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Response to:

West Virginia Department of Administration

Medicaid Enterprise System (MES)

Solicitation Number: CRFI 0511 BMS2200000001

Request for Information (RFI) Response

Submitted to:
Purchasing Division
2019 Washington Street East
Charleston, WV 25305
ATTN: Crystal G. Hustead
crystal.g.hustead@wv.gov

Prepared by:
Cognosante, LLC
3110 Fairview Park Drive, Suite 800
Falls Church, Virginia 22042-4552
T: 703.206.6000 | F: 703.842.8129
www.Cognosante.com

January 11, 2022

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January 11, 2022

Crystal G. Hustead
Department of Administration
Purchasing Division
2019 Washington Street East
Charleston, WV 25305

Reference: Medicaid Enterprise System (MES)
Request for Information CRFI 0511 BMS2200000001

Dear Ms. Hustead:

Cognosante, LLC (Cognosante) is pleased to submit our response to your organization's Request for Information Number CRFI 0511 BMS2200000001- Medicaid Enterprise System (MES).

Cognosante has a long history supporting healthcare initiatives in Federal and State government. Our experience includes providing services to the Centers for Medicare and Medicaid Services (CMS) and to State Medicaid and Health and Human Services (HHS) programs.

Cognosante is pleased to offer our collective insight, experience, and involvement with modular Medicaid procurement efforts in multiple states to you in our response to this RFI. Cognosante is confident we possess the perspective and modular expertise necessary to offer thoughtful suggestions for your future MES.

Please direct any questions concerning our submittal to Mr. Michael Quinlan (the undersigned) by telephone at 703.206.6128 or by email at Michael.Quinlan@cognosante.com.

Sincerely,

Cognosante, LLC

Michael Quinlan
Senior Contracts Manager

TITLE PAGE

RFI Subject:	Medicaid Enterprise System (MES)
RFI Solicitation Number:	CRFI 0511 BMS2200000001
Vendor's Name:	Cognosante, LLC
Business Address:	3110 Fairview Park Drive, Suite 800 | Falls Church, VA 22042
Telephone Number:	703.206.6128
Fax Number:	703.842.8129
E-mail Address:	Michael.Quinlan@cognosante.com
Vendor Signature:	Michael Quinlan Senior Contracts Manager
Date:	January 11, 2022

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TABLE OF CONTENTS

List of Exhibits

ACRONYMS

Acronym	Definition
ACA	Affordable Care Act
ACD	Automated Call Distribution
AI	Artificial Intelligence
ALOHR	Alabama One Health Record
API	Application Programming Interface
ARS	Acceptable Risk Safeguards
BMS	Bureau for Medical Services
BPO	Business Process Outsourcing
CCaaS	Contact Center as a Service
CMS	Centers for Medicare & Medicaid Services
COTS	Commercial-off-the-shelf
CRM	Customer Relationship Management
DDI	Design, Development, and Implementation
DE	Data Ecosystem
EDI	Electronic Data Interchange
EDW	Enterprise Data Warehouse
EHR	Electronic Health Record
EPMO	Executive Project Management Office
FAQ	Frequently Asked Questions
FedRAMP	Federal Risk and Management Program
FHIR	Fast Healthcare Interoperability Resources
FI	Fiscal Intermediary
FISMA	Federal Information Security Management Act
HCD	Human-Centered Design
HIE	Health Information Exchange
HIPAA	Health Insurance Portability and Accountability Act
HITECH	Health Information Technology for Economic and Clinical Health
HITRUST	Health Information Trust Alliance
ICD	International Classification of Diseases
ISO	International Organization for Standardization
IT	Information Technology
IV&V	Independent Validation and Verification
IVR	Interactive Voice Response
KPI	Key Performance Indicator
LMS	Learning Management System

Acronym	Definition
MARS-E	Minimum Acceptable Risk Safeguards for Exchanges
MDM	Master Data Management
MECT	Medicaid Enterprise Certification Toolkit
MES	Medicaid Enterprise System
MITA	Medicaid Information Technology Architecture
ML	Machine Learning
MMIS	Medicaid Management Information System
MPI	Master Patient Index
NIST	National Institute of Standards and Technology
ONC	Office of the National Coordinator for Health Information Technology
PHI	Protected Health Information
PII	Personally Identifiable Information
PMI	Project Management Institute
PMO	Project Management Office
PMP	Project Management Plan
Q&A	Questions and Answers
RDM	Reference Data Management
RFI	Request for Information
RFP	Request for Proposal
RPA	Robotic Process Automation
SDLC	Software Development Lifecycle
SI	System Integrator
SLA	Service Level Agreement
SME	Subject Matter Expert
SQL	Structured Query Language
SSP	System Security Plan
UCX	Unified Customer Experience
VA	U.S. Department of Veterans Affairs
WFM	Workforce Management

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REQUIRED SIGNED DOCUMENTS

Following this cover sheet, Cognosante has completed and signed the following required documents:

1. Solicitation Cover Pages (versions 1 through 4)
2. Certification and Signature Page
3. Addendum Acknowledgement Form

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Department of Administration Purchasing Division 2019 Washington Street East Post Office Box 50130 Charleston, WV 25305-0130	**State of West Virginia** **Centralized Request for Information** **Info Technology**

Proc Folder: 964162 **Doc Description:** REQUEST FOR INFORMATION-MEDICAID ENTERPRISE SYSTEM (MES) **Proc Type:** Request for Information			**Reason for Modification:**
Date Issued	**Solicitation Closes**	**Solicitation No**	**Version**
2021-11-17	2022-01-07 13:30	CRFI 0511 BMS2200000001	1

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code:

Vendor Name : Cognosante, LLC

Address :

Street : 3110 Fairview Park Drive, Suite 800

City : Falls Church

State : VA **Country :** USA **Zip :** 22042

Principal Contact : Michael Quinlan

Vendor Contact Phone: (703) 206-6128 **Extension:**

FOR INFORMATION CONTACT THE BUYER
Crystal G Hustead
(304) 558-2402
crystal.g.hustead@wv.gov

Vendor Signature X  **FEIN#** 68-0121468 **DATE** January 11, 2022

All offers subject to all terms and conditions contained in this solicitation

Date Printed: Nov 17, 2021 **Page:** 1 FORM ID: WV-PRC-CRFI-002 2020/05

ADDITIONAL INFORMATION

REQUEST FOR INFORMATION:

THE WEST VIRGINIA PURCHASING DIVISION IS ISSUING THIS REQUEST FOR INFORMATION FOR THE AGENCY, WEST VIRGINIA DEPARTMENT OF HEALTH AND HUMAN RESOURCES (DHHR), BUREAU FOR MEDICAL SERVICES (BMS), FOR THE PURPOSE OF GATHERING INFORMATION TO DEVELOP SPECIFICATIONS FOR A MEDICAID ENTERPRISE SYSTEM (MES) MODERNIZATION. INFORMATION PROVIDED WILL ASSIST THE WEST VIRGINIA DEPARTMENT OF HEALTH AND HUMAN RESOURCES IN DEVELOPING SPECIFICATIONS AND WILL ASSIST IN THE PROCUREMENT PROCESS.

QUESTIONS REGARDING THE SOLICITATION MUST BE SUBMITTED IN WRITING TO CRYSTAL.G.HUSTEAD@WV.GOV PRIOR TO THE QUESTION PERIOD DEADLINE CONTAINED IN THE INSTRUCTIONS TO VENDORS SUBMITTING BIDS

ONLINE RESPONSES FOR THIS SOLICITATION ARE PROHIBITED

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	Medicaid Enterprise System (MES) Modular				

Comm Code	Manufacturer	Specification	Model #
93151507			

Extended Description:
Medicaid Enterprise System (MES) Modular

SCHEDULE OF EVENTS

Line	Event	Event Date
1	VENDOR QUESTION DEADLINE	2021-12-06

Department of Administration Purchasing Division 2019 Washington Street East Post Office Box 50130 Charleston, WV 25305-0130	**State of West Virginia** **Centralized Request for Information** **Info Technology**

Proc Folder:	964162	**Reason for Modification:**
Doc Description:	REQUEST FOR INFORMATION-MEDICAID ENTERPRISE SYSTEM (MES)	ADDENDUM 1 TO PROVIDE ANSWERS TO VENDOR QUESTIONS
Proc Type:	Request for Information	

Date Issued	Solicitation Closes	Solicitation No	Version
2021-12-13	2022-01-07 13:30	CRFI 0511 BMS2200000001	2

BID RECEIVING LOCATION

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DEPARTMENT OF ADMINISTRATION
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2019 WASHINGTON ST E
CHARLESTON WV 25305
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Date Printed: Dec 13, 2021 **Page:** 1 FORM ID: WV-PRC-CRFI-002 2020/05

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Comm Code	Manufacturer	Specification	Model #
93151507			

Extended Description:
Medicaid Enterprise System (MES) Modular

SCHEDULE OF EVENTS

Line	Event	Event Date
1	VENDOR QUESTION DEADLINE	2021-12-06

Department of Administration Purchasing Division 2019 Washington Street East Post Office Box 50130 Charleston, WV 25305-0130	**State of West Virginia** **Centralized Request for Information** **Info Technology**

Proc Folder: 964162	**Reason for Modification:**
Doc Description: REQUEST FOR INFORMATION-MEDICAID ENTERPRISE SYSTEM (MES)	ADDENDUM 2 TO CORRECT METHODS OF RESPONDING AND EXTEND THE OPENING DATE
Proc Type: Request for Information	

Date Issued	Solicitation Closes	Solicitation No	Version
2022-01-05	2022-01-11 13:30	CRFI 0511 BMS2200000001	3

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
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2019 WASHINGTON ST E
CHARLESTON WV 25305
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FOR INFORMATION CONTACT THE BUYER
Crystal G Hustead
(304) 558-2402
crystal.g.hustead@wv.gov

Vendor Signature X [signature] **FEIN#** 68-0121468 **DATE** January 11, 2022

All offers subject to all terms and conditions contained in this solicitation

Date Printed: Jan 5 2022 **Page:** 1 FORM ID: WV-PRC-CRFI-002 2020/05

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Comm Code	Manufacturer	Specification	Model #
93151507			

Extended Description:
Medicaid Enterprise System (MES) Modular

SCHEDULE OF EVENTS

Line	Event	Event Date
1	VENDOR QUESTION DEADLINE	2021-12-06

	Department of Administration Purchasing Division 2019 Washington Street East Post Office Box 50130 Charleston, WV 25305-0130	State of West Virginia Centralized Request for Information Info Technology

Proc Folder: 964162 **Doc Description:** REQUEST FOR INFORMATION-MEDICAID ENTERPRISE SYSTEM (MES) **Proc Type:** Request for Information			**Reason for Modification:** ADDENDUM 3 TO CORRECT MAILING ADDRESS TO WASHINGTON STREET
Date Issued	**Solicitation Closes**	**Solicitation No**	**Version**
2022-01-05	2022-01-11 13:30	CRFI 0511 BMS2200000001	4

BID RECEIVING LOCATION

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crystal.g.hustead@wv.gov

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Date Printed: Jan 5, 2022 Page: 1 FORM ID: WV-PRC-CRFI-002 2020/05

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Extended Description:
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SCHEDULE OF EVENTS

Line	Event	Event Date
1	VENDOR QUESTION DEADLINE	2021-12-06

Request for Information
CRFI BMS2200000001
Medicaid Enterprise System (MES)

By signing below, I certify that I have reviewed this Request for Information in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this response for review and consideration on behalf of my organization.

Cognosante, LLC
(Company)

Michael Quinlan, Senior Contracts Manager
(Representative Name, Title)

(703) 206-6128/(703) 842-8129
(Contact Phone/Fax Number)

January 11, 2022
(Date)

Michael Quinlan

Revised 6/8/2018

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ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: BMS2200000001

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)

[X]	Addendum No. 1	[ ]	Addendum No. 6
[X]	Addendum No. 2	[ ]	Addendum No. 7
[X]	Addendum No. 3	[ ]	Addendum No. 8
[ ]	Addendum No. 4	[ ]	Addendum No. 9
[ ]	Addendum No. 5	[ ]	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 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.

Cognosante, LLC
Company

Michael Quinlan
Authorized Signature

January 11, 2022
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.
Revised 6/8/2012

Corporate Overview

The West Virginia Bureau for Medical Services (BMS, or the Bureau) issued this Request for Information (RFI) to collect information regarding a procurement strategy to modernize the legacy Medicaid Management Information System (MMIS) to a modern Medicaid Enterprise System (MES). This modernization will increase the State's ability to adapt to changing policies and regulatory issues, follow industry best practices, and increase efficiencies and cost effectiveness. Cognosante is a trusted partner to federal and state agencies providing a unique set of business and technology expertise. Our focus is to transform healthcare through technology-enabled solutions and services. Our reputation as a thought leader in Health and Human Services is based on our ability to help our clients implement groundbreaking approaches to address complex business and technical issues. Our team of experts is shown in **Exhibit 1.**

Exhibit 1: The Cognosante Team. *Cognosante offers decades of experience implementing complex solutions for Medicaid programs.*

Cognosante Expert	Career Highlights
 **Steve Smith**	▸ 30+ years of experience in the state and local Health and Human Services market ▸ Served as a Medicaid fiscal agent regional vice president, as executive project director in Georgia and New Mexico, and as deputy project director in Florida ▸ Led a state agency in Indiana that managed more than $1 billion in annual Medicaid funding ▸ Served as president of a statewide provider trade association serving Medicaid healthcare providers ▸ Former member, National Advisory Council on Minority Health and Health Disparities
 **Denise Tocco**	▸ 25+ years of experience in the state Medicaid market, including experience as a manager and executive with government contractors ▸ Led efforts to secure state government contracts with 38 states in healthcare, cloud information technology, Long Term Supports and Services solutions, fraud, waste and abuse initiatives, and Disease Management solutions ▸ Active in shaping legislative initiatives and helped author the national mandate for Electronic Visit Verification in the 21st Century Cures Act ▸ Consulted with the Congressional Budget Office on program outcomes and fraud, waste, and abuse impacts
 **Karen Gage**	▸ 30+ years of experience in state government healthcare ▸ 20+ years of management and business analyst experience with Pennsylvania fiscal agent ▸ Senior MMIS consultant to Delaware and New York MMIS implementation projects ▸ Supported Medicaid Information Technology Architecture (MITA) State Self Assessments for the Pennsylvania and Delaware Medicaid programs ▸ Led an internal Cognosante MMIS Certification Workgroup that reviewed certification (Medicaid Enterprise Certification Toolkit [MECT]) activities at the state and national levels
 **Deb Tice, PMP**	▸ 20+ years of experience in state MMIS ▸ MMIS subject matter expert in all aspects of Medicaid claims and transaction processing, reporting, and business operations, including MITA, Electronic Data Interchange (EDI), and Health Insurance Portability and Accountability Act (HIPAA) compliance ▸ Managed a team of 100+ technical resources, both matrix and account-owned, in the operation, enhancement, and maintenance of the Pennsylvania MMIS ▸ Led a team of five Senior Business Analysts for three years performing Independent Validation and Verification (IV&V) for the Arkansas MMIS replacement project consisting of three separate modules and multiple vendors

Cognosante Expert	Career Highlights
 **Jackie Ackerman**	▸ 26+ years of military Intelligence Analysis and civilian IT experience leading accomplished teams of data and analytics professionals within the government and healthcare industries ▸ Subject matter expert (SME) in Agile Methodology, Data Translation, and Data Governance ▸ Skilled in the design and successful implementation of advanced analytics solutions that merge intelligent machines with human ingenuity

Capabilities That We Offer

We have organized our response in the following sections to address the questions in the RFI. We are proposing two distinct solutions:

Cognosante Data Ecosystem (DE): Cognosante DE is our offering for Enterprise Data Warehouse (EDW) requirements. Cognosante DE is a scalable and composable solution of people, processes, and technologies that ensures that your organization's data is properly discovered, collected, integrated, accessible, usable, safe, and trusted. Cognosante brings the data acumen and technical skills to design, implement, operate, and educate across all functions of the ecosystem. We work with our customers to first understand where they are in their data journey, and then compose a data ecosystem that meets them where they are (people, processes, and technology) while providing a flexible and interoperable path forward.

Unified Customer Experience (UCX): Cognosante's UCX solution utilizes our contact center and related business process outsourcing solutions, such as provider and member outreach and education, combined with local certified small business partners to deliver an integrated services solution that can be scaled up iteratively over the course of the MES transformation project. This approach provides the opportunity to use our corporate processes while also establishing close ties with the local business community and local labor pool.

These offerings may be procured separately or bundled together based on BMS needs and procurement requirements. Cognosante is excited at the prospect of participating in the transformation of the West Virginia MES. The RFI is a clear statement of the Bureau's intent to be innovative and forward-thinking in this transformation, and Cognosante is positioned to make significant contributions to the project's success, as demonstrated by our similarly innovative and forward-thinking response to this RFI. Our team is anxious to demonstrate these attributes to the BMS and become a true partner in the successful implementation of the West Virginia MES transformation project.

Answers to Questions

Question 4.2.1

Please describe any elements BMS should consider incorporating into its vision, planning, and implementation for a modernized, modular MES.

There are a multitude of potential recommendations that can be made regarding the transition from a legacy MMIS fiscal agent model to a modular MES model. Cognosante would offer three of these as being among the most critical success factors:

1. **Limit vendor participation in multiple modules.** To get the best proposal for each module, limiting the number of modules that a vendor may be awarded will compel the best possible submission from each vendor for each scope of work that is delineated.

2. **Timing of release of module solicitation documents.** We recommend providing sufficient time between solicitations for vendors to prepare thoughtful and thorough responses.

3. **Establish corporate qualifications that allow for the broadest set of potential vendor responses.** This will ensure the sharing of new and innovative ideas and not simply the relabeling of existing approaches as such.

Question 4.2.2

4.2.2 In the projects you have been on, what was the optimal configuration of MES modules specific to functionality, integration of other solutions, and management of data?

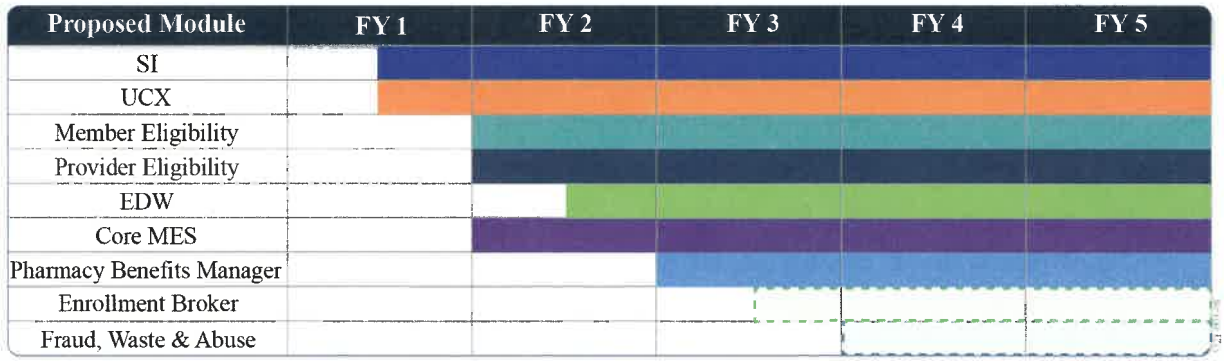
The design of a modular MES must strike a balance between the adoption of multiple, industry-leading technology solutions with the operational demands of successfully integrating these often-disparate solutions and providing a consistent customer experience. Cognosante has the following suggestions regarding the configuration of MES modules and the timing of their adoption:

- The initial module issued for competition should be a Systems Integrator (SI) to oversee the entire modular MES transformation project.
- Enhancing the customer experience will be a critical component in the success of the MES transformation and it can be compromised if it becomes fragmented during the introduction of each MES module. To address this potential challenge, Cognosante recommends that a UCX module be included and that a vendor serving in this role be selected early in the process immediately following the selection of the SI vendor. This will allow for customer experience functions to be migrated to a single integration point iteratively, leading to more consistent messaging and issue resolution over the course of the project.
- Data management can become challenging when source-of-truth databases become parsed out in multiple modules. Cognosante recommends implementing Member and Provider data modules next to allow for data cleansing in the new MES.

- Next, we recommend implementing the EDW to enhance the consistency of data governance and data management over the life of the MES transformation project.
- Once the foundational pieces related to data exchange, governance and customer experience are in place, BMS can then procure the remaining modules. We recommend phasing the procurement so that each module can be implemented properly and connected to the core, thoroughly testing at each stage of the project to ensure that the new MES is functioning properly.

Exhibit 2 presents a notional view of Cognosante's recommendations for MES modules and the sequence of their release.

Exhibit 2: MES Module Sequence Recommendations. *A phased approach to modularity reduces risk and improves the quality of the new MES.*



Question 4.2.3

4.2.3 Describe Medicaid Enterprise solutions your organization provides or is developing that BMS should consider during its roadmap planning. BMS is interested in learning about the following:

1. The Medicaid Enterprise business processes or discrete functionalities targeted by the Medicaid Enterprise solution.

Cognosante offers two modular solutions that may be procured separately or together based on BMS needs:

- Cognosante Data Ecosystem
- UCX

Cognosante DE

Data is a critical asset for any organization, including BMS. Managing that critical resource is essential to the success of BMS in delivering care to the citizens of West Virginia. Data is increasingly an important asset used to make business decisions, optimize business operations, and reduce costs. Effective data management (i.e., the process of ingesting, storing, organizing, and maintaining the data created and collected by BMS) is a crucial piece of deploying the systems that run business applications and provide analytical information to help

drive operational decision-making and strategic planning. We believe that over the next several years, data will continue to grow in several dimensions (think of the 3Vs of Big Data: Volume, Variety, and Velocity). Along with this growth of data, the practice of managing the data will increase in cruciality. With our experience, Cognosante is well-positioned to help the Bureau navigate and optimize your data challenges.

Cognosante's DE is a modern, modular solution that supports the desired future state. We use a modular approach selecting best-of-breed technologies that integrate seamlessly across the DE. The Cognosante DE is our cloud architected EDW solution that provides the following capabilities:

- **Data Governance:** Data Governance underpins the cloud operations of our recommended solution. We will work with Data Stewards and stakeholders throughout the project lifecycle to prioritize the data most important to the enterprise. Our Data Governance solution supports documentation of policies and rules that define data retention, and metadata attributes to support identification of the data elements and categories to which these policies and rules are applied. The Data Governance solution is used to add data retention metadata for data elements belonging to each data domain.
- **Data Source Identification:** Organizations often have several different data sources that can feed their analytics. During the implementation of our solution, we solicit and analyze BMS' requirements to determine the types (structured, semi-structured, unstructured) and sources of data needed for the desired analytics. Our team of data experts understands how to coordinate across multiple vendor solutions to incorporate all required data sources, internal and external.
- **Data Ingestion and Integration:** Extract, Transform, and Load and Extract, Load, Transform are two focused approaches used in conjunction with data warehousing and data lakes to optimize the data for analytics. We use a variety of tools to automate and accelerate ingestion and integration activities, and we apply artificial intelligence (AI) and machine learning (ML) to data and metadata to accomplish data-led transformations. This creates a seamless, elastic, and serverless processing bridge between any data source and our Data Storage and Compute cloud environment.
- **Data Storage and Compute:** We consolidate data lake, data warehouse, data mart, and metadata functionality using a single, next-generation data cloud powered by Snowflake. This approach offers BMS a single, highly scalable, and efficient view of your data from raw source data to advanced analytic data marts. As a cloud-native Platform as a Service, BMS can take advantage of cloud-scale availability and disaster recovery. With zero-copy cloning, users have governed and secure access to the right data without duplication. An unlimited number of auto-scaling compute clusters can be quickly created or removed based on your needs, thus allowing a virtually unlimited number of concurrent users and applications without eroding performance.
- **Data Access:** Our solution enables secure, governed data access through a variety of methods to include data extracts, Fast Healthcare Interoperability Resources (FHIR) access, Structured Query Language (SQL) access, application programming interface (API) access, near real time streaming, and even live data sharing. Users designate data for sharing and grant permissions to it; this can be a one-to-one, one-to-many, or many-to-many relationship.
- **Data Analysis:** We think of data and analytics as a continuum of maturity along two dimensions. Cognosante's approach accelerates analytic capabilities from descriptive to predictive and prescriptive. The journey can be depicted as increasing maturity from

retrospective reporting to cognitive insights with ML/AI providing the most proactive information. The goal of the journey is managing information as a strategic enterprise-wide resource used for driving cost reductions and improving outcomes.

- **Access Control:** Leveraging both Discretionary Access Controls and Role-based Access Controls, users have customized access to the data, tools, and finished products that they need throughout their analytics journey. This supports collaboration, innovation, and speed to insight.

UCX

Cognosante's UCX solution utilizes our contact center and related business process outsourcing (BPO) solutions, such as provider and member outreach and education combined with local certified business organizations (small, women, minority, and veteran) partners to deliver an integrated services solution that can be scaled up iteratively over the course of the MES transformation project. This approach provides the opportunity to use our corporate processes while also establishing close ties with the local business community and local labor pool.

A UCX module is a key element in a successful MES transformation.

- **Standardized Communication Channels**: A single platform for voice, email, chat, and web-based communications simplifies the number of required integration platforms an improves the consistency of information transfer.
- **No Wrong Door:** Centralized UCX can be used as a clearinghouse for all inquiries, thereby reducing the number of touchpoints required to consistently achieve first contract resolution.
- **Operational Readiness Testing:** Implementing UCX early in the MES transformation process allows for sequential operational readiness testing as each subsequent module is implemented.
- **Performance Management:** A single UCX allows for centralized management and dashboarding of business processes and contact center operations.

2. How the Medicaid Enterprise solution is packaged (i.e., commercial-off-the-shelf (COTS) or proprietary; modular or tightly integrated; cloud or local).

Cognosante recommends that the MES procure COTS products that are cloud-based and modular. A modular approach aligns with Centers for Medicare & Medicaid Services (CMS) requirements and will provide BMS with the flexibility to quickly adapt to changing Medicaid laws and policies and take advantage of new offerings and capabilities. Selecting technologies that are cloud-architected, rather than legacy on premise solutions that are migrated to the cloud, will reduce costs and provide improved disaster recovery, the ability to connect to new, non-traditional data sources, and reduce the burden of maintaining large local data centers.

UCX is also available as a module and can be integrated with our DE to provide Medicaid customers with a single point of contact for their Medicaid inquiries. Modular solutions that are highly adaptable will provide BMS customers with a customer experience that interacts with them from any channel (voice, chat, email, text message, social media, and fax). Utilizing COTS products will allow for innovative technologies like AI and

robotic process automation (RPA) to be used to enhance the customer experience. Cognosante understands that just implementing these technologies is not enough; they need to be combined with a set of operational policies and procedures that complement them to provide a high level of service.

3. How the Medicaid Enterprise solution is priced (please include methodology only, e.g., Per Member per Month, fixed price per year, data usage-please do not provide actual purchase prices).

Cognosante is flexible and we can accommodate any desired pricing model. In our experience, we suggest the following considerations for pricing methodologies:

- **Design, Development, and Implementation (DDI):** We recommend establishing a milestone-based approach to tie vendor payments to key milestones in the DDI period. All our solutions are available and align to milestone-based pricing.
- **Operations and Maintenance:**
  - **Fixed price by volume pricing:** Fixed price work is often preferred by customers because of the lower risk. For the bulk of contract operations and maintenance, the challenge occurs when the volumes have the potential to vary over time. To retain the lower risk but accommodate the variation, the best strategy is to a have fixed price for a fixed volume, but to allow for increases or decreases should the volumes change. This can be accommodated by having vendors provide fixed prices by different volume bands. It can also be accommodated by having vendors provide a fixed price for the most likely volume but allow for specified charges when additional resources are required. Likewise, there would be decreases in the amounts charged when there is a reduction in needed resources.
  - **Time and material pricing:** For additional task orders or scope changes, Cognosante recommends that work be done on a time and materials basis, thus offering BMS the greatest flexibility. Many states calculate a percentage of the total Operations and Maintenance fee to create a Change Request pool that can be used to address modifications to scope that arise during the DDI.

4. In how many states is your Medicaid Enterprise solution currently deployed, or expected to be deployed, and how long has it been in use.

Cognosante deployed our DE with the U.S. Department of Veterans Affairs (VA) in early 2021. Our foundational technology vendor, Snowflake, has deployed their data cloud offering at CMS and multiple states for the past 12+ months.

Cognosante's UCX solution has been proposed to the State of Florida. It is the product of best practices from current and past state and federal engagements with multiple agencies.

Opening competition to new market entrants will enhance the quality of Request for Proposals (RFP) responses that West Virginia ultimately receives, and Cognosante encourages this approach. Getting input from those vendors unburdened by existing technical debt or ingrained approaches will ensure that the Bureau's MES will reflect current thinking and perhaps provide

the impetus necessary to adopt solutions that best position the West Virginia Medicaid program for the long run.

5. Configurations and customizations typically requested to adapt the product for use in a State Medicaid Program.

Cognosante has developed solutions for state Medicaid programs, and we choose products that deliver functionality that exceed expectations for Medicaid customers. We leverage our experience to configure these products to provide a customer experience that is tailored to specific Medicaid customer needs.

Cognosante DE: Our DE uses a composable approach, meaning that we will implement the right combination of technologies to meet BMS' needs. We are cloud neutral and we deploy and connect across a multi-cloud environment. Our approach aligns with MITA's goal of reusability, and we can leverage any existing BMS licenses for analytics (Tableau, Power BI, SAS, etc.) as well as integrate any BMS-preferred technologies, including Master Patient Index (MPI), Data Governance, etc., without requiring customization. Our Data Access approach supports all standard and emerging requirements for data exchange, including FHIR, API, and real-time data streaming as well as traditional X-12 EDI formats and flat file exchanges.

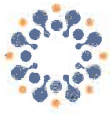
UCX: We recognize that to provide a high level of service in a cost-effective manner, you need to provide a multitude of options for customers to interact, including self-service and agent-assisted options. Below are configurations/customizations that we typically provide in our UCX offering:

- **Web Portals:** Cognosante recommends having both a public-facing web portal and an authenticated web portal. A public-facing web portal would provide easy access to key information such as Frequently Asked Questions (FAQs), how-to articles for common requests, updates to Medicaid deadlines policies or news and a way for customers to interact with the contact center via chat, email or to log a request directly into the customer relationship management (CRM) system. An authenticated web portal that uses single-sign-on allows for Medicaid members and providers to log into the portal using a familiar account that they already use for WV Medicaid applications. Through the portal, they will have access to information that is tailored specifically to them, such as eligibility/enrollment status, digital Medicaid ID card, and secure messages.
- **Omni-channel Solutions:** Using contact center as a service (CCaaS) solutions allow for an omni-channel experience that utilizes automated call distribution (ACD)/interactive voice response (IVR) and CRM functionalities. Having these solutions tightly integrated with one another allows for the customer experience to stay the same, regardless of the channel used for the interaction. Cognosante's omni-channel solutions include voice, chat, email, text messaging, social media, web, fax, and Telephone Typewriter options. Our solutions include case management, workflow automation and analytics, natural language processing, AI-enabled chat and IVR, RPA, knowledge management, and contact recording for all interactions to include voice, screen, and text capture.
- **Mobile Device Enabled:** Cognosante solutions are built to provide services that can be accessed via a mobile device. Our web portals are responsive and scale to fit mobile device screens while providing the same functionality from a mobile device that you get if using a web browser on a personal computer. Mobile device functionality is particularly useful for the

Medicaid population when a digital Medicaid ID card is in use. Medicaid ID cards can be easily accessed via a mobile device and presented to a provider on demand.

- **Knowledge Management:** Knowledge management is a key function of a contact center environment not only for internal agent use, but for public consumption of key information. Having a knowledge management solution that is integrated with a CCaaS solution allows for AI-enabled knowledge management functions that assist both contact center agents and Medicaid members/providers.
- **Learning Management System (LMS):** Training is a crucial function and having an LMS that can provide robust training materials is key. Cognosante solutions include an LMS that provides training to our internal staff as well as Medicaid providers. Trainings can be assigned, tracked, and reported on to ensure compliance.
- **Reporting:** Cognosante firmly believes what gets measured gets managed. Our transparent, proactive, and straightforward communication of relevant program and performance information through our reports and real-time dashboards empowers our employees to improve the operational outcomes they achieve. Our reporting platform provides data on all activities within our contact center solution, including all channels, self-service options, trainings, knowledge article use, quality assurance, and case/ticket management.
- **Interoperability:** To provide the most efficient customer experience, Cognosante recommends integrations using APIs that connect to state Medicaid systems. This allows for agents, members, and providers to have a one-stop-shop to get information they need related to eligibility, enrollment, claims, complaints, and health plan information. Using APIs, our solution can be configured to not only provide status updates using self-service tools, but also perform functions such as address and/or contact information updates that are recorded directly to the enterprise data warehouse.

6. Technical architecture and processing capacity/scalability.



Cognosante recommends and consistently provides cloud-based solutions that are highly available, highly adaptable, secure, and focused on business continuity with minimal disruption of service. While we recommend a cloud deployment rather than on premise, we also support a hybrid approach, connecting with both legacy on-premise technologies and cloud offerings. Our approach is cloud neutral, meaning we can deploy on your preferred cloud vendor (AWS, MS Azure, Google Cloud). Our solutions are in a hosting environment that is Federal Risk and Management Program (FedRAMP)-moderate authorized.

One of the benefits of our DE architecture is the incorporation of the Snowflake platform. Using Snowflake allows us to offer our clients the ability to establish both an EDW and a Data Lake in a single location. Our Data Lake provides the capability to absorb structured, semi-structured, and unstructured data. The Data Lake is a flexible and scalable data repository for analyzing data in its native format. BMS users can analyze data in the Data Lake before the data is curated into the EDW. This increases speed to insight and improves analytics. If BMS has data assets in Cloud Object stores on other Cloud Providers such as S3 buckets on AWS or Google Cloud Storage, this data can be modeled as external tables in the same Snowflake database alongside tables for data sets in the DE.

Our DE provides true separation of storage and compute, columnar storage technology, and a high-performance cloud object storage standard. With Snowflake, we offer massively parallel

processing of large data volumes. Data analysis often requires an initial exploratory analysis that is then enhanced and revised to achieve data that is curated to support analytical models. Our DE uses Snowflake's compute clusters (virtual warehouses) that can be spun up for data scientists and then removed when they are no longer needed. This dynamic and flexible compute power reduces costs while exponentially increasing the access and speed to data insights.

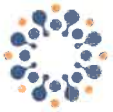
7. User-facing and self-service capabilities.

Cognosante DE: Cognosante DE's custom-built, user-friendly graphical user interface allows authorized users to access and interact with analytics and reporting tools, products, and data similar in concept to an Amazon shopping experience. BMS users can easily access a comprehensive menu of products (dashboards, visualizations, reports, etc.) with business descriptions of their purpose, intended use, and included data elements. The experience is role-based and personalized to align to individual skill levels and ultimately empowers end users to conduct traditional, statistical, cluster, predictive, prescriptive, sampling, extrapolation, and trending analytics. Our user interface includes a self-service Knowledge Library, and we can link directly to our UCX Module for streamlined access to our services.

UCX: Cognosante recommends the advantage of user-facing and self-service capabilities, and these are built directly into each solution that we provide. Below are typical functionalities that we provide, but we welcome discussion with BMS to understand if there are other capabilities that are of particular interest.

- Authenticated Web Portal:
  - Secure messaging
  - Digital Medicaid ID card
  - Chatbot/Virtual assistant
  - Knowledgebase articles/FAQs
  - Training modules
  - Medicaid news and reminders
  - Health Plan enrollment/disenrollment
  - Claims status
  - Address/Contact information updates
- Non-Authenticated Web Portal:
  - Chatbot/Virtual assistant
  - Knowledgebase articles/FAQs
  - Training modules
  - Medicaid news and reminders
  - Complaint submission
- Self-service IVR that includes virtual assistant:
  - Status on eligibility, enrollment, claims after user has been verified
  - Automated responses to inquiries that leverage knowledge articles and FAQs
  - Automated address/contact information update after user has been verified

8. Interface support, flexibility, and extensibility to other stakeholders and State agencies.



Cognosante DE is a modern platform designed to ensure maximum flexibility for interface support and extensibility. We support FHIR, API, SQL, standard EDI X-12 formats, HL7, live data streaming, as well as traditional flat file exchanges. Having an approach that provides multiple native, clearly defined, service endpoints is key to flexibility, extensibility, and interface support. Our solutions natively enforce implementation of components based on a service-oriented architecture to support reuse of the services and component functionality. Having this functionality allows Cognosante to work with other vendor stakeholders and partner agencies to implement interoperability functionality that supports holistic data management and analytics capabilities.

Having robust interoperability in our UCX provides the ability to quickly look up member and provider data without having to access multiple different state systems. For example, Medicaid stakeholders will be able to look up member eligibility status or providers claim status within our solution at the click of a button. They will be able to utilize the APIs within our CRM to populate the data they need in real time. The data will be pulled directly from BMS' systems to ensure that there is one source of truth that is used.

Cognosante acknowledges there are instances where other state agencies may need to be involved to resolve a member or provider inquiry. While we develop a contact center solution that will provide the ability for us to respond to most inquiries, we also have escalation procedures that allow for cases to be transferred to other state agencies. To provide the best customer experience, we recommend giving these state agencies access to the CRM system so that cases can be directly escalated to them for resolution. In instances where CRM access is not feasible, we also include an external escalation workflow that provides a warm transfer of the member or provider to the state agency and all details of the case are delivered via email.

Question 4.2.4

4.2.4 What do you see as the benefits and risks of including business process outsourcing (BPO) services together with technical services?

Though there are benefits to pursuing the legacy model of combining BPO and technical services, Cognosante recommends that BMS strongly consider separating BPO from technical services to obtain the most current thinking and solutions for each by encouraging competition that allows the participation of new and emerging vendors.

The legacy MES market has addressed combined BPO and technical services scope of work requirements for decades and is familiar with this model. There are benefits to this familiar arrangement, most notably the simplification of vendor management when one vendor provides both technical and BPO services. This also creates a more streamlined procurement process since fewer solicitations are necessary and the evaluation process is thus simplified.

However, the convenience of a combined BPO/technical services model is accompanied by several drawbacks. First, the technical services vendors may not apply the most current BPO

approaches, creating a lag in adoption of methods that can lead to increased efficiency and missed opportunities for near-term shared cost savings. This may carry over into future contract negotiations on contract extensions or, possibly, into a future procurement process when current performance metrics over-inflate the labor necessary to successfully perform BPO services.

Second, underperformance – such as failing to meet service level agreements (SLAs) – is generally more likely with BPO than with modern technology services because more SLAs are typically assigned to BPO. If BPO and technical services are combined, it makes it more difficult to address the BPO issues directly, which would not be the case if there was separation between the two.

Question 4.2.5

4.2.5 Describe your experience, if any, with CMS Outcomes-Based Certification or Streamlined Modular Certification.

Outcomes Based Certification Experience

Cognosante knows and understands the importance of CMS Certification to maximize the receipt of enhanced Federal Financial Participation. We have several team members who are experienced in CMS Certification (see Exhibit 1) and we partner with Electronic Health Resources, LLC (EHR) to support all CMS Outcomes Based Certification activities. EHR offers nationally recognized expertise in both CMS MECT and Outcomes Based Certification. EHR provides a team of regulatory SMEs and a comprehensive certification support tool called ReadyCert. ReadyCert is easily accessible, intuitive to use and is browser agnostic. As part of our implementation process, we provide a detailed Certification Plan based on BMS certification requirements. Our plan provides a roadmap for the collection of required contract and project documentation and ratification, the preparation of the required certification reports, and the preparations for Certification meetings. Our Certification Plan includes:

- Documentation and artifacts to be collected
- Certification Meeting preparation
- Key Performance Indicator (KPI) Report preparation
- CMS Certification Meeting delivery support

The certification crosswalk is already built in ReadyCert, which links all relational elements in a straightforward framework, making it simple for staff to use and maintain accurate information. ReadyCert lists each certification objective, attachment point for artifact(s) for the objective, and the compliance response and components.

Certification compliance information can be locked, and independent reviewers such as IV&V- or third-party auditors can be given access to perform their certification reviews. Their audit comments are captured using the single source of truth in addition to providing a secure environment for the delivery of reports, documents, or audit results. ReadyCert has a repository to store documentation and artifacts for each of the CMS Certification frameworks.

Question 4.2.6

4.2.6 What approaches to supporting consistency in business process functions and data architecture across multiple systems and vendors have you encountered?

Architectural Principles

As BMS evaluates your MES modular strategy, Cognosante recommends a structured approach to Data Governance across all modules. We will work with BMS and your Data Governance Bodies to ensure that the DE maintains the required metadata to adhere and support data governance. We encourage BMS to consider identifying key shared services that can be leveraged across the MES modules, resulting in improved quality and cost reductions including the following:

- **Master Data Management (MDM).** Data integrity and data quality improves significantly by defining a source of truth or Golden Record for members and providers/provider agencies. Leveraging a consistent MDM solution preserves data integrity across the various modules.
- **Reference Data Management (RDM).** Enables modules to consistently interact with one another for data exchange and transaction processing. These transactions serve as integration points and may require the translation of localized coded values between modules. The RDM translates and maintains shared reference data as sets of permissible values for use in database structures and web services.

Question 4.2.7

4.2.7 Please provide your recommended strategy for ongoing compliance with the CMS Interoperability and Patient Access final rule (CMS-9115-F). The rule can be found at the following location: https://www.cms.gov/files/document/cms-9115-f.pdf.

The Cognosante Team includes members who are generating the data interoperability standards for the next generation. This includes co-chairs and members of HL7, Integrating the Healthcare Enterprise, and FHIR standards committees, as well as lead authors under the Sequoia Project and Office of the National Coordinator for Health Information Technology (ONC) for the Trusted Exchange Framework and Common Agreement, and Qualified Health Information Network Technical Framework. Our Team is focused on ensuring that all our offerings not only remain in compliance with CMS interoperability standards, but we are also innovating to meet Patient Access needs, introducing new mobile applications for access in our Alabama One Health Record (ALOHR) contract in 2021. In addition, our Cognosante DE solution supports FHIR APIs version 4.0.1 and we welcome the opportunity to work with BMS to extend the data in the DE to the citizens of West Virginia.

Question 4.2.8

4.2.8 Provide your strategy for compliance with the Health Insurance Portability and Accountability Act (HIPAA) and Federal Risk and Authorization Management Program (FedRAMP) Requirements. Information about HIPAA compliance can be found at the

following location: https://www.hhs.gov/hipaa/for-professionals/privacy/index.html. Information about FedRAMP can be found on www.fedramp.gov.

Cognosante takes our responsibility to protect consumer information very seriously. We have expert knowledge of legal, regulatory, and policy requirements and implementation experience related to the protection of sensitive information, including personally identifiable information (PII), electronic protected health information, and federal tax information. Relevant standards include those specified by the ONC, National Institute of Standards and Technology (NIST), Medicaid and Children's Health Insurance Programs, Federal Information Security Management Act of 2002 (FISMA), Health Information Technology for Economic and Clinical Health Act (HITECH), HIPAA, the Affordable Care Act (ACA), and Minimum Acceptable Risk Safeguards for Exchanges (MARS-E).

Cognosante's solution technologies comply with ACA standards and protocols specified for eligibility and enrollment under Sections 1104 and 1561, respectively, as well as federal accessibility standards under Section 508 of the Rehabilitation Act and all federal civil rights laws. Cognosante is deeply versed in state and federal information security guidance and requirements. Cognosante solutions include technologies and controls that comply with applicable Office of Management and Budget, General Services Administration, and NIST standards and guidance, notably including NIST Special Publication 800-53 Revision 4 and FedRAMP guidance for software, platforms, and infrastructure services provisioned using cloud computing.

Cognosante's security and privacy framework is based on federal standards and guidance from NIST and CMS, including the CMS Acceptable Risk Safeguards (ARS) for federal systems and the MARS-E for state systems that are derived from the ARS. The ARS is intended to ensure that systems deployed on behalf of CMS comply with the state security policies as well as federal government-wide requirements under the FISMA.

Question 4.2.9

4.2.9 Provide your strategy for assisting states in achieving compliance with CMS, and federal rules, regulations, and guidance related to modularity, leverage, reuse, and outcomes achievement.

Cognosante is committed to ensuring that all our solutions and services help BMS achieve compliance with CMS as well as all the regulatory standards. For example, the DE's support for data definitions and semantics aligns with MITA and the Seven Conditions and Standards frameworks. The solution adheres to MITA 3.0 principles by using web services and industry-standard protocols. Cognosante DE meets all current and proposed future standards and requirements, including but not limited to: ICD-9 and ICD-10, including any future versions of International Classification of Diseases (ICDs), HIPAA, the Patient Protection and Affordable Care Act, and the HITECH with BMS' data. Our security architecture is based on cloud best practices, including NIST SP 800-550-292 Cloud Computing Reference Architecture and MITA Security and Privacy model. We encourage BMS to expand your scope for the data warehouse to include additional data sources such as Social Determinants of Health. Expanding both the quality and types of data available and adding new data sources helps BMS

advance toward MITA maturity goals of significantly advancing health outcomes while also improving the efficiency and cost-effectiveness of decision-making.

Question 4.2.10

4.2.10 What approaches do you suggest for Disaster Recovery processes in a modular MES that accounts for integration and communication across multiple partners?

Cognosante's Corporate IT team comprises technical experts who manage the day-to-day operations of our end-user computing, infrastructure, and IT procurement operations. The Corporate Security team is accountable for Cognosante and client-facing security, privacy, certifications, and disaster recovery. This team will liaison with the BMS MES Disaster Recovery Team to ensure that we are in alignment and meeting or exceeding all disaster recovery standards.

In our experience, each module may have different standards for Recovery Time Objective and Recovery Point Objective. However, we encourage BMS to set minimum standards across the entire enterprise system so that each subsystem or module is enhancing and improving the overall stability and recovery of the enterprise.

We encourage the Bureau to require each vendor to conduct periodic risk assessments for their module and to conduct end-to-end MES risk assessments to evaluate the MES system. We also recommend adherence to best practices such as the cost-effective recovery strategies and procedures for the IT infrastructure consistent with the guidance of NIST Special Publication 800-34 revision 1 – Contingency Planning Guide for Federal Information Systems, dated May 2010. In an environment that includes integrations and communication across multiple partners, it is important that each partner develop a contingency plan that aligns with an overall enterprise contingency plan that is set by the state. At minimum, the disaster recovery contingency plan should be tested and updated annually to ensure its alignment with the enterprise plan, but also to ensure that the contingency plan effectively provides continuity of operations for each module.

Question 4.2.11

4.2.11 What organizational change and communications management processes have you seen employed for a modernized, multi-vendor MES implementation?

Cognosante is a strong advocate for effective change management and communication in all relevant situations. Effective management of the process can result in a greatly reduced period of adoption of change and a more satisfied employee/vendor/stakeholder population. To achieve this, our experts recommend a simple five-step process.

1. **Identify Upcoming Changes:** Working in advance, it is critical to identify coming changes. For each change, determine:

   - The different groups that will be affected
   - The size/potential impact of the change
   - The timeline for the change

2. **Communicate the Change:** Well in advance of any sizeable change, release communications to all stakeholder and impacted groups. All communications should explain the scope, benefits, and timeline of the change. We recommend using more than one communication strategy, including options for bi-directional exchange that allows the recipients to share their thoughts and ask questions. For changes where resistance is anticipated, it works best to first garner the support of key advocates across the stakeholder community before releasing communications more broadly.
3. **Identify and Measure Obstacles:** Through focus groups, discussion boards, surveys, or similar mechanisms, solicit feedback related to the change. Ask respondents to identify any problems that they foresee. Ask for their opinion related to various aspects of the change. During analysis, quantify and prioritize these results.
4. **Address Concerns:** During this step, address each significant concern that is identified. Examples of concerns can include people who are worried that their job will be eliminated or that they will no longer be seen as a process expert. There are also more logistical items that arise such as a process point with no clear owner. The change management team should work with the relevant groups (e.g., BMS, vendors, stakeholders, employee segments, etc.) to ensure that all items are addressed. Critical to this step is that the results are communicated out to the affected populations. This serves two purposes:

    - It shows that their input is valued and that BMS listened – makes them feel appreciated and garners their buy-in for the change
    - It lets them know that the problem has been eliminated, mitigated, or otherwise resolved.

5. **Validate:** This is where we see if we have fixed the problems identified by the affected populations. During this stage, we recommend re-doing the focus groups, surveys, etc., to again solicit input about the change.

How would you help support the evolution of the Medicaid Enterprise as a whole?

Cognosante's approach to the Medicaid Enterprise is to support the evolution changing the MES into smaller, more mobile modules that allow BMS to take advantage of new vendors. This modular approach eliminates the big bang implementation and provides the Bureau with maximum flexibility to create an MES that is flexible and dynamic. Our experienced team helps ensure that the vendor ecosystem is aligned with BMS and project goals. In addition, we see our role as an innovation champion, providing strategic guidance on leveraging the BMS investment to expand to new use cases and supporting the ongoing evolution of the MES.

Question 4.2.12

4.2.12 How does a multi-vendor environment change how you manage your own Design, Development, and Implementation (DDI) work?

In a phased implementation approach, it is imperative that while each module has separate, module-specific design sessions, the Systems Integrator should also facilitate high-level analysis and design sessions collaboratively with other MES module vendors to identify gaps, adjust staffing plans, identify any interim process needs, coordinate training, and determine potential impacts to data conversion and migration. While the goal of a modular MES is to allow

individual modules to operate dynamically, it is important that there is also a holistic cross module governance and oversight approach to ensure that the entire MES ecosystem is functional and efficient. This governance process must address change management and continuously evaluate upstream and downstream potential impacts to the modular ecosystem. Careful testing and coordination are a critical part of the DDI period.

How should dependencies be identified, negotiated, and implemented in a multi-vendor environment?

We recommend BMS adopt hybrid Agile Software Development Lifecycle (SDLC) principles to manage the overall implementation as well as milestones and interdependencies during the integration, implementation, and certification of each new module. Managing the parallel integration of multiple modules throughout the project is the goal of the hybrid Agile approach. Each module has its own set of subtasks that will need to be merged into the overarching master MES plan. It is critical that dependencies be identified as early as possible and that the vendor community works together with BMS to negotiate and address conflicts or risks to ensure overall project success.

Question 4.2.13

4.2.13 Describe your experience, if any, with collaboration tool(s) such as or equal to Jira®, Confluence, and IBM®Rational Team Concert (RTC) or other tools to track items, which include, but are not limited to, project milestones, deliverables, and/or implementation testing.

Cognosante uses Atlassian for our project and development teams across our client base. Atlassian provides issue tracking and project collaboration that we will configure during the DDI phase to meet the specific needs of the MES project. We use the Atlassian product suite to support project management throughout the delivery life cycle, including requirements tracking, backlog management, documentation of user stories, functional and technical designs and specifications, test results, defects, and data storage virtualization.

Do you recommend any specific approaches or tool(s) for collaboration in a multi-vendor environment?

Cognosante recommends the use of Atlassian products in a multi-vendor environment. The Atlassian tool set is widely used in the industry today and modular vendors will be familiar and comfortable using it to manage the project.

Does your company prefer using its own collaboration tool(s) to support an implementation, or do you prefer using collaboration tool(s) provided by a state and/or a systems integrator (SI)?

In a multi-vendor environment that will require tight alignment of implementation and project schedules between vendors, Cognosante recommends using a collaboration tool provided by the State or SI. Using a single unified collaboration tool will allow BMS to have holistic views of progress across the entire enterprise, as well as consistent usage of status reporting for each vendor.

Question 4.2.14

4.2.14 What roles and responsibilities have you seen for a system integrator (SI) in a modular systems environment?

Cognosante views the role of the SI as the backbone of the MES organism. We approach the MES as a living ecosystem, evolving and changing to meet new challenges faced by the State. A strong backbone allows each of the modules to successfully perform their functions while ensuring a dynamic and continuous flow of quality data and information. As such, the SI should be responsible for the following:

- **Strategic guidance** – support BMS on using the SI solution to connect the entities and data services to all health IT initiatives using modern APIs
- **Subject matter expertise** – help ensure that new systems and modules are integrated and aligned with BMS goals and requirements
- **Reduce complexity** – streamline investments such as the MPI, Master Provider Directory, Data Catalogs, and Data Governance
- **Support Executive Project Management Office (EPMO) leadership** – we recommend that BMS manage the EPMO with strong support from the SI. The EPMO should manage the multi-vendor environment with a proven approach based on Project Management Institute (PMI) best practices
- **Communication management** – support BMS and the vendor community with holistic project communication, ensuring that each vendor understands how the project is progressing, and proactively raising issues and concerns for joint resolution

Was this role fulfilled by a separate vendor, incorporated with other services, or performed by the state Medicaid agency itself?

Each state approaches the SI role differently based on state-specific needs, available resources, and strategic goals. Cognosante encourages BMS to procure the SI capabilities as a separate module. In our experience, state agencies often do not have the available resources to integrate a complex vendor ecosystem. Using a vendor for the SI allows BMS to concentrate staff on the most valuable activities while outsourcing the logistics and vendor coordination to a trusted partner.

What are the key success factors and risks to success related to using a SI?

One of the biggest risks and challenges in using an SI lies in managing data conversion and migration. When implementing in a phased approach, data values can be different between the old and new platforms and require a strong data governance methodology and experienced Data Stewards to ensure that data is properly managed and cataloged. Process analysis and planning is the second-most significant risk area as legacy functions are gradually phased out. It is important to evaluate how the new technology solutions create operational efficiencies and adjust staffing levels to reflect new and improved operational scalability.

Question 4.2.15

4.2.15 Describe your depth, breadth, and frequency recommendations for performing periodic vulnerability scans of production and development environments?

Cognosante develops a comprehensive system security plan (SSP) for each major application, general support system, or service-based solution that we deploy, operate, or maintain. The general structure of our SSPs follows NIST Special Publication 800-18 Revision 1, Guide for Developing Security Plans for Federal Information Systems. Using this approach, the SSP includes both functional and technical descriptions of the system/solution and the operating environment in which it is deployed and operated. The SSP also includes implementation details for every security and privacy control associated with the system, organized by the 18 security control families and eight privacy control families defined in NIST Special Publication 800-53. The narrative description in the SSP explains how the management, operational, and technical controls that Cognosante implements achieve key security objectives for the system, including but not limited to protection against external and insider threats, prevention of data loss or unauthorized disclosure, and detection of and response to any event impacting the confidentiality, integrity, or availability of the system and the data it contains. The SSP for the MES solution will define and document the following:

- Security controls implemented to prevent data breaches, including strict access controls, encryption of data at rest and in transit, intrusion detection and prevention, audit logging, and continuous monitoring
- Comprehensive security and privacy policies and procedures tailored to ensure compliance with control objectives in NIST Special Publication 800-53 and requirements in the HIPAA Security Rule and HIPAA Privacy Rule
- Integrated risk management, vulnerability management, and breach prevention processes and supporting technical controls to monitor all access to and use of data within the system, prevent unauthorized use or disclosure of that data, and detect and respond to vulnerabilities and threats that, if unaddressed, could result in data breaches
- The scope and nature of annual reviews and updates of the information security and privacy policies, procedures, and plans in place for the MES solution
- Characterization, security categorization, and privacy impact analysis of all data that will be collected, accessed, used, transmitted, or stored by the system, including any PII and protected health information (PHI).
- Sources of data collected, accessed, used, transmitted, or stored by the system, including stakeholders and participating entities and the telecommunications methods and protocols used to enable information exchanges among stakeholder organizations and transfer or disclosure of data. This will include descriptions of all vendors as well as data uploaded and retrieved for viewing and exchanging through vendor platforms, as well as State systems
- Standards, requirements, and contractual or legal agreements established between BMS and business partners, participating entities, or other third parties, including (where applicable) business associate agreements, data use and reciprocal sharing agreements, or joint service operating agreements
- Policies, procedures, plans, and capabilities for incident detection and response, including incident notification and reporting

- Policies, procedures, materials, and delivery details for the privacy and security awareness training administered to employees and contractors
- Physical security policies, procedures, and mechanisms implemented in Cognosante offices and operational facilities, including physical access control, monitoring, and protection of sensitive data
- Planning, performance, analysis, and response to annual risk assessments conducted to satisfy requirements under NIST guidelines and the HIPAA Security Rule, including both self-assessments and independent assessments Cognosante undergoes every year to maintain its International Organization for Standardization (ISO)/International Electrotechnical Commission 27001 and Health Information Trust Alliance (HITRUST) certifications.

All Cognosante personnel are subject to screenings and background investigations commensurate with the positions they hold, and the level of trust associated with information and system access for their roles. Employee position screening requirements are established by Cognosante in accordance with state and federal government policies, contractual requirements and industry best practices. Cognosante and all subcontractor companies perform pre-screening for prospective employees prior to hire and subject new employees to background investigations, including civil and criminal conviction history. All Cognosante employees attend mandatory privacy and security awareness training and HIPAA/HITECH Compliance training at time of hire and at least annually, regardless of whether their job function involves access to PII or PHI. Beyond the annual training, employees have access to training and reference documents at any time. Personnel requiring access to PII or PHI to successfully perform their job duties are granted explicit, individual authorization conditioned upon showing a legitimate business need to access such information and successful completion of security and privacy awareness training that demonstrates knowledge and understanding of legal, regulatory, and policy requirements and applicable company procedures.

Question 4.2.16

4.2.16 What processes, techniques, and solutions does your organization consider critical for delivering optimal data sharing throughout the MES?

One of the greatest challenges facing the healthcare industry today is transforming exponentially growing amounts of data into strategic data assets. Intuitively, we know that this data has value – but how do we use this data to improve care delivery? The most critical process to optimize data sharing throughout the MES is the creation of a strong Data Governance foundation. Data Governance is the process of managing the availability, usability, integrity, and security of the data in enterprise systems based on internal data standards and policies that also control data usage. Data Governance underpins the cloud operations of our recommended DE solution. We work with Data Stewards and stakeholders throughout the project lifecycle to prioritize the data most important to the enterprise. Our Data Governance solution addresses the five key stewardship principles of data (Ownership, Quality, Security, Operation and Outcome) as shown in **Exhibit 3**. Creating a strong data governance foundation ensures optimal data sharing throughout the MES.

Exhibit 3: Cognosante DE Data Governance. *Cognosante brings national expertise to data governance across the MES.*

Question 4.2.17

4.2.17 What standards and practices would you recommend with regards to key data governance, master data management, data stewardship, and data-sharing concerns?

Organizations are overwhelmed with data produced by IT systems – the amount of data, disparate data types, fragmented data sources, and multiple data visualizations.

Data Governance

As previously discussed in response to Question 4.2.16, Data Governance is at the foundation of our approach. We bring expertise in helping establish Ownership, Quality Security, Operation and Outcomes.

Master Data Management

Master Data Management (MDM) establishes the enterprise-wide standardized data management processes and guidelines. Cognosante's DE includes MDM capabilities to proactively manage data from multiple sources, leveraging configurable rules (rule sets) to identify source data that represents the same entity (master data) or reference data. Our MDM builds and maintains a cross reference that effectively links all source records (and their unique source IDs) into a common mastered entity with it is own enterprise master ID.

The match engine uses many methods to identify the most matches while minimizing false positives. We offer several algorithms including Probabilistic, Deterministic, Heuristic, Phonetic, Linguistic, and Rules-Based to support record matching. The candidate records are then matched using pre-built match purposes. The MDM match process uses match rules to perform the following tasks:

- Identify which MDM records are likely duplicates (identical or similar)

- Determine which MDM records are sufficiently similar to be consolidated automatically and which records should be reviewed manually by a data steward prior to consolidation

Data lineage is always maintained and we record in a cross-reference table:

- An identifier for the system that provided the record
- The primary key value of that record in the source system
- The most recent cell values provided by that system

Data Stewards

Cognosante's solution allows Data Stewards and other business users to do the following:

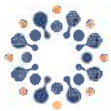
- **Create Master Data:** Working individually or collaboratively across lines of business, users can add new entities and records. Offering capabilities such as inline data cleansing, duplicate record identification, and resolution during data entry enable users to proactively validate, augment, and enrich their master data.
- **Manage Master Data:** Users can approve and manage updates to master data, manage hierarchies using drag and drop, resolve potential matches, merge duplicates, and create and assign tasks to other users.
- **Consume Master Data:** Users can search for all master data from a central location and then view master data details and hierarchies. Users can also embed user interface components into business applications.
- **Monitor Master Data:** Users can track the lineage and history of master data, audit their master data for compliance, and use a customizable dashboard that shows them the most relevant information.

Cognosante reduces costs and improves the overall quality by proactively managing data, improving productivity by finding accurate information faster, and we enable compliance by providing a complete, consistent view of data and lineage by acting on master data relationship insights.

Data Sharing

Data sharing and data access is strictly controlled and limited based on HIPAA rules and requirements. We use authentication and encryption to ensure that data is secure and available only to authorized users. All customer data is encrypted at rest using an AES-256 key. Data in transit is encrypted using the TLS 1.2 protocol and Cognosante establishes and manages cryptographic keys and meets all required encryption standards.

What approaches do you recommend for engaging business data owners separately from technical data system managers?



Cognosante recommends starting with requirements sessions to engage business data owners separately from technical data system managers. This separation allows us to engage with the business data users to identify needs and requirements without the potential constraints that are often raised by technical data systems managers. It is our responsibility to translate the business needs into the right technical solution. The technical data systems managers have ultimate responsibility for day-to-day management and operation, and

we meet separately with them to identify any system concerns and constraints. Once we have gathered all requirements, we conduct joint reviews to ensure that we meet the needs of each stakeholder group.

Question 4.2.18

4.2.18 Describe your company's current roles and responsibilities as a fiscal agent, if applicable, in a modular systems environment.

Cognosante does not operate as a fiscal agent, and in an MES environment we would partner with an industry leader to meet fiscal agent requirements. Today, Cognosante operates statewide Health Information Exchanges (HIEs) in Alabama and Nevada. In each of these engagements, we are responsible for clinical and claims data exchange in a multi-vendor environment.

Describe how you coordinate with other vendors to incorporate their services in a modular systems environment.

In our HIE contracts, we provide project management and our enterprise governance framework to coordinate with other vendors. As an example, in our ALOHR contract, we worked with vendor Gainwell to integrate claims data into the ALOHR. Our approach to coordinating with vendors is founded on PMI best practices as well as our corporate culture of innovation and collaboration. We bring this approach and expertise to working in multi-vendor environments, ensuring we are a strong partner supporting the project goals.

What are the key success factors and risks for separating Fiscal Intermediary functions from technical functions?

A critical success factor in separating Fiscal Intermediary (FI) business processes from the core technical solution is the clear delineation of which technical functions are core and which are to be provided as part of delivering FI services. For example, centralized customer service is ideal for creating enhanced customer experience by reducing the number of potential touchpoints necessary to achieve issue resolution. The solution being offered by a vendor to achieve the enhanced customer experience will likely be proposed with a preferred CRM and related telecommunication solution. Clearly defining who owns the provision and maintenance of these technical components will ensure that the most reliable and cost-effective solution is proposed.

A second success factor is effective integration of the non-core technical solutions with the core. Cognosante suggests that this function reside with an SI. The primary risk in separating FI functions from core technical functions is related to governance. Issues that were historically internal and resolved by a single entity may now become external issues subject to public scrutiny and put vendors at odds regarding the most effective path to problem resolution. For example, an unforeseen technical issue may create a sharp increase in the demand for customer service channels that could affect SLA evaluations. Cognosante suggests that a mechanism that measures enterprise success be contemplated to provide effective governance across all modules and address these potential conflicts.

Question 4.2.19

4.2.19 Describe the division of responsibilities on successful projects, in relation to a multi-vendor environment, between vendor and subcontractor Project or Portfolio Management Offices (PMO), and an Enterprise PMO provided by either BMS or a separate vendor?

Cognosante has experience with multiple models of multi-vendor environments. The most successful programs deploy an Enterprise PMO staffed by the client and supported by a smaller integration contractor that provides project management support. We do not recommend outsourcing the entire PMO function as the control of the integrated project tends to lead, in our experience, to more challenges with all vendor stakeholders.

One of the challenges in a multi-vendor environment is the creation of a high-level Project Management Plan (PMP) that aligns and is consistent with each of the modular vendor PMO plans. PMPs must also incorporate comprehensive subsidiary plans to outline Change Management, Configuration Management, Schedule Management, Risk and Issue Management, Quality Management, Human Resource Management, Communications and Stakeholder Management, and Subcontractor Management Plans. Cognosante plans are developed in collaboration with our Performance Center to ensure alignment with ISO 9000, 508 compliance, COMPASS™, our corporate project management and SDLC framework, and ISO 9000 standards. These plans, along with our complex integrated master project schedule, are updated and maintained on a consistence basis and delivered quarterly throughout the project.

Outside of achieving the requirements outlined by the RFP, client satisfaction is the key to future work. For example, in addition to contractually mandated SLAs, on a recent project we added additional KPIs that helped provide a granular view into the program's overall performance health. We provided a month-to-month trend analysis that highlighted opportunities for business process improvements. We also implemented additional quality checks throughout the program to monitor day-to-day deliverables. Our PMO maintains a robust stakeholder registry ensuring all key persons are clearly documented and tracked to ensure proper communication.

Question 4.2.20

4.2.20 Describe your recommended approach to addressing the complex relationships between a variety of vendors working on separate parts (or modules) of the overall Medicaid Enterprise System.

As recommended in 4.2.2, Cognosante feels that a third-party SI is key to addressing the complex relationships that will undoubtedly be required to successfully implement the MES project. However, the use of an SI is not a panacea, and there are other initiatives that we recommend, such as the following:

- Treat the MES project as a whole and not a sum of its parts and apply procurement rules to the project, not the individual modules. Restricting access to decision-makers during the entire process will eliminate unnecessary conflict between vendors who will feel less compelled to be in a constant influencing mode.

- Consider restricting the ability of a single vendor to successfully pursue multiple modules. This will keep vendors in their respective lanes without one vendor taking a dominant position over others.

- Offer frequent and open communication during the entire MES project with vendors and potential vendors. This includes updates on key procurement and implementation dates.

To what degree do you recommend BMS require these approaches in any RFP(s) it issues?

Cognosante believes that limiting access to staff involved in the MES project from beginning to end is advisable and should be clearly stated from the issuance of the very first module. This would be the recommendation we would make most strongly. Our opinion is that the environment developed during the procurement process will carry over into the operational period for each MES module.

Question 4.2.21

4.2.21 What factors (technologies, development methodologies, frameworks, etc.) would you recommend BMS require in an RFP in order to accelerate the DDI of MES modules?

Most states tend to approach DDI using a traditional waterfall approach. Waterfall methodologies rely heavily on extensive requirements gathering followed by development, testing, etc., and at the end a solution is delivered that may or may not meet the organizational requirements. We highly encourage BMS to consider adopting a Hybrid Agile approach to DDI.

Our plan for accomplishing the work uses a Hybrid Agile approach with project management best practices that delivers increased functionality over time while reducing to risk BMS. To be successful, the DDI requires a management approach that is flexible and scalable. We understand that the Bureau has a set of requirements that must be fulfilled within specified timelines. Our Hybrid Agile methodology defined within Cognosante's COMPASS™ SDLC is based on industry best practices and has been proven with our existing customers. During the DDI period, we integrate Agile principals and frameworks and align to key milestones. This approach leverages the speed and innovation native to Sprint planning, with progressive elaboration for all work to be delivered. This approach to performing Sprint and Release planning accelerates functionality development, thus allowing BMS to provide real-time feedback during the development. As a result, new functionality is available faster and it is much better aligned to BMS requirements.

Question 4.2.22

4.2.22 Describe ways you feel BMS should structure an RFP to encourage competition and innovation from Medicaid Enterprise solution bidders.

Cognosante has the following recommendations:

- Limit corporate experience requirements to similar experiences to allow for participation by vendors who serve in federal and commercial markets.

- Allow the vendor to propose an organization and key staff that they feel is appropriate for the scope of work and do not proscribe specific backgrounds or years of direct experience.
- Require at least a non-scored response related to the concept of shared savings.
- Allow remote work by West Virginia residents for BPO services (specifically for customer service roles) to the extent possible to eliminate the need for large, brick-and-mortal offices and furnishings.
- Reduce or eliminate proposal bond requirements, the costs of which are ultimately borne by West Virginia.

Question 4.2.23

4.2.23 What recommendations do you have for establishing procurement and implementation timelines that help deliver value sooner, reduce risk, maximize Federal Financial Participation (FFP), and achieve Outcomes-Based Certification or Streamlined Modular Certification?

Cognosante believes that the key to establishing and maintaining procurement timelines in a modular MES project is eliminating delays related to prolonged Q&A periods that unnecessarily disrupt the overall project schedule. Specific suggestions include the following:

- Allow enough slack along the critical path of the overall MES project so a delay in the implementation of any single module will not affect the overall project schedule.
- Release draft RFPs for comment in advance of each Modular RFP. This allows earlier feedback from the vendor community on any terms that may be missing or unclear and supports more accurate forecasting of asset needs and, therefore, more accurate pricing.
- Utilize multiple Q&A periods with limits on the number of questions allowed by each vendor. Q&A often becomes a filibuster from incumbent vendors who use it to point out perceived deficiencies in the modular MES transformation process, not an opportunity to make legitimate inquiries.
- Separating the BPO services from technical solutions will allow for more accurate cost allocation.

Question 4.2.24

4.2.24 Describe the major trends in your Medicaid Enterprise solution category that you believe BMS should be aware of, including any product or approach changes that you believe will come to market within the next 12 - 24 months. How do your Medicaid Enterprise solution roadmaps stay current with such trends? If possible, please be specific regarding how these trends affect Medicaid, WVCHIP, or healthcare IT in West Virginia.

There are several trends that Cognosante believes will continue to be refined over the next several years.

- **Further transition to cloud-based services.** CCaaS and cloud-based telephony solutions will be broadly adopted for their scalability and cost-savings attributes.

- **Continued focus on the customer experience** and the development of positive customer sentiment through enhanced self-service options. This will further the separation between technical solutions and customer experience functions.
- **Adoption of digital and mobile solutions** of all types are likely going to continue for the foreseeable future. Trends we expect to see in the next 12-24 months include the following:
    - Elimination of printed material and replacement with digital images. This includes digital Medicaid identification cards.
    - Mobile applications that support the full range of customer experience functions, including submission of eligibility documents and related redetermination documentation.

Data Science is rapidly evolving, and Cognosante recommends looking beyond traditional vendors and evaluating new entrants that will be better able to accommodate the dynamic and flexible data approaches needed today. Major trends include the following:

- **The ability to create Data Lakes, Data Lake Houses, Data Fabrics**, and other complex and fluid data structures rather than the traditional structured EDW.
- **Increased requirements to support patient access** to their data because of the ONC regulatory environment.
- **Increased need to include non-traditional data into the MES environment,** including integration of clinical data sources from HIEs. This will improve data quality, improve care coordination, and allow for enhanced federal funding for HIE initiatives.

Question 4.2.25

4.2.25 Identify any innovations in your Medicaid Enterprise solution for addressing Medicaid Business Priorities (cost savings, performance efficiencies, improved care outcomes, etc.).

Cognosante's approach to our DE is predicated on selecting new, cost effective, cloud-architected solutions that can help reduce complexity and provide improved service at lower cost. For example, one of the centerpieces of our Cloud DE is provided by Snowflake, a cloud solution that allows us to offer data lakes, EDWs, and unlimited virtual cloud data warehouses without increased costs. By accommodating structured, semi-structured, and unstructured data in a single technology, we reduce the need for multiple vendors without any loss of quality or capability.

Question 4.2.26

4.2.26 Identify any innovations in your Medicaid Enterprise solution for addressing technical risk management.

Cognosante selects best-of-breed COTS solutions to compose our DE. Using proven technologies helps reduce risk in the deployment. Our composable solution, leveraging a common data model, integrates the major data functions into a cohesive system that is focused on one thing – delivering actionable insight. By thinking about and implementing a

DE in this manner, we better understand upstream and downstream impacts of technical changes or issues and can more efficiently identify and mitigate technical vulnerabilities and risks.

Question 4.2.27

4.2.27 Describe 1 to 3 use cases where innovations in your Medicaid Enterprise solution would apply and the value your Medicaid Enterprise solution would add when applied to them.

One example of innovation is the use of our Cognosante DE powered by Snowflake. Historically, data warehouses were established on premises data centers. This resulted in the need to have duplicate data centers for disaster recovery. The raw data from the source systems might be stored in one location, such as an AWS S3 bucket, with the data warehouse in a separate location. If third-party entities, such as university systems, wanted access to the data, the state would make a copy of the data and send it via secure file transfer protocol (SFTP) where it is loaded into another data warehouse for analytics. Our approach eliminates all these time consuming, expensive, and duplicative data storage requirements.

For example, in our contract with the VA, we established a single cloud instance with the VA having the option to use a data lake of source data, as well as structured data in a single location. Using a cloud deployment automatically brings improved disaster recovery and security capabilities without the need for brick-and-mortar data centers. If the VA wants to share data from one VA location to another, rather than transmitting a data file, they can grant access and using zero copy cloning we can spin up a virtual data warehouse for a specific analytic need. These are just some of the innovations and benefits of procuring a modern, cloud-architected solution that we bring to our approach to the MES.

Question 4.2.28

4.2.28 In the states where you have implemented, what have been some of the higher value outcomes? What performance metrics were you able to provide to substantiate this success?

Cognosante has implemented our DE with the VA, and we are in active procurement with several state programs.

Question 4.2.29

4.2.29 Discuss any experiences you have had integrating your Medicaid Enterprise solution with legacy system management and lessons you have learned for implementing new Medicaid Enterprise solutions. Do you recommend any specific approach for modifying, interfacing with, and managing the legacy system while implementing a new Medicaid Enterprise solution?

In our experience, the implementation of a modular MES is structured in a phased approach (see Exhibit 2). The legacy system remains in place for a period while the new platform is deployed, running in parallel to ensure the new system is performing according to program requirements. We recommend the following approach to transitioning from the legacy system:

- Select the SI first to establish the technology framework and governance of technology, services, and data.
- Deploy the new Provider and Member modules so that clean systems of record for each of these key data domains are available for the new MES.
- Deploy the EDW to accelerate value and support outcomes analysis.
- Prioritize the modules that address areas of concern for the legacy system, such as encounter processing, third-party liability, pharmacy, and care management.
- Focus on financial and fee-for-service claims modules last. This is the most complex part of the modular MES and the area most likely to cause disruption to care delivery if payments are not issued properly.

Question 4.2.30

4.2.30 What staffing levels, including experience and skillset, are typically required to implement your Medicaid Enterprise solution?

Cognosante encourages BMS to allow vendors to propose the staffing levels and experience and skills needed to implement each module, rather than arbitrarily establishing staffing requirements that may be overstated and drive unnecessary expense. For example, a recent state procurement required the vendor to hire more than 20 key staff, maintaining these roles for the life of the contract. Allowing the vendor the flexibility to bring the right staff for the right phase, and to remove staff as soon as their skills and expertise are no longer needed, will reduce costs and improve the quality of the team engaged. Too often states set arbitrary requirements for staff skill sets, and vendors often seek out candidates that meet the state resume requirements rather than using knowledgeable and internal employees who bring real-world experience and success.

We encourage BMS to hold vendors accountable for deploying the right team by establishing clear milestones and SLAs that are focused on project success. As shown in **Exhibit 4**, Cognosante recommends the following roles in our engagements:

Exhibit 4: Sample Staffing Approach. *Cognosante recommends a flexible and dynamic team to ensure project success.*

Role	Responsibilities
Client Services Executive/Program Manager	▶ Closely monitor and manage team members to align with the staffing plans, schedule, budget, cost constraints, and goals ▶ Deploy team building and professional development strategies to create and retain high-performing teams ▶ Develop and maintain effective communications with the client and participate in client leadership meetings and assignments, and work closely with client senior leaders ▶ Confirm all contract requirements are carried out in a complete, accurate, and conducive manner to satisfy contractual obligations in accordance with SLAs ▶ Oversee project financials, expenditures, and reporting ▶ Suggest improvements and efficiencies based on observations of the operation and quality of customer experiences
CMS Certification Manager (DE)	▶ Responsible for MECT or Outcomes Based Certification Activities ▶ Documentation, artifacts to support certification ▶ Preparation and participation in certification activities with CMS

Role	Responsibilities
Training Manager (DE)	► Creation of training and documentation materials for DE ► End user training for DE users ► Ongoing education track for BMS on best practices in data analytics and data science
Operations Director (UCX)	► Manage functional teams, including Facility, Contact Center, Technology, and PMO ► Support start-up and transition of all contact center tasks and deliverables ► Manage and improve contract performance through performance monitoring, problem resolution, system audits and quality assurance measures ► Develop processes/plans and execution of status reporting ► Ensure that staff has adequate supervision, resources, and equipment needed to perform work ► Ensure that all project-identified processes and methodologies are executed and followed ► Employ policies to ensure that staff complies with all federal and state laws, regulations, rules, and sub-regulatory guidance, and requirements set forth in the contract related to personal data ► Manage, through subordinate managers and in accordance with contract requirements and company policies, procedures, and guidelines ► Deploy team building and development strategies to create/retain high-performing teams ► Ensure that operational teams' performance meets all standards and SLAs ► Provide guidance to operational managers to include performance appraisals, mentoring, and professional/development
Senior Contact Center Manager (UCX)	► Work closely with Human Resources, recruiting teams, and workforce management (WFM) team to ensure issues are addressed and contact center is staffed to plan ► Implement and evaluate effectiveness of employee retention initiatives ► Work with WFM team to adjust production schedules, processes, resource allocation, and staffing to support business needs ► Provide leadership and direction for contact center managers and supervisors ► Monitor staff, performance, and processes in support of the contact requirements and SLAs ► Ensure that there are coordinated training and WFM activities ► Conduct performance reviews, monitor productivity, and assess quality of agent interactions ► Monitor quality to improve KPIs and develop corrective actions as needed
Technology Manager (UCX)	► Oversee cloud hosted digital/telephony environment (ACD, IVR, WFM, CRM) ► Support analysis and design for system updates, enhancements, and revisions during operations ► Maintain system security and privacy requirements as required by the contract ► Oversee contact center infrastructure including systems, interfaces, applications, and other linkages ► Maintain system data backup and retention as required by the project ► Investigate and solve complex technical problems and data discrepancies across the contact center platform and operational areas ► Become familiar with and adhere to BMS application architecture, security and quality assurance standards, policies and guidelines and ensure project alignment ► Provide leadership, technical activity planning, coordination, and day-to-day direction to complete the assigned requirements, produce required deliverables, and meet relevant milestones ► Plan, test, get authorization for, and implement all necessary integrations
PMO Manager	► Coordinate forecasting and resource planning ► Maintain work plan with weekly adjustments ► Assemble and release the daily, weekly, and monthly implementation reports ► Propose ongoing forecasting and staffing refinement ► Facilitate cross-team communications and ensure contract compliance ► Monitor and analyze performance data against SLAs ► Oversee change and risk/issue management process ► Maintain adherence to Cognosante and PMI methodologies and processes ► Support ongoing continuous improvement activities

What are the suggested state Medicaid agency staffing levels to support DDI and ongoing operations?

These are challenging questions to answer in an RFI stage as there are several major variables that are unknown around scope and timeline. These questions would require more due diligence to give a meaningful estimate. In general, we encourage BMS to ensure that you have a staffing model that allows the staff to provide timely turnaround for vendor deliverables. Many projects experience delays when the state personnel are not able to keep up with the required review cycle.

How do these staffing requirements compare to other offerings in your Medicaid Enterprise solution?

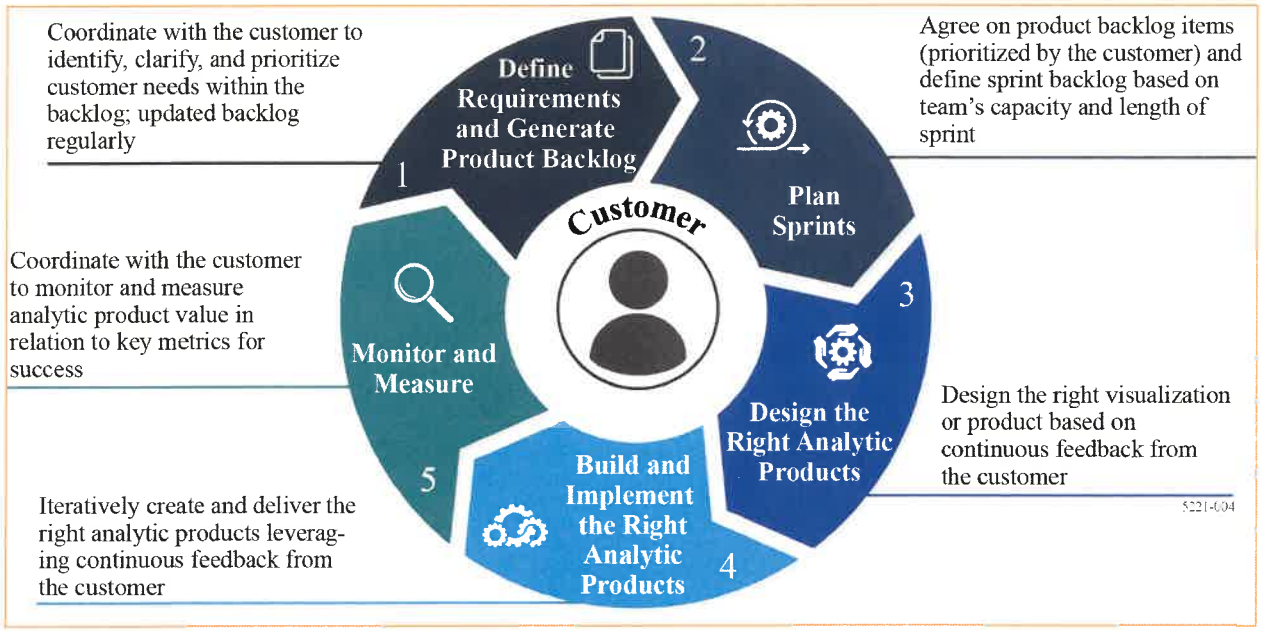
These are challenging questions to answer in an RFI stage as there are several major variables that are unknown around scope and timeline. These questions would require more due diligence to give a meaningful estimate.

Question 4.2.31

4.2.31 Describe the System Development Lifecycle (SDLC) approach that you use for implementing your Medicaid Enterprise solution.

Cognosante's SDLC framework is a Hybrid Agile approach that provides a road map for the project from business requirements validation to implementation as shown in **Exhibit 5**.

Exhibit 5: Hybrid Agile Approach. *Our SDLC can be tailored to the specific needs of the project, and we offer a flexible Hybrid approach that aligns with project requirements.*



Cognosante's Hybrid approach leverages both Waterfall and Agile methodologies:

- **Waterfall:** We follow the waterfall model for components where requirements are fully developed and less likely to be changed. Steps are clearly delineated: code, test, and implement.
- **Agile-based:** The Agile methodology is user-driven and uses cross-functional teams of users and developers to brainstorm and design on the fly while still developing requirements when coding begins. The SDLC framework determines which components fit best in this environment of fast-paced development with frequent walkthroughs for validation.

Our SDLC framework guides each aspect of project development and aligns with our COMPASS™ Project Management process. Cognosante brings proven methodologies, processes, and practices, and we will work with BMS to tailor those to best meet requirements and expectations for the project.

Human Centered Design

We engage users to elicit requirements following our human-centered design (HCD) process. HCD is a proven methodology for engaging diverse stakeholders in inherently complex situations such as the transition to new technical solutions, the improvement of current products, process improvements, the development of new innovations, or a means to facilitate change management. HCD methods achieve these objectives by providing a structured process for collaborative decision-making and creating transparency both within BMS and across the stakeholder network. Each session will have an agenda, be recorded (with consent), and produce a set of meeting minutes with decisions and actions to ensure that schedule milestones continue to be met or adjusted, as necessary. This iterative process actively solicits and incorporates user feedback to confirm that the solution meets BMS needs and expectations.

Can your SDLC approach be incorporated into an environment that uses a traditional "waterfall" SDLC approach?

Yes, we take our Hybrid Agile approach and align it with the formal Waterfall SDLC gate reviews. This allows us to collaborate with BMS for planning on full or partial deployments, as well as deployments to pre-production and production environments. Our alignment with traditional waterfall gate reviews ensures BMS has a familiar and milestone driven SDLC experience.

What about "agile" methodologies to support the implementation of your Medicaid Enterprise solution? If so, how can this be accomplished?

Our Hybrid Agile approach leverages the benefit of agile methodologies, allowing us to deliver work in an iterative manner. Our delivery approach provides the following benefits:

- **Improved collaboration:** More frequent releases allow us to coordinate with BMS and adjust the schedule if a work product is created but requires changes due to changing project requirements. We can more rapidly pivot on work product, and we can continue through the SDLC while changes are addressed via the established Change Management Process.

- **Early feedback**: BMS will have the opportunity to validate that data, data marts, and other work products are functioning correctly and as intended during user acceptance testing iterations versus waiting for the entire project scope to be developed.
- **Maximize efficiency:** Traditional waterfall approaches require BMS to make decisions on work products during requirements and then wait until the deliverable is complete. Our iterative approach makes the review process more efficient by allowing shorter iterative inputs, ensuring requirements are properly translated to the right work product and allowing BMS to provide feedback during the development cycle.

Question 4.2.32

4.2.32 What is the typical duration of a project to implement your Medicaid Enterprise solution?

Project duration is highly dependent on the overall scope and requirements by module. In addition, the overall timing and approach to procuring each module will impact the timeline.

How does this timeline break down across the planning and DDI phases?

The planning phase is largely dependent on whether the state selects a Waterfall or Hybrid Agile approach to DDI. In a Waterfall approach, all requirements must be gathered and documented before development begins, requiring a very significant requirements phase. Using a Hybrid Agile approach allows us to incorporate requirements into incremental phases, allowing us to begin development faster and accelerating the timeframe between requirements and delivery.

Question 4.2.33

4.2.33 What do you see as the key cost drivers for implementing your Medicaid Enterprise solution?

Across all our engagements, the number one cost driver for implementation is associated with personnel. Most states prescribe required or key personnel for a project, often with incremental requirements based on work location, and key personnel are almost always required to be full time employees. As the COVID-19 pandemic has demonstrated, companies such as Cognosante have found innovative ways to connect project personnel remotely, and we have created a structure that allows us to be nimble, responsive, and engaged with our clients even though we are not able to meet face-to-face at this time. This experience has reinforced our recommendation that states should allow the vendor to propose the right mix of staff needed to meet the project requirements, removing the need for large numbers of full-time staff in a single geographic area. Cognosante has proven experience staffing projects with the right people to achieve results, drawing on a nationwide pool of talented employees. We use a mix of full-time and part-time staff assignments, bringing the right resources for each phase of the project and removing resources once their scope is completed satisfactorily. This dynamic staffing approach reduces costs without impacting the quality or excellence of our delivery model.

What recommendations do you have for managing MES costs and demonstrating outcomes that mitigate any unnecessary costs of a Medicaid Enterprise solution?

As we have discussed in our response, we recommend using a Hybrid Agile approach during DDI to ensure that the technology solution deliverables align with BMS requirements and that BMS can provide direct feedback during the development cycle. This will help reduce the overall costs as it allows us to get it right the first time – with the ability to make incremental adjustments to deliverables along the way. Another key tool to demonstrate outcomes is strong adherence to the CMS Outcomes Based Certification methodology. Ensuring that the project adheres to established KPIs helps keep the focus on demonstrating outcomes for the new MES.

Question 4.2.34

4.2.34 Using your Medicaid Enterprise solution as an example, what guidelines do you recommend for "phasing in" your modules and/or services?

As mentioned previously, Cognosante believes that an SI should be the first module awarded. The UCX should be the first module to follow the SI. Having the UCX vendor at the table to perform necessary business process transition and integration with systems transition and integration will be a key success factor. Because there are limited technical integration points required between the SI and the UCX, this second module can be awarded and implemented quickly, giving BMS momentum as it moves to more technical complex applications.

Following the UCX, Cognosante recommends implementing Member and Provider data modules to allow for data cleansing in the new MES.

Cognosante recommends the award of EDW module follow the Member and Provider data modules. This will allow BMS to have early access to dynamic new analytics and reporting and will help support Outcomes Based Certification efforts for the MES.

Exhibit 2, which appears in Question 4.2.4 represents an overview of Cognosante's recommendation for MES module composition and the sequence of their release.

How do these guidelines maximize efficiency and/or minimize risk?

SLAs are more plentiful and require more effort to maintain in UCX than in technical modules and adding these services earlier in the overall MES transformation process allows for gradual increase in staffing levels that are necessary to address the increasing scope of work. This reduces risk of failure while also allowing for consistent application of customer service initiatives across all communication channels.

Launching the new DE module early in the process will reduce risk and improve visibility and, therefore, efficiency as the rest of the modules are deployed. BMS can leverage the DE to evaluate the overall quality of the data in the MES, allowing the State to adjust requirements to approve data quality during the DDI. In addition, the DE can be an important resource to support CMS Outcomes Based Certification for the entire MES. Finally, as previously discussed, strong

Data Governance is a key success factor, and having the new DE online will help support this critical aspect of the MES.

What constraints would they place on DDI partners and BMS?

There would be limited constraints placed on DDI partners or BMS with these guidelines.

Question 4.2.35

4.2.35 What do you believe would be the optimum duration and the minimum duration for DDI of your Medicaid Enterprise solution?

The duration of the DDI period is highly dependent on scope. DDI can range from six months for discrete modules up to 36 months for the entire MES.

Question 4.2.36

4.2.36 List and describe the documentation developed by your company and/or the state Medicaid agency that is essential to DDI and operations of your Medicaid Enterprise solution.

Cognosante uses our proprietary COMPASS™ approach to project management that is based on industry best practices and PMI principles. Standard documentation for all engagements includes the following documents and plans:

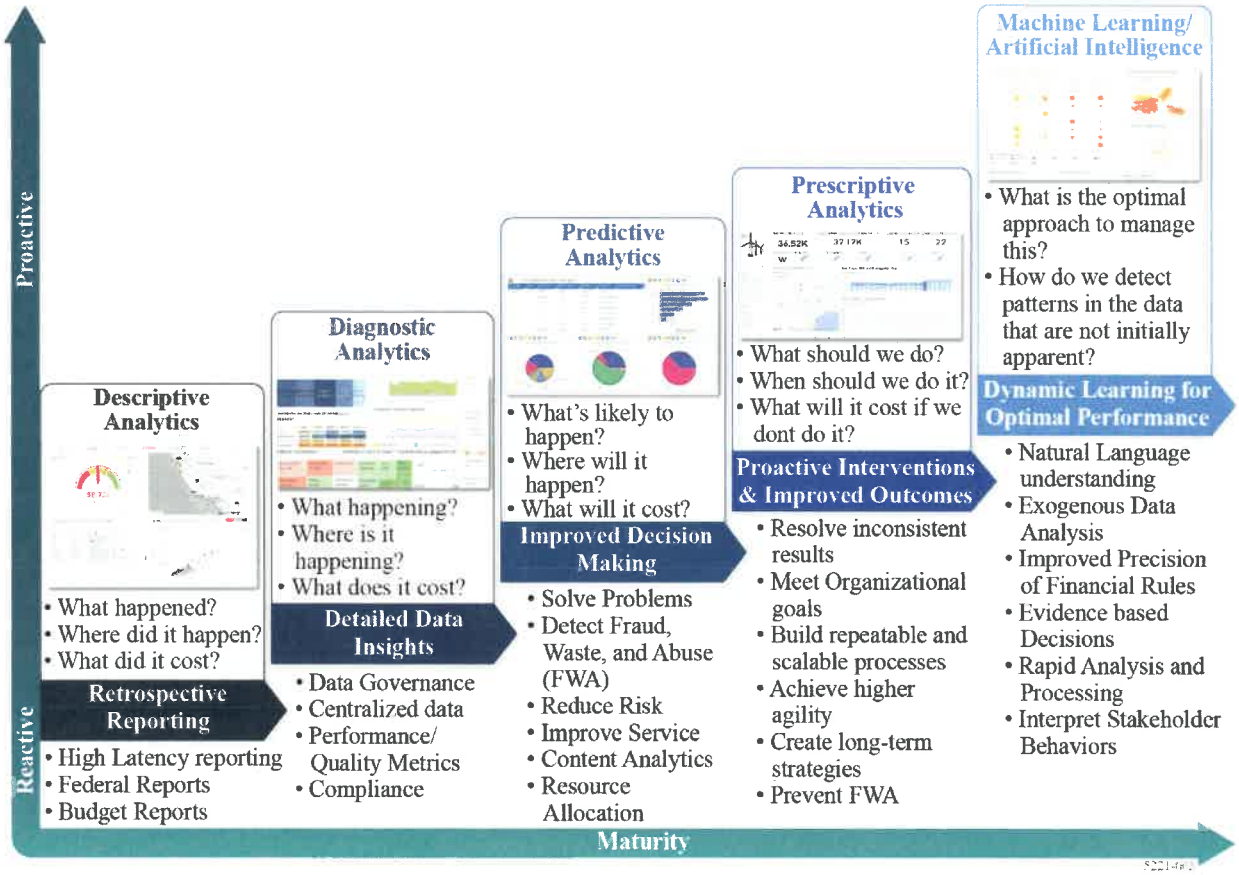
- Schedule for all planned tasks/activities
- Deliverable Management Tracking Plan
- Project Schedule and Maintenance Procedures
- Communication Management Plan
- Status Reporting Management Plan
- Documentation Management Plan
- Resource Management and Organizational Structure
- Risk and Issue Management Plan
- Scope Management Plan
- Change Management Plan
- Organizational Change Management Plan
- Quality Management Plan
- Testing Strategy and Plan (including Defect Management)
- Operational Readiness Plan
- CMS Certification Management Plan

Question 4.2.37

4.2.37 Detail how your Medicaid Enterprise solution could support BMS in improving data analytics and reporting capabilities, data sharing initiatives, and overall confidence in health data.

We think of data and analytics as a continuum of maturity along two dimensions. Cognosante's approach accelerates analytic capabilities from descriptive to predictive and prescriptive (see **Exhibit 6**). The journey can be depicted as increasing maturity from retrospective reporting to cognitive insights with ML/AI providing the most proactive information. The goal of the journey is managing information as a strategic enterprise-wide resource used for driving cost reductions and improving outcomes.

Exhibit 6: Our Approach to Analytics. *Cognosante has a layered approach to Analytics maturity, allowing us to support BMS growth and sophistication over time.*



Gartner defines data and analytics as the management of data for all uses (operational and analytical) and the analysis of data to drive business processes and improve business outcomes through more effective decision-making and enhanced customer experiences.

Consider the five dimensions of data analytics beginning with the simplest.

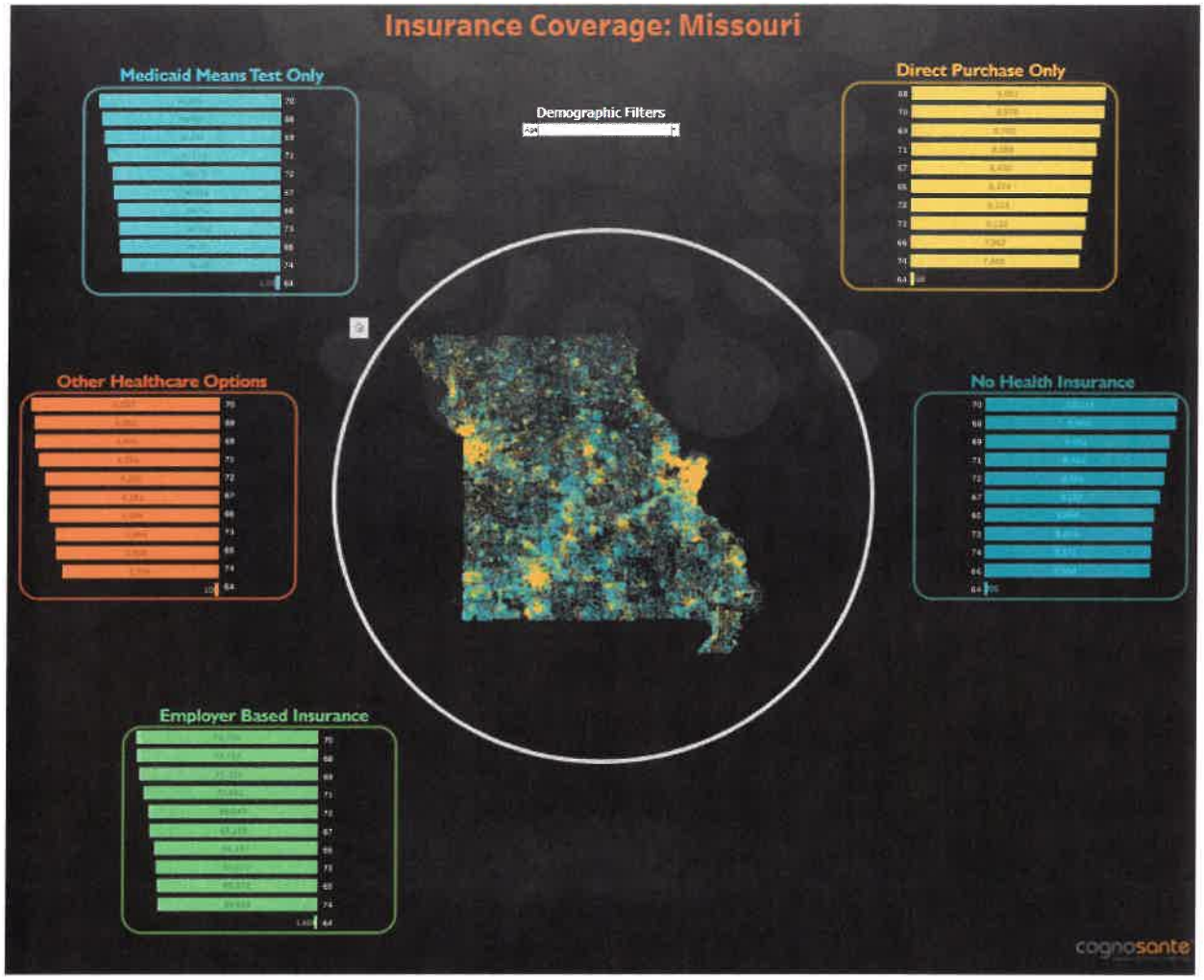
1. Descriptive Analytics is the examination of data or content, usually manually performed, to answer the question ***"What happened?"*** (or what is happening?), characterized by traditional business intelligence and visualizations such as pie charts, bar charts, line graphs, tables, or generated narratives. Descriptive analytics is focused only on what has already happened in the organization and it is not used to draw inferences or predictions from its findings. Descriptive analytics is frequently used in the day-to-day operations of an organization. Standard reports – such as those on number of claims, number of authorizations, member demographics – are all examples of descriptive analytics that provide a historical review of BMS operations. Data collected by these kinds of reports can be easily aggregated and used to create dashboards that can be shared with other users.
2. Diagnostic Analytics is a form of advanced analytics that examines data or content to answer the question, ***"Why did it happen?"*** It is characterized by techniques such as drill-down, data discovery, data mining and correlations. This is the second step because you must first understand what happened to be able to determine why it happened. These types of analytics are often categorized as ad-hoc queries.
3. Predictive Analytics is a form of advanced analytics that examines data or content to answer the question ***"What is likely to happen?"*** Predictive analytics is based on probabilities. Using a variety of techniques such as regression analysis, forecasting, multivariate statistics, pattern matching, predictive modeling, and forecasting, predictive analytics attempts to forecast possible future outcomes and the likelihood of those events. Because predictive analytics can tell BMS what could happen in the future, this methodology empowers executives and managers to take a more proactive, data-driven approach to strategy and decision-making.
4. Prescriptive Analytics is a form of advanced analytics which examines data or content to answer the question ***"What should be done?"*** and is characterized by techniques such as graph analysis, simulation, complex event processing, neural networks, recommendation engines, heuristics, and machine learning. If descriptive analytics tells you what has happened, diagnostic analysis tell you why it happened, and predictive analytics tells you what could happen, then prescriptive analytics tells you what should be done. This methodology is the most advanced stage in the business analysis process and the one that calls businesses to action, helping executives, managers, and operational employees make the best possible decisions based on the data available to them.
5. We include Advanced Analytics, Data Science, and ML/AI in our continuum as this is where we anticipate the most growth and innovation. To support Advanced Analytics, we recommend that BMS expand the scope of the EDW procurement to include requirements to provide a Data Lake as well as a structured data warehouse. Data can be ingested from the various sources directly into the Data Lake as raw data. Data science requires large volumes of quality data, and with traditional warehouses the relevant data for models is stored in silos or not available within the organization. In addition, extensive data cleaning and feature engineering takes valuable time away from building models. We recommend that the data be extracted from the source systems (whether they are on premise or in the cloud); be loaded as raw data in the Data Lake (where it can be used for data analytics purposes) and transformed to a cloud-based EDW for reporting and retention.

Question 4.2.38

4.2.38 Describe or illustrate your data visualization capabilities.

We support multiple business intelligence platforms, data science tools, and programming languages to advance and mature the data analytic and visualization capabilities of the organization. This includes advanced technologies that use ML and natural language processing to automate the analysis process normally done by an analytics specialist or Data Scientists and represents the future of analytics. Our visualization approach incorporates the industry leading ESRI ArcGIS for geospatial analysis. **Exhibit 7** shows an example network adequacy analysis for Missouri Pediatricians. Our data science team analyzed the types of health insurance available in the State (Medicaid, Private Pay, Employer Based, etc.) as well as all pediatrician providers in the State. Factors in the analysis include whether the pediatrician is accepting new patients, and whether the provider accepted one or more of the insurance types. This data was then plotted using Esri ArcGIS to create a geospatial view of network adequacy; the dark areas within the state represent pediatrician voids (actionable insight).

Exhibit 7: Missouri Pediatrician Network Adequacy. *Advanced analytics and geospatial analysis combine to present visualizations on network adequacy.*



Question 4.2.39

4.2.39 How does your Medicaid Enterprise solution improve the coordination of care, detect and prevent fraud, waste, and abuse to support Medicaid program integrity, and improve stakeholder access to state Medicaid Enterprise data?

Cognosante offers a flexible approach that will allow BMS to use our DE to detect fraud, waste, and abuse, or we can provide API access to third-party vendors who specialize in fraud investigations. To combat the various fraudulent practices, we offer multi-dimensional and flexible ad hoc reporting capabilities for post-payment reviews and fraud detection and investigation, including reports to help:

- Identify services that are inconsistent with program policy
- Identify suspicious billing patterns
- Detect unusual service delivery patterns

- Identify outlier providers and members based on measures such as unique patients, cost per patient, services per patient, utilization metrics, etc.

Users can analyze trends with supported drill down to the underlying detail levels. One of the advantages of our approach is the ability to spin up virtual databases, using zero-copy cloning. This allows us to provide custom data views to authorized users without having to transfer and duplicate the data. The data is cloned, always remaining in sync, and updating in real time to support advanced analytics including ML/AI tool support.

Question 4.2.40

4.2.40 Describe how your Medicaid Enterprise solution increases access and shared use of data with both the State and other vendors, improves healthcare quality management, and increases automation capabilities.

Cognosante recommends establishing three key shared services to increase access and use for provider, member, and reference data. Establishing a source of truth for each of these data sources helps improve data quality for all users (State and other vendors). Consolidating the management of each of these foundational data sources will help improve overall healthcare quality management, increase automation, and remove complexity and duplication from the MES environment.

Question 4.2.41

4.2.41 If applicable, how does your Medicaid Enterprise solution improve access to end-users, such as a user's data or access to additional services?

Cognosante's DE dramatically improves access to end users who need to be able to see both the raw data from the source systems as well as cleansed and curated data sets that are ready for complex data analysis. Our DE, powered by Snowflake, allows BMS to deploy a Data Lake as well as a structured EDW, in the same platform. This ability to house structured, semi-structured and unstructured data together allows your researchers and data scientists the greatest flexibility in conducting dynamic and meaningful analytics. In addition, we support FHIR APIs, so BMS has the option to connect third-party mobile applications for new end users, such as Medicaid recipients who would like to view their data, thus improving compliance with the new ONC regulatory requirements.

Question 4.2.42

4.2.42 How can your Medicaid Enterprise solution help address gaps in health outcomes? Please provide outcomes from other engagements, if applicable.

Creating a UCX will improve access to these functions for all Medicaid members and providers, increasing the probability of timely and accurate availability of critical health information. Fully incorporating HIE data into the data utilized by the EDW will allow for more robust evaluation

of interventions and outcomes, paving the way for better care coordination and the adoption of performance-based payments and incentives.

Question 4.2.43

4.2.43 Describe your experience with payment milestones during the DDI of your Medicaid Enterprise solution.

Cognosante has extensive experience receiving milestone payments during DDI on multiple state and federal projects. We recommend the payment milestones be established during the procurement process, that each milestone is discrete and well defined, and that the State has adequately planned for the review and approval process throughout the DDI. Projects with many smaller milestones tend to unnecessarily draw out the DDI period because most states have a standard review timeline associated with each milestone. We recommend grouping smaller milestones together to help accelerate the overall timeline.

In other DDI projects, were payments tied to deliverables, acceptance criteria, and/or other DDI milestones?

In our experience, most milestones are tied to acceptance of deliverables. This process allows for incremental payments throughout the DDI and is a good reflection of the accuracy and quality of the vendor's work product.

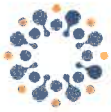
Question 4.2.44

4.2.44 Do you have a short demonstration of your approach and/or Medicaid Enterprise solution that you would like to present to BMS?

Cognosante would appreciate the opportunity to provide a brief demonstration of our approach for both the Cognosante DE and the UCX.

If so, please describe the method of presentation for the demonstration and suggestions for who should attend. If BMS wishes to take part in a demonstration, they will reach out to the Respondent for further information.

We are available to come on site or to present our capabilities via web demonstrations. We recommend at least one hour per module to allow for sufficient time to incorporate questions from the participants.



Cognosante recommends that representatives from BMS interested in or responsible for data science, analytics, reporting, and program management attend the demonstration of the Cognosante DE.

Representatives from BMS interested in or responsible for the customer experience and support programs should attend the UCX demonstration.

Question 4.2.45

4.2.45 Is there additional information you would like to share with BMS related to the topics addressed in this RFI?

Why Cognosante

As BMS selects and evaluates partner performance, we believe four factors measure program success:

1. **Did the contractor serve as a true partner to BMS and take proactive actions to align their services with the Bureau's mission?**

BMS seeks a vendor partner who can help ensure that the State follows industry best practices and approaches to systems development, open interfaces, and industry standards such as FHIR and X12. BMS needs expertise and agility in response to and preparation for changing regulations and standards including the following:

- FY 2021 Inpatient Prospective Payment System (IPPS) and Long-Term Care Hospitals final rule
- Electronic Clinical Quality Measures Requirements
- 2021 Certified Electronic Health Record Technology Requirements
- ONC Standards Bulletin 2021-1
- ONC Cures Act Final Rule
- ONC Cures Act Interim Rule
- United States Core Data for Interoperability
- CMS Interoperability and Patient Access Final Rule
- CMS Interoperability, Reducing Burden, and Prior Authorization Proposed Rule
- Trusted Exchange Framework and Common Agreement
- FHIR
- SMART/OAUTH 2
- Open ID Connect

Our strategic preparedness and leadership as a BMS partner are critical to deliver, communicate, and evolve the plan to navigate the above, in concert with technology, policy, pandemic, and other external forces. Concurrently, it is imperative that the new MES leverage the significant investments of time, effort, and money by both the public and private sectors to comply with HIPAA, HITECH and 21st Century Cures Act requirements.

2. **Did the contractor consistently deliver personnel who provided thought leadership along with relevant experience?**

It starts and ends with expertise. Our team has a demonstrated track record of success in Interoperability, Data, and Analytics. We supplement our depth with national CMS and ONC expertise. We offer BMS our partnership, depth of knowledge, and proven skills to deliver and build upon a successful transition, implementation, and launch of the new MES solution.

We will assign the most experienced members of our team to support the MES Program and augmented our expertise with deep knowledge of BMS history and legacy to ensure we

maximize the value of everything done to date, while injecting stimulus into the team and technology to guarantee acceleration toward BMS goals.

3. Did the contractor bring innovations in technology and programmatic processes that resulted in Improved Operational Effectiveness, Greater Flexibility, and Greater Capabilities?

Cognosante brings significant, proven expertise in successful Program Management for Medicaid, HIE, state, federal, cloud-hosted, and advanced technology programs. COMPASS™ is the Cognosante framework for standards, processes, and tools used to optimally deliver projects using Hybrid Agile methodologies and based on quality and technical management best practices. COMPASS™ is aligned to relevant components of industry standards and accepted best practices, including the PMI A Guide to the Project Management Body of Knowledge, ISO 9001 Quality Management Standard, and Capability Maturity Model Integration for Services and Capability Maturity Model Integration for Development constellations. Cognosante is committed to the consistent application of a robust project management methodology to achieve numerous benefits, including the following:

- Improved client, team, and organizational satisfaction with project outcomes
- A consistent project management experience for our clients and project teams
- Reduced impact of staffing changes on projects
- Potential for automation of standardized processes and reporting
- Alignment with industry standards and certifications (e.g., PMI, ISO 9001, Quality Management Standards, Capability Maturity Model Integration, and American National Standards Institute/Electronic Industries Alliance 748)

4. Did the contractor enact a seamless transition that addressed the immediate needs of BMS and prepared BMS for future achievement?

The right vendor partner must ensure a successful transition from the legacy vendor, the implementation of new requirements, and successful CMS Certification of the final solutions. This complex environment requires experience and flexible solutions that can adapt to the rapidly changing technology deployment. Further, the new MES requires significant cross vendor coordination, including carefully navigating the existing data exchanges without creating any disruption to service and placing a minimum burden on module vendors to integrate with the new strategic information system.

Finally, BMS must balance the new requirements, evolving MES model, changes to the federal policy landscape, technology progressions in alignment with stakeholder needs, and usability against a constrained budget which has been further impacted by COVID-19. Cognosante brings a unique approach to these challenges and an ongoing commitment to investing in our MES solutions to help meet BMS requirements without adding proportional costs to the program. Our established platforms and tools include a corporate commitment to investing in and maintaining currency of those tools. Our participation in national interoperability landscape evolution and FHIR reduces the probability that Cognosante will need to react to unplanned requirements and changes, and this reduces the burden on BMS to keep pace with national developments. Our careful tracking, active participation in, and proactive adapting of our technology for compliance

with national standards and rules ensures that the MES solution will remain fully in alignment with all regulatory compliance.

We deliver innovative, transformative solutions that help improve health and safety outcomes for Americans, especially for those who need it most. Our expertise and integrated approach assist federal and state agencies in solving complex challenges – so they can accomplish their missions. We would be honored to help BMS transform the existing MMIS into a new, modern solution that best serves the needs of the people of West Virginia.