| 198 | | Employer Self Service | Usability | The system should provide the capability to make available and display the employer portal screens and functionality appropriately through the use of a mobile device. | | Yes |
| 199 | | Employer Self Service | Validation | The system should allow users to input retroactive member transactions through the employer portal, per PEIA business rules (ex. transfers, special eligibility situations during insurance open enrollment, etc.). | | Yes |
| 200 | | Employer Self Service | Validation | The system should provide an option for employers to include or exclude retroactive billings as an "as of date" in order to assist in reconciling invoices. | | Yes |
| 201 | | Employer Self Service | Validation | The system should provide employer portal support tools including transaction wizards that apply appropriate edits, messages, and guided step-by-step questions when submitting data (ex. interactive options provided during open enrollment to help employers assist members; new hires electing retirement plan; new retirees choosing benefit options). | | Yes |
| 202 | | Employer Self Service | Validation | The system should provide the capability to capture all required fields for different employee types through the employer portal and prevent saving the transactions if the required fields are not complete. (ex. new employees, current employees, terminated employees, transferring employees, return to work retirees, dual employment employees, other health insurance information, etc.). | | Yes |
| 203 | | Employer Self Service | Validation | The system should provide, for the employer portal, the capability to perform 'real-time' validations and provide on screen context-sensitive error, warnings, and help messages where applicable based on configurable business rules. Where appropriate, these business rules should allow for direct posting of data to the system (ex. validated employer reporting data posting directly to the Member account). | | Yes |
| 204 | | Employer Self Service | Workflow & Case Management | The system should allow users to submit transactions and be able to view, save, update, retrieve, and check status. | | Yes |
| 205 | | Employer Self Service | Workflow & Case Management | The system should initiate a workflow for the member or appropriate internal PEIA user when an action item or task is completed by a user through the employer portal. The workflow should automatically integrate with an interactive checklist module to prioritize items needed in preparation for the respective task. | | Yes |
| 206 | | Employer Self Service | Workflow & Case Management | The system should provide the capability for supporting documentation submitted through the employer portal to be indexed according to document type and associated to an open transaction if applicable. | | Yes |
| 207 | | Employer Self Service | Workflow & Case Management | The system should provide the capability for users to check the status of transactions or requests submitted to PEIA through the employer portal (ex. Request for Reviews, etc.). | | Yes |
| 208 | | Employer Self Service | Workflow & Case Management | The system should provide the capability for users to submit a request to PEIA Employer Services staff to attend/present at employer events through the employer portal. | | Yes |
| 209 | | Employer Self Service | Workflow & Case Management | The system should provide the capability for users to upload supporting documentation directly through the employer portal to fulfill requests from PEIA. | | Yes |
| 210 | | Employer Self Service | Workflow & Case Management | The system should provide the capability for users to view and provide a printable version of the imaged documents directly through the employer portal per PEIA business rules. | | Yes |
| 211 | | Employer Self Service | Workflow & Case Management | The system should provide the capability to display an individual workflow-driven action item to the employer initiated by PEIA, employer or member. | | Yes |
| 212 | | Employer Self Service | Workflow & Case Management | The system should support the receipt and processing of documents signed using electronic signatures through the employer portal per PEIA business rules. | | Yes |
| 213 | | Employer Set Up and Maintenance | Employer Data | The system should allow for an employer's insurance participation options to be edited, added or deleted independently by an internal PEIA administrator user. | | Yes |
| 214 | | Employer Set Up and Maintenance | Employer Data | The system should have the ability to assign an employer ID. | | Yes |

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| 215 | | Employer Set Up and Maintenance | Employer Data | The system should keep and make viewable to employers and internal PEIA users a history of all Insurance Benefit plans and options eligible under an employer. | | Yes |
| 216 | | Employer Set Up and Maintenance | Employer Data | The system should provide the capability for internal PEIA users to update employer demographic information and complete employer mergers or separations with an effective dated history of the changes. | | Yes |
| 217 | | Employer Set Up and Maintenance | Employer Data | The system should provide the capability to capture employer attributes with effective dates including, but not limited to Retirement benefit participation | | Yes |
| 218 | | Employer Set Up and Maintenance | Reports, Forms, Letters, & E-communications | The system should have the ability to mass generate recertification notifications electronically, track self-service responses, and send follow up requests. | | Yes |
| 219 | | Employer Set Up and Maintenance | Reports, Forms, Letters, & E-communications | The system should notify employers of their employee and employer insurance premium rates upon enrollment or when there is a change. | | Yes |
| 220 | | Employer Set Up and Maintenance | Reports, Forms, Letters, & E-communications | The system should provide the ability for employers to select their preferred method of communication (i.e. paper, electronic) | | Yes |
| 221 | | Employer Set Up and Maintenance | Reports, Forms, Letters, & E-communications | The system should provide the capability to generate an automated welcome packet for new employers electronically or by paper based on the employer's correspondence preference. | | Yes |
| 222 | | Employer Set Up and Maintenance | Reports, Forms, Letters, & E-communications | The system should retain a history of communications, including correspondence and case notes, with employers in compliance with applicable data retention policies. | | Yes |
| 223 | | Employer Set Up and Maintenance | Usability | The system should include interactive online help features including FAQ's, secure messaging, online chat or video conferencing for employers to communicate with internal PEIA users regarding more in-depth data and member-specific discussions for resolution. | | Yes |
| 224 | | Employer Set Up and Maintenance | Usability | The system should provide transaction wizards that apply appropriate validations, messages, and guided step-by-step questions when submitting data through web employer self-service (ex. Explanation of Unapplied Credits using a tool tip or link, message regarding the payment due date of the current remittance, etc.). | | Yes |
| 225 | | Employer Set Up and Maintenance | Workflow & Case Management | The system should generate workflow upon an employer's request to withdraw from insurance benefits and route the request for review and follow up to the appropriate department. | | Yes |
| 226 | | Employer Set Up and Maintenance | Workflow & Case Management | The system should provide the capability to hold an employer termination in a 'pending' state until all termination requirements have been met, including balances owed. | | Yes |
| 227 | | Enrollment | Foundational | Ability to place alerts on accounts. Includes the ability to categorize the alert (i.e. security/suspicious account, ADA requirements, Difficult, etc. | | Yes |
| 228 | | Enrollment | Foundational | PEIA should have the ability to update informational site content. | | Yes |
| 229 | | Enrollment | Foundational | The system must use agency standards for the look and feel (branding) of the site. | | Yes |
| 230 | | Enrollment | Foundational | The system should allow authorized PEIA staff to lock or unlock a member's user account, as necessary. | | Yes |
| 231 | | Enrollment | Foundational | The system should allow for internal PEIA users and employers to enroll members and their dependents, elect health and life insurance and other special benefits or programs and submit pension applications. When registration or enrollment is complete, notification should be sent to internally to PEIA, to the Benefit Coordinator of the employer for whom the employee works and the employee. | | Yes |
| 232 | | Enrollment | Foundational | The system should allow for enrollment of benefits in any order unless an order is necessary based on PEIA rules (i.e. basic life is required to elect optional life). | | Yes |
| 233 | | Enrollment | Foundational | The system should allow for members to elect health and life insurance and other special benefits or programs and submit pension applications through the member portal after the member is registered with PEIA. When a member registration is complete, a notification should be triggered to the member to complete the enrollment process. | | Yes |

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| 234 | | Enrollment | Foundational | The system should allow for multiple methods of registering a member with PEIA. An employer benefit coordinator may enter the new member information or send the enrollment form to PEIA for entry. The method of registration may be different by employer. | | Yes |
| 235 | | Enrollment | Foundational | The system should allow internal PEIA users with appropriate permissions to set and/or change the start and end date for the open enrollment period(s) (for active/retiree, Medicare and Mountaineer) per PEIA business rules. | | Yes |
| 236 | | Enrollment | Foundational | The system should allow retirees to elect health and life insurance and other special benefits or programs through the portal after receiving their retirement application approval from PEIA. When the application approval from PEIA is received, a notification should be triggered to prompt the retiree to complete the enrollment process. | | Yes |
| 237 | | Enrollment | Foundational | The system should be available and display appropriately through the use of a mobile device. | | Yes |
| 238 | | Enrollment | Foundational | The system should have a configurable portal to allow for new benefits to be made available and terminating benefits to no longer be available on the portal per PEIA business rules. Effective dating should be used and all history should be maintained at both the benefit program level and the individual participant level. | | Yes |
| 239 | | Enrollment | Foundational | The system should have the capability to display PEIA-issued communications and provide enrollment-related information (ex. welcome communications, instructions, new/retired benefit options, etc.). | | Yes |
| 240 | | Enrollment | Foundational | The system should have the capability to properly store and track multiple hire dates and termination dates with one or more employers to record breaks in benefit eligibility with a history. | | Yes |
| 241 | | Enrollment | Foundational | The system should make available for enrollment or update through the portal, only those options for which a subscriber (and their dependent(s)) is eligible. | | Yes |
| 242 | | Enrollment | Foundational | The system should merge two accounts into one with a history of prior accounts when needed (SSN keyed/reported incorrectly and has account under both correct and incorrect SSN). | | Yes |
| 243 | | Enrollment | Foundational | The system should process all enrollments independently, as soon as all required information has been received for an individual benefit enrollment, even if information is still pending for a different family member's benefit enrollment. The system should allow for partial processing of a transaction when verification for some dependents is received, but not others. | | Yes |
| 244 | | Enrollment | Foundational | The system should provide a comprehensive portal for registration, enrollment and maintenance of all employee health benefit and insurance program options as well as an option to submit an application for retiree benefits. | | Yes |
| 245 | | Enrollment | Foundational | The system should provide a subscriber with the appropriate on-line enrollment capabilities based on configurable business rules such as open enrollment for a defined period of time, qualifying life event at the individual level, special enrollment or options available to change/enroll at any time according to PEIA business rules. | | Yes |
| 246 | | Enrollment | Foundational | The system should provide an employer with the appropriate on-line enrollment capabilities based on configurable business rules to enroll or update employee enrollment, employment and informational data. | | Yes |
| 247 | | Enrollment | Foundational | The system should provide dynamic, targeted banners, messages, embedded audio/video or other communications to specific members or employers based on data requirements (i.e. delinquency notice for employers with an open balance "x" days old, smoking cessation benefits to members to smoke, wellness benefits to a specific age population, etc.). | | Yes |
| 248 | | Enrollment | Foundational | The system should provide portal access content specific to members, retirees, employers and internal PEIA users based on user roles. | | Yes |
| 249 | | Enrollment | Foundational | The system should provide the ability for enrollment transactions to be manually keyed or corrected by designated PEIA or employer staff. | | Yes |
| 250 | | Enrollment | Foundational | The system should serve as a single point of entry for enrollment regardless of whether the individual involved is a new subscriber enrollment or an existing account. | | Yes |
| 251 | | Enrollment | Foundational | The system should store all data elements of enrollment transactions, including member demographic information, with effective dates, including the ability to set a future effective date for addresses. All historical data should be maintained through the use of effective dating. | | Yes |
| 252 | | Enrollment | Interfaces | The system should automatically generate an electronic notification or data file to each employer advising of their employees insurance enrollment elections on a scheduled basis as determined by PEIA. | | Yes |
| 253 | | Enrollment | Interfaces | The system should be able to use health and insurance enrollment data to create billings. | | Yes |
| 254 | | Enrollment | Interfaces | The system should be able to interface with external PEIA wellness and disease management system to exchange data and permit eligibility determination. | | Yes |

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| 255 | | Enrollment | Interfaces | The system should import a periodic file from the Centers for Medicare and Medicaid Services (CMS) containing Medicare entitlement information (CMS match file) for those individuals in a Group Health Plan (GHP) that can be identified as Medicare beneficiaries. | | Yes |
| 256 | | Enrollment | Interfaces | The system should provide enrollment data including all member and dependent demographics to all agencies and vendors that need demographic information for non-834 transactions through a data file. Refer to the Interfaces tab for a list of vendors/organizations with whom PEIA interfaces. | Interfaces | Yes |
| 257 | | Enrollment | Interfaces | The system should provide links on the portal to external program vendors' registration pages. The links provided should be determined by the eligibility of the member. | | Yes |
| 258 | | Enrollment | Interfaces | The system should provide the capability to generate a daily file to the administrators of benefit, special benefit(s) or program(s) containing data a "full" file of all employees or a "change" file of employees who have changed/elected the benefit/program since the last file was generated. All data enrollment data collected should be available for export. | | Yes |
| 259 | | Enrollment | Interfaces | The system should support PEIA's participation in the Medicare Voluntary Data Sharing Agreement program by generating a quarterly data extract to submit group health plan (GHP) entitlement information about employees and dependents to the Centers for Medicare and Medicaid Services (CMS) Benefits Coordination & Recovery Center. | | Yes |
| 260 | | Enrollment | Interfaces | The system should use automated workflow and PEIA business rules to send a subscriber's optional life, dependent life spouse and/or dependent life child coverage data to the life insurance vendor to trigger action by that vendor to contact the member regarding continuation/conversion options of the life insurance upon termination. | | Yes |
| 261 | | Enrollment | Reports, Forms, Letters, & E-communications | The system should generate aging reports to identify transactions that are "x" days old that are not completed or resolved. | | Yes |
| 262 | | Enrollment | Reports, Forms, Letters, & E-communications | The system should generate production level reports for PEIA users that show the number of tasks assigned, completed and in-progress for a given time period. | | Yes |
| 263 | | Enrollment | Reports, Forms, Letters, & E-communications | The system should generate random sample member surveys to capture feedback on a member's system experience. | | Yes |
| 264 | | Enrollment | Reports, Forms, Letters, & E-communications | The system should have the ability to solicit and capture feedback from employees on reason for refusal of all optional benefits offered by PEIA and create system generated reports on the feedback. | | Yes |
| 265 | | Enrollment | Reports, Forms, Letters, & E-communications | The system should provide reporting metrics on the usage of the portal (ex. number of logins, most commonly requested information, identify low utilization employees, counts of hits v. confirmed transactions by application type, how long subscribers spent on the site and within application type, the different browsers utilized, IP addresses, etc.). | | Yes |
| 266 | | Enrollment | Rules | The system should apply enrollment rules and provide the appropriate choices for health and insurance enrollment during all applicable enrollment periods. | | Yes |
| 267 | | Enrollment | Rules | The system should build individual member enrollment content based on configurable enrollment rules using member and employer data attributes for each plan or benefit. The enrollment rules should contain effective and expiration dates and be accessible to PEIA to add, change or expire. For example, (1) effective 1/1/2018, a member who lives outside of a coverage area for Plan A, should not have Plan A as an enrollment choice, (2) effective 6/1/2010, allow members to elect coverage for dependents up to the age of 26. | | Yes |
| 268 | | Enrollment | Security | The system should provide access based on role-based security with multiple layers of user types and user permissions. Ability to secure users to no access, view only, add, update and/or delete functionality within a given area or process. | | Yes |
| 269 | | Enrollment | Security | The system should provide internal PEIA staff with the appropriate on-line capabilities based on a user security roll or profile to enroll or update employee enrollment, employment and informational data, or approve or deny enrollment. Ability to view, update and approve/deny data and transactions is determined by the security role assigned to each PEIA staff member. | | Yes |

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| 270 | | Employer Set-up and Maintenance | Security | The system should provide employer users with the appropriate on-line capabilities based on a user security roll or profile to enroll or update employee enrollment employment and informational data, or approve or deny enrollment. Ability to view, update and approve/deny data and transactions is determined by the security role assigned to each employer user. | | Yes |
| 271 | | Enrollment | Self Service | Ability to configure automated member reminders based on events or other actions (i.e. Remind employees that have not submitted their elections that there are only two days left to enroll. Notify employees of a new benefit or a discontinued benefit.) | | Yes |
| 272 | | Enrollment | Self Service | Based on the account type and status (retirees, active, QDRO, COBRA, Alternate Payee, etc.) the system should allow members, employers and internal PEIA staff to view and update their personal information per PEIA business rules, to include but not limited to: - Name (pending for approval of uploaded documentation) - Contact Information (Address, Telephone, Email) - Direct Debit Information - Dependent information (Address, Telephone, Email) - Beneficiary(ies) and beneficiary information (Address, Telephone, Email) Updates should be available in audit trails, confirmation emails should be sent, and IP should be authenticated based on PEIA defined business rules. | | Yes |
| 273 | | Enrollment | Self Service | Employers have an option to search for a member or dependent by SSN, alternate ID, or name. Search results for employers should only contain those members (and their dependents) that currently or have previously worked for the searching employer. Because a previous employee may still be active, working for another employer, the data viewed by the employer should be limited (i.e. currently salary should not be available). | | Yes |
| 274 | | Enrollment | Self Service | If desired, after entering coverage elections (single, family, etc.) a subscriber can enter maintenance drugs, or other known upcoming health expenses (i.e. orthodontia) and the system should provide estimated cost comparisons across eligible plans. The cost comparison is only available when eligible for a plan change. | | Yes |
| 275 | | Enrollment | Self Service | In addition to the wizard interface or enrollment guidance, employees should have access to a shopping tool to assist them with their benefit plan decisions for all types of enrollments (open, special, initial). | | Yes |
| 276 | | Enrollment | Self Service | PEIA staff users, with appropriate user security, have an option to search for a subscriber or dependent by SSN, alternate ID, name or employer that exist in the PEIA database whether active, retiree or inactive/terminated/deceased. | | Yes |
| 277 | | Enrollment | Self Service | Provide a summary to the member of all elected items, accumulated total benefit cost and open actions at the end of the enrollment guidance or when enrollment is saved. During open enrollment, if a future salary is maintained in the participant's record, the future salary should be used in the benefit cost calculation and display. | | Yes |
| 278 | | Enrollment | Self Service | Provides the ability for a subscriber to request an ID card or a request a Creditable Coverage certificate. Member may immediately print the requested document. | | Yes |
| 279 | | Enrollment | Self Service | The system displays the subscriber's current medical and RX benefit deductible amounts (with effective date/time) and coinsurance indicator. | | Yes |
| 280 | | Enrollment | Self Service | The system should allow a member to review and update their demographic, contact information and preferred contact method during the benefit enrollment process. Allowed demographic updates are subject to PEIA business rules. Contact information updates are allowed at any time. | | Yes |
| 281 | | Enrollment | Self Service | The system should allow a subscriber (or employer on behalf of the subscriber) to designate and enter information for a current spouse or dependents for insurance coverage. | | Yes |
| 282 | | Enrollment | Self Service | The system should allow for beneficiary and covered dependent changes electronically through the portal per PEIA business rules. | | Yes |
| 283 | | Enrollment | Self Service | The system should allow for Refusal of Coverage by a member or Benefit Coordinator. All refusals should be recorded and maintained in the member record. | | Yes |

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| 284 | | Enrollment | Self Service | The system should allow members to elect and maintain their communication method preference, such that they can receive notifications, certain mailings, forms and documents, etc. | | Yes |
| 285 | | Enrollment | Self Service | The system should allow members to submit transactions and be able to view, save, update, retrieve, and check status (ex. enrollment, special enrollment, payment refunds, retiree insurance applications, etc.). | | Yes |
| 286 | | Enrollment | Self Service | The system should allow National Medical Support Notice (NMSN) dependents or their legal guardians to log into the system using their own credentials to update their demographic information, per PEIA business rules. | | Yes |
| 287 | | Enrollment | Self Service | The system should allow retirees to elect a payment method, maintain payment information (i.e. bank account information) and manage (ex. cancel, update, etc.) electronic payment(s) and payment methods for health and insurance payments. Payment methods include ACH, check, and for retirees only, deduction from retirement distribution and credit card. Credit card transactional data must be transferred to the Treasurer for processing. | | Yes |
| 288 | | Enrollment | Self Service | The system should allow subscribers, internal PEIA users and employers to select a care provider for each subscriber and dependent(s) when enrolled in specific plans. | | Yes |
| 289 | | Enrollment | Self Service | The system should allow subscriber, employers and internal PEIA staff to view their personal information, to include but not limited to: - Personal demographic, beneficiary(ies), dependent(s) information - Insurance coverage, plans and premiums (PEIA staff and subscribers can view current and historical data. Data is only available to employers for the time in which they were the subscriber's employer). | | Yes |
| 290 | | Enrollment | Self Service | The system should be able to support electronic signatures. | | Yes |
| 291 | | Enrollment | Self Service | The system should display an individual premium cost per selection and an accumulated total premium cost as the subscriber selects plans while completing the enrollment process. | | Yes |
| 292 | | Enrollment | Self Service | The system should distinguish between different spouse and child relationship types (ex. lawful spouse, former spouse, natural child, adopted child, temporary child pending adoption, stepchild, foster child, other child). | | Yes |
| 293 | | Enrollment | Self Service | The system should enable enrollment of referencing individuals (dependents and beneficiaries) who do not have a SSN assigned (ex. Children under the age of 1 year or foreign nationals) using a common ID. | | Yes |
| 294 | | Enrollment | Self Service | The system should have the ability to capture and modify when a subscriber or dependent has other health insurance coverage within the data available to PEIA, for the purpose of coordination of benefits, and store that data. | | Yes |
| 295 | | Enrollment | Self Service | The system should have the ability to display the subscriber account in both a summary and detailed view. | | Yes |
| 296 | | Enrollment | Self Service | The system should have the ability to limit information displayed to a member or retiree, per PEIA business rules. | | Yes |
| 297 | | Document Management | Achieving and Indexing | The system should have the capability for supporting documentation to be indexed according to document type, identifier and other identifying data for efficient search and retrieval. | | Yes |
| 298 | | Enrollment | Self Service | The system should have the capability to automatically notify member at career/life event milestones (ex. disability, early and normal retirement age, newborn, marriage, attaining Medicare age, etc.). | | Yes |
| 299 | | Enrollment | Self Service | The system should include interactive online help features including FAQ's, secure messaging or online chat for the members to communicate with authorized PEIA staff regarding more in-depth data and member-specific discussions for resolution/counseling. | | Yes |
| 300 | | Enrollment | Self Service | The system should notify the member to inform them they have a message waiting on the system. | | Yes |
| 301 | | Enrollment | Self Service | The system should provide a message center that allows members to submit and receive secure messages, receive notification of new messages and allow member to mark as read/unread. | | Yes |
| 302 | | Enrollment | Self Service | The system should provide action items on the member's dashboard that contains time sensitive alerts or reminders (ex. enrollment deadline approaching, rejections, awaiting documentation, etc.). | | Yes |
| 303 | | Enrollment | Self Service | The system should provide fillable forms that are applicable to the subscriber status. This should allow the member to either complete the form online, or print the empty form and complete it by hand. (Forms that are not particular to the subscribers' account are available on https://peia.wv.gov/find-a-form-or-document/Pages/default.aspx) | | Yes |
| 304 | | Enrollment | Self Service | The system should provide members the ability to view a confirmation of completed transactions. | | Yes |

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| 305 | | Enrollment | Self Service | The system should provide reporting metrics on the usage of the member system (ex. number of logins, most commonly requested information, identify low utilization employers, counts of hits v. confirmed transactions by application type, how long employers spent on the site and within application type, the different browsers utilized, IP addresses, etc.). | | Yes |
| 306 | | Enrollment | Self Service | The system should provide self-service capabilities to members, retirees and employers that include but not be limited to: - view information about their PEIA benefits - update demographic and dependent information - initiate a defined set of available processes per a Business Rules Engine including: (1) enroll in health and insurance benefits during open enrollment period, (2) enroll in health and insurance benefits due to an eligible event, (3) make changes to existing enrollment information when and as applicable based on PEIA business rules - request ID cards and other documents - update beneficiary information - set-up recurring payment information for benefit payments (retirees only) - communicate with PEIA staff via a secure messaging system, including uploading/downloading documents. | | Yes |
| 307 | | Enrollment | Self Service | The system should provide survivors with access to the system and allow account creation after documentation required for processing a death claim has been received, per PEIA business rules. | | Yes |
| 308 | | Enrollment | Self Service | The system should provide the ability for members to report any usability issues or suggestions for improvements through the system which should be routed to the appropriate PEIA staff. | | Yes |
| 309 | | Enrollment | Self Service | The system should provide the ability for members to view and provide a printable version of imaged documents, per PEIA business rules. | | Yes |
| 310 | | Enrollment | Self Service | The system should provide the ability for members, Benefit Coordinators and PEIA to upload documents and other digital files as deemed appropriate. Supporting documentation should be submitted for internal review and processing. | | Yes |
| 311 | | Enrollment | Self Service | The system should provide the ability to elect multiple life insurance beneficiaries by level (primary, secondary, etc.) and by percentage of total amount. | | Yes |
| 312 | | Enrollment | Self Service | The system should provide the ability to identify special conditions within a Member's account (ex. active account, inactive account, approved QDRO, previously retired, judge, law enforcement, special plans, etc.), as it relates to eligibility and the cost of benefits. | | Yes |
| 313 | | Enrollment | Self Service | The system should provide the ability to link to any section of PEIA's web site (ex. to access forms, agency publications, resources, etc.). | | Yes |
| 314 | | Enrollment | Self Service | The system should provide the ability to notify the member through their preferred method of communication of any changes made to their account. | | Yes |
| 315 | | Enrollment | Self Service | The system should provide the ability to select a dependent(s) as a beneficiary and auto-copy the necessary information to the beneficiary record (i.e. name, address, phone, birthdate). | | Yes |
| 316 | | Enrollment | Self Service | The system should provide the ability to view the status of payments issued to and from the member. | | Yes |
| 317 | | Enrollment | Self Service | The system should provide the capability for authorized PEIA staff to view the same screen and data being entered that the web self-service user is seeing to adequately help/troubleshoot with questions. The system should also keep a log of any screen-sharing that was done by a PEIA staff member. | | Yes |
| 318 | | Enrollment | Self Service | The system should provide the members with the ability to view the status of pending enrollments and the estimated time of completion. | | Yes |
| 319 | | Enrollment | Self Service | The system should use categories for members for use in the application of health and insurance business rules. These categories should describe employment parameters and coverage types (ex. employer, permanent full time, full time non permanent, salary, position type, etc.). These categories should be able to be changed due to life and employment situations. | | Yes |
| 320 | | Enrollment | Usability | A participant may be viewed upon set up in the system. The system should provide multiple search capabilities such as SSN, alternate ID (multiple), dependent SSN, name, entry date, effective date, etc. | | Yes |

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| 321 | | Enrollment | Usability | If a member's previously elected plan is no longer available, highlight the closest "substitute" plan. | | Yes |
| 322 | | Enrollment | Usability | Online application(s) must have intuitive, guiding navigation and prevent members from making unintentional errors such as adding dependents without selecting the appropriate coverage. The application allows members to easily save or discard selections while at the same time, notifying users when an action could result in unwanted changes. | | Yes |
| 323 | | Enrollment | Usability | The system should allow for different menu options by type of user (PEIA, Benefit Coordinator or employee). | | Yes |
| 324 | | Enrollment | Usability | The system should allow for different wizard interfaces (or enrollment guidance) by employer group or by member group (such as retirees) and by user (PEIA, Benefit Coordinator or employee). | | Yes |
| 325 | | Enrollment | Usability | The system should generate random sample subscriber surveys to capture feedback on an employer's portal experience. | | Yes |
| 326 | | Enrollment | Usability | The system should have the ability to display dynamic messages on communications (ex. letters, forms, correspondence, etc.) based upon specified parameters being fulfilled as well as any open activities associated with member. | | Yes |
| 327 | | Enrollment | Usability | The system should include access through the portal to interactive online help features including FAQ's, secure messaging, online chat or video conferencing for the subscribers to communicate with internal PEIA users regarding more in-depth data and member-specific discussions for resolution. | | Yes |
| 328 | | Enrollment | Usability | The system should include transaction wizards that apply appropriate edits, messages, and guided step-by-step questions when submitting data through web self-service. | | Yes |
| 329 | | Enrollment | Usability | The system should minimize the need for members to enter redundant data when enrolling in both health and life insurance and submitting retirement applications. The system should also allow for independent enrollment in either health or life insurance. | | Yes |
| 330 | | Enrollment | Usability | The system should provide a personal, wizard interface (or enrollment guidance) for employee enrollment that walks the user through the enrollment options and steps based on eligibility rules. | | Yes |
| 331 | | Enrollment | Usability | The system should provide messaging during the wizard interface and benefit selection that explains the member's eligibility or ineligibility for Plans and/or Programs. | | Yes |
| 332 | | Enrollment | Validation | The system should prevent all invalid entries and provide feedback in real time and edit/validate real time corrections. | | Yes |
| 333 | | Enrollment | Validation | The system should provide the ability to associate insurance coverage for spouses when both are participating in PEIA insurance benefits for the purpose of shared deductibles, employee/employee spouse coverage tier and trigger a notification to each spouse to confirm before finalizing the change. The system should provide the ability to remove the association as needed. | | Yes |
| 334 | | Enrollment | Validation | The system should run edits on all enrollment transactions initiated through the member portal to validate data and generate real-time messages for invalid entries to guide the user to make valid elections before committing the transaction. | | Yes |
| 335 | | Enrollment | Workflow & Case Management | Ability to execute a different workflow task to PEIA users or Benefit Coordinators based on the event or change (i.e. If an employee enrolls themselves (no dependents), the approval is required from the benefit coordinator only. However, if the employee has dependents, the benefit coordinator must "approve" the member's enrollment record and then send to PEIA where the record is approved. Retirement application requires employer approval, then PEIA approval.) | | Yes |

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| 336 | | Enrollment | Workflow & Case Management | The status of a workflow or change is visible when the transaction is viewed and an indicator of an "open item" is viewable from any location in a participant's record. | | Yes |
| 337 | | Enrollment | Workflow & Case Management | The system provides a dashboard for employers and PEIA staff that contains a task list of assigned transactions, any timed or scheduled tasks and reminders or notifications of recent employer or member mailings. | | Yes |
| 338 | | Enrollment | Workflow & Case Management | The system provides a dashboard for supervisors showing all tasks assigned to all users with an indicator that highlights late or dated transactions. | | Yes |
| 339 | | Enrollment | Workflow & Case Management | The system provides the capability for supervisors to reassign tasks to other users, mark a user as unavailable for a period of time (for vacations, time off, etc.) and provide a "substitute" inbox where tasks should be routed. | | Yes |
| 340 | | Enrollment | Workflow & Case Management | The system supports configurable workflow rules based on the user role, type of transaction, employer type and other variables as defined by PEIA. Workflow configurations may be added, removed or changed as work processes change over time. | | Yes |
| 341 | | Enrollment | Workflow & Case Management | The system should allow members to enter retroactive life event enrollment transactions (ex. newborn, marriage, enrollments) through the portal within 90 days of the event, and should initiate a workflow for review. | | Yes |
| 342 | | Enrollment | Workflow & Case Management | The system should generate and route workflow to the appropriate internal PEIA user (or employer if desired) when an age-eligible dependent has been added by a subscriber or employer but has not enrolled or when all required documentation has not been received to complete enrollment. | | Yes |
| 343 | | Enrollment | Workflow & Case Management | The system should have the ability for the employer to register an employee electronically and for an enrollment notification to be sent to the employee for completion through their preferred contact method. | | Yes |
| 344 | | Enrollment | Workflow & Case Management | The system should import and use the Centers for Medicare and Medicaid Services (CMS) match file to trigger appropriate workflow tasks associated with benefit program enrollment according to PEIA business rules. | | Yes |
| 345 | | Enrollment | Workflow & Case Management | The system should initiate a workflow for the employer or appropriate PEIA staff when an action item or task is completed by the member, employer or internal PEIA staff. The workflow should automatically integrate with an interactive checklist module to prioritize items needed in preparation for the respective task. | | Yes |
| 346 | | Enrollment | Workflow & Case Management | The system should allow a retiree with a future retirement date to enroll for health benefits in a pending status until the retirement date is reached. When the retirement date is reached, the system should automatically un-pend the enrollment record and continue with the normal workflow for the retiree health enrollment. | | Yes |
| 347 | | Enrollment | Workflow & Case Management | The system should initiate appropriate workflows when PEIA is notified a retiree returns to work for a covered employer. | | Yes |
| 348 | | Enrollment | Workflow & Case Management | The system should provide the capability to input, modify, store and delete a return to work date for any retiree and create appropriate enrollment or re-enrollment workflows per PEIA business rules, while maintaining all record change history with effective dates. | | Yes |
| 349 | | Enrollment | Workflow & Case Management | The system should provide work management tools to appropriate PEIA staff for use in workload balancing and case management. | | Yes |
| 350 | | Enrollment | Workflow & Case Management | The system should route enrollments to PEIA staff based on the users role, user availability as well as member or employer specific elements (i.e. assign SSN range to user, assign employer ID to a user.) | | Yes |
| 351 | | Enrollment | Workflow & Case Management | The system should send an automated confirmation to the member using the member's preferred contact method when PEIA defined actions, such as enrollment is approved and/or when payment is received, are completed. | | Yes |
| 352 | | Enrollment | Workflow & Case Management | The system should set incomplete individual enrollment transactions to pending until all required information / documentation is received and then automatically update the transaction status to complete upon the receipt and confirmation of the required information. | | Yes |
| 353 | | Enrollment | Workflow & Case Management | The system should track enrollments and produce reports showing a history of workflows and statuses. | | Yes |
| 354 | | Enrollment | Workflow & Case Management | The system should trigger workflow task queue items to internal PEIA users when required documentation to support enrollment is received to allow the documents to be reviewed for approval or additional follow up. | | Yes |
| 355 | | Enrollment | Workflow & Case Management | The system should use workflow and task queues to route enrollment transactions requiring special review per PEIA business rules. | | Yes |
| 356 | | Enrollment | Workflow & Case Management | When applicable, the system should provide the capability to generate and route workflow to the appropriate internal PEIA user for approval when an enrollment is submitted by a Benefit Coordinator. | | Yes |

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| 357 | | Enrollment | Workflow & Case Management | When applicable, the system should provide the capability to generate and route workflow to the appropriate internal PEIA user when a request for coverage is initiated by a surviving spouse to review eligibility and enroll in benefits when applicable. | | Yes |
| 358 | | Enrollment | Workflow & Case Management | When applicable, the system should provide the capability to generate and route workflow to the employer's Benefit Coordinator for approval when an enrollment is submitted by an employee. | | Yes |
| 359 | | Member Self-Service | Self Service | The system should present only the appropriate information and workflow initiation relative to a person's membership status (ex. active members should only see information and workflow relevant for them). | | Yes |
| 360 | | Periodic Processes | Batch Processing | For employers that designate PEIA as their Designated Government Entity (DGE), the system should generate 1095 B files for printing and to make the forms available on the employer portal. | | Yes |
| 361 | | Periodic Processes | Batch Processing | For employers that did not designate PEIA as their Designated Government Entity (DGE), the system should generate 1095 extract files to be loaded to the employer portal for employer use. | | Yes |
| 362 | | Periodic Processes | Batch Processing | The system should have the ability to extract 1095 B/C data based on the health care coverage history maintained in the system. | | Yes |
| 363 | | Premium Management | Accounting | The system should enable authorized PEIA staff to move balances and credits carried forward for employers whose identities are changed or who merge with other entities. | | Yes |
| 364 | | Premium Management | Accounting | The system should move balances and credits carried forward for Members who move from one employer/status to another. | | Yes |
| 365 | | Premium Management | Billing | The system should allow for the definition of premium due based on configurable business rules and effective and expiration dates. For example, any changes in tobacco status should be effective the following month of the change; changes in salary index codes should be effective the following month of the salary effective date, in 2020 the member portion of the premium amount is based on the member's salary level. In 2021, the salary levels change for active enrollment. As a result, the 2020 rule is copied to the 2021 rule, the effective date for the 2021 rule is 7/1/2021 and the 2020 rule is expired on 6/30/2021. | | Yes |
| 366 | | Premium Management | Billing | The system should allow for the designation of population types or member attributes that qualify for the various bill payment discount or subsidy options. | | Yes |
| 367 | | Premium Management | Billing | The system should allow for the establishment of a configurable cap (i.e. percentage of premium amount to monthly benefit amount), beyond which EFT payments should not be drawn from an retiree's account. Workflow should be triggered to manage these cases according to PEIA business rules. | | Yes |
| 368 | | Premium Management | Billing | The system should allow Retirees with delinquent balances to pay online through the portal, as long as coverage has not been terminated. | | Yes |
| 369 | | Premium Management | Billing | The system should apply employer and employee partial payments or overpayments according to PEIA business rules. | | Yes |
| 370 | | Premium Management | Billing | The system should automatically generate a direct pay mailer (DPM) if a Retiree's or employer's EFT debit for insurance premiums is rejected by the bank for insufficient funds. The system should continue to generate EFT charges for one additional billing cycle. After the second rejection, the system should apply the setting in the Retiree record to prevent future EFT debit transactions and only issue direct pay mailer (DPM). The system should allow the preference to be reset back to EFT debit by authorized PEIA staff. | | Yes |
| 371 | | Premium Management | Billing | The system should automatically revert the retiree's insurance premium to be directly billed to the employer upon suspension of a re-hired Member's retirement payment. | | Yes |
| 372 | | Premium Management | Billing | The system should enable authorized PEIA staff to modify the number of times after which an EFT payment type is automatically changed to direct pay mailer (DPM) due to EFT rejection by the bank. An authorized user may change a Subscriber or employer's payment type at any time. | | Yes |
| 373 | | Premium Management | Billing | The system should enable loading of premium rate schemes via file upload or direct entry, and assigning those rate schemes to specific employer numbers or types and/or subscriber type (member, retiree, survivor) as defined by authorized PEIA staff. | | Yes |
| 374 | | Premium Management | Billing | If an annuitant has their premium withheld from their pension benefit and a refund is due, the system should generate a refund check for overpaid premium. | | Yes |
| 375 | | Premium Management | Billing | The system should generate EFT files to pull funds from designated bank accounts in the amount of the current accounts receivables for the designated accounts. | | Yes |
| 376 | | Premium Management | Billing | The system should have the ability to designate by employer or employer type, how associated Subscribers' premiums should be billed per PEIA business rules (ex. some retirees should be automatically set up for retiree benefits deduction and some should have premiums billed to the employer. Some agencies are billed a flat amount, others are billed based on salary.) | | Yes |

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| 377 | | Premium Management | Billing | The system should have the ability to designate by retiree, how associated retiree premiums should be billed per PEIA business rules. A Retiree whose retirement benefit is less than the premium amount should be billed, an automatic payment deduction should not be allowed. | | Yes |
| 378 | | Premium Management | Billing | The system should maintain and apply an operational schedule by which critical processing deadlines are applied, for example premium due dates and EFT processing dates. | | Yes |
| 379 | | Premium Management | Billing | The system should process insurance premium refunds (according to PEIA rules) in the same manner in which the payment was made. For example, if payment was made by EFT, a crediting EFT should be issued. | | Yes |
| 380 | | Premium Management | Billing | The system should provide a setting in the Retiree's account to designate the Retiree's payment option election. PEIA staff may override the election, such as removing a Retiree's ability to participate in the EFT debit option. | | Yes |
| 381 | | Premium Management | Billing | The system should provide a setting in the Subscriber record that should prevent EFT debit when a Subscriber no longer qualifies. | | Yes |
| 382 | | Premium Management | Billing | The system should provide the ability to designate and assign fees at the employer level based on PEIA business rules. Fees, late charges and other miscellaneous charges should have an associated type to distinguish the fee for accounting purposes. The type should appear on the invoice with the associated fee/charge. | | Yes |
| 383 | | Premium Management | Billing | The system should provide the configurable order by which payments are applied, as stated by PEIA rules. | | Yes |
| 384 | | Premium Management | Billing | The system should refund insurance premium collected after a Subscriber's death to beneficiaries on file per PEIA business rules. | | Yes |
| 385 | | Premium Management | Billing | The system should reinstate coverage upon approval of appeal and payment of all outstanding premium due. | | Yes |
| 386 | | Premium Management | Billing | The system should set the Subscriber payment option to direct pay mailer (DPM) if an EFT debit is rejected due to bank account closure or a stop payment order by the account owner. | | Yes |
| 387 | | Premium Management | Billing | The system should use effective dating to allow for the input of future coverage for which billing should not be issued until the applicable billing cycle. | | Yes |
| 388 | | Premium Management | Billing | The system should use PEIA business rules to determine and apply funding of retiree premium. The retiree may be responsible for paying all or a portion of the premium, based on factors such as years of service, employer, initial date of hire, and employer discretion. | | Yes |
| 389 | | Premium Management | Billing | The system should waive premiums for designated Subscriber types or by manual indicator set by authorized PEIA staff. | | Yes |
| 390 | | Premium Management | Billing | The system is capable of producing PEIA self-billed invoices based on their enrollment data to certain vendors. | | Yes |
| 391 | | Premium Management | Employer Data | The system should capture employee demographic data changes (ex. name, gender, date of birth, date of death, address, marital status, salary info, etc.) through the employer reporting process and trigger workflow for review. Changes requiring verifying documentation should not be committed to the system until documentation is received. | | Yes |
| 392 | | Premium Management | Employer Data | The system should capture the following from reported employer payroll data: information concerning an employee's status including termination date, date last paid, leave without pay information, salary info, suspensions and date returned to work (for working retirees). Data should include both beginning and ending dates for status changes. | | Yes |
| 393 | | Premium Management | Employer Data | The system should provide the capability to automatically update the employer ID for each impacted employee if a change is made to the employer record due to agency reorganization, such as a merger or split. | | Yes |
| 394 | | Premium Management | Employer Data | The system should provide the capability to collect employee salary information via the employer report and automatically update this information in the system annually to support insurance processing. | | Yes |
| 395 | | Premium Management | Foundational | The system should be capable of determining the type of employer and applying different billing and payment workflows based on the employer's type. Examples of employer types are state agency, non-state agency, Board of Education, etc.) | | Yes |

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| 396 | | Premium Management | Foundational | The system should calculate and apply all premiums and any applicable fees due according to PEIA eligibility and enrollment business rules. These premiums due should be recorded in the person records as a receivable amount, to be credited when payment is posted through one of the following means: A. Electronic Funds Transfer by EFT from the individual retiree's account B. Electronic Funds Transfer by EFT from the employer reconciled to payroll transmittal C. Money order or personal check from the employer or retiree, posted by user or through workflow D. Credit card transaction, transacted through the member portal by a retiree E. OASIS IET transfer from the employer, reconciled to billing F. Through pension benefit payment deduction for a retiree | | Yes |
| 397 | | Premium Management | Foundational | The system should calculate and apply any premium credits according to effective date premium rules. | | Yes |
| 398 | | Premium Management | Foundational | The system should calculate and apply any retro-active billing according to effective date premium rules. | | Yes |
| 399 | | Premium Management | Foundational | The system should calculate premiums, apply subsidies and any applicable fees due from all enrollment transactions on a Subscriber level basis, and apply the appropriate transactions as follows: A. Generate a combined monthly billing to active member employers and subdivisions B. Generate individual monthly billings for all individual Subscribers (a detailed level of A above). C. Apply retiree premiums due as monthly benefit deductions D. Generate individual retiree monthly direct pay billings to any retiree or associated payee for whom the total pension benefit is not sufficient to cover the cost of premiums due. | | Yes |
| 400 | | Premium Management | Foundational | The system should have the ability to assign one unique identifier to an employer and grant access to certain employer portal functions based on employer type. | | Yes |
| 401 | | Premium Management | Foundational | The system should identify all add, change and delete transactions as well as ongoing, active billing amounts at the individual program subscriber level. Any applicable retro-active transactions should also be identified. Transactions should be applied when approved by PEIA according to business rules. For active employees and associated Subscribers, the premium amounts should be provided with both summary and detailed information and a bill generated to the appropriate employer and available for view or download. | | Yes |
| 402 | | Premium Management | Foundational | The system should only display through the employer portal the member's or retiree's data and documents for the benefits that employer offers. In the case of dual employment, only the benefits the member is enrolled in should be viewable for the corresponding employer. | | Yes |
| 403 | | Premium Management | Foundational | The system should provide capability to process invoices, payments and other reporting data at PEIA-defined frequencies. | | Yes |
| 404 | | Premium Management | Foundational | The system should provide fully integrated functionality to manage premium billing and associated accounting for all programs and all qualified, participating active employees and their associated Subscribers, at the individual level and should generate employer billing for monthly premiums. | | Yes |
| 405 | | Premium Management | Foundational | The system should provide fully integrated functionality to manage premium billing and associated accounting for all programs and for all qualified, participating retired members and their associated Subscribers at the individual level and should generate billing for monthly premiums. | | Yes |
| 406 | | Premium Management | Foundational | The system should provide functionality by which an employer's participation in benefits programs may be added or terminated, and their Subscribers by association. This functionality should be limited to PEIA users with appropriate security. | | Yes |
| 407 | | Premium Management | Foundational | The system should provide functionality to define an unlimited number of benefit plans and programs for employees', retirees' and associated Subscribers' participation. These plans should include eligibility logic, rate structures that maintain history and effective dates, and an interface through which revisions and updates can be easily made by a user. Rate structures may be plan and participant-based, service formula, salary or based on a calculated percentage of salary, based on participation in other programs, etc. Programs may result in receivables, such as health and life insurance premiums, both employee owed and employer owed. | | Yes |
| 408 | | Premium Management | Foundational | The system should provide the capability to capture required employer reporting, eligibility and enrollment attributes during the set-up process for a new participating employer. | | Yes |
| 409 | | Premium Management | Foundational | The system should provide the capability to update effective dates (including retroactive dates) for terminated and deceased Members. | | Yes |
| 410 | | Premium Management | Interfaces | The system should have the ability to integrate with State Treasurer for processing credit card payments (acting as WV PEIA bank). | | Yes |

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| 411 | | Premium Management | Interfaces | The system should produce a file for printing and sending monthly direct pay mailers. | | Yes |
| 412 | | Premium Management | Interfaces | The system should provide integration with SAP general ledger systems, for the purpose of generating Accounts Receivable and Accounts Payable summary journal entries, and to manage the allocation of cash receipts at the member and employer level. | | Yes |
| 413 | | Premium Management | Foundational | The system should provide the ability to age premium account billings for receivables management; provide aging reports, utilize aging logic to allow for dunning per PEIA business rules. | | Yes |
| 414 | | Premium Management | Invoices | The system should allow an option to export the detail to Excel. If this option is selected, the member ID should not be available in the exported data. | | Yes |
| 415 | | Premium Management | Invoices | The system should apply appropriate benefit payroll deductions and credits, including automatically calculated retroactive adjustments, beginning with the first benefit payment issued after the coverage effective date. | | Yes |
| 416 | | Premium Management | Invoices | The system should automatically deduct insurance premiums from the Member's monthly benefit payment when authorized. If a Member's benefit amount is not sufficient to cover the insurance premium amount, the amount available should be deducted. The system insurance premium status should be switched to 'Direct Pay' for that Subscriber and an invoice should be generated for the remaining premium amount. | | Yes |
| 417 | | Premium Management | Invoices | The system should capture and automatically populate appropriate employee and employer contribution rates for the applicable insurance premiums, load factors and other fees once employer demographic information is entered. | | Yes |
| 418 | | Premium Management | Invoices | The system should enable authorized internal PEIA users to manually adjust billing amounts for subscribers or employers, as required. Any manual adjustment must maintain a full audit record. | | Yes |
| 419 | | Premium Management | Invoices | The system should enable designated PEIA employees to execute premium billing trial batch runs and produce associated validation and reconciliation reports used to verify billing statements/feeds prior to committing to the Employer and retiree records, and generation and publication of retiree and employer bills. The system should allow trial batches to be re-run as many times as needed, each with a unique batch number such that corrections can be made to retiree or employer records and a batch then reconciled prior to posting. Unposted batches should not appear in a retiree or employer record, and may be cleared according to PEIA business rules. | | Yes |
| 420 | | Premium Management | Invoices | The system should generate uniquely identifiable invoices, making it possible to automatically allocate payments to those invoices (ex. barcoded, include an ID number, etc.). | | Yes |
| 421 | | Premium Management | Invoices | The system should provide a method of accessing the detail for each invoice (whether open or closed). | | Yes |
| 422 | | Premium Management | Invoices | The system should provide batch run capability for premium billing to Retirees, in the form of direct pay mailers for those who do not have payment deducted from their monthly retirement benefit. The system should provide the ability to generate a billing for a single, multiple or all retirees. | | Yes |
| 423 | | Premium Management | Invoices | The system should provide batch run capability for premium billing, whereby the internal PEIA user is able to select one, multiple or all employers for whom to generate electronic monthly premium bills. | | Yes |
| 424 | | Premium Management | Invoices | The system should provide the ability for employer Benefit Coordinators and authorized PEIA staff to apply outstanding credits to outstanding balances. | | Yes |
| 425 | | Premium Management | Invoices | The system should provide the ability for employers and retirees to submit payments (insurance premium payments, contributions, service purchase payments, etc.) using electronic payment methods (online portals, inter-departmental transfers), and apply those payments to outstanding accounts receivables or amounts due. | | Yes |
| 426 | | Premium Management | Invoices | The system should provide the capability to capture current and historical employer contribution rates, insurance premiums and surcharge, load factors, and admin fees in effective dated tables. | | Yes |
| 427 | | Premium Management | Invoices | The system should provide the following invoice detail: employee ID, employee name (alpha format), insurance benefit description (i.e. Basic Life, Employee Health Premium, Employer Health Premium, Optional Life, etc.) and insurance benefit cost. | | Yes |
| 428 | | Premium Management | Invoices | The system should publish employer billing statements to the employer's account. | | Yes |
| 429 | | Premium Management | Invoices | The system should publish retiree billing statements to the retiree's account. | | Yes |

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| 430 | | Premium Management | Invoices | The system should recalculate health and insurance eligibility and the appropriate invoice when an employment change is made. The recalculation should be automatic and immediate upon the employer submitting he employment change. The invoice should be immediately refreshed for the employer user. | | Yes |
| 431 | | Premium Management | Invoices | The system should track credits due to overpayment, and allow employers to apply these amounts to subsequent billings, creating new bills that include line-items reflecting credit amounts applied. | | Yes |
| 432 | | Premium Management | Invoices | The system should track receivables and apply delinquent amounts to subsequent billings, creating new bills that include detailed line-items for past-due receivables. | | Yes |
| 433 | | Premium Management | Invoices | The system should use date parameters to specify the effective and termination dates of insurance premiums and other deduction types at both an employer level and Subscriber level. For example, insurance plans could be assigned to Subscribers in advance of their being effective for a future date. | | Yes |
| 434 | | Premium Management | Payment | A user can "confirm" the summary payment transaction or cancel and navigate to other pages. | | Yes |
| 435 | | Premium Management | Payment | Historical remittance advices are assessable to the employer as is all historical employee payroll information | | Yes |
| 436 | | Premium Management | Payment | The system should have the capability to add/store/modify banking institutions and corresponding routing number information and to track all payments of any sort. | | Yes |
| 437 | | Premium Management | Payment | The system should allow entry of a payment comment. | | Yes |
| 438 | | Premium Management | Payment | The system should allow for selection of an unapplied credit amount to apply to an open invoice(s). | | Yes |
| 439 | | Premium Management | Payment | The system should allow for selection of multiple open invoices for which to pay. | | Yes |
| 440 | | Premium Management | Payment | The system should automatically post deductions for insurance premiums at the individual benefit level with the ability to view total premiums paid at the employer (group) level and subscriber level. | | Yes |
| 441 | | Premium Management | Payment | The system should generate and display a payment summary when all payment details are complete. The payment summary should contain the Billing Agency name, Invoiced Agency Name, Coverage Period, Benefit Item Description (i.e. Basic Life, Dependent Optional Life, Health Premium Member, Health Premium Employer, etc.), the Payment Amount for each Benefit Item, the total Payment Amount of all Benefit Items, Unapplied Credits used (negative amount), the Grand Total Payment, the payment type and a system generated transaction ID. | | Yes |
| 442 | | Premium Management | Payment | The system should provide a drop down list of available payment types (ACH, iET, Lockbox). | | Yes |
| 443 | | Premium Management | Payment | The system should provide a method of accessing the detail for any unapplied payments (credits). | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
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| 444 | | Premium Management | Payment | The system should provide employers the ability to select a default payment type (to eliminate the need of selecting a payment type for each payment). | | Yes |
| 445 | | Premium Management | Payment | When the user indicates the summary payment transaction is confirmed, a remittance advice is generated. The remittance advice format may be different depending on the payment type and/or employer type. The employer must access the remittance advice from the portal. The remittance advice can then be printed, emailed or saved by the employer. | | Yes |
| 446 | | Premium Management | Payment Reconciliation | The system should provide an automated reconciliation process to match ACH payment types with the payment(s) contained in the bank's ACH deposit advice file. The system should finalize all payments reconciled and notify PEIA of mismatches or items containing errors for manual review. | | Yes |
| 447 | | Premium Management | Payment Reconciliation | The system should provide an automated reconciliation process to match IET payment types with the payment(s) contained in the payment file that comes from the state system (OASIS). The system should finalize all payments reconciled and notify PEIA of mismatches or items containing errors for manual review. | | Yes |
| 448 | | Premium Management | Payment Reconciliation | The system should provide a means of searching for a transaction to match a check payment received through the lock box that could not be matched by the Treasurer's office. Search capability includes by check number, employer/member name, check amount, check date, etc. | | Yes |
| 449 | | Premium Management | Payroll | The system should be capable of supporting multiple employer payroll reporting methods including, but not limited to: - Text files (.txt) - Excel spreadsheet files - CSV files (.csv) - Manual input | | Yes |
| 450 | | Premium Management | Payroll | The system should provide a compare tool that should compare the deductions on the payroll file to the billing amount for each individual member, for each individual benefit on the file. The comparison tool should highlight differences in the deduction(s) and calculated premium amount(s) due. | | Yes |
| 451 | | Premium Management | Payroll | The system should provide a file mapping tool to identify the required upload data in an employer's payroll file and map to the system's required fields for upload. | | Yes |
| 452 | | Premium Management | Payroll | The system should provide capability for employers to submit an electronic data file at PEIA-defined frequencies through the employer portal that contains information to support insurance processing, including member demographic and job data, contribution data, and deductions for insurance premiums. | | Yes |
| 453 | | Premium Management | Refunds and Chargebacks | The system should allow for internal PEIA users to view refund payment details based on payment instructions on file. Payment details should be dynamic based on payments, interest calculations, payment instructions, etc. | | Yes |
| 454 | | Premium Management | Refunds and Chargebacks | The system should automatically reset the retiree's account balance when payments are refunded or a chargeback is incurred in system and create the associated accounting entries. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|--------------------|---|--|-------|-----|
| 455 | | Premium Management | Refunds and Chargebacks | The system should provide authorized users the ability to generate premium refund checks for overpayments, according to PEIA business rules. The system should notify employers or Subscribers when an insurance overpayment refund is processed. | | Yes |
| 456 | | Premium Management | Refunds and Chargebacks | The system should provide the capability to identify overpayments per PEIA business rules, initiate a workflow to request a recoupment and follow up until the refund payment is received. This process should integrate with receivables functionality to track the total payment owed and any payments applied. | | Yes |
| 457 | | Premium Management | Refunds and Chargebacks | The system should provide the capability to issue a refund as either a paper check or electronically per PEIA business rules. | | Yes |
| 458 | | Premium Management | Refunds and Chargebacks | The system should provide the capability to maintain payment history with check numbers for all refunds or transaction numbers for chargebacks. | | Yes |
| 459 | | Premium Management | Refunds and Chargebacks | When a chargeback is requested, the system should recognize the type of transaction, identify the original payment transaction and create an adjusting transaction for every invoice paid with the original payment. The paying entity (employer or participant) and the PEIA employer representative should be notified of the chargeback. | | Yes |
| 460 | | Premium Management | Reports, Forms, Letters, & E-communications | The system should automatically issue notifications with important information (such as delinquencies, credits, modifications, etc.) to Members or employers using the method of communication designated as the Member or employer's preferred communication method. | | Yes |
| 461 | | Premium Management | Reports, Forms, Letters, & E-communications | The system should generate enrollment reports for all programs and make them available in the required formats, including electronic vendor proprietary report formats. The system should also generate Adds/Changes/Terminations reports for all programs and make them available in various formats including PDF, CSV and electronic formats. | | Yes |
| 462 | | Premium Management | Reports, Forms, Letters, & E-communications | The system should produce billing documentation once the bill is created including: the ability to print paper bills for employers without online access, electronic billing statements for employers with online access, electronic subscriber rosters, reconciliation and balance forward reports, and the ability to produce and print retroactive balance letters. | | Yes |
| 463 | | Premium Management | Reports, Forms, Letters, & E-communications | The system should produce reports for PEIA employers showing required adjustments to employee records. | | Yes |
| 464 | | Premium Management | Reports, Forms, Letters, & E-communications | The system should provide all annual reports necessary to determine revenue and expense balance for all benefit programs. | | Yes |
| 465 | | Premium Management | Reports, Forms, Letters, & E-communications | The system should provide reporting tools to enable internal PEIA users to create flexible, ad-hoc reports on premium billing parameters, configurable according to the user's needs. | | Yes |
| 466 | | Premium Management | Reports, Forms, Letters, & E-communications | The system should provide reports, summary and detail, that should be used to manage transfers between funds within PEIA and with State funds. | | Yes |
| 467 | | Premium Management | Reports, Forms, Letters, & E-communications | The system should provide carrier reports to verify against carrier billings received by PEIA. | | Yes |
| 468 | | Premium Management | Rules | The system should apply premium rate rules and provide the appropriate premium amount for individual health and insurance benefits. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
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| 469 | | Premium Management | Rules | <p>The system should have parameters on all plans or benefits that can be used to determine an individual health or insurance benefit premium based on specific criteria in the rules engine. Example of benefit rules can be found in PEIA's SPD and Shopper's Guide.</p> <p>SPD:</p> <ul style="list-style-type: none"> - Page 37 - Tobacco Free Discount - Page 38 - Salary based employee premium for State Fund active employees and no employee premium for Non State Fund employees, Post 2010 employees ineligible for subsidized retiree health and life insurance - Page 39 - Pre 1997 Retirees, Post 1997 Retirees, Surviving Dependents - Page 40 - Employer Paid Retiree Insurance, pre and post 1988 hire dates - Page 42 - Retiree Premium Assistance <p>Shopper's Guide:</p> <ul style="list-style-type: none"> - Page 32 - Salary based premium rate tables - Page 36 - Non State premium rate table (no employee share) - Page 38 - Years of Service premium rate tables | https://peia.wv.gov/Forms-Downloads/Documents/summary_plan_descriptions/SummaryPlanDescription_A802022-web.pdf https://peia.wv.gov/Forms-Downloads/Doc | Yes |
| 470 | | Premium Management | Rules | The system should provide configurable premium rate rules which may be updated, created or terminated by PEIA staff when applicable. | | Yes |
| 471 | | Premium Management | Rules | The system should provide premium rate schemes which may be updated, created or terminated by PEIA staff when applicable. | | Yes |
| 472 | | Premium Management | Self-Service | The system should provide the following invoice information: Invoice period, number of members, total cost by insurance benefit, total cost overall and detailed member premium information by product (health, life, dependent life, etc.). | | Yes |
| 473 | | Premium Management | System Data | The system should retain all billing records according to the records retentions policy in place at the time of system implementation. | | Yes |
| 474 | | Premium Management | Validation | The system should have the ability to run a test bill (trial batch run) for selected groups for validation. | | Yes |
| 475 | | Premium Management | Validation | The system should provide automation tools and reconciliation reports necessary to verify all premium billing transactions are correct prior to the insurance premium bill finalization. Validations and reconciliations should be available at the individual and employer levels, for both active and retired Members and associated Subscribers. | | Yes |
| 476 | | Premium Management | Validation | The system should provide the ability to reconcile calculated insurance premiums with the enrollment transactions that correspond with that period. | | Yes |
| 477 | | Premium Management | Workflow & Case Management | The system should allow for the definition of transactional thresholds at which senior-level authorization is required, using workflow to route the case to the appropriate approver. | | Yes |
| 478 | | Premium Management | Workflow & Case Management | The system should provide configurable Premium Management workflow and case management functionality that should route cases to supervisors or other designated senior staff when case specific scenarios dictate. An example of this functionality is the required supervisor approval when transactions terminating coverage retroactively outside of the current billing cycle are entered into the system. | | Yes |
| 479 | | Premium Management | Workflow & Case Management | The system should provide the capability for employers to approve enrollment transactions through the employer portal and to also provide a secondary approval level by PEIA for dependents and members according to PEIA rules. | | Yes |
| 480 | | Premium Management | Workflow & Case Management | The system should provide workflow and case management functionality to facilitate the appeals process available to Subscribers for whom insurance coverage has been cancelled. This workflow should model all key deadlines and generate associated correspondence. | | Yes |
| 481 | | Premium Management | Workflow & Case Management | The system should provide workflow functionality in support of Premium Billing, to manage past-due premium, under-payments and over-payments at the individual Subscriber level and at the employer level. This workflow should have the ability to generate automated correspondence, suspend the workflow case for follow-up and terminate coverage according to PEIA business rules and timelines. | | Yes |
| 482 | | Premium Management | Workflow & Case Management | The system should terminate coverage due to non-payment according to PEIA's business rules, using case management and workflow to manage the insurance coverage termination and appeals process. Workflow should reflect all critical deadlines and generate appropriate correspondence. | | Yes |

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| 483 | | Refunds | Payment | The system should provide the capability to make changes to the financial institution after the payment has initially been set up without having to cancel or terminate the actual setup of the payment, even if the payment record has already been generated, so long as the payment has not been posted in the system. | | Yes |
| 484 | | Refunds | Reports, Forms, Letters, & E-communications | The system should automatically generate an electronic notification to the payee with the total refund amount and expected disbursement date at a defined point in the workflow. | | Yes |
| 485 | | Refunds | Reports, Forms, Letters, & E-communications | The system should automatically provide notifications to the Member or Retiree when the request is initiated on eligibility and/or status based on PEIA business rules. The notifications should include information such as Member/Retiree ineligible for refund, review by PEIA needed to proceed, additional documentation needed, or ready for processing. | | Yes |
| 486 | | Refunds | Reports, Forms, Letters, & E-communications | The system should electronically notify a retiree applying for refund if there is an impact to insurance benefits when the refund request is initiated. | | Yes |
| 487 | | Refunds | Self-Service | The system should provide the capability for a Member to initiate a request for a refund of contributions through the member portal. | | Yes |
| 488 | | Refunds | Self-Service | The system should provide the capability for a Member to view, modify, or cancel a refund request through the member portal per PEIA business rules. | | Yes |
| 489 | | Refunds | Self-Service | The system should provide the capability for Members and employers to upload supporting documents via the employer or member portal per PEIA business rules. | | Yes |
| 490 | | Refunds | Validation | The system should provide the capability to automatically cancel a request and notify the Member per PEIA business rules (ex. an enrollment transaction is received that disqualifies a refund of contributions, etc.). | | Yes |
| 491 | | Refunds | Validation | The system should provide the capability to provide a warning when processing refunds for a Member who has applied for service retirement or disability. A Member who is in the process of applying for a disability may not elect a refund without invalidating the Member's application, as it severs his or her membership. | | Yes |
| 492 | | Refunds | Workflow & Case Management | The system should allow for internal PEIA users to add, modify, close, or reopen refund requests per PEIA business rules. | | Yes |
| 493 | | Refunds | Workflow & Case Management | The system should allow internal users to initiate a workflow to process a refund. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
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| 494 | | Refunds | Workflow & Case Management | The system should automatically alert internal PEIA users when the refund request is initiated that there is a special condition with the Member's account (ex. legal hold, QDRO, garnishment, levy, etc.). | | Yes |
| 495 | | Refunds | Workflow & Case Management | The system should automatically assign and update the status of a refund request based on completion of tasks and receipt of required documentation defined in the refund workflow. | | Yes |
| 496 | | Refunds | Workflow & Case Management | The system should automatically cancel a refund after a configurable period of time if the required information to process the payment is not received per PEIA business rules. An internal PEIA user should also have the capability to cancel a refund request. | | Yes |
| 497 | | Refunds | Workflow & Case Management | The system should automatically generate an electronic request for required information to recent employers per PEIA business rules (ex. termination, final contributions, leave payout, etc.) and generate follow up requests if the required documents are not received. The system should provide the capability to modify the request for additional/different employers or delete the request. | | Yes |
| 498 | | Refunds | Workflow & Case Management | The system should provide a set of required review, reconciliation and quality assurance checks as part of the refunds workflow. Per PEIA business rules, some refund disbursements may be only require one level of review prior to payment. | | Yes |
| 499 | Open | Refunds | Workflow & Case Management | The system should provide the capability to create an alert or warning when address or payee name is altered. | | Yes |
| 500 | | Self-Service | Compliance | The system should determine the type of user - subscriber, employer, PEIA staff - and present the appropriate website policies. | | Yes |
| 501 | | Self-Service | Compliance | The system should provide the ability to display PEIA website policies such as Terms of Use, Privacy Policy, Acceptable Use, Disclaimer, etc. | | Yes |
| 502 | | Self-Service | Compliance | Upon initial log in and upon a change to the website policies, a user must agree to the Terms of Use. The agreement of the Terms of Use must be stored in the user's authentication history along with the date and time. | | Yes |
| 503 | | Self-Service | Compliance | The system should, at a frequency set by the PEIA, request renewal of the Confidentiality agreement, terms of use and portal user recertification. If a confidentiality agreement, terms of use or other security or legal document is changed, an automatic recertification is employed. | | Yes |
| 504 | | Self-Service | Security | The system should allow the authorized contact at each employer the ability to register and manage their Benefit Coordinator user accounts, once the authorized contact has been set up by PEIA (ex. modify user permission, lock/unlock accounts, etc.). | | Yes |
| 505 | | Set-Up and Maintenance | Security | The system should allow authorized internal PEIA users to register and manage user accounts, as necessary (ex. modify user permission, lock/unlock accounts, etc.). | | Yes |
| 506 | | Set-Up and Maintenance | Security | The system should automatically revoke employer access to PEIA portals for the authorized employer contacts upon their terminated participation in Health and Insurance Benefits, per PEIA business rules. | | Yes |
| 507 | | Set-Up and Maintenance | Security | The system should be configurable to allow only certain employer contact types to be automatically updated by the employer through the employer portal. Other employer contact updates should require review by an internal PEIA user before the update is finalized. | | Yes |
| 508 | | Set-Up and Maintenance | Security | The system should be configurable to allow updates to certain employer or member attributes to only be completed internally by an internal PEIA user. | | Yes |
| 509 | | Set-Up and Maintenance | Security | The system should have the ability to limit information displayed to a member or employer, per PEIA business rules. | | Yes |
| 510 | | Set-Up and Maintenance | Security | The system should have the ability to limit information displayed to an employer Benefit Coordinator per PEIA business rules. | | Yes |
| 511 | | Set-Up and Maintenance | Security | The system should have the capability for an internal PEIA administrative user to add, modify, or revoke access for an employer or member. | | Yes |
| 512 | | Set-Up and Maintenance | Security | The system should have the capability for an internal PEIA administrative user to unlock a non-PEIA user account (member or Benefit Coordinator) and reset the log in credentials. | | Yes |
| 513 | | Set-Up and Maintenance | Security | The system should have the capability for an internal PEIA user to add, modify, or revoke access for an employer contact, including required contact types. | | Yes |
| 514 | | Set-up and Maintenance | Security | The system should display only the members' data and documents only for the benefits that employer offers. In the case of dual employment, only the benefits the member is enrolled in should be viewable for the corresponding employer. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
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| 515 | | System | Foundational | The system should also provide seamless and secure integrations with any necessary external third party systems (i.e. OASIS, third party health administrator, etc.) with which data exchange whether constant, scheduled or manually requested data exchange is required. This integration should support functionality such as receiving participant deductible amounts, initiating the creation of an IET on OASIS, receiving an IET number from OASIS, providing the insurance carriers with enrollment data, etc.. | | Yes |
| 516 | | System | Foundational | The system should provide a comprehensive, single source portal with functionality for all users - members, employer Benefit Coordinators and PEIA staff. | | Yes |
| 517 | | System | Foundational | The system should provide appropriate access to the different components of the system - billing, enrollment, eligibility, CRM and case management - depending on user role and security levels. The system should also provide seamless integration with any necessary internal third party systems (i.e. Document Management System and MS Great Plains) with which a constant connection is required. This integration should support functionality such as direct database access to documents and payment information, the ability to initiate requests for pre-filled forms and publications, and transmit transactions into PEIA work queues. | | Yes |
| 518 | | System | Foundational | The system should provide data export functionality for any data including eligibility and enrollment data in standard or proprietary formats as required by PEIA. | | Yes |
| 519 | | System | Foundational | The system should allow data import functionality from third parties (such as Medicare) as required by PEIA. | | Yes |
| 520 | | System | Audit | Audit indicator capabilities such that a participant's account can be identified as to whether it has been audited, through what date, and by whom and that satisfies HIPAA Privacy and Security regulations. | | Yes |
| 521 | | System | Audit | Full data audit trail including what, who, when (system timestamp) sufficient to satisfy HIPAA Privacy and Security regulations | | Yes |
| 522 | | System | Security | Use of recognized security practices developed under section 2(c)(15) of the National Institute of Standards and Technology (NIST) Act | | Yes |
| 523 | | System | Security | The system should have two factor authentication for each user. | | Yes |
| 524 | | System | Security | The system should conform to NIST standard for username and password requirements. | | Yes |
| 525 | | System | Security | The system should require mandatory employer contact types to be set by the employer at time of enrollment. | | Yes |
| 526 | | System | Security | The system should detect mass data exports/movement or suspicious activity indicative of malware or hacker activity. | | Yes |
| 527 | | System | Security | The system should provide timeout and log off configurations consistent with NIST standards. | | Yes |
| 528 | | System | Security | Database encryption at rest and encrypted remote connection channels. | | Yes |
| 529 | | System | Security | Back-up and restore process in support of overall disaster recovery and business resumption plans. | | Yes |
| 530 | | System | Security | Fail-safe shutdown/recovery processes. | | Yes |
| 531 | | System | Security | Maintains full HIPAA EDI, Privacy and Security compliance. | | Yes |
| 532 | | System | Security | Meets HITECH's Safe Harbor Provision(s). | | Yes |
| 533 | | System | Set Up and Maintenance | PEIA expects different system experiences for different statuses (such as active, retired, survivor) and different employer types (state, non-state, EDU, etc.). | | Yes |
| 534 | | System | Set Up and Maintenance | The system should provide a "forgot password" function for an authenticated user that meets NIST standards. | | Yes |
| 535 | | System | Set Up and Maintenance | If a user tries to log off of the system with unsaved data changes, the system should message the user to continue logging off and lose changes or return and save changes. | | Yes |
| 536 | | Enrollment | Person Data | The system should allow for selection of gender as male, female and other. | | Yes |
| 537 | | System | Set Up and Maintenance | The system should provide a hierarchical structure of accounts which indicates the entity's reason for plan access. Entities include employers, employees, retirees, cobra participants, survivors, and dependents. The hierarchy may change over time and therefore the system should provide the ability to revise or add to the structure. | | Yes |
| 538 | | System | System Data | The system should be capable of querying and exporting any data element(s) calculated or collected through the system using standard file formats (.csv, .txt, .xml, etc.) in the requested layout(s) for consumption of legislative, legal, and regulatory initiatives. | | Yes |
| 539 | | Document Management | Archiving and Indexing | The system should provide the ability to store images, email, voicemail, or messages in industry-accepted formats. | | Yes |
| 540 | | Document Management | Search | The system should provide the ability to search for and view stored items by multiple keywords or indexed values (such as document type, PEIA ID, employer number, etc.). | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|---------------------|---------------------------|---|-------|-----|
| 541 | | Document Management | Archiving and Indexing | The system should provide the ability to capture annotations on stored items. Ability to add annotations to images to include but not be limited to highlighter, sticky notes, redact, digital stamp, watermark, date stamping, and shapes. | | Yes |
| 542 | | Document Management | Archiving and Indexing | Ability to apply security to the input, editing and deletion of annotations with an appropriate audit trail. | | Yes |
| 543 | | Document Management | Security | The system should inhibit any alterations to stored images including overwriting or re-indexing. | | Yes |
| 544 | | Document Management | Foundational | The system should utilize optical or magnetic storage technologies. Optical Write Once Read Many (WORM) solution is preferred. | | Yes |
| 545 | | Document Management | Security | The system should provide security controls at document, document type, group and user levels. | | Yes |
| 546 | Open | Document Management | Archiving and Indexing | The system should allow for de-duplication functionality where one document can be tagged or linked to multiple folders. | | Yes |
| 547 | | Document Management | Foundational | The system should allow conversion of records from the current document management system. Includes the ability to import records using the record's original indexed value(s). Also, includes the ability to apply new document types or index values using a cross-walk of old to new values. | | Yes |
| 548 | Open | Document Management | Audit | The system should allow for identification of user scans and indexes for auditing purposes. | | Yes |
| 549 | | Document Management | Audit | The system should provide a history of document interactions including additions, updates, deletions and retrievals. | | Yes |
| 550 | | Document Management | Security | The system should limit accessibility to authorized users by role and/or by document type. | | Yes |
| 551 | | Document Management | Reporting | The system should provide the ability to report statistics on the records stored by document type, date stored, employer and other criteria as specified by PEIA. | | Yes |
| 552 | | Document Management | Archiving and Indexing | The system should provide the ability to track, archive and manage all in- and out-bound communication channels as electronic correspondence. | | Yes |
| 553 | | Document Management | Archiving and Indexing | The system should provide the ability to archive and index all auto-generated correspondence along with the method of distribution at the same time that it is generated and distributed. | | Yes |
| 554 | Open | Document Management | Verification and Workflow | The system should provide the ability to preview, verify and edit indexed documents prior to the committal and/or update to the imaging system. | | Yes |
| 555 | | Document Management | Verification and Workflow | The system should provide the ability to automatically route and send unknown or illegible document types to an investigation queue for resolution | | Yes |
| 556 | | Document Management | Archiving and Indexing | The system should provide the ability to read Bar Codes and perform optical character recognition of the Bar Code to assist in validation and verification. | | Yes |
| 557 | | Document Management | Archiving and Indexing | The system should provide the ability to perform optical character recognition on standard forms to assist in validation and verification of indexing. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|---------------------|---------------------------|--|-------|-----|
| 558 | | Document Management | Records | The system should provide the ability to create an electronic, skeleton member record for individuals upon the first receipt of a document, especially when there may not be a member in the system yet. | | Yes |
| 559 | Open | Document Management | Records | The system should provide the ability to merge two individuals' imaged member folders into a single consolidated folder with full auditing. | | Yes |
| 560 | Open | Document Management | Archiving and Indexing | The system should provide the ability to re-index all items in a member folder with full auditing . | | Yes |
| 561 | Open | Document Management | Format | The system should provide the ability to format the data entered from internet Self-Service into a PEIA defined standard template so that it can be stored as an image in the imaging system for historical reference. | | Yes |
| 562 | | Document Management | Archiving and Indexing | The system should provide the ability to index a single page, a single document, or a set of documents. | | Yes |
| 563 | Open | Document Management | Archiving and Indexing | The system should provide the ability to do full-text indexing of documents to support later retrieval via full text searches. | | Yes |
| 564 | | Document Management | Search | The system should provide the ability to assist the indexer when the only data available from an imaged document may not uniquely determine the member to whom the document belongs. Assistance to include but not be limited to popping up a list of all members with the indicated last name and allowing the indexer to select one by DOB, by address, Member ID or by SSN. | | Yes |
| 565 | | Document Management | Archiving and Indexing | The system should provide the ability to change index attributes for an entire set of documents. | | Yes |
| 566 | | Document Management | Archiving and Indexing | The system should provide the ability to automatically assign a scanned document to the correct member's electronic folder based on various data combinations to include but not be limited to a unique member identifier, the member name, the member DOB, and the member SSN or other data identified by PEIA. | | Yes |
| 567 | | Document Management | Archiving and Indexing | The system should provide the ability to group like documents into batches for scanning based on document properties to include but not be limited to document size, document type, color, and orientation; or to group documents into like batches based on member or Pensioner and/or pensioner properties to include but not be limited to SSN and Member ID.. | | Yes |
| 568 | | Document Management | Scanning | The system should provide the ability to automatically identify and eliminate blank pages within the batch during document scanning and indexing. | | Yes |
| 569 | Open | Document Management | Scanning | The system should allow the insertion of single pages when scanning and indexing. | | Yes |
| 570 | | Document Management | Scanning | The system should provide the ability to manage scanning simultaneously with multiple industry-standard scanners. | | Yes |
| 571 | | Document Management | Verification and Workflow | The system should provide the ability to integrate image processing with the electronic workflow processing such that the release of an image to the image archive initiates the appropriate workflow process(es) for each document. | | Yes |
| 572 | | Document Management | Audit | The system should provide the ability to record receipt of documents when they are received, scanned and indexed. | | Yes |
| 573 | | Document Management | Scanning | The system should provide the ability to scan different sizes and/or orientation of documents to include but not be limited to portrait, landscape, A4, executive and legal. | | Yes |
| 574 | | Document Management | Scanning | The system should provide the ability to represent a multi-page document as a single document within the imaging archive. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|---------------------|---------------------------|--|-------|-----|
| 575 | | Document Management | Scanning | The system should provide the ability to scan both single-sided and double-sided documents. | | Yes |
| 576 | Open | Document Management | Scanning | The system should provide the ability to scan color paper and save as a white document with black text. | | Yes |
| 577 | | Document Management | Archiving and Indexing | The system should provide the ability to perform index validation through an automatic look-up in the Benefit Administration database during the index process. | | Yes |
| 578 | | Document Management | Scanning | The system should provide the ability to scan documents in duplex mode | | Yes |
| 579 | Open | Document Management | Archiving and Indexing | The system should provide the ability to do full-text indexing of documents to support later retrieval via full text searches. | | Yes |
| 580 | | Document Management | Exporting and Printing | The system should provide the ability to export images into multiple standard image formats. | | Yes |
| 581 | | Document Management | Exporting and Printing | The system should provide the ability to extract and/or print a page, a selection or an entire imaged document. | | Yes |
| 582 | Open | Document Management | Exporting and Printing | The system should provide the ability to print annotations superimposed on image as well as to print without annotations. | | Yes |
| 583 | Open | Document Management | Exporting and Printing | The system should provide the ability to route output from the imaging system to any printer on the PEIA network or a local PC printer. | | Yes |
| 584 | Open | Document Management | Exporting and Printing | The system should provide the ability to redact specific portions of retrieved correspondence and forms when sending copies of that material to other recipients. | | Yes |
| 585 | | Document Management | Security | The system should provide the ability to manage PEIA defined user security features that control whether a given user can print documents. | | Yes |
| 586 | | Document Management | Security | The system should provide the ability to track all access within the image archive and to generate reports of that access. | | Yes |
| 587 | | Document Management | Viewing | The system should provide the ability to browse through image pages without returning back to a menu or list. | | Yes |
| 588 | Open | Document Management | Viewing | The system should provide the ability to compare two documents side by side. | | Yes |
| 589 | Open | Document Management | Search | The system should provide the ability to display a list of the members matching the search criteria entered, if the member ID, or other unique identifier, does not uniquely identify a member upon performing a retrieval from within the Benefit Administration application. The list should include names, dates of birth, and Social Security numbers so that the user can select the specific member being queried. | | Yes |
| 590 | | Document Management | Viewing | The system should provide the ability to allow a document to be viewed by more than one user concurrently. | | Yes |
| 591 | | Document Management | Viewing | The system should provide the ability to retrieve a member or employers documents (when a the record is open on the screen) with a single operation, such as clicking on an Imaging Folder link. | | Yes |
| 592 | | Document Management | Verification and Workflow | The system should provide the ability to accommodate returned mail as one of the imaging document types and to trigger a returned mail workflow process based on PEIA defined parameters. | | Yes |
| 593 | | Document Management | Viewing | The system should provide the ability to open multiple documents in separate windows. | | Yes |
| 594 | | Document Management | Viewing | The system should provide the ability to pan, size and zoom images. | | Yes |
| 595 | | Document Management | Search | The system should provide the ability for the system to query based on standard criteria. | | Yes |
| 596 | Open | Document Management | Search | The system should provide the ability to apply further search criteria to the results of a search. | | Yes |
| 597 | Open | Document Management | Search | The system should provide the ability to create and distribute pre-defined search templates for multiple users. | | Yes |
| 598 | Open | Document Management | Search | The system should provide the ability to inform the user that a search is being processed by displaying the percentage of completion. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|---------------------|---------------------------|--|-------|-----|
| 599 | Open | Document Management | Search | The system should provide the ability to combine words and phrases using the words AND, OR and NOT to limit, widen, or define a search. | | Yes |
| 600 | Open | Document Management | Search | The system should provide the ability to perform range searches for indexed dates. | | Yes |
| 601 | Open | Document Management | Viewing | The system should provide the ability to perform full page browsing through a member or employer document, a set of a member or employer documents, or all of a member or employer documents from any starting point. | | Yes |
| 602 | Open | Document Management | Viewing | The system should provide the ability to allow the viewing of documents at "fit-to-page" as the default. | | Yes |
| 603 | | Document Management | Viewing | The system should provide the ability to view various document and/or image formats to include but not be limited to ASCII, BMP, GIF, HTML, JPEG, PDF, RTF, TIFF, XML and Microsoft Office documents. | | Yes |
| 604 | | Document Management | Viewing | The system should provide the ability to simultaneously view thumbnail sketches of multiple documents and multiple pages in a single document allowing users to browse rapidly through pages. | | Yes |
| 605 | | Document Management | Archiving and Indexing | The system should provide the ability to support the upload of employee or employer-scanned documents in PDF (or other) format through member or employer self-service. | | Yes |
| 606 | | Document Management | Verification and Workflow | The system should provide the ability to manage the uploaded documents in the same way (indexing, workflow routing) that a faxed or mailed and scanned document would be processed. | | Yes |
| 607 | | Document Management | Exporting and Printing | The system should provide the ability to ensure that any electronic form completed on the internet can be immediately archived, viewed and printed by the user or submitted and later recalled for viewing or printing from the archive and when printed or viewed looks substantially like the paper version of the same form (including details such as the form number) | | Yes |
| 608 | | Implementation | Deliverables | The vendor should provide a Project Charter that contains the project's objectives, scope, roles and responsibilities of the individuals involved in the project, and risks and constraints. | | Yes |
| 609 | | Implementation | Deliverables | The vendor should provide a Statement of Work that contains the activities, deliverables and timetable for the project as well as defines the terms and conditions agreed upon between the vendor and PEIA. | | Yes |
| 610 | | Implementation | Deliverables | The vendor should provide an Implementation Plan and Schedule to implement the project according to the Project Charter and Statement of Work. | | Yes |
| 611 | | Implementation | Deliverables | The vendor should provide a Work Plan that identifies each objective and the timeline, resources, resource responsibilities and strategy to achieve the objective. | | Yes |
| 612 | | Implementation | Deliverables | The vendor should provide a Project Communication Plan that defines the guidelines on how project information will be shared, who is responsible for communicating and to whom. | | Yes |
| 613 | | Implementation | Deliverables | The vendor should provide a Change Control Plan describing the methodology used to manage any change requests that impact the project scope. | | Yes |
| 614 | | Implementation | Deliverables | The vendor should provide a Requirements Traceability Matrix which traces system testing to the user requirements. | | Yes |
| 615 | | Implementation | Deliverables | The vendor should provide a project Integration Plan which shows the process in which other systems or sub-systems talk to each other or exchange data and ensure they all work together. | | Yes |
| 616 | | Implementation | Deliverables | The vendor should provide a Test Strategy and Plan describing the scope, objectives, approach and timing of the software testing tasks. | | Yes |
| 617 | | Implementation | Deliverables | The vendor should provide test cases describing what should be tested (process(es), calculation(s), workflow(s), etc.), the preconditions, inputs, actions and expected results. | | Yes |
| 618 | | Implementation | Deliverables | The vendor should provide a Test Progress showing the number of test cases tested, the number of test cases tested and passed/failed, the number of test cases remaining to test, % of test cases tested, % of test cases remaining, % of test cases passed/failed by subject matter and/or category and/or testing resource. | | Yes |
| 619 | | Implementation | Deliverables | The vendor should provide a Defect Tracking Report that tracks defect reported, their disposition and expected correction delivery date. | | Yes |
| 620 | | Implementation | Deliverables | The vendor should provide Regular Status Reports indicating the overall status of the project to project stakeholders as defined in the Project Communication Plan. | | Yes |
| 621 | | Implementation | Deliverables | The vendor should provide Design Documents for significant design decisions or specifications or configurations that provide details for how the software should be configured or built. | | Yes |

| ReqID | Open | Process | Sub-Process | Requirement Detail | Links | |
|-------|------|----------------|--------------|---|-------|-----|
| 622 | | Implementation | Deliverables | The vendor should provide a Data Migration Strategy and Plan describing the tasks to migrate historical and current data including plans to find and mitigate data issues and the tools require for query, cleanup and migration. | | Yes |
| 623 | | Implementation | Deliverables | The vendor should provide a Release and Deployment Management Plan which describes the process for building, testing, scheduling, pushing and deploying a software release to PEIA's testing environment and then moving the tested software to the production environment. | | Yes |
| 624 | | Implementation | Deliverables | The vendor should provide a Production Cutover Plan that describes the steps and tasks required when PEIA is ready to go-live with the new system. | | Yes |
| 625 | | Implementation | Deliverables | The vendor should provide a Release Readiness and Validation Report that provides a list of tasks and validations to ensure the project has followed the defined software development and release process and that the project team has identified any system interdependencies and risks that may have an impact on the software and/or system deployment. | | Yes |
| 626 | | Implementation | Deliverables | The vendor should provide a Training Plan that outlines the training strategies, organizational change management process(es), activities and deliverables used to train the targeted audience. The vendor should also provide training materials outlined in the training strategy. | | Yes |
| 627 | | Implementation | Deliverables | The vendor should provide a Security Plan which describes the security controls in place or planned for the implementation to provide levels of security appropriate for the information processed and/or accessed users or groups of users. | | Yes |
| 628 | | Implementation | Deliverables | The vendor should describe their Problem Incident Reporting methodology which includes a set of procedures and actions taken to respond to critical incidents. | | Yes |
| 629 | | Implementation | Deliverables | The vendor should describe their Risk Management and Reporting Methodology | | Yes |
| 630 | | Implementation | Deliverables | The vendor should provide a sample of Software Release Content Documentation, the documentation provided when software is released indication what is included in the release and the impacts of the changes. | | Yes |
| 631 | | Implementation | Deliverables | The vendor should provide a description of their Implementation Methodology | | Yes |
| 632 | | Implementation | Deliverables | The vendor should describe their system and solution, including but not limited to all software, equipment, converted data and hosting services. | | Yes |

| Integration/Interface | From | To | Servers Involved | Occurrence | ftp folder | MF Program Name | Layout |
|--|----------------|---|------------------------|------------------------|--|---|----------------|
| BB&T ARbox file | BB&T | PEIA | Mainframe, Biztalk, GP | M-F | isc_bbandt | EIBBTFTP | Finance |
| CPRB Active Previous Month Not Next Month file | CPRB | PEIA | Mainframe | monthly | CPRB_Files | EICPRBFL | Complex Elig |
| CPRB Retirement Interface | CPRB | PEIA | Mainframe | Mondays | CPRB_Files | EICPRBJ | Complex Elig |
| CPRB Payment File | CPRB | PEIA | Mainframe/BizTalk/GP | Monthly - 25th | CPRB_Files | EICPRB | Finance |
| CPRB Deceased File | PEIA | CPRB | Mainframe | Mondays | CPRB_Files | EIWEEK | Simple |
| CVS Recon file | CVS | PEIA | Mainframe | 10th & 25th | ISC_CVS_Health_Eligibility | EICVSRCN | Complex Elig |
| BOF Salary file | Dept. of Ed | PEIA | Mainframe | End of Month | isc_fars_2017_boards_of_educat | EIUPDSAL | Simple |
| | | | | | | BOESQL BOEPROC BOECHK1 BOECHK2 BOECHK3 BOECHK4 | |
| BOE State Aid | Dept. of Ed | PEIA | SQL Server,GP, & MF | Once a month | isc_peia_rpts | | Simple |
| BOE Payroll files | Dept. of Ed | PEIA - file put on mainframe | Mainframe | Every day | N/A | EIBOEPAY | Payroll |
| DHHR Death file | DHHR | PEIA - file put on mainframe | Mainframe | Tuesday's | N/A | EIDTHRPO | Simple |
| DHHR Divorce file | DHHR | PEIA - file put on mainframe | Mainframe | Tuesday's | N/A | EIDVRPO | Simple |
| HICN updates file | Humana | PEIA | Mainframe | Thursday's | ISC_Humana | EIS0029J | Simple |
| Address Updates | Humana | PEIA | Mainframe | Thursday's | ISC_Humana | EIS0030H | Simple |
| CMS Name/Date of Birth Changes | Humana | PEIA | Mainframe | Thursday's | ISC_Humana | EIS0083H | Simple |
| Humana Name Changes | Humana | PEIA | Mainframe | Thursday's | ISC_Humana | EIHUMNAM | |
| Humana Capitation file | PEIA | Humana | Mainframe | 15th of Month | ISC_Humana | EIMONTH | |
| Disenrolments file | Humana | PEIA | Mainframe | Thursdays | ISC_Humana | EIS0022H | Simple |
| Marshall Salary file | Marshall | PEIA | Mainframe | End of Month | isc_marshall_hr_finance | EIUPDSAL | Simple |
| Marshall Payment Contributions file | Marshall | PEIA | Mainframe | Around monthend | isc_marshall_hr_finance | EIMRLCON | Payroll |
| Salary file (Secondary Schools Activities Commission) | SSAC | PEIA | Mainframe | End of Month | ISC_WVSAC | EIUPDSAL | Simple |
| SSDC 29M Master file | SSDC | PEIA | Mainframe | Manually around 15th | isc_ssdc_vdsa | EIS0029M | Complex Elig |
| Treasurer Agency Lockbox file | WVSTO | PEIA | GP | M-F | retrieves from Treasure ftp site and puts on PEIA ftp site for B | EIDPFTP | Finance |
| Treasurer Retiree Lockbox file | WVSTO | PEIA | GP | M-F | Biztalk to pick up | EIDPFTP | Finance |
| Treasurer Credit Card file | WVSTO | PEIA | GP | Daily | retrieves from Treasure ftp site and puts on PEIA ftp site for B | EIDPFTPC | Finance |
| AR9 Direct Draft (web service) | WVSTO | PEIA | Biztalk, GP | 7th & 22nd | web service | | Finance |
| COBRA file | UMR | PEIA | Mainframe | M-F | isc\tallen | EICOBRAJ | Complex Elig |
| Provider Directory | UMR | PEIA | Mainframe | 1st each month | isc_umr | EIS0113J | Simple |
| Salary file (WV Job Investment Trust Board) | WVJITB | PEIA | Mainframe | Monthend | ISC_WVJITB | EIUPDSAL | Simple |
| WVOASIS 1.246 Cash | WVOASIS | PEIA | SQL Server | Tue - Sat | ftp://wvoasis.gov | SSIS | Finance |
| WVOASIS 1.249 payment file | WVOASIS | PEIA | GP | 4-6 times a month | ftp://wvoasis.gov | | Finance |
| WVOASIS 1.248 file | WVOASIS | PEIA | Mainframe | every 2 weeks | ftp://wvoasis.gov | EI248GET, EI50248J | Complex Elig |
| WVU address file | WVU | PEIA | Mainframe | Monthly 1st week | education\wvu | EIWVUADJ | Simple |
| WVU Salary file | WVU | PEIA | Mainframe | End of Month | education\wvu | EIUPDSAL | Simple |
| WVU Escrow | WVU | PEIA | SQL Server & MF | Once a year | | N/A | Simple |
| CVS Weekly Claims to Data Warehouse | CVS | Mike Madalena | | once a week | | N/A | |
| BOE Eligibility files: | PEIA | BOE's (all 59 counties) | Mainframe | once a month | education\"county name" | EIMONTH2 & 3 | Complex Elig |
| Rec04 file (Continuing Care Actuaries) | PEIA | Continuing Care Actuaries | Mainframe | once a month | isc_jason_ccrc | | Complex Elig |
| Employer Participation change file (CPRB) – Monthly | PEIA | CPRB | | 1st each month | cprb_files | EICPRBER | Complex Elig |
| CVS Eligibility file | PEIA | CVS | Mainframe | 1st each month | isc_cvs_health_eligibility | EIS0115J | Complex Elig |
| Health Plan Eligibility file – Monthly and Weekly files | PEIA | Health Plan | Mainframe | Monthly full file | healthplan_monthlyfile | EIMONTH2 & 3 | Complex Elig |
| Health Plan Capitation | PEIA | Health Plan | Mainframe | 9th each month | healthplan_monthlyfile | EI.BAS.TEMP(CARRIER) | Simple |
| Benefit Assistance Group Members (Humana) – send Nov. and Dec. | PEIA | Humana | Mainframe | Dec | ISC_Humana | EIRAGMBR | Complex Elig |
| Terms and Adds file (Humana) – send end of Oct., Nov., Dec. | PEIA | Humana | Mainframe | Oct, Nov and Dec month | ISC_Humana | EIHTRMAD | Complex Elig |
| Humana Age-In file | PEIA | Humana | Mainframe | 8/1, 9/1, 10/1 | ISC_Humana | EIMSWP65 | Simple |
| Humana Eligibility file (runs per PEIAMAPD calendar) | PEIA | Humana | Mainframe | MAPD ctm calendar | ISC_Humana | EIS0105H | Complex Elig |
| Surviving Dependent file (Humana) | PEIA | Humana | Mainframe | Monday's | isc\tallen | EIS0105S | Simple |
| ACA 10948 and 10958 | PEIA | IRS | SQL Server | once a year | isc_irs | N/A | |
| Marshall University Eligibility file – monthly interface | PEIA | Marshall | Mainframe | once a month | education\marshall | EIMONTH2 & 3 | Simple |
| PEIA Interface files (11 files) | PEIA | Mike Madalena (Internal Data Warehouse) | Mainframe | once a month | madalena_tallen | EIMONTH2 & 3 | Data Warehouse |
| Minnesota Life/Securian Decision file | PEIA/Minn Life | Minnesota Life/PEIA | Mainframe | Friday's | isc_minnlife | EIMLFTP | Simple |
| Minnesota Life Beneficiary file | Minn Life | PEIA | Mainframe | March-May varies | isc_minnlife | EIS0071J | Simple |
| Minnesota Life Census file | PEIA | Minn Life | Mainframe | Jan5th / July 5th | isc_minnlife | EIMLCENJ | Complex Elig |
| SSDC eligibility file | PEIA | SSDC | Mainframe | 1st of each month | isc_ssdc_vdsa | EISSDCFL | Complex Elig |
| AR8 Direct Draft (web service) | PEIA | WVSTO | | 5th and 20th | | | Finance |
| Disease Management file (UMR) | PEIA | UMR | Mainframe | Tuesday's | isc\tallen | EIDSMATT | Simple |
| UMR Attribute file | PEIA | UMR | Mainframe | Tuesday and Friday | isc_umr | EIUMRATR | Simple |
| UMR Eligibility file | PEIA | UMR | Mainframe | Tuesday and Friday | isc_umr | EIUMRATR | Complex Elig |
| UMR Recon | UMR | PEIA | Mainframe | 20th | isc_umr | EIUMRRCN | |
| WVOASIS 1.247 deduction file | PEIA | WVOASIS | Mainframe | Control-M calendar | ftp://wvoasis.gov | EIS0205J, EI50247F | Finance |
| WVOASIS 1.247R deduction file for recent retirees | PEIA | WVOASIS | Mainframe | Control-M calendar | ftp://wvoasis.gov | EIS0205J, EI50247F | Finance |
| WVOASIS Blank member id file 1.247 | WVOASIS / PEIA | PEIA / WVOASIS | Mainframe | Control-M calendar | ftp://wvoasis.gov | EIS0247F, EI50247R and EI50247S | Simple |
| WVOASIS Reject file 1.247 | WVOASIS | PEIA | Mainframe | Control-M calendar | ftp://wvoasis.gov | EIS0247R, EI50247S | Simple |
| WVOASIS Success file 1.247 | WVOASIS | PEIA | Mainframe | Control-M calendar | ftp://wvoasis.gov | EIS0247R, EI50247S | Simple |

| | | | | | | | |
|--|------|---------------|------------|-----------------|--|------------------|---------|
| WVU ESPS | PEIA | WVU | Mainframe | once each month | education\wvu | EIBILL & EIBLSPL | Finance |
| WVU Eligibility file - monthly interface | PEIA | WVU | Mainframe | once a month | education\wvu | EIMONTH2 & 3 | Simple |
| UMR Weekly Claims to Data Warehouse | UMR | Mike Madalena | | once a week | | | |
| Direct Draft/DirectPay Billing file | PEIA | WVSTO | SQL Server | Monthly | sfx.wvsto.com | SSIS | Finance |
| CPRB Billing File | PEIA | WVSTO | SQL Server | Monthly | sfx.wvsto.com | SSIS | Finance |
| Death/Divorce File for FBMC | PEIA | FBMC | Mainframe | Every Monday | fbmc_fallen | EIFBMC | Simple |
| UMR Dropped Records file | UMR | PEIA | Mainframe | Tues/Friday | isc_umr | EIUMRCVG | Simple |
| CVS No Part B Waiver file | PEIA | CVS | Mainframe | Mondays | isc_cvs_health_eligibility | EIWEEK | Simple |

Exhibits

| WV PEIA HW RFP- Ariel EAS Implementation Work Plan | | | | | | |
|--|---------|--|------------|-------------|--------------|-------------------|
| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
| 0 | | WV PEIA HW RFP- Ariel EAS Implementation Work Plan | 733.4 days | Fri 7/1/22 | Tue 3/18/25 | |
| 1 | 1 | Phase 1: Project Initiation and Planning | 22 days | Fri 7/1/22 | Fri 7/29/22 | |
| 2 | 1.1 | Project official start | 0 days | Fri 7/1/22 | Fri 7/1/22 | |
| 3 | 1.2 | Project Initiation | 5.2 days | Fri 7/1/22 | Thu 7/7/22 | |
| 4 | 1.2.1 | Prepare project initiation material | 5 days | Fri 7/1/22 | Thu 7/7/22 | LifeWorks |
| 5 | 1.2.2 | Hold project initiation meetings | 0.2 days | Thu 7/7/22 | Thu 7/7/22 | LifeWorks,WV PEIA |
| 6 | 1.3 | Project plan (detail project plan) & project charter | 13 days | Fri 7/1/22 | Tue 7/19/22 | |
| 7 | 1.3.1 | Draft & review | 5 days | Fri 7/1/22 | Thu 7/7/22 | LifeWorks |
| 8 | 1.3.2 | Update & review | 5 days | Thu 7/7/22 | Thu 7/14/22 | LifeWorks,WV PEIA |
| 9 | 1.3.3 | Finalize baseline & review | 3 days | Thu 7/14/22 | Tue 7/19/22 | LifeWorks |
| 10 | 1.4 | Planning | 22 days | Fri 7/1/22 | Fri 7/29/22 | |
| 11 | 1.4.1 | Phase 2 workshop planning | 10 days | Mon 7/18/22 | Fri 7/29/22 | |
| 12 | 1.4.1.1 | Functional & data workshops | 5 days | Mon 7/18/22 | Mon 7/25/22 | LifeWorks,WV PEIA |
| 13 | 1.4.1.2 | Technical workshops | 5 days | Mon 7/25/22 | Fri 7/29/22 | LifeWorks,WV PEIA |
| 14 | 1.4.2 | Demo environment | 20 days | Fri 7/1/22 | Wed 7/27/22 | |
| 15 | 1.4.2.1 | Set up demo environment | 20 days | Fri 7/1/22 | Wed 7/27/22 | LifeWorks |
| 16 | 1.4.3 | Requirement traceability matrix (RTM) review | 13.5 days | Thu 7/7/22 | Tue 7/26/22 | |
| 17 | 1.4.3.1 | Plan RTM review workshops | 10 days | Thu 7/7/22 | Thu 7/21/22 | LifeWorks,WV PEIA |
| 18 | 1.4.3.2 | Review RTM and alignment | 2.5 days | Fri 7/22/22 | Tue 7/26/22 | LifeWorks,WV PEIA |
| 19 | 1.4.4 | Testing Strategy | 15 days | Thu 7/7/22 | Wed 7/27/22 | |
| 20 | 1.4.4.1 | Prepare and review testing strategy | 15 days | Thu 7/7/22 | Wed 7/27/22 | LifeWorks |
| 21 | 1.4.5 | Steering Committee meetings (recurring monthly throughout project) | 1 hr | Fri 7/1/22 | Fri 7/1/22 | LifeWorks,WV PEIA |
| 22 | | | | | | |
| 23 | 2 | Phase 2: Fit Gap Activities | 68.5 days | Mon 8/1/22 | Fri 10/28/22 | |
| 24 | 2.1 | Phase 2 start | 0 days | Mon 8/1/22 | Mon 8/1/22 | |
| 25 | 2.2 | Workshops | 50.5 days | Tue 8/16/22 | Thu 10/20/22 | |
| 26 | 2.2.1 | Functional workshops | 50.5 days | Tue 8/16/22 | Thu 10/20/22 | |
| 27 | 2.2.1.1 | Workshop 01 | 2.5 days | Tue 8/16/22 | Thu 8/18/22 | LifeWorks,WV PEIA |
| 28 | 2.2.1.2 | RTM approval | 5 days | Thu 8/18/22 | Thu 8/25/22 | WV PEIA |
| 29 | 2.2.1.3 | Workshop 02 | 2.75 days | Tue 8/30/22 | Thu 9/1/22 | LifeWorks,WV PEIA |
| 30 | 2.2.1.4 | RTM approval | 5 days | Thu 9/1/22 | Thu 9/8/22 | WV PEIA |
| 31 | 2.2.1.5 | Workshop 03 | 2.75 days | Tue 9/13/22 | Thu 9/15/22 | LifeWorks,WV PEIA |
| 32 | 2.2.1.6 | RTM approval | 5 days | Thu 9/15/22 | Thu 9/22/22 | WV PEIA |
| 33 | 2.2.1.7 | Workshop 04 | 2.75 days | Tue 9/27/22 | Thu 9/29/22 | LifeWorks,WV PEIA |
| 34 | 2.2.1.8 | RTM approval | 5 days | Thu 9/29/22 | Thu 10/6/22 | WV PEIA |

WV PEIA HW RFP- Ariel EAS Implementation Work Plan

| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
|----|-----------|---|-------------------|--------------------|---------------------|-------------------|
| 35 | 2.2.1.9 | Workshop 05 | 2.75 days | Tue 10/11/22 | Thu 10/13/22 | LifeWorks,WV PEIA |
| 36 | 2.2.1.10 | RTM approval | 5 days | Thu 10/13/22 | Thu 10/20/22 | WV PEIA |
| 37 | 2.3 | Data conversion workshops and data extraction & load validation | 57.5 days | Fri 8/5/22 | Thu 10/20/22 | |
| 38 | 2.3.1 | Data conversion & data quality assurance strategy | 5.25 days | Fri 8/5/22 | Fri 8/12/22 | |
| 39 | 2.3.1.1 | Review data conversion & data QA strategy | 0.25 days | Fri 8/5/22 | Fri 8/5/22 | LifeWorks,WV PEIA |
| 40 | 2.3.1.2 | Approve data conversion & data QA strategy | 5 days | Fri 8/5/22 | Fri 8/12/22 | WV PEIA |
| 41 | 2.3.2 | Data conversion environment | 10 days | Fri 8/12/22 | Thu 8/25/22 | |
| 42 | 2.3.2.1 | Confirm servers for data conversion | 5 days | Fri 8/12/22 | Fri 8/19/22 | LifeWorks |
| 43 | 2.3.2.2 | Confirm SFTP connection for client access to load | 10 days | Fri 8/12/22 | Thu 8/25/22 | LifeWorks |
| 44 | 2.3.3 | Data conversion workshops | 52.25 days | Fri 8/12/22 | Thu 10/20/22 | |
| 45 | 2.3.3.1 | Workshop 1 | 10.5 days | Fri 8/12/22 | Fri 8/26/22 | |
| 46 | 2.3.3.1.1 | LW preparation for workshop | 10 days | Fri 8/12/22 | Thu 8/25/22 | LifeWorks |
| 47 | 2.3.3.1.2 | Workshop 1 | 2.5 days | Wed 8/17/22 | Fri 8/19/22 | LifeWorks,WV PEIA |
| 48 | 2.3.3.1.3 | Follow- up activities | 5 days | Fri 8/19/22 | Fri 8/26/22 | LifeWorks,WV PEIA |
| 49 | 2.3.3.2 | Workshop 2 | 20.75 days | Fri 8/26/22 | Thu 9/22/22 | |
| 50 | 2.3.3.2.1 | LW preparation for workshop | 10 days | Fri 8/26/22 | Thu 9/8/22 | LifeWorks |
| 51 | 2.3.3.2.2 | Workshop 2 | 2.75 days | Tue 9/13/22 | Thu 9/15/22 | LifeWorks,WV PEIA |
| 52 | 2.3.3.2.3 | Follow- up activities | 5 days | Thu 9/15/22 | Thu 9/22/22 | LifeWorks,WV PEIA |
| 53 | 2.3.3.3 | Workshop 3 | 21 days | Thu 9/22/22 | Thu 10/20/22 | |
| 54 | 2.3.3.3.1 | LW preparation for workshop | 10 days | Thu 9/22/22 | Thu 10/6/22 | LifeWorks |
| 55 | 2.3.3.3.2 | Workshop 3 | 3 days | Mon 10/10/22 | Thu 10/13/22 | LifeWorks,WV PEIA |
| 56 | 2.3.3.3.3 | Follow- up activities | 5 days | Thu 10/13/22 | Thu 10/20/22 | LifeWorks,WV PEIA |
| 57 | 2.3.4 | ETL - Extract transform load to stage area - incremental | 30 days | Fri 8/19/22 | Wed 9/28/22 | |
| 58 | 2.3.4.1 | Iteration 1 - incremental | 20 days | Fri 8/19/22 | Thu 9/15/22 | |
| 59 | 2.3.4.1.1 | Data discovery, landing, mapping and load to stage area | 10 days | Fri 8/19/22 | Thu 9/1/22 | LifeWorks,WV PEIA |
| 60 | 2.3.4.1.2 | Loaded database delivery | 0 days | Thu 9/1/22 | Thu 9/1/22 | LifeWorks,WV PEIA |
| 61 | 2.3.4.1.3 | Run data integrity & quality related reports (based on agreed quality data QA strategy) | 10 days | Thu 9/1/22 | Thu 9/15/22 | LifeWorks,WV PEIA |
| 62 | 2.3.4.2 | Iteration 2 - incremental | 20 days | Thu 9/1/22 | Wed 9/28/22 | |
| 63 | 2.3.4.2.1 | Data discovery, landing, mapping and load to stage area (CDR) | 10 days | Thu 9/1/22 | Thu 9/15/22 | LifeWorks,WV PEIA |
| 64 | 2.3.4.2.2 | Loaded CDR database delivery | 0 days | Thu 9/15/22 | Thu 9/15/22 | LifeWorks,WV PEIA |
| 65 | 2.3.4.2.3 | Run data integrity & quality related reports (based on agreed quality data QA strategy) | 10 days | Thu 9/15/22 | Wed 9/28/22 | LifeWorks,WV PEIA |
| 66 | 2.4 | Subsequent phase planning | 68.5 days | Mon 8/1/22 | Fri 10/28/22 | |

| WV PEIA HW RFP- Ariel EAS Implementation Work Plan | | | | | | |
|--|-----------|--|--------------------|---------------------|---------------------|-------------------|
| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
| 67 | 2.4.1 | Joint checkpoints on planning | 65.5 days | Mon 8/1/22 | Wed 10/26/22 | |
| 68 | 2.4.1.1 | Checkpoint on phase 2 | 65.5 days | Mon 8/1/22 | Wed 10/26/22 | |
| 69 | 2.4.1.1.1 | Updates to phase 2: final scope and timeline | 2.5 mons | Mon 8/1/22 | Wed 10/5/22 | LifeWorks |
| 70 | 2.4.1.1.2 | Checkpoint on phase 2: final scope and timeline | 0.25 days | Wed 10/5/22 | Wed 10/5/22 | LifeWorks,WV PEIA |
| 71 | 2.4.1.1.3 | Final updates to phase 2: final scope and timeline | 4 days | Thu 10/20/22 | Wed 10/26/22 | LifeWorks |
| 72 | 2.4.2 | Go/no go meeting for Phase 4 | 5 days | Mon 10/10/22 | Fri 10/14/22 | |
| 73 | 2.4.2.1 | Preparation leading to go/no go meeting | 5 days | Mon 10/10/22 | Fri 10/14/22 | LifeWorks |
| 74 | 2.4.3 | Final functional planning | 5 days | Fri 10/21/22 | Thu 10/27/22 | |
| 75 | 2.4.3.1 | Segment planning & detailed segment 1 planning | 5 days | Fri 10/21/22 | Thu 10/27/22 | LifeWorks |
| 76 | 2.4.4 | Final phase 2 deliverables | 0 days | Fri 10/28/22 | Fri 10/28/22 | |
| 77 | 2.4.4.1 | Final RTM approved | 0 days | Fri 10/28/22 | Fri 10/28/22 | WV PEIA |
| 78 | 2.4.4.2 | Final gap documentation approved, if applicable | 0 days | Fri 10/28/22 | Fri 10/28/22 | WV PEIA |
| 79 | 2.4.4.3 | Final project plan for next phases | 0 days | Fri 10/28/22 | Fri 10/28/22 | LifeWorks |
| 80 | | | | | | |
| 81 | 3 | Phase 3: Acquisition and Installation | 414.4 days | Fri 7/1/22 | Wed 1/24/24 | |
| 82 | 3.1 | Integration workshops | 222.75 days | Tue 8/16/22 | Fri 6/16/23 | |
| 83 | 3.1.1 | Architecture design workshops | 26 days | Tue 8/16/22 | Mon 9/19/22 | |
| 84 | 3.1.1.1 | Workshop #1 | 5 days | Tue 8/16/22 | Mon 8/22/22 | |
| 85 | 3.1.1.1.1 | LW preparation for workshop | 2 days | Tue 8/16/22 | Wed 8/17/22 | LifeWorks |
| 86 | 3.1.1.1.2 | Joint workshop | 1 day | Wed 8/17/22 | Thu 8/18/22 | LifeWorks,WV PEIA |
| 87 | 3.1.1.1.3 | Summary and next steps | 2 days | Thu 8/18/22 | Mon 8/22/22 | LifeWorks |
| 88 | 3.1.1.2 | Workshop #2 | 21 days | Mon 8/22/22 | Mon 9/19/22 | |
| 89 | 3.1.1.2.1 | LW preparation for workshop | 2 wks | Mon 8/22/22 | Mon 9/5/22 | LifeWorks |
| 90 | 3.1.1.2.2 | Joint workshop | 1 day | Mon 9/5/22 | Mon 9/5/22 | LifeWorks,WV PEIA |
| 91 | 3.1.1.2.3 | Finalize architecture design | 2 wks | Tue 9/6/22 | Mon 9/19/22 | LifeWorks |
| 92 | 3.1.2 | Monthly touchpoints | 181.75 days | Fri 10/7/22 | Fri 6/16/23 | |
| 93 | 3.1.2.1 | Joint discussions and progress review | 0.25 days | Fri 10/7/22 | Fri 10/7/22 | LifeWorks,WV PEIA |
| 94 | 3.1.2.2 | Joint discussions and progress review | 0.25 days | Fri 11/4/22 | Fri 11/4/22 | LifeWorks,WV PEIA |
| 95 | 3.1.2.3 | Joint discussions and progress review | 0.25 days | Fri 12/2/22 | Fri 12/2/22 | LifeWorks,WV PEIA |
| 96 | 3.1.2.4 | Joint discussions and progress review | 0.25 days | Fri 1/20/23 | Fri 1/20/23 | LifeWorks,WV PEIA |
| 97 | 3.1.2.5 | Joint discussions and progress review | 0.25 days | Fri 2/17/23 | Fri 2/17/23 | LifeWorks,WV PEIA |
| 98 | 3.1.2.6 | Joint discussions and progress review | 0.25 days | Fri 3/17/23 | Fri 3/17/23 | LifeWorks,WV PEIA |
| 99 | 3.1.2.7 | Joint discussions and progress review | 0.25 days | Fri 4/21/23 | Fri 4/21/23 | LifeWorks,WV PEIA |
| 100 | 3.1.2.8 | Joint discussions and progress review | 0.25 days | Fri 5/19/23 | Fri 5/19/23 | LifeWorks,WV PEIA |
| 101 | 3.1.2.9 | Joint discussions and progress review | 0.25 days | Fri 6/16/23 | Fri 6/16/23 | LifeWorks,WV PEIA |
| 102 | 3.2 | Environment builds | 414.4 days | Fri 7/1/22 | Wed 1/24/24 | |

| WV PEIA HW RFP- Ariel EAS Implementation Work Plan | | | | | | |
|--|----------|------------------------------------|-------------------|---------------------|---------------------|----------------|
| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
| 103 | 3.2.1 | Development Environment | 35 days | Fri 7/1/22 | Tue 8/16/22 | |
| 104 | 3.2.1.1 | Confirm environment specifications | 10 days | Fri 7/1/22 | Thu 7/14/22 | LifeWorks |
| 105 | 3.2.1.2 | Confirm dataset to be applied | 5 days | Thu 7/14/22 | Thu 7/21/22 | LifeWorks |
| 106 | 3.2.1.3 | Build infrastructure | 10 days | Thu 7/21/22 | Wed 8/3/22 | LifeWorks |
| 107 | 3.2.1.4 | Deploy applicable release | 5 days | Wed 8/3/22 | Wed 8/10/22 | LifeWorks |
| 108 | 3.2.1.5 | Validate environment build | 5 days | Wed 8/10/22 | Tue 8/16/22 | LifeWorks |
| 109 | 3.2.2 | Testing Environment | 35 days | Fri 7/1/22 | Tue 8/16/22 | |
| 110 | 3.2.2.1 | Confirm environment specifications | 10 days | Fri 7/1/22 | Thu 7/14/22 | LifeWorks |
| 111 | 3.2.2.2 | Confirm dataset to be applied | 5 days | Thu 7/14/22 | Thu 7/21/22 | LifeWorks |
| 112 | 3.2.2.3 | Build infrastructure | 10 days | Thu 7/21/22 | Wed 8/3/22 | LifeWorks |
| 113 | 3.2.2.4 | Deploy applicable release | 5 days | Wed 8/3/22 | Wed 8/10/22 | LifeWorks |
| 114 | 3.2.2.5 | Validate environment build | 5 days | Wed 8/10/22 | Tue 8/16/22 | LifeWorks |
| 115 | 3.2.3 | UAT environment | 40 days | Thu 10/20/22 | Tue 12/13/22 | |
| 116 | 3.2.3.1 | Confirm environment specifications | 10 days | Thu 10/20/22 | Thu 11/3/22 | LifeWorks |
| 117 | 3.2.3.2 | Confirm dataset to be applied | 5 days | Thu 11/3/22 | Wed 11/9/22 | LifeWorks |
| 118 | 3.2.3.3 | Build infrastructure | 10 days | Wed 11/16/22 | Tue 11/29/22 | LifeWorks |
| 119 | 3.2.3.4 | Deploy applicable release | 5 days | Tue 11/29/22 | Tue 12/6/22 | LifeWorks |
| 120 | 3.2.3.5 | Validate environment build | 5 days | Tue 12/6/22 | Tue 12/13/22 | LifeWorks |
| 121 | 3.2.5 | Pre-Production Environment | 47 days | Mon 8/7/23 | Fri 10/6/23 | |
| 122 | 3.2.5.1 | Confirm environment specifications | 10 days | Mon 8/7/23 | Fri 8/18/23 | LifeWorks |
| 123 | 3.2.5.2 | Confirm dataset to be applied | 5 days | Fri 8/18/23 | Fri 8/25/23 | LifeWorks |
| 124 | 3.2.5.3 | Build infrastructure | 10 days | Mon 9/11/23 | Fri 9/22/23 | LifeWorks |
| 125 | 3.2.5.4 | Deploy applicable release | 5 days | Fri 9/22/23 | Fri 9/29/23 | LifeWorks |
| 126 | 3.2.5.5 | Validate environment build | 5 days | Fri 9/29/23 | Fri 10/6/23 | LifeWorks |
| 127 | 3.2.6 | Production Environment | 40 days | Mon 11/20/23 | Wed 1/24/24 | |
| 128 | 3.2.6.6 | Confirm environment specifications | 10 days | Mon 11/20/23 | Fri 12/1/23 | LifeWorks |
| 129 | 3.2.6.7 | Confirm dataset to be applied | 5 days | Fri 12/1/23 | Fri 12/8/23 | LifeWorks |
| 130 | 3.2.6.8 | Build infrastructure | 10 days | Thu 12/14/23 | Thu 1/11/24 | LifeWorks |
| 131 | 3.2.6.9 | Deploy applicable release | 5 days | Thu 1/11/24 | Wed 1/17/24 | LifeWorks |
| 132 | 3.2.6.10 | Validate environment build | 5 days | Wed 1/17/24 | Wed 1/24/24 | LifeWorks |
| 133 | | | | | | |
| 134 | | | | | | |
| 135 | 4 | Phase 4: Solution Delivery | 340.3 days | Mon 10/31/22 | Fri 2/16/24 | |
| 136 | 4.1 | Phase 4.1 Start | 0 days | Mon 10/31/22 | Mon 10/31/22 | |
| 137 | 4.2 | Project management | 340 days | Mon 10/31/22 | Fri 2/16/24 | |
| 138 | 4.2.1 | Ongoing management | 340 days | Mon 10/31/22 | Fri 2/16/24 | LifeWorks |

WV PEIA HW RFP- Ariel EAS Implementation Work Plan

| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
|-----|------------|--|--------------------|---------------------|---------------------|-------------------|
| 139 | 4.2.2 | Steering Committee meetings (recurring monthly) | 340 days | Mon 10/31/22 | Fri 2/16/24 | LifeWorks,WV PEIA |
| 140 | 4.3 | Segments | 340.3 days | Mon 10/31/22 | Fri 2/16/24 | |
| 141 | 4.3.1 | Segment 1 | 169.65 days | Mon 10/31/22 | Fri 6/23/23 | |
| 142 | 4.3.1.1 | Segment 1 start | 0 days | Mon 10/31/22 | Mon 10/31/22 | |
| 143 | 4.3.1.2 | Provide segment 1 content and mapped requirements | 0 days | Mon 10/31/22 | Mon 10/31/22 | |
| 144 | 4.3.1.3 | Interval 1 | 29.75 days | Mon 10/31/22 | Thu 12/8/22 | |
| 145 | 4.3.1.3.1 | Planning | 1 wk | Mon 10/31/22 | Mon 11/7/22 | LifeWorks,WV PEIA |
| 146 | 4.3.1.3.2 | Execution | 4 wks | Mon 11/7/22 | Fri 12/2/22 | LifeWorks |
| 147 | 4.3.1.3.3 | Verification/demo | 2 days | Tue 12/6/22 | Thu 12/8/22 | LifeWorks,WV PEIA |
| 148 | 4.3.1.3.4 | LW internal prioritization | 2 days | Tue 12/6/22 | Thu 12/8/22 | LifeWorks |
| 149 | 4.3.1.3.5 | Prioritization & share results | 0.25 days | Thu 12/8/22 | Thu 12/8/22 | LifeWorks,WV PEIA |
| 150 | 4.3.1.3.6 | Milestone: Segment 1 interval 1 verification completed | 0 days | Thu 12/8/22 | Thu 12/8/22 | |
| 151 | 4.3.1.4 | Interval 2 | 30.25 days | Mon 12/12/22 | Thu 2/2/23 | |
| 152 | 4.3.1.4.1 | Planning | 1 wk | Mon 12/12/22 | Mon 12/19/22 | LifeWorks,WV PEIA |
| 153 | 4.3.1.4.2 | Execution | 4 wks | Mon 12/19/22 | Fri 1/27/23 | LifeWorks |
| 154 | 4.3.1.4.3 | Verification/demo | 2 days | Tue 1/31/23 | Thu 2/2/23 | LifeWorks,WV PEIA |
| 155 | 4.3.1.4.4 | LW internal prioritization | 2 days | Tue 1/31/23 | Thu 2/2/23 | LifeWorks |
| 156 | 4.3.1.4.5 | Prioritization & share results | 0.25 days | Thu 2/2/23 | Thu 2/2/23 | LifeWorks,WV PEIA |
| 157 | 4.3.1.4.6 | Milestone: Segment 1 interval 2 verification completed | 0 days | Thu 2/2/23 | Thu 2/2/23 | |
| 158 | 4.3.1.9 | Interval 3 | 29.25 days | Mon 2/6/23 | Thu 3/16/23 | |
| 159 | 4.3.1.9.7 | Planning | 1 wk | Mon 2/6/23 | Mon 2/13/23 | LifeWorks,WV PEIA |
| 160 | 4.3.1.9.8 | Execution | 4 wks | Mon 2/13/23 | Fri 3/10/23 | LifeWorks |
| 161 | 4.3.1.9.9 | Verification/demo | 2 days | Tue 3/14/23 | Thu 3/16/23 | LifeWorks,WV PEIA |
| 162 | 4.3.1.9.10 | LW internal prioritization | 2 days | Tue 3/14/23 | Thu 3/16/23 | LifeWorks |
| 163 | 4.3.1.9.11 | Prioritization & share results | 0.25 days | Thu 3/16/23 | Thu 3/16/23 | LifeWorks,WV PEIA |
| 164 | 4.3.1.9.12 | Milestone: Segment 1 interval 3 verification completed | 0 days | Thu 3/16/23 | Thu 3/16/23 | |
| 165 | 4.3.1.5 | Interval 4 | 29.25 days | Mon 3/20/23 | Thu 4/27/23 | |
| 166 | 4.3.1.5.1 | Planning | 1 wk | Mon 3/20/23 | Mon 3/27/23 | LifeWorks,WV PEIA |
| 167 | 4.3.1.5.2 | Execution | 4 wks | Mon 3/27/23 | Fri 4/21/23 | LifeWorks |
| 168 | 4.3.1.5.3 | Verification/demo | 2 days | Tue 4/25/23 | Thu 4/27/23 | LifeWorks,WV PEIA |
| 169 | 4.3.1.5.4 | LW Internal prioritization | 2 days | Tue 4/25/23 | Thu 4/27/23 | LifeWorks |
| 170 | 4.3.1.5.5 | Prioritization & share results | 0.25 days | Thu 4/27/23 | Thu 4/27/23 | LifeWorks,WV PEIA |
| 171 | 4.3.1.5.6 | Milestone: Segment 1 interval 4 verification completed | 0 days | Thu 4/27/23 | Thu 4/27/23 | |
| 172 | 4.3.1.10 | Black out for UAT stabilization/LW regression testing | 2 wks | Mon 5/1/23 | Fri 5/12/23 | LifeWorks |
| 173 | 4.3.1.7 | Data Conversion | 155.65 days | Mon 10/31/22 | Tue 6/6/23 | |
| 174 | 4.3.1.7.1 | Interval 1 | 11.5 days | Mon 10/31/22 | Tue 11/15/22 | |

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|--|--------------|--|--------------------|---------------------|--------------------|-------------------|
| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
| 175 | 4.3.1.7.1.1 | WV PEIA to provide CDR, regression results and total controls | 0 days | Mon 10/31/22 | Mon 10/31/22 | WV PEIA |
| 176 | 4.3.1.7.1.2 | The initial data load is validated to identify errors and system rejects (CDR to Target Control Total) | 0 days | Thu 11/3/22 | Thu 11/3/22 | LifeWorks,WV PEIA |
| 177 | 4.3.1.7.1.3 | LW deadline to submit tickets to WV PEIA for next CDR | 0 days | Tue 11/15/22 | Tue 11/15/22 | LifeWorks |
| 178 | 4.3.1.7.2 | Interval 2 | 17.25 days | Mon 12/5/22 | Tue 1/10/23 | |
| 179 | 4.3.1.7.2.1 | WV PEIA to provide CDR, regression results and total controls | 0 days | Mon 12/5/22 | Mon 12/5/22 | WV PEIA |
| 180 | 4.3.1.7.2.2 | The initial data load is validated to identify errors and system rejects (CDR to Target Control Total) | 0 days | Thu 12/8/22 | Thu 12/8/22 | LifeWorks,WV PEIA |
| 181 | 4.3.1.7.2.3 | LW deadline to submit tickets to WV PEIA for next CDR | 0 days | Tue 1/10/23 | Tue 1/10/23 | LifeWorks |
| 182 | 4.3.1.7.3 | Interval 3 | 34.25 days | Mon 1/30/23 | Thu 3/16/23 | |
| 183 | 4.3.1.7.3.1 | WV PEIA to provide CDR | 0 days | Mon 1/30/23 | Mon 1/30/23 | WV PEIA |
| 184 | 4.3.1.7.3.2 | The initial data load is validated to identify errors and system rejects (CDR to Target Control Total) | 0 days | Thu 2/2/23 | Thu 2/2/23 | LifeWorks,WV PEIA |
| 185 | 4.3.1.7.3.3 | LW deadline to submit tickets to WV PEIA for next CDR | 0 days | Thu 3/16/23 | Thu 3/16/23 | LifeWorks |
| 186 | 4.3.1.7.4 | For UAT Purposes | 47.65 days | Wed 4/5/23 | Tue 6/6/23 | |
| 187 | 4.3.1.7.4.1 | WV PEIA to provide CDR | 0 days | Wed 4/5/23 | Wed 4/5/23 | WV PEIA |
| 188 | 4.3.1.7.4.2 | The initial data load is validated to identify errors and system rejects (CDR to Target Control Total) | 0 days | Tue 4/11/23 | Tue 4/11/23 | LifeWorks,WV PEIA |
| 189 | 4.3.1.7.4.3 | LW deadline to submit tickets to WV PEIA for next CDR | 0 days | Tue 6/6/23 | Tue 6/6/23 | LifeWorks |
| 190 | 4.3.1.8 | UAT preparation & execution | 169.65 days | Mon 10/31/22 | Fri 6/23/23 | |
| 191 | 4.3.1.8.1 | UAT strategy & preparation to UAT execution | 14 days | Thu 1/12/23 | Tue 1/31/23 | |
| 192 | 4.3.1.8.1.1 | Review UAT strategy | 5 days | Thu 1/12/23 | Wed 1/18/23 | LifeWorks,WV PEIA |
| 193 | 4.3.1.8.1.2 | Approve UAT strategy | 2 days | Thu 1/19/23 | Mon 1/23/23 | WV PEIA |
| 194 | 4.3.1.8.1.3 | Review and update UAT test schedule | 5 days | Tue 1/24/23 | Tue 1/31/23 | LifeWorks |
| 195 | 4.3.1.8.2 | UAT test cases | 97.5 days | Tue 11/29/22 | Thu 4/20/23 | |
| 196 | 4.3.1.8.2.1 | Interval 1 - Deliver to WV PEIA | 0 days | Tue 11/29/22 | Tue 11/29/22 | LifeWorks |
| 197 | 4.3.1.8.2.2 | Interval 1 - WV PEIA to approve | 2 days | Tue 11/29/22 | Thu 12/1/22 | WV PEIA |
| 198 | 4.3.1.8.2.3 | Interval 2 - Deliver to WV PEIA | 0 days | Wed 1/25/23 | Wed 1/25/23 | LifeWorks |
| 199 | 4.3.1.8.2.4 | Interval 2 - WV PEIA to approve | 2 days | Wed 1/25/23 | Fri 1/27/23 | WV PEIA |
| 200 | 4.3.1.8.2.10 | Interval 3 - Deliver to WV PEIA | 0 days | Tue 3/7/23 | Tue 3/7/23 | LifeWorks |
| 201 | 4.3.1.8.2.11 | Interval 3 - WV PEIA to approve | 2 days | Tue 3/7/23 | Thu 3/9/23 | WV PEIA |
| 202 | 4.3.1.8.2.5 | Interval 4 - Deliver to WV PEIA | 0 days | Tue 4/18/23 | Tue 4/18/23 | LifeWorks |
| 203 | 4.3.1.8.2.6 | Interval 4 - WV PEIA to approve | 2 days | Tue 4/18/23 | Thu 4/20/23 | WV PEIA |
| 204 | 4.3.1.8.3 | Version stabilization & delivery | 135.65 days | Mon 10/31/22 | Thu 5/11/23 | |

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| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
|-----|---------------|--|--------------------|---------------------|--------------------|--------------------|
| 205 | 4.3.1.8.3.1 | Candidate release | 30 days | Mon 10/31/22 | Thu 12/8/22 | |
| 206 | 4.3.1.8.3.1.1 | Identify test package to deploy | 0 days | Mon 10/31/22 | Mon 10/31/22 | LifeWorks |
| 207 | 4.3.1.8.3.1.2 | Identify subset of test scenarios to test deployment | 10 days | Mon 10/31/22 | Mon 11/14/22 | LifeWorks |
| 208 | 4.3.1.8.3.1.3 | Deploy test package | 10 days | Fri 11/25/22 | Thu 12/8/22 | LifeWorks |
| 209 | 4.3.1.8.3.1.4 | Run selected test scenarios & troubleshooting | 10 days | Fri 11/25/22 | Thu 12/8/22 | LifeWorks |
| 210 | 4.3.1.8.3.2 | Official release | 2.65 days | Mon 5/8/23 | Thu 5/11/23 | |
| 211 | 4.3.1.8.3.2.1 | Full LW deployment in UAT environment | 0.15 days | Mon 5/8/23 | Mon 5/8/23 | LifeWorks |
| 212 | 4.3.1.8.3.2.2 | Contingency for issues | 2.5 days | Mon 5/8/23 | Thu 5/11/23 | LifeWorks |
| 213 | 4.3.1.8.3.2.3 | Deliverable: Deployment packaging completed | 0 days | Thu 5/11/23 | Thu 5/11/23 | LifeWorks |
| 214 | 4.3.1.8.3.2.4 | UAT readiness documentation delivered to WV PEIA | 0 days | Thu 5/11/23 | Thu 5/11/23 | LifeWorks |
| 215 | 4.3.1.8.4 | UAT preparation | 5 days | Mon 3/27/23 | Mon 4/3/23 | LifeWorks |
| 216 | 4.3.1.8.5 | Training | 5 days | Mon 5/15/23 | Mon 5/22/23 | |
| 217 | 4.3.1.8.5.1 | Provide UAT training to WV PEIA testers | 5 days | Mon 5/15/23 | Mon 5/22/23 | LifeWorks, WV PEIA |
| 218 | 4.3.1.8.5.2 | Milestone: Segment 1 training completed | 0 days | Mon 5/22/23 | Mon 5/22/23 | |
| 219 | 4.3.1.8.6 | UAT execution | 4 wks | Mon 5/22/23 | Fri 6/16/23 | WV PEIA |
| 220 | 4.3.1.8.7 | UAT wrap up & defect scheduling | 1 wk | Mon 6/19/23 | Fri 6/23/23 | LifeWorks, WV PEIA |
| 221 | 4.3.1.8.8 | Milestone: Segment 1 UAT completed | 0 days | Fri 6/23/23 | Fri 6/23/23 | |
| 222 | 4.3.1.8.9 | Sign off on configuration documents after UAT | 0 days | Fri 6/23/23 | Fri 6/23/23 | WV PEIA |
| 223 | 4.3.1.8.10 | UAT closure report provided | 0 days | Fri 6/23/23 | Fri 6/23/23 | LifeWorks |
| 224 | 4.3.1.8.11 | Transition | 5 days | Thu 1/12/23 | Wed 1/18/23 | |
| 225 | 4.3.1.8.11.1 | Review training strategy | 5 days | Thu 1/12/23 | Wed 1/18/23 | LifeWorks, WV PEIA |
| 226 | 4.3.2 | Segment 2 | 169.65 days | Mon 6/26/23 | Fri 2/16/24 | |
| 227 | 4.3.2.1 | Segment 2 start | 0 days | Mon 6/26/23 | Mon 6/26/23 | |
| 228 | 4.3.2.2 | Provide segment 2 content and mapped requirements | 5 days | Mon 6/26/23 | Mon 7/3/23 | |
| 229 | 4.3.2.3 | Interval 1 | 29.25 days | Mon 6/26/23 | Thu 8/3/23 | |
| 230 | 4.3.2.3.1 | Planning | 1 wk | Mon 6/26/23 | Mon 7/3/23 | LifeWorks, WV PEIA |
| 231 | 4.3.2.3.2 | Execution | 4 wks | Mon 7/3/23 | Fri 7/28/23 | LifeWorks |
| 232 | 4.3.2.3.3 | Verification/demo | 2 days | Tue 8/1/23 | Thu 8/3/23 | LifeWorks, WV PEIA |
| 233 | 4.3.2.3.4 | LW internal prioritization | 2 days | Tue 8/1/23 | Thu 8/3/23 | LifeWorks |
| 234 | 4.3.2.3.5 | Prioritization & share results | 0.25 days | Thu 8/3/23 | Thu 8/3/23 | LifeWorks, WV PEIA |
| 235 | 4.3.2.3.6 | Milestone: Segment 2 interval 1 verification completed | 0 days | Thu 8/3/23 | Thu 8/3/23 | |
| 236 | 4.3.2.4 | Interval 2 | 29.25 days | Mon 8/7/23 | Thu 9/14/23 | |
| 237 | 4.3.2.4.1 | Planning | 1 wk | Mon 8/7/23 | Mon 8/14/23 | LifeWorks, WV PEIA |
| 238 | 4.3.2.4.2 | Execution | 4 wks | Mon 8/14/23 | Fri 9/8/23 | LifeWorks |
| 239 | 4.3.2.4.3 | Verification/demo | 2 days | Tue 9/12/23 | Thu 9/14/23 | LifeWorks, WV PEIA |
| 240 | 4.3.2.4.4 | LW internal prioritization | 2 days | Tue 9/12/23 | Thu 9/14/23 | LifeWorks |

| WV PEIA HW RFP- Ariel EAS Implementation Work Plan | | | | | | |
|--|-------------|--|-------------------|---------------------|---------------------|-------------------|
| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
| 241 | 4.3.2.4.5 | Prioritization & share results | 0.25 days | Thu 9/14/23 | Thu 9/14/23 | LifeWorks,WV PEIA |
| 242 | 4.3.2.4.6 | Milestone: Segment 2 interval 2 verification completed | 0 days | Thu 9/14/23 | Thu 9/14/23 | |
| 243 | 4.3.2.10 | Interval 3 | 29.25 days | Mon 9/18/23 | Thu 10/26/23 | |
| 244 | 4.3.2.10.7 | Planning | 1 wk | Mon 9/18/23 | Mon 9/25/23 | LifeWorks,WV PEIA |
| 245 | 4.3.2.10.8 | Execution | 4 wks | Mon 9/25/23 | Fri 10/20/23 | LifeWorks |
| 246 | 4.3.2.10.9 | Verification/demo | 2 days | Tue 10/24/23 | Thu 10/26/23 | LifeWorks,WV PEIA |
| 247 | 4.3.2.10.10 | LW internal prioritization | 2 days | Tue 10/24/23 | Thu 10/26/23 | LifeWorks |
| 248 | 4.3.2.10.11 | Prioritization & share results | 0.25 days | Thu 10/26/23 | Thu 10/26/23 | LifeWorks,WV PEIA |
| 249 | 4.3.2.10.12 | Milestone: Segment 2 interval 3 verification completed | 0 days | Thu 10/26/23 | Thu 10/26/23 | |
| 250 | 4.3.2.5 | Interval 4 | 31 days | Mon 10/30/23 | Fri 12/8/23 | |
| 251 | 4.3.2.5.1 | Planning | 1 wk | Mon 10/30/23 | Mon 11/6/23 | LifeWorks,WV PEIA |
| 252 | 4.3.2.5.2 | Execution | 4 wks | Mon 11/6/23 | Fri 12/1/23 | LifeWorks |
| 253 | 4.3.2.5.3 | Verification/demo | 2 days | Tue 12/5/23 | Thu 12/7/23 | LifeWorks,WV PEIA |
| 254 | 4.3.2.5.4 | LW Internal prioritization | 2 days | Tue 12/5/23 | Thu 12/7/23 | LifeWorks |
| 255 | 4.3.2.5.5 | Prioritization & share results | 2 days | Thu 12/7/23 | Fri 12/8/23 | LifeWorks,WV PEIA |
| 256 | 4.3.2.5.6 | Milestone: Segment 2 interval 4 verification completed | 0 days | Thu 12/7/23 | Thu 12/7/23 | |
| 257 | 4.3.2.11 | Black out for UAT stabilization/LW regression testing | 9 days | Mon 12/11/23 | Fri 12/22/23 | LifeWorks |
| 258 | 4.3.2.7 | Data Conversion | 113 days | Mon 6/26/23 | Tue 11/21/23 | |
| 259 | 4.3.2.7.1 | Interval 5 | 11 days | Mon 6/26/23 | Tue 7/11/23 | |
| 260 | 4.3.2.7.1.1 | WV PEIA to provide CDR, regression results and total controls | 0 days | Mon 6/26/23 | Mon 6/26/23 | WV PEIA |
| 261 | 4.3.2.7.1.2 | The initial data load is validated to identify errors and system rejects (CDR to Target Control Total) | 0 days | Thu 6/29/23 | Thu 6/29/23 | LifeWorks,WV PEIA |
| 262 | 4.3.2.7.1.3 | LW deadline to submit tickets to WV PEIA for next CDR | 0 days | Tue 7/11/23 | Tue 7/11/23 | LifeWorks |
| 263 | 4.3.2.7.2 | Interval 6 | 17 days | Mon 7/31/23 | Tue 8/22/23 | |
| 264 | 4.3.2.7.2.1 | WV PEIA to provide CDR, regression results and total controls | 0 days | Mon 7/31/23 | Mon 7/31/23 | WV PEIA |
| 265 | 4.3.2.7.2.2 | The initial data load is validated to identify errors and system rejects (CDR to Target Control Total) | 0 days | Wed 8/2/23 | Wed 8/2/23 | LifeWorks,WV PEIA |
| 266 | 4.3.2.7.2.3 | LW deadline to submit tickets to WV PEIA for next CDR | 0 days | Tue 8/22/23 | Tue 8/22/23 | LifeWorks |
| 267 | 4.3.2.7.3 | Interval 7 | 35 days | Mon 9/11/23 | Thu 10/26/23 | |
| 268 | 4.3.2.7.3.1 | WV PEIA to provide CDR | 0 days | Mon 9/11/23 | Mon 9/11/23 | WV PEIA |
| 269 | 4.3.2.7.3.2 | The initial data load is validated to identify errors and system rejects (CDR to Target Control Total) | 0 days | Wed 9/13/23 | Wed 9/13/23 | LifeWorks,WV PEIA |
| 270 | 4.3.2.7.3.3 | LW deadline to submit tickets to WV PEIA for next CDR | 0 days | Thu 10/26/23 | Thu 10/26/23 | LifeWorks |
| 271 | 4.3.2.7.4 | For UAT Purposes | 5 days | Wed 11/15/23 | Tue 11/21/23 | |

| WV PEIA HW RFP- Ariel EAS Implementation Work Plan | | | | | | |
|--|---------------|--|-------------|--------------|--------------|-------------------|
| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
| 272 | 4.3.2.7.4.1 | WV PEIA to provide CDR | 0 days | Wed 11/15/23 | Wed 11/15/23 | WV PEIA |
| 273 | 4.3.2.7.4.2 | The initial data load is validated to identify errors and system rejects (CDR to Target Control Total) | 0 days | Tue 11/21/23 | Tue 11/21/23 | LifeWorks,WV PEIA |
| 274 | 4.3.2.8 | UAT preparation & execution | 169.65 days | Mon 6/26/23 | Fri 2/16/24 | LifeWorks |
| 275 | 4.3.2.8.1 | UAT strategy & preparation to UAT execution | 14 days | Thu 8/24/23 | Tue 9/12/23 | |
| 276 | 4.3.2.8.1.1 | Review UAT strategy | 5 days | Thu 8/24/23 | Wed 8/30/23 | LifeWorks,WV PEIA |
| 277 | 4.3.2.8.1.2 | Approve UAT strategy | 2 days | Thu 8/31/23 | Mon 9/4/23 | WV PEIA |
| 278 | 4.3.2.8.1.3 | Review and update UAT test schedule | 5 days | Tue 9/5/23 | Tue 9/12/23 | LifeWorks |
| 279 | 4.3.2.8.2 | UAT test cases | 98 days | Tue 7/25/23 | Thu 11/30/23 | |
| 280 | 4.3.2.8.2.1 | Interval 1 - Deliver to WV PEIA | 0 days | Tue 7/25/23 | Tue 7/25/23 | LifeWorks |
| 281 | 4.3.2.8.2.2 | Interval 1 - WV PEIA to approve | 2 days | Tue 7/25/23 | Thu 7/27/23 | WV PEIA |
| 282 | 4.3.2.8.2.3 | Interval 2 - Deliver to WV PEIA | 0 days | Tue 9/5/23 | Tue 9/5/23 | LifeWorks |
| 283 | 4.3.2.8.2.4 | Interval 2 - WV PEIA to approve | 2 days | Tue 9/5/23 | Thu 9/7/23 | WV PEIA |
| 284 | 4.3.2.8.2.10 | Interval 3 - Deliver to WV PEIA | 0 days | Tue 10/17/23 | Tue 10/17/23 | LifeWorks |
| 285 | 4.3.2.8.2.11 | Interval 3 - WV PEIA to approve | 2 days | Tue 10/17/23 | Thu 10/19/23 | WV PEIA |
| 286 | 4.3.2.8.2.5 | Interval 4 - Deliver to WV PEIA | 0 days | Tue 11/28/23 | Tue 11/28/23 | LifeWorks |
| 287 | 4.3.2.8.2.6 | Interval 4 - WV PEIA to approve | 2 days | Tue 11/28/23 | Thu 11/30/23 | WV PEIA |
| 288 | 4.3.2.8.3 | Version stabilization & delivery | 135.65 days | Mon 6/26/23 | Wed 12/20/23 | |
| 289 | 4.3.2.8.3.1 | Candidate release | 30 days | Mon 6/26/23 | Thu 8/3/23 | |
| 290 | 4.3.2.8.3.1.1 | Identify test package to deploy | 0 days | Mon 6/26/23 | Mon 6/26/23 | LifeWorks |
| 291 | 4.3.2.8.3.1.2 | Identify subset of test scenarios to test deployment | 10 days | Mon 6/26/23 | Mon 7/10/23 | LifeWorks |
| 292 | 4.3.2.8.3.1.3 | Deploy test package | 10 days | Fri 7/21/23 | Thu 8/3/23 | LifeWorks |
| 293 | 4.3.2.8.3.1.4 | Run selected test scenarios & troubleshooting | 10 days | Fri 7/21/23 | Thu 8/3/23 | LifeWorks |
| 294 | 4.3.2.8.3.2 | Official release | 2.65 days | Mon 12/18/23 | Wed 12/20/23 | |
| 295 | 4.3.2.8.3.2.1 | Full LW deployment in UAT environment | 0.15 days | Mon 12/18/23 | Mon 12/18/23 | LifeWorks |
| 296 | 4.3.2.8.3.2.2 | Contingency for issues | 2.5 days | Mon 12/18/23 | Wed 12/20/23 | LifeWorks |
| 297 | 4.3.2.8.3.2.3 | Deliverable: Deployment packaging completed | 0 days | Wed 12/20/23 | Wed 12/20/23 | LifeWorks |
| 298 | 4.3.2.8.3.2.4 | UAT readiness documentation delivered to WV PEIA | 0 days | Wed 12/20/23 | Wed 12/20/23 | LifeWorks |
| 299 | 4.3.2.8.4 | UAT preparation | 5 days | Mon 11/6/23 | Mon 11/13/23 | LifeWorks |
| 300 | 4.3.2.8.5 | Training | 5 days | Mon 1/8/24 | Mon 1/15/24 | |
| 301 | 4.3.2.8.5.1 | Provide UAT training to WV PEIA testers | 5 days | Mon 1/8/24 | Mon 1/15/24 | LifeWorks,WV PEIA |
| 302 | 4.3.2.8.5.2 | Milestone: Segment 2 training completed | 0 days | Mon 1/15/24 | Mon 1/15/24 | |
| 303 | 4.3.2.8.6 | UAT execution | 4 wks | Mon 1/15/24 | Fri 2/9/24 | WV PEIA |
| 304 | 4.3.2.8.7 | UAT wrap up & defect scheduling | 1 wk | Mon 2/12/24 | Fri 2/16/24 | LifeWorks,WV PEIA |
| 305 | 4.3.2.8.8 | Milestone: Segment 2 UAT completed | 0 days | Fri 2/16/24 | Fri 2/16/24 | |
| 306 | 4.3.2.8.9 | Sign off on configuration documents after UAT | 0 days | Fri 2/16/24 | Fri 2/16/24 | WV PEIA |

| WV PEIA HW RFP- Ariel EAS Implementation Work Plan | | | | | | |
|--|------------|--|-----------------|--------------------|---------------------|--------------------|
| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
| 307 | 4.3.2.8.10 | UAT closure report provided | 0 days | Fri 2/16/24 | Fri 2/16/24 | LifeWorks |
| 308 | 4.3.2.9 | System testing (performance and load testing) | 105 days | Mon 6/26/23 | Fri 11/10/23 | |
| 309 | 4.3.2.9.1 | Determine environment requirements | 30 days | Mon 6/26/23 | Thu 8/3/23 | LifeWorks |
| 310 | 4.3.2.9.2 | Identify test scenarios, test cases & acceptance criteria | 10 days | Thu 8/3/23 | Thu 8/17/23 | LifeWorks |
| 311 | 4.3.2.9.3 | Prepare test execution | 30 days | Thu 8/17/23 | Tue 9/26/23 | LifeWorks |
| 312 | 4.3.2.9.4 | LW to execute performance testing | 30 days | Tue 10/3/23 | Fri 11/10/23 | LifeWorks |
| 313 | 4.3.2.9.5 | Analyze results & identify any corrective action required | 30 days | Tue 10/3/23 | Fri 11/10/23 | LifeWorks |
| 314 | 4.3.2.9.6 | Milestone: System testing (LW) completed | 0 days | Fri 11/10/23 | Fri 11/10/23 | |
| 315 | 4.3.3 | Transition | 190 days | Mon 4/24/23 | Thu 1/11/24 | |
| 316 | 4.3.3.1 | Transition | 70 days | Thu 8/17/23 | Thu 11/16/23 | |
| 317 | 4.3.3.1.1 | Review training strategy | 10 days | Thu 8/17/23 | Wed 8/30/23 | LifeWorks, WV PEIA |
| 318 | 4.3.3.1.2 | Transition - LW Support to WV PEIA | 60 days | Wed 8/30/23 | Thu 11/16/23 | LifeWorks, WV PEIA |
| 319 | 4.3.3.2 | Transition preparation topics | 100 days | Fri 8/18/23 | Thu 1/11/24 | |
| 320 | 4.3.3.2.1 | High level system cutover (environment deployment, data conversion and validation) | 40 days | Fri 8/18/23 | Tue 10/10/23 | LifeWorks |
| 321 | 4.3.3.2.2 | LW to prepare draft transition documents (cutover plan, system cutover, business cutover, detailed cutover plan) | 40 days | Fri 8/18/23 | Tue 10/10/23 | LifeWorks |
| 322 | 4.3.3.2.3 | Joint workshop to review draft transition documents | 1 mon | Wed 10/11/23 | Mon 11/6/23 | LifeWorks, WV PEIA |
| 323 | 4.3.3.2.4 | LW and WV PEIA to complete transition documents | 40 days | Mon 11/6/23 | Thu 1/11/24 | LifeWorks, WV PEIA |
| 324 | 4.3.3.3 | Operational support | 185 days | Mon 4/24/23 | Thu 12/21/23 | |
| 325 | 4.3.3.3.1 | LW to prepare draft transition documents (support section) | 1.5 mons | Mon 4/24/23 | Thu 6/1/23 | LifeWorks |
| 326 | 4.3.3.3.2 | Joint workshop to review draft transition documents (support section) | 3 wks | Wed 6/28/23 | Tue 7/18/23 | LifeWorks, WV PEIA |
| 327 | 4.3.3.3.3 | LW and WV PEIA to complete transition documents (support section) | 1.5 mons | Tue 7/18/23 | Fri 8/25/23 | LifeWorks, WV PEIA |
| 328 | 4.3.3.3.4 | LW and WV PEIA - set up support model | 4.5 mons | Fri 8/25/23 | Thu 12/21/23 | LifeWorks, WV PEIA |
| 329 | 4.3.3.4 | Maintenance | 100 days | Thu 5/18/23 | Wed 9/27/23 | |
| 330 | 4.3.3.4.1 | LW to prepare draft transition documents (maintenance section) | 5 mons | Thu 5/18/23 | Wed 9/27/23 | LifeWorks |
| 331 | 4.3.3.4.2 | Joint workshop to review draft transition documents (maintenance section) | 3 wks | Tue 7/11/23 | Mon 7/31/23 | LifeWorks, WV PEIA |
| 332 | 4.3.3.4.3 | LW and WV PEIA to complete transition documents (maintenance section) | 1.5 mons | Mon 7/31/23 | Thu 9/7/23 | LifeWorks, WV PEIA |
| 333 | | | | | | |
| 334 | 5 | Phase 5: Production Implementation | 373 days | Wed 11/1/23 | Tue 3/18/25 | |

| WV PEIA HW RFP- Ariel EAS Implementation Work Plan | | | | | | |
|--|---------|--|-----------------|---------------------|--------------------|-------------------|
| ID | WBS | Task Name | Duration | Start | Finish | Resource Group |
| 335 | 5.1 | Transition execution | 89 days | Wed 11/1/23 | Mon 3/11/24 | |
| 336 | 5.1.1 | Training | 25 days | Wed 2/7/24 | Mon 3/11/24 | |
| 337 | 5.1.1.1 | LW to deliver end user training | 5 wks | Wed 2/7/24 | Mon 3/11/24 | LifeWorks,WV PEIA |
| 338 | 5.1.1.2 | WV PEIA to deliver trainings to employers | 5 wks | Wed 2/7/24 | Mon 3/11/24 | WV PEIA |
| 339 | 5.1.1.3 | All training delivered | 0 days | Mon 3/11/24 | Mon 3/11/24 | |
| 340 | 5.1.2 | Go/no go meetings | 88 days | Wed 11/1/23 | Fri 3/8/24 | |
| 341 | 5.1.2.1 | Prepare status report and acceptance criteria | 1.5 mons | Wed 11/1/23 | Mon 12/11/23 | LifeWorks |
| 342 | 5.1.2.2 | Milestone: 90 day go/no go meeting | 0 days | Fri 12/15/23 | Fri 12/15/23 | LifeWorks,WV PEIA |
| 343 | 5.1.2.3 | Milestone: 60 day go/no go meeting | 0 days | Fri 1/26/24 | Fri 1/26/24 | LifeWorks,WV PEIA |
| 344 | 5.1.2.4 | Milestone: 30 day go/no go meeting | 0 days | Fri 2/16/24 | Fri 2/16/24 | LifeWorks,WV PEIA |
| 345 | 5.1.2.5 | Milestone: Final go/no go meeting | 0 days | Fri 3/8/24 | Fri 3/8/24 | LifeWorks,WV PEIA |
| 346 | 5.2 | Production version stabilization & delivery | 54 days | Thu 12/21/23 | Thu 3/14/24 | |
| 347 | 5.2.1 | Candidate release | 13 days | Thu 12/21/23 | Mon 1/22/24 | |
| 348 | 5.2.1.1 | Identify test package to deploy | 1 day | Thu 12/21/23 | Thu 12/21/23 | LifeWorks |
| 349 | 5.2.1.2 | Identify subset of test scenarios to test deployment | 2 days | Thu 12/21/23 | Mon 1/8/24 | LifeWorks |
| 350 | 5.2.1.3 | Deploy test package | 4 days | Mon 1/8/24 | Fri 1/12/24 | LifeWorks |
| 351 | 5.2.1.4 | Run selected test scenarios and troubleshooting | 10 days | Mon 1/8/24 | Mon 1/22/24 | LifeWorks |
| 352 | 5.2.2 | Official release | 19 days | Mon 2/19/24 | Thu 3/14/24 | |
| 353 | 5.2.2.1 | Full LW deployment | 1 day | Mon 2/19/24 | Tue 2/20/24 | LifeWorks |
| 354 | 5.2.2.2 | LW business and regression testing | 10 days | Wed 2/21/24 | Wed 3/6/24 | LifeWorks |
| 355 | 5.2.2.3 | Buffer for issues | 5 days | Wed 3/6/24 | Tue 3/12/24 | LifeWorks |
| 356 | 5.2.2.4 | Deliverable: Deployment packaging completed | 1 day | Tue 3/12/24 | Wed 3/13/24 | LifeWorks |
| 357 | 5.2.2.5 | Milestone: Final deployment | 0 days | Thu 3/14/24 | Thu 3/14/24 | |
| 358 | | | | | | |
| 359 | 5.3 | Milestone: Go-live | 0 days | Mon 3/18/24 | Mon 3/18/24 | |
| 360 | | | | | | |
| 361 | 5.4 | Post implementation | 279 days | Mon 3/18/24 | Tue 3/18/25 | |
| 362 | 5.4.1 | Post implementation support | 279 days | Mon 3/18/24 | Tue 3/18/25 | |
| 363 | 5.4.1.1 | Warranty period (12 months) | 279 days | Mon 3/18/24 | Tue 3/18/25 | LifeWorks |



Melissa Pettrey
Senior Buyer
State of West Virginia
Department of Administration
Purchasing Division
2019 Washington Street
East Charleston, WV 25305

**Re: State of West Virginia Centralized Request for Proposals Info Technology –
Solicitation No CRFP 0225 PEI2200000001**

To Whom it May Concern:

As a director and the corporate secretary of LifeWorks (US) Ltd., I hereby certify that LifeWorks (US) Ltd. has not been in bankruptcy and/or receivership within the last five (5) calendar years.

Sincerely,

A handwritten signature in black ink that reads "S. Marsh".

Susan Marsh

Director & Corporate Secretary

Acknowledgements

REQUEST FOR PROPOSAL

West Virginia Public Employees Insurance Agency
CRFP PEI2200000001 - BENEFITS ADMINISTRATION SYSTEM

SECTION 6: EVALUATION AND AWARD

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.



(Authorized Signature)

LifeWorks (US) Ltd.

(Company)

Marc-André Longchamps, Senior Vice President

(Representative Name, Title)

770-331-3989 / 770-399-6322

(Contact Phone/Fax Number)

May 13, 2022

(Date)

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: PEI2200000001

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

| | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input checked="" type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

LifeWorks (US) Ltd.

Company

Man-Kit Leung

Authorized Signature

5/13/2022

Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.



Improving lives, improving business.

LifeWorks is a world leader in providing digital and in-person solutions that support the total wellbeing of individuals. We deliver a personalized continuum of care that helps our clients improve the lives of their people and by doing so, improve their business.

Website
lifeworks.com

Twitter
[@lifeworks](https://twitter.com/lifeworks)

LinkedIn
[LifeWorks](https://www.linkedin.com/company/lifeworks)

Instagram
[@lifeworks](https://www.instagram.com/lifeworks)