MISSISSIPPI DIVISION OF MEDICAID

State of Mississippi
Division of Medicaid

Request for Proposals #20131025

Implementation and Operation Services for the Mississippi Medicaid Enterprise Solution and Fiscal Agent Services

RFP Release Date: October 25, 2013

RFP Due Date: March 7, 2014

Mandatory Offeror's Conference: November 15, 2013

Tables

Appendices

THIS PAGE IS INTENTIONALLY LEFT BLANK

1. INTRODUCTION AND OVERVIEW

This is an open and competitive Request for Proposal (RFP) with the purpose of procuring a full service Medicaid Management Information System (MMIS), Pharmacy Benefits Management system (PBM), Data Warehouse/Decision Support System (DW/DSS) and currently outsourced services (Fiscal Agent Services), hereinafter collectively referred to as the "Medicaid Enterprise Solution" (MES). The Mississippi Division of Medicaid (DOM) is seeking a qualified vendor to help realize its strategy for a robust and innovative system replacement that is aligned with Medicaid Information Technology Architecture (MITA) requirements for a service oriented architecture (SOA) solution, including an improved and modernized information system, MITA aligned business processes, and associated outsourced services (e.g., Fiscal Agent).

The Offeror is encouraged to propose comprehensive, innovative solutions that encompass any combination of all of DOM's currently outsourced services and latest technology advancements to meet DOM's health information technology (HIT) vision. Emphasis should be placed on the most cost-effective and efficient suite of systems and services that allow DOM to fully meet the current and future needs of Mississippi residents. The State of Mississippi will contract with only one vendor as the prime contractor who will be solely responsible for the solution, even if the solution is comprised of multiple products/services and subcontractor offerings.

1.1. Purpose of Procurement

DOM is seeking to replace its existing MMIS, DW/DSS, and PBM/Point-of-Service (POS) with an integrated suite of systems and related services that will streamline the administration of its health care programs, including Fiscal Agent Operations. This new MES requires expanding the current concept of a traditional MMIS focused on claims payment to become a system that not only processes claims, but also is able to process clinical and administrative data in order to provide a comprehensive view of all members for all federal and State of Mississippi health care programs administered by the DOM enterprise. The underlying technology of the MES must be based on MITA principles, including SOA. Solutions that are not SOA will not be considered.

Technology is a key component in the realignment of DOM business processes to achieve a member-centric focus for the MES. This is captured in several State initiatives currently underway. The State Medicaid Health Information Technology Plan (SMHP) frames the overarching DOM technology vision. The SMHP outlines how DOM will modernize its Information Technology (IT) management and support capability. The SMHP is referenced in Appendix F - Bidder's Library Catalogue, Section 6.0 – MS State Plan and can be accessed in the MS Medicaid Enterprise Solution and Fiscal Agent Services Bidder's Library located on the DOM Request for Bids/Proposal Webpage.

1.2. Issuing Officer

This RFP is issued by the Mississippi Division of Medicaid (DOM). The individual listed below is the sole point of contact from the date of the release of this RFP until contract award. However, the Offeror

may consult with State representatives as designated by DOM's Procurement Officer in response to State-initiated inquiries and/or during scheduled oral presentations and demonstrations excluding site visits.

> Tara Pattie
> Procurement Officer
> Division of Medicaid
> Walter Sillers Building
> 550 High Street, Suite 1000
> Jackson, Mississippi 39201
> Email: MESRFP@medicaid.ms.gov
> Phone: (601) 359-4122

1.3. Procurement Overview

This RFP provides the following information by section:

- Section 1 – Introduction and Overview: This section provides an overview of the procurement intent, process, and timelines.

- Section 2 – Statement of Purpose and Background Information: Provided in this section is a statement of purpose and background information for the current DOM programs, initiatives, systems, and outsourced contracts.

- Section 3 – Authority: This section describes the authority for release of this RFP and organizations that are eligible to submit proposals.

- Section 4 – Procurement Process: Provided in this section is a description of the procurement process, including DOM's Rules of Procurement and legal requirements for responding to this RFP.

- Section 5 – Technical Proposal Requirements: This section contains instructions for the Offeror's technical response to this RFP, including the content, sequence, and format for the requirements.

- Section 6 – Business Proposal Requirements: Included in this section are instructions for the Offeror's business response to this RFP, including the content, sequence, and format for the requirements.

- Section 7 – Scope of Work: This section describes the scope of work and the specific requirements regarding the products and services to be procured, including functional, operational, and technical requirements narratives. The Functional, Operational and Technical requirements for this RFP are identified in Appendices M, N and O, respectively.

- Section 8 – Evaluation Process: An explanation of DOM's criteria and process for evaluating the Offeror's proposed solutions is outlined in this section.

- Section 9 – Contract Terms and Conditions: An overview of the terms and conditions applicable to this procurement are set forth in this section. Specific terms and conditions can be found in Appendix A – Contract Template.

The State of Mississippi retains the right to amend this RFP at any time. The State, at its sole discretion, has the right to withdraw this RFP and/or repost this RFP in the future. Any information obtained during the bidding process, including proposals, evaluation notes, and other materials, are considered confidential and not subject to inspection or production until a contract is executed between the State of Mississippi and the selected Offeror.

The objectives of this RFP are: 1) to procure a solution that advances the technology and MITA maturity of DOM systems; and 2) to support significant federal changes required by health care reform initiatives including the Patient Protection and Affordable Care Act (ACA). The timeframe for the replacement is projected to be from September 2014 through August 2017. The State will consider the Offeror's suggestions for modification of the replacement schedule in the procurement and evaluation process.

The following timetable is the estimated and anticipated timetable for this RFP and procurement process.

Table 1-1: RFP and Procurement Timetable

DATE	PROCESS
October 25, 2013	Release RFP for Bids
November 15, 2013 (Section 1.3.1)	Mandatory Offeror's Conference
December 3, 2013 (Section 1.3.12)	Letter of Intent Due
December 3, 2013 (Section 1.3.3)	RFP Questions from Offerors Due
January 29, 2014	DOM Responses to Questions Posted
March 7, 2014 (Section 1.3.4)	Proposals Due
April 30, 2014 (Section 8.4.2)	Finalist Selections
May 20 – June 3, 2014 (Section 8.4.3)	Finalist Scripted Oral Presentations
June 12 - 25, 2014 (Section 8.4.3)	Finalist Site Visits
July 21 – August 22, 2014 (Section 4.8)	Anticipated Contract Negotiation Period
September 16, 2014	Personal Service Contract Review Board (PSCRB) Approval
September 17, 2014	Anticipated Contract Start Date

DOM reserves the right to amend the timetable at any time, in the best interest of the State of Mississippi. An Offeror that has submitted a Letter of Intent will be notified of any changes to this timetable. If an Offeror fails to meet a deadline in the submission or evaluation phases or objects to the dates for performance of the Scope of Work, the State may, at its discretion, reject the Offeror's proposal.

1.3.1. Mandatory Offeror's Conference

Any Offeror that intends to submit a proposal in response to this RFP must attend the Mandatory Offeror's Conference. No exceptions will be granted to this requirement and any proposal received from an Offeror who did not have an authorized representative at the Mandatory Offeror's Conference will be rejected. Attendees will have the option to appear in person or participate via teleconference at 10:00 a.m. Central Time on November 15, 2013. Offerors who plan to attend via teleconference should submit the name, email address and telephone number of the attendees to DOM no later than 12:00 p.m. Central Time on November 11, 2013. Offerors who do not submit the name, email address and telephone number to DOM for teleconference information are not precluded from attending the Mandatory Offeror's Conference. Details regarding location of the Mandatory Offeror's Conference and telephone number to dial into will be posted by the Procurement Officer to DOM's procurement Website, www.medicaid.ms.gov/bids.aspx, by November 11, 2013.

By 12 p.m. Central Time, November 11, 2013, Offerors planning to attend the Mandatory Offeror's Conference via teleconference should email attendee names, email addresses and telephone numbers to:

> Tara Pattie
> Procurement Officer
> Division of Medicaid
> Walter Sillers Building
> 550 High Street, Suite 1000
> Jackson, Mississippi 39201
> Email: MESRFP@medicaid.ms.gov

1.3.2. Mandatory Letter of Intent

The Offeror that is determined to be the Prime Offeror is required to submit a Letter of Intent to bid. The Letter of Intent is due by 5:00 p.m. CST, December 3, 2013, and should be sent to:

> Tara Pattie
> Procurement Officer
> Division of Medicaid
> Walter Sillers Building
> 550 High Street, Suite 1000
> Jackson, Mississippi 39201
> Email: MESRFP@medicaid.ms.gov

The Letter of Intent shall be on the official business letterhead of the Prime Offeror and must be signed by an individual authorized to commit the Prime Offeror to the work proposed. Submission of the Letter of Intent shall not be binding on the prospective Prime Offeror to submit a proposal. However, any Offeror, designated as the Prime Offeror, that does not submit a Letter of Intent by 5:00 p.m. CST, December 3, 2013, will thereafter not be eligible to submit a proposal.

Prior to December 3, 2013, all RFP amendments will be sent to all organizations that request a copy of the RFP and will be posted on DOM's procurement Website, www.medicaid.ms.gov/bids.aspx. After December 3, 2013, RFP amendments will be posted to DOM's procurement Website, www.medicaid.ms.gov/bids.aspx and will only be distributed to Offerors that have submitted a Letter of Intent.

1.3.3.   Procedure for Submitting Questions

RFP questions from Offerors may be submitted using the template provided as Appendix T and are due no later than 5:00 p.m. CST on Tuesday, December 3, 2013 and should be sent to the Procurement Officer as listed in Section 1.2. Written answers will be available no later than 5:00 p.m. CST, Wednesday, January 29, 2014, via DOM's procurement Website, www.medicaid.ms.gov/bids.aspx. All Offeror questions will be answered officially by DOM in writing and will be binding as described in Section 9.1. Questions and answers will become part of the final Contract as an attachment.

1.3.4.   Proposal Submission Requirements

Proposals must be in writing and must be submitted in two parts: 1) Technical Proposal and 2) Business Proposal. The format and content of each proposal are specified in Sections 5 and 6, respectively, of this RFP.

Technical Proposals for this RFP must be submitted in three-ring binders with components of this RFP clearly tabbed. An original and twenty (20) copies of the Technical Proposal under sealed cover and an original and one (1) copy of the Business Proposal under separate sealed cover must be received by DOM no later than **5:00 p.m. CST, on Friday, March 7, 2014**. The Offeror must also submit ten (10) copies of the Technical Proposal on portable media, such as a CD or USB drive. Proposals should be delivered to:

> Tara Pattie
> Procurement Officer
> Division of Medicaid
> Walter Sillers Building
> 550 High Street, Suite 1000
> Jackson, Mississippi 39201

The outside cover of the package containing the Technical Proposal shall be marked:

> RFP # 20131025
> Technical Proposal
> (Name of Offeror)

The outside cover of the package containing the Business Proposal shall be marked:

> RFP # 20131025
> Business Proposal
> (Name of Offeror)

As the proposals are received, the sealed proposals will be date-stamped and recorded by DOM. The Offeror is responsible for ensuring that the sealed competitive proposal is delivered by the required time and to the required location and assumes all risks of delivery. A facsimile proposal will not be accepted. Each original proposal must be signed in blue ink by an official authorized to bind the Offeror to the proposal provisions. Proposals and modifications thereof received by DOM after the time set for receipt or at any location other than that set forth above will be considered late and will not be considered for award. Any proposal received after the date and time listed above will be rejected and returned unopened to the Offeror.

1.3.5.　　Cost of Response Preparation

The Offeror is solely responsible for all expenses incurred in the preparation of a response to this RFP and is responsible for all expenses associated with any pre-bid presentations, scripted demonstrations, contract, or other negotiations given as a result of their response to this RFP.

1.4.　　Location of Work

As a general rule, project work will be performed at a location approved by the State of Mississippi that is within twenty-five (25) miles of DOM's offices in Jackson, Mississippi. The Offeror's Technical Proposal must contain details for office, meeting and training space necessary to plan, design, develop and implement the proposed MES, as described in Section 7.2.1. The Offeror's Business Proposal must contain costs for providing the detailed office space. **Omissions, errors, misrepresentations, or inadequate details in the Offeror's cost proposal may be grounds for rejection of the Offeror's proposal. Costs that are not clearly identified will be borne by the Offeror.** A description of the requirements is provided in Section 6.0 – Business Proposal.

The Contractor will be required to establish secure connectivity and file transfers between MES and DOM, and between the Contractor and DOM. The State assumes that any solution will require interconnectivity between the existing State network and any hosted portions of the MES. Prior to connecting any computer equipment to the State's network, the selected Contractor must obtain written approval from DOM's Chief Information Officer and have completed a fully executed contract, including a Business Associate Agreement with a non-disclosure agreement. Approval may be given once connectivity requirements have been presented and the selected Offeror demonstrates compliance with the State's policies and requirements, including security requirements. (See MS Medicaid Enterprise Solution and Fiscal Agent Services Bidders' Library at www.medicaid.ms.gov/bids.aspx for details.)

2. BACKGROUND INFORMATION

2.1. Current Fiscal Agent Services and Technology Environment

As noted above, DOM contracts with a Fiscal Agent for operation of the MMIS. The Fiscal Agent maintains provider and member eligibility records, processes claims, and maintains reporting systems that enable DOM to monitor the program and enforce its policies and procedures, as well as aid in agency decision making. In addition to maintaining the system, the Fiscal Agent performs several operational functions including claims resolution, provider enrollment, provider customer service (call center), triage of escalated member calls, PBM services, federal drug rebate, development/revision of standard reports, and financial services including provider reimbursement and processing of capitated payments for Coordinated Care Organizations (CCOs).

DOM responsibilities for Medicaid in Mississippi are complex in a number of key areas:

- Provider enrollment and participation rules follow intricate guidelines to assure proper credentialing and control fraud and abuse;

- Member eligibility information, which is received from the Medicaid/Children's Health Insurance Program (CHIP) eligibility system, is stored in the MMIS and used for claims processing and eligibility verification;

- Mississippi's Medicaid claims processing includes varying types of claims submission and reimbursement methodologies, which necessitates the use of varying edits and audits;

- The Mississippi MMIS, utilized to perform provider enrollment and claims processing activities, is supplemented by the following to make up the Mississippi Medicaid Enterprise:

    o A provider credentialing contractor that interfaces with the Mississippi MMIS;

    o A data warehouse which includes DSS and Fraud and Abuse Detection System (FADS) capabilities;

    o A Pharmacy Point-of-Sale system which includes pharmacy claims processing (PBM/POS); and

    o A Medicaid/CHIP eligibility system that determines eligibility for all Medicaid and CHIP members except certain populations that are determined by other agencies and submitted via interfaces. The Medicaid/CHIP Eligibility system is not included in this procurement.

2.2. Medicaid Eligibility

The following populations are managed and supported by DOM.

Table 2-1: Medicaid Eligibility

ENVISION Category of Eligibility (COE)	Description	Member Count As of Sept. 30, 2010	Member Count As of Sept. 30, 2011	Member Count As of Sept 30, 2012
001	SSI Individual	126,049	126,757	127,370
002	SSI Retroactive Eligibility	13	14	7
003	AFDC, AFDC Related	3,146	3,049	3,193
005	SSI Only – Institution	2,801	2,775	2,690
006	Protected SSI Child	6	3	2
007	Protected Foster Care Child	158	165	179
010	Nursing Home (under 300% FPL)	9,539	9,671	9,684
011	Long Term Hospital (under 300% FPL)	14	8	14
012	Swing Bed (under 300% FPL)	0	0	1
013	Nursing Home (would be SSI if at home)	4,692	4,644	4,527
014	Long Term Hospital (would be SSI if at home)	7	6	2
015	Swing Bed (would be SSI if at home)	0	1	0
019	Disabled Child at Home	1,146	1,081	969
020	Emergency – SSI Limitations Case	4	3	4
021	Emergency Immigrant	1	5	4
025	Working Disabled	1,779	1,921	1,876
026	Foster Care Child	2,114	2,225	2,404
027	Breast/Cervical Cancer (Eligibility ends when Medicare begins, but there is an overlap period when both Medicaid and Medicare eligibility are present.)	159	172	197
028	Demonstration to Maintain Independent Employment (HV Grant)	0	0	0
029	Family Planning Waiver*	20,492	20,229	19,353
031	Qualified Medicare Beneficiaries (QMB)*	40,926	42,404	43,897
035	Qualified Working Disabled Individuals	0	0	0
041	Poverty Level Aged or Disabled (PLAD) < 100%	0	0	0
042	Poverty Level Aged or Disabled (PLAD) < 120%	0	0	0
043	Poverty Level Aged or Disabled (PLAD) < 135%	0	0	0
045	Healthy MS Waiver – no Medicare (Eligibility ends when Medicare begins, but there is an overlap period when both Medicaid and Medicare eligibility are present.)*	5,273	5,545	5,309

ENVISION Category of Eligibility (COE)	Description	Member Count As of Sept. 30, 2010	Member Count As of Sept. 30, 2011	Member Count As of Sept 30, 2012
046	PLAD Waiver – Cancer	0	0	0
047	PLAD Waiver – Renal	0	0	0
048	PLAD Waiver – Transplant	0	0	0
049	PLAD Waiver – Anti-Psychotic	0	0	0
051	Specific Low Income Medicare Beneficiaries (SLMB)*	16,630	17,772	18,219
054	Qualified Individuals (QI)-1*	10,697	11,242	12,394
057	Qualified Individuals (QU)-2*	0	0	0
061	Hospice	0	0	0
062	HCBS Assisted Living	205	271	348
063	HCBS Elderly and Disabled	5,278	6,759	8,160
064	HCBS MR/DD	480	493	506
065	HCBS Independent Living	1,148	1,252	1,228
066	HCBS Traumatic Brain Injury (TBI)	389	415	406
067	MY PAC	6	5	9
085	Medical Assistance Intact Family	118,762	125,498	126,410
087	Children up to age 6 under 133% of Poverty	13,332	13,655	13,326
088	Pregnant Women & Children under Age 1 under 185% of Poverty	16,862	16,993	16,582
090	1973 Grandfathered Case	0	0	0
091	Children under 19 under 100% of Poverty	220,017	220,183	219,725
092	HR-1 – Hurricane Katrina Waiver	0	0	0
093	Cost of Living	9	9	11
094	Disabled Adult Child (DAC)	647	737	785
095	Widow(er) 60+ (Eligibility ends when Medicare begins, but there is an overlap period when both Medicaid and Medicare eligibility are present.)	6	8	9
096	Widow(er) 50+ (Eligibility ends when Medicare begins, but there is an overlap period when both Medicaid and Medicare eligibility are present.)	5	7	96
KK	K-Baby	3,665	3,317	1,713
999	Converted Record Only (Not enough information to accurately determine COE.)	0	2	2
	TOTALS	**626,457**	**639,296**	**641,611**

*Does not receive full benefits.

Note: DOM will implement changes to Category of Eligibility (COE) groups effective January 1, 2014. Refer to Section 9.0 Overview of MS Eligibility Groups in the Bidder's Library posted to DOM's Request for Bids/Proposals Website, www.medicaid.ms.gov/bids.aspx.

2.2.1.   Other Programs

DOM supports several other programs as part of Mississippi Medicaid that will be supported by the MES. The subsections contained herein describe programs not included in the eligibility matrix above, but are important to understand as part of the MES system design. A full description of all of DOM's programs is located on DOM's Website at http://www.medicaid.ms.gov/Programs.aspx.

Early Intervention (EI)/Targeted Case Management (TCM) Program

The EI/TCM Program is an active ongoing process that involves activities carried out by a case manager to assist and enable a child (0 to 3 years of age), enrolled and participating in the Mississippi Early Intervention Program, to gain access to needed medical, social, educational and other services. These activities include but are not limited to:

- Arranging for and coordinating the development of the child's Individualized Family Service Plan (IFSP);

- Arranging for the delivery of the needed services as identified in the IFSP;

- Obtaining, preparing and maintaining case records, documenting contacts, service needs, reports the child's progress, etc.; and

- Providing case consultation (i.e., with the service providers/collaterals in determining child's status and progress).

Bridge to Independence

The Bridge to Independence program is a federal Money Follows the Person demonstration grant funded in partnership by the U.S. Department of Health and Human Services (HHS), the Centers for Medicare and Medicaid Services (CMS), and DOM. The Bridge to Independence helps people move from qualified institutions to homes in the community.

Money Follows the Person is a federal initiative to help states enhance community living options for persons with disabilities and establish person-driven and sustainable long-term care systems. This program is for qualified residents of nursing homes and intermediate care facilities for persons with intellectual and developmental disabilities (ICF/MRs) who want to explore community living options.

Expanded Mississippi Cool Kids Services

The Expanded Mississippi Cool Kids Services Program includes any medical services for children from birth to 21 that are found during a Mississippi Cool Kids exam and are deemed medically necessary by a Medical Review Team within the Bureau of Medical Services. These services include:

- Adolescent counseling services; and

- Additional treatments and services that may be needed (such as additional office visits, prescriptions, and therapy services).

2.3. Currently Outsourced Services

The current Medicaid enterprise includes multiple outsourced service companies that provide specialized support and information systems to the State of Mississippi. The major DOM contracts are:

- Xerox (Fiscal Agent Services);

- HMS, Inc. (Third Party Liability (TPL), Data-Matching and Recovery Services);

- eQ-Health (Utilization Management (UM)/Quality Improvement Organization (QIO));

- University of Mississippi – School of Pharmacy (Drug Utilization Review (DUR));

- Digital Harbor (Provider Credentialing);

- MedSolutions, Inc. (Utilization Management of Advanced Imaging Services);

- Ascend Management Innovations, Inc. (Preadmission Screening and Resident Review);

- Goold Health Systems, Inc. (Preferred Drug List/Supplemental Rebate Program);

- PRGX USA, Inc. (Recovery Audit contractor); and

- Xerox (State Level Repository Services - SLR).

The current MississippiCoordinated Access Network (MississippiCAN) related contractors are:

- Magnolia Health Plan by Centene; and

- United Healthcare by AmeriChoice.

A brief description of the major contracts is provided in the following sub-sections.

2.3.1. Xerox (Fiscal Agent Services)

Xerox serves as the Fiscal Agent and is responsible for operation of the MMIS, PBM/POS, and the DW/DSS. The Fiscal Agent maintains the provider file and member eligibility records, processes claims, and maintains reporting systems that enable DOM to monitor the program and enforce its policies and procedures, as well as aid in agency decision-making. Following a competitive procurement in 2005 for a takeover of the current operations with enhancements, Xerox was selected to provide the MMIS and Fiscal Agent services for DOM. Additionally, in 2008 Xerox assumed responsibility for the DW/DSS and currently provides support for that component of the MMIS. Xerox utilizes Truven as a sub-contractor for the operation of the DW/DSS. The current technology environment is further described in Section 2.5 of this RFP.

2.3.2. HMS (TPL Data-matching and Recovery Services)

DOM has engaged a TPL contractor, HMS, to augment existing TPL processes, including resource file updates, recoveries, commercial billing, and Medicare disallowance. HMS provides data-matching services to identify TPL coverage for Mississippi DOM recipients. In addition, HMS also recovers TPLs where other coverage was available for claims paid by Medicaid. The MES needs to support electronic exchange of data with HMS to operate the TPL functionality required to accurately maintain member information and process claims accurately.

2.3.3. eQ-Health Solutions and MedSolutions (UM/QIO Services)

eQ Health Solutions (formerly HealthSystems of Mississippi)

eQ Health Solutions/Health Systems of Mississippi (eQHS/HSM) performs prior authorization certifications for the following services: inpatient hospital, inpatient psychiatric services, psychiatric residential treatment facility, outpatient hospital mental health services, certain community mental health services, Mississippi Youth Programs Around the Clock (MYPAC), physical therapy, speech therapy, occupational therapy, school health related physical therapy, occupational therapy and speech therapy, organ transplantation, hospice, Disabled Child Living at Home (DCLH), home health, private duty nursing, durable medical equipment, supplies, orthotics, and prosthetics. The current contract with eQHS/HSM ends November 30, 2013.

Effective December 1, 2013 eQHS/HSM will perform prior authorization certifications for the following services: inpatient hospital, inpatient psychiatric services, psychiatric residential treatment facility, outpatient hospital mental health services, therapeutic and evaluative mental health services for children, certain community mental health services, Mississippi Youth Programs Around the Clock (MYPAC), physical therapy, speech therapy, occupational therapy, school health related physical therapy, occupational therapy and speech therapy, organ transplantation, hospice, Disabled Child Living at Home (DCLH), home health, private duty nursing, durable medical equipment, supplies, orthotics, prosthetics, vision services, hearing Services, EPSDT expanded physician services/office visits, certain dental services, oral surgery, and orthodontia. The new contract with eQHS/HSM is scheduled to end August 31, 2016.

The MES must be able to successfully integrate data and other information necessary to support prior authorization systems, from DOM or its designee, on a daily basis.

MedSolutions

MedSolutions performs advanced imaging prior authorizations certification for non-emergency outpatient advanced imaging studies which includes CT, MRI/MRA, PET and Nuclear Cardiology (NCM/MPI). The current contract with MedSolutions is scheduled to end December 31, 2015.

2.3.4. University of Mississippi – School of Pharmacy

The University of Mississippi School of Pharmacy performs retrospective Drug Utilization Review (DUR) for DOM. The DUR vendor reviews claims data and monitors U.S. Food and Drug

Administration (FDA)-based safety information to ensure quality care is delivered to Medicaid members. DUR services support the function of the DOM DUR Board by performing in-depth analyses using pharmacy and medical claims data to encourage evidence-based appropriate use of medications in the Mississippi Medicaid population. Based on activities of the DUR Board and claims reviews, the DUR vendor provides educational outreach to health care practitioners on drug therapy to improve prescribing and dispensing practices for Medicaid members.

2.3.5. Digital Harbor (Provider Credentialing)

Digital Harbor provides services that allow DOM to comply fully with all federal regulations pertaining to enrollment of Medicaid providers. This vendor is responsible for providing credentialing verifications, database checks, and criminal background checks and fingerprinting. They also allow DOM staff access to validations and verifications in the Medicaid Provider screening process. The system interfaces with various federal, state and local agency systems to determine the eligibility and qualifications of providers and to confirm the identity of eligible professionals. MES must support the enrollment of providers once approved by the credentialing provider via an interface file.

2.3.6. Magnolia Health and United Healthcare (Coordinated Care Organizations)

DOM has implemented a coordinated care program known as MississippiCAN. The MississippiCAN program currently consists of two contracted CCOs, Magnolia Health Plan and United Healthcare, who are responsible for providing services to eligible and enrolled Medicaid beneficiaries in the program. This is a statewide program designed to improve beneficiary access to needed medical services and to improve the quality of care. The program was expanded to include both mandatory and optional populations and can continue to expand up to the 45% of the Medicaid beneficiary population as authorized by the State legislature.

The CCOs are responsible for developing their own provider networks, processing member enrollments/disenrollments, member communication, case management, service authorization, and claims adjudication and payment for covered services. The services covered apply to the specified category of eligibility of beneficiaries enrolled.

DOM currently has an RFP on release for replacement of the CCO services. The MES must be able to accept, process, reconcile, maintain and report on encounter data from the CCO(s) to CMS.

2.3.7. Xerox - State Level Repository Services

The Mississippi State Level Registry (MS SLR) is the mechanism by which Eligible Professionals (physicians, dentists, optometrists, nurse practitioners, certified nurse mid-wives, and physician assistants under the supervision of a physician in a Federally Qualified Health Center or rural health clinic) and dually Eligible Hospitals and Critical Access Hospitals submit yearly attestations for the Electronic Health Records (EHR) Provider Incentive Payment Program. Xerox Corporation (formally ACS) hosts the MS State Level Registry and provides this as a software as a service (SaaS) solution. Mississippi is currently part of a ten-state collaborative utilizing this service.

The MS SLR receives and sends data for Eligible Professions and Eligible Hospitals across the State for those entities who are eligible to participate in the EHR Provider Incentive Program. The MS SLR interfaces with the MMIS in order to issue incentive payments and to report these payments to the Center for Medicare and Medicaid Services (CMS) on a weekly basis.

2.3.8. Current Staffing Configuration (Outsourced Services)

Medicaid business processes are performed both by State staff in-house and by vendor staff through outsourced contracts. The chart below illustrates the current outsourced general services by MITA business area. In most cases, DOM relies on vendor expertise to complete business processes in many areas. The ability of DOM to ensure integrated services, contain costs, and rapidly address the needs of a changing environment is complicated by the current distribution of State and outsourced vendor staff. It is the intent of the State to procure an MES solution that provides the best proposed mix of State staff and outsourced services within the MITA framework. The selected Offeror is encouraged to provide staffing and outsourced service compositions that reflect the best approach to providing the services efficiently and cost effectively (please refer to Section 5.7 of this RFP).

The table below identifies the MITA business area and processes currently performed by outsourced services.

Table 2-2: MITA Processes Performed by Outsourced Services

MITA Business Area and Process Title v2.01	Performed by Vendor
Program Management	
Designate Approved Services and Preferred Drug List	Goold Health Systems (GHS)
Develop and Maintain Benefit Package	Fiscal Agent and DOM
Manage Federal Financial Participation (FFP) for MMIS	Fiscal Agent and DOM
Manage Federal Medical Assistance Percentage (FMAP)	Fiscal Agent and DOM
Manage State Funds	Fiscal Agent and DOM
Manage 1099s	Fiscal Agent and DOM
Generate Financial and Program Analysis	Fiscal Agent and DOM
Maintain Benefits Reference Information	Fiscal Agent and DOM
Manage Program Information	Fiscal Agent and DOM
Perform Accounting Functions	Fiscal Agent and DOM
Develop and Manage Performance Measures and Reporting	Fiscal Agent and DOM
Monitor Performance and Business Activity	Fiscal Agent and DOM
Draw and Report FFP	Fiscal Agent and DOM
Member Management	
Enroll Member	Fiscal Agent, CCOs and DOM

Disenroll Member	Fiscal Agent, CCOs and DOM
Inquire Member Eligibility	Fiscal Agent, CCOs, and DOM
Manage Applicant and Member Communication	Fiscal Agent, CCOs and DOM
Manage Member Information	Fiscal Agent, CCOs and DOM
Perform Population and Member Outreach	CCOs and DOM
Operations Management	
Authorize Referral	CCOs
Authorize Service	CCOs, HSM
Authorize Treatment Plan	CCOs, HSM
Apply Attachment	Fiscal Agent
Apply Mass Adjustment	Fiscal Agent
Edit Claims Encounter	Fiscal Agent
Audit Claims Encounter	Fiscal Agent
Price Claim Value Encounter	Fiscal Agent
Prepare Remittance Advice Encounter Report	Fiscal Agent
Prepare Provider Electronic File Transfer (EFT) Check	Fiscal Agent
Prepare Coordination of Benefits (COB)	Fiscal Agent
Prepare Explanation of Benefits (EOB)	Fiscal Agent
Prepare Home and Community Based Services Payment	Fiscal Agent
Prepare Premium EFT	Fiscal Agent
Prepare Capitation Premium Payment	Fiscal Agent
Prepare Health Insurance Premium Payment	HMS
Prepare Medicare Premium Payment	Fiscal Agent
Inquire Payment Status	Fiscal Agent
Manage Payment Information	Fiscal Agent
Calculate Spend Down Amount	Fiscal Agent
Prepare Member Premium Invoice	Fiscal Agent
Manage Drug Rebate	Fiscal Agent, Goold Health Systems
Manage Recoupment	HMS, Fiscal Agent
Manage Third Party Liability (TPL) Recovery	HMS, Fiscal Agent
Care Management	
Establish Case	Fiscal Agent, State, and CCOs
Manage Case	Fiscal Agent, State, and CCOs
Manage Registry	Fiscal Agent, State, and CCOs

Manage Medicaid Population Health	State and CCOs
Provider Management	
Enroll Provider	Fiscal Agent / Digital Harbor
Disenroll Provider	Fiscal Agent
Inquire Provider Information	Fiscal Agent
Manage Provider Communication	Fiscal Agent and DOM
Manage Provider Grievance and Appeal	DOM
Manage Provider Information	Fiscal Agent
Perform Provider Outreach	Fiscal Agent and DOM

The Offeror is requested to use this information to propose outsourced services that represent the best recommendations on outsourcing resources to maximize effective and efficient business processes performance, cost effectiveness, and ensures adherence to the MITA framework.

2.4. Technology

The current enterprise includes Envision, the current MMIS, and interfaces to the PBM/POS, also known as the Prescription Drug Claim System (PDCS), which interfaces to the DUR vendor, the University of Mississippi – School of Pharmacy, and the automated Prior Authorization vendor, Xerox Heritage. The MMIS also interfaces to the Xerox DW/DSS.

The system is a federally certified MMIS, eligible for an enhanced Federal Financial Participation (FFP) matching rate of 75 percent for operations costs retroactive to October 6, 2003.

2.4.1. MMIS

The Envision MMIS system utilizes the Xerox State Healthcare Electronic Data Interchange (EDI) Clearinghouse to provide Health Insurance Portability and Accountability Act (HIPAA) compliant transaction handling. Each MMIS core module receives, processes, and returns those HIPAA-mandated attributes that are utilized in the MMIS implementation of DOM policy and edits. The EDI Clearinghouse maintains a complete record of all HIPAA transaction attributes received, along with necessary identifiers to correctly associate incoming transaction attributes to MMIS-generated transactions to construct outgoing transactions.

The major modules of the existing MMIS system include:

- Data Entry;
- Claims;
- Financial;
- Reference;

- TPL;

- Provider;

- Surveillance and Utilization Review (SUR) Module;

- Recipient File;

- Medicare Part A and B files;

- Medicaid Part A and B Buy-In files;

- Automated Voice Response System (AVRS);

- Provider Lookup;

- Bulletin Board System;

- WINASAP – Provider claims submission software;

- Web Portal;

- Electronic Data Interchange Processing System;

- Computer Systems Request (CSR) System;

- OmniTrack correspondence tracking and document storage application;

- Office of Information Technology (OIT) document repository; and

- Prior Authorization.

2.4.2. Decision Support System (DSS) & Data Warehouse (DW)

The DW/DSS needs of the Mississippi Medicaid program are currently met through the following:

- Data Warehouse;

- Mississippi Management and Administrative Reporting System (MARS);

- ISight (Case Management tracking tool utilized within the Bureau of Program Integrity);

- Surveillance Utilization Review System (SURS), currently using proprietary J-SURS (supported by Truven); and

- Data Management Tools.

The DW/DSS provides information retrieval and reporting tools to support research, fiscal planning, decision support, monitoring, and evaluation of program operation and performance. The current DW/DSS uses a Commercial-off-the-Shelf (COTS) Data Management tool, COGNOS, to satisfy reporting requirements in an updated, flexible database environment. These tools assist management and administrative personnel in planning, directing, and controlling the Mississippi Medicaid Program by providing information necessary to support the decision-making process.

The Mississippi MARS is a Data Warehouse-based management and administrative reporting and analysis module. MARS retrieves source data from the DW/DSS to produce all federally required reports, in addition to creating the Medicaid Statistical Information System (MSIS) extract files, in accordance with State and federal specifications. MARS is an independent component of the DW/DSS and meets all CMS requirements for MARS certification.

2.4.3. Pharmacy Point of Sale & Pharmacy Benefit Management

Pharmacy claims are processed through the PBM/POS vendor's PDCS. Most pharmacy claims are submitted via online transmission in National Council for Prescription Drug Programs (NCPDP) format and are adjudicated by PDCS. A response is sent back to the pharmacy stating a pay or deny status. The adjudicated claim is then transmitted to the MMIS for actual payment. The pharmacy claims enter the MMIS through the PDCS/MMIS interface. The MMIS issues a payment, and keeps all historical data.

Paper pharmacy claims, representing less than 3 percent of total claims volume, must go through the mail room processing like other claims and be data-entered into the PBM/POS System.

Pharmacy Prior Authorizations are currently conducted by DOM staff using a tool offered by Xerox Heritage through a software component called Smart PA, which reviews the prior approval request and approves or denies the request based on the Preferred Drug List (PDL) and other criteria in real time.

2.5. Health Information Technology Initiatives

As part of DOM's strategic planning efforts, significant effort has been expended to correlate and coordinate the needs and goals of:

- The State Health Information Exchange (HIE);

- The Medicaid Electronic Health Records System (MEHRS) and ePrescribing System (eScript);

- Smart Card Technology for Medical Assistance Benefits Cards;

- Electronic Health Record (EHR) Provider Incentives, including performance measures from SLR attestations;

- Eligibility determination and Medicaid enrollment for the Health Insurance Exchange (HIX); and

- DOM Interoperability Platform and support for the Nationwide Health Information Network (NwHIN).

2.5.1. State of Mississippi Health Information Exchange (HIE): MS-HIN

The structure for the Mississippi Health Information Network (MS-HIN) is set forth in Mississippi Statute 41-119: Health Information Technology Act. The governing body is the MS-HIN Board of Directors. The Board of Directors was appointed at the end of September 2010 and the first meeting was held on October 20, 2010, and monthly meetings have occurred since that time.

The MS-HIN Board of Directors maintains oversight responsibility for all HIE activities in the State of Mississippi. MS-HIN has a broad representation of stakeholders. DOM is a member of the MS-HIN Board of Directors and works in partnership with the MS-HIN to assure that Medicaid members are best represented and served by the MS-HIN. DOM works closely with both MS-HIN and MEHRS/eScript to ensure that the system and interfaces support broad, standards-based, interoperable environments to maximize DOM's investments in these efforts. Having this standards-based foundation allows DOM the greatest flexibility moving forward.

2.5.2. MEHRS/eScript

DOM has implemented the MEHRS/eScript product from the vendors Orion Health Inc. and MedeAnalytics, Inc., providing a Clinical Data Repository with analytics and reporting, EHR with data transformation capabilities, EMR Lite, and ePrescribing services. The Office of the National Coordinator of Health Information Technology (ONC)-certified EMR and ePrescribing services are available for Medicaid providers in the State of Mississippi, at no cost to the providers. MEHRS/eScript offers providers a longitudinal view of the Medicaid beneficiary's medical and medication history for all visits to Medicaid providers. Future integration between MEHRS/eScript and MS-HIN, the State Health Information Exchange, will support the exchange of Medicaid beneficiary clinical information between MS-HIN, MS-HIN Medicaid providers and MEHRS/eScript. The MEHRS/eScript System is currently offered in a hosted, Software as a Service (SaaS) model from the Orion Health data center. Medicaid providers can access features and functionality of the MEHRS/eScript system via an Internet connection and a Web browser.

DOM plans to implement a DOM Interoperability Platform to support several use-cases for data exchange between the MEHRS/eScript System, the MS-HIN, and other trading partners connected to the MS-HIN. These use cases include, but are not limited to: ADT feeds, Clinical Data Summaries (such as CCD, Continuity of Care Documents), laboratory data, radiology data, immunization data and reporting.

The new MES will interface with the MEHRS/eScript System via the DOM Interoperability Platform, using industry standards such as web services, etc. The Offeror should have the capability to provide an interface and integration strategy to allow seamless interoperability between the MES and the DOM Interoperability Platform, to support future phases of MITA compliancy, such as clinical data exchange, and to support the MEHRS/eScript System.

2.5.3. Smart Card Technology for Medical Assistance Benefits Cards

DOM is planning a Smart Card pilot project, in coordination with the MEHRS/eScript System, to allow for basic clinical data on Medicaid beneficiaries to be deployed to improve the healthcare and care coordination for all Medicaid Beneficiaries. The Smart Card pilot would allow for patient clinical data to quickly and securely be downloaded or deployed to a provider, with a specific emphasis on providers in rural areas and providers lacking high speed broadband. By coordinating with the upgraded MEHRS/eScript system, it is DOM's vision that beneficiary clinical data could be quickly and securely downloaded or accessed by providers, including those providers with limited access to technology and/or broadband communication. DOM is also considering adding other features to the Smart Cards, including

beneficiary eligibility data, service levels available, and other eligibility-related services. The Offeror should have the capability to provide an interface and integration strategy to allow seamless interoperability between the MES and the any future DOM Smart Card infrastructure and program.

2.5.4.   EHR Provider Incentives

As identified in Mississippi's SMHP, DOM participates in the CMS EHR system incentive payment program for its Medicaid eligible professionals and eligible hospitals. DOM carefully considered the current EHR usage and capacity and completed an Environmental Scan of the State of Mississippi to ascertain the level of readiness of its providers. DOM also considered its current data sharing partners and evaluated the partner's level of readiness to expand its current data sharing capacity. DOM coordinated this strategic Medicaid planning effort with the strategic planning effort for the Statewide HIE, MS-HIN. This effort resulted in comprehensive knowledge of the current HIT landscape within the State of Mississippi.

DOM defined its HIT Roadmap for achievement of its future vision. The HIT Roadmap articulates the major milestones and activities that DOM will achieve as it moves from its current environment to its future vision. DOM underwent a comprehensive technical, business, and operational planning effort to pay its providers and hospitals the incentive payment as quickly as possible. DOM made the commitment to its providers to be ready to pay as soon as the funding was able to be released from CMS. This commitment has resulted in the selection of a technical solution and completion of a robust business and operational planning effort. DOM's efforts resulted in providers being able to submit their applications in January 2011 and the first payments were made to providers in May 2011.

DOM's EHR incentive payment program and accompanying system is funded under a different Implementation Advanced Planning Document (IAPD) and is not included as a part of this RFP. However, the MES is required to have the capability to interface with the Xerox Mississippi State Level Repository (MS SLR) for the purpose of paying incentives.

2.5.5.   Health Insurance Exchange (Health Benefit Exchange – HIX)

The ACA expects states to use a:

> …single, streamlined form that: may be used [by individuals] to apply for all applicable State health subsidy programs within the State; may be filed online, in person, by mail, or by telephone; may be filed with an Exchange or with State officials operating one of the other applicable State health subsidy programs; and is structured to maximize an applicant's ability to complete the form satisfactorily, taking into account the characteristics of individuals who qualify for applicable State health subsidy programs.

In short, states are expected to establish a single application/entry point (possibly feeding into a single eligibility engine) to determine eligibility for Medicaid, the HIX, and any other subsidized health insurance programs. In Mississippi, establishing a single portal (i.e. single eligibility engine) will require

an upgrade to its existing eligibility systems or the development of a new eligibility system to process applications and determine eligibility.

DOM's eligibility system is currently undergoing a massive renovation to become ACA compliant. Phase II of this effort will include the deployment of a common web portal to accept and route applications to DOM or HIX as appropriate. As of now, DOM is not planning a direct interface between the MES and the HIX. The only planned interface between the MES and HIX will be through the eligibility system.

2.5.6. DOM Interoperability Platform and NwNHIN

DOM recently undertook a strategic planning effort to define its interoperability strategy. The emerging Nationwide Health Information Network (NwHIN) has been identified as a key component of this strategy. As with any interoperability effort, the key to success is coordination with internal and external stakeholders. The DOM Interoperability Platform and subsequent support for the NwHIN effort exist within the context of the approved State of Mississippi SMHP. The results of this effort have been included in the updated SMHP and IAPD documents, as required by CMS.

DOM Connectivity and Interoperability Strategy document was prepared for submission to CMS as part of DOM's updated SMHP. The document details the "To-Be" environment, providing the basis for DOM technical roadmap, integration of trading partners, and a DOM Interoperability Platform.

The strategies outlined for interoperability have been developed in coordination with key stakeholders, including the MS-HIN, the Mississippi State Department of Health, and others. Coordination was accomplished through status calls and in-person meetings during the development of DOM Connectivity and Interoperability Strategy as well as communications sharing key diagrams, timelines, and strategy points.

DOM's vision is to implement a modern and flexible connectivity methodology and framework to enable bi-directional exchange of clinical and administrative transactions with trading partners and stakeholders. Thus, a SOA-based DOM Interoperability Platform, composed of an Enterprise Service Bus (ESB) with integrated support for NwHIN will be procured and implemented by DOM to help create a healthcare ecosystem. The DOM ecosystem is defined as a connected healthcare community of DOM and various DOM trading partners and stakeholders, including the MS-HIN, HIX, Mississippi State agencies, federal agencies, bordering state HIEs (Louisiana, Arkansas, Tennessee, and Alabama) and bordering state Medicaid agencies. The expectation is to fully align with federal HIT-enabled health reform(s), including CMS MITA missions, goals, and objectives, while supporting the interoperable exchange of clinical and administrative data with DOM internal and external State trading partners.

The Offeror should have the capability to provide an interface and integration strategy to allow seamless interoperability between the MES and the DOM Interoperability Platform.

2.6. DOM's Health Information Technology Vision

2.6.1. Implement Technologies that Advance MITA Maturity

Currently, the Mississippi Medicaid enterprise has many business processes that are in MITA Level 1 maturity with some business processes in Level 2. As a result of this RFP, the components of the MES must enhance the Mississippi Medicaid enterprise to MITA Level 3 maturity in all business process areas. The Offeror is requested to propose an MES solution that best meets DOM's goals, including offering efficient business processes performance, cost effectiveness, and adherence to the MITA framework.

To achieve this vision, the components of the MES must:

- Support SOA;

- Provide the capability to create and modify unlimited, dynamic, parameter-driven benefit plans;

- Implement rules engine(s) to support business processes and pricing methodologies with table-driven data management;

- Enhance Web-based capabilities to support upload of claims transactions and online real-time transactions processing and Direct Data Entry (DDE) for claims and inquiries;

- Include Web services technology and standards to promote Web-based and backend MMIS applications integration;

- Integrate a Workflow Management System with an Electronic Document Management System;

- Implement a Web-based MMIS with n-tier architecture that is thin client, browser independent, and utilizes a Graphical User Interface(s) (GUI) for modules and functions accessed by users;

- Incorporate easy navigation (drop-down menus, navigation menus, fields, page tabs, etc.) into the MES that achieves federal compliance; e.g., Section 508, HIPAA, Federal Information Processing Standards (FIPS), etc;

- Provide one-click access to online context-sensitive Help screens and resources that are accessible from all subsystems, windows, tabs, and frames;

- Support single sign-on capability for all modules of the MES using role-based security;

- Include enhanced inquiry in the MES by configurable search criteria;

- Develop new interfaces with other State and federal systems, including, but not limited to Clinical Laboratory Improvement Amendments (CLIA) data, the CMS National Provider Identifier (NPI) Registry for automated NPI verification, the Department of Health Vital Statistics to verify provider dates of death and the various licensure boards (Medical Licensure, Board of Pharmacy, Board of Nursing, etc.) for verification of professional licenses;

- Comply with the National Institute of Standards Technology (NIST) 800-53 Rev 3; and

- Interface with other systems, including but not limited to, MS-HIN, MEHRS, CHIP contractor system, EHR Incentive Payment SLR service, Mississippi Department of Health registries, pharmacy contractors, etc.

2.6.2. Support the Seven Standards and Conditions

The MES is required to comply with the CMS Seven Standards and Conditions in all areas. As a part of the Offeror's proposal, please provide an affirmative statement agreeing to compliance and a narrative describing how the proposed system complies with each of the following:

- Modularity Standard;

- MITA Condition;

- Industry Standards Condition;

- Leverage Condition;

- Business Results Condition;

- Reporting Condition; and

- Interoperability Condition.

Offerors who fail to acknowledge compliance with the CMS Seven Standards and Conditions will be disqualified.

2.6.3. Enhance the Collection and Processing of Encounter Data

The MES should improve the quality of encounter data collected from the coordinated care organizations through modernization of MES encounter data processing. Encounter processing will enforce HIPAA standards for all data and interfaces. In addition, the MES will process adjustments of encounter data.

2.6.4. Implement an Enterprise-Wide Care Management System

The Contractor will implement a care management system that integrates the oversight of clinical care plans to improve coordination of care across programs and waiver services and automates the prior authorization of services based on approved care plans.

2.6.5. Establish an Enterprise-Wide Case Tracking System

The Contractor will implement a case tracking system that integrates the oversight of client cases across DOM, including but not limited to the Bureaus of TPL, Casualty and Estate Recovery, and Program Integrity.

2.6.6. Improve Financial Management and Program Reporting

The MES will support improved financial management and program reporting through the following functionality:

- A financial management application integration to support accounts payable and accounts receivable functions that is compliant with Generally Accepted Accounting Principles (GAAP) defined by the Governmental Accounting Standards Board, and facilitates federal financial reporting;

- The ability to generate payments that are not claims related, such as primary care case management fees, capitation payments, hospital and clinic settlements, reimbursement to members for transportation and other expenses, EHR incentive payments and payments to other entities for insurance premiums, etc.;

- The ability to generate recoveries that are not claims related, such as hospital and clinic settlements;

- Account and federal report coding stamped at the claim line level;

- DSS support of the special and ad hoc reporting needs of the users, including user-friendly online report request capability and replacement of printed reports with online viewing of outputs. The ad hoc processes must be run against a relational database of program information reflective of all MES data repositories in their most current status;

- DSS support of all MARS and SURS/ FADS functions, must have Geographic Information Systems (GIS) and mapping functionality, and must have predictive modeling capabilities;

- The capability to capture and use all data that is available within standard health care transactions; and

- Financial Metadata Management that is accessible by DOM staff.

2.6.7. Implement Functionality to Support National Initiatives

The MES will meet and maintain compliance with federal requirements such as ANSI X12 5010 transactions, ICD-9 and ICD-10 code sets, National Council for Prescription Drug Programs (NCPDP) D.0 Standards, National Correct Coding Initiative (NCCI) edits, Health Level Seven (HL7), and/or Logical Observation Identifiers Names and Codes functionality. The MES will support the HIE, and the provisions of the ACA to achieve compliance deadlines.

2.6.8. Improve Customer Service

The Contractor will improve call center processes by implementing the following functionalities:

- An AVRS;

- An integrated and automated contact management system that will manage and report on calls from providers including call reasons, customer service levels, provide for contact documentation, provider call statistics, etc.; and

- The Fiscal Agent will continue to manage the provider call center and tier two member calls. DOM will have access to Fiscal Agent tools for member management and the PBM/POS Prior Authorization Support Unit.

This contact management system should allow DOM to build a contact knowledge base to understand key drivers for provider and member calls to better manage program communications and improve customer service.

2.6.9. Enhance Medicaid Web Portal Capabilities

The MES will include the implementation of an enterprise scale Medicaid Web application portal for internal and external Web-based applications. The Web portal will support:

- Use by State staff, members, and providers for inquiries and information retrieval;

- Secure access that provides compliance with updated HIPAA standards and policies;

- Secure access through the Web portal with the ability to use Direct Data Entry (DDE) and batch upload for inquiry and claim submission;

- Secure provider document upload and submission to DOM for various business processes, including the submission of supporting documentation for provider enrollment, prior authorizations, cost settlements, and audits; and

- Streamlined workflow management processes for increased coordination and efficiency.

2.6.10. Enterprise Master Patient Index

The MES will require an integrated Master Patient Index (MPI) to perform unattended probabilistic matching of beneficiaries within the MES infrastructure. The MES MPI will perform unattended probabilistic matching based upon dynamic business rules designed by DOM and implemented by the Contractor.

The MES will take into account the long-term, strategic direction of DOM, including all efforts towards building a robust HIT infrastructure. DOM will be procuring and implementing a COTS, standards-based 'Source of Truth' Enterprise Master Patient Index (eMPI). The MES MPI will be integrated with the DOM eMPI to allow for agency-wide patient matching. The Contractor should have the capability to provide an interface and integration strategy to allow seamless interoperability between the MES MPI and the DOM eMPI.

2.6.11.   Document Management System

Mississippi Medicaid is moving down the MITA continuum and in the direction of a paperless environment implementing WorkSite 9.0, a Document Management System (DMS) with Workspace-Centricity, Autonomy Process Automation and Email Management for the Division of Medicaid.

Autonomy iManage's WorkSite software suite will be used to consolidate and manage electronic documents associated with DOM's operations, specifically those processes and procedures associated with Medicaid enrollment and eligibility. This software suite provides the following advantages:

- Provides collaborative Workspaces and secure document management capabilities;

- Delivers quick access to content and collaboration tools to local and remote teams;

- Secures content to protect confidential information; and

- Enforces compliance with regulatory guidelines.

WorkSite leverages the concept of Workspace-Centric Collaboration. A Workspace is the electronic equivalent of a paper file in an environment. Among enterprise users it enables easy collaboration and knowledge sharing about critical business assets across the organization.

A key advantage of WorkSite is its integration with Microsoft Office and Outlook applications. Users do not need to learn new application interfaces because they are already familiar with similar functions and features routinely applied in their daily tasks.

The MES must have the capability to integrate seamlessly with the DMS, allowing for transfer and retrieval of documents into and from the Worksite Workspace structure. All MES deliverable documentation submitted during the MES design, development, and implementation for DOM approval as well as final approved documents must be submitted and maintained in the DOM DMS.

3.   AUTHORITY

This RFP is issued under the authority of Title XIX of the Social Security Act, as amended, implementing regulations issued under the authority thereof and under the provisions of the Mississippi Code of 1972, as amended. The Offeror is charged with presumptive knowledge of all requirements of the cited authorities. The submission of a valid executed proposal by an Offeror shall constitute admission of such knowledge on the part of each Offeror. Any proposal submitted by an Offeror that fails to meet any published requirement of the cited authorities may, at the option of DOM, be rejected without further consideration.

Medicaid is a program of medical assistance for the needy administered by each state using state appropriated funds and matching federal funds within the provisions of Title XIX and Title XXI of the Social Security Act, as amended.

In addition, Section 1902(a)(30)(A) of the Social Security Act requires that state Medicaid agencies provide methods and procedures to safeguard against unnecessary utilization of care and services and to assure "efficiency, economy and quality of care."

3.1.   Organizations Eligible to Submit Proposals

To be eligible to submit a proposal, an Offeror must provide documentation for each requirement as specified below:

- The Offeror has not been sanctioned by a state or federal government within the last 10 years;

- The Offeror must have experience in providing the type of contractual and systems services described in this RFP;

- The Offeror's proposed solution must be CMS-certified or actively seeking CMS certification;

- The Offeror must be able to provide all required components and deliverables as detailed in the Scope of Work; and

- The Offeror must identify any previous contract in which it was terminated before the final solution was operational.

3.2.   Procurement Approach

The major steps of the procurement approach are described in detail in Section 4.1 - Approach of this RFP. Proposals must be submitted in two parts: 1) a Technical Proposal; and 2) a Business Proposal. Format and content requirements for each part are specified in Sections 5 and 6, respectively, of this RFP.

3.3. Accuracy of Statistical Data

All statistical information provided by DOM in relation to this RFP represents the best and most accurate information available to DOM from DOM records at the time of this RFP preparation. DOM, however, disclaims any responsibility for the inaccuracy of such data. Should any element of such data later be discovered to be inaccurate, such inaccuracy shall not constitute a basis for contract rejection by any Offeror. Neither shall such inaccuracy constitute a basis for renegotiation of any payment rate after contract award. Statistical information is available on DOM's website.

3.4. Electronic Availability

The materials listed below are on the Internet for informational purposes only. This electronic access is a supplement to the procurement process and is not an alternative to official requirements outlined in this RFP.

This RFP and RFP Questions and Answers (following official written release) will be posted on the bids/proposals page of DOM's Website at www.medicaid.ms.gov/bids.aspx.

Information concerning services covered by Mississippi Medicaid and a description of DOM's organization and functions can also be found on the bids/proposals page of DOM's Website.

DOM's Website is http://www.medicaid.ms.gov. The Website contains information regarding Medicaid Eligibility, Guidelines, Programs, Beneficiary Services, Annual Reports, Provider Policies, Manuals, Bulletins, and other information. The DOM Annual Report Summary provides information on member enrollment, program funding, and expenditures broken down by types of services covered in the Mississippi Medicaid program for the respective fiscal years.

State financial information is available at http://merlin.state.ms.us under the Public Access query section.

The State of Mississippi portal is http://www.mississippi.gov.

Regulations of the State Personnel Board/Personal Service Contract Review Board can be found at http://www.mspb.ms.gov.

Instructions for acquiring the Enterprise Security Policy can be found at: http://www.its.ms.gov/security/docs/confidentiality_agreement_for_its_esp_for_web.pdf.

The Mississippi Code of 1972 provides the controlling statutory law of the State of Mississippi. Access to the Mississippi Code and amendments thereto can be found at http://www.sos.state.ms.us/ed_pubs/mscode/.

4. PROCUREMENT PROCESS

4.1. Approach

This RFP is designed to provide the Offeror with the information necessary to prepare a competitive proposal. The RFP process is intended to provide DOM with competitive information to assist in the selection of a Contractor to provide the desired services. It is not intended to be comprehensive, and each Offeror is responsible for determining all factors necessary for submission of a comprehensive proposal.

DOM intends to ensure the fair and equitable treatment of all persons and Offerors in regards to the procurement process. The procurement process provides for the evaluation of proposals and selection of the winning proposal in accordance with federal and State laws and regulations. Specifically, the procurement process is guided by the appropriate provisions of the State Personal Service Contract Review Board Regulations, which is available for inspection at 210 East Capitol Street, Suite 800, Jackson, Mississippi or on the Internet at www.mspb.ms.gov.

Separate Technical and Business Proposals must be submitted simultaneously, but will be opened at different stages of the evaluation process. First, the Technical Proposals will be thoroughly evaluated in order to determine point scores for each evaluation factor. Following the complete evaluation of Technical Proposals, the Business Proposals from responsive Offerors will be evaluated. The evaluation and selection process is described in more detail in Section 8 of this RFP.

Submission of a proposal in response to this RFP constitutes acceptance of the conditions governing the procurement process, including the evaluation factors contained in Section 8 of this RFP, and constitutes acknowledgment of the detailed descriptions of the Mississippi Medicaid Program.

No public disclosure or news release pertaining to this procurement shall be made without prior written approval of DOM. Failure to comply with this provision may result in the Offeror being disqualified.

4.2. Evaluation of Proposals

Proposals that are submitted in a timely manner and meet the mandatory submittal requirements of this RFP will be reviewed and evaluated in accordance with Section 8 of this RFP. DOM will not necessarily award any contract resulting from this RFP to the Offeror presenting the lowest cost to DOM. Instead, DOM will award the Contract to the compliant Offeror whose proposal receives the most points in accordance with the evaluation criteria set forth in Sections 8 of this RFP. The recommendations for award of Contracts presented by the Selection Committee are subject to final approval and sign-off by the Executive Director, the Personal Service Contract Review Board (PSCRB), and CMS.

A review team, comprised of select individuals and staff from the State of Mississippi, will be charged with evaluating proposals based on the criteria put forth in Section 8. During the evaluation process, DOM may contact an Offeror for the purpose of obtaining clarification of its proposal. DOM may, at its discretion, select finalists who would be required to travel to Jackson, Mississippi (at their own expense) to provide a presentation and/or scripted demonstration to the evaluation committee. Additionally, DOM may require an Offeror to select a state in which it is currently operating a SOA solution that is CMS

certified or is actively pending CMS certification, and providing Fiscal Agent services similar to those offered in the proposal for the evaluation committee to conduct a site visit. Site visits will include an opportunity for the Offeror to identify an organization that can demonstrate the proposed solution, respond to evaluator questions, and facilitate a tour of Fiscal Agent operations. DOM may, at its sole discretion, re-score related evaluation factors for the Offeror after any interviews, presentations, or software demonstrations. See Section 8 – Evaluation Process for more detailed information about the evaluation process.

4.2.1. Review for Financial Viability

DOM may designate a third-party entity to conduct a review of financial statements, financial references, etc., that are provided in the Financial Statements, Section 5.4.2 of the proposal.

4.2.2. Reference Checks

DOM reserves the right to contact any reference provided in the Offeror's response as a means to assist in the evaluation of the proposal, to verify information contained in the proposal and to discuss the Offeror's qualifications and the qualifications of any key personnel or subcontractor(s) identified in the proposal. DOM reserves the right to obtain and consider information from other sources concerning an Offeror, such as the Offeror's capability and performance under other contracts.

4.3. Qualification of Offeror

Each corporation shall report its corporate charter number in its transmittal letter or, if appropriate, have attached to its transmittal letter a signed statement to the effect that said corporation is exempt, including the particular reason(s) for exemption. All corporations shall be in full compliance with all Mississippi laws regarding incorporation or formation and doing business in the State of Mississippi and shall be in compliance with the laws of the state in which they are incorporated, formed, or organized.

DOM may make such investigations as necessary to determine the ability and commitment of the Offeror to adhere to the requirements specified within this RFP and its proposal. The Offeror shall furnish to DOM all such information and data for this purpose as may be requested. DOM reserves the right to inspect Offeror's physical facilities prior to award to satisfy questions regarding the Offeror's capability to fulfill the requirements of the Contract. DOM reserves the absolute right to reject any proposal if the evidence submitted by, or investigations of, such Offeror fail to satisfy DOM that such Offeror is properly qualified to: 1) carry out the obligations of the Contract; 2) complete the work; or 3) furnish the items contemplated.

Discussions may be conducted with any Offeror that submits a proposal that is determined to be reasonably susceptible of being selected for award. Proposals may also be accepted without such discussions. DOM reserves the right to request additional information or clarification of an Offeror's proposal. The Offeror's cooperation during the evaluation process in providing DOM staff with adequate responses to request for clarification will be considered a factor in the evaluation of the Offeror's overall responsiveness. Lack of such cooperation or failure to provide the information in the manner required may, at DOM's discretion, result in the disqualification of the Offeror's proposal.

The State of Mississippi reserves the right to: 1) reject any and all proposals; 2) request and evaluate "best and final offers" from some or all of the respondents; 3) negotiate with the best proposed offer to address issues other than those described in the proposal; 4) award the Contract to other than the low cost Offeror; or 5) not make any award, if it is determined to be in the best interest of DOM and the State of Mississippi to do so.

4.4.   Rules of Procurement

To facilitate DOM's procurement process, various rules have been established and are described in the following paragraphs.

4.4.1.   Restrictions on Communications with DOM Staff

From the issue date of this RFP until a Contractor is selected and a Contract is signed, the Offeror and/or its representatives are not allowed to communicate with any DOM staff regarding this procurement except the DOM Procurement Officer, Tara Pattie, or persons designated by the Procurement Officer in response to State-initiated inquires, and/or during scheduled oral presentations and demonstrations excluding site visits.

For violation of this provision, DOM shall reserve the right to reject any proposal.

This provision does not apply to communications between DOM and the present Contractor on matters relating to the internal course of business under the current Contract.

4.4.2.   Amendments to this Request for Proposals

DOM reserves the right to amend this RFP at any time. Amendments prior to the deadline for proposal submissions will be posted to DOM's Website at http://www.medicaid.ms.gov and provided by e-mail to the contact identified in each Offeror's Letter of Intent.

As part of the Transmittal Letter, the Offeror shall acknowledge receipt of any amendment to the solicitation by signing and returning the amendment with the proposals, identifying the amendment number and date. The acknowledgments must be received by DOM by the time and at the place specified for receipt of proposals.

4.4.3.   Certification of Independent Price Determination

The Offeror must certify that the prices submitted in response to the solicitation have been arrived at independently and without any consultation, communication, or agreement with any other Offeror or competitor.

4.4.4.   Acceptance of Proposals

After receipt of the proposals, DOM reserves the right to award the Contract based on the terms, conditions, and premises of this RFP and the proposal of the selected Offeror without negotiation.

All proposals properly submitted will be accepted by DOM. However, DOM reserves the right to request necessary amendments from an Offeror, reject any or all proposals received, or cancel this RFP, according to the best interests of DOM and the State of Mississippi.

DOM also reserves the right to waive minor irregularities in proposals, providing such action is in the best interest of DOM or the State of Mississippi. In the event DOM waives any minor irregularity in any Offeror's proposal, such waiver shall in no way modify the requirements of this RFP or excuse the Offeror from full compliance with the specifications of this RFP nor excuse the Contractor from any Contract requirement. At the discretion of DOM, the RFP Issuing Officer may contact the Offeror to clarify irregularities or provide missing requirements. The Offeror is required to submit clarifications or missing requirements within three (3) business days of notification unless a mutually agreed upon extension is granted.

DOM reserves the right to exclude any and all non-responsive proposals from any consideration for Contract award. DOM will award a firm fixed-price Contract to the Offeror whose offer is responsive to the solicitation and is most advantageous to DOM and the State of Mississippi in price, quality, and other factors considered. DOM reserves the right to make the Contract award to an Offeror other than the Offeror bidding the lowest price when it can be demonstrated to the satisfaction of DOM, the Governor, the State Personal Service Contract Review Board, and to CMS, if necessary, that award to the low Offeror would not be in the best interest of DOM and the State of Mississippi.

4.4.5. Rejection of Proposals

Proposals may be rejected for failure to conform to the rules or the requirements contained in this RFP. Proposals must be responsive to all requirements of this RFP in order to be considered for Contract award. DOM reserves the right at any time to cancel this RFP or after the proposals are received to reject any of the submitted proposals determined to be non-responsive. DOM further reserves the right to reject any and all proposals received by reason of this request. Reasons for rejecting a proposal include, but are not limited to:

- The proposal contains unauthorized amendments to the requirements of this RFP or any amendments thereto;

- The proposal is conditional;

- The proposal is incomplete or contains irregularities that make the proposal indefinite or ambiguous;

- The proposal is not signed by the Offeror's authorized representative;

- The proposal contains false or misleading statements or references;

- The Offeror is determined to be non-responsible as specified in Section 3-401 of the PSCRB Regulations;

- The proposal ultimately fails to meet the announced requirements of the State of Mississippi in some material aspect;

- The proposal price is outside of the State's budget range or well outside of DOM's expectations based on industry standards;

- The proposal does not conform in all material respects to this RFP or any amendments thereto;

- The supply or service item offered in the proposal is unacceptable by reason of its failure to meet the requirements of the specifications or permissible alternates or other acceptability criteria set forth in this RFP or any amendments thereto;

- The proposal is received after the deadline for submitting proposals as specified in this RFP or any amendment thereto;

- The Offeror does not comply with the procedures for delivery of the proposal as set forth in this RFP or any amendments thereto; and/or

- The Offeror currently owes money to the State of Mississippi.

Each Offeror, its subsidiaries, affiliates, or related entities shall be limited to one proposal in response to this RFP. Failure to submit a responsive proposal will result in the rejection of the Offeror's proposal. Submission of more than one proposal by an Offeror will result in the summary rejection of all proposals submitted. An Offeror's proposal shall not include variable or multiple pricing options. Any Offeror that includes variable or multiple pricing options will result in the rejection of the Offeror's proposal.

4.4.6.   Proposal Amendments and Withdrawal

Prior to submission deadline for the proposal, a submitted proposal may be withdrawn by the Offeror by submitting a written request for its withdrawal to DOM, signed by the Offeror.

An Offeror may submit an amended proposal before the submission deadline for proposals. Such amended proposal must be a complete replacement for a previously submitted proposal and must be clearly identified as such in the transmittal letter of the amended proposal. DOM will not merge, collate, or assemble proposal materials.

Unless requested by DOM, no other amendments, revisions, or alterations to proposals will be accepted after the proposal due date.

Any submitted proposal shall remain a valid proposal for 210 days from the proposal due date.

4.4.7.   Disposition of Proposals

The proposal submitted by the selected Offeror shall be incorporated into and become part of the resulting Contract. All proposals received by DOM shall upon receipt become and remain the property of DOM. DOM shall have the right to use all concepts contained in any proposal and this right will not affect the solicitation or rejection of any proposal.

4.4.8.   Release of Claims

By submitting a proposal, the Offeror agrees that it will not bring any claim or cause of action against DOM based on any misunderstanding concerning the information provided herein or concerning DOM 's failure, negligent or otherwise, to provide the Offeror with pertinent information as intended by this RFP.

4.4.9.   Responsible Contractor

DOM shall contract only with a responsible Offeror that possesses the ability to perform successfully under the terms and conditions of the proposed procurement and implementation. In letting the Contract, consideration shall be given to such matters as the selected Offeror's integrity, performance history, financial and technical resources, and accessibility to other necessary resources.

4.4.10.   Subcontractors

Copies of any agreements to be executed between the Offeror and any subcontractors must be included in the Offeror's proposal.

4.4.11.   Assignment

Should an Offeror wish to assign payment of any or all charges resulting from this contract to a third party, the Offeror must disclose that fact in its proposal, along with: 1) the third party's name, address, nature of business, and relationship to the Offeror; 2) the reason for and purpose of the assignment; and 3) all conditions of the assignment, including, but not limited to, a copy of an assignment document to be executed by the State of Mississippi, the Offeror, and the third party. Such assignments will be accepted or rejected at the sole discretion of the State. The Offeror must clearly and definitively state in its proposal whether the proposal is contingent upon the requested contracts and the assignment document must include language specifically guaranteeing that the Offeror is solely and fully liable and responsible for the performance of its obligations under the subject contract. No assignment of payment will be considered at the time of purchase unless such assignment was fully disclosed in the Offeror's proposal and subsequently accepted by the State of Mississippi.

4.4.12.   Best and Final Offers

The Executive Director of DOM may make a written determination that it is in DOM's and the State of Mississippi's best interest to conduct additional discussions with or to require submission of best and final offers. Because of the time and expense incurred by both the Vendor community and the State, BAFOs are not routinely conducted. Vendors should offer their best pricing with the initial solicitation. Situations warranting solicitation of a BAFO will be considered an exceptional practice for any procurement. The Procurement Officer shall establish a date and time for any additional discussions or the submission of best and final offers. Otherwise, no discussion of or changes to the proposals shall be allowed prior to award of the Contract. If an Offeror does not submit either a notice of withdrawal, an amendment prior to the proposal submission deadline, or a best and final offer in response to DOM's request, the Offeror's immediate previous offer will be construed as its best and final offer.

4.4.13.   Release of Public Information

After award of the Contract, all Offeror's proposals, including terms bid in the Business Proposal, and any other documents submitted by the Offeror are subject to disclosure under the State's Access to Public Records Act.   Information specified by an Offeror as proprietary information shall be available for disclosure as provided by State statute.

In the event that either party to this agreement receives notice that a third party requests divulgence of any information submitted or created as a result of this Contract and/or has served upon it a subpoena or other validly issued administrative or judicial process ordering divulgence of documents produced in conjunction with this procurement, that party shall promptly inform the other party and thereafter respond in conformity with such subpoena to the extent mandated by State law.   This provision shall survive termination or completion of this agreement.   The parties agree that this provision is subject to and superseded by Miss. Code Ann. Section 25-61-1, et seq. regarding Public Access to Public Records.

Any request for confidential treatment of information must be included in the Transmittal Letter with the Offeror's proposal. In addition, the Offeror must enumerate the specific grounds in the Personal Service Contract Review Board (PSCRB) that support treatment of the material as confidential and explain why disclosure is not in the best interest of the public. The request for confidential treatment of information must also include the name, address, and telephone number of the person authorized by the Offeror to respond to any inquiries by CMS concerning the confidential status of the materials. This request and other Transmittal Letter requirements are described further in Section 5.

Any proposal submitted that contains trade secrets or other proprietary data must be conspicuously marked on the cover sheet as containing confidential information; all pages with confidential material must be itemized under the above-referenced "request for confidential treatment of information" section of the Transmittal Letter; and each page upon which confidential information appears must be conspicuously marked (e.g., in the Footer) as containing trade secrets or proprietary data as confidential in accordance with Miss. Code Ann. Section 25-61-9. Material so designated shall accompany the proposal and shall be readily separable from the proposal in order to facilitate public inspection of the non-confidential portion of the proposal. Identification of the entire proposal as confidential will be deemed non-responsive and disqualify the Offeror.

DOM will treat the information designated as trade secrets or proprietary data and marked as confidential information, as confidential information to the extent that such information is determined confidential under Miss. Code Ann. Section 25-61-9, the PSCRB rules and regulations, or other applicable law by a court of competent jurisdiction.

The Offeror's failure to request confidential treatment of material will be deemed by DOM as a waiver of any right to confidentiality that the Offeror may have had.

4.5.   State and Federal Approval

To ensure DOM's goal of obtaining enhanced Federal Financial Participation (FFP) and State matching funds for this system, DOM must submit, prior to award of the Contract, the proposed Contract and the

report of the Selection Committee with the evaluation criteria to the Governor, Attorney General, and the Centers for Medicare & Medicaid Services (CMS). After such reviews, a written response from the CMS indicating approval must be received by DOM before Notice of Intent to Award the contract may be made. Approval from the State Personal Service Contract Review Board must be received before the contract is signed. Every effort will be made by DOM, both before and after selection, to facilitate rapid approval and an early start date. The Offeror must develop its proposal and work plan to account for a Contract signing date as early as September 16, 2014.

4.6.   Notice of Intent to Award

Award shall be made to the responsible Offeror whose proposal is determined in writing to be the most advantageous to the State taking into consideration price and evaluation factors set forth in the Request for Proposals. The notice of intended Contract award shall be sent by mail, e-mail, or fax to all Offerors. The notice of award shall be made available to the public.

No public disclosure or news release pertaining to this Procurement shall be made without prior written approval of DOM. Failure to comply with this provision will result in the Offeror being disqualified.

Consistent with existing State law, no Offeror shall infer or be construed to have any rights or interest to a contract with DOM until final approval from all necessary entities and until both the Offeror and DOM have executed a valid contract.

4.7.   Acceptance Period

If the apparent Contractor fails to negotiate and execute a contract, DOM (in its sole discretion) may revoke the award and award the contract to the next highest ranked Offeror or withdraw this RFP. DOM further reserves the right to cancel the award at any time prior to the execution of a written contract.

Prior to Contract Award, the Contractor will be required to execute a Business Associate Agreement with DOM.

4.8.   Contract Negotiation Process

Upon completion of the evaluation process, the State of Mississippi will select one Offeror with which to negotiate a contract, based on the evaluation findings and other criteria deemed relevant for ensuring that the decision is in the best interest of the State. In the event the State is successful in negotiating with the Offeror, the State will issue a notice of intent to award. In the event that the State is not successful in negotiating a contract with a selected Offeror within thirty (30) days from the date that contract negotiations have begun, the State reserves the option to begin negotiations with the next lowest and best Offeror.

4.9.   Protest Policy and Procedures

4.9.1.   Form of the Protest

Offerors who submit technical and business proposals in response to this RFP may protest the award of the contract resulting from this RFP. Protests must be made in writing and must be received no later than ten (10) working days from the notice of non-award. Protests should be addressed to DOM's Executive Director and must contain specific grounds for the protest. Supporting documentation must be included with the protest.

A protest must state all grounds upon which the protesting party asserts that the solicitation or award was improper. Issues not raised by the protesting party in the protest are deemed waived.

Only the following are acceptable grounds for protest:

- Failure to follow any of the following: 1) DOM procedures established in the RFP, 2) DOM rules of procurement, or 3) PSCRB Rules and Regulations;

- Errors in computing scores which contributed to the selection of an Offeror other than the lowest and best bidder; or

- Bias, discrimination, or conflict of interest on the part of an evaluator.

Disallowed grounds include:

- Evaluators' qualifications to serve on the Evaluation Committee;

- The professional judgment of the Evaluation Committee; and

- DOM's assessment of its own needs regarding the solicitation.

A protest that is incomplete or not submitted within the prescribed time limits will be summarily dismissed.

4.9.2.   Protest Bond

Protests must be accompanied by a $5,000,000 bond. The protest bond must be maintained through final resolution, whether at the agency level or through a court of appropriate jurisdiction.

4.9.3.   DOM's Responsibilities Regarding Protests

The Notice of Non-Award shall be accompanied by redacted copies of the evaluation score sheets.

The Executive Director shall review all documentation concerning the procurement and may request additional documentation. He shall then determine whether or not the award of the contract shall be delayed or cancelled; or, if the protest is clearly without merit or that award of the contract without delay is necessary to protect the interests of the State. The Executive Director will provide written notice of the decision to the protesting Offeror. This written notice will be the final agency decision.

4.10. Contract Period

DOM will award a contract for design, development, and implementation (DD&I) and fiscal agent operations of the MES based on proposals submitted by Offerors. The DD&I period begins the day the contract is executed by both parties and shall remain in effect until the operations phase. The DD&I phase of the contract is expected to last for a total of 36 months. The operations period begins after the completion of the DD&I phase. The operations period will carry a three (3) year base term contract with 2 two-year extensions available at the mutual consent of the parties. DOM will notify the selected Offeror 18 months before the end of the Contract term as to whether the two-year extension option will be exercised by DOM.

5.   TECHNICAL PROPOSAL REQUIREMENTS

5.1.   Introduction

The State of Mississippi discourages overly lengthy and costly Technical Proposals; therefore, brochures or other presentations, beyond that sufficient to present a complete and effective proposal, are not desired. Elaborate artwork or expensive paper is not necessary or desired. Audio and/or videotapes are not allowed. Technical Proposals including audio or videotapes will be deemed non-responsive and rejected. In order for the Proposal Evaluation Committee (PEC) to evaluate proposals completely, the Offeror must follow the format set out below to provide all requested information. The use of tabs as specified below is required.

The format and content requirements for each section of the Technical Proposal are described below. A Mandatory Requirements Checklist (Appendix L) is also included as a part of this RFP. The Technical Proposal shall include complete responses to all required items listed under each heading. Without providing overly lengthy descriptions, the Technical Proposal must provide clear descriptions and/or responses so that the PEC members can adequately evaluate the Offeror's response and intent.   The Offeror is advised to follow the defined format. At the sole discretion of DOM, DOM may request written clarification to an Offeror's response in the Technical Proposal to better assist the PEC members in evaluating the Offeror's response and intent.

The Technical Proposal must be typewritten on standard 8 ½ x 11 paper (larger paper is permissible for charts, spreadsheets, etc.) with tabs delineating each section. In addition, Tabs 14, 15, and 16 must include populated table documents, one in response to Appendix M – Functional Requirements, one in response to Appendix N – Operational Requirements, and one in response to Appendix O – Technical Requirements.   The Technical Proposal (including all copies) shall be clearly page numbered on the bottom of each page and submitted in three-ring binders. All pages must have one-inch (or more) margins at the top, bottom, and left and right sides of each page with text in at least 11-point Times New Roman font size, 1.15 line spacing. A smaller font size may be used for graphics, tables, and Microsoft Project WBS text. Resumes shall be limited to no more than five pages for each resume.

The Offeror must submit one (1) original and twenty (20) hard copies of the Technical Proposal. In addition to the hard copies, ten (10) copies of the entire Technical Proposal must be submitted on portable media (either CD-ROM or flash drive), either in Microsoft Word or in Adobe Acrobat (.PDF) format. The requirements matrices in Tabs 14, 15, and 16 should be included and formatted in Microsoft Excel.

The Technical Proposal must include the following sections separated by tabs:

- Tab 1 – Transmittal Letter

- Tab 2 – Executive Summary

- Tab 3 – Corporate Background and Experience

- Tab 4 – Project Initiation

- Tab 5 - Project Management and Control

- Tab 6 – Design

- Tab 7 – Development

- Tab 8 - Implementation

- Tab 9 – Maintenance and Operations Phase

- Tab 10 – Enhancements

- Tab 11 – Certification Phase

- Tab 12 – Turnover Phase

- Tab 13 – Work Plan and Schedule

- Tab 14 – Scope of Work: Functional Requirements Narrative

- Tab 15 – Scope of Work: Operational Requirements Narrative

- Tab 16 – Scope of Work: Technical Requirements Narrative

- Tab 17 – Scope of Work: Functional Requirements

- Tab 18 – Scope of Work: Operational Requirements

- Tab 19 – Scope of Work: Technical Requirements

- Tab 20 – Appendix B: Proposal Exceptions

Items to be included under each of these headings are identified in the paragraphs below. Each section within the Technical Proposal should include all items listed in the paragraphs below.

A format that easily follows the requirements and order of this RFP should be used. The Offeror may intersperse their response following each RFP specification, but must not otherwise alter or re-key any part of the original text of this RFP. If DOM determines that the Offeror has altered any language in this RFP, DOM may, in its sole discretion, disqualify the Offeror from further consideration. This RFP issued by DOM, including any amendments thereto, is the official version and will supersede any conflicting RFP language submitted by the Offeror.

The Offeror must respond with "ACKNOWLEDGED," "WILL COMPLY" or "AGREED" to each outlined point in each section of the RFP. Where an outlined point asks a question, requests information or indicates the Offeror to perform, provide, improve, implement, etc.; the Offeror must respond with the specific answer or information requested. In addition, many items in this RFP require detailed and specific responses to provide the requested information. Failure to provide the information requested may result in the Offeror receiving a lower score for that item, or, at the State's sole discretion, being subject to disqualification.

"ACKNOWLEDGED" should be used when no Offeror response or Offeror compliance is required. "ACKNOWLEDGED" simply means the vendor is confirming to the State that he read the statement.

This is commonly used in the RFP sections where the agency's current operating environment is described or where general information is being given about the project.

"WILL COMPLY" or "AGREED" are used interchangeably to indicate that the Offeror will adhere to the requirement. These terms are used to respond to statements that specify that an Offeror or Offeror's proposed solution must comply with a specific item or must perform a certain task.

If the Offeror cannot respond with "ACKNOWLEDGED," "WILL COMPLY," or "AGREED," then the Offeror must respond with "EXCEPTION." (See Section 5.1.1 for additional instructions regarding proposal exceptions.)

In addition to the above, Offerors must provide explicit details as to the manner and degree to which the proposal meets or exceeds each specification.

The Offeror must fully respond to each requirement within the Technical Proposal by fully describing the manner and degree by which the proposal meets or exceeds said requirements.

Any Technical Proposal that does not adhere to these requirements may be deemed non-responsive and rejected on that basis.

5.1.1.   Proposal Exceptions

Unless specifically disallowed on any specification herein, the Offeror may take exception to any point within this RFP, including a specification denoted with "shall" or "must," as long as the following are true:

- The specification is not a matter of State law;

- The proposal still meets the intent of the RFP;

- A Proposal Exception Summary Form is included with the Offeror's proposal; and

- The exception is clearly explained on the Proposal Exception Summary Form, along with any alternative or substitution the Vendor proposes to address the intent of the specification.

The Offeror shall return two (2) separate Proposal Exception Summary Forms, attached hereto as Appendix B, with the Offeror's Technical Proposal and Business Proposal, respectively. All exceptions to items in any Section of this RFP, with the exception of Section 6 - Business Proposal Requirements, shall be listed, clearly explained on the Proposal Exception Summary Form and submitted with the Technical Proposal. If no proposal exceptions are taken, then the Offeror shall state "No Exceptions Taken" on the Proposal Exception Summary Form submitted with the Technical Proposal.

Proposal exceptions taken on any requirement in the Business Proposal should be identified in a separate Proposal Exception Summary Form (Appendix B) and placed into the sealed Business Proposal, as outlined in Section 6.3.3. If no proposal exceptions are taken on the Business Proposal Requirements, then the Offeror shall state "No Exceptions Taken" on the Proposal Exception Summary Form submitted with the Business Proposal.

The Offeror has no liability to provide items to which an exception has been taken. DOM has no obligation to accept any exception. During the proposal evaluation and/or contract negotiation process, the Offeror and DOM will discuss each exception and take one of the following actions:

- The Offeror will withdraw the exception and meet the specification in the manner prescribed;

- DOM will determine that the exception neither poses significant risk to the project nor undermines the intent of the RFP and will accept the exception;

- DOM and the Offeror will agree on compromise language dealing with the exception and will insert the same language into the contract; or

- None of the actions are possible, and DOM either disqualifies the Offeror's proposal or withdraws the award and proceeds to the next ranked Offeror.

Should DOM and the Offeror reach a successful agreement, DOM will sign adjacent to each exception that is being accepted or submit a formal written response to the Proposal Exception Summary Form responding to each of the Offeror's exceptions. The Proposal Exception Summary Form, with those exception approved by DOM, will become part of any contract on acquisitions made under this RFP.

Any exception will be accepted or rejected at the sole discretion of the State.

Acknowledgement Precludes Later Exception

By submitting a signed Transmittal Letter with the Offeror's Technical and Business Proposals, the Offeror is contractually obligated to comply with all items in this RFP, including the Contract Template (Appendix A) included herein, except those specifically listed as exceptions on the Proposal Exception Summary Form (Appendix B). If the Proposal Exception Summary Form indicated "No Exceptions Taken", the Offeror is indicating that they take no exceptions. Offerors who respond to this RFP by signing the Transmittal Letter may not later take exception to any item in the RFP during contract negotiations. This acknowledgement also contractually obligates any and all subcontractors that may be proposed. No exceptions by subcontractors or separate terms and conditions will be entertained after the fact.

5.2. Tab 1 – Transmittal Letter

The Transmittal Letter shall be in the form of a standard business letter on letterhead of the Offeror and shall be signed by an individual authorized to legally bind the Offeror. The Transmittal Letter should identify all material and enclosures being submitted in response to this RFP. The Transmittal Letter shall also include:

- A statement indicating that the Offeror is a corporation or other legal entity;

- A statement confirming that the Offeror is registered to do business in the State of Mississippi and providing its corporate charter number to work in the State of Mississippi;

- A statement identifying the Offeror's federal tax identification number;

- A statement that the Offeror agrees that any lost or reduced federal matching money resulting from unacceptable performance of an Offeror task or responsibility, as defined in this RFP, shall be accompanied by reductions in State payments to the Offeror;

- A statement identifying any prior project where the Offeror was terminated before the final solution was operational;

- A statement that no attempt has been made or will be made by the Offeror to induce any other person or firm to submit or not to submit a proposal;

- A statement that the Offeror has or has not retained any person or agency to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage, or other contingent arrangement except as disclosed in the Offeror's proposal;

- A statement that the Offeror has not violated, is not violating, and promises that it will not violate the prohibition against gratuities set forth in Section 6-204 of the Mississippi PSCRB;

- A statement of Affirmative Action, that the Offeror does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or disability;

- A statement that no cost or pricing information has been included in the Transmittal Letter or any other part of the Technical Proposal;

- A statement identifying by number and date all amendments to this RFP issued by DOM that have been received by the Offeror. If no amendments have been received, a statement to that effect should be included;

- A statement that the Offeror has read, understands, and agrees to all provisions of this RFP without reservation;

- Certification that the Offeror's offer will be firm and binding for 210 days from the proposal due date;

- A statement naming any outside firms responsible for writing the proposal;

- A statement that the Offeror and all subcontractors agree to execute a Business Associate Agreement (Appendix E), if awarded the Contract;

- A statement that the Offeror and all subcontractors have included a signed Drug Free Workplace Certificate (Appendix D) with the Transmittal Letter;

- A statement that the Offeror has included the signed HHS Certification Regarding Debarment, Suspension, and Other Responsibility Matters for Primary Covered Transactions (Appendix C) with the Transmittal Letter;

- A statement that the Offeror has acknowledged and accepts the terms found in the DOM Security Standards for Third Parties (Appendix S);

- All proposals submitted by corporations must contain certifications by the secretary, or other appropriate corporate official other than the corporate official signing the Technical Proposal,

that the corporate official signing the Technical Proposal has the full authority to obligate and bind the corporation to the terms, conditions, and provisions of the Technical Proposal;

- All proposals submitted must include a statement that the Offeror presently has no interest and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of services under this Contract, and it shall not employ, in the performance of this Contract, any person having such interest; and

- If the proposal deviates from the detailed specifications and requirements of this RFP, the Transmittal Letter must identify and explain these deviations. DOM reserves the right to reject any Technical Proposal containing such deviations or to require modifications by the Offeror before acceptance.

5.3. Tab 2 – Executive Summary

The Executive Summary shall condense and highlight the contents of the Technical Proposal in such a way as to provide a broad understanding of the entire proposal.

The Executive Summary shall include a summary of the proposed technical approach and strategy, the staffing structure, and the task schedule, including a brief overview of:

- The proposed work plan;

- The staff organizational structure;

- The key personnel; and

- A brief discussion of the Offeror's understanding of the Mississippi environment and the Medicaid program requirements.

Also, the Offeror may designate those provisions of the proposal that contain trade secrets or other proprietary data that it believes may remain confidential in accordance with Section 25-61-9 of the Mississippi Code.

5.4. Tab 3 – Corporate Background and Experience

The Corporate Background and Experience Section shall include details of the background of the Offeror, its size and resources, details of corporate experience relevant to the proposed Contract, financial statements, and a list of all current or recent Medicaid or related projects. The timeframe to be covered should begin, at a minimum, in January 2008 through the present date.

5.4.1. Corporate Background

The details of the background of the corporation, its size, and resources, shall cover:

- Date established (for a corporation);

- Location of the principal place of business;

- State of incorporation;

- Ownership (e.g.: public company, partnership, subsidiary);

- Average numbers of employees and contractors for the last three years;

- Number of personnel currently engaged in project operations similar in size and scope to those requested in this RFP;

- Performance history and reputation;

- Current products and services – including, a description of how their proposed solution currently supports SOA and the CMS Seven Standards and Conditions and if the proposed solution is CMS-certified or actively pending CMS-certification; and

- Professional accreditations pertinent to the services provided by this RFP.

5.4.2.   Financial Statements

Financial statements for the contracting entity shall be provided for each of the last five (5) years, including at a minimum:

- Statement of income;

- Balance sheet;

- Statement of changes in financial position during the last five (5) years;

- Statement of cash flow;

- Auditors' reports;

- Notes to financial statements (DOM allows notes to financial statements to be provided in other formats, including but not limited to, providing a Web link to notes);

- Any contractual termination within the past five (5) years; and

- Summary of significant accounting policies.

DOM reserves the right to request any additional information to assure itself of an Offeror's financial status.

5.4.3.   Corporate Experience

The details of the Offeror's Medicaid project experience for projects equal in scope and complexity shall be cited from the last five (5) years. A minimum of three (3) client references are required for each Medicaid project and for each project providing services similar in size and scope to those being requested by this RFP. DOM will check references during the evaluation process. Each reference must be submitted using the Corporate Reference form, found in the Appendix H. DOM reserves the right to contact officials of the client other than those indicated by the Offeror. Overlapping responsibilities on the same client's contract should be depicted so that they are easily recognized.

5.5. Tab 4 – Project Initiation

The Project Initiation section shall include:

- Proposed preliminary Work Plan and Schedule;

- Project team organization;

- Charts of proposed personnel and positions;

- Proposed facilities floor plan (as described in Section 7.2.1);

- Identification and resumes of key personnel and management, including references;

- Any assumptions or constraints related to project initiation tasks that were considered in developing this section. The assumptions and constraints must be grouped in one section within Tab 4; and

- The Offeror's approach to providing backup personnel, as required in this RFP.

5.5.1. Preliminary Work Plan and Schedule

DOM is relying on the Offeror to propose a feasible work plan and schedule based on their experience and methodology as a part of their Technical Proposal. The proposed workplan and schedule will form the basis from which a mutually acceptable joint work plan and schedule will be developed. Bearing in mind DOM's current workload and resource constraints, the Offeror should propose the most feasible, time-expedient work plan and schedule possible. As part of the Project Initiation phase, (Section 7.2) DOM and the Contractor will work on a mutually agreed upon work plan and schedule. Part of this process will include identifying deliverables, milestones, due dates, and deliverable review cycles (both State and Contractor). Offeror should be aware of and knowledgeable about the Enterprise Lifecycle (ELC) Gate Review oversight process that CMS is beginning to impose on MES replacement projects, including cooperation and participation from MES Contractors. Offeror must ensure that the proposed schedule, the proposed resources and the deliverables/milestones can accommodate the potential additional workload and CMS reviews.

5.5.2. Organization

The organization charts shall show staff organizational structure, including the project team reporting structure and the reporting structure inside the organization for the members of the proposed project team including management, key personnel, and other resources. The Offeror shall make every effort to fill key personnel positions with fulltime staff. In the event that the Offeror proposes a subcontractor as key personnel, DOM retains refusal rights for each subcontractor proposed as key personnel. Further, Offeror shall provide insight in their proposed organizational structure by providing information including but not limited to:

- Organization and staffing during each phase as described in this RFP;

- Percentage of time that key personnel are expected to be dedicated to each phase of the project;

- Fulltime, part-time, and temporary status of all employees/subcontractors;

- Explanation for any individual assigned to share responsibilities between key personnel positions and/or phases of the project; and

- Planned use of any subcontractors.

5.5.3.   Responsibilities

Responsibilities and the anticipated roles of key personnel shall be identified for all phases of the Contract. All proposed key management, including definitions of their responsibilities during each phase of the Contract, should be included.

5.5.4.   Resumes

The Offeror must submit resumes of all proposed key management and key staff personnel identified in its proposal using the template found in Appendix I.   Experience narratives shall be attached to the resumes describing specific experience with Medicaid projects and projects providing services similar in scope and complexity to those requested in this RFP.

The Offeror shall acknowledge the requirement that key personnel are required to be located in Jackson, Mississippi through the duration of their assigned responsibilities. Key personnel must include, at a minimum, one full-time person for each of the following positions:

- Account Manager;

- Project Manager;

- Design, Development, and Implementation Manager;

- Claims Operations Manager;

- Clinical Lead;

- Decision Support Lead;

- Project Management Office Lead;

- Testing Manager;

- Technical Architect;

- Banking Manager; and

- Data Manager.

Additional knowledgeable staff shall be discussed as needed to fulfill the roles and responsibilities for all phases of the project, including each major activity as listed in Section 7 – Scope of Work. The Offeror may propose additional staff, identified as Key Personnel, as they deem appropriate. An onsite presence will be expected as appropriate for the work being performed. The Offeror shall acknowledge that key personnel are not to be replaced, substituted, or removed from the position and/or phase proposed without

explicit approval from DOM. Any attempt by the Offeror to replace, substitute, or removed key personnel as proposed without approval from DOM may result in penalties and/or nullification of award.

If project management responsibilities will be assigned to more than one individual during the project (i.e., management may be changed following implementation), resumes must be provided for all persons proposed.

5.5.5. Key Personnel References

The Offeror must submit three (3) references for each proposed key personnel using the form found in Appendix J. Each reference should be prepared to give information on the individual's experience and competence. Current DOM staff shall not be submitted for any reference for the above requirements.

5.5.6. Backup Personnel Plan

If during the course of the project, additional staff is required to perform the functions of the contract, the Offeror should outline specifically its plans and resources for adapting to these situations. The Offeror should also address plans to ensure the longevity of staff in order to allow for effective DOM support.

5.6. Tab 5 – Project Management and Control

The Project Management and Control section shall include a summary description of the methodology to be used in planning and control of the project, project activities, and progress reports. Specific explanation must be provided if solutions vary from one phase to another. This section should include the Offeror's proposed:

- Project management approach tasks;

- Project control tasks;

- Manpower and time estimating methods;

- Sign-off procedures for completion of all deliverables and major activities;

- Management of performance standards, milestones and/or deliverables;

- Anticipated problem areas and the approach to management of these areas, including loss of key personnel, and/or loss of technical personnel;

- Project status reporting, including examples of types of reports;

- Approach to DOM's interaction with contract management staff;

- Continuous Business Process Improvement; and

- Other Contractor responsibilities set forth in this RFP.

In addition, the Offeror must provide a description of the approach to completing the Contractor's responsibilities and producing the project management deliverables as described in this RFP.

The Offeror must present any assumptions or constraints concerning the project management requirements. The assumptions and constraints must be grouped in one section within Tab 5.

5.7.   Tab 6 – Design Phase

The Design section must contain a description of the work plan necessary to meet the requirements of this RFP. The Offeror must provide a summary description of the approach to completing the Contractor's responsibilities and producing the deliverables for each of the following:

- Requirements Definition tasks;

- Design tasks; and

- Disaster Recovery/Business Continuity tasks.

The description shall encompass the requirements of this RFP as outlined in Section 7 - Scope of Work and must describe the methodology to be followed in sufficient detail to demonstrate to DOM the Offeror's understanding of this RFP and its ability to successfully accomplish the task. This section should also contain the following:

- An outline from the Offeror identifying whether or not all PAs in the proposed system are: (1) outsourced; (2) conducted in-house; or (3) a combination of outsourcing and conducting in-house; and

- A response to the information provided in Section 2.3 of this RFP, proposing outsourced services that represent innovative solutions that encompass any combination of outsourced services and latest technology advancements and provide the best recommendations for DOM.

The Offeror must present any assumptions or constraints identified for the Design phase. The assumptions and constraints must be grouped in one section within Tab 6.

The Offeror must present a description of quality management practices applicable to the Design phase.

5.8.   Tab 7 – Development Phase

The Development section must contain a description of the work plan necessary to meet the requirements of this RFP. The Offeror must provide a summary description of the approach to completing the Contractor's responsibilities and producing the deliverables for each of the following:

- Development tasks;

- Testing tasks;

- Data Conversion tasks; and

- Training tasks.

The description shall encompass the requirements of this RFP as outlined in Section 7 - Scope of Work and must describe the methodology to be followed in sufficient detail to demonstrate to DOM the Offeror's understanding of this RFP and its ability to successfully accomplish the task.

The Offeror must present any assumptions or constraints identified for the Development phase. The assumptions and constraints must be grouped in one section within Tab 7.

The Offeror must present a description of quality management practices applicable to the Development phase.

5.9.   Tab 8 – Implementation Phase

The Implementation section must contain a description of the work plan necessary to meet the requirements of this RFP.   The Offeror must provide a summary description of the approach to completing the Contractor's responsibilities and producing the deliverables for each of the following:

- Implementation Planning tasks; and

- Post-Implementation tasks.

The description shall encompass the requirements of this RFP as outlined in Section 7 - Scope of Work and must describe the methodology to be followed in sufficient detail to demonstrate to DOM the Offeror's understanding of this RFP and its ability to successfully accomplish the task.

The Offeror must present any assumptions or constraints identified for the Implementation phase. The assumptions and constraints must be grouped in one section within Tab 8.

The Offeror must present a description of quality management practices applicable to the Implementation phase.

5.10.   Tab 9 – Maintenance and Operations Phase

The Maintenance and Operations section must contain a description of the work plan necessary to meet the requirements of this RFP.   The Offeror must provide a summary description of the approach to completing the Contractor's responsibilities and producing the deliverables for each of the following:

- Maintenance tasks;

- Fiscal Agent Operations tasks; and

- Modifications tasks.

The description shall encompass the requirements of this RFP as outlined in Section 7 - Scope of Work and must describe the methodology to be followed in sufficient detail to demonstrate to DOM the Offeror's understanding of this RFP and its ability to successfully accomplish the task.

The Maintenance and Operations section must provide a detailed description of the approach to completing the Contractor's responsibilities for the Maintenance and Operations as described in

Appendices M – Functional Requirements, N - Operational Requirements and O – Technical Requirements.

The Offeror must present any assumptions or constraints identified for the Maintenance and Operations Phase. The assumptions and constraints must be grouped in one section within Tab 9.

The Offeror must present a description of quality management practices applicable to the Maintenance and Operations phase.

5.11. Tab 10 – Enhancements Phase

The Enhancements section must contain a description of the work plan necessary to meet the requirements of this RFP. The Offeror must provide a summary description of the approach to completing the Contractor's responsibilities and producing the deliverables for each of the following:

- Enhancements Project Management and Control tasks;

- Enhancements Design tasks;

- Enhancements Development tasks; and

- Enhancements Implementation tasks.

The description shall encompass the requirements of this RFP as outlined in Section 7 - Scope of Work and must describe the methodology to be followed in sufficient detail to demonstrate to DOM the Offeror's understanding of this RFP and its ability to successfully accomplish the task.

The Enhancements section must provide a detailed description of the approach to completing the Contractor's responsibilities for the Enhancements Phase as described in Appendix N - Operational Requirements.

The Offeror must present any assumptions or constraints identified for the Enhancements Phase. The assumptions and constraints must be grouped in one section within Tab 10.

The Offeror must present a description of quality management practices applicable to the Enhancements phase.

5.12. Tab 11 – Certification Phase

This Certification section must contain a description of the work plan necessary to meet the requirements of this RFP. The Offeror must provide a summary description of the approach to completing the Contractor's responsibilities and producing the deliverables for this phase, including:

- Pre-Certification tasks; and

- CMS Review tasks.

The Offeror must present any assumptions or constraints identified for the Certification phase. The assumptions and constraints must be grouped in one section within Tab 11.

5.13. Tab 12 – Turnover Phase

The Turnover section must contain a description of the work plan necessary to meet the requirements of this RFP. The Offeror must provide a summary description of the approach to completing the Contractor's responsibilities and producing the deliverables for this phase, including:

- Pre-Turnover tasks; and

- Post-Turnover tasks.

The Offeror must present any assumptions or constraints identified for the Turnover phase. The assumptions and constraints must be grouped in one section within Tab 12.

5.14. Tab 13 - Work Plan

An initial Work Plan section is required for this RFP. The detailed Work Plan must include each phase broken down by tasks and subtasks and a schedule for the performance of each task included in each phase of the Contract. The phases include:

- Project Initiation;

- Project Management Planning and Control;

- Design;

- Development;

- Implementation;

- Maintenance and Operations;

- Enhancements;

- Certification; and

- Turnover.

The work plan to be proposed must include all tasks outlined previously in this RFP. This work plan shall include:

- Person and corresponding weeks of effort for each task or subtask, showing Contractor personnel and DOM personnel efforts separately;

- A network diagram, showing the planned start and end dates for all tasks and subtasks, indicating the interrelationships of all tasks and subtasks, and identifying the critical path;

- A Gantt chart, showing the planned start and end dates of all tasks and subtasks, and all milestones;

- A description of the methodology used to develop the work plan and how the Offeror provides flexibility in the critical path when potential or actual problems arise; and

- A schedule for all deliverables/milestones, providing a minimum of ten (10) working days for review of documents by DOM and a minimum of twenty (20) working days for review of software products. Offeror should be aware of and knowledgeable about the CMS guidelines for Contractor cooperation and participation in federal Medicaid IT Enterprise Life Cycle System Development processes and requirements (a guide is referenced in Appendix K) that CMS is beginning to impose on MES replacement projects. Offeror must ensure that the proposed schedule, the proposed resources and the deliverables/milestones can accommodate the potential additional workload and CMS reviews.

5.15.   Tab 14 – Scope of Work – Functional Requirements Description

The Offeror must provide a summary description of the approach to completing the Contractor's responsibilities in the Functional Requirements section.

The description shall encompass the requirements of this RFP as outlined in Section 7 - Scope of Work and must describe the methodology to be followed in sufficient detail to demonstrate to DOM the Offeror's understanding of this RFP and its ability to successfully accomplish the task.

The Offeror must present any assumptions or constraints identified for the Functional Requirements. The assumptions and constraints must be grouped in one section within Tab 14.

5.16.   Tab 15 – Scope of Work – Operational Requirements Description

The Offeror must provide a summary description of the approach to completing the Contractor's responsibilities in the Operational Requirements section.

The description shall encompass the requirements of this RFP as outlined in Section 7 - Scope of Work and must describe the methodology to be followed in sufficient detail to demonstrate the Offeror's direction and understanding of this RFP.

The Offeror must present any assumptions or constraints identified for the Operational Requirements. The assumptions and constraints must be grouped in one section within Tab 15.

5.17.   Tab 16 – Scope of Work – Technical Requirements Description

The Offeror must provide a summary description of the approach to completing the Contractor's responsibilities in the Technical Requirements section.

The description shall encompass the requirements of this RFP as outlined in Section 7 - Scope of Work and must describe the methodology to be followed in sufficient detail to demonstrate the Offeror's direction and understanding of this RFP. Furthermore, the description should provide an architectural diagram of all system infrastructure components.

The Offeror must present any assumptions or constraints identified for the Technical Requirements. The assumptions and constraints must be grouped in one section within Tab 16.

5.18.   Tab 17 – Scope of Work – Functional Requirements (Appendix M)

The Offeror must provide completed copies of the Functional Requirements Matrix in this section of the proposal.   The instructions are included in each section.   In addition to the hard copies of these documents, the Offeror must provide the completed tables in the provided file format.

5.19.   Tab 18 – Scope of Work – Operational Requirements (Appendix N)

The Offeror must provide completed copies of the Operational Requirements Matrix in this section of the proposal.   The instructions are included in each section.   In addition to the hard copies of these documents, the Offeror must provide the completed tables in the provided file format.

5.20.   Tab 19 – Scope of Work – Technical Requirements (Appendix O)

The Offeror must provide completed copies of the Technical Requirements Matrix in this section of the proposal.   The instructions are included in each section.   In addition to the hard copies of these documents, the Offeror must provide the completed tables in the provided file format.

5.21.   Tab 20 – Technical Proposal Exceptions (Appendix B)

The Offeror must provide a copy of Proposal Summary Exception Form (Appendix B) in this section of the proposal, outlining the Offeror's proposal exceptions related to the Technical Proposal.   All exceptions to any items in any Section of this RFP, with the exception of Section 6 – Business Proposal Requirements, shall be listed and clearly explained in the Proposal Exception Summary Form (Appendix B), or the Offeror shall state in this section "No Exceptions Taken."

6. BUSINESS PROPOSAL REQUIREMENTS

6.1. General

The Offeror must submit one (1) original Business Proposal. The Business Proposal must be typewritten on standard 8 ½ x 11 paper (larger paper is permissible for charts, spreadsheets, etc.) with tabs delineating each section. One copy of the Business Proposal must be submitted on portable media in Microsoft Word or Adobe Acrobat (.PDF) format. The Pricing Schedule will be provided with the portable media copy in Microsoft Excel® 2007. DOM encourages the Offeror to provide a detailed line item budget supporting their proposed costs for review by the Proposal Evaluation Committee (PEC).

At the sole discretion of DOM, DOM may request written clarification to an Offeror's response in the Business Proposal to better assist the PEC members in evaluating the Offeror's response.

6.2. Proposal Modification in the Event of a Federal and/or State Law, Regulation, or Policy

In the event any change occurs in federal law, federal regulations, state law, state regulations, state policies, or state Medicaid plan coverage and DOM determines that these changes impact materially on proposal pricing, DOM reserves the right to require the Offeror to amend its proposal. The failure of the Offeror to negotiate these required changes will exclude such Offeror from further consideration for Contract award. All proposals shall be based upon the provisions of federal and state laws and regulations and DOM's approved Medicaid State Plan coverage in effect on the issuance date of this RFP, unless this RFP is amended in writing to include changes prior to the closing date for receipt of proposals.

6.3. Business Proposal Content

The Offerors Business Proposal shall consist of the following sections, separated by tabs:

- Transmittal Letter;
- Pricing Schedule; and
- Bond.

The Pricing Schedule will be submitted as part of the Business Proposal. The Offeror will propose firm pricing on each Price Sheet.

The Offeror will complete each of the Proposal Price Sheets using the Microsoft Excel® 2007 Workbook that is provided in Appendix G – Pricing Schedule as a part of this RFP. The workbook is organized to easily identify the major phases and price components of the project broken out into yearly segments. Offerors are responsible for verifying all totals for each worksheet.

6.3.1.   Pricing

Do not include any pricing from the Business Proposal price sheet on the Technical Proposal copies, including the electronic copy. Pricing from the Business Proposal must be separately sealed from the technical proposal response and clearly marked as the Business Proposal.

6.3.2.   Business Proposal - Transmittal Letter

The Offeror must certify in the transmittal letter that its offer shall be binding upon the Offeror for a period of 210 days following the proposal due date. Pricing will be considered as separate criteria of the overall proposal package. Offerors are encouraged to submit a detailed line item budget supporting their proposed cost with their Business Proposal, for review by DOM. The transmittal letter should include an affirmative statement that the Business Proposal price includes all activities related to this RFP, including:

- All costs related to DD&I Milestones;

- All costs related to Hardware;

- All costs related to Software;

- All costs related to Facilities;

- All costs related to Labor Rates; and

- All costs related to Operations.

All Business Proposal Transmittal Letters submitted by Offerors must contain certification by the secretary or other appropriate corporate official, other than the signer of the Business Proposal, that the corporate official signing the Business Proposal has the authority to obligate and bind the corporation to the terms, conditions, and provisions of the Business Proposal.

6.3.3.   Business Proposal Exceptions Form

The Offeror must provide a copy of Proposal Summary Exception Form (Appendix B) in their sealed Business Proposal. Proposal exceptions taken to any items in Section 6 - Business Proposal Requirements shall be listed and clearly explained in the Proposal Exception Summary Form (Appendix B), or the Offeror shall state in this section "No Exceptions Taken."

6.4.   Pricing Schedule Instructions

6.4.1.   Organization of the Pricing Schedule

Six (6) worksheets compose the set of Price Sheets that will be provided to the DOM. The worksheets are:

- DD&I Milestones;

- Hardware;

- Software;

- Labor Rates;

- Operations; and

- Summary.

6.4.2.   DD&I Milestones Price Sheet

The DD&I Milestones Price Sheet includes the amount to be paid to the Offeror for the major milestones within the DD&I activity. The following guidance is provided for completing the DD&I Milestones Price Sheet:

- The percentages included within each phase represent the percent of the DD&I total;

- The Total Phase Price column shall contain the proportional amount of the overall DD&I cost according to the percentage marked for each milestone;

- The Total Phase Price for the Development Phase and Total rows will automatically calculate as the Offeror enters the Total Phase Price;

- The sum of the activities and deliverables within each phase cannot exceed the following percentages:

    o   Project Initiation Phase (Section 7.2 – 7.3) – 5%

    o   Design Phase – 25%

    o   Development Phase – 35%

    o   Implementation Phase – 25%

    o   Certification Phase – 10%; and

- DOM will hold the Contractor to performance standards, for all DD&I activities as outlined in Appendix A – Contract Template and Appendix P – Service Level Agreements. The Offeror should take this strategy into consideration when determining cost structure for DD&I milestone costs.

When completing the DD&I Phase Price Sheet, the Offerors should note the percentage associated with each DD&I Phase is not necessarily commensurate with level of effort for that phase. Offerors are responsible for verifying all totals for each worksheet.

6.4.3.   Hardware Price Sheet

Respondents will use the Hardware Price Sheet to identify all costs associated with system hardware. The Price Sheet contains entries for both "Purchase Cost" and "Annual Maintenance Fee". The following guidance is provided for completing the Hardware Price Sheet:

- The "Hardware Product" content should be specific enough to identify the model or variant of the product;

- The "COTS or Proprietary" column is a drop-down menu with two options: "COTS" and "Proprietary";

- Respondents are required to allocate the hardware "Purchase Cost" and the "Annual Maintenance Fee" to the appropriate contract year; and

- The annual hardware maintenance fee is only requested for informational purposes. Hardware maintenance costs should be fully incorporated in the proposed Operations costs stated in the Operations cost sheet.

The Price Sheet will calculate the "Total Cost" for each deliverable; therefore, Offerors are cautioned about making changes in the "Total Cost" column. Altering the content of the Total Cost column could result in errors in the Summary Price Sheet. Offerors are responsible for verifying all totals for each worksheet.

6.4.4.   Software Price Sheet

Offeror responses should contain entries for both "Purchase Cost" and "Annual Maintenance Fee". The following guidance is provided for completing the Software Price Sheet:

- The "Software Product" column should include the name of the product, including the version/release of the software;

- The "License Type" column is a drop-down entry where the values are limited to: "concurrent", "named", or "site";

- The "COTS or Proprietary" column is a drop-down entry where the values are limited to: "COTS" and "Proprietary";

- The annual software maintenance fee is only requested for informational purposes. Software maintenance costs should be fully incorporated in the proposed Operations costs stated in the Operations cost sheet; and

- Price information should be allocated to the correct contract year.

The Official Proposal Price Sheet will calculate the "Total Cost" for each deliverable; therefore, Offerors are cautioned about making changes in the "Total Cost" column. Altering the content of the Total Cost column could result in errors in the Summary Price Sheet. Offerors are responsible for verifying all totals for each worksheet.

6.4.5.   Labor Rates Price Sheet

Offerors will identify labor rates using the Labor Rate Price Sheet. The Labor Rate Price Sheet will be used for informational purposes in the event DOM requests additional modifications or enhancements

outside of the negotiated contract. The following guidance is provided for completing the Labor Rates Price Sheet:

- The Offeror should provide a complete set of labor categories;

- Each "Labor Category" will have a defined rate for all contract years where the labor category will be used; and

- Labor categories may have rates in one or all contract years.

In addition, the Offeror must specify the annual support increase ceiling to which the Offeror is willing to agree. Price escalations, if any, for annual support coverage will be permitted but shall not exceed the lesser of a five (5) percent increase or an increase consistent with the percent increase in the consumer price index, all Urban Consumer US City Average (CPI–U), for the preceding year. Offerors are responsible for verifying all totals for each worksheet.

6.4.6.   Operations Price Sheet

The Operations Price Sheet includes pricing for Medicaid Members, which includes Coordinated Care Organization (CCO) members and Fee-for-Service (FFS) members. The Medicaid Member pricing is based on Per-Member-Per-Month (PMPM) rates. The following guidance is provided for completing the Operations Price Sheet:

- Cost must be allocated to the correct Contract year based on the Total Number of Members estimated by DOM for that year;

- DOM will hold the Contractor to a Service Level Agreement (SLA) for all maintenance and modifications activities and support as outlined in Appendix P – Service Level Agreements. Please take this strategy into consideration when determining your cost structure for PMPM costs, which should include a level of effort for all maintenance and modifications support to perform system enhancements;

- The Offeror's PMPM cost must include DOM's expectation for Contractor to provide a dedicated team of resources to support maintenance, modification and enhancement activities onsite, in Jackson, Mississippi; and

- The Offeror's PMPM cost must include any licensing fees associated with COTS, SaaS, and/or cloud-based software included in the Offeror's solution.

Offerors are responsible for verifying all totals for each worksheet.

6.4.7.   Summary Price Sheet

The Summary Price Sheet is designed to collect data from the other price sheets and produce the total price. While all formulas embedded in the worksheet have been tested, Offerors are responsible for verifying all information in the Summary Price Sheet prior to submitting the cost proposal. The DD&I Phases section contains the pricing for each major phase that comprises the DD&I activity. The DD&I Hardware summary is captured from the Hardware Worksheet and the DD&I Software summary is

captured from the Software Worksheet. The operations summary captured from the Operations worksheet and is the Total Bid Price for Medicaid Members.

Again, Offerors are responsible for verifying all totals in the summary worksheet. DOM has checked all formulas in the worksheet and they are working correctly; however, it is possible that one or more of the formulas could be corrupted during the entry of data into the worksheet. With this notice, **DOM will not be held responsible for errors in the individual entries in the worksheets or the final calculations**.

Business Proposals received that do not include the above items may be rejected. Business Proposals that contain any material other than the above may be rejected.

6.5. Bonding Requirements

6.5.1. Proposal Security

Each Offeror's original copy of the Business Proposal shall be accompanied by a Bid Proposal Bond or proposal guarantee in the form of a cashier's check, certified check, bank draft, treasurer's check, or bond payable to DOM in an amount equal to five percent (5%) of the total implementation and operations costs identified by Pricing Schedules in the Business Proposal.

The submitted Bid Proposal Bond shall offer security to DOM as described in Section 9.2.1 – Bid Bond.

6.5.2. Protest Bond

In the event the Offeror chooses to submit a protest, the protest must be submitted as outlined in Section 4.9 of this RFP and must be accompanied by a $5,000,000 bond.

6.5.3. Performance Bond/Irrevocable Bank Letter of Credit

DOM shall require a Performance Bond or an Irrevocable Bank Letter of Credit upon approval of a Contract pursuant to this RFP, as defined in Section 2.a of the Contract Template. The amount of the surety shall be equal to 1 ½ times the Total Cost for the DD&I phase and twenty percent (20%) of the annual operations price as finalized in the Contract resulting from this RFP response. The Written Dollar Amount shall not be reduced at any time during the period of the contract without written agreement by both parties.

The submitted Performance Bond(s) / Letter of Credit shall offer security to DOM in the amounts listed, at a minimum, as described below:

- One hundred and fifty percent (150%) of the costs for all phases within the DD&I Phase (Planning, Design, Development, Implementation and Certification) as specified in the Offeror's Proposal, Appendix G – Pricing Schedule, DD&I Sheet; and

- The Operations Phase of the Contract in an amount equal to twenty percent (20%) of the annual operations price specified in the Offeror's Proposal.

The Contractor shall secure and submit the bond prior to the Start Date of Contract negotiations and in the manner and form prescribed by DOM. The adequacy of the Performance Bond or Irrevocable Bank Letter of Credit will be determined at the sole discretion of DOM.

7. SCOPE OF WORK

7.1. Overview

DOM is issuing this RFP to procure and implement a new MITA compliant MMIS, PBM/POS, DW/DSS, and Fiscal Agent Services, referred to as the MES. The MES will support the core operations of the Medicaid program and DOM Enterprise and will be instrumental in supporting Mississippi's Health Care Reform initiatives. The MES will be closely linked to and aligned with the SMHP and the federal governmental initiatives under the American Recovery and Reinvestment Act (ARRA), including the Health Information Technology for Economic and Clinical Health Act (HITECH) and ACA. The MES is integral to DOM's vision for the Enterprise Architecture founded upon a SOA-compliant platform. The proposed MES should achieve the long-term goals and the vision for the next generation of Medicaid systems and the recently released MITA 3.0. Preference will be given to the Offeror who best documents and demonstrates that system requirements are mapped back to MITA 3.0 (including business processes), SOA, the CMS Enterprise Life Cycle (ELC), and CMS certification requirements.

This is not a traditional RFP to acquire an MMIS. The information in this RFP is defining "what" DOM wants to acquire. Proposals submitted to this RFP should not only respond to the requirements defined in this RFP but also describe "how" the Offeror plans to meet those requirements, create cost savings, streamline operations, and provide meaningful performance standards. The Offeror is expected to propose a solution that will assist Mississippi in transforming its business processes, information management, and technology employing business process re-engineering and modeling. Contract terms related to the scope of work will be built upon the response received.

DOM requires the system to be installed on the Contractor's hardware and supported through staff located in the Jackson, Mississippi area. Although DOM may allow the data center to be located offsite (i.e. as a cloud-based solution), the Contractor is required to provide staff onsite in Jackson, Mississippi for design, development & implementation phases as well as operations. This includes, but is not limited to, providing key personnel located in Jackson, Mississippi, as well as staff for the mail room and help desk.

DOM is seeking to take advantage of recent technological advancements and replace the current MMIS with a system that meets all the automation and interfacing requirements presented in this RFP. It is important that the Offeror presents the best solution to satisfy all the functional and technological requirements and to provide a system that will be usable for the Mississippi Medicaid program well into the future. As part of the successful proposal, DOM expects a comprehensive management approach, system design, and testing plan that results in a concurrent implementation of all components of the Mississippi MES. The proposal must summarize how DOM staff will be used as resources in this project. The State requires that DOM staff be involved in all aspects of the engagement. This concurrent implementation must include the conversion of all data from the current MMIS, PBM/POS, and DW/DSS prior to implementation.

The proposed solution for the new enterprise must be flexible enough to support a variety of health care delivery applications, including fee-for-service (FFS) and coordinated care, and be built as a multi-payer

solution. The system must provide the capability to process claims and data from multiple programs and multiple plans within programs.

The Contractor shall be responsible for providing qualified personnel, resources, facilities and supplies to support the design, development, implementation, maintenance and operations activities of the MES and related components to meet the performance standards as referenced in Appendix A Contract Template and the SLAs described in Appendix P of this RFP. Design, development, implementation, maintenance, and operations activities shall be included in the terms of the Contract using an SLA model in which the Contractor shall agree to use Key Performance Indicators (KPIs), as referenced in Appendix P of this RFP and to be finalized during Contract negotiations.

7.1.1.   DOM's MES Vision

The State's vision through this RFP is to procure an MES that moves DOM toward its vision of a Medicaid Enterprise that accomplishes the following:

- Meets CMS certification requirements – the proposed solution must be currently CMS-certified or actively pending CMS certification;

- Continues alignment with MITA maturity for business, architecture, and data;

- Implements all MITA business processes with maximum business capability levels possible, including identifying any business processes that are at Level 1 or Level 2 and moving progressively to Level 3 or higher;

- Provides support for an open, flexible, and cost effective software architecture;

- Utilizes an ESB for interfaces, Enterprise Application Integration (EAI), and Web services technology to allow for disparate system communication (i.e., State entities, the State HIE, the State, MEHRS);

- Implements a care management system that integrates the oversight of clinical care plans to improve coordination of care across programs and waiver services and automates the prior authorization of services based on approved care plans;

- Implements a rules engine that will support all MMIS modules, including human and machine readable rules;

- Implements the latest technology standards, including International Classification of Disease (ICD-10), NCCI edits, HL7, HIPAA version 5010 transactions, and the NCPDP Version D.0 pharmacy claims;

- Presents a browser-based MES for minimal desktop footprint, ease of application update, and ubiquitous access for all users;

- Ensures alignment with, and incorporation of, industry standards, including HIPAA (1996) privacy, security and transaction standards; accessibility standards established under section 508 of the Rehabilitation Act, compliance with federal civil rights laws and standards adopted by the Secretary under section 1104 of the ACA;

- Promotes sharing, leverage and reuse of Medicaid technologies and systems within and among states;

- Supports accurate and timely processing, adjudication and effective communication with providers, members, and the public; and

- Produces transaction data, reports, and performance information that would contribute to program evaluation, continuous improvement in business operations, transparency and accountability.

The proposed solution must include:

- All required components of a fully integrated MMIS;

- A PBM that includes a POS System, with DUR functionality for processing claims for drugs, including a Pharmacy Drug Rebate System;

- A DW/DSS that supports SUR, MAR, ad hoc reporting, predictive modeling, sophisticated data analysis and case management, updated real-time;

- The capability to support ancillary applications that meet the requirements of this RFP, including support of DOM's HIT initiatives and vision described in Section 2.5 and 2.6; and

- An active interface with the Mississippi Eligibility Determination System (MEDS) and the MS SLR.

7.1.2. Additional Contracted Services

DOM will procure a Project Management Office (PMO) Services vendor technically, managerially, and financially independent of the Contractor to augment DOM's project management capabilities and act as the sole PMO for the MES DD&I. DOM will also select an IV&V Services vendor technically, managerially, and financially independent of the Contractor that will check that the solution (software and services) provided by the Contractor meets the DOM's needs (Validation) and check that the system (architecture and processes) is well engineered (Verification). Furthermore, DOM will separately procure a Testing Management Services vendor that is technically, managerially, and financially independent of the Contractor that will be contracted to assist DOM in testing functions for quality assurance.

During the DD&I phase of the MES project, the PMO, IV&V and Testing Management vendors will be acting with the full authority of DOM in performing its evaluation activities. The Contractor will be required to cooperate and work with the PMO, IV&V, and Testing Management vendors, including responding to any PMO, IV&V, and Testing Management vendor inquiries or requests within 5 business days.

The selected PMO, IV&V and Testing Management vendors will assist DOM in developing and implementing project monitoring procedures in several areas, with final scope to be determined upon procurement of each vendor.

7.1.3.　Fiscal Agent Operations

DOM will continue to operate a Fiscal Agent operational model for the new MES. As described in Section 7.7, the Offeror is requested to propose outsourced services, inclusive of those currently outsourced, that represent the best recommendations to maximize effective and efficient business processes performance and cost effectiveness, and that ensures adherence to the MITA framework. It is critical that the selected Offeror work closely with the current Fiscal Agent to be able to perform the tasks to ensure the continued effective management of the Mississippi Medicaid program, especially during the Implementation phase.

7.1.4.　Organization of this Section

The Scope of Work (SOW) for this project includes the following major activities:

- Project Initiation (Section 7.2 of this RFP);

- Project Management and Control (Section 7.3 of this RFP);

- Design (Section 7.4 of this RFP);

- Development (Section 7.5 of this RFP);

- Implementation (Section 7.6 of this RFP);

- Maintenance and Operations (Section 7.7 of this RFP);

- Enhancements (Section 7.8 of this RFP);

- Certification (Section 7.9 of this RFP);

- Turnover (Section 7.10 of this RFP); and

- Requirements (Section 7.11 of this RFP).

The following sections detail the Contractor's responsibilities for the major tasks and deliverables. The tasks and deliverables listed in the following sections are the minimum required by DOM. In the Offeror's Technical Proposal, the Offeror should outline any additional tasks and deliverables that may be required to perform the services outlined in this RFP.

7.2.　Project Initiation

7.2.1.　Scope

During Project Initiation, the Contractor's Project Manager and team will work with DOM Project Management Team and other Contractors to set standards for all aspects of the project (e.g., time of the regularly scheduled project meetings, project communication and hierarchy, information to be included, and the format of the written status reports, etc.). This includes initiating project communications, introducing the respective project teams, detailing specific items negotiated in the contracted scope of work, providing an organizational chart and laying the foundation for all project work. Materials and documents proposed in response to this RFP will be used as the foundation for all project activities.

During this phase, DOM and the Contractor will develop a mutually agreed upon Project Work Plan and Schedule from the proposed Project Work Plan and Schedule, including the division of responsibility between DOM staff and the Contractor. It is understood by the parties that the Project Work Plan and Schedule must be in place prior to any other work being performed. Once this mutually agreed upon Project Work Plan and Schedule, which will identify specific time frames and deliverable target dates for this project, has been developed, it will be incorporated into the Contract (Appendix A) and made a part thereof. The dates in the Project Work Plan and Schedule will define the agreed upon period of performance. The parties acknowledge that the Project Work Plan and Schedule may evolve and change from time to time upon the mutual written agreement of both parties. The parties agree that the deliverables and schedule set forth in the latest version of the Project Work Plan and Schedule will take precedence over any prior plans.

The Project Initiation activities shall begin upon execution of the MES and Fiscal Agent Services contract for service required by this RFP. With these activities, DOM and the Offeror set the foundation for all subsequent project activities. Project Initiation activities shall not commence until State approval of the contract and execution of a purchase order, including identification of the Contract start date. Specifically, Project Initiation activities consist of the following:

Organization and Staff Planning

The Contractor shall provide two (2) separate Staffing Plans, one for DD&I and one for Maintenance & Operations. Each Staffing Plan should include an organizational chart and key personnel reporting structure, including contact information that is appropriate to that phase. Each Staffing Plan should also include staffing estimates, a staff acquisition and retainment strategy; and a staff training plan.

Facilities

The Contractor is responsible for providing adequate office space necessary to perform Planning, Design, Development and Implementation activities related to the MES, as described. In the Offeror's Technical Proposal, the Offeror must propose a sample floor plan of how the facility will accommodate approximately twenty-five additional persons for the co-location of the DOM MES Project Team, Independent Verification & Validation (IV&V), Project Management Office (PMO) and Testing Management Services vendors, including identifying office spaces, cubicles and how each organization will be organized to interact with each other. Sufficient office space should be proposed to house key management personnel for the Contractor, DOM and additional contracted services. The meeting spaces and training facilities shall contain standard office equipment as well as presentation equipment (i.e. projection, screen, monitors). The training area should also be configured to account for telecommunication services.

Project Staffing

Key personnel must be assigned to the project on a fulltime basis, must be located in Jackson, MS for all appropriate phases and must be solely dedicated to the Mississippi account. The Contractor shall submit a Staffing Plan to DOM, for review and approval. The Staffing Plan shall include how the Contractor plans to address staffing requirements, project roles and responsibilities and how changes in staff will be

handled throughout all phases of the project. An onsite presence will be expected as appropriate for the work being performed. In the event that the Contractor does not follow the DOM-approved process for Key Personnel changes as outlined in the staffing plan, or the Contractor does not maintain operational staffing levels at 95% capacity, staffing penalties may be applied as outlined in Appendix A – Contract Template, Article IV, Section 2.c. **Staffing Penalties**. The Contractor may propose to make changes to the Staffing Plan at any time, but any proposed changes are subject to DOM review and approval. DOM also reserves the right to reject proposed changes in the best interest of the agency.

For Key Personnel proposed in positions that will not be required for several months, DOM understands that personnel changes may occur between the time that Offerors submit their proposals and the time that the Key Personnel are implemented. DOM requires that Offerors propose an individual for all Key Personnel positions outlined below and will allow staffing changes to occur with DOM approval of the new proposed individual and in accordance with the Contractor's Staffing Plan.

DOM requires the majority of the development and configuration work performed under this contract be performed within the United States. The Offeror shall explicitly disclose and define the type and quantity of work to be performed off-shore.

The Contractor must meet staffing requirements, as defined by DOM, including, but not limited to:

Key Personnel

The Offeror shall identify key personnel and their roles and responsibilities for all phases of the project, including each major activity as listed within this section of the RFP. The Offeror shall submit resumes and also provide a short narrative description of relevant experience for all proposed key management and staff personnel identified in the proposal. Resumes shall be submitted in accordance with instructions detailed in Section 5 – Technical Proposal Requirements. The Offeror shall describe how it will train, educate, and supervise staff regarding this project. In the event that any project staffing changes are required throughout the course of this contract, the Offeror must provide DOM with resumes and references for the replacement personnel for review and approval prior to change that takes place.

Key personnel for all phases of the project, include:

Account Manager

The Contractor will be required to assign an experienced Account Manager to the project. The Contractor's Account Manager will be responsible for the direction of all aspects of the project operations and will serve as the primary liaison to DOM. The Contractor's Account Manager should have excellent communication, presentation and interpersonal skills.

The Contractor's proposed Account Manager should have a minimum of three (3) years experience managing large-scale projects, including at least one (1) year of experience in eligibility solutions and one (1) year of experience in MMIS solutions. Throughout the duration of the contract, unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another contract, the person approved by DOM as the Account Manager.

Project Manager

The Contractor will be required to assign an experienced Project Manager (or Project Managers) to the project. The Contractor's Project Manager will also serve as the Deputy Account Manager and secondary liaison to DOM. The Contractor's Project Manager will be required to be onsite in the Jackson, Mississippi area throughout the contract period and will be required to be knowledgeable with the proposed solution.

It is DOM's preference that the Contractor's proposed Project Manager be a certified Project Management Professional (PMP) and has a minimum of five (5) years of large-scale project management experience, including at least two (2) years experience in the public sector. The Contractor shall provide a Project Manager for the DD&I of the project and for the Operations of the project. The individual identified as the Project Manager for DD&I and Operations may remain the same, respectively, or may differ. If the Project Manager proposed is to be a different individual for DD&I and Operations, respectively, resumes for all proposed individuals must be provided.

Throughout each phase, the assigned Project Manager shall be responsible for the successful completion of all work tasks in each phase as defined within the project work plan and shall work under the direction of DOM's Project Manager(s). Throughout the duration of the contract (or if applicable, each phase), unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another project or contract, the person approved by DOM as the Project Manager.

Design, Development, and Implementation Manager

The Contractor will assign a Design, Development, and Implementation (DD&I) Manager to manage the design, development and implementation phases. This person may not hold any other concurrent position during the design, development or implementation phases. The Contractor's DD&I Manager will be required to be onsite in the Jackson, Mississippi area throughout the design, development and implementation phases and through the Warranty period. Throughout the duration of the contract, unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another project or contract the person approved by DOM as the DD&I Manager.

The DD&I Manager should have a minimum of five (5) years of Medicaid related system design and management experience, including the management of one MMIS system's design, development and implementation phases. The DD&I Manager's experience must involve project management of an enterprise-wide architecture, networking, multiple systems integration, hardware and software and managing a technical team and its activities from inception through implementation on a minimum of one project of similar size and complexity to this project. A Bachelor's Degree in Information System Engineering, Computer Science, or a related field is preferred, but not required.

Claims Operations Manager

The Contractor will be required to assign an experienced Claims Operations Manager to the project during the Operations phase of the contract. The Contractor's Claims Operations Manager will be required to be onsite in the Jackson, Mississippi area throughout the all appropriate phases of the contract

period. Throughout the duration of the contract, unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another contract the person approved by DOM as the Claims Operations Manager.

The Claims Operations Manager shall manage all aspects of operations for claims, including claims transaction processing and third party liability. It is required that the Contractor's Claims Operations Manager be familiar with the proposed solution and the following processes:

- Claims receipt;
- Data entry;
- Claims resolutions;
- Adjustments; and
- All other claims processing-related functions.

A minimum of four (4) years experience managing claims processing operations and personnel for a Medicaid Fiscal Agent or private sector health care payer is required for this position.

The Claims Operations Manager shall be responsible for the proposed solution's and staff's success in processing claims efficiently and effectively on behalf of DOM.

Clinical Lead

The Contractor will assign an individual to be responsible for the clinical services of the MES during the Operations phase. The Clinical Lead will be full-time during operations, but the Offeror should indicate the utilization rate of the Clinical Lead during DD&I. The Clinical Lead will serve to assess the clinical utilization of beneficiaries in the MES and work to effectively collaborate with DOM and the Contractor to support MES activities. The Contractor's Clinical Lead will be required to be onsite in the Jackson, Mississippi area throughout all appropriate phases of the contract period. Throughout the duration of the contract, unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another contract the person approved by DOM as the Clinical Lead.

The Clinical Lead should possess demonstrated clinical writing and interpretation skills with at least three (3) years of clinical management experience.

Decision Support Lead

The Contractor will assign an individual to manage the design and development of the Decision Support System (DSS) component. The Contractor's Decision Support Lead will be required to be onsite in the Jackson, Mississippi area throughout the duration of the contract period. Throughout the duration of the contract, unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another contract the person approved by DOM as the Decision Support Lead.

It is desired that the Decision Support Lead have a minimum of two (2) years of project management experience in the design and development of a DW/DSS project as a part of an MMIS. The Contractor's

Decision Support Lead may not hold any other concurrent position during the design, development, and implementation phases.

Project Management Office Lead

The Contractor will assign a Project Management Office Lead for the Operations phase to ensure that DOM's expectations for quality are met throughout the operations phase. The Contractor's Project Management Office Lead will be required to be onsite in the Jackson, Mississippi area throughout the Maintenance & Operations phase of the contract period. Throughout the duration of the contract, unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another contract the person approved by DOM as the Project Management Office Lead.

A minimum of three (3) years experience in a project management function of a large scale claims processing organization is required. Demonstrated knowledge and experience in quality assurance is also required.

Testing Manager

The Contractor will assign a Testing Manager to manage all testing activities during design, development and implementation. The Contractor's Testing Manager will be required to be onsite in the Jackson, Mississippi area during the design, development, and implementation phases through the Warranty period and as appropriate during Operations & Maintenance. Throughout the duration of the contract, unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another contract the person approved by DOM as the Testing Manager.

A minimum of three (3) years experience conducting system and user acceptance tests for an MMIS or major health payer system, similar to project scope and size, is required for this position.

Technical Architect

The Contractor will assign a Technical Architect to coordinate and manage technical design and operational tasks involved in performing the requirements of this RFP. The Contractor's Technical Architect will serve as the primary technical contact for DOM. The Contractor's Technical Architect will be responsible for designing, analyzing and managing all technical aspects of the MES, including, but not limited to the technical layers of the MES, the hardware and software components, all required interfaces, the connectivity of layers, the network architecture and how the MES relates to the MITA Technical Architecture requirements. The Contractor's Technical Architect will be required to be onsite in the Jackson, Mississippi area throughout the duration of the contract period. Throughout the duration of the contract, unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another contract the person approved by DOM as the Technical Architect.

It is desired that the Contractor's Technical Architect have excellent communication skills, demonstrated comprehensive experience managing the planning, development, testing, and implementation of software applications, demonstrated comprehensive experience using software development lifecycle methodologies and demonstrated ability to simultaneously manage large scale concurrent projects while

effectively responding to DOM business priorities. A minimum of five (5) years experience in MES design, development and implementation and managing a staff of ten (10) or more in a complex IT environment is required. Additionally, a minimum of three (3) years experience with implementing proposed architecture in an MMIS or large-scale integrated health care claims processing system; and a minimum of three (3) years experience with the complete architecture and interfaces utilizing SOA infrastructure and SOA technical governance/construction, similar to the scope and size of this project, is required.

Banking Manager

The Contractor shall assign a Banking Manager for the fiscal agent operations of the MES. The Contractor's Banking Manager shall be responsible for managing the day-to-day operations of the fiscal agent functions to ensure that all operational components are performed, including fiscal management and funds control such as financial management, internal controls, cash disbursements, financial reporting and account reconciliation. The Contractor's Banking Manager will be required to be onsite in the Jackson, Mississippi area throughout all appropriate phases of the contract period. Throughout the duration of the contract, unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another contract the person approved by DOM as the Banking Manager.

It is desired that the Contractor's Banking Manager have demonstrated experience developing and leading operational processes and procedures as well as a demonstrated ability to identify and promulgate diverse and complex operational issues orally and in writing with all levels of management and at least five (5) years experience in managing the operations of a large-scale integrated healthcare claims processing system, preferably with the proposed solution, and at least three (3) years significant business operational experience in Medicaid or another healthcare production environment is required.

Data Manager

The Contractor will assign a Data Manager to manage the data conversion, interface specifications and data integration involved in performing the requirements of this RFP. The Contractor's Data Manager will serve as the primary data conversion and interface lead for DOM. The Contractor's Data Manager will be responsible for designing, analyzing and managing all of data management within the MES, including, but not limited to data conversion activities, interface specifications documentation and the hardware and software components. The Contractor's Data Manager will be required to be onsite in the Jackson, Mississippi area throughout the duration of the contract period. Throughout the duration of the contract, unless authorized by DOM, the Contractor shall not relocate or divert (in a direct or contingent manner) to another contract the person approved by DOM as the Data Manager.

It is desired that the Contractor's Data Manager have demonstrated experience in data management, including at least three (3) years of experience in the public or private health care sector. The Contractor's Data Manager should have at least four (4) years of experience with data management utilizing SOA infrastructure and SOA technical governance/architecture, at least two (2) years of experience with data management and interface specifications during the integration of multiple platforms, and a minimum of two (2) years experience serving as Data Manager for systems involving large data migrations on system development projects of similar size and scope. It is preferred that the

Data Manager have experience managing all issues involving data integrity, quality, timeliness, security, efficacy, and reliability for integrations and data exchange with state data and its associated breadth of stakeholders.

Subcontractors

The Offeror shall disclose the Offeror's relationship with any proposed subcontractors, including off-shore contractors or employees. The Offeror shall address how it will monitor these subcontractors, and explain all past dealings with any proposed subcontractors. The Offeror shall provide references and qualifications of proposed subcontractors, and shall also provide resumes of any subcontractor staff proposed to work on this project. The Offeror will provide any agreements to be executed between the Offeror and any subcontractor. DOM retains the right to refuse subcontractors at any time throughout the duration of the contract.

Project Kick-Off Meeting

The Offeror is also expected to hold a project kick-off meeting as part of the Project Initiation phase. The Kick-Off meeting will assemble all Offeror project staff and key DOM stakeholders in order to review the project charter, Project Work Plan and Schedule, project roles and responsibilities for both Offeror and DOM staff, and initial project risks.

7.2.2.   Deliverables

The Contractor shall prepare the following deliverables in support of Project Initiation activities:

- DOM-approved work plan;

- DD&I Staffing Plan;

- Maintenance & Operations Staffing Plan;

- Agenda and minutes for Project Kick-off meeting;

- Agendas and minutes for each Project Initiation meeting, as required; and

- A designated scribe to record meeting minutes.

7.2.3.   State Responsibilities

DOM shall support Project Initiation activities as follows:

- Make available appropriate project management staff to ensure adequate planning occurs at the onset of the project start date;

- Participate in Project Initiation planning sessions and the Project Kick-off activities as described in Section 7.2.1 of this RFP; and

- Provide facilities and meeting space for initial project staff planning activities until the Contractor has retained space in Jackson, MS to facilitate all other project meetings.

7.3.   Project Management and Control

Project Management and Control activities include project planning and should occur through the Maintenance and Operations phase.

7.3.1.   Scope

Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. The Project Management tasks consist of the Offeror's approach to planning, reporting, and meeting resource requirements throughout the term of the contract. DOM expects the Offeror to present a clear understanding of the methods and tools used to ensure that its resources are managed to complete required tasks and deliverables, including:

Project Management Approach

The Contractor will be required to utilize a formalized approach to project management which, at a minimum, is compliant with the Project Management Institute (PMI) Project Management Book of Knowledge (PMBOK). The Contractor must detail a project management approach (PMA) for planning, organizing, and managing the staff and activities throughout the life of the project. The Offeror's PMA must facilitate open and timely communication with DOM and a strong working relationship to achieve the overall goal of completed system design performance that meets or exceeds user needs on time and within budget. The Contractor's PMA will be reviewed and approved by DOM during planning activities. Throughout the course of the Contract, the PMA shall be updated continually to account for all changes in the project plan. At a minimum, the Contractor's PMA shall be updated and submitted to DOM for their review on a quarterly basis.

Project Control

The Contractor shall maintain effective Project Control throughout the course of the Contract. This includes implementing processes addressing the PMI Project Management Knowledge Areas, including, at a minimum:

Project Integration Management

Project Integration Management includes identifying, defining, combining, unifying and coordinating the various process and project management activities. The Contractor shall define how they will monitor, control and close the project in the PMA, using a detailed Change Management Plan. Each phase of the MES project must be addressed.

Change management is a key part of Project Integration Management.   The purpose of change management is to ensure that the project scope and configured items are formally controlled for proper versioning and tracking. The change management process provides the capability to identify, accept, evaluate, determine, and communicate the disposition of issues that result in changes to project scope, schedule, budget, or configured items. The Contractor shall include a Change Management Plan in the PMA that identifies their methodology for processing, tracking, prioritizing and versioning documents, risks, issues, defects and other items, identified by DOM and/or the Contractor.   The Change

Management Plan should identify any tools and processes that the Contractor will utilize to ensure proper change control.

Project Scope Management

Project Scope Management ensures that all project requirements are met. The Contractor shall include a Project Scope Management Plan in the PMA. The two main areas of scope control are the maintenance and approval of a Work Breakdown Structure (WBS) and a Requirement Management Plan.

The WBS should provide DOM with a manageable decomposition of deliverables, the work required to produce them and work package assignments.

The Requirements Management Plan shall include the Contractor's methodology for the following:

- Requirements Analysis and Joint Application Design (JAD) sessions for the MES;

- Detailed Requirements documentation and approval process;

- A Requirements Traceability Matrix; and

- A Requirements Gap Analysis and Corrective Action Plan (CAP).

Project Schedule Management

Project Schedule Management includes activities related to managing the schedule of the project, such as the Contractor's approach to schedule definition, approval, and control. It also includes providing information on schedule performance to the project stakeholders. A Schedule Management Plan must be provided as a part of the PMA, including criteria for when a schedule change initiates a change control item. Additionally, as a part of Project Time Management, the Contractor shall provide DOM with monthly status reports, including updates to the DOM-approved Project Work Plan, project schedule, identified risks, and mitigation strategies.

DOM requires that Offerors propose a Project Work Plan that includes the CMS System Development Life Cycle (SDLC) process, which will govern the resulting Contractor's initial development and implementation of the MES as well as ongoing maintenance and operations. When developing the SDLC process, DOM expects the Contractor to use Enterprise Life Cycle (ELC) processes in accordance with CMS, with the goal of increasing project flexibility, enhancing project clarity, increasing project support, and creating more transparency and predictability. A more detailed guide of the phases, artifacts, and reviews can be found in Appendix K. The Project Work Plan must take into account the CMS-required gate reviews and artifacts/deliverables under the CMS System Develop Life Cycle (SDLC) requirements.

Project Cost Management

Project Cost Management includes the processes involved in planning, executing, budgeting and controlling costs so that the project can be completed within the approved budget. The Contractor shall include a Cost Management Plan in the PMA, which shall define their methodology for managing and

controlling the overall project cost. The Cost Management Plan shall include the Contractor's approach to cost estimating and cost control for ongoing changes through the change management process.

Project Quality Management

Project Quality Management involves Quality Planning, Quality Assurance and Quality Control. The Contractor shall include a Project Quality Management Plan in the PMA. The Quality Management Plan shall include the proposed methodology to Quality Management, specifically the following components:

- Quality Planning – How the Contractor plans to work with DOM to define quality standards that are relevant to the project and how to satisfy them. Quality metrics, quality checklists, and process improvement plans are all components of Quality Planning;

- Quality Assurance – How the Contractor plans to apply the quality activities to ensure the overall project will employ all processes needed to meet requirements; and

- Quality Control – How the Contractor will monitor and report on specific project results to determine whether they comply with quality standards defined. Results of Quality Control are fed back to the Quality Assurance process to re-evaluate and analyze the quality standards.

Test Plan

In addition to the overall methodology for addressing Quality Assurance and Quality Control, the Quality Management Plan must also include the Contractor's Test Plan. The Test Plan shall include proposed methodology for testing in each phase of the project, including the approach to:

- Defect Management – Includes the processes and components implemented by the Contractor to track, monitor and resolve defects found during any test phase. The Contractor shall provide a methodology for Defect Management as a part of the Test Plan;

- Providing converted data for testing tasks;

- Unit Test – Includes tests to ensure that changes meet the intended purpose, do not cause unintended consequences, and do not cause system errors upon execution of changed programs, batches, pages, or procedures;

- System Test – Includes tests of modifications to a collection of components within the context of the system/sub-system in which they function. The testing function must be automated. System testing ensures that the system functions as designed after development and modification of its components. These tests must use a sample of preliminary converted files, security testing, workflow testing, and usability testing. System test results must be made available and reviewed by DOM prior to the Contractor initiating User Acceptance Testing (UAT);

- Integration Test – Includes tests to modifications within the context of the integrated system/sub-systems (the collection of interconnected components) in which it functions. Integration testing helps ensure that a defined set of interconnected systems/sub-systems will

perform as designed after additions/modifications to components. The testing must also ensure that interfaces with external systems are exchanging data correctly. These tests must use a sample of preliminary converted files;

- Volume or Performance Test – Includes tests for production based on estimates of transaction volumes and validate that the system meets performance criteria;

- Regression Test – Any type of software testing that seeks to uncover software regressions where previously working software functionality stops working as intended. Typically, regressions occur as an unintended consequence of program changes. Regression testing should occur throughout all phases of the project in conjunction with other types of testing;

- User Acceptance Test – Prior to UAT the Contractor must supply DOM with a "Fit for Use" statement. The "Fit for Use" statement should ensure that the product features and quality meets DOM's needs in the Production Environment and is free from deficiencies that prevent the product from operating as specified. DOM may require the Contractor to demonstrate various components of the system to validate the system is "Fit for Use". "The Fit for Use" should include copies of the test scenarios and cases, testing results, and proof of success. Proof of success can be demonstrated by test result statistics that prove the MES contains:

    o Zero Critical Defects – Indicated by the fact that the MES and related components are unavailable for use resulting in a critical impact on the system's operation;

    o Less than 5% Serious Defects - Indicated by serious production issues where the MES and related components are usable but is severely limited and no workaround exists;

    o Less than 10% Significant Defects – Indicated by moderate production issue where MES and related components are usable but a workaround is available or the issue not critical to operations; and

    o Less than 15% Minimal Defects - Indicated by the little impact on operations or a reasonable circumvention to the problem has been implemented.

Once "Fit for Use" has been accepted by DOM, User Acceptance Testing can begin and will include a set of disciplined tests developed by the Contractor with the assistance of DOM that validates/shows all functionality of the system is operating correctly (for example, screen display is correct, edits are working correctly, correct data is being used to populate fields).

UAT demonstrates that the Contractor is ready to perform all required functions for MES; that the MES meets RFP requirements; that the MES meets CMS certification criteria; and that all the State-approved change orders function properly. All MES components and modules will be tested before start of operations. This will also include but not be limited to testing of all: business processes, COTS products, and business rules engines. Components of the test will require the Contractor to demonstrate readiness to perform all MES functions and contractual requirements, including manual processes. User acceptance testing will be conducted in a controlled and stable environment. No modifications to the software or files in the acceptance test library will be made without prior written approval from the State. The

UAT is designed to test the existence and proper functioning of edits and audits, account and Federal report coding, the accuracy of claim records payment and file maintenance, and the format and content of the MES outputs, including outputs from the DSS for Federal reporting, ad hoc reporting and data analysis, all business processes, utilization management, etc. These tests must use all, or select parts of, preliminary converted files; and

- Operational Readiness Test – The operational readiness test is designed to ensure that the Contractor is ready to process all inputs, price claim records correctly, meet all reporting requirements, use a properly functioning data communications network, and have a demonstrated back-up capacity. The Contractor also must assess the operational readiness of the State staff that performs fiscal agent activities. Operational readiness testing must be done with full data volumes. The success of the operational readiness test, as determined by the metrics developed by the State IV&V and Test Management Services contractors, will determine the implementation date for the MES. An additional component of the operational readiness test is the demonstration and verification of data security and fire/disaster prevention and recovery procedures. The Contractor must also execute disaster recovery processing, including switch-over to an alternate back-up site and back. The disaster recovery portion of the test will be limited to a recovery during a daily and a weekly process cycle. The length of the test will be the amount of time that is necessary to recover from the disaster and provide proof that the recovery has been successfully completed.

The Test Plan will be reviewed and approved in accordance with DOM's standard deliverable submission and review procedure. The Contractor will be responsible for scheduling and coordinating all testing activities to ensure that each of the tests are prepared for and performed in accordance with the test plan. The Contractor will train DOM personnel as appropriate to participate in the testing effort. Unless specified otherwise within the Test Plan, the Contractor will be required to provide all tools, testing materials, and resources necessary to effectively perform the required tests.

Project Human Resource Management

Project Human Resource Management includes all the processes that are used to organize and manage the project team as outlined in the Staffing Plan. The Contractor shall include their methodology to Human Resource Management in the PMA as a Human Resource Management Plan, including:

- Organizational Chart for each phase of the project;

- Descriptions of roles, responsibilities and skills sets associated with each position on the Organizational Chart;

- Approach to staff retention and ensuring continuity of key personnel indicated in the Staffing Plan;

- Approach to personnel management, such as hiring and firing, employee relocation, and staff training (both initial and ongoing);

- Approach to staff performance monitoring;

- Succession planning, staff replacement and staff backup; and

- Procedures for obtaining additional staffing support if required to meet the requirements of this RFP.

Organizational Change Management

Organizational Change Management includes all processes that focus on understanding the level of change that the MES will bring to DOM, its staff and its stakeholders. The Contractor shall include an Organizational Change Management Plan that outlines their expertise in business change management processes and mitigation strategies to reduce impact to stakeholders. The primary objectives of the Organizational Change Management Plan are to determine the level of organizational support needed to promote the change, proactively develop strategies and action plans to manage the impact, and to develop strategies to manage the resistance to the changes. The Contractor's Organizational Change Management Plan shall include:

- A description of the approach to Organizational Change Management that will be employed by the Contractor to assist DOM's workforce and other stakeholders in managing change;

- A description of how the Contractor's methodology will assist DOM in assessing the impact of change upon jobs, roles, workflows and skill requirements needed to ensure successful operation;

- A description of how the Contractor's methodology will assist DOM in performing Gap Analyses;

- A description of how the Contractor's methodology will assist DOM in performing organizational readiness assessments;

- A description of how the Contractor's methodology will assist DOM in planning and conducting workforce transition activities;

- The identification of any potential organization issues anticipated with the implementation of a SOA and a description of how these will be addressed through the Contractor's Organizational Change Management methodology; and

- A description of how the Contractor plans to evaluate the changes necessary to DOM's business processes in order to benefit from the Contractor's proposed system.

Project Communications Management

Project Communications Management involves all the processes required to ensure timely and appropriate collection and distribution of project information. The Contractor shall include a Communications Plan in the PMA. The Communications Plan should describe the methodology for determining the information needs of project stakeholders, how information will be made available to stakeholders in a timely manner, and how performance reporting will be distributed to ensure successful project communication to all levels of stakeholders. The Communications Plan shall also address the

method the Contractor plans to use to deliver monthly status reports to DOM detailing project progress against the defined plan and highlighting any critical risks and issues that require DOM's attention.

Project Risk Management

Project Risk Management includes all the processes concerned with conducting risk management planning, identification, analysis, responses and monitoring, and control on a project. The objective of Risk Management is to increase the impact of positive events and decrease the impact and probability of adverse events on the project. The Contractor shall include a Risk Management Plan in the PMA. The Risk Management Plan shall include methodology for risk planning, identification, analysis, response planning and monitoring, and controlling project risks. The Risk Management Plan shall clearly indicate the priority for addressing the risks defined. The Contractor may be required to deliver an updated Risk Management Plan. The necessity and timeline for delivering updated Risk Management Plan shall be defined in writing and approved by DOM's Project Manager immediately after delivery of the initial Risk Management Plan.

As a part of monthly status reporting to DOM, the Contractor must include information on identified risks, including:

- A description of the identified project risk;

- A description of the potential impact to the project;

- Risk impact rating (e.g. High, Medium, Low);

- The likelihood of occurrence (e.g. High, Medium, Low);

- A description of risk mitigation plan; and

- A mitigation plan, to be approved by DOM.

Project issues are risks that have come to fruition. The Contractor's Risk Management Plan shall also address issue management including tracking, impact analysis, mitigation plans and escalation procedures.

Project Procurement Management

Project Procurement Management includes all the processes to purchase or acquire the products and services by the Contractor's project team to meet project requirements. The Contractor shall include a Procurement Management Plan that addresses any hardware and software that must be purchased in the PMA.

MES Integrated Document Repository and Project Library

The Contractor shall develop a MES integrated document repository that conforms to the most current version of IEEE 12207, Standard for Information Technology – Software Life Cycle Processes. The MES integrated document repository shall be web-based and include information for system administrators and configuration and content management documentation for application developers and

content managers. The MES integrated document repository should allow an individual to track documentation through each stage of development from requirements specification through production deployment. The MES integrated document repository must be accessible by DOM staff, subcontractors and other MES outsourced service vendors.

The Contractor shall provide a centralized project repository/library and project management system that will serve as a means to keep all key project stakeholder abreast of project activities, facilitate easy access for DOM to project artifacts and function as a communication tool for project announcements, updates and other information needs. Furthermore, all documents submitted for DOM approval and final approved documents must be submitted and maintained in the DOM DMS, as described in Section 2.6.11.

7.3.2. Deliverables

The Contractor shall prepare the following deliverables in support of Project Management and Control activities:

- Project Management Approach, including:
    - Change Management Plan;
    - Scope Management Plan;
    - Schedule Management Plan;
    - Cost Management Plan;
    - Quality Management Plan;
    - Test Plan;
    - Human Resource Management Plan;
    - Organizational Change Management Plan;
    - Communications Plan;
    - Risk Management Plan;
    - Procurement Management Plan; and
    - Quarterly PMA updates.
- Monthly status reports, including:
    - Summary of work completed during the previous month and any results achieved (by relevant WBS elements);
    - Summary of the proposed tasks and deliverables to be performed during the upcoming month;
    - Analysis of critical issues, including any schedule slippage;
    - Risk tracking, assessment, and mitigation strategies;

  o   Documentation of issue management and change management with recommended CAP; and

  o   Dashboard summary that tabulates data for performance and work remaining on the project, broken down by relevant WBS elements.

- Bi-weekly submissions of the Project Work Plan to DOM's Project Manager;

- Facilities and materials for all meetings as required to meet the requirements of this RFP; and

- MES Document Repository.

7.3.3.   State Responsibilities

DOM shall support Project Management and Control activities as follows:

- Make available appropriate project management staff to ensure adequate planning occurs at the onset of the project start date;

- Review and approve deliverables; and

- Notify the Contractor's Project Manager of deliverable acceptance.

7.4.   Design

7.4.1.   Scope

Design activities consist of the activities required to design the system and operation of Mississippi's MES and its supporting programs as associated with this RFP, including the technical design of the enterprise architecture. This will require that the Contractor have a solid understanding of DOM's MES vision as described in Section 7.1.1.

The Contractor is responsible for leading and performing all Design activities, including any walkthrough sessions requested by DOM. DOM may request a walkthrough of any documents or processes related to Design activities at any time. The Contractor is also responsible for assisting DOM in providing CMS-required deliverables for SDLC reviews and walkthroughs with CMS throughout the DD&I process.

DOM shall support Design activities as necessary, but these activities are a core function of the Offeror's role as the MES solution provider. Specifically, Design activities and tasks shall include:

Requirements Definition

The Contractor shall work with DOM personnel to transform the defined stakeholder requirements into a set of desired system technical requirements that will guide MES design. Successful Requirements Definition activities should result in:

- A defined set of functional and nonfunctional requirements describing the system to be developed and/or configured;

- Appropriate techniques to optimize the MES;

- System requirements that can be analyzed for correctness and testability;

- An understanding of the system requirement's impact on the operating environment;

- A set of requirements that are prioritized, approved and updated as needed;

- A set of requirements that are traceable to both the design specifications and DOM's original requirements baseline; and

- A method to evaluate changes to the baseline for cost, schedule and technical impact.

The specific intended use of the MES to be developed and/or configured shall be analyzed to specify requirements tasks. Requirements Definition tasks shall include, at a minimum:

Requirements Gap Analysis

The Contractor shall analyze the current MMIS, PBM, and DW/DSS functions, system requirements, processes, and risks. This analysis should also include the business processes necessary for Level 1, 2, and 3 MITA maturity. The Contractor shall use this analysis to guide Design and Development activities.

Requirements Traceability Matrix

The Contractor shall develop, deliver, maintain, and update a Requirements Traceability Matrix. The Contractor shall use the requirements as identified in this RFP to ensure forward and backward traceability. Requirements tracking must assure that all requirements are developed, configured, tested and approved by DOM. The Contractor shall specify testable versus non-testable requirements. For all testable requirements, a detailed test case shall be developed to test all functionalities of the requirements (i.e. both technical and business processes) as described in Section 7.5.1. The Requirements Traceability Matrix shall be updated after each major activity and submitted to DOM for review and approval.

Requirements Specification Document

The Contractor shall provide a Requirements Specification Document using a structure and format pre-approved by DOM. The Requirements Specification Document must include system functional and non-functional requirements (e.g. quality attributes, legal and regulatory requirements, standards, performance requirements and design constraints). These detailed requirements must be traceable back to the requirements specified in this RFP and associated deliverables. At a minimum, the Contractor must include:

- How and where the requirements are met in the proposed MES;

- A determination of whether the requirement can be met through standard functionality of the proposed MES, a customization or a development activity;

- Identification and verification of all internal and external interfaces; and

- A means of measuring that the requirement has been satisfied.

Business Design Document

The Contractor shall provide a document outlining all business design components that are developed or configured for the MES. The document must outline how the business design aligns to specific requirements and corresponding business processes. The Business Design Document should include:

- General business description of each program related to the MES;

- The module, screen, process and/or report that relates to each general business description;

- Lists of inputs, outputs and interfaces related to each general business description;

- Process flowcharts; and

- General resource requirements.

System Design

The Contractor shall use Requirements Definition activities to begin MES Design. At a minimum, Design tasks shall include:

Joint Application Development (JAD) Sessions

The Contractor shall plan and facilitate all JAD sessions that include Offeror and DOM subject matter experts and cover all MES requirements, business processes, and system interfaces in detail. The Contractor shall develop JAD sessions workbooks for all sessions including decisions, justifications for changes (including new, modified, or deleted requirements), outstanding issues requiring follow-up, related business processes and their requirements and impacts to future detailed design sessions. The Contractor will develop prototype demonstrations that will assist in obtaining key stakeholder approval prior to moving on to the stage of development. During all JAD sessions, the Contractor shall designate a scribe, dedicated to recording detailed minutes specific to JAD.

Detailed System Design Document

The Contractor shall develop and produce a Detailed System Design Document, for review and approval by DOM. At a minimum the Detailed System Design Document should include:

- A system standards manual, listing all standards, practices, and conventions, such as, language, special software, identification of all development, test, training and production libraries, and qualitative aspects of data modeling and design;

- An identification of system files and processing architecture;

- A general narrative of the entire system and the flow of data through the system;

- A detailed description and diagram of the system architecture identifying how components are integrated to meet RFP requirements;

- General and detailed component narratives describing each function, process, and feature;

- A security design description for each business area that defines access control including specifying roles, role locations, and a matrix of roles by inputs/outputs;

- A flow diagram of each component, identifying all major inputs, processes, and outputs;

- Lists of all inputs and outputs by components;

- Lists of interface protocol between two systems;

- A listing and brief description of each file;

- A listing and brief description of all required production reports to be produced by the MMIS, PBM and DW/DSS;

- Preliminary screen and report layouts;

- Preliminary screen and report narrative descriptions;

- Preliminary layouts for on-line, context-sensitive, help screens for all MMIS/PBM/SW/DSS functions including web-based components;

- A preliminary layout for the data element dictionary;

- Hardware/software detail;

- A high level data model and a detailed and physically specific data model;

- Entity relationship diagrams;

- Hierarchy charts or use case models identifying system objects and their relationships;

- High and medium level batch flowcharts to the job, procedure, and program level;

- Detailed program logic descriptions and edit logic, including, at a minimum, the sources of all input data, each process, all editing criteria, all decision points and associated criteria, interactions with other programs, and all outputs;

- Final layouts for all inputs to include, at a minimum, input names and numbers, data element names, numbers, and sources for each input field; and examples of each input;

- Final layouts for all outputs to include, at a minimum, output names and numbers, data element names, numbers, sources for each output field, and examples of each output; and

- Final layouts for all files to include, at a minimum, file names and numbers, data element names, numbers, number of occurrences, length and type, record names, numbers, and length, and file maintenance data such as number of records, file space.

The Contractor must provide and present the changes to prototypes for DOM to review throughout the design process. The Contractor must conduct walkthroughs of all design documents with DOM and provide demonstrations during the development of the design specification to enhance DOM's understanding as well as to facilitate the approval process.

Disaster Recovery Plan/Business Continuity Plan

The Contractor shall develop, deliver, maintain and execute a Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP) that addresses recovery of business functions, business units, business processes, human resources and the technology infrastructure of the MES. The DRP/BCP shall include recovery from any significant interruption in service and must comply with all federal mandates. The DRP/BCP must address system availability, which is of the utmost importance, and must include contingency planning, regardless of the type of disaster (i.e. natural disaster, infrastructural failure, etc.). The DRP/BCP shall include, at a minimum:

- Back-up and protection procedures to include files, software, hardware and network connectivity;

- Description of any proposed alternate site(s), including a detailed schedule for back-up operations and any proposed clustering methodology for high availability;

- Proposed recovery time and point objectives;

- Risk analysis and risk mitigation for each business process; and

- Processes and procedures for testing and reporting the DRP/BCP to include failover/fallback functionality, back-up/recovery functionality, business continuity, and process for plan updates.

The Contractor shall test the DRP/BCP annually and report findings to DOM.

The Contractor shall provide DOM with a hard and soft copy of the plan, including all revisions.

7.4.2. Deliverables

The Contractor shall prepare the following deliverables in support of Design activities:

- Requirements Gap Analysis;

- Requirements Traceability Matrix;

- Requirements Specification Document;

- Business Process Document;

- JAD Session Workbooks;

- Detailed System Design Plan;

- Disaster Recovery Plan/Business Continuity Plan;

- A designated scribe to record meeting minutes for delivery to DOM; and

- Walkthroughs of Design documents or processes, as requested by DOM.

7.4.3. State Responsibilities

DOM shall support Design activities as follows:

- Provide a DOM Project Management Office;

- Provide a DOM Design team of skilled individuals with duties that include working with the Contractor on the Design of the MES;

- Participate in JAD sessions; and

- Review and approve all deliverables.

7.5. Development

7.5.1. Scope

The Contractor shall be responsible for developing and testing all MES applications as a part of the Contract. This will include the building of components and architecture for the MES. The Contractor shall use all tools and established methodologies for maintaining control of the development process. The Contractor shall be responsible for ensuring that the construction of the components and architecture conforms to the requirements and design specifications documented during prior activities.

The Contractor shall coordinate the Test Plan described in Section 7.3.1 with testing activities during Development to ensure the flow of testing from unit testing to UAT is cohesive. Unit testing must be utilized to verify that each basic component of the system architecture is constructed correctly in accordance with design specifications.

Successful Development activities should result in:

- Ensuring that the developed solution meets design criteria and satisfies the intended purpose;

- Installed, enhanced or modified components of the proposed system according to the Design specifications approved by DOM;

- Demonstrating that all hardware, software, and teleprocessing linkages are functional and will support DOM's requirements; and

- Demonstrating functionality of all interfaces.

At a minimum, Development tasks shall include:

Facilities/Equipment/Hardware/Software

The Contractor is responsible for providing adequate office space necessary to perform activities related to the MES, as described in Section 7.2.1.

The Contractor shall acquire any such computer hardware or software required by the MES. For all procurement activities, the Contractor must follow all procurement control processes outlined in the

Contractor's, DOM-approved, Procurement Management Plan, described in Section 7.3.1, including acquiring additional licenses and their associated fees. DOM has based Design requirements for the MES on the current, as well as anticipated, needs of the State of Mississippi Medicaid program. While any software or hardware platform proposed may meet these requirements, DOM requires software/hardware configuration that can accommodate future changes as defined by State and federal standards.

MES Environments

DOM believes that the following environments are necessary to be successful during DD&I and Operations:

- Development – environment used to develop and unit test all software contained within the MES;

- Conversion – environment used to support the conversion capabilities (this environment is only required during active Data Conversion activities);

- System Testing – environment used to perform full-scale system integration testing and regression testing for the MES solution. This environment must meet production capability and capacity but not affect production data. DOM business analysts must have access to the System Testing environment prior to UAT;

- User Acceptance Testing - environment used by DOM to test the application and data provided within the MES for Final Acceptance, prior to Production. The majority of test results reviewed with the client during testing walkthroughs should be produced from this environment;

- Training - environment used to support provider and user training of applications and mimics the appropriate application in Production;

- Model Office – environment that contains production "like" data and is used as the primary test environment by the business analyst for testing, once the Production environment is available. This environment must be sized the same as production and must be capable of performing complete end-to-end testing; and

- Production - environment using a set of resources and controls that directs users to a "live" service - such as a web site, a transaction processing system or an operating system which users can log into and get work done.

However, the Contractor may propose additional or different MES environments to ensure project success, including proposing the duration and purpose of each environment. The Contractor shall develop an approach for building, supporting, and maintaining all environments associated with the MES. The Contractor shall be responsible for continually refreshing each environment to ensure that environment contents remain current.

Web Portal

The Contractor shall develop and, subsequently, implement an MES Web Portal that adheres to all the requirements as outlined in the MITA Business Areas, Appendix M – Functional Requirements and Appendix N – Operational Requirements, and Appendix O – Technical Requirements. The Web portal will provide members, providers and other users easy, secure and efficient access to healthcare and financial information by providing an array of functionality and support services. The Contractor shall ensure that current and comprehensive functionality and information are made available through the Web Portal to assist all stakeholders. The Contractor shall also ensure that all users are provided computer-based training and/or Web-based training.

The Web portal shall:

- Be available twenty-four (24) hours a day, seven (7) days a week;

- Comply with the Americans with Disabilities Act, Older Americans Act, Rehabilitation Act and other recognized usability standards;

- Maintain HIPAA compliance and support access, privacy and security requirements;

- Perform authorization activities to ensure users have appropriate access to information based upon multiple levels of security;

- Provide interactive online support;

- Maintain audit trail and history of all transactions and will send data to the DSS/DW, as necessary;

- Provide workflow management processing;

- Support the ability to upload electronic documents/images in a variety of formats;

- DSS/DW will be synchronized daily to reflect data within the MES;

- Display links to DOM, federal websites, external entities, SSA, public health, certifying agencies, etc.;

- Allow secure document upload and submission to DOM for various business processes, including the submission of supporting documentation for provider enrollment, prior authorizations, cost settlements and audits;

- Provide the ability to report suspected fraud and care issues (abuse, neglect, exploitation, etc.);

- Support direct data entry and batch upload for inquiry and claims submission;

- Provide the ability to communicate (e.g. "blast") with multiple providers;

- Display the current fee schedule;

- Display Frequently Asked Questions;

- Provide the ability to create and deploy surveys and provide security for survey respondents;

- Produce statistics related to Web portal usage;

- Provide general information to the public related to Medicaid services and programs; and

- Display program announcements, bulletins, notices, alerts and provider network information.

At a minimum, beneficiaries shall have the following capabilities within the Web portal:

- View appropriate information based upon security protocols;

- View and print provider manuals, instructions, bulletins, program descriptions, eligibility criteria and forms;

- Access provider locator listing;

- Submit EPSDT requests/questions;

- Request member replacement ID cards;

- Search for providers and perform eligibility inquiries; and

- Submit secure complaints regarding misuse of healthcare and/or Medicaid information.

Specifically, the Web portal shall offer interactive functionalities for Providers, including, at a minimum:

- Allowing multiple methods for enrollment (electronically, download printable applications, or request for applications to be mailed);

- Displaying enrollment status, regardless of method submitted;

- Submitting discharge/disenrollment forms;

- Entering and processing all claims types in real-time (including rejection);

- Providing member eligibility information, including TPL information;

- Viewing claim status information, remittance advices, payment history, member eligibility, benefit information and service limits;

- Printing 1099s;

- Viewing and maintaining current account details;

- Allowing the ability to create, modify, access and store treatment plans by providers; and

- Viewing procedure rates, provider rate, Prior Authorization and/or Plan of Care, PAS drug inquiries, and training session inquiries.

The Web portal shall also support Prior Authorization functions, including:

- Ability to submit Prior Authorization requests (to include necessary codes and information), addendums and updates;

- Ability to approve or deny Prior Authorization requests;

- Provide status and tracking information related to Prior Authorizations;

- Check for duplicate Prior Authorizations and reject;

- Attach a "Plan of Care"; and

- Ability to verify EPSDT members have had appropriate screenings prior to approval.

User Manuals and Online Help

The Contractor shall prepare, maintain, produce and distribute user manuals detailing the operations of the MES and related components by the start of training DOM staff for UAT. DOM requires that user manuals be formatted to fit 8-1/2" x 11" paper with a table of contents, index, FAQ section, page numbers within each section, and revision date on each page. User manuals should be available in electronic format. Hard copies of user manuals should be made available upon DOM request. User manuals shall be written in procedural step-by-step format including, at a minimum, information on functionality, troubleshooting, and business process flows. User manuals must be comprehensive enough to guide user training.

The Contractor shall also provide online help, tutorials and references, as appropriate. Online help should be easy to follow with help functions developed for each module. DOM should have the ability to customize the online help to support the software, as configured by meet DOM's business needs.

Provider Manuals

The Contractor shall prepare, maintain, produce and distribute provider manuals detailing provider-related information about the MES and related components by the start of training DOM staff for UAT. DOM requires that provider manuals be formatted to fit 8-1/2" x 11" paper with a table of contents, index, FAQ section, page numbers within each section, and revision date on each page. Provider manuals should be available in electronic format. Hard copies of provider manuals should be made available upon DOM request.

Provider manuals are used to enable the provider community to submit claim records in the proper format for adjudication. Each provider manual must be specific to individual provider type(s) or groups of related provider types. At a minimum, provider manuals should include the following information:

- An introduction, a policy section developed by DOM, billing instructions, billing examples, and rate methodologies;

- General program information highlighting the differences in programs and in processes among programs;

- A table of contents and index;

- Provider enrollment and recertification procedures, general participation requirements, and termination procedures;

- General medical record content and record retention procedures and audit procedures and responsibilities;

- Third-party resource identification and recovery procedures;

- Methods of verifying member eligibility, including a description of identification cards, a description all relevant member information supplied to the provider, a description of each eligibility verification access method available and how to utilize it, and a description of why this information is relevant to providing services;

- Covered services and service limitations;

- Reimbursement procedures, including copayment requirements;

- Any special forms needed with a description of how to complete them and submit them, such as prior authorization, or consent forms;

- Detailed billing instructions and filing requirements, for all billing methods, including Electronic Management Claims (EMC);

- The process to do adjustments and make refunds;

- Utilization review and control procedures; and

- How to initiate provider inquiries.

System Manuals

The Contractor shall prepare, maintain, produce and distribute system manuals detailing MES-system information by the start of training DOM staff for UAT. DOM requires that system manuals be formatted to fit 8-1/2" x 11" paper with a table of contents, index, FAQ section, page numbers within each section, and revision date on each page. System manuals should be available in electronic format. Hard copies of system manuals should be made available upon DOM request. At a minimum, the System Manual should include information on the following:

- Application;

- System structure;

- Technical workflow;

- Major processing;

- Required interfaces;

- Performance monitoring;

- Processes to support as-needed load and stress testing;

- Report documentation;

- Maintenance tasks; and

- Correspondence documentation.

The System Manual will also describe the overall batch or background process schedule, including dependencies, sequencing, and timing. If there are any workstation-based components to any of the proposed software products and solutions, the Contractor will provide DOM with a set of documented procedures and automated deployment/installation scripts for use with DOM's software distribution tools. These scripts and procedures will enable DOM staff to independently install and connect additional workstations.

Administration Manuals

The Contractor shall prepare, maintain, produce and distribute administrative manuals, including a security guide that details specific procedures to assist security administrators in performing their duties by the start of training DOM staff for UAT. DOM requires that administration manuals be formatted to fit 8-1/2" x 11" paper with a table of contents, index, FAQ section, page numbers within each section, and revision date on each page. Administration manuals should be available in electronic format. Hard copies of administration manuals should be made available upon DOM request. At a minimum, the Administration Manual should include information on the following:

- User setup;

- Work group setup;

- Workflow rules setup;

- Administrator security;

- Workload balancing;

- Testing of rules prior to implementation;

- Provisions for establishing alternates for absent users;

- Procedures for changing existing rules when active documents are being processed;

- Archiving and reporting;

- Audit tables for tracking transactional data to support post payment;

- Audits;

- Process monitoring;

- Identifying and clearing bottlenecks; and

- Monitoring user, organization, and process productivity and throughput.

The Administration Manual should also include a Workflow Administration Guide to help inform the management and administration of workflow software, which will be a required duty for selected DOM personnel. The Workflow Administration Guide should describe the duties of DOM's workflow administrators.

Testing

Execute Test Plan

The Contractor must execute the Test Plan as described in Section 7.3.1 that has been reviewed and approved by DOM. The objectives of the testing task are to perform unit, system, integration, and regression (baseline) testing with converted data to ensure all relevant MMIS/PBM/DSS requirements are satisfied for each iteration. Load/stress and UAT are also included in this task Deliverable. Upon successful completion of the UAT, the Contractor must perform the operational readiness test. Through comprehensive and extensive internal testing, Contractor staff will demonstrate that the functions under test meet all relevant requirements, e.g., MMIS/PBM/DSS will appropriately process and pay all claim transactions, process and report eligibility updates, enroll providers, process prior authorization requests, update all types of files, produce required reports and support all analytical requirements.

Planning for the testing task must occur as early in the Project as possible to ensure successful testing results (please refer to Section 7.3.1). Test Plan development must occur during the system analysis and design task using the requirements traceability matrix. Additionally, various types of testing require a separate test environment, and the State requires the Contractor's testing methodology to appropriately address the testing requirements described in this task.

The Contractor will be working closely with all contracted vendors working on behalf of DOM (e.g. IV&V, PMO and the Test Management Services contractor) throughout the project. The contractor must permit complete system access to the State IV&V and Testing Vendor contractors and offer timely assistance when requested and shall include appropriate time in the schedule for coordination.

This task will result in the following for unit, system, integration, regression, load/stress, UAT, and operational testing:

- Test Plans, Test Cases/Scripts, and other documentation;
- Execution and Tracking Tools; and
- Test Results and Reports.

Test Cases/Scripts

The Contractor must develop test cases/scripts (this includes unit, system, integration, regression, load, and user acceptance testing) that thoroughly test the functionality of the system. These scripts must provide step-by-step instructions for executing the tests and expected results. Test scripts may take the form of either documented textual instructions that are executed manually or computer readable instructions that enable automated test execution. The scripts must address all data scenarios that the system will process in accordance to business processes. The Contractor must develop robust (negative) test cases that address stressing the system with bad or invalid data to ensure the system is rejecting negative data properly. The Contractor will develop comprehensive positive and negative test cases for all phases of testing.

Execution and Tracking Tools

The Contractor shall utilize a test management tool that has the ability to consolidate and structure the test process and is capable of automating test and manual test processes and to easily manage multiple environments. The Contractor will use this tool as a single application for managing test cases, environments, automated tests, defects and project tasks. The test management tools should allow the Contractor the ability to streamline the testing process, tie test cases directly back to requirements and allow quick access to data analysis, collaborative tools, and tracking of bugs and defects.

Test Results

The Contractor shall produce and deliver Test Results for each testing phase incrementally with the exception of unit testing, as they are completed for each functional area or module, and receive final approval by DOM. DOM and Contractor will pre-determine the entry and/or exit criteria required to pass from one phase of testing to the next. DOM and Contractor will jointly review test results for passage to next phase, prior to DOM approval.

At a minimum Test Results documents shall include:

- A description of test situations and expected test results;

- A discussion of management of the testing effort, including strategies for dealing with delays in the testing effort, backup plan, backup personnel, and related issues;

- Procedures for tracking and correcting deficiencies discovered during testing;

- A plan for updating documentation based on test results;

- Procedures for notifying DOM of problems discovered in testing, testing progress, adherence to the test schedule, and so forth; and

- A plan for organizing test results for DOM review.

Data Conversion

Conversion Strategy

All historical and active data in the current system (MMIS, PBM, DW, and DSS) must be converted. DOM requires a sound conversion strategy and approach that addresses data conversion using conversion programs and/or manual data entry.

The Contractor shall be responsible for producing and delivering a Conversion Plan to DOM for review and approval. The Conversion Plan should include the Contractor's approach to convert seven years of rolling history claims as well as all lifetime claims housed in the current MMIS, PBM, DW, DSS and other ancillary components as requested by DOM. The Contractor is expected to use automated conversion and minimize manual intervention to the greatest extent possible. A successful Conversion Plan should also accomplish the data conversion objectives:

- Data integrity;

- Data cleansing and purification;

- Data mapping;

- Data quality;

- Data validation and verification;

- Data loads for testing purposes; and

- Data load completion.

The Conversion Plan must outline a contingency plan for recovering data in the event of failed data conversion activities and test plan for how the Contractor will conduct conversion testing.

Data Conversion Management

The Contractor shall be responsible for managing the data conversion process. Data conversion should take place in accordance with the DOM-approved Conversion Plan. The Contractor shall be responsible for including development of conversion software, including test programs, procedures and the preliminary conversion of all data.

The Contractor shall demonstrate comprehensive testing of conversion processes to ensure that all data required to support the MES will be available and accurate. The data conversion process will have its own life cycle and may be performed iteratively during the development phase. At a minimum, specific data conversion tasks include:

- Developing a Conversion Environment – includes developing a conversion environment that conforms to the approved Conversion Plan;

- Defining Conversion Requirements – includes developing, delivering, maintaining and executing conversion requirements that identify the data sources, data type, years of history for specified data, destination and data changes;

- Reporting Conversion Test Results – includes producing and delivering test results that present the results of data conversion testing. The test results should include both expected and actual values of data being converted. Test defect logs and reports should also be produced and delivered; and

- Preliminary Converted Data – include producing and delivering preliminarily converted data that includes before and after data records, which should become available for system regression testing and UAT. The Contractor is responsible for ensuring that all required data was properly converted and that there was no undue risk to the integrity of the converted data.

Training

Training Plan

The Contractor will be required to provide a Training Plan. The Training Plan will be reviewed and approved in accordance with DOM's standard deliverable submission and review procedure. The Contractor will be responsible for scheduling, coordinating, and delivering all training in accordance with the training plan. The Contractor is expected to provide the training lab within twenty-five (25) miles of the DOM office.

The Contractor will be responsible for developing, disseminating, and maintaining training schedules, curriculum, and materials, which must be included in the Training Plan. The Contractor should utilize applicable system tools for scheduling, maintaining, and enrolling users in training sessions.   The Contractor shall identify, develop and document the training curriculum that will be used to educate and train DOM personnel in the development, configuration, implementation, support and use of the MES. The Contractor shall develop all training materials, including, but not limited to:

- Training guides;

- Speaker notes;

- User materials; and

- Course curricula (including training objectives and outcomes).

The Contractor may provide web-based classes with audio, as approved by DOM. The Contractor shall work with DOM-assigned personnel to incorporate DOM policy, procedures and specific personnel roles into the Training Plan. DOM will review and approve all training courseware and materials prior to the start of any training.

Execute Training Plan

The Contractor will provide training in the following four (4) categories, in accordance with the DOM-approved Training Plan, including:

- Software Orientation - Provide an orientation session to the DOM project team and DOM project appointees. The Software Orientation training session shall include, but not limited to:

  o An overview of the Contractor's MES development and implementation methodology;

  o The Contractor's basic strategy for meeting DOM's requirements;

  o System architecture, navigation and functionality;

  o Configurable components and system options;

  o Online and batch operations;

- o Security and system options available;

- o Application data model; and

- o Other topics useful in orienting the DOM project team and DOM appointees to the software.

- End-Users - A train-the-trainer classroom approach shall be used by the Contractor to assist DOM in training personnel who will be using the MES system, including, but not limited to, DOM business staff, customer service, providers and support staff. As part of this training effort, the Contractor shall provide training for DOM trainer candidates that includes:

  - o Recommendations on training for the proposed software;

  - o Completion of at least one live course with each DOM trainer led by the Contractor's training personnel;

  - o Practice training sessions;

  - o Configuration of the Training Environment to support business process scenarios;

  - o Business processes and system functionality on which they will be performing training (including, but not limited to, billing, claims entry, claims correction, communication, Portal navigation, etc.); and

  - o The process for customizing the training materials and set-up specific reference data in the training environment.

- Technical and Operations Training - The Contractor shall supply classroom and substantial hands-on training to ensure that DOM personnel have the necessary skills to operate and maintain the system during the post-implementation period The training will include system operations for startup, backup recovery, job scheduling, and any other tasks necessary to operate the system. Training must also include any components of the operating environment that are new to DOM, as well as training on the use of the Contractor's development tools, system management, and application administration tools. Problems and questions that cannot be addressed during this training will be forwarded to the Contractor as part of maintenance and support; and

- Software Education Sessions – The Contractor shall provide training sessions that describe, at a minimum:

  - o Software configuration;

  - o Software library organization;

  - o System operation procedures for use during the implementation project;

  - o Logical and physical data models and database administrator processes and responsibilies;

  - o System administration responsibilities, log on/log off procedures, workflow, and security; and

o   Other topics as necessary to educate DOM personnel on 'system housekeeping'.

As part of the comprehensive training activities, the Contractor will be responsible for loading the Training Environment with representative converted reference and historical data that will be the basis for creating training materials (including screen prints showing user actions and outcomes) and training curricula, including:

- Customized training materials and data to support future training exercises; and

- Back-up, restoration and troubleshooting assistance in the Training Environment.

7.5.2.   Deliverables

The Contractor shall prepare the following deliverables in support of Development activities:

- MES Environments;

- User Manuals;

- Provider Manuals;

- System Manuals;

- Administrative Manuals;

- Updated Test Plan;

- Test Scripts/Cases;

- Test Results;

- Fit for Use Certification;

- User Acceptance Testing;

- Conversion Plan;

- Conversion Results;

- Conversion Requirements; and

- Training Plan and Material.

7.5.3.   State Responsibilities

DOM shall support Development activities as follows:

- Provide a DOM team of skilled individuals with duties that include working with the Contractor to develop the MES;

- Participate in testing, training, and conversion activities to ensure that MES system requirements for each business function are aligned with requirements previously defined by DOM; and

- Review and approve all Deliverables.

7.6.   Implementation

7.6.1.   Scope

The Contractor will implement the solution to a production environment. The Contractor must convert all data necessary to operate MES and meet all requirements. The Contractor must plan to phase in operations on a schedule that will minimize risk, including working closely and coordinating with the current Fiscal Agent to ensure continued services through the Implementation process. Implementation activities will commence once DOM has completed final acceptance of the MES. At a minimum, Implementation activities and tasks shall include:

Implementation

Implementation Plan

The Contractor shall be responsible for developing, producing and delivering an Implementation Plan to DOM for review and approval. The Implementation Plan will be reviewed and approved in accordance with DOM's standard deliverable submission and review procedure. The Implementation Plan shall include a schedule and approach for all activities needed for implementation, including:

- Implementation checklist;

- Final data conversion activities;

- Technical preparation and system changeover activities;

- Development of an implementation activities check list;

- The process for developing a Contingency Plan for identifying, communicating, resolving risks, and maintaining the current production capability if the implementation is delayed;

- Activities required to effectively implement, operate, and maintain the MES, including identifying cutover procedures and dates for submittal of claim records on electronic media claims and hard copy;

- Document resolution of inventory issues (e.g., suspense, claim records on hand, provider enrollments) and associated dates;

- Specifying the methodology for handling adjustments to historical claim records;

- Identifying procedures and dates for any required provider certification activity and/or recertification;

- Identifying the process to accommodate provider updates, consumer data changes, reference changes, and prior authorizations after final conversion but before implementation; and

- A plan for managing future modifications and enhancements of the system.

Additionally, as a part of the Implementation Plan, the Contractor shall be responsible for providing all technical and functional documentation that will be required to assist DOM in using and supporting the implemented solution.

Final File Transfer Plan

The Contractor shall develop a Final File Transfer Plan for review and approval by DOM. The Final File Transfer Plan shall be executed by the Contractor.

This plan must identify:

- The name of each file, table, or database, including version control strategy;

- Destination of transferred data;

- Transfer start and completion times;

- Location and phone numbers of person(s) responsible to execute the transfer; and

- A complete fall back plan if the file transfer does not go as planned.

DOM expects that the implementation of the new system will be transparent to the client and the provider communities and that all functions and processes work correctly, timely, and efficiently. The new system must function without interruptions or non-scheduled downtimes. The response time from the new system must be within approved SLA limits. All documentation must be current and available to DOM and Contractor staff to assist them in their new job functions and responsibilities.

Final Implementation Report

The Contractor shall produce a Final Implementation Report detailing the results of all implementation activities according to the test plan used for operational readiness testing. The Final Implementation Report shall include a certification that the system is ready for production by certifying that all activities in the Implementation Plan have been completed.

Final Acceptance

The Contractor shall ensure that the system is ready to be implemented and DOM approvals have been obtained to begin operations of the MES. This is known as Final Acceptance. To achieve Final Acceptance by DOM, the MES must satisfy all functional and technical requirements specified in the RFP, documented during the requirements definition and design activities, and receive UAT approval from DOM. DOM staff must be given sufficient time to review all system, user, and security documentation for completeness prior to implementation. The system response time and all user and automated interfaces must be clearly assessed and operational.

Prior to Final Acceptance, the Contractor must receive DOM approval to move from UAT to Final Acceptance. The Contractor may receive UAT approval by achieving the following defect thresholds:

- Zero Critical Defects – Indicated by the fact that the MES and related components are unavailable for use resulting in a critical impact on the system's operation;

- Less than 5% Serious Defects - Indicated by serious production issues where the MES and related components are usable but is severely limited and no workaround exists;

- Less than 10% Significant Defects – Indicated by moderate production issue where MES and related components are usable but a workaround is available or the issue not critical to operations; and

- Less than 15% Minimal Defects - Indicated by the little impact on operations or a reasonable circumvention to the problem has been implemented.

The Contractor shall provide DOM with a Final Acceptance Document during this phase of implementation. The Final Acceptance Document should detail specific units of the MES to be reviewed and accepted by DOM staff and, upon request, include reference documents, data maps, testing instructions, etc. to assist DOM in their review. During the Final Acceptance process, the Contractor shall be responsible for conducting walkthroughs or meetings, as requested by DOM. In the event that Final Acceptance is not achieved during the first review, the Contractor agrees to work with DOM to promptly cure the defect or deficiency, replace the deliverables and repeat Final Acceptance.

Final Acceptance of the solution shall occur following system implementation and the Contractor's demonstration that: 1) the system successfully provides all the functionality required by DOM; 2) the system meets or exceeds the performance standards in the contract; 3) the system meets HIPAA requirements; and 4) the system meets or exceeds all criteria required for successful certification by CMS as described in Section 7.9.

7.6.2.   Deliverables

The Contractor shall prepare the following deliverables in support of Implementation activities:

- Production Environment;

- Implementation Plan;

- Final File Transfer Plan;

- Final Implementation Report; and

- Final Acceptance Document.

7.6.3.   State Responsibilities

DOM shall support Implementation activities as follows:

- Participate in implementation activities to ensure that MES system meets all requirements set forth by DOM in this RFP and subsequent requirements gathering sessions;

- Provide DOM staff members to review and approve MES for Final Acceptance; and

- Provide the Final Acceptance Document within a timeframe, to be agreed upon during Contract negotiations.

7.7. Maintenance & Operations

7.7.1. Scope

The Contractor shall be responsible for all Maintenance and Operations activities for the MES to begin immediately after the State of Mississippi's Final Acceptance. Specifically, Maintenance & Operations consists of three major activities:

Maintenance

Maintenance activities are those necessary to maintain the MES and correct software defects in the MES and related applications. The Contractor shall be responsible for maintaining the MES through the term of the Contract. The MES, and its related programs, components and functions must be updated and maintained by the Contractor to federal certification requirements, all federal mandates, and all DOM requirements, statutes and regulations. At a minimum, maintenance includes:

- Activities necessary to provide for continuous effective and efficient operation of the system to keep it ready and fit to perform at the standard and condition for which it was approved;

- Activities necessary to ensure that all data and programs are current and errors are corrected;

- Activities necessary to meet CMS certification requirements that exist at the time of contract award;

- Addition of new values and changes to existing system tables, reference tables and conversion of prior records, as necessary;

- Activities related to file growth and partitioning;

- File maintenance activities for updates to all files;

- Scheduled ongoing tasks to ensure system tuning, performance, response time, database stability and processing;

- Changes to the job scripts or system parameters concerning the frequency, number and media of reports;

- Updates to software, operating systems or other system components requiring version updates, manufacturer "patches," and other routine manufacturers' updates to software;

- Maintenance of security for user accounts; and

- Responses to production problems and emergency situations according to State-approved guidelines.

Upgrade Patch Testing

As a part of maintenance, the Contractor will be responsible for ensuring that all applications within the MES are updated timely, including conducting manufacturer patches and other routine manufacturer updates to the software.

Release Management Plan

As a part of maintenance, the Contractor will provide DOM with a Release Management Plan that outlines the major releases that are planned, including the critical activities required to ensure that proper development and testing has occurred. The Release Management Plan should identify critical activities required for release implementation to ensure that all releases are conducted systematically. The Release Management Plan must be evaluated and reviewed by DOM on a quarterly basis.

Technical Help Desk

As part of maintenance, the Contractor will address all questions and reported problems related to the technical and functional operation of the system. The Contractor must provide toll-free telephone support during regular business hours: 7:00 a.m. to 7:00 p.m. local time (Central Time). A qualified technician will respond via phone to address all calls in accordance with the importance and criticality of the question being asked and/or the problem being reported. The Contractor will agree to provide onsite technical support within one (1) business day for problems that cannot be resolved via telephone.

Operation Problem Management

The Contractor shall provide operational problem management to manage MES problems as they occur during Maintenance and Operations. The Contractor shall provide software tools to enable the tracking of a specific defect from identification through correction, including all testing performed to ensure the correct fix is in place. The Contractor shall categorize and resolve errors as follows unless proposed under different definitions/descriptions by Offeror:

- Priority 0 Errors - Critical business impact. Indicates that the MES and related components are unavailable for use resulting in a critical impact on operations. Requires immediate State notification within one (1) hour of problem discovery and resolution within two (2) hours.

- Priority 1 Errors - Serious business impact. Indicates serious production issues where the MES and related components are usable but is severely limited and no workaround exists. Requires immediate State notification within one (1) hour of problem discovery and resolution within twenty-four (24) hours.

- Priority 2 Errors - Significant business impact. Indicates moderate production issue where MES and related components are usable but a workaround is available (not critical to operations). Requires State notification within one (1) hour of problem discovery and resolution within five (5) business days.

- Priority 3 Errors - Minimal business impact. Indicates the problem results in little impact on operations or a reasonable circumvention to the problem has been implemented. Requires

State notification within one (1) hour of problem discovery and resolution within an agreed-upon schedule between the Contractor and the State (as defined by the State).

Monitoring and Reporting

The status of all maintenance activities will be reviewed at monthly meetings, as determined by DOM. The Contractor shall submit to DOM, on a monthly basis, a Maintenance Status Report detailing all report errors, defects or efforts and the steps taken to correct them, by no later than the 10th of the month. Fulltime support for MES system maintenance must be provided onsite in Mississippi by the Contractor and maintenance team members. The Contractor shall appoint a specific maintenance team member to serve as the primary liaison between the maintenance staff resources and DOM staff for all system changes.

Technical Architecture Management Plan

As a part of maintenance, the Contractor will provide DOM with a Technical Architecture Management Plan to ensure successful hardware life-cycle management. The Plan should be derived from the current hardware and components supporting the MES and the projected lifecycle. DOM expects the Contractor to be proactive rather than reactive, especially when dealing with hardware that could cause a loss in critical information. Critical component evaluation includes the state of the hardware to put a plan in place prior to its cut-off date. Because technology is rapidly evolving and different types of equipment have varying shelf lives, the Contractor must also determine when to refresh. The Technical Architecture Management Plan should identify any uninstalled hardware service packs and identify the targeted timeframe for upgrades. Any hardware outages or performance issues experienced during the past year should be recognized along with the completed or planned remediation. Hardware and component refresh/replacement anticipated for the upcoming year should be included. The Technical Architecture Management Plan must be evaluated and reviewed by DOM on an annual basis.

Operations

The Contractor shall be responsible for the operation of the MES and related components. DOM requires that the Contractor provide qualified personnel, resources, facilities and supplies to support the operation of the MES and related programs to meet the requirements described in this RFP.

The Contractor must takeover and transition current operations immediately after Final Acceptance. The Contractor shall be responsible for all functional requirements of the MES and related components, including Fiscal Agent responsibilities, at the start of operations or a date to be approved by DOM. Functional requirements for Operations can be found in Section 7.11.1.

Operations Performance Reporting

The Contractor shall monitor and report performance against the DOM-specified key performance indicators (KPIs). DOM's anticipated SLAs, associated KPIs, and related penalties can be found in Appendix P. Specific KPIs shall be determined during Contract negotiations; however KPIs may address the following areas:

- System availability;

- System performance;

- Database updates;

- Operational problem management;

- Operations and modifications activities; and

- Helpdesk support.

The Contractor shall develop reports in conjunction with DOM to demonstrate compliance with DOM-determined KPIs. The Contractor shall submit to DOM, on a monthly basis, a Performance Report detailing all KPIs from the previous month, no later than the 10th of the month. If a KPI is not met, the Contractor shall provide DOM a written CAP, no later than the 10th of the month, which describes:

- The missed KPI;

- A full description of the issue;

- The cause of the problem;

- Risks related to the issue;

- All possible resolutions; and

- The proposed corrective action to avoid missing the KPI in the future.

The Performance Report and subsequent CAPs (if necessary) shall be discussed at monthly meetings as determined by DOM. The Contractor shall implement a CAP once the proposed corrective action is approved by DOM.

Fiscal Agent Operations

As a part of MES operations, the Contractor shall provide all fiscal agent operations to support the operations and financial management of the Mississippi Medicaid program. The Contractor shall act as the MES Fiscal Agent and must provide qualified personnel to achieve the KPIs and SLAs defined in Appendix P of this RFP.

Fiscal Agent operations include performing the following functional activities:

- Claims receipt and resolution;

- Issuing payments;

- Provider enrollment & management;

- Call center;

- Mississippi Medicaid member management;

- PBM services;

- Drug rebates (both federal and supplementary);

- Reporting;

- Provider reimbursements, including capitated payments to CCOs;

- Financial services;

- Program Management maintenance;

- Coordinating TPL claims;

- Ensuring Care Management operations;

- Identifying and addressing Fraud and Abuse issues;

- Mail management;

- Ongoing training;

- PMO/QA-QC activities and teams;

- Continuous process improvement; and

- Maintaining all MES documentation.

The operational requirements specific to the Fiscal Agent activities are listed in Section 7.11 and Appendix N.

Fiscal Agent Responsibilities for the Coordinated Care Program

As previously outlined in Section 2.3.6 – Magnolia Health and United HealthCare (Coordinated Care Organizations) are the current vendors responsible for providing managed care services to eligible and enrolled Medicaid beneficiaries and have a variety of duties.

While the CCOs will be responsible for managing members and paying provider claims, the Contractor must perform specific services to support the administration of the MississippiCAN program. Fiscal Agent responsibilities for the MississippiCAN program are as follows:

- MississippiCAN beneficiary enrollment (including mandatory automated enrollment) including, but not limited to:

  - Generation of notification letters and enrollment packet materials;

  - Web-based and telephonic customer support;

  - Generation of enrollment transactions and transmission to CCOs;

  - Processing disenrollment transactions; and

  - Administrative functions related to enrollment (data entry, scanning, indexing, written communications).

- Timely processing and adjudicating CCO encounter data;

- Processing and remittance of capitated and administrative payments to CCOs;

- CCO Program reporting;

- Operating interfaces that receive/transfer data related to CCO activities; and

- Inpatient hospital services and non-emergency transportation (covered under Medicaid FFS).

The requirements specific to the Fiscal Agent responsibilities for the CCO program activities are listed in Appendix M and Appendix N.

Modifications

The MES is subject to ongoing modification due to federal and State regulatory and policy changes, new initiatives, and technology innovations in the industry. The Contractor must provide the appropriate engineering and analysis expertise to remain responsive to changing system requirements. Some major program initiatives may require a prior approved Advance Planning Document (APD). The Contractor is responsible for providing information needed for inclusion in the APDs, which will be submitted by the State.

The DOM expects the Contractor to provide a dedicated team of resources to support modification and enhancement activities onsite, in the Jackson, Mississippi area.

Requests

The Contractor or DOM may submit Work Requests for changes to the MES and related components. Work Requests shall be classified as either a maintenance or modification effort, as described in this section of this RFP.

Examples of modification activities include:

- Implementation of capabilities not specified in this RFP or agreed to during Design and Development;

- Implementation of edits and audits not defined in the current MES;

- Activities necessary to meet new or revised CMS, other federal or Mississippi requirements; and

- Changes to established report, screen, or database formats, such as sort sequence, new data elements, or report items.

Work Requests shall be reviewed by the Contractor on, at least, a weekly basis at designated meetings with DOM staff. The Contractor shall provide an online application, accessible by DOM staff, for Work Requests to be submitted, logged, tracked and reported on. The online tracking application shall provide a detailed description of the effort as well as the status from submittal through implementation and documentation. The Contractor shall maintain a summary log, updated weekly, of all Work Requests, including information specified by DOM. The report shall be available online for access by both State and Contractor staff.

The Contractor shall provide an impact assessment of each Work Request within ten (10) business days after submittal. The impact assessment shall include:

- A description of the scope of work involved and all affected systems/functionalities;

- A breakdown of the work effort by deliverable;

- A breakdown of the work effort by hours within each job classification;

- An implementation schedule, and, if appropriate, revised schedules for all other concurrently approved projects or Work Requests impacted; and

- The proposed categorization of the effort as either a maintenance or modification activity.

Upon receipt of the impact assessment, DOM shall approve, require revisions or request additional information.

Business Design Document

The Contractor shall be required to produce a Business Design Document for major system modifications, as designated by DOM, which includes following the CMS SDLC process described in Section 7.4.1. Requirements for Business Design Documents are included in Section 7.4.1 of this RFP. DOM approval of the Business Design Document will be required prior to start of work on system modifications requiring a Business Design Document.

Modifications Testing

The Contractor shall be required to perform testing for all modifications and will be required to submit a Modification Test Plan for each modification for DOM approval. Upon completion of testing, the Contractor shall submit Modification Test Results to DOM for approval. Modification Test Plans and Modification Test Results must meet the requirements for the Test Plan and System Test Results specified in Section 7.3.1 and Section 7.5.1 of this RFP, respectively.

Implementation of modifications (move to production) will occur only after DOM approval of the Modification Test Results.

Monitoring and Reporting

The Contractor shall be responsible for producing a Work Request Status Report. The Work Request Status Report shall be reviewed at monthly meetings, as determined by DOM. The Work Request Status Report shall include progress of all Work Requests against schedules, any proposed schedule revisions, discussion of specific details on Work Requests, maintenance and modifications and review of deliverables.

The Contractor shall also produce a weekly Modification Hours Expended Report showing modification hours expended by week by Work Request by staff member, showing subtotals and totals.

7.7.2. Deliverables

The Contractor shall prepare the following deliverables in support of Maintenance & Operations activities:

- Release Management Plan;

- Technical Architecture Management Plan;

- Maintenance Status Reports, monthly;

- Performance Reports, monthly;

- Online Work Request tracking application;

- Impact assessments, as necessary;

- Business Design Documents, as necessary;

- Test Plan, Test Scripts/Cases and Test Results;

- Updates to existing documentation, as necessary (i.e. manuals, training plan/materials);

- Work Request Status Reports, monthly; and

- Modification Hours Expended Reports, weekly.

7.7.3. State Responsibilities

DOM shall support Maintenance & Operations activities as follows:

- Participate in Maintenance & Operation activities to ensure that MES system meets all requirements set forth by DOM in this RFP and subsequent requirements gathering sessions; and

- Provide DOM staff members to review and approve Maintenance and Operations deliverables.

7.8. Enhancements

7.8.1. Scope

In addition to the maintenance and operations of the MES, the Contractor shall provide all materials and labor associated with enhancing the solution. Enhancements are defined to include any patches, upgrades, and/or major software releases that improve the technical and functional operation of the system beyond that which was delivered and accepted during Final Acceptance as part of the implemented solution.

The DOM expects the Contractor to provide a dedicated team of resources to support modification and enhancement activities onsite, in the Jackson, Mississippi area.

The Contractor shall follow all processes for Enhancements activities set forth in this RFP for initial system implementation, including:

- Project Management and Control;

- Design;

- Development; and

- Implementation.

The Contractor shall set the schedule of key dates and dates for submittal of major deliverables for DOM review during Enhancement activities using Project Management and Control processes. All deliverable dates and key dates shall be submitted to DOM for approval prior to start of Enhancement activities. At a minimum, Enhancement activities shall include:

Enhancements Project Management and Control

Project Work Plan for Enhancement Activities

An updated, detailed Project Work Plan is required from the Contractor early in the Enhancement activities. The purpose of the Project Work Plan is to reaffirm delivery, to detail work activities, and to facilitate DOM's monitoring of progress based on deliverables and key dates as specified in the Project Work Plan. The Project Work Plan must be updated on a bi-weekly basis for delivery to DOM's Project Manager.

Enhancements Design

Updated Requirements Specification Document

An updated, detailed Requirements Specification Document outlining Enhancements to the MES shall be provided to DOM for review and approval. The Enhancement Requirements Specification Document shall follow content and format as described in Section 7.4.1.

Updated Requirements Traceability Matrix

An updated, detailed Requirements Traceability Matrix outlining Enhancements to the MES shall be provided to DOM for review and approval. Requirements tracking must assure that all requirements are developed, configured, tested and approved by DOM. The Contractor shall specify testable versus non-testable requirements as described in Section 7.4.1.

Updated or New Business Design Document

An updated, detailed Business Design Document outlining business system enhancements to the MES shall be provided to DOM for review and approval. The Business Design Document shall follow content and format as described in Section 7.4.1.

Updated Detailed System Design Document

The Contractor shall update the Detailed System Design Document with each of the major areas of enhancement, for review and approval by DOM. The Contractor must conduct walkthroughs of all enhancements design with DOM and provide demonstrations during the development of the design specification to enhance DOM's understanding as well as to facilitate the approval process.

Updated Disaster Recovery Plan and Business Continuity Plan

The Contractor must revise the Disaster Recovery Plan and Business Continuity Plan to reflect changes identified during the development and testing process of all Enhancements. It must provide updated pages reflecting any new system components and procedures to effectively recover from a disaster.

Enhancements Development

User Manuals

The Contractor shall prepare updates to the MES user manuals and online help functions for each business function affected by Enhancement activities. Updates to user manuals and online help functions must be prepared in final form on all changes, corrections, or enhancements to the system prior to DOM sign off of the system change. The Contractor shall be responsible for the production and distribution of all user manual updates in a timely manner and the movement of online help functions into the Production environment.

Provider Manuals

The Contractor shall prepare updates to the MES provider manuals to include the new functionality implemented with Enhancements changes to meet the requirements in this RFP. If the new functionality requires additional provider manuals, those must be developed by the Contractor as outlined in Section 7.5.1. Updates to provider manuals must be prepared in final form on all changes, corrections, or enhancements to the system prior to DOM sign off of the system change. The Contractor shall be responsible for the production and distribution of all provider manual updates in a timely manner.

System Manuals

The Contractor shall prepare updates to the MES system manuals for each business function affected by Enhancement activities. Updates to system manuals must be prepared in final form on all changes, corrections, or enhancements to the system prior to DOM sign off of the system change. The Contractor shall be responsible for the production and distribution of all system manual updates in a timely manner.

Administration Manuals

The Contractor shall prepare updates to the MES administration manuals for each business function affected by Enhancement activities. Updates to administration manuals must be prepared in final form on all changes, corrections, or enhancements to the system prior to DOM sign off of the system change. The

Contractor shall be responsible for the production and distribution of all administration manual updates in a timely manner.

Enhancements Testing

The objectives of Enhancements testing activity are to:

- Conduct system development and perform unit, business function, and system integration testing to ensure the functionality identified in the requirements function as defined; and

- Demonstrate through integrated testing that all Enhancements function as defined will not adversely impact other business functions.

The testing activity is designed to demonstrate that the new system functionality, as installed, meets DOM specifications and performs all processes correctly. All related MES business functions and modules will be tested, including the Disaster Recovery Plan and Business Continuity Plan changes as a result of the new functionality. Components of the test will require that the Contractor demonstrate readiness to perform all MES functions and contractual requirements, including manual processes. DOM will identify the schedule for test cycles and delivery of output. Testing will be conducted in a controlled and stable environment. The Contractor shall be responsible for preparing the test environment, including data, and conducting the tests.

Minimum requirements are:

- A Test Plan and schedule for each system module and business function, as well as for the integrated system; and

- Delivering Test Results as outlined in Section 7.5.1.

Training

The Contractor shall provide training, as deemed necessary by DOM, in accordance with the requirements detailed in Section 7.5.1.

Enhancements Implementation

Release Management Plan

The Contractor will provide DOM with an updated Release Management Plan, including release activities required during and after Enhancements, that outlines the major releases that are planned, including the critical activities required to ensure that proper development and testing has occurred during the Enhancement phase. The updated Release Management Plan should identify critical activities required for release implementation to ensure that all releases are conducted systematically. The updated Release Management Plan must be reviewed and approved by DOM on a quarterly basis, as described in Section 7.7.1.

Technical Architecture Management Plan

As a part of enhancements, the Contractor will provide DOM with an updated Technical Architecture Management Plan to ensure successful hardware life-cycle management, as described in Section 7.7.1. The updated Technical Architecture Management Plan must be evaluated and reviewed by DOM on an annual basis.

Final Acceptance

The Contractor shall ensure that Enhancements are ready to be implemented and DOM approvals have been obtained to move Enhancements into the production environment. This is known as Final Acceptance. The Contractor shall conduct Final Acceptance of Enhancements in accordance with the requirements in Section 7.6.1.

7.8.2.   Deliverables

The Contractor shall prepare the following deliverables in support of Enhancement activities:

- Project Work Plan;

- Updated Requirements Specification Document;

- Updated Requirements Traceability Matrix;

- Updated Disaster Recovery Plan and Business Continuity Plan;

- Updated user manuals, including all technical updates;

- Updated provider manuals;

- Test Plan;

- Test Scripts / Cases;

- Test Results;

- Training Plan and Materials;

- Updated Release Management Plan;

- Updated Technical Architecture Management Plan; and

- Final Acceptance.

7.8.3.   State Reponsibilities

DOM shall support Enhancement activities as follows:

- Provide DOM Project Manager to work with the Contractor's Project Manager throughout the duration of the Enhancements process, including participation in weekly status meetings through close of Enhancement project;

- Review, provide comments and approve all task deliverables;

- Participate in Enhancement activities to ensure the enhanced system meets all requirements set forth by DOM in this RFP and subsequent requirements gathering sessions;

- Provide DOM staff members to review and approve enhancements for Final Acceptance; and

- Provide the Final Acceptance Document within a timeframe, to be agreed upon during Contract negotiations.

7.9. Certification

The MES that is implemented as a result of this project must meet all federal standards required by CMS for certification, as described in Part 11 of the State Medicaid Manual, in 42 CFR 433, Subpart C and 45 CFR 95.611(d), as well as subsequent laws, regulations, directives, and State Medicaid Director letters. The certification process also validates that the MES and related components are operating as described in the prior approval documents, including APDs, RFPs and associated contracts submitted to CMS for the purpose of receiving FFP.

CMS issued the latest edition Medicaid Enterprise Certification Toolkit providing updated guidelines for certification on March 27, 2012. The Contractor is expected to incorporate information from this Toolkit into its methodology for MES implementation.

The Contractor shall assist in preparing for and participate in the certification of the MES, including the preparation of certification documents, generating required reports, and ensuring that all MES certification requirements are met. The Contractor shall assume all costs incurred to obtain federal certification.

DOM shall continue to discuss the scope with CMS and provide the Contractor with any updates available during Design and Development activities. Regardless of the outcome, the Contractor shall be responsible for the entire scope of certification requirements specified by CMS. The MES must perform all functions and posses all capabilities required by CMS at the time of certification.

The Contractor must maintain certification throughout the term of this contract. Payment provisions and penalties associated with failure to obtain or maintain certification are included in Appendix A – Contract Template, Article IV, Section 3. **Terms of Contract** of this RFP.

The MES must include all federally required data required at the time of certification. The MES must meet all performance requirements and standards contained or referenced in this RFP. It must also be capable of producing samples, reports, and other documentation that may be required for CMS review.

Certification activities, at a minimum, shall include:

7.9.1. Pre-Certification

Updated Project Work Plan

The Contractor shall provide an Updated Project Work Plan to address the activities necessary to prepare for and support certification. The Updated Project Work Plan should follow format and content requirements detailed in Section 7.3.1.

Online Certification Review Repository

The Contractor shall provide an Online Certification Review Repository, which shall contain materials or information that will be used to support the CMS certification review. The repository must adhere to DOM access and security guidelines.

7.9.2. CMS Review

Post-Implementation Evaluation Report

The Contractor shall provide DOM and/or CMS with a Post-Implementation Evaluation Report detailed, at a minimum, with the following:

- The current status of the MES and related components and processes;

- Lessons learned (i.e. successes, failures, outcomes) from the Implementation and Enhancement (if necessary) activities; and

- Issues, risks, and concerns with proposed resolutions.

CMS Certification Materials

The Contractor shall prepare and provide DOM with all submission materials necessary for CMS review and certification of the MES. The Contractor shall include updated CMS Medicaid Enterprise Certification Toolkit information, with information specific to the MES implemented by the Contractor, in the pre-certification review materials. The materials shall also include all reports and data necessary for preliminary letter submission to CMS as outlined in the State Medicaid Manual, Part 11241 and the CMS Medicaid Enterprise Certification Toolkit, including:

- Certification review folders with system or user documentation pertaining to the review of each MES business area;

- Materials in presentation format as requested by DOM or CMS in preparation for the review; and

- Materials that support the walkthrough of various MES components and processes by CMS and DOM.

Prior to submission to CMS, the Contractor shall provide DOM staff with an overview of the CMS Certification Materials to be submitted, the procedures, system operations and other information necessary for DOM staff to make the appropriate presentation at the time of the certification review.

The Contractor shall participate in and provide support through CMS certification review meetings, onsite reviews and walkthroughs, or teleconference calls as requested by DOM in preparation of, throughout, and after the CMS certification review. If required by the CMS certification team, the Contractor shall provide a walkthrough of all MES components.

Corrective Action Plan (as deemed necessary by DOM and/or CMS)

The Contractor shall develop CAPs in response to CMS certification review results, including an approach and schedule for addressing certification review findings reported by CMS. The Contractor shall propose a reasonable timeline in which to complete the CAP and shall document all corrective actions taken as a part of the CAP to be discussed with DOM on a basis to be determined by DOM.

7.9.3. Deliverables

The Contractor shall prepare the following deliverables in support of Certification activities:

- Updated Project Work Plan;

- Online Certification Review Repository;

- Post-Implementation Evaluation Report;

- CMS Certification Review Materials; and

- CAPs (as deemed necessary).

7.9.4. State Responsibilities

DOM shall support Certification activities as follows:

- Direct the MES certification process and act as the primary contact with CMS during the certification process;

- Meet with CMS to obtain an understanding of its approach to certification of the Mississippi MES;

- Prepare the MES certification letters to CMS;

- Review, provide comments and approve all task deliverables;

- Notify the Contractor of CMS certification findings; and

- Monitor any necessary CAPs that are submitted as a result of adverse findings.

7.10. Turnover

7.10.1. Scope

The continuing provision of Fiscal Agent services requires that there be no disruption of services during a turnover from the Contractor to DOM or its appointed agent, if any, at the expiration of the initial or renewal term, or at the termination of the Contract. Regardless of whether DOM owns or licenses particular components of the system, it must have access to and oversight of all systems and records procured as a part of the MES procurement to ensure its ability to determine and enforce compliance with the requirements of this RFP. Accordingly, the Contractor shall cooperate fully in providing for an orderly and controlled transition to DOM or its appointed agent and will minimize any disruption in the services to be performed under this Contract.

Notwithstanding any other provision in this Contract, the Contractor shall continue providing Contract services until DOM determines that DOM or its appointed agent is prepared to fully assume the Contractor's duties and obligations under this contract. All the terms and conditions of the contract shall apply during this period unless otherwise directed in writing by DOM. In order to assure adequate level of resources, the Contractor must dedicate special additional resources for Turnover activities.

The goal of the Turnover process is to identify, provide, and, in some cases document, all the processes, tools and software required so that the MES and its related services can be operated by DOM or its appointed agent. The support activities and documentation defined in this subsection are to ensure that the complete system may be run by an entity other than the Contractor. The Turnover activities and activities completed by the Contractor shall take place well in advance of the end of the contract and provide DOM with multiple documents and training to allow either DOM personnel, or an agent appointed by DOM, to independently operate the MES and its related components. For planning purposes, the Contractor will be notified eighteen (18) months prior to the turnover to DOM or its appointed agent. All deliverables produced for Turnover must be approved and accepted by DOM prior to final payment. At a minimum, Turnover activities include:

Pre-Turnover

Turnover Plan

Upon DOM's request, or no later than 180 days prior to the identified turnover date, the Contractor shall provide a Turnover Plan to the State. The plan shall include:

- The Offeror's proposed approach to turnover;

- Turnover schedule;

- A current configuration of the MES system;

- MES software, files and operations documentation; and

- An approach to providing Post-Turnover Services at no extra charge.

MES and Related Services System Requirements Statement

Upon DOM's request, or no later than 180 days prior to the identified turnover date, the Contractor shall furnish to DOM, at no extra charge, a MES and Related Service System Requirements Statement outlining the resources that would be required by DOM or its appointed agent to fully take over the system, technical, and business functions of the MES and related services outlined in the contract(s).

The MES and Related Services System Requirements Statement must include an estimate of the number, type, and salary of personnel required to operate the equipment and perform the other functions of the MES and related services. The statement shall be separated by personnel activity category, including, at a minimum, the following:

- Data processing staff;

- Computer operators;

- System analysts;

- System programmers;

- Programmer analysts;

- Data entry operators;

- Administrative staff;

- Clerks;

- Managers; and

- Professional and clinical personnel (e.g., nurses, MDs, pharmacists, etc.).

The MES and Related Services System Requirements Statement shall include all facilities and any other resources required to operate the MES and related services, including:

- Data processing equipment;

- System and special software;

- Other equipment;

- Telecommunications networks;

- Office space; and

- Other resources.

The MES and Related Services System Requirements Statement of resources shall be based on the Contractor's experience in the operation of the MES and related services and shall include actual resources devoted to the operation of the system.

Training

As requested by DOM, but approximately five (5) months prior to the end of the contract or any extension thereof, the Contractor shall begin training the DOM staff or the staff of its designated agent in the operation of the MES. Such training must be completed at least three (3) months prior to the end of the contract or any extension thereof. Such training shall include:

- Claims processing data entry;

- PBM operations;

- DW/DSS operations;

- Computer operations, including cycle monitoring procedures;

- Controls and balancing procedures;

- Exception claims processing; and

- Other manual procedures.

Post-Turnover

Provide Turnover Services

At the request of DOM, but approximately on the scheduled turnover date, the Contractor must transfer all source program code listings to DOM. The Contractor must transfer to DOM or its appointed agent, as needed, all source program code listings and a copy of the MES and related services, including:

- All necessary data and reference files on electronic media;

- All production computer programs on electronic media;

- Job scripts on electronic media;

- Data entry software;

- All other documentation, including user, provider, and operation manuals needed to operate and maintain the system on portable media using DOM approved software;

- Procedures for updating computer programs, job scripts, and other documentation;

- All archived job script output to include, at a minimum, job control statements executed, condition codes, system messages, start and stop dates and times, CPU time used, clock time used, and final file dispositions for each job step on electronic media, in a format specified by DOM;

- All operations logs, process summaries, and balancing documents completed during the contract, in a medium and format specified by DOM at transition;

- All job scheduling software and reports used by operations;

- Hardware configuration diagram showing the relationship between all data processing and communication equipment necessary to operate the MES and related services, including local area networks, support networks, control units, remote job entry devices, storage devices, printers, control units, and data entry devices; and

- All system macros (such as shell scripting and skeletal job scripts) used for job scheduling, data entry or system modification functions.

As requested, but approximately four (4) months prior to the end of the contract or any extension thereof, the Contractor must provide updates to replacements for all data and reference files, computer programs, job scripts, and all other documentation as will be required by DOM or its appointed agent to run acceptance tests.

The Contractor agrees that DOM can purchase, lease, or rent the core/package solution upon end/ termination of contract for use by the successor Fiscal Agent. At the option of DOM, the Contractor shall arrange for the removal of hardware and software for the MES and related services, or the transfer of leases of equipment and software.

Turnover Results Report

Following turnover of operations, the Contractor shall provide DOM with a Turnover Results Report that details the completion and results of each step of the Turnover Plan. The Turnover Results report shall also certify that the Contractor shall be responsible, and must correct at no cost, any malfunctions that were determined to have existed in the system prior to turnover or which were caused by a lack of support at turnover, as may be determined by DOM.

7.10.2. Deliverables

The Contractor shall prepare the following deliverables in support of Turnover activities:

- Turnover Plan;

- MES and Related Service System Requirements Statement; and

- Turnover Results Report.

7.10.3. State Responsibilities

DOM shall support Turnover activities as follows:

- Review and approve a Turnover Plan to facilitate transfer of the operational responsibilities to DOM or its appointed agent;

- Request turnover services to be initiated by the Contractor;

- Make DOM staff or designated DOM contracted staff available to be trained in the operation of the MES and related services;

- Review and approve a Turnover Results Report that documents the completion of each step of the Turnover Plan; and

- Identify the need for the Contractor to correct any malfunctions, if required.

7.11.   Requirements

DOM has defined a number of requirements for this procurement. The Offeror should use its expertise in MMIS, DW/DSS, PBM/POS and Fiscal Agent services to ensure that any additional requirements required for the implementation and operation of the MES beyond those stated by DOM are included and considered in all aspects of its proposal.

Although requirements have been defined, DOM's philosophy is to work with the Contractor to reevaluate these requirements and take advantage of the efficiencies that a new solution may introduce related to work practices. DOM may consider making appropriate changes to current work flows, and if appropriate, change policy to allow use of work practices more closely aligned with the Offeror's base solution, only if true efficiencies can be realized by DOM.

7.11.1.   General/Detailed System Design

The Offeror must propose a high level system design, which will be refined during contract negotiations.

7.11.2.   Conversion

The Offeror must propose and develop a plan to convert DOM data necessary to operate the new MES that will include an approach to: 1) testing conversion programs; 2) providing results to the State for review and approval; and 3) conducting the preliminary file conversions.

7.11.3.   Functional Requirements

Offerors should complete Columns A-E in Appendix M attached hereto using the following information for each column as part of its technical proposal.

Table 7-1: Functional Requirements Instructions

COLUMN	DESCRIPTION	VALUE
A	Agree to meet the requirement as stated	Yes or No
B	Existing capability ("Out of the Box")	Yes or No
C	Requirement will be met with system configuration (SC) or COTS solution (Required entry for any Requirement with a "No" in Column B)	SC or COTS
D	Requirement will be met with system modification (SM) or Custom Development (CD) (Required entry for any Requirement with a "No" in Column B and no response in Column C)	SM or CD

E	Reference to Proposal Section for proposed solution	Proposal Reference

NOTE: The proposal description referenced by Column E should have a description of how the requirement will be met. Commercial-off-the-Shelf (COTS) solutions should address the description of the product and the implementation process; system modifications should explain the type of modification (i.e., change rules engine or modification/addition to system code). The reference number in the table attached hereto as Appendix M will be used to track the requirement throughout the project. System Requirements are grouped for convenience only. Requirements may apply to more than one module or group.

Program Management

Program Management includes strategic planning, policymaking, monitoring, and oversight activities. These activities rely on timely and accurate data and the use of analytical tools to facilitate managing the Mississippi Medicaid Program and to achieve DOM's goals including improving customer satisfaction, improving quality and health outcomes, and meeting budget objectives.

More detailed requirements are described in Appendix M attached hereto.

Member Management

Member Management includes creating, accepting, and maintaining an accurate, current, and historical record of eligibility and demographic information on individuals eligible for DOM services. This function is required to support eligibility verification, ID card production, claims and premium processing, cost avoidance (including TPL), SSI benefit payment production, and management reporting functions.

More detailed requirements are described in Appendix M attached hereto.

Operations Management

The Operations Management area includes the operations to support payment of providers, managed care organizations, and other agencies. Common business processes include validating requests for payment, determining payable amounts, responding to payment schedules, and identifying and pursuing recoveries.

More detailed requirements are described in Appendix M attached hereto.

Care Management

Care Management focuses on the health needs of the individual including the plan of treatment, targeted outcomes, and the individual's health status. Care Management involves the need to collect necessary health care data to manage the health outcomes of members and to provide a care management module, a case tracking tool to properly manage and track member cases.

More detailed requirements are described in Appendix M attached hereto.

Program Integrity

Program Integrity functions ensure that payments are made for appropriate services to eligible recipients. This requires a flexible automated fraud and abuse-profiling system for ongoing monitoring of provider and member claims to detect patterns of potential fraud, abuse, and excessive billing.

More detailed requirements are described in Appendix M attached hereto.

Provider Management

Provider Management functions includes maintaining details about the provider in a master file that interacts with other components within the MES to adequately process and pay claims for services to eligible members. Types of information such as details about the provider captured during the application process, licenses, specialties, provider specific rate information, provider sanctions and/or limitations and other updates to information maintained in the provider file.

More detailed requirements are described in Appendix M attached hereto.

MES Business Services

MES Business Services include the functions necessary to act as DOM's Fiscal Agent. Fiscal Agent core business services include managing the business rules engine, providing workflow management and an electronic document management application, performing desktop publishing, generating letters, and providing computer-based training.

More detailed requirements are described in Appendix M attached hereto.

Customer Relations Management System

Customer Relations Management System functions include an operating call center, an AVRS, fax back capability, and the implementation and operation of a public web portal that providers and members are granted secure access.

More detailed requirements are described in Appendix M attached hereto.

7.11.4. Operational Requirements

Offerors should complete each blank column in Appendix N attached hereto using the following information for each column as part of its technical proposal.

Table 7-2: Operational Requirements Instructions

COLUMN	DESCRIPTION	VALUE
Agree to Meet as stated	Contractor agrees to meet the requirement as stated	✓ or (NULL)
Alternate Process Proposed	Contractor proposes an alternate process to meet the requirement	✓ or (NULL)

Proposal Reference	Reference to Proposal Section for proposed solution	Proposal Reference

NOTE: All Operational Requirements with a proposed alternative process must have reference to a thorough explanation of the alternate process. The Reference number in the table attached hereto as Appendix N will be used to track the requirement throughout the project. Requirements are grouped for convenience only and may apply to multiple groups.

Contract Management

Contract Management includes operational tracking and reporting to ensure compliance, being available to DOM staff during normal operating hours, and ensuring that all business operations, outlined in this RFP and Appendices, are carried out to the extent of the contract.

Detailed requirements are described in Appendix N attached hereto.

Documentation Management

Documentation Management encompasses providing and maintaining all documentation that pertains to the MES. This includes providing DOM will all MES documents - down to the modular level, ensuring the proper documentation standards are met in accordance with DOM policy, providing quarterly updates to the documentation if needed, and providing provider-facing documentation, such as user manuals and training materials.

Detailed requirements are described in Appendix N attached hereto.

Program Management

Program Management operations will provide DOM with business operations that are seamless and integrated. This includes providing DOM with a Business Continuity Plan that identifies the items involved in core business processes, personnel planning for programmatic operations staff, disaster recovery planning, appropriate privacy and security implementation, all federal and financial reporting and broad oversight of the MES.

Detailed requirements are described in Appendix N attached hereto.

Member Management

Member Management involves implementing operational processes that effectively manage MS Medicaid members. This includes providing identification information to an applicant using DOM policies, monitoring work to identify areas of improvement, providing monthly statistics on members and activities, enrolling members using information determined by DOM policy, and overseeing the member management program to detect fraud or abuse.

Detailed requirements are described in Appendix N attached hereto.

Operations Management

Operations Management is performing the actual operations necessary to run the programs managed by the MES. This includes claims receipt and adjudication, managing pharmacy point of sale and pharmacy benefits claims, operating and managing all reference data, coordinating TPL claims, and issuing payments.

Detailed requirements are described in Appendix N attached hereto.

Care Management

Care Management operations involve providing a care management module that has the capability to streamline workflow, enable automated processing and forward work items to designated work queues for processing on a specified date.

Detailed requirements are described in Appendix N attached hereto.

Program Integrity

Program Integrity encompasses the operations necessary to maintain the program to the standards set forth by DOM and CMS. Specific actions include providing fraud and abuse detection modules, supporting fraud and abuse investigations, providing DOM with reports on program integrity activities, and securing the integrity of all components of the MES program,

Detailed requirements are described in Appendix N attached hereto.

Provider Management

Provider Management provides customer service functions to MS Medicaid-enrolled providers. Operational requirements include providing customer service staff to maintain contact with providers, enrolling providers in the MS Medicaid program, providing DOM with statistical reports on provider enrollment, hosting a provider-facing Web portal, and assisting providers with financial management information.

Detailed requirements are described in Appendix N attached hereto.

Coordinated Care Organization Program Services

Coordinated Care Organization Program Services involves implementing operational processes that effectively support services for the administration of managed care members. This includes notification of CCO enrollment, customer support services, processing and adjudicating CCO encounter data, processing and remittance of capitated and administrative payments to CCOs, program reporting, and operating interfaces related to CCO activities.

Detailed requirements are described in Appendix N attached hereto.

7.11.5.   Technical Requirements

Offerors should complete each blank column in Appendix O attached hereto using the following information for each column as part of its technical proposal.

Table 7-3: Technical Requirements Instructions

COLUMN	DESCRIPTION	VALUE
Agree to Meet as stated	Contractor agrees to meet the requirement as stated	✓ or (NULL)
Alternate Process Proposed	Contractor proposes an alternate process to meet the requirement	✓ or (NULL)
Proposal Reference	Reference to Proposal Section for proposed solution	Proposal Reference

<u>NOTE</u>: All Technical Requirements with a proposed alternative process must have reference to a thorough explanation of the alternate process. The Reference number in the table below attached hereto as Appendix O will be used to track the requirement throughout the project. Requirements are grouped for convenience only and may apply to multiple groups.

Access Requirements

Access Requirements provide the requested technical capabilities for role-based system security and access and DOM expectations of access capabilities.

Detailed requirements are described in Appendix O attached hereto.

Web Functions

Web Functions outline the DOM-specified functionality of the Web-based components of the MES. This includes specific requirements components that must be included in the Web-based components and link specifications.

Detailed requirements are described in Appendix O attached hereto.

Adaptation and Extensibility

Adaptation and Extensibility details the requirements around the MES's technical capabilities to adapt to changing standards.

Detailed requirements are described in Appendix O attached hereto.

Business Process Services

Business Process Services describe system specifications for the following components: imaging and document management, workflow management, rules management, and process management.

Detailed requirements are described in Appendix O attached hereto.

Interactive Voice Response Services

IVRS is a requirement outlined in this RFP as necessary to facilitate operations of the MES. IVRS technical capabilities encompass specific capabilities requested, preferred languages, and messaging requirements.

Detailed requirements are described in Appendix O attached hereto.

Contractor Performance Expectations

Contractor Performance Expectations outline the DOM-specific expectations for system availability and performance, including metrics.

Detailed requirements are described in Appendix O attached hereto.

Contractor Responsibilities

Contractor Responsibilities discuss the responsibilities of the Contractor to deliver certain items, including providing a security plan, adequate technical security measures, a project management plan, a business continuity plan, and technical environments.

Detailed requirements are described in Appendix O attached hereto.

Data Management and Sharing

Data Management and Sharing describes the technical requirements, specified by DOM, to ensure that data is managed according to privacy and security standards but maintains the ability to be shared. This includes detailed standards, transactions, a data dictionary, data conversion, a data conversion plan, and interfaces.

Detailed requirements are described in Appendix O attached hereto.

Interoperability

Interoperability ensures the seamless transfer of data, while maintaining proper privacy and security measures.

Detailed requirements are described in Appendix O attached hereto.

8. EVALUATION PROCESS

8.1. Evaluation Approach

DOM will conduct a comprehensive, fair and impartial evaluation of proposals in response to this RFP. DOM will select the Contractor through a formal evaluation process established prior to the opening and evaluation of proposals. The process will remain fixed throughout the procurement cycle.

Consideration will be given to capabilities and advantages which are clearly described in each proposal, confirmed by oral presentations, interviews, or site visits, and verified by information from reference sources contacted by DOM. DOM reserves the right to contact individuals, entities or organizations who have had recent contracts or relationships with the firm or staff proposed for this effort, to verify that the Offeror has successfully performed their contractual obligations in other similar efforts.

Evaluation of eligible proposals will be conducted in five phases:

- Phase One – Procurement Officer Review;

- Phase Two – Technical Proposal Evaluation;

- Phase Three – Oral Presentations/Site Visits;

- Phase Four – Business Proposal Evaluation; and

- Phase Five - Award Decision by Executive Director.

There are a total of one thousand (1000) points that can be awarded for each proposal. Seven hundred (700) points may be awarded for the Technical Proposal and (300) for the Business Proposal. Table 8-1 details the point distributions for the Technical and Business Proposals.

Table 8-1: Point Distributions for Technical and Business Proposals

PROPOSAL CATEGORY	POINTS
Total Technical Proposal	**700**
Executive Summary	Pass/Fail
Corporate Background and Experience	20
Project Initiation, including Organization and Staffing	100
Project Management and Control	50
Methodology	
Approach to Design and Development	40
Approach to Implementation	40
Approach to Maintenance, Operations and Enhancements	40
Approach to Certification	40

PROPOSAL CATEGORY	POINTS
Approach to Turnover	Pass/Fail
Response to Functional, Operational, and Technical Requirements	350
Work Plan and Schedule	20
Oral Presentations/Site Visits	Reevaluation
Total Business Proposal	**300**
TOTAL	**1000**

The estimated procurement schedule is shown in Table 1-1.

8.2. Evaluation Committee

DOM will select an Evaluation Committee that will evaluate the Technical and Business proposals at their respective stage and make a final recommendation to the Executive Director prior to the Award Decision. The Evaluation Committee will provide a final score for the Technical and Business Proposals, resolve compliance issues, and prepare a final report, recommending an Offeror for selection to the Executive Director.

The Evaluation Committee will be comprised of DOM staff with various levels of expertise in programs, procurements and information systems. DOM reserves the right to designate other appropriate experts to assist in the process or to alter the composition of the Evaluation Committee, as deemed necessary.

8.3. Written Clarifications

DOM reserves the right to request additional information or clarification of an Offeror's proposal to assist the Evaluation Committee in evaluating the Offeror's overall response. The Offeror's cooperation during the evaluation process in providing DOM staff with adequate responses to requests for clarification will be considered as a factor in the evaluation of Offeror's proposals. Lack of such cooperation or failure to provide the information in the manner required may, at the State's discretion, result in scoring penalties and/or the disqualification of the Offeror's proposal.

8.4. Evaluation of Proposals

DOM reserves the right to reject any or all of the proposals received, or to cancel this RFP, if it is determined to be in the best interest of DOM. DOM reserves the right to request clarifications or enter into discussions with an Offeror. DOM also reserves the right to waive minor irregularities in proposals, providing that such action is deemed to be in the best interest of DOM. Where DOM may waive minor irregularities, as determined by the Procurement Officer or Evaluation Committee, such waiver shall in no way modify RFP requirements or excuse the Offeror from full compliance with RFP specifications and other Contract requirements if the Offeror is awarded the Contract.

All proposals submitted will become property of DOM and will be considered a matter of public record after Contract negotiations are complete.

8.4.1. Phase One - Procurement Officer Review

In this phase, the Procurement Officer assesses each proposal to determine if each proposal is sufficiently responsive. The Procurement Officer will verify that Offeror proposals were received by the specified date and time. Proposals received in a timely and appropriate manner will be opened and reviewed by the Procurement Officer. Each proposal will be evaluated to determine if it is complete and whether it responds to the mandatory terms and conditions in the RFP. A responsive proposal shall comply with all instructions listed in this RFP, specifically in Section 4.4 - Rules of Procurement, Section 5 - Technical Proposal Requirements, and Section 6 - Business Proposal Requirements. If the proposal is found to be deficient in responding to an item or items from the Mandatory Requirements checklist, DOM reserves the right to request that the Offeror provide the Procurement Officer with missing item(s) within three (3) business days from the written request.

Each proposal that is incomplete will be declared non-responsive and may be rejected with no further evaluation.

The Procurement Officer will determine if an incomplete proposal is sufficiently responsive to continue to Phase Two.

8.4.2. Phase Two - Technical Proposal Evaluation

Only those proposals that meet the requirements in Phase One will be considered in Phase Two.

DOM reserves the right to waive minor variances or reject any or all proposals.

The Evaluation Committee will review each Technical Proposal to determine if it sufficiently addresses all of the requirements of this RFP and that the Offeror has developed a specific approach to meeting each requirement. High-level descriptions of each domain and what will be evaluated are described in this section. These descriptions provide Offerors guidance to prepare proposals, however they are not all-inclusive of evaluation criteria or factors to be considered by the Evaluation Committee in assigning scoring for each area.

Any Technical Proposal that is incomplete or has significant inconsistencies or inaccuracies may be rejected.

Executive Summary (Pass/Fail)

The Evaluation Committee will assess the Executive Summary to determine if it provides all information required in this RFP in Section 5 - Technical Requirements.

Corporate Background and Experience (20 Points)

The Evaluation Committee will assess the Corporate Background and Experience, including performance on similar Contracts, resources, and qualifications of the Offeror to provide the services required by this RFP. Areas of the proposal that will be considered include Offeror experience in all activities described

in this RFP in Section 5.4 – Corporate Background and Experience. Client references and information received through other sources may also be reviewed.

Project Initiation, including Organization and Staffing (100 Points)

The Evaluation Committee will assess this section of the Offeror's proposal to assess whether the proposed work plan, organizational structure and staffing levels appear sufficient to accomplish the requirements of this RFP.   Resumes of key and management personnel will be evaluated. Client references will be required and evaluated. The Evaluation Committee will consider the experience of key staff with MES replacements as required in this RFP in Section 5.4 – Project Initiation.

Project Management and Control (50 Points)

The Evaluation Committee will assess this section of the Offeror's proposal to assess whether the proposed project management and control plan appears to be sufficient to accomplish the requirements of this RFP. The Evaluation Committee will consider the approach, methodology and staffing to perform the activities identified in this RFP in Section 5.6 - Project Management and Control.

Methodology (160 points)

The Evaluation Committee will evaluate the approach and process offered to provide services as required by this RFP. The Evaluation Committee will assess the following as part of the proposed Methodology:

- Approach to Design and Development (40 points) – Evaluators will consider the approach to design and development functions as defined in the RFP in Section 7.4 – Design and Section 7.5 – Development.

- Approach to Implementation (40 points) – Evaluators will consider the approach to implementation and post-implementation functions as defined in the RFP in Section 7.6 – Implementation.

- Approach to Maintenance, Operations and Enhancements (40 points) – Evaluators will consider the approach to ongoing maintenance, operations and required enhancements of the MMIS and related functions as defined in the RFP in Section 7.7 – Maintenance and Operations and Section 7.8 - Enhancements. Evaluators will consider Offeror responses to the checklists for meeting all federal and state requirements for ongoing operations.

- Approach to Certification (40 points) – Evaluators will consider the approach, work plan and staffing to perform the activities identified in the RFP in Section 7.9 – Certification.

- Approach to Turnover (Pass/Fail) – Evaluators will consider the approach, work plan and staffing to perform the activities identified in the RFP in Section 7.10 – Turnover.

Response to Functional, Operational, and Technical Requirements (350 Points)

Utilizing the completed Functional, Operational, and Technical requirements worksheets from Appendices M, N, and O, the Evaluation Committee will review the Offeror's responses to DOM's requirements and the extent to which its requirements can be met by the proposed solution.   The

Evaluation Committee will score each Offeror's response with higher scores given to solutions that can meet DOM's requirements with no modifications required or minimal configuration.

Work Plan and Schedule (20 Points)

The Evaluation Committee will review the work plan and schedule to determine if all tasks are included and if, for each task, a timeline and an identification of DOM staff and Offeror staff responsible for the task's accomplishment are indicated. The work plan must provide a logical sequence of tasks and a sufficient amount of time for their accomplishment.

8.4.3. Phase Three – Oral Presentations/Site Visits (Reevaluation)

Oral Presentations by the Offeror will be given to the Evaluation Committee as a part of the Technical Proposal evaluation. The purpose of the Oral Presentation is to provide an opportunity for the Offeror to present its proposal and credentials of proposed staff and to respond to any questions from DOM. The original proposal cannot be supplemented, changed, or corrected either in writing or orally. Technical Proposal Evaluations may be adjusted based on information gathered during the Oral Presentations, if held.

Oral Presentations will occur at a State office location in Jackson, Mississippi. The determination of participants will be based upon Offeror's scoring at least 70% on the Technical Proposal. In the event that this threshold is prohibitively exclusive, DOM may choose to revise and uniformly apply modified threshold criteria for selecting participants to ensure a competitive bid process. Furthermore, location, order, and schedule for Oral Presentations are at the sole discretion of DOM and will be provided during the evaluation process. Oral Presentations will include slides, graphics, and other media selected by the Offeror to illustrate the Offeror's proposal.

Oral Presentations are tentatively scheduled from May 20 – June 3, 2014. The Offeror's Oral Presentation team shall include, at a minimum, the proposed Project Manager, and other key management staff identified in the proposal. For the Oral Presentations, Offerors will be provided a script detailing the Evaluation Committee's expectations of the vendor demonstrations as well as specific questions the Evaluation Committee would like answered from each Offeror. DOM reserves the right to limit the number of participants in the Offeror's Oral Presentation. Questions and answers will be recorded and transcribed. DOM reserves the right to limit the time period for the Oral Presentation.

At the Evaluation Committee's discretion, Offerors may also be asked to identify an organization and provide a point of contact who will be responsible for facilitating a site visit to an Offeror's existing MES and Fiscal Agent worksite. For the site visit, Offerors will be asked to select a state in which it is currently operating as the fiscal agent that supports SOA and the CMS Seven Standards and Conditions and the solution is CMS certified or is pending CMS certification. Site visits will provide an opportunity for the Offeror to identify an entity that can demonstrate the proposed solution. Offerors will not be allowed to be onsite or participate in their referenced site visit. The Offeror may work with the proposed state to create an agenda; however, the client state's representative will be responsible for facilitating a tour of Fiscal Agent operations and responding to questions posed by the DOM Evaluation Committee.

At the conclusion of Phase Three of the evaluation, the Evaluation Committee may revise their previous scoring from Phase Two at its discretion. Any Offeror that does not meet the site visit threshold will have their Business Proposals returned, sealed and unopened.

8.4.4.   Phase Four - Business Proposal Evaluation

Only those proposals that satisfactorily passed the requirements for Phases Two and Three will be considered for Phase Four. Any bid price determined by DOM to be unrealistically or unreasonably low may be considered unacceptable, as such a proposal has a high probability of not being accomplished for the cost proposed. The Offeror may be required to produce additional documentation to authenticate the proposal price.

Three hundred (300) points will be awarded to the responsive Business Proposal with the lowest total price as stated as on Pricing Schedule A as the Total. Business Proposal scores will then be normalized to one another, based on the lowest cost proposal evaluated. The normalization formula follows:

$$\frac{X}{Y} * 300 = Z$$

X = Lowest Bid Price
Y = Offeror's Bid Price
Z = Total Assigned Points

8.4.5.   Phase Five - Selection

The Evaluation Committee will combine the scores of each Offeror's Technical and Business Proposal for each proposal that met the mandatory requirements to pass Phases One, Two, Three and Four. After the Evaluation Committee has completed the evaluation of the proposals, a summary report including all evaluations will be submitted to the Procurement Officer to make a recommendation to the Executive Director of DOM. The Executive Director will make the final decision regarding the winning proposal.

The Procurement Officer will notify the apparent Contractor and all other Offerors in writing of the selection decision.

8.5.   Contract Approvals

DOM will require that the selected Offeror participate in contract negotiations regarding the terms and conditions of the Contract. Upon resolution of the final negotiations, DOM will prepare a final Contract. If for any reason DOM and the apparent Contractor are unable to reach agreement of the terms and conditions of a Contract, DOM may then proceed to negotiate a Contract with the Offeror with the next highest rated proposal. DOM may cancel negotiations entirely at any time at the exclusive discretion of DOM.

In order to secure maximum FFP and State matching funds, the Contract Award is contingent upon both federal and State of Mississippi reviews and approvals. Every effort will be made by DOM, both before and after selection, to facilitate rapid approval. DOM will obtain all required state and federal approvals prior to the start of work by the Contractor.

9.   CONTRACT TERMS AND CONDITIONS

9.1.   General

A contract template, stating the Contract Terms and Conditions for this procurement, is provided as an Appendix to this RFP (see Appendix A – Contract Template). The Contract between the State of Mississippi and the Contractor shall consist of the following, in order of priority: 1) the Contract, without the Contract's incorporated material; 2) the RFP Bidder's Questions and Answers; 3) the RFP and any amendments thereto; 4) the Best and Final Offer (if applicable); and 5) the Contractor's proposal submitted in response to this RFP. In the event of a conflict in language among the five documents referenced above, the provisions and requirements set forth and/or referenced in the Contract and its amendments shall govern. In the event that an issue is addressed in one document that is not addressed in another document, no conflict in language shall be deemed to occur.

However, DOM reserves the right to clarify any Contractual relationship in writing, and such written clarification shall govern in case of conflict or ambiguity with the applicable requirements stated in this RFP or the Contractor's proposal. In all other matters not affected by the written clarification, if any, this RFP and its amendments shall govern.

DOM reserves the right to amend the RFP at any time. All amendments will be posted to the DOM website at http://www.medicaid.ms.gov. After December 3, 2013, Offerors submitting proposals will be notified when amendments are released.

Offerors shall acknowledge receipt of any amendment to the solicitation by signing the form provided with the amendment, and identifying the amendment number and date in the Offeror's Transmittal Letter. The acknowledgement must be received by DOM by the time and at the place specified for receipt of bids.

The Contract shall be governed by the applicable provisions of the Personal Service Contract Review Board Regulations, a copy of which is available for inspection at 210 East Capitol Street, Suite 800, Jackson, Mississippi or at www.mspb.ms.gov.

The Contractor represents by submitting a proposal that it has not retained a person to solicit or secure a State Contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee except as disclosed in the Contractor's bid or proposal.

The Contractor certifies, to the best of its knowledge and belief, that no federal appropriated funds have been paid or will be paid, by or on behalf of the Contractor to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, or an employee of a member of Congress in connection with the awarding of any federal Contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal Contract, grant, loan, or cooperative agreement.

If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, member of Congress, an officer or employee of Congress or an employee of a member of Congress in connection with this federal Contract, grant, loan, or cooperative agreement, the Contractor shall complete and submit "Disclosure Form to Report Lobbying," in accordance with its instructions.

The Contractor shall abide by lobbying laws of the State of Mississippi.

The receipt or solicitation of bribes, gratuities, and kickbacks is strictly prohibited.

The Contractor represents that it has not violated, is not violating, and promises that it will not violate the prohibitions against gratuities set forth in Section 6-204 (Gratuities) of the Mississippi Personal Service Contract Review Board Rules and Regulations.

No modification or change of any provision in the Contract shall be made, or construed to have been made, unless such modification or change is mutually agreed upon in writing by the Contractor and DOM. The agreed upon modification or change will be incorporated as a written Contract amendment and processed through DOM for approval prior to the effective date of such modification or change. In some instances, it may be required that the Contract amendment be approved by CMS before the change becomes effective.

The only representatives authorized to modify the Contract on behalf of DOM and the Contractor are shown below:

        Contractor: Person(s) designated by the Contractor
        Division of Medicaid: Executive Director

9.2. Bid and Protest Bonds

9.2.1. Bid Bond

Each Offeror shall submit a Bid Proposal Bond as outlined in Section 6.5.1 – Proposal Security. The submitted Bid Proposal Security shall guarantee the availability of the services as described throughout the Bid Proposal. Photocopies of the Proposal Bid bond are to be inserted in all copies of the Business Proposal submitted by the Offeror. If the Offeror elects to use a bond, a surety license to do business in Mississippi must issue the bond in a form acceptable to DOM. The Bid Proposal Security shall be forfeited if the Offeror chosen to receive the contract withdraws its Bid Proposal after DOM issues a Notice of Intent to Award, does not honor the terms offered in its Bid Proposal, or does not negotiate contract terms in good faith. The Bid Proposal Security should remain in force and in DOM's possession until the term period for Proposals expires (210 days). Upon execution and appropriate approval of the contract, the Bid Proposal securities will be returned to unsuccessful Offerors. In the event that all Proposals are rejected or this RFP is cancelled, Bid Proposal Securities will be returned to the Offerors.

9.2.2.   Protest Bond

Protests must be accompanied by a $5,000,000 Protest Bond as described in Section 4.9 – Protest Policy and Procedures.

9.3.   Warranty

Each Offeror shall agree to the Warranty stipulations, as described in the Contact Template (Appendix A). Any exceptions taken to the Warranties shall be noted in the Technical Proposal Exception Form, but are subject to DOM Proposal Exception policies, as described in Section 5.1.1.