Approach to Contractor General Requirements

Approach to Contractor General Requirements

RESPONSE 38

RESPONSE 38: Using the format provided in Section D.3.6.2, the Offeror shall provide a description of how their proposed solution will meet each of the technical and business services requirements provided in Section 7 of the RFP Body and Appendix A – Requirements and Performance Standards Matrix. The Offeror shall provide video, screenshots, and/or process documentation to support any statements regarding features and functionality that are already "In Production". In addition to providing narrative describing the specific functions and features in each component above, in the section provided in the response format, the Offeror shall make a direct correlation to the detailed requirement(s) in Appendix A – Requirements and Performance Standards Matrix that is being addressed. The Offeror shall also describe the licensing process, if any, for the proposed solution as part of their response.

The Department's approach to a new healthcare delivery model focuses on strategic areas such as healthcare outcomes, program integrity, and cost containment. HP's solution allows you to move beyond simple claims processing and shift your investment to the high-value services as outlined in the general requirements. The HP team delivers these services with honed experience and innovative thinking, a certified interChange Medicaid Enterprise business solution, MITA-aligned processes and tools, and unparalleled project management experience.

Within our full response to the RFP, we demonstrate that we meet or exceed the requirements with a comprehensive solution. Our Executive Summary affirms our ability to provide experienced personnel, HP proven practices, and implementation execution unmatched in the industry. HP demonstrates that "there is no substitute for successful experience."

HP offers our response to the Department's request for the approach to our general requirements as follows:

- 7.2 – Project Management and Reporting Requirements (RESPONSE 38a)
- 7.3 – Contractor Responsibilities Requirements (RESPONSE 38b)
- 7.4 – Deliverable Requirements (RESPONSE 38c)
- 7.5 – Training Requirements (RESPONSE 38d)
- 7.6 – Security and Confidentiality Requirements (RESPONSE 38e)
- 7.7 – Audit Requirements (RESPONSE 38f)
- 7.8 – Compliance with Federal Standards Requirements (RESPONSE 38g)
- 7.9 – Disaster Recovery and Business Continuity Requirements (RESPONSE 38h)
- 7.10 – Data Retention Requirements (RESPONSE 38i)
- 7.11 – Technical Requirements (RESPONSE 38j)
- 7.12 – System Interface Requirements (RESPONSE 38k)
- 7.13 – Rules Engine Requirements (RESPONSE 38l)

- 7.14 – Workflow Management Requirements (RESPONSE 38m)
- 7.15 – Data Management Requirements (RESPONSE 38n)
- 7.16 – Application Environment Requirements (RESPONSE 38o)
- 7.17 – System Performance Requirements (RESPONSE 38p)
- 7.18 – Enterprise Architecture Requirements (RESPONSE 38q)
- 7.19 – User Interface and Navigation Requirements (RESPONSE 38r)
- 7.20 – Online Help Requirements (RESPONSE 38s)
- 7.21 – Alert Requirements (RESPONSE 38t)
- 7.22 – Systems Reporting Requirements (RESPONSE 38u)
- 7.23 – Other Technical Requirements (RESPONSE 38v)
- 10.2.1 – Invoicing (RESPONSE 38w)

As you read our responses, we hope you see that HP brings the least risk and the greatest capability for success based on the broadest experience of any vendor in the MMIS market. That is why more states serving more program members have depended on HP's MMISs and fiscal agent services longer than any other company.

RESPONSE 38a

7.2 – Project Management and Reporting Requirements	In Production? YES/NO
Description Addresses Requirements (Provide the range as applicable): 1007-1014, 1017-1022, 1049, 1055, 1056, 1062, 1063, 1106, 1111-1115, 1118-1125, 1127-1137, 1139-1151, 1155, 1158, 1159, 1167, 1168, 1171-1174, 1176, 1178, 1231, 1232, 1233, 1278-1279, 1369-1370, 1789, 1790, 1796, 1801, 1824	YES

HP's structured project management approach provides clear standards, automated processes, and measured controls to manage activities, tasks, deliverables, work plans, budgets, staffing, issues, risks, and milestones for each individual project and the enterprise. This integrated approach reduces project risk by avoiding deviations from RFP requirements and by reinforcing agreed-on project standards and disciplines.

Project Management Structure (Unique ID 1018)

The size and scope of the COMMIT project requires structured and effective project management. HP brings standard, proven practices in establishing our HP Project Management Office (PMO) for the implementation of the Colorado interChange MMIS. The PMO will instill a common approach and language that increases program quality, provides early issue identification and definition, and drives successful issue resolution. To promote quality implementation outcomes, our PMO will maximize its successes through adherence to project management disciplines, project governance, integration with organizational change management, and by applying proven practices and processes and taking advantage of lessons learned from similar implementations.

The PMO collaborates with the design, development, and implementation (DDI) teams and controls changes that regularly take place on large, complex projects. This is essential because control directs appropriate actions at the right time to achieve program objectives. HP will integrate our PMO governance and controls with the Department's governance model to verify that communications, oversight, and performance for this project meet RFP requirements.

Collaboration and control comes through using proven standards and tools. Standards are the guide for managing projects and developing systems. Standards provide the path for consistently creating efficient, repeatable processes that deliver quality outputs. HP uses industry-leading standards such as the Project Management Institute's (PMI's) *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide fifth edition). We align these standards with the Capability Maturity Model Integration (CMMI) for our project, program, and portfolio

management approach and ISO/IEEE 12207-2008 System and Software Engineering – Software Life cycle Processes for our quality management approach.

HP will manage the project according to the approved project management plan and subsidiary plans. Our project management plan provides a structured approach that integrates standard PMBOK processes into and across the entire project implementation and operational life cycle. This integration supports the solution for the COMMIT project that reduces project risk and promotes the following:

- A common understanding of project responsibilities across the organization
- Consistent use of repeatable processes and documentation
- Verification that critical tasks are monitored and controlled
- Predictable project performance
- Timely, comprehensive project management communication and reporting
- Ability to plan, execute, and monitor enterprise project schedules proactively
- Ability to apply lessons learned across future efforts

Control also comes with the use of the correct tools customized to specific customer needs. The right tools in the right hands can increase the speed of delivery, verify that quality is included, and provide the necessary information to manage the daily activities under way while also giving insight for future efforts and decision-making.

Besides our Healthcare Enterprise EDGE SDLC, which we detail in RESPONSE 29, HP will use a combination of three tools to support the project management activities. The HP PPM and HP ALM tools described previously in this section are repeatedly rated in the top tier of enterprise commercial off-the-shelf (COTS) products by Gartner and Forrester. Along with an integrated SharePoint site, these tools will support the management of requirements, work orders, change orders, issues, risks, action items, schedules, testing, documents, system objects, defects, deliverables, version control, facilities, organization charts, project contacts, and project artifacts as determined by the project team and provide the necessary reporting regarding the content. The following is an overview of these tools.

HP PPM

HP PPM provides visibility across program and projects, enabling enterprise management of programs and projects from concept to completion. HP PPM, detailed in the following figure, provides real-time access to scope, issues, risks, quality issues, deliverables, schedules, resource management, critical path, and performance dashboards.

HP PPM is a web-based system with the following system attributes:

- Preconfigured work process flows

- Easy-to-use tools and dashboards for IT users at different levels with well-documented HP PPM processes

- Metrics that can measure the overall performance and effectiveness of HP PPM activities

- Ability to view Microsoft Project schedules and see metrics in real time on schedule performance

- Ability to view earned value, critical risks and issues, deliverables, and milestones

- Real-time resource time tracking through HP PPM interface with HP's corporate SAP time system

- Role-based dashboards supporting the Healthcare Enterprise EDGE SDLC

HP PPM
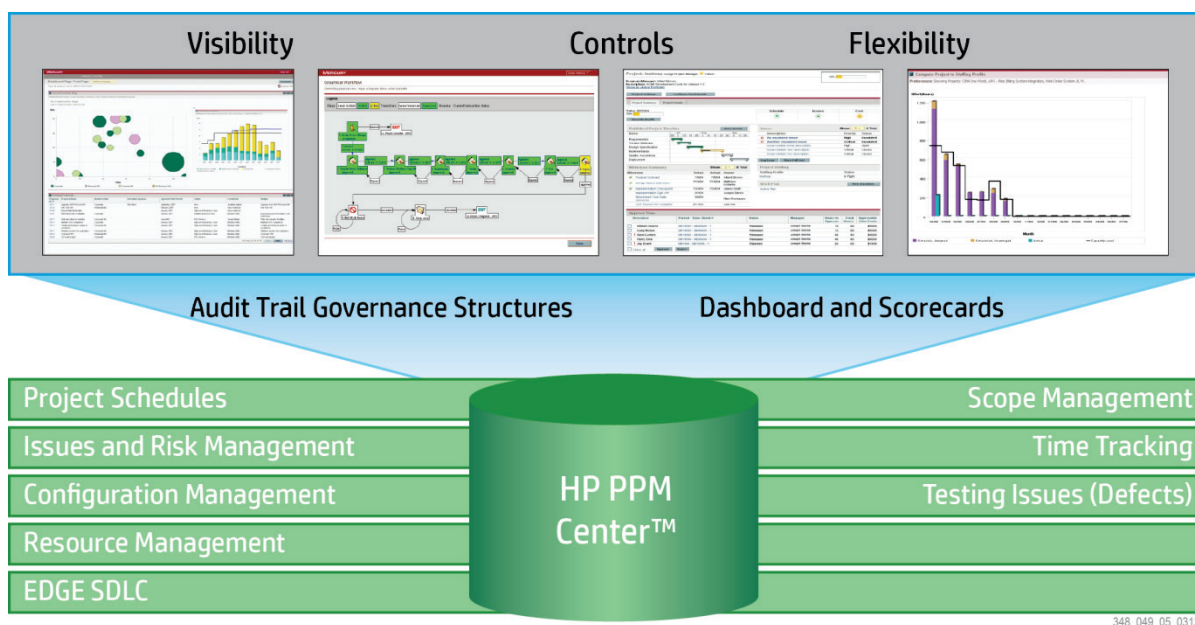
One key aspect of our centralized project management tool is that it provides the Department and HP teams with the information and processes needed to monitor and manage the many complex activities of this type of project. Using these proven processes—HP PPM and HP ALM—we provide the Department with the right information at the right time to make the right decisions.

HP ALM

Using HP ALM, our Requirements Validation teams deliver value to HP interChange MMIS projects. This tool works as a repository of system requirements documentation that is easy to navigate, interpret, and maintain throughout the life of a project. We also will use HP ALM to document and integrate requirements with the test cases for testing. The COMMIT project solution objects will be individually linked to the RFP requirements in HP ALM to show how the requirements are associated with the business processes.

An industry-leading tool, HP ALM is the central repository for the testing activity of projects. We will support the traceability of requirements to test cases directly from this tool. It manages

and governs quality processes and facilitates software testing across the entire application environment. We will use HP ALM to achieve the following:

- Enter, validate, and track the MMIS requirements

- Create a requirements traceability matrix to verify the requirements flow through the system and are tested appropriately

- Offer quality planning, test management, issue tracking, and analysis of defect trends and requirements coverage

- Enable participants to be engaged at the appropriate time with the appropriate information

- Track, document, and manage test case development and execution including defect management

- Reuse of requirements or test cases across projects and testing phases

HP Integrated SharePoint Site

A SharePoint site integrated with HP PPM and HP ALM serves as the document repository. The tool enables HP to create and access secure content while automating records management. It provides versioning and streamlines content management. We use these sites for "living" documents—types of documents that typically require updating and versioning. This collection and integration of collaborative tools provide a complete set of documentation capabilities throughout the project life cycle.

Also, because we integrate and administer each of the tools previously described for project management, the Department is not at risk of trying to manage and integrate several disparate tools. Advanced reporting tools such as dashboards and scorecard reporting support timely response for quality-controlled contract deliverables. With defined and documented processes, metrics, quantitative data, and qualitative standards, The Department can gain insight into our progress, continuously improving the quality of project management.

HP brings to the Department our proven practice work products, allowing us to do the planning by starting with a base set of plans and procedures specific for implementations. The benefits of these work products are as follows:

- Reduce deployment project start-uptime by sharing and tailoring project start-up documents
- Create consistent deployment start-up and planning
- Enable process delivery improvement by continually improving proven practice assets
- Enable gradual transition for delivery teams from past practices to proven practices
- Enable PMO activities that provide governance, tracking, oversight, and risk management

Advanced status monitoring capabilities are essential for a collaborative development team focused on success. We use automated dashboards in HP PPM and ALM for fast and easy access

to the consistent and accurate project status information that is required to monitor, manage, and report on the project. HP PPM and ALM enable Department leadership to perform a virtual walkthrough of each aspect of the project with a mouse click. Using these project management tools, the Department and HP can link to critical project information, including complete project work plans and schedules; project planning, guidance, and requirements documents; design and development specifications; test plans, cases, and results; deliverable specifications and sign-off documents; change support; and ongoing project status and progress reports.

Additionally, the dashboards and portlets in HP PPM allow users to have visibility to project issues that have been assigned or are associated with their role. This intuitive interface enables stakeholders to have anytime access to the latest issues. The portlets also allow users to sort and filter issues, highlighting the most relevant and pressing issues for the individual. Users will have access to the status of issues on their desktops and will not have to wait for weekly "status" meetings to determine what actions have occurred on issues of interest. Users also can export HP PPM data as needed. We offer easy-to-read project progress presentations—such as executive dashboards, customized dashboard reports, charts, maps, and other automated project reports. HP PPM and ALM were designed to capture core analytical information, allowing individuals to gain an at-a-glance understanding of project performance metrics and business issues.

Scorecard and dashboard reports enable our project manager and the HP PMO to more proactively determine trends or identify issues that, if properly managed, can become enhancements to the project instead of problems that need fixing. Advanced reporting tools such as dashboards and scorecard reporting support timely response for quality-controlled contract deliverables.

Performance Standards Reporting (Unique ID 1111)

The Department will have visibility into HP's performance standards. Using our proven performance monitoring tool, inSight Dashboard, key performance indicators (KPIs) are tracked, monitored, reported, and constantly visible.

The interChange inSight KPI Dashboard is where the key metrics that are aligned to service delivery excellence are captured and reported. The HP Colorado interChange solution exceeds expectations by going beyond static dashboard presentation and enables the users to have a true analysis tool at their desktop to evaluate, drill into the details, and filter the metrics to better understand the business drivers behind the KPI numbers. Our inSight Dashboard will be provided through a centralized content management system of Microsoft SharePoint. Through the inSight KPI Dashboard, the technical and operations performance data is directly available to the Department and HP leadership team for real-time, meaningful analytics.

To further explain the advantages of the interChange inSight KPI Dashboard, we provide the following figure.

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE
DEPARTMENT AND HAS BEEN REDACTED

Within this Contact Management example, the many advantages of the interChange solution become apparent. First, the top half of the screen lists the many interactive dimensions that the reviewer has access to, such as "Frequency Description, Contact Date, Contact Reason Description, and Contact Method Description." Managers can change these dashboard filters to drill into the specific metrics they elect to focus on.

The exciting part of this process is that by changing the filters the reporting displays of the dashboard change dynamically, eliminating the need to rerun a report and wait for a response. The presentation of the results is completed in real time, making the interChange inSight KPI Dashboard more than a reporting tool. The bottom half of the screen shows historical data. In The multipresentation method illustrated in the previous figure, line charts complemented by the two pie charts provide quick and visually meaningful information.

We detail inSight in RESPONSE 38j and provide a video demonstration in Response 48.

Transparency (Unique ID 1139)

By using these proven tools, the Department will have insight into HP's management activities. Communication and understanding are increased when the contractor has an open-door policy

for the Department. HP provides just that. By providing HP PPM and ALM, the Department will have visibility.

Building bridges and establishing bonds will make the COMMIT project stronger. We see this alliance as successful only if the Department is truly involved and knows what we know when we know it.

Weekly Status Meetings and Project Management Reports (Unique IDs 1140, 1143, 1172)

The Department will receive weekly project management reports on the status of the project activities. Weekly status meetings are standard practice for HP MMIS accounts because we know these meetings are beneficial for both sides to facilitate a common knowledge of the entire project status. We will participate in weekly status meetings in person or by telephone/videoconference call, as approved by the Department, to review status reports, including active system enhancements or projects, as defined in the change management plan. We will provide the meeting space and conference line/virtual meeting place. This opportunity to share information and clarify issues is invaluable in producing a positive relationship between the Department and HP.

Representation Authority (Unique ID 1144)

Decision-making is critical to keep the project moving forward. To facilitate quick turn-around on issues needing decisions and commitment from HP, we will verify that applicable meetings have a leader present with the authority to commit us to work planning, problem resolution, and program development. Each key staff member will have authority to make decisions in their respective areas. If necessary, issues will be escalated to Ruth Bryson, the Account Manager, for resolution.

Transmittals (Unique ID 1145)

HP proposes the use of SharePoint as our repository for contract artifacts. HP PPM integrated with SharePoint will allow the Department to initiate a Transmittals workflow to support the transmission and rapid delivery of transmittals. This allows for quick submittal, review, and approval of each Transmittal and acknowledgment back to the Department.

Software Version (Unique ID 1146)

HP will maintain the same software in the same version as the Department to facilitate ease of document exchange. This includes the Microsoft Office suite of products, as identified in the RFP requirements.

Federal and State Initiatives (Unique ID 1147)

HP is active in federal and state consortiums and groups to allow us to stay abreast of healthcare reforms and other topics. We participate in NMEH groups and have employees actively involved with hundreds of list servers for email alerts.

HP recognizes that changes in the Medicaid environment and healthcare in general can occur for many reasons and are often the norm rather than the exception. We serve 20 other state Medicaid customers that share many of the same challenges facing the Department today, including the following:

- Client eligibility counts growing because of aging populations and unemployment

- New programs and regulations being mandated by state and federal sources with little funding to back the new regulations

- Experienced state staff members retiring with the associated loss of institutional memory

- Potential funding cutbacks to federal funding streams being discussed in Congress

- Limited financial resources available to the Medicaid program with minimal "new" funding streams being provided

As other states face these or similar challenges, HP will bring to the Department new solutions, suggested programs, and cost-containment initiatives that other states have found beneficial in addressing these constraints. Our customers rely on HP to bring new and innovative solutions to our state Medicaid executives—ideas that help to address these challenges.

Our community of Medicaid accounts uniquely serves our customers in these challenging times. At frequent nationwide meetings, our account leaders discuss implementing new federal mandates and collaborate on how best to implement the mandates, sharing ideas and potential issues.

We also communicate regularly between our MMIS accounts and when a new process or procedure is successful on one or more accounts, the account leadership staff will bring these ideas back to the Department for consideration. And as the Department and our Colorado HP team develop new and innovative ideas, we can hold those up as examples for other states to emulate. Typically, the account leaders share best practices and lessons learned to the benefit of other account teams facing similar issues.

HP has developed a planning tool, which we offer to the Department to use as well. The software was designed and developed to track future projects and initiatives. Information can be gathered to support budget decisions, scheduling across a multiyear horizon and timing of prechange management activities such as advanced planning documents and contract amendments.

The tool allows a team to collaborate on:

- Identifying and prioritizing future initiatives

- Collect justification, projected costs and projected savings to support review and approval process with export to Microsoft Word to create APDs

- Develop activities and timelines of preinitiative start-up work that needs to be accomplished

- Tracks progress of activities and filters top priority initiatives and outstanding activities to drive status checkpoints and meetings

- Develop high level resource matrix to support prioritization and decision-making with export to Excel

- Provides Gantt chart view of initiatives and supports export into Microsoft Project

Finally, the Department will have the opportunity to participate in the interChange User Group. This allows the Department to directly talk to 20 other states to share in lessons learned, discuss and prioritize new features, discuss new Federal mandates and generally share information to the betterment of all parties.

Compatibility with Clarity (Unique ID 1150)

HP uses Microsoft Project for managing the work plan, which is compatible with Clarity.

Monthly System Change Report (Unique ID 1008)

HP will provide a report to the Department regarding the system changes that have been implemented in the previous month. The report also will contain a projection of change requests that will be implemented in the upcoming months.

Unique IDs Addressed in Other Responses

To avoid considerable repetition of information that applies to numerous responses, we have placed the requirement in one response and linked to it in the other responses. This includes the following.

Unique IDs Addressed in Other Responses

ID	Requirement	Detailed Response Provided in
1007	Design, develop, test, and implement changes and Enhancements, per the Configuration Management Plan, that may be selected by the Department through the Configuration Management Process for implementation during the duration of the Contract.	RESPONSE 29
1009	Provide the ability to revert to the previous Configurations of the new change that causes the undesirable system impact, within a defined time period in the Change Request.	RESPONSE 29

ID	Requirement	Detailed Response Provided in
1010	Document results of lessons learned for each Enhancement, and incorporate that information into the Change Management Plan to reduce the occurrence of defects in future artifacts and processes (continuous improvement).	RESPONSE 29
1011	Implement and monitor an internal quality control process to ensure that all Deliverables, documents, and calculations are complete, accurate, easy to understand, and of high quality. Include a process to record and address corrective and preventive actions.	RESPONSE 29
1012	As defined in the Communication Management Plan, develop and provide standards and templates for all documentation and communications for review and approval by the Department. Documentation and communication includes: • Weekly Status Reports. • Monthly Status Reports. • System Generated Reports. • Meeting Agendas. • Meeting Minutes.	RESPONSE 29
1013	As reasonable, attend in person, any meeting with the Department or other Department stakeholders at the location of the meeting, unless the Department gives approval to attend by telephone or video conference. In the event that the Contractor has any personnel attend by telephone or video conference, the Contractor shall be responsible for providing the conference line or virtual meeting place.	RESPONSE 29
1014	As defined in the Communication Management Plan, maintain complete and detailed records of all meetings, System Development Life Cycle documents, presentations, project artifacts and any other interactions or Deliverables related to the project described in the Contract and make such records available to the Department upon request, throughout the life of the Contract.	RESPONSE 29

ID	Requirement	Detailed Response Provided in
1017	Develop and submit for Department approval a Project Management Plan, as defined in the most current edition of "A Guide to the Project Management Body of Knowledge (PMBOK)". The plan shall define how the Contractor shall manage all aspects of the Contract that affect price, schedule, performance (scope and quality), risk/issues/opportunities, and applicable resources. The plan shall include at a minimum: • Approach for executing monitoring and controlling the project. • Approach for managing resources and training. • Approach for managing communication and reporting. • Approach for managing scope, schedule, and cost. • Approach to managing risk and project issues. • Approach to managing changes. • Approach to configuration management. • Deliverable review and acceptance procedures. • Systems Development Life Cycle approach.	RESPONSE 31a
1019	Build and maintain the Project Work Breakdown Schedule, as defined in the most current edition of the PMBOK, that includes both Contractor and Department tasks. All tasks shall be identified at a detailed level of a rolling ninety (90) calendar day basis, unless otherwise coordinated and agreed to by the Department.	RESPONSE 26

ID	Requirement	Detailed Response Provided in
1020	Develop a Quality Assurance Control/Quality Management Plan by business activity to address the needs and specific opportunities for quality improvement throughout the Contract period. The Quality Assurance Control/Quality Management Plan should reflect the Contractor's experience and resolve toward: • Methodology for maintaining quality of the code, workmanship, project schedules, Deliverables, and Subcontractor(s) activities. • Quality in systems design, testing, and implementation. • Process design and staff training. • Performance standards development and measurement. • Customer satisfaction measurement and analysis	RESPONSE 31a
1021	Develop a Communications Management Plan, as defined in the most current edition of A Guide to the Project Management Body of Knowledge (PMBOK), for the services outlined in the Contract. The Communications Management Plan shall describe, at a minimum: • The Contractor's communication model with the Department and other entities. • The Contractor's approach to meeting the communication requirements throughout the course of the Contract performance period. • Approach to maintaining telephone and email contact with the Department's assigned Division Director and other designated staff on at least a weekly basis throughout the Contract period. • During critical implementation, development, and transition phases, approach to maintaining daily contact with the Department's project managers, as appropriate.	RESPONSE 31a

ID	Requirement	Detailed Response Provided in
1022	The Contractor shall develop a Risk Management Plan to ensure that risks are identified, analyzed, mitigated, communicated, and solutions to identified risks are effectively executed.	RESPONSE 31a
1049	Provide an integrated test environment consistent with the proposed SDLC process that allows the Department and the Contractor to monitor the accuracy of the Core MMIS and Supporting Services and test proposed changes to the system by processing test claims/encounters and other transactions through the System without affecting normal operations. The test environment shall allow for end-to-end testing including transmission of all System data to the BIDM.	RESPONSE 31f
1055	Automate the testing process for changes or Enhancements to the System.	RESPONSE 29f
1056	Automate the Defect tracking process for changes or Enhancements to the System.	RESPONSE 29f
1062	Provide regular updates to Department during the Organizational Readiness period.	RESPONSE 29g
1063	Provide support to the Department as part of Organizational Readiness, including providing a minimum of one organizational readiness lead and a minimum of two staff members who will be available as required to address questions and concerns.	RESPONSE 29g
1106	Update Requirements Specifications for Approved Change Requests.	RESPONSE 29q
1112	The Contractor shall maintain a facility (including Fiscal Agent site) that shall be located within walking distance, a one- (1-) mile radius of the Department, and accessible by public transportation, in a location approved by the Department. In addition, the Contractor shall provide one (1) parking space for the Department to use at their location.	RESPONSE 37
1113	The Contractor will have business hours from 8:00 am to 5:00 pm Mountain Time, Monday - Friday, and follow the Holiday Schedule.	RESPONSE 37

ID	Requirement	Detailed Response Provided in
1114	The Contractor shall supply sufficient meeting space at the Contractor's facility with WIFI access at their facility to satisfy the requirements of the Contract. The WIFI shall provide enough bandwidth to allow, and no security limitations that would prevent, the Department Staff to connect into their Virtual Private Network (VPN) from their State-issued laptops into the Department's network.	RESPONSE 37
1115	The Contractor shall supply three (3) workstations (or cubicles) at the Contractor's facility with WIFI access for the Department Staff use. The WIFI shall provide enough bandwidth to allow, and no security limitations that would prevent, the Department Staff to connect into their VPN from their State-issued laptops into the Department's network.	RESPONSE 37
1118	Provide a Resource Management Plan that includes: • A description of the proposed organization for each of the Project Phases of the Contract (See Section 5.3 of the RFP Body). • An Organization Chart that identifies positions. • Position descriptions and qualifications for each Labor Category identified on the proposed organization charts. • A link or reference to the Department approved Training Plan that demonstrates the commitment of the Contractor staff to meet the learning needs of the authorized System users and include a proposed plan for face-to-face training on a mutually agreed upon schedule.	RESPONSE 32

ID	Requirement	Detailed Response Provided in
1119	The Resource Management Plan shall also include information for each position that shall include at least: • Labor Category title. • Position description. • Required education, training, licensure, and certification. • Required experience. • Specific skills or knowledge required.	RESPONSE 32
1120	The Resource Management Plan shall also include: • A strategy for the organizational structure and team location(s) (specify in-State or out-of-State), and how this structure will contribute to project success. • A description for maintaining appropriate staffing levels throughout the term of the Contract and adjusting its resources as necessary to maintain the required level of service. • Identification of Subcontractors (if any).	RESPONSE 32
1121	Identify and provide resumes for proposed Key Personnel who will be available to perform Work under the Contract. Any substitutions shall be approved by the Department prior to their assignment to perform Work under the Contract. Key personnel include: Account Manager. Compliance Manager. DDI Manager. Business Process Reengineering Manager. Operational Transition and Readiness Manager. Systems Manager. Fiscal Agent Operations Manager. Publication Manager. Other Key Personnel shall be identified by the Contractor, indicating the Contractor's commitment to team stability.	RESPONSE 35

ID	Requirement	Detailed Response Provided in
1122	Key Personnel named shall, at minimum, possess the following qualifications: • At least five (5) years of experience in the particular named service (e.g., account management, compliance management, systems management, etc.) preferably within in the health care industry. • Demonstrated experience and knowledge of industry standard and best practices regarding large-scale and enterprise-level projects. • Specific practical experience their submitted area of expertise. • At least three (3) years of experience in performing similar services on complex systems-based modern technology or operational systems. • Extensive experience in technical writing. • Preferred experience in health care related concepts.	RESPONSE 35
1123	Provide an Account Manager for the BPR Contract Stage, Contract Stage I: Online Provider Enrollment, Contract Stage II: Core MMIS and Supporting Services Implementation, Contract Stage III: Supporting Services Implementation, and the Ongoing Operations and Fiscal Agent Operations Contract Stage. The Account Manager serves as the Contract primary point of contact to maintain communication with the Department's MMIS Contract Administrator and Department Management for activities related to contract administration, project management and scheduling, correspondence between the Department and Fiscal Agent Operations, and status reporting to the Department.	RESPONSE 35

ID	Requirement	Detailed Response Provided in
1124	Provide a Compliance Manager for the BPR Contract Stage, Contract Stage I: Online Provider Enrollment, Contract Stage II: Core MMIS and Supporting Services Implementation, Contract Stage III: Supporting Services Implementation, and the Ongoing MMIS Operations and Fiscal Agent Operations Contract Stage. The Compliance Manager provides proactive analysis and options for system and operations changes to implement regulatory authority from CMS regarding the System. The Compliance Manager is responsible for contacting the Department when CMS rules (draft and final) are released, organizing meetings to present the rules and help to provide comment to CMS and to propose solutions to implement the rules in the Systems. The Compliance Manager shall focus on any rule that impacts the System and Fiscal Agent Operations. The Compliance Manager is also responsible for assisting the Department in preparing Fiscal Notes to proposed State legislation. The Compliance Manager shall be in place at the Contract effective date.	RESPONSE 35
1125	Provide a Business Process Re-Engineering Manager for the BPR Contract Stage, Contract Stage I: Online Provider Enrollment, Contract Stage II: Core MMIS and Supporting Services Implementation, and Contract Stage III: Supporting Services Implementation. The BPR Manager manages activities related to the coordination and supervision of re-engineering of Department business processes, facilitating Deliverable reviews during the BPR Contract Stage.	RESPONSE 35

ID	Requirement	Detailed Response Provided in
1127	Provide an Operational Transition and Readiness Manager for Contract Stage I: Online Provider Enrollment, Contract Stage II: Core MMIS and Supporting Services Implementation, Contract Stage III: Supporting Services Implementation, and the Ongoing MMIS Operations and Fiscal Agent Operations Contract Stage. The Operational Transition and Readiness Manager manages activities related to Contractor resources and Deliverable reviews during the Contract Stages described. The Operational Transition and Readiness Manager shall be dedicated to the COMMIT project full time during these Contract Stages.	RESPONSE 35
1128	Provide a Systems Manager for the System Operations and Maintenance Project Phase. The Systems Manager coordinates System Customization and Configuration. The System Operational manager shall be dedicated to the COMMIT project full-time during this Project Phase. The Systems Manager shall be dedicated to the COMMIT project full time during the Ongoing MMIS Operations and Fiscal Agent Operations Stage.	RESPONSE 35

ID	Requirement	Detailed Response Provided in
1129	Provide a Fiscal Agent Operations Manager for Contract Stage I: Online Provider Enrollment, Contract Stage II: Core MMIS and Supporting Services Implementation, Contract Stage III: Supporting Services Implementation, and the Ongoing MMIS and Fiscal Agent Operations Contract Stage. The Fiscal Agent Operations Manager manages all operations activities encompassed in the Contract; overseeing Contractor operations and maintenance staff; assisting the Department's MMIC Contract Manager with Contract monitoring and ensuring that Contract responsibilities and performance standards are met during the Operations and Maintenance Project Phase of the project; reviewing operational reports and resolving operational, telecommunications and equipment maintenance problems to ensure maximum operational performance; developing operational policies and procedures, including but not limited to User Support and Help Desk functions, in collaboration with other key personnel. The Fiscal Agent Operations Manager shall be in place no later than the initiation of start-up activities for Contract Stage I: Online Provider Enrollment and shall be dedicated to the COMMIT project full-time during these Contract Stages.	RESPONSE 35
1130	Provide a Publication Manager who shall oversee production of any publications and materials for providers. The Publications Manager shall be available through Contract Stage I: Online Provider Enrollment, Contract Stage II: Core MMIS and Supporting Services Implementation, Contract Stage III: Supporting Services Implementation, and also during the Ongoing MMIS and Fiscal Agent Operations Contract Stage.	RESPONSE 35
1131	Obtain Department review and approval of the Resource Management Plan and materials and any subsequent updates.	RESPONSE 32
1132	Provide sufficient staff to meet all requirements of the Contract.	RESPONSE 32

ID	Requirement	Detailed Response Provided in
1133	Provide sufficient staffing resources to support architecture and design activities to ensure that the System and supporting technical and business activities relying on the System are not interrupted.	RESPONSE 32
1134	Provide the personnel and resources necessary for the automated and/or manual sampling of claims/encounters and reference file data, including, but not limited to, the retrieval of historical data for auditing, quality control, and research.	RESPONSE 32
1135	Support the Department in all testing activities by providing support staff, technical expertise and the tools required to track activities, outcomes, and test results.	RESPONSE 32
1136	Provide the Department the ability to conduct an exit interview with Fiscal Agent Operations Staff who resign or the Department shall receive an exit questionnaire completed by the resigning employee.	RESPONSE 32
1137	Use of Subcontractors shall be clearly explained in the Resource Management Plan, and any Subcontractor shall be identified by the organization's name. At a minimum, the Subcontractor information shall include name; address; the general scope of work to be performed by each Subcontractor; Subcontractor's willingness to perform such work; and certification that it does not discriminate in its employment practices. The Contractor shall report to the Department annually any information on its use of Subcontractors, certifying that the Subcontractor meets the employment practices mandated by federal and State of Colorado statutes and regulations.	RESPONSE 10 RESPONSE 12
1141	The Contractor shall provide reporting on all aspects of the Contract that affect price, schedule, performance (scope and quality), risk/issues/opportunities, and applicable resources, as defined by the Communication Management Plan.	RESPONSE 38c

ID	Requirement	Detailed Response Provided in
1142	The Communication Plan shall include a monthly Contract Management report that includes the following: • Progress toward achieving goals stated in the business plan. • Activities, by each function or unit of the Contractor organization (e.g., claims/encounters, Provider Enrollment and Relations, etc.). • Achievement of performance standards for the previous month and identification of all performance standards that were not met. • A summary of Contractor activities and key volume indicators, for the month and cumulative to the fiscal year end. • Establish the Quarterly Milestones and reporting schedule. • Establish the Dispute Process trigger mechanism (to submit an item for resolution via the dispute process via letter, email, phone, etc.). • Other activities necessary for the Department to monitor Contractor activities.	RESPONSE 38c
1148	Notify the Department immediately of any potential System problems and the potential impact of those problems, including unscheduled downtime (see Unique ID 1320).	RESPONSE 38b
1149	Perform the research to identify impacts and root causes of System problems, and communicate to the Department a plan to resolve problems. Implement the plan to resolve problems and report the results to the Department.	RESPONSE 38b
1151	Capture and collect notification of undeliverable communication (e.g., return receipt notice from email, or undeliverable notice from mail) and update address information as appropriate.	RESPONSE 40d
1155	Identify and track all errors and discrepancies found in the System, notify the Department, and correct all errors and discrepancies.	RESPONSE 38b

ID	Requirement	Detailed Response Provided in
1158	Manage and maintain software upgrades and site licenses so they are compatible with standard Department software. Provide training on software upgrades authorized System users, as necessary.	RESPONSE 38b
1159	Adhere to the Deliverable submission, review, and approval process as described and approved by the Department within the Change Management Plan.	RESPONSE 38b
1167	Provide requirements management software for the addition, deletion, and refinement of established and emerging requirements.	RESPONSE 49
1168	Automate the Project Control and Issue Tracking process by providing a role based change management software that can be accessed by the Department as well as Contractor staff.	RESPONSE 49

ID	Requirement	Detailed Response Provided in
1171	The Contractor shall develop, in accordance with the Project Management Institute's standards contained in the Project Management Book of Knowledge (PMBOK), a Change Management Plan that addresses and defines processes for managing changes to the project such as: • Establish a process to manage Change Requests. • Changes in the scope of work. • Changes in business process definition. • Changes in federal or State regulatory change support. • Changes to the budget and procurement activities. • Changes in Configuration and Customization (i.e., Configuration Management as defined in industry terms). • Schedule for routine System maintenance and upgrading System software. • Changes in training needs. The Contractor shall obtain Department review and approval of the Change Management Plan and materials and any subsequent updates prior to use. The Change Management Plan shall be implemented once approved and adhere to the processes included in the plan.	RESPONSE 31a
1173	As defined in the Change Management Plan, develop, maintain, and submit for Department approval all System Development Life Cycle documentation, including all requirements, test planning, technical specifications, UAT, test results, post-implementation verifications, data conversion, strategy, and systems documentation.	RESPONSE 38c
1174	Deliverables shall meet the Department-approved standards, format and content requirements, and the Department will specify the number of copies and type of media for each deliverable.	RESPONSE 38c

ID	Requirement	Detailed Response Provided in
1176	Propose, develop, produce, publish and deliver HIPAA compliant training materials specific to the System for the Department and its designees.	RESPONSE 39l
1178	As defined in Training Plan, provide ad-hoc one-on-one and group training as requested by the Department, including on-site training if required, to instruct providers in using the billing application or to facilitate the resolution of billing problems.	RESPONSE 38d
1231	Comply with all sections of the Americans with Disabilities Act (ADA), Section 508 of the Rehabilitation Act, and the Web Content Accessibility Guidelines WCAG 2.0. in the Web Portal and include comprehensive online help features (e.g., mouse-over help, "what is this?" detail, etc.).	RESPONSE 38g
1232	Provide client and provider communications that meet the health literacy levels established by the federal (National Institute for Health) and State guidelines for medical terms and descriptions.	RESPONSE 38g
1233	Provide published content that meets 6th grade reading literacy levels on client and provider-facing materials.	RESPONSE 38g
1278	Provide a process for a built-in multi-level rule review and approval process that will validate logic errors, conflicts, redundancy and incompleteness across business rules to identify any conflicts in business rules as they are being developed, tested, and implemented.	RESPONSE 38l
1279	Provide a workflow and rules approval process for the rules engine.	RESPONSE 38l
1370	Ensure that the data in reports are current, accurate, and accessible and that the report is produced in a timely fashion to meet the report's delivery deadline.	RESPONSE 38u

ID	Requirement	Detailed Response Provided in
1789	Report on Systems project progress and status in writing no less than weekly. The use of real-time dashboard presentations is preferred to allow key metrics to be available in near real time. Weekly reports shall include the status of schedule, performance (quality/scope/technical/operations), risks/issues/opportunities, staffing, and other pertinent metrics. The Contractor shall be responsible for preparing and distributing meeting minutes for the Department review, and maintaining final approved agenda/minutes.	RESPONSE 40a
1790	Contractor will provide weekly reports that includes metrics on interactions, through the web portal and all other mediums used for communications by the Contractor with clients and providers.	RESPONSE 40a
1796	Provide an efficient and effective System reporting process. This includes, but is not limited to: • Incorporate Department comments and revisions • If a Deliverable is rejected, Contractor shall work with the Department to determine review schedule • If a Deliverable is rejected, the Department will determine the changes the Contractor shall perform before it will be reviewed again • Support report balancing and verification procedures. • Maintain comprehensive list of standard reports and their intended use. • Maintain online access to at least four (4) years of selected management reports.	RESPONSE 40a
1801	Assist in developing processing forms and instructions to be used internally with Department staff.	RESPONSE 40a
1824	Provide reconciliation reporting on all claims/encounters processes.	RESPONSE 40b
1369	Provide the ability to regularly and accurately produce operational reports using System data.	RESPONSE 40a

RESPONSE 38b

7.3 – Contractor Responsibilities Requirements	In Production? YES/NO
Description Addresses Requirements (Provide the range as applicable): 1006, 1007, 1009, 1011-1014, 1043, 1050-1056, 1063-1065, 1135, 1148, 1149, 1152-1170, 1329, 1354	YES

As the MMIS provider for 20 states and fiscal agent for 16 of those states, HP understands the importance of knowing and fulfilling contractor responsibilities. HP uses proven methods and tools to deliver world-class service. HP will fulfill contractor responsibility requirements for the Colorado Medicaid Management Innovation and Transformation (COMMIT) project as we describe in this section.

The Department will benefit directly from our proven practices that are integrated into the Core MMIS and Supporting Services solution. The technology and the business must go together. To do so, the business results must influence the proven practices within the technology, and the technology must facilitate use of business proven practices.

We base our Healthcare Enterprise Enabling Delivery and Global Excellence (EDGE) Process Framework for Systems Development Life Cycle (SDLC) on a comprehensive systems engineering methodology, customized to support various work types such as new application development, infrastructure engineering, system maintenance, enhancements, and systems integration. The distinction between standard waterfall system development approaches and the HP approach is that we encompass the work streams across the phases of the software development life cycle and into operations for system enhancements and turnover.

Additionally, we bring forward lessons learned from our many prior MMIS implementations. Specifically, we use an iterative approach to drive the MMIS data conversion and refinement of the benefit plan administrative configuration activities. We have found these activities within the overall approach leads to a higher quality of testing and delivery of the solution.

Our approach to system development includes the following:

- Business process model design and development
- Data governance, data management, and data conversion
- Quality management
- Testing
- Training
- Organizational change management

- Operational readiness strategy and planning
- Infrastructure architecture of multiple environments

This approach combines the work stream components and activities running in parallel for each software development phase with oversight by the HP Project Management Office (PMO). Another benefit and control feature of our Healthcare Enterprise EDGE SDLC is that the workflow is automated in the HP Project and Portfolio Management (PPM) tool, delivering more standards and consistency across the various steps from enhancement to enhancement. Microsoft Project schedules align to the SDLC workflow, and we upload them into HP PPM. Our tools provide integrated dashboard views of the project status in each SDLC phase. The Department has complete visibility to the status of modification and enhancement work. We depict the SDLC steps in the following figure.

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE DEPARTMENT AND HAS BEEN REDACTED

The SDLC methodology is flexible and adaptive, letting one business process function move from the Design Phase and begin construction while another business process function is still in design. The iterative and incremental approach of the SDLC fosters collaboration with the Department. Validation of data requirements against business policy and rules, data modeling against business rules, and data testing against the business rules is continuous. Proven project management tools HP PPM and HP Application Lifecycle Management (ALM) support the EDGE framework.

During initiation and planning for the COMMIT project, HP's integrated project management approach calls for us to deliver a project plan that includes a series of subplans that establish how HP will deliver services under the contract. Where appropriate, we will use excerpts from those plans to answer specific requirements and provide additional related material. Complete versions of the plans will be delivered as components of project initiation.

The following figure illustrates how these plans integrate our project management approach.

Integrated Project Management Plans
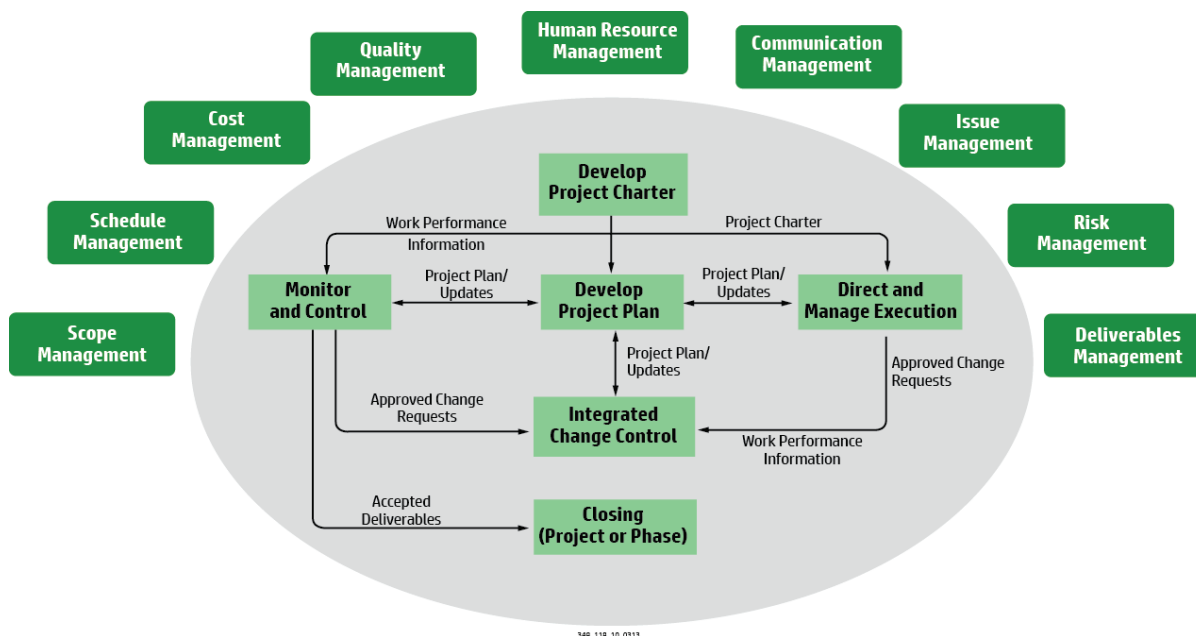
HP as Prime Contractor and Systems Integrator (Unique IDs 1006, 1154, 1156, and 1163)

Creating a cohesive healthcare ecosystem across multiple systems managed by distinct vendors is always challenging, but HP's unparalleled experience has developed a mature and reliable process to systems integration.

Firstly, HP establishes a scope of work, which serves to provide a guideline of requirements for a successful integration. Requirements defined in the scope of work typically include data exchange contract definitions, data exchange transmission protocols, business processing definitions, and data exchange test cases. Additionally, the scope of work defines each vendor's responsibility for the exchange requirements.

Secondly, HP establishes a project schedule that establishes milestone expectations for each vendor for Department and vendor review and agreement.

HP Expertise in Systems Integrations

HP understands the role of systems integrator and has successfully performed this role in multiple MMIS implementations, including the following:

- **Florida MMIS**—HP is the systems integrator that spanned the HP interChange MMIS and the Magellan PBM solutions to create an offering for each claim type for the program.

- **Nevada MMIS**—HP is the systems integrator for the contract that spans the takeover of the MMIS, including the integration of the Truven data warehouse (DW) and decision support system (DSS) offering.

- **Georgia MMIS**—HP is the systems integrator and works to coordinate interoperability with the separate DW/DSS and separate PBM contracting vendors.

- **Five-State Translator**—HP is the systems integrator to coordinate the translation of electronic data interchange (EDI) transactions for Alabama, Connecticut, Rhode Island, Vermont, and Wisconsin.

- **Top 5 for Federal Systems Integrators by Federal Computer Week (FCW)**—FCW listed HP as the fourth largest of federal systems integrators for 2012.

Coordinating with Other Contractors

(1154) HP will work collaboratively and coordinate with other contractors to provide batch control, balancing and scheduling data load cycles such as for financial payment processing.

Coordination and Communication

(1006, 1156) HP will work with the stakeholders of the COMMIT project throughout the life of the contract. HP, as prime contractor and systems integrator, will build strong business relationships with Department staff members, other State staff members, key interfacing contractors such as PBMS and Business Intelligence and Data Management (BIDM), IV&V contractors, other State contractors, vendors, and stakeholders to promote project success. We exchange ideas, openly share information, actively listen, and address issues with these entities. HP will work with the Department to develop a memorandum of understanding (MOU) that establishes roles and responsibilities for key interfacing contractors. Whether working with executives on strategic plans, developing requirements with Department staff members, changing business processes with another vendor to create more efficiency, or communicating with other contractors on system controls, HP will coordinate the activities related to our contractor responsibilities.

Good communication is vital in establishing and maintaining strong collaborative relationships. The first step in HP's collaborative efforts is defining and documenting clear expectations for project participants. This minimizes ambiguities and supports processes to resolve questions that do arise. Maintaining flexibility to respond effectively to unanticipated changes is necessary. HP maintains continual communication with the Department and its vendors through work group meetings and integrated status reporting to enhance awareness and foster collaboration. Our proposed documentation solutions will enhance communication, information sharing, and timeliness to review and publish documentation.

Our Enterprise SharePoint solution will provide significant collaboration capabilities that enact role-based security access for users to work on documents and projects together in the same applications. Project leaders can create calendars and task lists to facilitate project communication and improve outcomes. Detailed tasks are assignable to individuals or groups with predecessors, priorities, descriptions, and attachments. Assignees can update status and completion percentages for viewing by project leaders and management. Our approach provides

transparency, traceability, and accountability, increasing efficiency and accuracy through standardized practices.

(1163) The broad range of experience we have gained by implementing 13 interChange MMISs positions us to identify opportunities to achieve greater efficiencies by recommending modifications to requirements or business processes so that existing functional capability within the transfer system can be shared to meet the Department's requirements.

Annual Business Plan (Unique ID 1165)

Successful execution of project operations and communications involves understanding the vision and goals and then creating a road map that provides clear direction to meet those goals. In essence, the annual business plan serves as this road map by outlining the future strategy for projects throughout the operation.

HP will work with the Department to develop an annual business plan as expected during the Initiation and Planning Phase of the COMMIT project and update it annually thereafter. The annual business plan will outline major activities and training, describe planned improvements, set the direction for meeting our shared objectives, and document our recommendations to the Department. HP and Sellers Dorsey offer the Department an approach to strategic engagement process which has been proven successful in our collaboration with the State of Nevada. Semiannually, we propose setting aside daily activities and focus on the future, in strategic planning sessions. The results of these planning sessions will be captured in a strategic, enterprise-level plan that can be used by the Department throughout the project to track health IT, healthcare reform, Medicaid policy change impacts, and other State healthcare initiatives. This will help the Department and HP set priorities and develop future enhancement action plans to drive the necessary changes to support the Medicaid program and the constituencies. These activities will directly support the Department's needs for the creation of an annual business plan.

In preparation of the annual plan, HP's Executive Leadership team sets up a planning cycle to review the Department's goals and objectives. HP crafts, reviews, and aligns our goals and objectives to the Department's goals and objectives. The HP Executive Leadership team will meet with the Department, sometime in the month of November, to review the annual plan that includes our goals and objectives. Following Department approval, the report is disseminated and communicated to HP staff members on the account. The format of the annual business plan will include the following:

- **An executive summary**—Communicates a concise overview of the entire annual business report and also will include a review on how we did in comparison to the previous year

- **Accomplishments for the current year**—Highlights the implementation of major projects and activities that occurred in the current year

- **The target, goals, and objectives for the coming year**—Includes major activities, enhancements and training planned as well as business improvement objectives.

- **Our approach to achieving the goals and objectives**—Documents the methodology and approach for performing the planned activities and meeting the objectives for the year.

- **Our approach to continual improvement**—Documents our proven approach to continual improvement that includes best practices and lessons learned from the prior year.

Although we prepare the annual business plan before the coming year, it is not stagnant. This plan is considered a living document. Every six months, the HP Executive Leadership team internally reviews the business plan with key HP staff members from the Work Group team to view the status of current projects and the priorities of upcoming projects.

Additionally, we will assess current, new, or updated policies and procedures affecting the Department. If necessary, revisions are made to the annual business plan. The Executive Leadership team will submit the revised plan to the Department. On approval, we will communicate the changes and distribute the updated plan to the applicable stakeholders. This process verifies that the road map is kept current and the goals and objectives for the Department in the RFP are actively being met.

Deliverable Submission, Review, and Approval (Unique ID 1159)

One component of the HP approach to establishing clear expectations is the process used for deliverable submission, review, and approval. As part of the Start-Up Phase, our project manager works with the Department to define deliverable development, template format, review, and approval processes including criteria that can be used to measure deliverable acceptance. The Department's involvement in these early activities sets the stage for an efficient and straightforward process. Before the start of the first review period, we conduct a work product review of major deliverable documents. Our experience shows that a deliverable work product review allows for dialogue, questions, and thorough explanations of the document's content.

After the Department and HP have agreed on the acceptance criteria for key deliverables and documents, the work plan serves as a baseline for measuring the achievement of milestones and deliverables throughout the project. The deliverable management process is set up as an automated workflow within the HP PPM tool as the following figure details.

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DEPARTMENT AND HAS BEEN REDACTED

Deliverables are tracked from initiation through final approval through this process. After the development and HP quality review of a draft or new deliverable, the deliverable is ready for the Department to review. Based on our standard deliverable management process, the first draft review allows 10 business days for the Department to review and provide comments. After the first draft review is complete and no comments are received by the end of the 10 business days, the deliverable is considered accepted and the HP project manager requests signatory approval from the Department.

If the Department returns comments or rejects the deliverable, the author completes the Department's requested updates to the document and a second review process begins. The second review process allows five business days for the Department to review and provide comments on the updates. These time frames for the first and second reviews should provide the Department adequate time for review of the deliverables.

Requirements Management (Unique ID 1167)

Using HP ALM, our Requirements Validation teams deliver value to the Colorado interChange solution. This tool works as a repository of system requirements documentation that is easy to navigate, interpret, and maintain throughout the project. Addition, deletion, and refinement of established and emerging requirements are managed in this software package. HP also will use HP ALM to document and integrate requirements with the test cases for testing. The COMMIT project solution objects will be individually linked to the RFP requirements in HP ALM to show how those components of the MMIS are associated with the requirements.

HP ALM, the industry-leading tool, is the central repository for the testing activity of projects. We will support the traceability of requirements to test cases directly from this tool. It manages and governs quality processes and facilitates software testing across the entire application environment. We will use HP ALM to achieve the following:

- Enter, validate, and track the MMIS requirements

- Create a requirements traceability matrix to verify the requirements flow through the system and are tested appropriately

- Offer quality planning, test management, issue tracking, and analysis of defect trends and requirements coverage

- Enable participants to be engaged at the appropriate time with the appropriate information

- Track, document, and manage test case development and execution including defect management

- Reuse of requirements or test cases across projects and testing phases

Configuration and Release Management (Unique IDs 1007, 1009)

(1007) HP's configuration management plan defines the processes and responsible parties to maintain control of configuration items within the Colorado interChange environment. A component of configuration management that verifies only those changes that have followed the standard SDLC processes and been approved by the Department are implemented in the Release Management process. (1009) This same Release Management process also provides for production monitoring after the release and procedures for dealing with undesirable system effect.

The following figure depicts the flow of the migration requests as they go through the Release Management process.

Configuration Release Management Process Flow
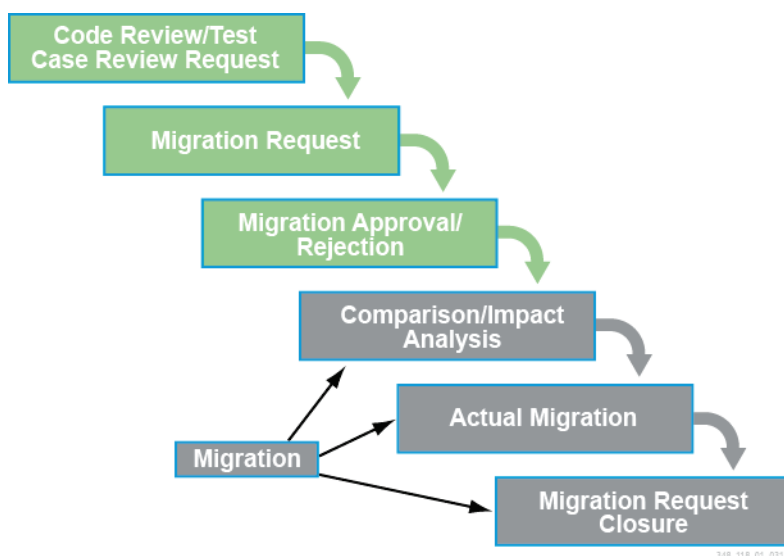
Our rigorous Release Management processes establish and maintain the integrity of the Colorado interChange objects and establish and maintain administrative control of the release of updates to these objects. Release verifications that examine baselines and supporting documentation support include the following:

- Changes to configuration items are properly documented in supporting documentation.

- Configuration items identified for a given baseline are present and no extraneous configuration items are in the baseline.

- Configuration items are acquired into the work product baseline according to the documented standards and procedures.

- Actual structure and facilities of the configuration management control system (manual or automated) are the same as those documented in the project configuration management procedures manual.

- A single verification may cover multiple control libraries and baselines.

Throughout development, HP uses established software version control procedures. Most of the Colorado interChange business services applications run on the UNIX platform. HP uses Apache Subversion for version control and configuration management of application artifacts on this platform. This provides enhanced security and control of application source code.

Microsoft Team Foundation Server (TFS) is the source code repository used for the Colorado interChange online system and EDI services. TFS contains the files and documentation, regardless of file type, related to projects and source code. The file, documents, and project data are stored in a relational database. Because the TFS repository is easily accessible, sharing and reusing data and code can be done quickly and efficiently. The TFS database is backed up regularly. When adding a file to TFS, the file is stored in the database and becomes available to

authorized team members for the Colorado interChange. The files or project data that are stored in the database are versioned, allowing HP to recover previous versions of the data. Authorized team members can see the latest version of a file, make updates, and save a new version to the TFS database.

## *Maintenance and Management of the System Environments*

After the implementation of the new Colorado interChange application, large projects are migrated to production on an agreed-on release cycle. By enforcing a controlled, mature procedure, HP performs coordinated releases for the architecture components that comprise the MMIS, which in turn leads to quality control of the application and appropriate business communication to stakeholders of system changes.

Some customers prefer application releases that would occur at the close of each calendar quarter—the close of March, June, September, and December. We schedule the respective change control environment promotions to support the release dates. The following figure shows the project time periods, which are scheduled as six-month rolling time periods that overlap with the subsequent release activities.

Additionally, this figure depicts how the support team is in continuous support mode as requested modifications arise. While some projects are implementing, other projects are in the middle of the testing activities, and projects for later releases are beginning. The quarterly release time line is built on the baseline of projects of approximately 1,000 hours in size. We can adjust dates accordingly for larger and smaller projects based on the scope of their activities. If monthly releases are chosen, the time lines and amount of project work in each release are decreased appropriately, but the concept of continuous overlapping development remains the same.

Colorado interChange Continuous Change Management

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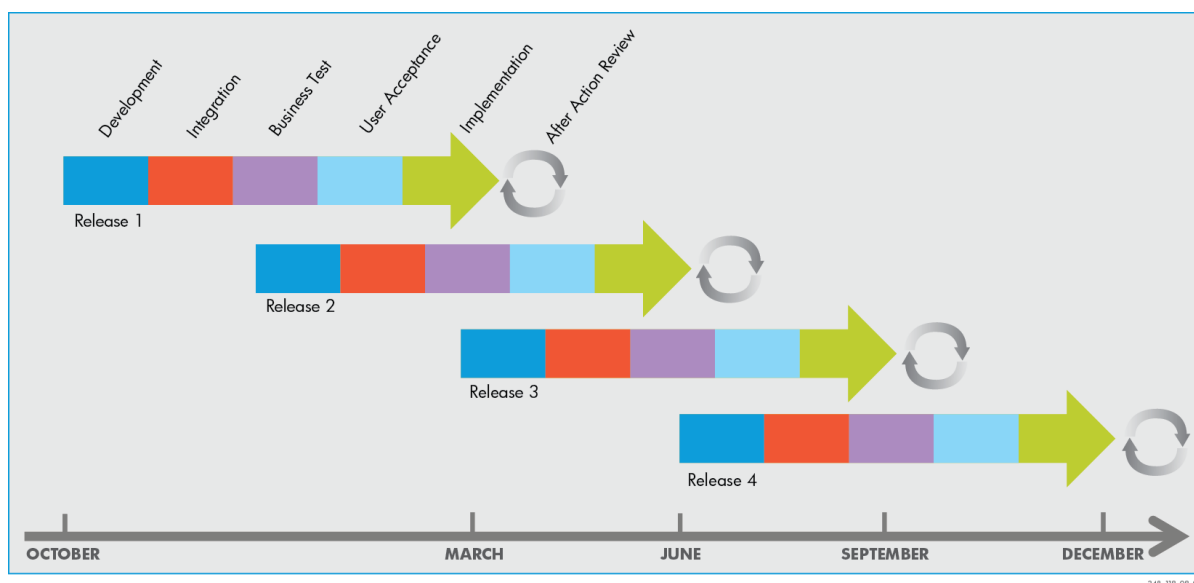
The configuration aspects of the interChange MMIS enable more timely adoption of policy changes within the MMIS. Such configuration updates, normally carried out by business operations staff, can be performed quickly using the same steps for high-quality production promotion on an abbreviated schedule. This capability facilitates faster promotion of configurable policy changes, enabling nimble adaptation of healthcare program changes. Where linked with an upcoming change, configuration updates will be coordinated with the appropriate release to verify the necessary updates and the application changes are in place simultaneously. During operations, we maintain the change management procedures established during the DDI project. We validate deliverables and work quality with the same architecture change management gates and release approvals. This continuity leads to improved communication and team efficiency.

Release management encompasses each type of change, ranging from application software change orders (COs) to tasks for configuration data changes, and includes the following activities:

- Application changes
- Rules engine changes
- Benefit plan additions
- Configuration data
- Workflow changes
- Infrastructure updates
- Data model changes
- Data changes
- Security role changes

We also maintain a process for off-cycle promotions to production if an unanticipated problem requires immediate attention. This process will verify that such changes also are reflected in versions of code that have not been moved to production so that a change is not lost. The primary roles that support release management are the system directory and release management process owner and the system release and deployment manager. These roles coordinate input from the account MMIS areas regarding the releases. These coordinators validate that processes are followed, communication is documented, and the release meets the definition of a controlled, quality release.

The team makes use of HP PPM to document and coordinate the releases. Supporting this information is the documentation within HP ALM for test results and the associated change order documentation stored within the SharePoint content management tool. From requirements, through testing the HP project management COTS tools enable detailed tractability throughout the implementation. By having this COTS-driven traceability, it is much easier to understand the relationships from

requirements to the finished solution and to have an understanding of how the business needs are met through the Colorado interChange.

After release completion, the system release and deployment lead is the focal point for using the After Action Review (AAR) process as a quality control mechanism. As needed, the various participants in the release are engaged to this process, which has one straightforward goal, "the AAR identifies where improvements can be made for future releases and implementations."

Consistency leads to quality support and maintenance of system environments. By having defined roles and responsibilities using the same change control and change management COTS software packages and our established processes, the team inherently has the consistency needed to achieve success.

We will adhere to the deliverable submission, review, and approval process as described and approved by the Department within the configuration management plan. Regarding the other notes or performance standards related to these requirements, HP will adhere to the deliverable submission review and approval process as described and approved by the Department during project initiation and planning. For additional detail please see Unique ID 1159.

Quality Management (Unique ID 1011)

HP bases our quality management approach on methods that align with *"A Guide to the Project Management Book of Knowledge"* (PMBOK), Fourth Edition, the Capability Maturity Model Integration (CMMI), and Lean Six Sigma. The process used for quality management has been demonstrated on multiple projects, including multiple interChange implementations. Although our approach begins with our methodology and standards, it will be customized for the COMMIT project environment. We incorporate process knowledge and lessons learned from previous implementations into our proposed approach. Coupling the methods and processes with HP PPM provides the Department with a high degree of flexibility for quality management with a focus on the areas of specific interest.

The following are the three main focuses of quality management:

- **Quality planning**—This is the process of identifying quality requirements or standards for the project and product and documenting how the project will demonstrate compliance. Quality planning is performed with the other project planning processes.

- **Quality assurance**—This is the process of auditing the quality requirements and the results from quality control measurements to verify that appropriate quality standards and operational definitions are used. The HP quality staff provides support to the project teams and the Department on quality activities. Quality assurance also provides an umbrella for continuous process improvement, which is an iterative means for improving the quality of each process. The following are two types of quality assurance audits:

    - Verification—The purpose of verification is to verify that selected work products meet their specified requirements. Verification is accomplished using work product reviews

(walkthroughs), unit testing, and integration testing. These activities are used to validate that "we built it right" according to requirements, standards, and criteria.

– Validation—The purpose of validation is to demonstrate that a product or product component fulfills its intended use when placed in its intended environment. Validation is accomplished through formal acceptance testing and other mechanisms as appropriate, such as prototyping and simulation. Validation allows us to verify "we built the right thing."

- **Quality control—**This is the process of monitoring and recording results of executing the quality plan activities to assess performance and recommend necessary changes. We perform quality control throughout the contract and quality standards include project processes and product goals. The HP quality staff performs quality control. Quality control activities identify causes of poor process or product quality and recommend or take action to eliminate them. Quality control measurements are the results of quality control activities. The quality manager analyzes and evaluates the quality standards and processes of the performing organization. The quality management plan covers the entire contract including the software development life cycle. Quality Improvement Tools

As part of the project quality monitoring and improvement process, we will continually review the schedule's progress and make adjustments to mitigate potential problems. One key aspect of our PMO approach is the implementation of a centralized project management tool that provides the Department and HP team with the information and processes needed to monitor and manage the many complex activities.

HP PPM provides the following capabilities using a centralized tool:

- Managing MMIS development and its array of changes
- Tracking monitoring and managing undergoing system development changes
- Tracking enterprisewide project artifacts
- Providing a comprehensive view of project management
- Providing comprehensive reporting of contractor resources
- Providing issue tracking from inception to closure

HP PPM supports a comprehensive set of integrated project management processes used to plan, monitor, manage, and execute each of the phases in the overall SDLC. HP PPM also enables each decision-maker to have greater visibility into the "big picture"—a consolidated view of the requests, issues, risks, and work streams that are affecting the project.

The HP PPM and ALM tools serve as our central repository for reporting providing data that can be used in quality auditing. We will use HP PPM, HP ALM, and our project management methods to implement and enforce the configuration management process. By following this

controlled process, changes are defined, documented, approved, baselined, monitored, managed, and reported consistently.

HP PPM automates the SDLC workflow to enable users to track complete information and provide unified access to project data needed to support business decisions. The result is enhanced quality standards included in the SDLC and managed through an integrated tool that increases the Department's oversight, control, and decision-making ability.

HP ALM is the requirements repository and maintains bidirectional traceability between high-level business requirements, the detailed product requirements and the various analyses, design, build, and test components throughout the stages of a project. This tool provides a framework for managing a project's end-to-end requirements traceability and provides critical functions that are integral to the success of a project, such as offering visibility and traceability between requirements, test, and defects across releases and cycles. While the HP Quality Management team monitors and reports on program performance, our centralized PMO promotes standardized, consistent quality processes across MMIS operations. Working together, the HP Quality Management and PMO teams will instill a common approach and language that increases program quality, provides early issue identification and definition, and drives successful issue resolution.

With these tools, the PMO will track and monitor the following items highlighted in the project status reports and status meetings:

- Major SDLC tasks
- Deliverables
- Milestones
- Resources
- Dependencies
- Critical tasks
- Major issues with action plans
- Major risks with mitigation plans

Regarding the other notes or performance standards related to this requirement, HP will adhere to the deliverable submission review and approval process as described and approved by the Department during project initiation and planning. For additional detail, please see Unique ID 1159.

Communication Management (Unique IDs 1012, 1013, 1014)

The HP communications management plan outlines the communication process and methods we will use during the life cycle of the project. The plan is a mechanism for making audiences and stakeholders aware of their responsibilities for communicating project-related information to meet the needs of the project stakeholders.

(1012) Communications management is critical to the success of the project. We will continuously provide real-time communication based on our web-based reporting dashboards, reports, status meetings, and board meetings as depicted in the governance model that we define during project start-up. The communication management plan provides a well-documented and agreed-on communication road map. Effective communication must occur throughout the entire project.

Throughout the HP organization, we emphasize frequent, effective communication. We define effective communication as that which is clear, understandable, and appropriately focused at each management level. Our goal is to state precisely what we are going to do and when we are going to do it and explain clearly what we have done. We will make our staff available to the Department to address questions or concerns and provide easy access to our reporting tools that communicate immediate, accurate information about the status and progress of the project.

(1013) A face-to-face meeting often provides the best situation for effective communication. Whenever reasonable, HP will use in-person communication with the Department and its stakeholders. Whenever personal attendance to a meeting is not possible, HP also will provide additional tools, such as virtual rooms and conference lines, described in the following section to help make the communication as effective as possible.

The PMO will instill a disciplined approach of program and project management communication as part of overall governance across the MMIS organization. Based on HP's PMO philosophy of open communication, the Department will receive timely, accurate communication of a project's status and overall results.

Project transparency through timely, accurate communication of project status is essential. In a PMO capacity, HP establishes regular meetings for teams to discuss project status. We seek customer participation for discussions of project issues, project risks, and progress on key tasks. We have found that customer participation in these meetings is essential to foster continuing communication that maintains the working relationship necessary to successfully address problems as they arise.

The Communications Management process provides structure and guidance for the following major functions of communication:

- **Identify stakeholders**—Identify the people or organizations impacted by the project and document relevant information regarding their interests, involvement, and affect/effect/impact on project success

- **Plan communications**—Identify the information needs of the stakeholders and determine a suitable means of meeting those needs; define who needs what information, when they will need it, how it will be given to them, and by whom

- **Distribute information**—Make relevant information available to project stakeholders as planned, including implementing the communications management plan and responding to unexpected requests for information

- **Manage stakeholder expectations**—Communicate and work with stakeholders to meet their needs and address issues as they occur, thereby increasing the probability of project success by managing expectations and confirming that stakeholders understand the project benefits and risks

- **Report performance**—Collect and distribute performance information, including status reports, progress measurements, and forecasts; periodically collect and analyze baseline versus actual data to understand and communicate project progress and performance and forecast project results

As a component of the communications management plan, HP will create a communications matrix to identify communication items for the Department, the project, and stakeholders. The following table provides a summarized view of the multiple communication items and meetings such as the type of communication, the frequency of the communication, who is responsible for verifying the communication takes place, the audience for a particular communication item, and whether approval is required. With input from the Department, we will update this matrix and the project teams and stakeholders will use it to verify we carry out communication effectively and efficiently. The list in the table that follows is an example only, and we will update it during project start-up.

Example Format of a Formal Communication Matrix

Type	Owner	Audience	Content	Frequency	Channel
Executive Steering Committee Meetings	ESC Chair	Executive Management	Strategic review and direction of the overall Program	Quarterly	Meeting HP PPM Dashboard
Change Control Board (CCB) Meetings	CCB	ESC, Department Project Sponsor	Review or approval of project change requests	Weekly	Meeting HP PPM Dashboard
Project Schedule	PM	Project Manager	Updated Project Work Plan including WBS, resources, milestones, deliverables	Weekly	HP PPM

Type	Owner	Audience	Content	Frequency	Channel
Weekly Project Status Meetings	PM	Project Staff, Project Manager	Status/updates on progress toward milestones and overall project issues and risks	Weekly	Meeting HP PPM Dashboard
Cross Functional Operational Status Meetings	Acct. Exec	Department, Contractors	Vendor status (CBMS, BIDM, PBMS, UM, MMIS)	Weekly	Meeting HP PPM Dashboard
Defect Notification	PM	Key Department Staff	Description of issue	As needed	Email

Communication Tools

Successfully staffing a project requires a company to recognize that its employees have a real need for communication between the business functional area teams, the Department, and their account leaders. Communication between and among the Department and HP teams is about delivering the right information to the right audience, at the right time.

Some of the communication tools we use include the following:

- **HP Virtual Room**—We enable our team members to set up and host virtual meeting rooms to help facilitate clear and timely communication. Through the virtual room, team members can see the material being presented on the virtual room host's desktop. This tool makes working together more effective because everyone is seeing the same material at the same time. Members of the Department and HP staff have access to virtual rooms for enterprisewide collaboration.

- **Conference calls**—When group discussions are necessary to share information and face-to-face time is not needed, we use conference calls to pull together our local and remote team members. By setting up meetings through Microsoft Outlook, team members are notified of upcoming calls and can schedule other work around these times. Meetings provide a common sharing ground for communication, the answering of questions, and are helpful when new policies or procedures are implemented to verify each team member has the same understanding.

- **Corporate email**—Our team members have email access to receive ongoing and timely communications throughout the workday and during evenings and weekends, as necessary. Email communication allows for the sharing of documents and information. If the need to

share PHI arises—and we do our best to minimize these occurrences—we use encrypted email communication to help protect the safety of the personal data.

- **Instant message—**For an ad hoc question, conversation, or videoconference, team members use our online instant messaging tool that provides quick and responsive communication. The instant messaging allows two or more staff members to join in an online discussion and fosters idea sharing and impromptu "think" sessions. This tool also includes the ability to share documents, similar to using a virtual room, but in a more impromptu manner.

- **Consistent office environment—**Technology barriers are removed because our team members use the same computer environment for daily work and communication. Documentation sharing is not compromised when team members use similar systems, applications, and versions.

- **HP PPM—**This tool greatly facilitates project communication. The HP PPM online tool will make the interface activities much more productive and efficient because they provide a single, consistent source of program data available to the Department and our staff.

- **(1014) SharePoint—**SharePoint provides online access to Colorado interChange documentation, offering users the most current system information and values. User documentation includes information on business processes, system objects, project schedules, work patterns, project artifacts, and meeting minutes. The Colorado interChange user manuals, system component documentation, the data element dictionary, and provider handbooks also will be stored on SharePoint. This tool puts records at the Department's fingertips throughout the life of the contract.

The goal is to verify that our HP staff is as productive and effective as possible in its daily performance. We provide the automated tools and processes listed previously to facilitate and validate that we are successful in our approach to communication throughout the project.

Regarding the other notes or performance standards related to these requirements, HP will adhere to the deliverable submission review and approval process as described and approved by the Department during project initiation and planning. Please see our response to Unique ID 1159.

Test Management (Unique IDs 1050, 1051, 1052, 1053, 1054, 1055, 1056, 1135)

The following is our response to the specific testing requirements in the Contractor Responsibilities section. We also detail our complete approach to testing in RESPONSE 29f.

(1051) HP will verify that similar Legacy System and Systems tests will produce the same results. (1052) HP will develop the test environment(s) to allow for the processing of mock data from production to populate claims/encounters with a volume and distribution similar to that of the production system. System and integration testing will be performed such that the data is not overwritten by multiple testing initiatives or the refresh. Refreshing data will be scheduled per the Department-approved Change Management Plan and will include the entire System. We will move new and updated software into the appropriate environment before testing. The

Configuration Management Plan will govern this step of the preparation process, and the Data Conversion team will be responsible for loading the test data into each environment.

(1053) HP will deploy the enhancements and system improvements to test environments, so that test environments mirror production functional capability. (1054) HP will provide the Department with online access to the integrated test environment.

(1055) HP will provide automated testing develop the Colorado interChange and Supporting Services Test Plan that describes our approach and commitment to the testing subphases required for a system of this magnitude, also including, Process for submitting, monitoring, and resolving Defects found during testing and Enhancements and assigning severities/priorities in accordance to Department standards. We also will adhere to the deliverable submission, review, and approval process as described and approved by the Department within the Change Management Plan.

(1056) HP will use the Defect module of HP ALM to record, track, and manage defects through their life cycles. Defects will be detected and submitted by testers in the System, Systems integration, Regression and UAT test levels. We also will adhere to the deliverable submission, review, and approval process as described and approved by the Department within the Change Management Plan.

(1135) The HP MMIS team will establish test environments and tools to support the different levels of testing required. The integrated test environment (ITE) plan is a high-level document defining the environments, tools, and processes to follow in the testing task. HP will provide the appropriate staff members to support testing activities during each phase of testing.

The ITE plan focuses on the test environments that mirror the capabilities of the production environment and how each environment supports the specific testing levels—for example, unit, systems integration, and user acceptance. The following plans work with the ITE to support the testing tasks for the Colorado interChange implementation:

- **Configuration management plan**—Describes how releases and changes are managed, controlled, and migrated through the ITE

- **Data conversion plan**—Describes our method and approach, includes the use of production data throughout each phase of testing

- **Testing plan**—Describes the levels of testing that will be performed, how testing concepts will be applied, testing tasks, the approach to testing, and how various tools will be used during test processes

We will provide the Department online access to the test environments for reviewing and approving test case development during the initial planning stages and approving test results. Department staff members will review and approve test plans, test cases, testing results, and results of volume or stress testing. Additionally, HP will work with the Department to develop acceptance criteria to verify that HP is prepared to move from one testing phase to the next.

HP will partition the computing, storage, and network infrastructure to support the integrated test environment. The following figure provides a simple view of how these environments will be established. The blue symbols represent permanent environments and the green symbols represent temporary environments to be used during DDI.

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE DEPARTMENT AND HAS BEEN REDACTED

The following are the testing levels HP supports:

- **Unit testing—**Testing of individual software components

- **Systems integration testing—**Tests the interaction between components, that the system meets specified functional requirements and the interfaces with external systems. Testing interfaces to external organizations, such as those for Electronic Data Interchange (EDI), the Benefits Utilization System (BUS), the Colorado Benefits Management System (CBMS) and the Colorado Financial Reporting System (COFRS). The main purpose is to verify the Colorado interChange MMIS against the collected business requirements. The focus is on demonstrating that the required data flows operate correctly throughout the systems and maintain business integrity, in accordance with their respective requirements. Particular attention is paid to the physical mechanics of the interfaces, such as data validation. Some of this testing may be performed with the use of stub files, drivers or other emulators.

- **Regression testing—**Selective retesting to verify that modifications to the software or its environment have not introduced or uncovered defects, and that the system still complies with its specified requirements

- **User acceptance testing (UAT)**—Formal testing regarding Colorado interChange user needs, requirements, and business processes conducted to determine whether the system satisfies the completion criteria

- **Policy parallel testing**—Testing to verify the accuracy and consistency of outcomes between the legacy claims processing systems and the new Colorado interChange MMIS

- **Load and stress testing**—Testing conducted to evaluate that the Colorado interChange MMIS can process the transaction volumes necessary to support specified the RFP performance requirements

The following table lists the testing environments and the test level that will be executed in each environment.

Testing Environments and Test Levels

Environment	Testing Level
Development and integration environment	Unit testing
Systems test environment	Systems integration testing
Systems test environment	Regression testing
UAT environment	UAT
Parallel environment	Policy parallel testing
Production environment (pre-production)	Load and stress and performance testing
Production environment (pre-production)	Operational readiness

The configuration management plan describes the processes and tools that are used to migrate the system objects through the testing environments for the testing levels. This plan verifies changes in the test environments mimic production functions where appropriate. It also can be used to specify refresh parameters for data in the specific environments and verify appropriate approvals are in place to direct the technical teams.

Unit Testing

Unit testing will be executed by the technical teams after we complete changes to the Colorado interChange. Unit testing validates that the modifications made to system objects perform and operate as defined. For each modification, a test plan will be created, documenting the unit test cases and the method of testing the modifications. Typically, unit testing is an internal activity to HP, and the Department would review the results documented in SharePoint on demand.

Systems Integration Testing

This testing will occur in the systems integration test environment. Systems integration testing evaluates the behavior of the whole system rather than the workings of individual components.

Additionally, it tests the capability of data to be created, modified, and viewed. Its purpose is to validate end-to-end system features to verify that the system conforms to documented requirements and design specifications. It validates the functional and structural stability of the system and may include some nonfunctional requirements such as reliability, availability, and performance. Systems integration testing confirms that the necessary communications and setup exist to perform functional testing and addresses the need to assess whether the system interfaces correctly with other applications or Colorado systems. The HP Data Conversion team will be responsible for loading production-like data into the environment.

Policy Parallel Testing

This testing will occur in the policy testing environment. Policy testing simulates production claims to identify potential problems with claims adjudication policy configuration, file conversions, and critical system functions.

Regression Testing

This testing will occur in the systems integration testing environment. Regression testing is an iterative process and will continue to be exercised throughout the testing life cycle.

User Acceptance Testing

UAT will be conducted in a controlled environment separate from the other environments and will simulate the "to be" production environment. This environment will have the capacity to roll back data and application code to an established baseline. Also, the UAT environment will be maintained through the life of the contract and regularly updated to verify the environment remains synchronized with the most recent version of approved code. The HP Data Conversion team will validate that the data is loaded into the UAT environment.

Load and Stress Testing

This testing will occur in the "to be" production environment. The HP Data Conversion team will be responsible for loading production-like data and volume into the environment.

Testing Tools

HP will use a comprehensive testing framework to provide test coverage for hardware and software. We will use the testing tools listed in the following table to support the Colorado interChange.

HP Testing Tools

Tool and Description	Features
HP ALM—This organized framework manages planning, execution, and defect-tracking activities for testing levels. It provides a central data repository and utilities for organizing and managing each phase of the testing process along with unprecedented requirement traceability and reporting for the Department and HP leadership.	• Provide requirements traceability and coverage reporting capabilities • Develop and store manual test scripts • Log and track test defects
HP Unified Functional Testing—This is a complete, automated testing solution for functional, graphical user interface (GUI), and regression testing that reduces the risks of application failures. It identifies defects across a wide breadth of application environments, data sets, and business process.	This suite of functional testing tools can conduct manual and automated testing for browser-based applications and non–browser-based services.
HP Service Test—This SOA testing solution simplifies and accelerates the automated functional testing of SOA services. It reduces the time required to test SOA services and helps validate that these services meet business requirements before deployment.	It enables the simplification of web services testing processes and minimizes the need for scripting by automating capabilities.
HP LoadRunner—This tool supports application performance testing and is used to generate consistent, measurable, repeatable loads on a system by emulating thousands of users, managed from a single central point of control. It applies production workloads to the customer platform or environment to stress an application from end to end to identify scalability issues, which can be analyzed for the best resolution.	HP LoadRunner applies production workloads to the customer platform or environment to stress an application from end to end—to measure performance and identify scalability issues.
MMIS Test Claim Generator—This MMIS testing tool is a great example of lessons learned and great productivity enhancer for quickly generating claims to meet specific testing needs, which enables testers to search history claims and use that historical claim as the basis for a new day claim to test a specific edit, audit, or pricing scenario.	The MMIS Test Claim Generator is an MMIS-specific testing tool that has provided tremendous value in terms of simplifying test data creation and making the testing team more effective. This tool takes historical claims and recycles them as a new-day claim for testing specific claims adjudication scenarios.

This suite of testing tools allows for the documentation of testing collateral, test management control, and traceability mapping to requirements. Working together, these tools provide comprehensive project and testing management support and total project transparency to the Department.

Defect Tracking and Repair

HP records, tracks, and manages defects through their life cycles, as seen in the following figure. Locating and repairing defects is an essential portion of the Healthcare Enterprise EDGE SDLC. Testers detect and submit defects in the Systems Integration Test, Regression, and UAT phases. The following figure shows how defects can be viewed in the HP ALM tool.

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE DEPARTMENT AND HAS BEEN REDACTED

Defect logs include information about deficiencies identified during testing or other activities. Defect logs include information such as the following:

- Defect number
- Defect name or summary
- Business area
- Severity and priority

- Description
- Submitter
- Resolution
- Impacts

We also can generate additional reporting through integrated panels for testing progress and testing quality.

In response to the other notes or performance standards related to Unique IDs 1055, 1056, and 1135, HP will adhere to the deliverable submission review and approval process as described and approved by the Department during project initiation and planning. For additional detail, please see Unique ID 1159.

Operational Readiness (Unique IDs 1063 – 1065)

The following is a response to the specific operational readiness requirements in the Contractor Responsibilities section. We detail our complete approach to operational readiness in RESPONSE 29o.

(1063) As part of Organizational Readiness, HP will support the Department to include providing a minimum of one organizational readiness lead and at least two staff members who will be available as needed to address questions and concerns. When implementing a system as complex as a new MMIS, it is important to be concerned about system features and communication and education tasks relevant to the stakeholders of the new system. HP puts in place a strong communication plan with education and training that helps to prepare stakeholders for the new MMIS.

Implementations of the scope and scale required to install a new MMIS bring significant change to system users and business operations. A key element of our approach toward this transition to a new system is to start early in the process to bring in the required stakeholders and use open, frequent, interactive dialogue, and communication to keep everyone informed and aware of the process changes and timing of events. (1063) HP will assign a lead for this effort and verify the requested staff members are available during Department business hours to assist the Department in (1065) identifying information to be conveyed to Department staff members and providers for organizational readiness and to address questions and concerns.

(1064) HP prepares detailed checklists for every facet of the system and uses these to verify that the system is prepared for go-live. These checklists provide detailed tasks for the Systems and Operations teams to confirm that everything is ready for the implementation and production verification occurs in every aspect of the system—including verifying necessary system access, including passwords, is in place for participating staff members at the time of operational training. These checklists provide a major input to the implementation schedule.

In the following table, we provide an excerpt from a provider business area checklist created for a recent interChange implementation that resulted in a CMS certification back to the first day of operations. Additionally, we create a separate checklist for each business area and the Technical or Infrastructure and Conversion teams. The checklists provide a means to track and communicate the transition progress of operations and the system as functional capability moves to the Colorado interChange.

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE
DEPARTMENT AND HAS BEEN REDACTED

Regarding the other notes or performance standards related to Unique ID 1063, HP will adhere to the Deliverable submission review and approval process as described and approved by the Department during project initiation and planning. Please see Unique ID 1159 for more detail.

Issue Management (Unique IDs 1148, 1149, 1153, 1155, 1168)

(1148) HP will notify the Department immediately of any potential System problems and the potential effect of those problems, including unscheduled downtime. We will verify that our systems work as designed 24 x 7. We recognize and understand the importance of proactive monitoring of system performance and as such will monitor system performance 24 x 7 to verify that the MMIS is meeting the established performance requirements.

(1149, 1153, 1155) The issue management plan outlines the methods and techniques we will use to identify, document, resolve, track, and report issues. Issue management is critical to the success of the COMMIT project. An issue represents a problem that is having an effect at the project level. HP will develop and maintain the processes documented in the issue management plan to provide technical and business process related assistance for users in researching problems, reviewing production outputs and understanding report formats. HP will notify the Department as soon as errors or discrepancies are identified in the MMIS. Initial notification will

be handled through email to the appropriate Department contacts and will occur within 30 minutes of identification of the issue. The approach to notification for these types of incidents will be documented in the communications management plan submitted for the Department's review and approval as part of the deliverable submission process.

Our issue management plan is a method of resolving problems encountered by the project teams to minimize negative effects to the COMMIT project. Issues can be the result of risks being realized or unforeseen problems arising on the project. Left unresolved, an issue will impede or prohibit project-related progress or development by affecting scope, budget, schedule, resources, or quality. We actively manage and resolve issues to keep the projects and phases on track. The issue management plan defines the process through which we identify, document, resolve, track, and report an issue.

(1168) Through our solid project management practices and collaboration with the Department, we will provide visibility into issues using our HP PPM tool. HP PPM provides role-based access to issues and documentation of the issue throughout the process. Issue management spans the life cycle of the project and includes iterative processes and activities. We apply a disciplined, rigorous, and control-based methodology to this important management function. Our approach includes interaction and coordination with the Department on issue management to improve the quality of the issue reporting and resolution process and lower delivery risk.

The approach focuses on working with the project teams to quickly identify, assign, and resolve issues affecting the project across the multiple phases. Coupling the methods and processes with HP PPM provides the Department with a high degree of flexibility, oversight, and control for issue management, with a focus on the areas of specific interest.

Our issue management process—depicted in the following figure—focuses on early identification, structured issue tracking, and prompt resolution procedures to reinforce the closed-loop structure.

Our project management and systems experience enables the project team to proactively identify issues, quickly identify and analyze resolution alternatives, and recommend resolution. The steps of the issues management process are as follows:

- **Identify**—Capture issues from stakeholders throughout the project

- **Document**—Document the issue through HP PPM

- **Analyze**—Analyze the issue and assign it to an owner

- **Escalate**—Escalate the issue as necessary according to approvals needed or urgency of the issue

- **Resolve or defer**—Decide whether to resolve the issue or defer it

- **Agree**—Obtain agreement from relevant stakeholders with the resolution or decision

- **Track**—Track resolution of the issue through HP PPM

- **Close**—Notify stakeholders of issue resolution and close the issue in HP PPM

Analysis of issues may yield several results. If the analysis determines that a defect or problem area requires further investigation, project managers will work with the Department and project managers to facilitate the analysis process to guide the additional analysis to identify causes for the defect or problem. Based on the selection of the highest-priority causes, one or more corrective actions are recommended and prioritized. Corrective actions might include changes to the following:

- Process
- Training
- Tools
- Methods
- Communications
- Software work products

Regarding the other notes or performance standards related to Unique ID 1148 and 1155, HP will adhere to the deliverable submission review and approval process as described and approved by the Department during project initiation and planning. Please see Unique ID 1159 for more detail.

Industry Standards (Unique ID 1169)

As confirmed by CMS in the recently published MITA 3.0 State Self-Assessment (SS-A), "The maturity model, MITA, and Seven Standards and Conditions (7SC) continue to evolve and align in future editions." That is, this is not the final version of CMS' guiding principles for the Medicaid architecture framework and requirements for achieving enhanced federal financial participation (FFP). In one example, the MITA 3.0 Business Process Model now comprises 10 business areas with 80 business processes, expanded from the 2.01 version containing eight

business areas and 78 business processes. These standards should be viewed as a road map that will continue to be refined across time.

HP continually grows and enhances our solution to support the principles and vision of the CMS 7SC and MITA and accommodate the changing healthcare legislation. We must provide the technology and expertise to ease the Department's transition and evolution in the ever-changing world of healthcare. The configurability of HP's Colorado interChange solution provides that flexibility and scalability.

CMS Conditions and Standards

CMS has released the 7SC that systems must comply with to receive enhanced federal funding. The HP Colorado interChange solution can best meet these requirements and help the Department communicate with CMS about the 7SC in project reviews. The proposed Colorado interChange provides the foundation that will enable the Department to mature the Medicaid enterprise alongside CMS 7SC and MITA 3.0 principles. The principles of MITA are built into the DNA of the interChange MMIS.

The following figure shows our Core MMIS framework with components and COTS. This is a graphical representation of the level at which your Colorado interChange Medicaid Enterprise system meets the 7SC and the growth in maturity through the DDI efforts. The base system will evolve as it is enhanced to meet even more of the 7SC.

In the remainder of this section following the figure, we demonstrate our confidence in how the Colorado interChange solution aligns with CMS' 7SC by providing more detail into each standard and condition.

Core MMIS Framework

SEVEN STANDARDS AND CONDITIONS	BASE MMIS		MATURITY GROWTH					INTERCHANGE CORE MMIS
Modularity Standard	BPA Rules, Proprietary Portal, integrated Care Management	ORIGINAL STATE					DDI MATURITY STATE	interChange Connections, Atlantes, Healthcare Portal, SOA Framework, BPA Rules, COTS rules engine, HP Exstream
MITA Condition	MITA-Aligned business processes, MITA-Aligned data model							MITA Business Process Document, integrated workflow, interChange Connections, Cloud infrastructure, Concept of Operations, MITA-Aligned business processes and data model
Industry Standards Condition	HIPAA, Edifecs compliance checking							HIPAA, Enhanced Web Services, interChange Connections, MAPIR, CAQH Operating rules
Leverage Condition	BPA rules, Edifecs compliance checking							BPA Rules, MAPIR, interChange Connections, HP Exstream, Cloud Infrastructure
Business Results Condition	Browser-Based UI, BPA rules, proprietary Portal, SLA/ KPI reporting							Insight, Workflow, interChange Connections, Enhanced UI, BPA rules, @neTouch features, Healthcare Portal including member support, HP Quality Center and HP LoadRunner
Reporting Condition	Business Objects, Browser-Based MAR							interChange Connections, Insight, Business Objects, Browser-Based MAR, API, Cloud
Interoperability Condition	Data Security Management, secure file transfer							Informatica, interChange Connections, Data Security Management, Published Services

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The base interChange MMIS starts from a strong position and is then enhanced by the additions documented in the fourth column of the figure to achieve an even greater maturity level.

Modularity Standard

The Modularity Standard sets a vision of a modular, flexible approach to systems development—SOA, exposed APIs, and business rules engine (BRE)—for streamlined submission of business rules to a Department-designated repository. The Colorado interChange employs a demonstrated n-tier architecture that places an emphasis on reuse and flexibility. This increases the return on the Department's investment and aligns with CMS' 7SC.

The Colorado interChange framework facilitates the use and reuse of modular solution components, saving development time for Department and HP. This approach reduces long-term investment cost because we can share and reuse solutions across business areas within the Colorado interChange. Addressing the goals of maximizing reuse and business service flexibility, the Colorado interChange makes extensive use of specialized COTS packages and HP-developed components including the HP Healthcare Portal.

SOA

We built our processing platform on an SOA framework, supported by web and business services. Through data translation adaptors, we can readily transform data from one format to another, allowing a more interoperable data exchange. The Colorado interChange delivers increased maturity of the MITA business functions through an SOA framework supported by interChange Connections, which includes a top-tier ESB and services-enabled interfaces. Additionally, the use of SOA, rules engines, and table-driven features at the application level in the Colorado interChange help simplify configurability without the need to hard code changes within the system code.

The interChange @neTouch user interfaces are designed to be 508c compliant in support of the Americans with Disability Act, enabling access to the broadest set of users.

SDLC Methodology

To complete the proposed scope of work necessary to achieve a successful replacement MMIS project, our team uses the Healthcare Enterprise EDGE process framework for SDLC.

Open APIs

Open APIs support interoperability and ease system and component integration. Standardized interfaces and functions across components simplify integration with internal and external systems, supporting better health outcomes. Clearly defined APIs connect interChange components, including HP Exstream and the HP Healthcare Portal components.

MMIS Rules Engine

The proposed Colorado interChange is a web-accessed modern healthcare management system that integrates highly optimized, purpose-built rules and a BRE to provide the right rule at the right time. Colorado interChange business services functions include workflow management and business rules execution.

Business Rule Submission to Department-Designated Repository

The Colorado interChange Business Policy Administration (BPA) rules are responsible for most claims adjudication, pricing, editing, and auditing decisions. The configurability built into the BPA rules gives the Department flexibility and scalability to use the Colorado interChange for transaction processing for multiple programs across the enterprise. The BPA rules engine defines and processes these rule types:

- **Provider contracts**—What services a provider is allowed to perform
- **Client plans**—What services a client is eligible to receive
- **Reimbursement rules**—What decisions on appropriate pricing methodology to apply
- **Assignment plan**—What services to carve-out of a capitated managed care plan
- **Edits**—Most edits are rule-driven through configuration
- **Audits**—Most audits are rule-driven through configuration
- **Copay**—Client responsibility amount
- **TPL**—What services are covered by carrier-specific rules allowing cost avoidance and recovery

The authorized user can export, manage, and maintain the rules outside the system in a human-readable form. They also can publish them to an external registry, such as a Department repository, leading to a more standardized mode of operations between states. This fully supports a "reuse and reduce" practice and enables the ease of the processing logic.

MITA Condition

This CMS 7SC condition sets the direction to align to and advance MITA maturity for business, architecture, and data. It includes state self-assessments, road maps, concept of operations, and business process models. HP understands that business requirements drive technical solutions. Our teams take the MITA principles to heart when enhancing the interChange solution—aligning and advancing business, architecture, and data in MITA maturity. The new Colorado interChange MMIS UI closely aligns with MITA business processes, presenting the most common MITA business process functions performed through a specific business web page.

Understanding that any growing structure or program can only advance when its foundation is sound, HP continues to refine the interChange MMIS solution across years of implementations to deliver a solid solution for our customers. The Department will have this solid foundation—a proven, certified MMIS on which you can move forward and build a growing and

evolving enterprise solution.

State Self-Assessments and Road Maps

If requested, HP can provide support to the Department to complete an updated SS-A in the period prescribed by the MITA 3-0 guidance. The Colorado interChange solution that HP proposes for the Department is designed to meet the guidance of the CMS 7SC in the near term with its SOA, modular components, integrated COTS packages, and open standards, and in the long term with its flexibility and adaptability to changing healthcare concerns. The Colorado interChange provides the strong yet flexible infrastructure to support the CMS 7SC road map of increased processing maturity and capability.

Concept of Operations and Business Process Models

The Colorado interChange workflow standardizes business processes and enhances efficiency, optimizes outcomes, and brings greater maturity to the MMIS concept of operations. Business owners have complete control in the generation and update of MITA process documentation available through the Colorado interChange's UI. This enables process updates to go from idea to implementation across the entire business community in less time. Through the Colorado interChange workflow, the user also can configure the following:

- Where the workflow starting triggers are logically located throughout the UI

- The quality management workflow step for the selection of when to send workflow processes for quality review allows for configurable quality management

- The workflow escalation rules so that the Department and HP leadership receive timely notification of processes that exceed defined thresholds

Industry Standards Condition

This condition defines the alignment to and incorporation of industry standards—such as HIPAA, 508 of Rehabilitation Act, 1104 and 1561 of Affordable Care Act. Industry standards provide a common and transferable language that government entities, health plans, and providers can use to communicate healthcare services and information, enabling interoperability. These common standards reduce the administrative burden on providers and health plans, and ultimately, on clients.

Identification of Industry Standards

The Medicaid program is ever-evolving. The HP account team uses our actual experience and knowledge of implementing new federal regulations in other HP state Medicaid programs to continue to bring innovative ideas to the Department. We have access to the shared knowledge of our other Medicaid, Medicare, and commercial healthcare support teams.

Sharing knowledge across accounts facilitates the application of effective business practices, adherence to industry standards, and common industry changes, including the following:

- Supporting HIPAA-standard transactions and HIPAA code sets for transaction processing
- Enforcing HIPAA security and privacy standards across the MMIS
- Incorporating ACA Section 1104 and Section 1561 transaction standards and operating rules
- Ability to support HL7 and Nationwide Health Information Network (NwHIN) standards in the larger healthcare ecosystem

Use of Industry Standards—Data Centers

Besides those standards directed at healthcare, the following table highlights how our HP data centers give particular focus to those standards governing IT service management, quality management, and IT security management.

The International Organization of Standardization (ISO) IT Service Management standard is aligned with the Information Technology Infrastructure Library (ITIL) v3 framework. While ISO provides the requirements that must be met to become certified, ITIL provides a detailed collection of best practices used in creating process document. Additionally, ISO 20000-1:2011 is closely aligned with the ISO 9001 Quality Management System and ISO 27001 IT Security Management.

ISO 9001 sets the requirements for document control, quality records, corrective and preventive actions, internal audits, quality management reviews, and control of nonconforming product or services. This provides a solid foundation to build the ITIL-based processes for IT service management. The ISO 27001 provides the methodology for the implementation of information security. The Orlando data centers obtained ISO 20000-1:2011 certification in October 2012 and have maintained certification since 2010. Our Security Operations team is ISO 27001:2005 certified; this certification has been maintained since 2004.

HP Data Centers

Group or Division	Certification	Date Assessed	Location	By
HP Enterprise Services U.S. Public Sector (includes Leveraged Delivery DCS, HUD HITS, EDC, FDA, and a large financial government customer)	ISO 20000:2011 IT Service Management (ITSM 540649)	Issued: November 2008 Expiration Date: December 2014	Herndon, Va. Orlando, Fla. Charleston, W.V.	BSI Management Systems (Independent)

Group or Division	Certification	Date Assessed	Location	By
HP Enterprise Services U.S. Public Sector Information Security Management Standard (ISMS) for Office of Information Security	ISO 27001:2005 IT Information Security Systems (IS 77016)	Issued: February 2004 Latest Issue: May 2010 Expiration Date: June 2013	Herndon, Va. Raleigh, N.C.	BSI Management Systems (Independent)

Our quality program includes the use of enterprise processes, regional quality management governance committees, and process performance audits. The standards apply to the processes that are created and control the delivery of products and services to our customers. Additionally, certification to ISO helps to manage the systematic control of activities to verify that we achieve customer expectations and satisfaction.

As an ISO 20000-1:2011 certified data center, we maintain and control the documented procedures, guidelines, processes, and associated template, logs, checklists, and forms. The processes are reviewed and audited at least annually to validate the documentation inputs and outputs are being created and the outputs are delivered according to schedule. Additionally, we also will create processes that are specific to customer requirements if they require more rigor and need to follow applicable government requirements or standards such as Federal Information Processing Standard (FIPS), National Institute of Standards & Technology (NIST), or Security Technical Implementation Guide (STIG) requirements.

Because of this commitment to quality and process improvement, we maintain a strong foundation of repeatable standard processes and methods that we will tailor and use for this program. We will use this foundation to support efficient and effective world-class processes and tools that we will implement in the appropriate quality framework. Our continued involvement documents our commitment to continued and sustained performance and high levels of quality while providing IT services to achieve the Colorado interChange ITO mission and goals.

Data Management (Unique IDs 1043, 1164, 1166, 1329, 1354)

Data Conversion

HP will work with the Department to construct the global conversion plan (GCP), which will document the planned data conversion effort for the COMMIT project. The document will address the planned approach to data conversion and describe the events and processes that will

take place during each phase of the conversion process. The Conversion phases are Planning, Analysis, Design, Development, System Testing, Preliminary Conversion, and Final Conversion.

HP's conversion methodology results in a formal and systematic approach to managing the data conversion effort that facilitates a proactive approach rather than a reactive approach. The GCP describes the environments, tools, work products, deliverables, roles, and expectations for Department and HP staff members who support and manage the data conversion effort.

(1143) HP recognizes that complete and accurate data conversion is critical to the successful implementation of the Colorado interChange MMIS. HP will take over existing data and information storage from incumbent Contractor. We will store and manage specified historical data covering a specified time. Our approach to data conversion is a mature process that we continually enhance through lessons learned and toolsets enhanced with each successive implementation. This continued maturity of the data conversion process facilitates complete and accurate data conversion through cost-effective means. HP recognizes that each data conversion is unique and that understanding the data and its use is critical. Our conversion strategy will validate that the data needed to support business functions will be present in the Colorado interChange.

The following figure illustrates the HP approach to data conversion.

Conversion Process Overview

348_118_09_0313
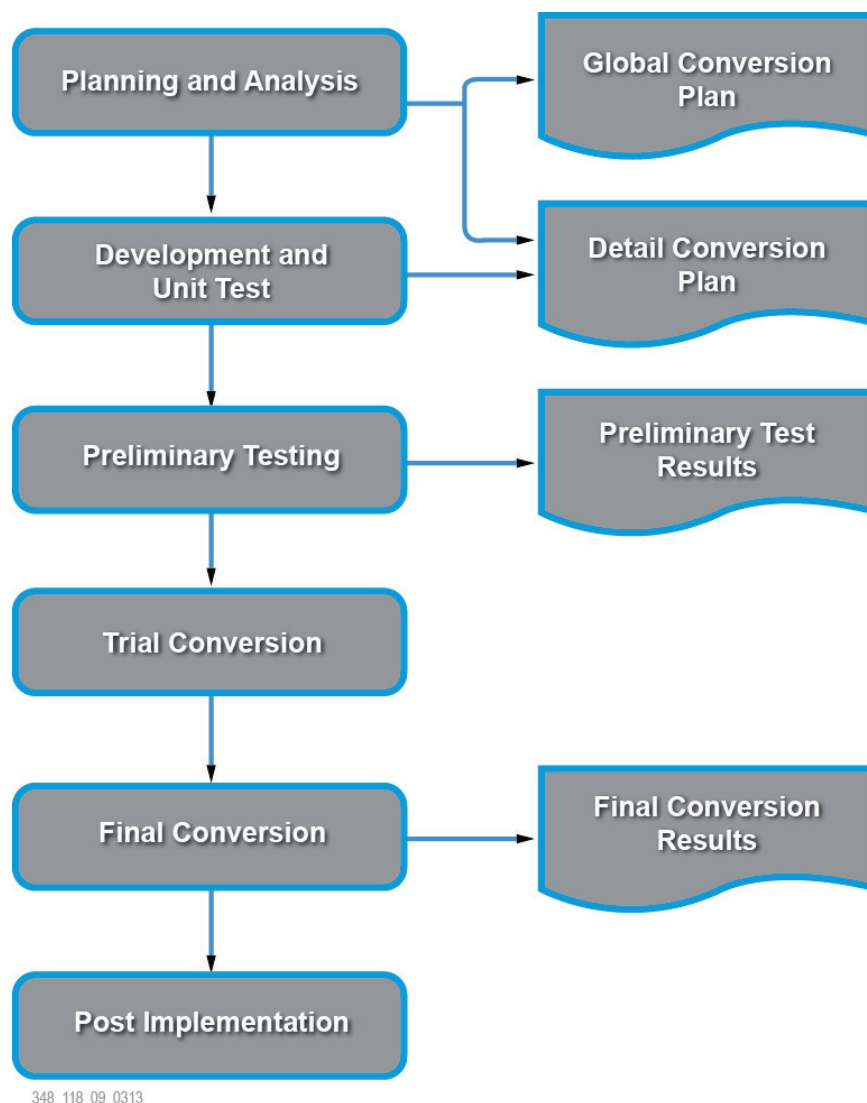
Data for Business Intelligence and Data Management Services

(1166) HP understands the Department's need to have the right data available for reporting. As such we will work to verify that Systems data from the MMIS are delivered to the BIDM to support reporting and analysis. (1164) We also will provide the data needed to the BIDM vendor and work with them to determine the best solution for a secure transfer of the data.

Data Retention

(1329) The purpose of the data and records retention plan is to outline an approach to managing the retention of data and records generated by the Colorado interChange and operations. Effective data and records retention management helps the Department to promote compliance with federal and State laws and regulations and prevent the unintentional destruction of records.

HP will deliver a cost-effective infrastructure that supports scheduled and indefinite retention. For example, enrollment roster data may be retained online for three years while policy manuals and memorandums should be retained indefinitely. During the Design phases, HP will work with the Department to confirm and complete detailed retention schedules for each data and record type identified.

When established, HP will apply policies to the data, records, and documents of the Colorado interChange project throughout the contract.

Data Availability

Availability of data to the users depends on several intersecting services described in the following table.

Data Availability

Service	Description
High-Availability Infrastructure	The supporting infrastructure of the MMIS provides a robust platform that supports the MMIS needs of today and is flexible to adjust to the needs of tomorrow. HP will meet the system availability and response time service levels defined in the RFP and verify that the new system functions without interruptions from unscheduled downtimes.
System Availability, Failover, and Reliability	HP adheres to defined performance standards to meet system availability, failover, and reliability requirements of the SLAs as defined in the RFP. Additionally, the HP solution includes numerous capabilities that enable failover at our primary and backup data center.
Authorized Users Access	Because we understand the vital role Colorado interChange will play in delivering Medicaid services to Colorado residents, HP knows appropriate access to Colorado interChange is paramount. We implement a comprehensive security management function across the applications to provide authorized, role-based, and appropriate access to the system and applications.
Technical Support Desk	HP shares our ITIL expertise and capabilities to deliver a technical support desk to the Department. We perform first-level support though our web portal, email, and telephone and will be available 100 percent of the time during the Department working hours.
System Maintenance	HP routinely performs system maintenance on Colorado interChange during times least disruptive to system users. HP will work with the Department to develop an approved system maintenance schedule.

Service	Description
Failover Environment	The HP solution includes numerous capabilities that enable failover at our primary and backup data center. A dedicated failover environment at our backup data center in Colorado Springs provides the ultimate recovery to support continuous flow of operations so a natural disaster at the primary site does not affect business.
Post-Implementation Monitoring and Quality Control	Quality is a critical element in successfully managing the Colorado interChange. To facilitate continued confidence in the performance of the MMIS, we stress the importance of quality at each level. Our quality assurance (QA) and quality management program provides maximum visibility into contract performance, beginning with project implementation and continuing throughout program operations.
Portal Framework	HP offers the Department a robust .NET platform designed to provide a standard set of underlying capabilities. Our portal provides a 24 x 7 primary communications channel for alerts, messaging, and delivery of information and multilingual support.

Estimating and Legislative Support (Unique ID 1152)

HP's change management plan documents the process for introducing changes to the MMIS. HP PPM is used to track and document the change requests. Change requests can be entered with a type that indicates what is driving the change—including legislative demands. When the change request is initially approved and assigned, the change owner will conduct a thorough affect/effect/impact analysis of the change and document the results in HP PPM. Part of that analysis includes documenting effort and cost affect/effect/impact. HP will work with the Department during the approval process for the change management plan to incorporate expectations for turnaround of estimates—two business days during the Colorado Legislative Session, five business days outside the session, or as agreed to by the Department.

Hardware and Software Upgrades (Unique IDs 1157, 1158)

(1158) HP will maintain the Colorado interChange and perform regular maintenance and software support to sustain effective operations. We also meet mandatory requirements to provide a solution that is upgradeable and expandable to meet current and future needs. This includes hardware, software, network, and necessary upgrades to the system and COTS packages. (1157) HP will maintain infrastructure components and technology set to maintain compliance with interface technologies. HP also will meet the Department requirement for compatibility with approved software installed for use by Department staff members and provide necessary training to authorized users.

The HP structured approach to updating systems with minimal impact to program stakeholders, business functions, and the system users includes working with the Department to determine the most appropriate time for necessary installations and upgrades to the Colorado interChange and its components. We schedule these maintenance windows with Department approval for a time when program and Colorado interChange activity is at a minimum. We maintain and change the Colorado interChange to provide applications availability and uptime that focuses on accessibility and use by the Medicaid clients, healthcare community, and users. HP notifies the Department and documents system upgrades and maintenance irrespective of the outage window. Performing proactive maintenance and maintaining the system helps mitigate the chances of unplanned downtime. (1354) If downtime occurs, we will provide messages, alerts, and a "system is down" webpage to notify users about System changes and System downtimes.

In our HP data centers, HP uses ITIL v3 reference architecture practices to include the following:

- Ticketing and workflow
- Incident, problem, and change management
- Configuration management
- Asset and license management
- Event management
- Availability and capacity management
- Service-level management
- Request management

HP will deliver the approved technical infrastructure and computing environments within the HP Orlando Data Center. Each hardware and software item will have detailed installation and configuration procedures described in the engineering guide. During implementation, each asset will be included within the HP inventory and configuration management database. Software and hardware that are installed after the initial project setup will follow the change control, detailed installation, and qualification processes. HP has detailed work instructions, with associated quality assurance verifications, to verify that our architecture design document and engineering guides are maintained.

HP uses inventory, package distribution, and asset and audit compliance tools for continual management allowing consistent deployments and increased automation.

Regarding the other notes or performance standards related to Unique ID 1158, HP will adhere to the deliverable submission review and approval process as described and approved by the Department during project initiation and planning. Please see Unique ID 1159 for more detail.

Audits, Audit Support, and Audit Access (Unique IDs 1160, 1161, 1170)

(1160) HP will conduct an annual SSAE-16 at our fiscal agent operations facilities in Colorado. HP will work with the Department on responses to findings and remediation plans. HP also conducts an annual SSAE-16 at the Orlando Data Center and will make the results of the audit available to the Department.

(1161) HP meets requirements to provide reasonable access to data, systems, facilities, and documentation required by the Department or its designee to conduct audits. (1170) The HP staff also stands ready to provide assistance to the Department in responding to audit requests.

Confidentiality and Privacy of Information (Unique ID 1162)

The HP staff follows a defined management process for identifying security and confidentiality requirements and keeping sensitive information confidential, including State information, PHI and PII. Our security, privacy, and confidentiality plan will promote the integrity of the systems and protect the data from threats, unauthorized access, or disclosure to maintain compliance with State and federal security and confidentiality laws. We will limit system access and availability to appropriate personnel and business associates, as authorized by the Department. We will support these efforts by applying fundamental values and our team's personal diligence in working with sensitive program information.

HP staff members are required to complete mandatory periodic training in privacy, confidentiality, and computer security awareness and accepted computer security practices for employees. This includes contractors, temporary employees, and permanent HP employees. Each leader will be responsible for verifying that new employees receive the appropriate training and certify that they have completed this training. Leaders are responsible for answering employee questions regarding privacy and security, or referring them to the appropriate resource to answer their questions. The HP Colorado HIPAA compliance officer provides refresher training and works with leaders regarding questions or concerns they may have.

The HP Standards of Business Conduct (SBC), embodies the fundamental principles that govern ethical and legal obligations to HP. Annual training on the SBC helps us renew our understanding of the SBC and supporting policies and reminds us that as HP employees, we are expected to always conduct business with uncompromising integrity.

RESPONSE 38c

7.4 – Deliverable Requirements	In Production? YES/NO
Description Addresses Requirements (Provide the range as applicable): 1008, 1010, 1015-1017, 1019-1042, 1044-1049, 1057-1062, 1066-1085, 1087-1109, 1111, 1118-1121, 1131, 1137, 1140-1142, 1153, 1155, 1165, 1171-1174, 1370, 1458, 1789	YES

Deliverable Requirements

Project transparency through timely and accurate communication of project status is essential to building successful deliverables, which promotes quality customer service. As part of start-up, the HP Project Management Office (PMO) will collaborate with the Department to review the template format and approval processes, including the acceptance criteria used to measure the deliverable acceptance.

The Department will benefit in managing the deliverable requirements by our sound and reliable practice of creating, submitting, reviewing, and approving a comprehensive deliverable expectation document (DED) ahead of the actual deliverables. A comprehensive DED defines the template design format, table of contents, measureable acceptance criteria, requirements, and the schedule for the deliverables. The Department plays a key role by reviewing and validating the acceptance criteria within each deliverable document as part of the final review and approval.

Deliverable Management Process

HP and our customers have found that the upfront investment of effort by the DED improves the efficiency of managing deliverable requirements. The DED is a best practice refined and improved with each project. The HP PPM tool automates the deliverable management process flow, and these workflows will help make the best use of Colorado time and resources. Adopting our deliverable management approach informs Colorado about the project and positions the joint team to contribute significantly to the project's intended results.

Deliverable Creation

The PMO uses HP PPM to record the creation of a new deliverable. The tool captures essential data, such as the deliverable type, deliverable description, due dates, and approval requirements. The information the tool gathers supports the deliverable-tracking reporting process. Our deliverable creation processes pull data directly from the HP Integrated SharePoint Site or HP

ALM repositories. Because of this, deliverables reflect the latest, most accurate information available.

The following figure presents a sample HP PPM web page.

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE DEPARTMENT AND HAS BEEN REDACTED

Document Delivery

After the development of a draft or new deliverable, the deliverable will be ready for Colorado to review. The HP PMO will notify Colorado and post the deliverable on HP PPM. The deliverable management process is set up as a workflow within the HP PPM tool. Based on our standard deliverable management process, the first draft review allows for 10 business days for Colorado to review and provide comments. Our experience shows that a deliverable work product review (WPR) allows for dialogue, questions, and thorough explanations of the content. Before the start of the review period of 10 business days, we will conduct a WPR of each deliverable document.

If HP receives comments, the author completes updates to the document and a second review process begins. The period for updates to a specific document will depend on the size, type, and complexity of the documents. The second review process allows for five business days following submission of the deliverable to the Department. These time frames should provide the Department adequate time for review of the deliverables.

Final Approval Submission

HP will submit a final version of a deliverable to Colorado after the first and second reviews are completed. If a second review is not required, the PMO will submit the final deliverable

document for Department approval. The PMO will perform steps within HP PPM when the final version of a document is ready for formal delivery to the Department.

As noted in the deliverable management process, we will provide at least five business days for review following each submission of a final deliverable to the Department, which will review and provide electronic disposition in HP PPM. Colorado may approve, disapprove, or conditionally approve contractual deliverables on completion of its review. When deliverables are conditionally approved or disapproved, the Department will advise the PMO of the reasons, and we will correct and resubmit the deliverable within an agreed-on time period.

Deliverable Tracking

As deliverables move through the completion and approval process, HP PPM tracks the status. The following figure presents a web page illustrating the type of information visible to users.

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE DEPARTMENT AND HAS BEEN REDACTED

The Deliverable Tracking Status web page displays the various workflow steps and related status so users will always have current information. Deliverable summary information also is available through HP PPM. Advanced monitoring capabilities are essential in a healthy organization focused on success. Our PMO approach includes system tools for managing, monitoring, and reporting on the overall project and individual project initiatives. We use the features in HP PPM and Microsoft Project for fast and easy access to the consistent, complete, and accurate project information that is required to monitor and manage each project phase.

These tools will allow the Department and HP leaders to virtually walk through each aspect of the project with a mouse click. Using these project and document management tools, the Department and HP can link to critical project information, including complete Microsoft Project

schedules; project planning, guidance, and requirements documents; design and development specifications; test plans, cases, and results; deliverable specifications and sign-off documents; and ongoing project status and progress reports.

Lessons Learned (Unique ID 1010)

An effective change management plan addresses multiple types of change and is imperative to mitigating scope, schedule, costs, and risks. Success of the COMMIT project depends on the clear definition and management of project scope, cost, schedule, and configuration items. Without a clear change management process, many risks are likely, such as schedule overruns as unapproved changes are introduced into the transition scope. We detail our change management plan and processes in RESPONSE 31a.

HP's change management plan is a sub-plan to our overall project management plan. The purpose of a change management plan is to document a sound change management approach, which maintains the overall integrity of the project. The change management plan is used to establish processes required to validate that the project includes the activities required to complete the contract successfully. Our sound approach and description of activities in our plan culminate in lessons learned on each implementation leading up to Colorado's; the Department becomes the benefactor of lessons learned in other states. As we move through the phases of the COMMIT project, we will document lessons learned locally and revise the change management plan as needed to avoid the recurrence of the same issue.

System Operations and Maintenance Plan (Unique ID 1081)

The Department will experience service excellence as HP performs the operations and maintenance throughout the contract. The foundation of our service is a solid Operations and Maintenance Plan. As with system documentation, user manuals, and other deliverable plans, the Operations and Maintenance Plan will be available electronically on the SharePoint document repository.

The Operations and Maintenance Plan will outline our approach to monitoring and reporting daily performance related to operations, and defect identification, tracking and correction. It will carry forward the HP Portfolio and Program Management (PPM) and Application Lifecycle Management (ALM) tools and change management processes established during the Implementation Stage. This continuity promotes no disruption as work patterns move from implementation to operations. The plan will describe our process and governance for applying updates and patches, keeping licenses current, and performing needed repairs to the different Colorado interChange MMIS environments, including the following:

- Hardware
- Operating systems
- Database systems
- Application and other software
- Utilities for systems, database, software, and communications

- Voice, video, and data communication lines
- Communications software
- Drivers
- Configurations

HP's Operations and Maintenance Plan also will cover our processes and procedures for maintaining security at each level—database, network, and user. This plan will be accompanied by a user help desk support plan. HP will provide staffing for a live help desk to supplement the online help available to users. The help desk support plan will include the following:

- Help desk staffing model and available services
- HP policies for protection of PHI, PII, and other Department, provider, or client data
- After-hour contact and problem reporting process including a call tree
- How to access system documentation
- HP staffing model for the Operations Phase
- Department notification processes if a problem occurs, including how HP will communicate the following:

  – The nature of the problem
  – The expected effect on ongoing functions
  – A corrective action plan
  – The expected time frame for problem resolution

HP provides an example of a System Operations and Maintenance Performance Monitoring Report in Attachment E - Examples of Previous Deliverables that best reflects our approach for the COMMIT project.

Resource Management Plan (Unique IDs 1119, 1120, 1131)

We detail our resource management plan in RESPONSE 32. Besides the requirements listed in that response, the plan will include the following for each position:

- Labor category title
- Position description
- Required education, training, licensure, and certification
- Required experience
- Specific skills or knowledge required

The plan also will include the following items:

- A strategy for the organizational structure and team locations (specify in-State or out-of-State), and how this structure will contribute to project success

- A description for maintaining appropriate staffing levels throughout the term of the contract and adjusting its resources as necessary to maintain the required level of service

- Identification of subcontractors, if any

HP will receive approval from the Department for the initial resource management plan and updates.

Communication Management Plan (Unique IDs 1141, 1142)

The following figure represents how we work with the Department to update documentation.

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE DEPARTMENT AND HAS BEEN REDACTED

Communication is critical at every stage of the COMMIT project. The HP communications management plan outlines the communication process and methods we will use during the life cycle of the project. The plan is a mechanism for making audiences and stakeholders aware of their responsibilities for communicating project-related information to meet the needs of the project stakeholders. (1141) Besides the requirements outlined in that response, our plan also can report on aspects of the contract that affect price, schedule, performance, risk, issues, opportunities, and applicable resources.

(1142) HP will provide a monthly contract management report that includes the following:

- Progress toward achieving goals stated in the business plan

- Activities, by each function or unit of HP's Colorado organization

- Achievement of performance standards for the previous month and identification of performance standards that were not met

- A summary of HP activities and key volume indicators, for the month and cumulative to the fiscal year-end

- Establishment of the quarterly milestones and reporting schedule

- Establishment of the dispute process trigger mechanism

- Other activities as required for the Department to monitor HP activities

System Development Life Cycle (SDLC) Documentation (Unique ID 1173)

We highlight our change management plan and processes in RESPONSE 31a. As a part of the plan, HP will develop, maintain, and submit for Department approval the SDLC documentation that includes the following:

- Requirements
- Test planning
- Technical specifications
- UAT results
- Post-implementation verification
- Data conversion
- Strategy
- Systems documentation

Deliverables (Unique ID 1174)

During the Initiation and Planning Phase, the HP PMO will collaborate with the Department to establish the format and media for deliverables.

Unique IDs Addressed in Other Responses

To avoid considerable repetition of information that applies to numerous responses, we have placed the requirement in one response and linked to it in the other responses, as the following table details.

Unique IDs Addressed in Other Responses

ID	Requirement	Detailed Response Provided in
1008	Provide a report to the Department regarding all System changes that have been implemented in the previous month as well as a projection of Change Requests that will be implemented in the upcoming months.	RESPONSE 29
1015	Provide and maintain current documentation of, including but not limited to, the System's database schema, data dictionaries, entity-relationship diagrams, complete System architecture and Configuration diagrams, network diagrams (as applicable), and interface standards for the entire System, including those supporting Proprietary Contractor Material, however this does not include proprietary information related to COTS products. Provide and maintain all service delivery documentation related to the design of each module/component and its interaction with other modules/components as appropriate.	RESPONSE 29
1016	Develop and maintain online, current documentation on all operational and reference processes, including desk level procedures for Contractor's Fiscal Agent Operations staff; that can be viewed by the Department.	RESPONSE 29
1140	The Contractor shall develop, support, report (using dashboards), and provide weekly project management reports on the status of the project activities to allow both the Contractor and the Department to assess the progress for the systems during the Project Phases.	RESPONSE 38a
1172	Meet with the Department weekly on the status of all active System Enhancements or projects as defined in the Change Management Plan.	RESPONSE 38a

ID	Requirement	Detailed Response Provided in
1017	Develop and submit for Department approval a Project Management Plan, as defined in the most current edition of "A Guide to the Project Management Body of Knowledge (PMBOK)". The plan shall define how the Contractor shall manage all aspects of the Contract that affect price, schedule, performance (scope and quality), risk/issues/opportunities, and applicable resources. The plan shall include at a minimum: • Approach for executing monitoring and controlling the project. • Approach for managing resources and training. • Approach for managing communication and reporting. • Approach for managing scope, schedule, and cost. • Approach to managing risk and project issues. • Approach to managing changes. • Approach to configuration management. • Deliverable review and acceptance procedures. • Systems Development Life Cycle approach.	RESPONSE 31a
1019	Build and maintain the Project Work Breakdown Schedule, as defined in the most current edition of the PMBOK, that includes both Contractor and Department tasks. All tasks shall be identified at a detailed level of a rolling ninety (90) calendar day basis, unless otherwise coordinated and agreed to by the Department.	RESPONSE 26

ID	Requirement	Detailed Response Provided in
1020	Develop a Quality Assurance Control/Quality Management Plan by business activity to address the needs and specific opportunities for quality improvement throughout the Contract period. The Quality Assurance Control/Quality Management Plan should reflect the Contractor's experience and resolve toward: • Methodology for maintaining quality of the code, workmanship, project schedules, Deliverables, and Subcontractor(s) activities. • Quality in systems design, testing, and implementation. • Process design and staff training. • Performance standards development and measurement. • Customer satisfaction measurement and analysis.	RESPONSE 31a
1021	Develop a Communications Management Plan, as defined in the most current edition of A Guide to the Project Management Body of Knowledge (PMBOK), for the services outlined in the Contract. The Communications Management Plan shall describe, at a minimum: • The Contractor's communication model with the Department and other entities. • The Contractor's approach to meeting the communication requirements throughout the course of the Contract performance period. • Approach to maintaining telephone and email contact with the Department's assigned Division Director and other designated staff on at least a weekly basis throughout the Contract period. • During critical implementation, development, and transition phases, approach to maintaining daily contact with the Department's project managers, as appropriate.	RESPONSE 31a
1022	The Contractor shall develop a Risk Management Plan to ensure that risks are identified, analyzed, mitigated, communicated, and solutions to identified risks are effectively executed.	RESPONSE 31a

ID	Requirement	Detailed Response Provided in
1023	Provide a Business Continuity and Disaster Recovery Plan that will include: • Timely failover and redundancy. • Data recovery. • Claims/encounters processing. • Short- and long-term continuity operations. • Remote access (in accordance with Department standards). • An alternate business site if the primary business site becomes unsafe or inoperable. • Root cause analysis reporting to the Department for unscheduled downtime. • Provide data backup. • Schedule and process for testing of the Business Continuity and Disaster Recovery Plan. Reference the Colorado System Security Plan Template for additional information.	RESPONSE 31a

ID	Requirement	Detailed Response Provided in
1024	Develop and submit a Requirements Definition and Validation Plan that includes, at minimum: • A description of the Contractor's approach to capturing the results and problems of Requirement Review and Validation Sessions. • Tools that will be used to record and track requirements and problems. • A description of how potential training needs will be recorded during the requirements sessions. • Develop and submit a Requirements Review and Validation Session schedule for review by the Department. • Develop and distribute Requirements Review and Validation Session agendas prior to each session. • Facilitate requirements review and validation sessions to validate RFP requirements (as listed in this Appendix, Appendix A – Requirements and Performance Standards Matrix) with the Department. • Conduct interviews with Department staff to validate, clarify, update, and finalize requirements.	RESPONSE 31b

ID	Requirement	Detailed Response Provided in
1025	Develop and submit to the Department a draft Requirements Specifications Document (RSD) for Contractor-proposed System components, modules and functional areas. At minimum, the RSD should include: • An overview of System architecture and how components are integrated. • Detailed Requirements Specification Template. • Identification of changes to existing requirements. • Clarifying information associated with requirements, as needed. • Identification of new requirements. • Explanation of how requirements will be met. • Identification of the entity responsible for meeting the requirement. • Description of the hardware/software Configuration that will be used to meet the requirement. • A logical data model that identifies all entities, relationships, attributes, and access paths.	RESPONSE 31b
1026	Compile the final Requirements Specification Document (RSD) that incorporates the Department's review findings to reflect all requirements that need to be met as defined in the facilitated Requirement Review and Validation Sessions. Detailed requirement specifications may be delivered incrementally, as they are developed for each functional component or module.	RESPONSE 31b
1027	Develop and maintain a Health Benefit Plan Traceability Document to ensure that the System appropriately applies business rules in compliance with the Health Benefit Plan requirements. Develop and maintain a Business Rules Traceability Matrix to track joint Department and Contractor decisions made on System business rules, how rules are implemented, and any modifications made to accommodate new requirements. For example, the Business Rules Traceability Matrix will document Health Benefit Plans, eligibility processing, enrollment processing, claims processing, etc.	RESPONSE 31b

ID	Requirement	Detailed Response Provided in
1028	Develop and maintain a Requirements Traceability Matrix (RTM) to ensure that detailed requirements comply with RFP requirements.	RESPONSE 31b
1029	Develop and submit a Detailed System Design Plan that includes, at minimum: • Approach to tracking results and problems from Detailed System Design Sessions. • Tools to be used to manage session results and problems. • Approach to capturing and tracking potential training considerations identified during design sessions. • The format of the proposed Design Specification Document (DSD) Deliverable.	RESPONSE 31c
1030	Develop and submit a Detailed System Design Session schedule for review by the Department.	RESPONSE 31c
1031	Perform prototyping when appropriate to enable Department staff to review and accept windows, screens, reports or other layouts designs.	RESPONSE 31c
1032	Create and provide to the Department for approval an Online Application Template.	RESPONSE 31c
1033	Develop and provide to the Department for approval an Environment Architecture and Implementation Plan.	RESPONSE 31c
1034	Develop and provide to the Department for approval a Physical and System Security Plan.	RESPONSE 31c
1035	Prepare and submit the Detailed System Design Session meeting notes and include the decisions, justification for changes (including new, modified, or deleted requirements), outstanding problems requiring follow-up, and impacts to future detailed design sessions.	RESPONSE 31c
1036	Submit a draft Design Specification Document (DSD) that incorporates comments submitted by the Department.	RESPONSE 31c

ID	Requirement	Detailed Response Provided in
1037	Develop a final DSD based on the facilitated design sessions. Detailed design specifications may be delivered incrementally, as they are developed for each functional component or module, with final approval when all are approved. The DSD shall also include a Systems Documentation Template depicting the outline for the proposed content of the Core MMIS and Supporting Services System documentation. Examples of information to be included in the System documentation are hardware and software, descriptions of the services and infrastructural components, and other necessary System information.	RESPONSE 31c
1038	Update and maintain the Requirements Traceability Matrix (RTM) with results from Detailed System Design Sessions.	RESPONSE 31c
1039	Develop and submit to the Department a Unit Test Checklist Template and Unit Test Plan that describes the Contractor's approach, methodology and schedule for unit testing of the System.	RESPONSE 31d
1040	Conduct unit testing and submit results via Unit Test Checklists attesting that each component and module has been thoroughly unit-tested, meets the checklist criteria, and is therefore ready for the System test.	RESPONSE 31d
1041	Provide weekly updates and performance metrics on unit testing and development progress to the Department as part of the weekly status reports	RESPONSE 31d
1042	Conduct development walkthroughs as appropriate to demonstrate to the Department that all System functions have been completely and accurately developed and unit-tested and record problems using the project control and problem reporting system described above.	RESPONSE 31d

ID	Requirement	Detailed Response Provided in
1044	Develop and submit a phased Data Conversion Plan that provides detailed requirements including, at a minimum: • Discovery and legacy/source System/data evaluation process. • Recommended scope of data conversion based on discovery/evaluation results. • Relevant data sources including all sub-systems. • Department participation needs in the data conversion process development and execution. • Reporting migration requirements, including functionality validation of third-party tools and/or systems. • Documentation of success and failure metrics. • Post data migration cleanup process. • Final validation and acceptance procedure. • Emergency rollback contingency procedures, if applicable.	RESPONSE 31e
1045	Acquire the hardware and software needed for a successful data conversion.	RESPONSE 31e
1046	Implement a fully functioning data migration environment to be used by both the Contractor and Department for current and ongoing migration needs. Include the following: • Relevant tools, utilities, and software. • Associated licenses with ownership transferred to the Department. • Appropriate access rights for management, operation, and maintenance.	RESPONSE 31e
1047	Revise System and User Documentation as required.	RESPONSE 31e
1048	Perform a System test to compare all transferred programs, files, utilities, etc., to determine that the migration was successful.	RESPONSE 31e

ID	Requirement	Detailed Response Provided in
1049	Provide an integrated test environment consistent with the proposed SDLC process that allows the Department and the Contractor to monitor the accuracy of the Core MMIS and Supporting Services and test proposed changes to the system by processing test claims/encounters and other transactions through the System without affecting normal operations. The test environment shall allow for end-to-end testing including transmission of all System data to the BIDM.	RESPONSE 31f
1057	Develop a Core MMIS and Supporting Services Test Plan that describes the Contractor's approach and commitment to all testing sub-phases required for a system of this magnitude, including, but not limited to: • System testing process. • Integration testing. • Data Conversion testing process. • Approach to supporting Department during UAT. The UAT process shall provide for authorized System users to exercise the entire System, including the use of converted data, in a separate, controlled environment. • Performance/stress testing. • Penetration testing. The approach to conducting all specified testing for all Core MMIS and Supporting Services programs per Department entrance and exit criterion. Any changes to test cases, including entrance and exit criteria, require written approval by the Department.	RESPONSE 31e

ID	Requirement	Detailed Response Provided in
1058	Develop a Core MMIS and Supporting Services Test Plan that describes the Contractor's approach and commitment to all testing sub-phases required for a system of this magnitude, also including, but not limited to: • Roles and responsibilities throughout the Testing Phase. • Process for submitting, monitoring, and resolving Defects found during testing and Enhancements and assigning severities/priorities in accordance to Department standards. • Process for applying fixes to the Core MMIS and Supporting Services and regression testing of any fixes. • Assurance of parity between technical environments. • Description of the proposed system or tool for identifying, prioritizing, tracking, fixing, and re-testing System Defects or Enhancements. This tool may be the same Project Control and Problem Reporting System detailed in Section 7.2 (Project Management). • Structured promotion of functionality to subsequent testing levels. • Summary of testing tools used throughout the Testing Phase, including the approach to defining test cases that are representative of actual cases. • Testing of recovery processes and/or component outages/failures.	RESPONSE 31f
1059	Design, implement, and document detailed test cases for each sub-phase of testing identified in the above requirement. Test cases should include identifications, detailed steps, expected results, actual results (where appropriate), and be traceable to requirements listed in this RFP in the RTM.	RESPONSE 31f

ID	Requirement	Detailed Response Provided in
1060	Submit all Test Results (including Performance/Stress Testing Results, Final System Test Results, and Penetration Test Results) for each test sub-phase to the Department that includes, at minimum: • Summary of testing results. • Pass/Failure Rate. • Defect IDs and severity level of failed test cases. • Proposed resolution for identified defects.	RESPONSE 31f
1061	Perform regression testing for all defects identified as directed by the Department and provide regression testing results.	RESPONSE 31f
1062	Provide regular updates to Department during the Organizational Readiness period.	RESPONSE 29g
1066	Maintain and update the training environment with training data to use during training.	RESPONSE 31g
1067	Provide regular refresher training sessions for Core MMIS and Supporting Services authorized System users to disseminate updated or new functionality or business processes related to the MMIS throughout the Contract term, extending as agreed upon.	RESPONSE 31g
1068	Develop and submit for Department approval a Training Plan that meets the requirements described in this Appendix.	RESPONSE 31g
1069	The Resource Management Plan shall include a Training Plan to be reviewed annually and approved by the Department. The plan shall demonstrate the commitment of the Contractor staff to meet the learning needs of the authorized System users and include a proposed plan for face-to-face training on a mutually agreed upon schedule. The Training Plan shall include a Provider Transition Training Plan.	RESPONSE 31g RESPONSE 38d

ID	Requirement	Detailed Response Provided in
1070	As specified in the Training Plan, develop, deliver, update, maintain, and conduct a broad spectrum of comprehensive training programs including an evaluation and quality improvement component for all training sessions, and related documentation and materials, for initial and ongoing training for internal and external stakeholders, including, but not limited to, authorized System users from the Department, partners, providers, the Contractor, and other supporting contractors.	RESPONSE 40d
1071	Develop an Implementation Strategy in conjunction with the Department that describes, at a minimum: • The phased approach to the Core MMIS and Supporting Services roll out to authorized System user groups and/or of functionality. • The proposed implementation schedule. • A tracking process for Problems and Defects. • Communication and Contractor support procedures. • Contractor and Department roles and responsibilities. • Operational Readiness Criteria and Operational Readiness Walkthrough approach that addresses Contractor and System and Department readiness. • System acceptance procedures.	RESPONSE 31h
1072	Conduct an Operational Readiness Walkthrough with the Department prior to the initial Core MMIS and Supporting Services Implementation and Roll Out Phase. The Operational Readiness Walkthrough shall validate the Contractor's, System's, and Department's operational readiness. The Department shall formally sign off on each Operational Readiness Walkthrough prior to implementing the next Core MMIS and Supporting Services Roll Out Phase.	RESPONSE 31h

ID	Requirement	Detailed Response Provided in
1073	Develop a "Go-Live" Support Plan that documents the onsite and offsite authorized System user support provided by the Contractor and Department during the initial Core MMIS and Supporting Services implementation. Go-Live is defined as the period when the Production environment is first accessed by authorized System users to support business functions to the time when the Department formally accepts the System. The Go-Live support model is different than the Help Desk, which is meant to support the Core MMIS and Supporting Services once operationally stable.	RESPONSE 31h
1074	Develop an Implementation and Roll Out Plan that details planning and roadmaps for managing all System releases (if applicable). This includes managing dependencies across releases along with handling technology stacks, databases and infrastructure to match the roll out needs.	RESPONSE 31h
1075	Develop a Post-Implementation Operational Monitoring Plan, including methods and schedules for the Department and the Contractor to conduct post-implementation monitoring of System operations related to performance expectations as described in this Appendix.	RESPONSE 31h
1076	Update System documentation and operating procedures with lessons learned from the Implementation and Roll Out Phase.	RESPONSE 31h
1077	Obtain formal Department approval for the implementation of the Core MMIS and Supporting Services.	RESPONSE 31h

ID	Requirement	Detailed Response Provided in

1078	Prepare a Post-Implementation Evaluation Report that includes:
	
	• Lessons learned.
	
	• Project successes and failures.
	
	• Evaluation metrics including:
	
	  – Actual and planned budget comparisons.
	
	  – Actual and planned schedule comparisons.
	
	  – Actual and planned scope comparisons.
	
	• Core MMIS and Supporting Services authorized System user satisfaction.
	
	• Benefits gained over the previous Core MMIS and Supporting Services.
	
	• The current status of the Core MMIS and Supporting Services.
	
	• Ongoing contingencies or problems.
		RESPONSE 31h

1079	Develop a System Operational Procedures Manual Template with the proposed format for the Core MMIS and Supporting Services Operational Procedures Manual, which provide guidelines for the operation and use of the Core MMIS and Supporting Services. At minimum, the System Operational Procedures Manual shall contain the following sections: • Policies, processes and workflows related to the Core MMIS and Supporting Services. • Policies, processes and workflows related to the data center. • General requirements for compliance with privacy and security.	RESPONSE 31i

ID	Requirement	Detailed Response Provided in

1080	Perform operations and maintenance throughout the life of the Contract at no additional cost to the Department, and develop and make available electronically a System Operations and Maintenance Plan to include the following:
	
	• Monitoring of daily performance of the Core MMIS and Supporting Services.
	
	• Updates, patches, licenses, and repairs to components of the production, test, training, UAT, and all other accessible environments including but not limited to:
	
	   – Hardware.
	   – Operating systems.
	   – Database systems.
	   – Application and other software.
	   – Utilities for Systems, database, software, communications.
	   – Voice, video, data communication lines.
	   – Communications software.
	   – Drivers.
	   – Configurations.
		RESPONSE 31i

1082	Publish a System Software Version Release Schedule and provide updates to the Department as requested.	RESPONSE 31i
1083	Provide online end user and System Administrative Documentation that includes information on System screens, workflows, data fields, reports, etc.	RESPONSE 31i
1084	Provide secure and encrypted email account(s) for the Department to report problems, questions or System problems while safely exchanging PHI/PII, as required.	RESPONSE 31i
1085	Provide a searchable library, with highly flexible search criteria to enable an authorized System user to quickly find needed information in policy manuals, training material, implementation memos and all necessary help functions.	RESPONSE 31i

ID	Requirement	Detailed Response Provided in
1087	Coordinate with the Department to develop CMS Certification Checklist documentation for each MECT Checklist requirement.	RESPONSE 31j
1088	Develop an Enhancements Test Plan that describes the approach to all testing necessary to implement Enhancements.	RESPONSE 31k
1089	Design, implement, and document detailed test cases (UAT initial test cases and detailed System test cases) for Enhancement testing. Test cases should include dummy IDs (not real ones), detailed steps, expected results, actual results (where appropriate), and be traceable to requirements listed in this RFP in the RTM.	RESPONSE 31k
1090	Submit all Test Results for each test sub-phase to the Department that includes, at minimum: • Summary of testing results. • Pass/Failure Rate. • Defect IDs and severity level of failed test cases. • Proposed resolution for identified defects. • Performance/Stress Testing Results. • Final Enhancements Test Results. • Penetration Test Results. The following tests should be done independently with the results, defects and severity level, pass/fail rate, and proposed resolution for identified defects submitted to the Department: • Performance/Stress Testing. • Final Enhancements Test Results. • Penetration Test Results.	RESPONSE 31k
1091	Collaborate with the Department to identify and prioritize its System requirements that are not included in the base System and are outside of the contracted scope, following the Change Management Process.	RESPONSE 31k

ID	Requirement	Detailed Response Provided in
1092	Develop a System Turnover Plan at no additional cost to the Department. The System Turnover Plan shall include, at minimum: • Proposed approach to Turnover. • Tasks and subtasks for Turnover. • Schedule for Turnover. • Entrance and exit criteria. • Readiness walkthrough process. • Documentation update procedures during Turnover. • Description of Contractor coordination activities that will occur during the Turnover Phase that will be implemented to ensure continued functionality of System and services as deemed appropriate by the Department.	RESPONSE 311
1093	Develop a System Requirements Statement at no additional cost that would be required by the Department or another designee to fully take over System, technical, and business functions outlined in the Contract. The Statement shall also include an estimate of the number, type, and salary of personnel required to perform the other functions of the Core MMIS and Supporting Services. The Statement shall be separated by type of activity of the personnel. The Statement shall include all facilities and any other resources required to operate the System, including, but not limited to: • Telecommunications networks. • Office space. • Hardware. • Software. • Other technology. The Statement shall be based on the Contractor's experience in the operation of the System and shall include actual Contractor resources devoted to operations activities.	RESPONSE 311

ID	Requirement	Detailed Response Provided in
1094	Provide a Lessons Learned Document that describes valuable lessons learned during the COMMIT project.	RESPONSE 31l
1095	Develop and submit a Transition Plan including, at minimum: • Proposed approach to transition. • Proposed approach for conducting a knowledge transfer from the Contractor to the new contractor. • Proposed approach for consolidating applicable sections from the Contractor's Turnover Plan into the transition planning activity. • Tasks and activities for transition. • Personnel and level of effort in hours. • Completion date. • Transition Milestones. • Entrance and exit criteria. • Schedule for transition. • Production program and documentation update procedures during transition. • Readiness walkthrough. • Parallel test procedures. • Provider training. • Interface testing. The Contractor shall execute the Transition Plan and activities at no additional cost.	RESPONSE 31m
1096	Develop and submit a Relocation Risk/Contingency Plan. The Plan shall include: • Proposed approach to Contractor relocation risk/contingency planning. • Risk analysis: identification of critical business processes. • Risk analysis: identification of potential failures. • Risk analysis: business impacts. • Identification of alternatives/contingencies.	RESPONSE 31m

ID	Requirement	Detailed Response Provided in
1097	Establish a Parallel Test Plan that describes the Contractor's approach to conducting the parallel test, including, at minimum: • Role and responsibilities. • Proposed activities and procedures. • Proposed timeline. • Proposed reporting structure. • Supporting tools and documentation to support the Parallel Test.	RESPONSE 31n
1098	Perform parallel test of the System with input from the incumbent contractor's operations and report test results to the Department.	RESPONSE 31n
1099	Revise systems and user documentation as required to fully describe the Contractor's operations.	RESPONSE 31n
1100	Modify operating procedures to reflect changes with Contractor operations.	RESPONSE 31o
1101	Develop or revise provider manuals to reflect changes with Contractor operations using a variety of notification methods including web portal, email, and/or provider bulletin mailings.	RESPONSE 31o
1102	Develop a Department Operational Readiness Training Plan and conduct training for Department staff in order to ensure preparedness for operations.	RESPONSE 31o
1103	Conduct a formal Operational Readiness Plan Walkthrough with the Department, demonstrating that all operational areas are ready.	RESPONSE 31o
1104	Prepare a final Operational Readiness Assessment Document, including results of the parallel test and an assessment of the final operational readiness of Contractor.	RESPONSE 31o
1105	Provide attestation to the Department that the System is operation-ready.	RESPONSE 31p

ID	Requirement	Detailed Response Provided in
1106	Update Requirements Specifications for Approved Change Requests.	RESPONSE 29q
1107	Provide Monthly Reports on System Operation and Performance.	RESPONSE 29q
1108	Develop and provide Modification/Change Request Forms.	RESPONSE 29q
1109	Provide Updated Procedures and System Documentation, as needed.	RESPONSE 29q
1111	Report on all performance standards as specified in the Contract, as specified by the Communication Management Plan.	RESPONSE 38a
1118	Provide a Resource Management Plan that includes: • A description of the proposed organization for each of the Project Phases of the Contract (See Section 5.3 of the RFP Body). • An Organization Chart that identifies positions. • Position descriptions and qualifications for each Labor Category identified on the proposed organization charts. • A link or reference to the Department approved Training Plan that demonstrates the commitment of the Contractor staff to meet the learning needs of the authorized System users and include a proposed plan for face-to-face training on a mutually agreed upon schedule.	RESPONSE 32

ID	Requirement	Detailed Response Provided in
1121	Identify and provide resumes for proposed Key Personnel who will be available to perform Work under the Contract. Any substitutions shall be approved by the Department prior to their assignment to perform Work under the Contract. Key personnel include: • Account Manager. • Compliance Manager. • DDI Manager. • Business Process Reengineering Manager. • Operational Transition and Readiness Manager. • Systems Manager. • Fiscal Agent Operations Manager. • Publication Manager. Other Key Personnel shall be identified by the Contractor, indicating the Contractor's commitment to team stability.	RESPONSE 35
1137	Use of Subcontractors shall be clearly explained in the Resource Management Plan, and any Subcontractor shall be identified by the organization's name. At a minimum, the Subcontractor information shall include name; address; the general scope of work to be performed by each Subcontractor; Subcontractor's willingness to perform such work; and certification that it does not discriminate in its employment practices. The Contractor shall report to the Department annually any information on its use of Subcontractors, certifying that the Subcontractor meets the employment practices mandated by federal and State of Colorado statutes and regulations.	RESPONSE 10
1153	Develop and maintain a process to provide assistance (technical and business process related) as needed to assist users in researching problems, reviewing production outputs and understanding report formats.	RESPONSE 38b
1155	Identify and track all errors and discrepancies found in the System, notify the Department, and correct all errors and discrepancies.	RESPONSE 38b

ID	Requirement	Detailed Response Provided in
1165	On an annual basis, prepare a Business Plan for Department review and approval. Department staff shall participate in initial planning activities. The Business Plan shall be a working long-term document that describes how potential changes to technology (e.g., Near Field Communication) and/or architecture could improve operations. The Business Plan shall be reviewed and approved by the Department and revised by the Contractor, as necessary, to reflect changing situations throughout the year. The Business Plan shall include: • An outline of all major activities and training planned for the upcoming year. • Business improvement objectives for the upcoming year. • Methodology for performing activities and meeting objectives. • Recommendations in any area the Contractor feels improvements can be made, based on industry standards, best practices and/or cost efficiencies.	RESPONSE 31i

ID	Requirement	Detailed Response Provided in
1171	The Contractor shall develop, in accordance with the Project Management Institute's standards contained in the Project Management Book of Knowledge (PMBOK), a Change Management Plan that addresses and defines processes for managing changes to the project such as: • Establish a process to manage Change Requests. • Changes in the scope of work. • Changes in business process definition. • Changes in federal or State regulatory change support. • Changes to the budget and procurement activities. • Changes in Configuration and Customization (i.e., Configuration Management as defined in industry terms). • Schedule for routine System maintenance and upgrading System software. • Changes in training needs. The Contractor shall obtain Department review and approval of the Change Management Plan and materials and any subsequent updates prior to use. The Change Management Plan shall be implemented once approved and adhere to the processes included in the plan.	RESPONSE 31a
1370	Ensure that the data in reports are current, accurate, and accessible and that the report is produced in a timely fashion to meet the report's delivery deadline.	RESPONSE 38u
1458	Update documentation based on Department requirements.	RESPONSE 39b

ID	Requirement	Detailed Response Provided in
1789	Report on Systems project progress and status in writing no less than weekly. The use of real-time dashboard presentations is preferred to allow key metrics to be available in near real time. Weekly reports shall include the status of schedule, performance (quality/scope/technical/operations), risks/issues/opportunities, staffing, and other pertinent metrics. The Contractor shall be responsible for preparing and distributing meeting minutes for the Department review, and maintaining final approved agenda/minutes.	RESPONSE 40a

RESPONSE 38d

7.5 – Training Requirements	In Production? YES/NO
Description Addresses Requirements (Provide the range as applicable): 1067, 1069,1070, 1175-1193, 1269, 1396, 1806, 1842	YES

Overall Approach (Unique IDs 1067, 1070, 1177, 1179)

(1067, 1070) The successful achievement of several of the Department's guiding principles (that is, Service Focused and Information Sharing) depends not only on the implementation of a modern MMIS and associated services, but also on effective training for providers and clients so they can fully realize an enhanced customer experience. Therefore, HP focuses on the development and delivery of high-quality, learner-centric training programs that address the needs of providers, users, and other stakeholders. HP's experience with other state MMIS implementations and expertise in the field of adult learning proves invaluable when teaching a new application to experienced professionals. This provides the foundation for a successful transition and continued success with ongoing training programs for providers and internal system users.

By using an approach that provides comprehensive training while highlighting new system functions and capabilities, HP points out related business function improvement, allowing users to better grasp and accept the changes during initial training. Refresher training focuses on the ongoing needs of department users.

HP's training approach outlines our strategy for educating and improving the skills of users during the transition to the Colorado interChange. Our approach serves as a guide for training and performance support activities during the project and is the basis for the training plan. The Colorado interChange training plan addresses the learning needs of Department and HP users, providers, and other stakeholders as applicable. It also outlines a time line for the review and revision time line for the training materials for the Implementation and Operational phases of the project.

Because of ongoing changes and implementation of new policy and procedures, our approach allows for plan changes as warranted. HP will submit an updated copy of the Training Plan to the Department for review and approval annually. It will include recommendations for regular refresher training sessions to disseminate updated or new functional capability or business processes.

Central to the training plan is the HP strategy for transitioning Colorado Medicaid providers to the new HP Healthcare Provider Portal. By working with professional associations and other

provider groups to communicate implementation plans and time lines, we facilitate buy-in from the provider community when training begins.

Using a process-driven methodology to create, present, and evaluate training, our approach and expertise facilitate the application of the new skills learned, allowing users to transition to the Colorado interChange successfully and efficiently.

HP staffs the project with seasoned instructional design and training specialists so the training material matches organizational learning objectives, addresses core competencies, and provides the functional knowledge required for users to integrate the Colorado interChange functional capability into their daily business routines.

Approach to Planning, Managing, and Delivering Training

Supporting Medicaid programs in 20 states, HP continually evolves its training methods. For more than 40 years, we have helped users and providers understand how to navigate the systems and tools that support a state's Medicaid program.

Besides specific training for our Medicaid contracts, HP stresses additional classes as part of our corporate culture that emphasizes ongoing training. This training helps employees stay current on evolving approaches, technology, and healthcare legislation and learn each aspect of a job. In a corporate culture focused on training and learning, learning techniques that suit the needs and availability of busy employees are necessary. HP trains 300,000 employees each year and more than 150,000 customers in the use of HP-provided technology and processes. Forrester and Trainingindustry.com have recognized HP as a leader in IT training.

We have capitalized on the available knowledge and numerous changes in technology to make the delivery of training more efficient, effective, and accessible for our customers as follows:

- Our trainers use the most effective classroom training methods for adult learners, based on current research.

- When classroom training is not possible, live virtual instruction across the Internet helps to reduce costs and reach a broader audience while enabling the interactivity of a classroom experience.

- Web-based courses are a quick, easy way for users and providers to learn at their own pace, on demand.

- A Learning Management System (LMS) administers registration and tracks attendance for HP and Department staff members, allowing instant access to training-related statistics.

After training sessions, HP conducts participant surveys to gather feedback from attendees in areas including the quality and applicability of course content, instructor effectiveness, course format and timing. This is valued information that we will summarize and share with the Department to plan and implement enhancements to our training approach going forward.

(1177, 1179) We coordinate the roll out, delivery, publication and distribution of training materials across functional areas using multiple approaches and media depending on the nature of the training content and presentation approach.

In the past decade, HP has trained providers, employees, and other stakeholders in the use of the interChange MMIS during implementation in 10 states.

interChange MMIS Training

HP interChange MMIS Training Experience		
Initial Stakeholders Trained	Initial Providers Trained	Ongoing Training Most Recent Year
17,478	179,283	32,124

Facility (Unique IDs 1183, 1184)

(1183, 1184) Classroom training will be conducted in HP's Denver facility in a dedicated education center supplied with a minimum of 30 HP workstations and video-conferencing capability. Our use of HP Virtual Room allows us to conduct interactive training for users and providers at multiple locations simultaneously. HP Virtual Room is an online meeting place for collaborating across the Internet. HP Virtual Room allows the presenter to display PowerPoint, Adobe PDF, web pages, video, and other formats and share them with a wide, geographically dispersed audience. It also includes white board and chat capabilities to facilitate collaboration and training.

The presenter can monitor learners' participation through the virtual room's attention-monitoring features including – polling attendees using the "raise hand" feature and multiple choice questions at the end of modules that report the level of understanding across the entire audience.

Design and Development (Unique IDs 1069, 1176, 1180, 1181, 1187)

(1069, 1181, 1187) The Training Plan follows the established deliverable review and approval process and will address providers' and users' needs for the system implementation as well as for the Department in preparation for User Acceptance Testing. The Training Plan will become a living document that is reviewed and updated annually throughout the Operational Phase of the contract. Experience has taught us that successful training relies on course content, delivery methods, and timing. HP will develop transition plans for providers and Department users that maximize hands-on training during the 60 days before go-live. We also will use additional training methods, such as web-based courses and virtual classroom training.

(1180) During the Organizational Readiness and Training Phase, HP will conduct interviews with Department subject-matter experts (SMEs) and stakeholders to assess job needs in each area. Outputs of the Business Process Reengineering initiative also will be reviewed by the Department and HP to identify training needed to enable the Department to realize their
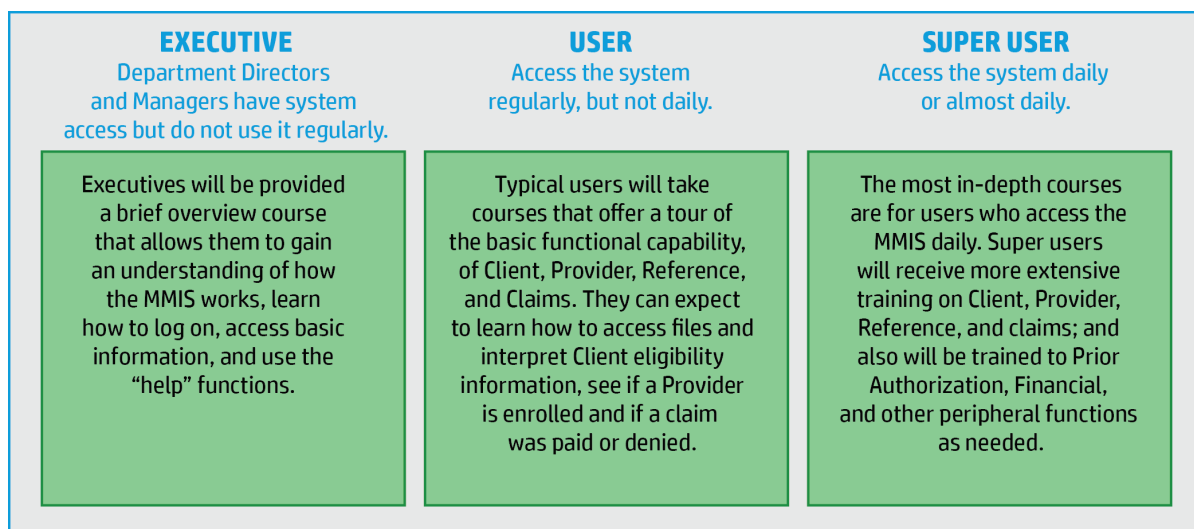
envisioned business process transformation. This information will be used to identify at least three categories of Department users, as the following figure details. We will develop comprehensive courses that are tailored to each category's job function. These courses will be the foundation for instructor-led courses conducted before implementation and after, as they will provide a solid base for new system users.

Training will begin at least 60 days before go-live, but HP has found that "just in time" training affords an easier transition for users and providers, so more classes will be held as the go-live date approaches.

As the following figures detail, the training plan will identify user types and include a detailed strategy, time line, and proposed schedule for each user group. The plan will outline roles and responsibilities of key stakeholders and an approach for business process changes identified during HP's initial training needs assessment.

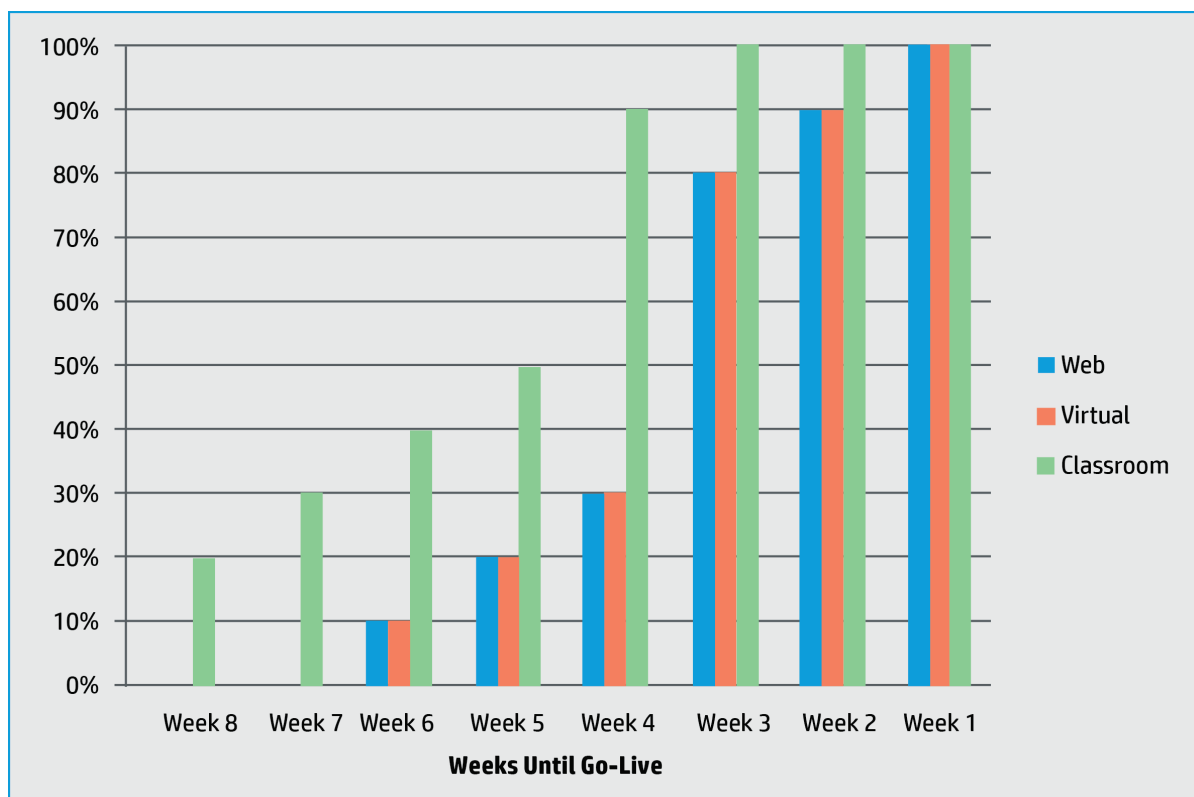Sample training materials will be included in a curriculum outline.

Potential User Types

EXECUTIVE	USER	SUPER USER
Department Directors and Managers have system access but do not use it regularly.	Access the system regularly, but not daily.	Access the system daily or almost daily.
Executives will be provided a brief overview course that allows them to gain an understanding of how the MMIS works, learn how to log on, access basic information, and use the "help" functions.	Typical users will take courses that offer a tour of the basic functional capability, of Client, Provider, Reference, and Claims. They can expect to learn how to access files and interpret Client eligibility information, see if a Provider is enrolled and if a claim was paid or denied.	The most in-depth courses are for users who access the MMIS daily. Super users will receive more extensive training on Client, Provider, Reference, and claims; and also will be trained to Prior Authorization, Financial, and other peripheral functions as needed.

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The HP training staff is well-versed in developing course content, verifying the level of detail is appropriate and accurate, confirming the course structure fits user job functions, and validating that hands-on exercises are realistic for the job performed in production. One month before a release, the Department will receive training materials for review, feedback, and approval.

Training Schedule Time Line

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We include a sample training plan in the in the Examples of Previous Deliverables tab, as shown in the preceding figure.

Training Materials (Unique IDs 1176, 1177, 1182)

(1176) HP will design and develop HIPAA-compliant course material using the knowledge gained from needs assessments, extensive experience with interChange implementations, and a base of existing material. Training will use concrete examples of information created, maintained and used for the Department. Examples using PHI-type data will be reviewed to verify that the data has been "scrubbed" and does not include live data.

(1177) Training materials and user documentation will share the same basic content suite. When a system change prompts a documentation change—whether called for by legislative, system, or user requirements—user documentation, training documentation, and training program resources can easily be updated with minimal development time and cost because only the affected learning objects, modules, or lessons will be changed. We will provide updated training materials to the Department for review, feedback, comment, and approval following receipt of the identified change.

(1182) Ongoing training will be available for Department and HP staff for system changes. Routine refresher training will be provided at least annually and will be available on demand for job functions such as reference updates, configuration changes, and claims resolutions.

Web-Based Courses (Unique IDs 1188, 1190, 1842, 1396)

(1190, 1842) The Provider Portal is fully equipped with illustrated online help guides to assist providers in using the portal. Online help guides are available for all Portal capability including provider enrollment, registration and attestation and claims submission. As changes are made to Portal functional capability, the online training guides will be updated and posted at least 30 days before the change being implemented. The Portal provides two means to notify providers when updated training is available—global messages and "Notify Me" notifications—so they can access the training before the change.

(1188, 1396) HP will create web-based courses using Qarbon's eLearning products. They offer a familiar experience to those accustomed to taking web-based courses and also are user-friendly for the novice. Each application in Qarbon's line stands alone; however, by integrating them, HP instructional designers can create web-based courses that work with the virtual training offered by training specialists. The following figure shows the support for screen captures, image projects and PowerPoint projects as methods of training material creation.

RESPONSE HAS BEEN GRANTED CONFIDENTIAL TREATMENT BY THE DEPARTMENT AND HAS BEEN REDACTED

ViewletBuilder7 has a patented Web page recording process that captures the user's screen and cursor position changes to replicate the flow of the application in a slide-by-slide editing environment. Callouts, notes, and arrows are added to guide the user through the tutorial, along with zoom areas, interactive areas, and transitions. This allows us to create professional interactive training demos and simulations that mirror the function of the application without producing large video files that might cause performance problems for remote learners like providers.

Students can interact with the tutorials to give them that "hands-on" experience that helps drive understanding and retention. Courses will be designed to allow users to learn at a self-driven pace and repeat exercises as needed. Qarbon's Composica revolutionizes the way in which content is created and managed by allowing real-time collaboration and providing rich development features without the need for programming. Unlike traditional authoring tools, Composica introduces a new groupware-platform approach to the authoring process. The entire course development process is managed in a centralized work group environment facilitated by the web-based architecture.

Regardless of job role or whether learners sit in the same office or are a world apart, Composica is an excellent eLearning project management tool and a top-grade groupware environment. Each team member can access the centrally located project using only a web browser and work simultaneously in real-time collaboration with the others.

Composica is fully compliant with Shareable Content Object Reference Model (SCORM). It integrates with any standard LMS to pass on performance data. It also helps create extended course-related metadata that can be integrated with a standard LMS, allowing course results and feedback to be stored and reported using the LMS. ViewletCam transforms a PowerPoint presentation into an interactive demonstration or online class. Simple to learn, an authorized system user may create his or her own courses using ViewletCam, which will then be delivered through the LMS.

HP will integrate quizzes and surveys into web-content using ViewletQuiz. As the following table details, quizzes are completely customizable, including multiple question and answer types.

ViewletQuiz Question Types Available

Quiz Type
Short Answer − Fill in the Blank
Short Answer − Selection from List
Short Answer − Rating
Short Answer − Essay
Multiple Choice − Single Answer
Multiple Choice − Multiple Answer
Multiple Choice − Fill in the Blanks
Multiple Choice − Selection from Lists
Multiple Choice − Rating
Multiple Choice − True/False

Quiz Type
Likert Scale
Click Map
Drag and Drop

Online Help (Unique ID 1806)

The Provider Portal is fully equipped with illustrated online help guides to assist providers in using the portal. Provider portal functions include HP's Medical Assistance Provider Incentive Repository (MAPIR), which is a web-based Registration and Attestation solution successfully implemented in 13 state Medicaid programs. These states work together for the successful operation of the EHR Incentive Payment Program.

MAPIR integrates in the MMIS, maximizing savings and efficiencies. States are responsible for making payments to providers for the Medicaid EHR Incentive Payment Program. Providers who wish to receive payment from the states must register at the federal level and submit an application at the state level. A new National Registration and Attestation (NR&A) System—formerly known as the National Level Repository (NLR)—was developed at the federal level to allow providers to register for EHR incentive payments. MAPIR performs file exchanges with the NR&A, acknowledges the accepted files, and performs basic editing against the files. Authorized Department users can use interChange provider information for validating against the NR&A data, as a provider must be active for EHR payment through the MMIS.

The LMS (Unique IDs 1191, 1192, 1193)

HP will employ Accord's LMS to manage training content. Working together, Qarbon and Accord provide an optimal eLearning solution. We will store the workbooks, handouts, instructor guides, and presentations in the LMS and make them available for the Department to view. (1193) When Department staff identifies the need for a change to training material, they will submit a change request to HP for our instructional designers to incorporate the changes.

TECHNOLOGY HIGHLIGHT

(1191)The LMS also will be used to track course scheduling and registration, along with attendance of Department staff members. The Department will be sent reports that show what courses were offered, who registered, who attended, and what materials were provided during the course. (1192) HP will provide training evaluation reports by participant. Reports also will include user progress toward training milestones and evaluation summaries from user and provider training.

The Accord intuitive user interface and powerful feature set make it easy to effectively manage the eLearning solution. Accord LMS offers the ability to communicate with learners by blogs, forums, social networking, emails, and bulk invitations.

Numerous real-time, on-demand reports are available to track learner progress, and reports may be filtered by learners, content, date, and other criteria. Learners also have access to their own attempts and quiz result reports.

Training Delivery (Unique IDs 1067, 1175, 1178, 1183, 1184, 1185, 1186, 1189, 1269)

(1067) We will deliver training in two phases. Before implementation, internal users and providers will be trained on the use of the new Colorado interChange to prepare them for a smooth transition. The initial Training Phase will continue for several weeks following implementation until users reach a general comfort level .

After the Implementation Phase is complete, training classes will regularly address the following areas:

- New Department staff members
- Annual refresher training, including new system features
- Ad hoc training requests

Implementation Approach to User Training

Classroom courses will be hands-on and designed based on participants' job role or function. Handouts will be in the form of a course training manual that participants may keep, featuring Web page illustrations and step-by-step instructions for accessing information. Trainers will demonstrate actions in a training environment and ask participants to follow the same steps in class. Users also will perform exercises designed to facilitate comfort level with the application.

(1183, 1184) The training room, in our Denver facility, will have at least 30 computers with Internet access. We will use virtual training periodically instead of classroom training for personnel in remote locations and for refresher training and support. Web-based training (WBT) will cover the same subject matter, include instructions in text with demonstrations, and provide "show me" exercises using representations of the application. We will add knowledge checks at appropriate places with correct feedback if a user makes a wrong selection.

Before regular user training, Department SMEs will be trained in preparation for user acceptance testing (UAT). UAT training will serve as a pilot for regular user training.

At the end of the training session, course completion certificates are printed for each participant when the participant attended the training session at the HP facility. For web-based and virtual room courses a course completion certificate is produced at the end of the course. (1185) The student has the option to print the certificate, if he or she desires.

Implementation Approach to Provider Training

During implementation, HP trainers will deliver interChange training to providers across the State through targeted workshops, on-site training at the HP facility, and virtual training sessions.

Based on training location or situation, training is delivered through live demonstration of the Provider Portal, or through a multimedia presentation if necessary. Handouts are made available

on the Provider Portal for providers to download and print before the workshop. The providers also can access WBT courses on the Provider Portal that will cover the material presented at the on-site sessions.

Implementation Approach to Staff Training

HP provides exceptional customer service by fully training and preparing our staff to deliver highly effective outcomes to business and technical challenges. HP staff training is an ongoing process that begins day one and continues as system and business processes change. Training activities for HP staff members include privacy and security training, MMIS training, job function training, and corporate courses. We will use the methodology and tools referenced previously to support staff training.

Delivery of Ongoing Training Following Go-Live

Following the Implementation Phase, training delivery will be restructured, although training materials will contain much of the same content. Materials will be submitted for review and revision per the agreed-on process.

User Training

New Department staff members will be learning a new job role and how to navigate the Colorado interChange. With that in mind, HP trainers will work with Department staff members to customize training to show how the Colorado interChange fits logically into the job role the staff member performs.

(1186) HP will train Department and HP staff as well as other authorized system users on the system and billing procedures, as noted in the Training Plan. Additionally, refresher training will provide a brief overview of system navigation and review common questions and answers. New system functions will be highlighted and users will be encouraged to submit questions before class so trainers can be prepared with examples that are relevant to users.

Ad hoc training requests will be addressed as the Department makes the requests. Trainers and instructional designers will work with the Department staff to develop a course and materials that address the request. Ongoing training will be available to address specific features related to reference functions used by Department and HP staff members. Additionally, training will be offered, along with accompanying documentation, on any exception handling rules created or updated to satisfy program needs.

Provider Training

(1178, 1189, 1269) HP maintains solid relationships with Medicaid providers in 20 states across the country. The service we offer is part of what sets us apart. HP training staff will offer ongoing training on provider enrollment, billing procedures, and the Provider Portal using classroom training and virtual workshops. We will use HP's Virtual Room for virtual workshops, allowing providers to participate in interactive workshops from remote locations. HP trainers

will use WBTs to provide interactive training on the use of the Provider Portal. Additionally, online user guides will be available.

When a change occurs in billing procedures, we work with provider associations to disseminate the information quickly and accurately, and our customer service staff members are available to answer questions and offer assistance on the new processes. Training staff also are available for one-on-one instruction on the Provider Portal and to work with providers to resolve billing issues by teleconference or virtual training.

As changes are made to Portal capability, the online training guides will be updated and posted at least 30 days before the change being implemented. The Portal provides two means to notify providers when updated training is available—global messages and "Notify Me" notifications—so they can access the training before the change.

HIPAA Compliance in Training

(1175) During both phases of training and regardless of method of delivery, HIPAA compliance is of the utmost concern. Examples using PHI-type data will be reviewed to verify that the data has been "scrubbed" and does not include live data. HIPAA-compliant materials will be used in each course, and users will be trained on HIPAA compliance.

Personnel having responsibility for information processing equipment or the handling or processing or exposure to confidential data are required to participate in Security, Privacy and Compliance training. At a minimum, the training will contain following basic elements:

- Federal and State laws regarding security and confidentiality that are applicable to the work done on the Colorado interChange account, including HIPAA and NIST

- HP's policies and procedures developed to comply with the applicable state and federal laws, including acceptable use, access, and data protection

- Classes of sensitive information—such as PHI, PII, and proprietary information—and public information and information that is exempt from disclosure under public record laws

- Staff's roles and responsibilities in maintaining the security and confidentiality of sensitive information and preventing unauthorized disclosure by practicing formal security and confidentiality procedures, such as proper password usage and creating, changing, and safeguarding passwords

- Education on how security and confidentiality breaches can occur in everyday work practices and what steps can be taken by individuals and by automated processes to minimize or prevent breaches, such as taking measures to prevent attempts at social engineering by not opening email attachments from unknown sources, notifying the Global Security Group (GSG) of attempted phishing, and not forwarding emails suspected of containing viruses

- A review of the manual and automated processes used at the account and the policies and procedures put in place to protect these processes

Organization and Staffing to Support Training

A lead training specialist will direct the training effort for this project and coordinate with an instructional designer responsible for the design of the overall learning solution to accomplish specific and measurable learning objectives. The two trainers will then deliver the course material for classroom and virtual learning courses. Additionally, the Training team will deliver training during the Implementation Phase provider workshops. By working with system users and providers, HP's trainers offer a better overall training experience and a more consistent training program.

During courseware development, the training specialist will work with the Implementation team to coordinate training strategy with the go-live schedule, verifying that training begins at an appropriate time and the training environment and LMS will be available. The lead training specialist will develop the training plan and serve as a liaison with the Department for scheduling and other training-related matters.