



GOVERNMENT OF PUERTO RICO

Department of Health
Medicaid Program

Puerto Rico Medicaid Program
Medicaid Eligibility and Enrollment System
Request for Information
Attachment A: RFI Response Template

September 29, 2023

THIS IS A REQUEST FOR INFORMATION (RFI) ONLY THIS IS NOT A FORMAL BID SOLICITATION.

NO AWARD WILL RESULT FROM THIS RFI.

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3. Requested Information

Please provide responses in the below template, deleting the <response> notation, and including your narrative in the space provided

| | |
|-------------------------------------|--|
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| Respondent Contact Person | |
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3.1. History of Medicaid Eligibility and Enrollment (E&E) Systems –

- a. List the Respondent’s current or previous contracts that showcase experience implementing or operating Medicaid E&E system(s) in states or territories, with particular emphasis on those of similar size to Puerto Rico.

Please provide the name of the state or territory in which the Respondent holds a contract, and the start and end dates for each contract described.

Additionally, please note if any of the listed contracts involve a Curam system, and if the E&E system has been certified through the Centers for Medicare & Medicaid Services (CMS) certification process.

| Active Contract Name | State or Territory | Start Date | End Date | Curam System (Y/N) | CMS Certified System (Y/N) |
|--|--------------------|------------|----------|--------------------|----------------------------|
| LA MEDS | Louisiana | 01/2016 | Ongoing | N | Y |
| DHS Information Support Services (ISS) Project | Arkansas | 09/2017 | Ongoing | N | Y |
| Arkansas Integrated Eligibility System (ARIES) | Arkansas | 03/2019 | Ongoing | Y | Y |
| IEDSS | Indiana | 07/2023 | Ongoing | N | Y |
| ACES | Maine | 10/2021 | Ongoing | N | Y |
| WY WES | Wyoming | 7/2016 | Ongoing | N | Y |
| COMPASS | Pennsylvania | 7/2022 | Ongoing | N | Y |
| TEDS | Tennessee | 10/2016 | Ongoing | N | Y |
| Texas Integrated Eligibility Redesign System (TIERS) | Texas | 07/2018 | Ongoing | N | Y |

| Active Contract Name | State or Territory | Start Date | End Date | Curam System (Y/N) | CMS Certified System (Y/N) |
|---|--------------------|--------------------|----------|--------------------|----------------------------|
| IES | Illinois | 10/2023 | Ongoing | N | Y |
| Wisconsin CARES – Integrated Eligibility and Case Management System | Wisconsin | 01/1994 | Ongoing | N | Y |
| RI Bridges | Rhode Island | 7/2021 | Ongoing | N | Y |
| State of Florida – ACCESS | Florida | 04/2006 | Ongoing | N | Y |
| CHIMES EA | Montana | 07/2012 | Ongoing | N | Y |
| New HEIGHTS | New Hampshire | 01/1995 | Ongoing | N | Y |
| Colorado Benefits Management System (CBMS) | Colorado | 01/2009 | Ongoing | N | Y |
| ImpaCT AHCT | Connecticut | 01/2013 01/2012 | Ongoing | N | Y |
| DE ASSIST | Delaware | 09/2017 | Ongoing | N | Y |
| GEORGIA GATEWAY IES | Georgia | 07/2014 | Ongoing | N | Y |
| KY Integrated Eligibility and Enrollment System | Kentucky | 10/2012 | Ongoing | N | Y |
| BRIDGES | Michigan | 02/2017 | Ongoing | N | Y |
| NOMADS | Nevada | 01/2022 | Ongoing | N | Y |
| ASPEN | New Mexico | 07/2014 | Ongoing | N | Y |
| SPACES | North Dakota | 04/2015 | Ongoing | N | Y |
| Oregon Eligibility | Oregon | 03/2016 | Ongoing | N | Y |
| VaCMS | Virginia | 09/2013 | Ongoing | N | Y |

We have direct experience with Medicaid, SNAP, and TANF and other Health and Human Services programs as well as the support services that are required for a smooth takeover or replacement of Eligibility and Enrollment systems, including Curam replacement. Figure below displays this experience across 25 states where we currently maintain, operate, and enhance the E&E system as the primary E&E vendor and an additional 5 States where we support one of more E&E modules (e.g., self-service). This experience stands out as significant value add for Commonwealth compared to vendors who only support one or two programs or vendors who supported siloed systems.

| | Arkansas | Montana | New Hampshire | Colorado | Connecticut | Delaware | Florida | Georgia | Illinois | Indiana | Kentucky | Louisiana | Michigan | Nevada | New Mexico | North Dakota | Oregon | Pennsylvania | Rhode Island | Tennessee | Texas | Virginia | Wyoming | Wisconsin | Maine |
|--------------------|----------|---------|---------------|----------|-------------|----------|---------|---------|----------|---------|----------|-----------|----------|--------|------------|--------------|--------|--------------|--------------|-----------|-------|----------|---------|-----------|-------|
| Programs Supported | | | | | | | | | | | | | | | | | | | | | | | | | |
| Medicaid | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| SNAP | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| TANF | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

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3.2 General Business Experience Taking Over or Replacing a Medicaid E&E System –

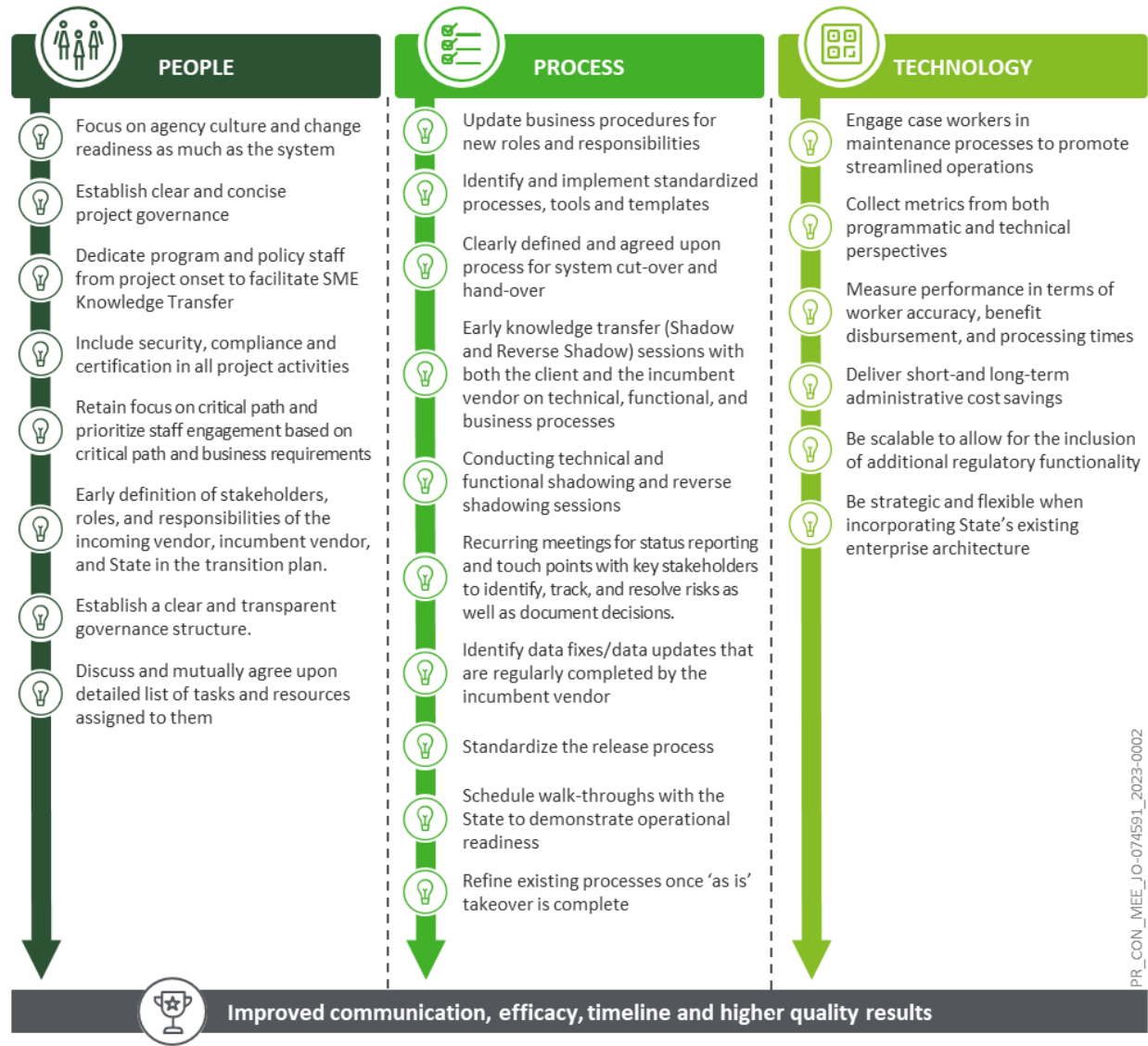
a. For each E&E takeover project listed in Section 3.1, provide a narrative of the Respondent’s experience, including a description of the following:

a. Recommended best practices and lessons learned in E&E takeover.

We have experience taking over, operating, and enhancement E&E systems implemented by other vendors as well as replacing legacy E&E systems with new systems. Recent takeover of other vendors E& systems include States like Maine, Wyoming, California, and Arkansas. For the State of Arkansas, we took over their Curam system implemented by another vendor, operated that system, and subsequently replaced it with a new system alleviating the challenges they were facing on the Curam platform. We have also implemented more E&E replacement systems than any other vendor by a wide margin.

Every implementation is different with its own set of challenges which provides an opportunity to continuously refine the library of lessons learned from our collective experiences. Based on our long tenure of serving various state governments with leading complex implementation efforts, Deloitte has gained extensive experience in this area. One common theme across all these experiences is that transition can present both risk and opportunity. Our approach is designed to mitigate risk while mining for opportunity. As such, during transition we are continually accumulating learnings and identifying opportunities for quick wins and long-term positioning. This approach of looking transition not as a “cost” to get back to current performance, but an opportunity to identify a stronger path forward has paid significant dividends positioning States for stronger outcomes and greater resilience.

The following figure provides a sample of some of the recommended best practices and lessons learned that have been collected and documented throughout our history



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b. Challenges and/or risks

We know that there is perceived risk and anxiety when transitioning from an incumbent vendor, and it is not an event to be taken lightly. We believe that Transition brings a window of opportunity to assess your current solution, processes, and documentation. Our recent transition clients like Arkansas, Wyoming, and Montana can attest that the risk and effort of transition to a low-risk vendor like us is far smaller than the risk of becoming technologically stagnant and falling behind as clients’ expectations, technology, and the pace of change continues to accelerate.

Below is a summary of challenges / risks across States, during transition and takeover process. For detailed list and mitigation approach, refer to Section 3.3.c

| Challenges / Risks | Description |
|--|--|
| Inadequate or insufficient documentation. | Limited documentation can always be a challenge. There can also be resistance or unwillingness from the incumbent vendor to share information. An action plan can be identified for creating new or missing documentation in collaboration with State and Incumbent Vendor as well as compensating mitigations where documentation may be incomplete. |
| Incumbent Vendor Staff Unavailability | Incomplete knowledge transition from the incumbent vendor can be challenging. However, it can be mitigated by staffing the right people with extensive experience in taking over applications, experience with an installation of the base system, and deep programmatic experience with Medicaid eligibility and associated programs of assistance and in this instance, with the Curam system which our team possess through prior experience. |
| In-flight defects or projects during transition | Early identification and prioritization by State and Incumbent Vendor stakeholders for completion pre- or post-takeover. |
| Disruption to business operations due to transition | As current incumbent staff are working during transition, the desire to continue proper production support could be lacking. Shadowing and reverse shadowing activities allow for State and Vendor staff to identify any knowledge gaps and address them prior to final takeover. |
| Missing or incomplete codebase for production applications | It is necessary to confirm the inventory of the current codebase and ensure the latest code is available for the new vendor. |
| Readiness of the system | Thoroughness in assessing the readiness of system for importance activities, leads to identifying shortcomings that needed correction. |
| In-flight enhancement projects are incomplete during transition | All in-flight enhancement projects should be captured prior to transition and included as part of transition activities |

c. Major milestones and success factors

In our experience of taking over the projects from multiple vendors in multiple states, following are the major milestones and factors for a successful takeover:

Major Milestones:

- **Project kickoff:** Helps in communication of the plan and agreement between stakeholders to make knowledgeable resources available to execute the plan
- **Project Documentation transition:** Project functional, technical, and operational documents are critical for the new vendor to review and understand. This documentation is essential for the successful operations of the system after the takeover is completed as is the definition of success.
- **Knowledge Transfer Completion:** This phase includes focused sessions between Incumbent and new vendor to understand the different aspects of the system. A successful completion of this process provides confidence for the new vendor staff to takeover and operate the new system
- **Job Shadow Completion:** Job shadowing allows new vendor staff to be a passive observer of activities performed by the incumbent vendor. Often, new vendor staff learns the “tips & tricks” that are known but not currently documented. These activities are particularly beneficial for resources who perform repeatable and consistent activities, such as batch operators.

Success factors –

- A very clear message from the client management on their expectations and goals from the takeover helps incumbent and the new vendor understand the importance of this process for the client
- Clearly documented roles and responsibilities between incumbent vendor, new vendor and the client team removes any confusion in the process and helps in setting the accountability
- Transparent and frequent reporting of the status, issues and risks helps in early identification of barriers to the success and course correction if required
- Well planned activities and availability of resources from all stakeholders is crucial to the success of takeover phase
- Involvement of the resources with clear understanding of the current system from incumbent vendor and resources with prior experience in the respective area from new vendor during the knowledge transfer sessions

3.3 Managing the Project Schedule for the Replacement or Takeover of a Medicaid E&E System –**a. Describe the expectations, roles, and responsibilities of the incumbent Maintenance and Operations (M&O) vendor and Puerto Rico Medicaid Program (PRMP) staff during the system replacement or takeover.**

The department has requested the roles and responsibilities for two options, system replacement or existing system takeover. As described in our response to the section 3.7, based on our experience, we have presented an alternate option of takeover for the legacy system that will allow our team to learn all the nuances of the PRMP system/s and better assess gaps in business need. As a third option, we can leverage the fit gap analysis to assist in developing a tailored solution and design recommendations for PR's transition into a modernized E&E that is customized meet Puerto Rico's needs while providing continuous M&O support without disruption of service to constituents. To succeed in this endeavor, we have described the roles and responsibilities of the incumbent vendor, new vendor, and the PRMP staff in the table below for the following three options:

Option 1 – System replacement

This option involves replacing the existing system with a new system while keeping the current system running in production during the Design, Development, and Implementation (DDI) phase of the new system. In this option, three parties collaborate for the successful implementation of the new system. The three parties include incumbent vendor, new vendor and PRMP. Once the new system is implemented statewide, the new vendor is responsible for M&O of the new system in collaboration with PRMP staff.

During the DDI phase of the new system, the incumbent M&O vendor is responsible for the M&O activities of the legacy system and for assisting with conversion data provisioning. The PRMP leadership and staff are responsible for coordinating the legacy M&O activities with the legacy vendor and DDI activities with the new vendor. For DDI, PRMP staff is more involved during requirements elaboration phase and User Acceptance Test phase. During the other SDLC phases of the DDI phase, the PRMP team is kept informed and is also responsible for review

and approval of deliverables. We have done this in numerous States with recently examples including Maine, North Dakota, Tennessee, Louisiana, Oregon and more.

Option 2 – System takeover

This option involves a new E&E vendor taking over all M&O activities of the current system from the incumbent vendor. This approach starts with a thorough transition phase where system M&O responsibilities are transferred from incumbent to the new M&O vendor.

During the transition phase, the incumbent and new vendors plan and execute transition activities which normally requires planning and conducting the knowledge transfer sessions followed by new vendor staff shadowing or the incumbent staff for M&O activities. The PRMP system and policy experts are also involved in support role during these sessions. The new vendor staff also reviews and ensures completeness of the project documentation which includes system and technical documentation. The incumbent vendor is responsible for the M&O activities during this time and turnovers these responsibilities to the new vendor at the end of transition phase. We recently completed systems takeover of E&E systems in Maine, Wyoming, and California.

Option 3 – System takeover and replacement

This option is a combination of the first two options. Where PRMP contracts with a new vendor to take over the maintenance of the existing system and design, develop and implement a new system in parallel. This approach also starts with a transition phase between incumbent and new vendor while starting the DDI activities in parallel or subsequently. Once the transition phase is over, the new vendor is responsible for both M&O of the legacy system as well as DDI of the new system. This approach reduces the work on PRMP staff as they have to work with just one vendor for both M&O and DDI activities.

We have successfully exercised this option in multiple states as it offers time efficiency and overtime cost savings for our clients. Our most recent example of using this approach was for state of Arkansas where we took over the responsibility of M&O of an E&E system developed in Curam and replaced it with a new and modern system. This approach included 4 months of transition from the incumbent vendor and 18 months to replace it with the new system.

Roles and responsibilities:

The table below lists a high-level list of activities for the three options listed above. Each activity in the table has roles and responsibilities for the following three teams denoted as A, B and C in the table below:

- Team ‘A’ – Current incumbent vendor Staff
- Team ‘B’ – Puerto Rico Medicaid Program Staff
- Team ‘C’ – New System Vendor Staff

The roles and responsibilities for each of these teams is represented in the table using the RACI (Responsible, Accountable, Consulted, Informed) matrix. Here is what each designation in RACI means:

Responsible: Responsible designates the task as assigned directly to this team. The responsible team is the one who does the work to complete the task or create the deliverable.

Accountable: The accountable team in the RACI equation delegates and reviews the work involved in a project. Their job is to make sure the responsible person or team knows the expectations of the project and completes work on time.

Consulted: Consulted teams provide input and feedback on the work being done in a project. Vendor Project managers and teams consult these stakeholders ahead of starting a task to get input on their needs, and again throughout the work and at the completion of a task to get feedback on the outcome.

Informed: Informed teams need to be looped into the progress of a project but not consulted or overwhelmed with the details of every task. They need to know how the project is progressing and informed of any program issues and risks.

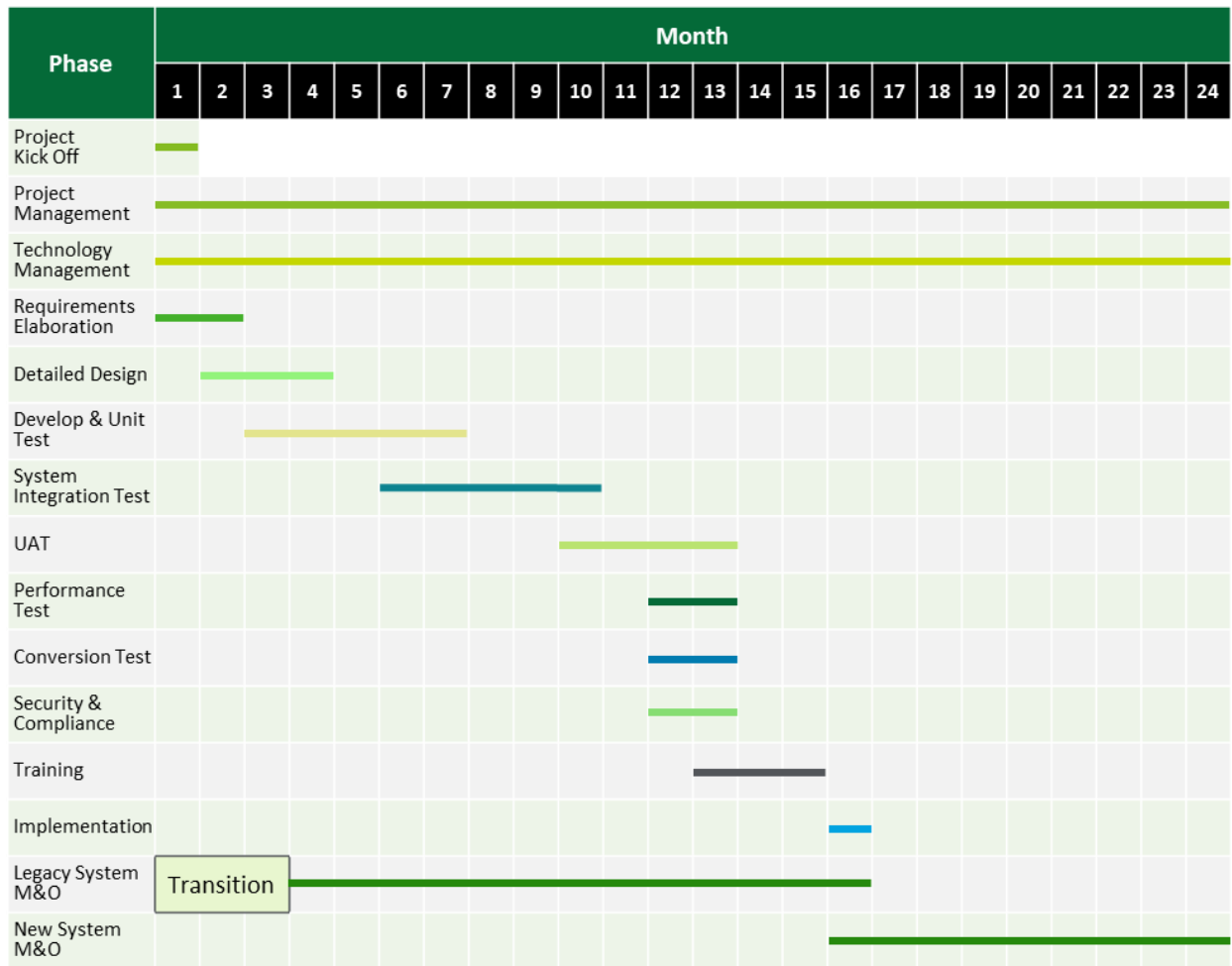
| Activity | Option 1 - Replacement | | | Option 2 – Takeover | | | Option 3 - Takeover and Replacement | | |
|---|------------------------|----|----|---------------------|----|----|-------------------------------------|----|----|
| | A | B | C | A | B | C | A | B | C |
| Team | | | | | | | | | |
| 1. Transition | | | | | | | | | |
| Plan Transition | | | | RA | C | RA | RA | C | RA |
| Knowledge Transfer | | | | RA | C | RA | RA | C | RA |
| 2. Design Development and Implementation | | | | | | | | | |
| Requirements Elaboration | R | A | R | | A | R | | A | R |
| Design | RA | CI | RA | | CI | RA | | CI | RA |
| System Test | RA | CI | RA | | CI | RA | | CI | RA |
| User Acceptance Test | RI | AR | RI | | AR | RI | | AR | RI |
| Training Plan and execution | RA | CI | RA | | CI | RA | | CI | RA |
| Implementation | RA | CI | RA | | CI | RA | | CI | RA |
| 3. Maintenance and Operations | | | | | | | | | |
| Batch Operations | RA | CI | RA | | CI | RA | | CI | RA |
| Production Operations | RA | CI | RA | | CI | RA | | CI | RA |
| Corrective Maintenance | RA | CI | RA | | CI | RA | | CI | RA |
| Preventive/Perfective Maintenance | RA | CI | RA | | CI | RA | | CI | RA |
| 4. Project Management | | | | | | | | | |
| Project Tracking and Reporting | AR | CI | AR | | CI | AR | | CI | AR |
| Risks Identification and tracking | AR | CI | AR | | CI | AR | | CI | AR |
| Action Items Identification and tracking | AR | CI | AR | | CI | AR | | CI | AR |
| Issues Identification and tracking | AR | CI | AR | | CI | AR | | CI | AR |
| Decision Identification and tracking | AR | CI | AR | | CI | AR | | CI | AR |

b. What is the typical minimum and maximum duration for the completion of a system replacement or takeover and why? Please include a breakdown of the time between System Development Lifecycle (SDLC) phases.

Typical duration of the takeover of a Medicaid EE system is 2-3 months. The replacement of a Medicaid EE system takes between 14 – 24 months. Duration of the replacement of a replacement project varies because of following factors:

- Functional completeness and fit gap of the solution compared to requirements for which NextGen is uniquely positioned given the accumulation of functionality across our numerous implementations
- Overlap between the SDLC phases and ability to utilize a fit gap to fast-track requirements where the new solution is pre-built and configurable for your functionality
- Resource constraints including client staff and stakeholders and access to data for conversion
- Pilot versus no pilot implementation
- Big Bang versus phased implementation

Below is a typical implementation plan looks like with a breakdown between system development lifecycle phases. This plan assumes takeover and replacement approach defined as Option 3 in the section 3.3.a above.



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c. Describe risks and challenges associated with vendor transition and possibility of service interruption during the transition period of the system replacement or takeover. What risk mitigation strategies do you recommend?

Vendor transition is a process which needs to be carefully planned and executed. Lack of planning or a careful execution can result into service interruption. The table below describes common risks during the transition period of a replacement or takeover:

| Risk | Mitigation Strategy |
|---|---|
| Inadequate or insufficient documentation | <p>In our experience, lack of proper documentation is a key risk to transition activities. Details of required documentation are given in section 3.6 of this document.</p> <p>To mitigate this risk, the client should request updates to existing documentation and identify action plan for creating new or missing documentation in collaboration with the client and incumbent vendor. Our breadth of E&E expertise and experience with Curam takeover would also aid in mitigating this risk.</p> |
| Incumbent Vendor Staff Unavailability | <p>It is common to encounter issues with sufficient knowledge transition due to incumbent staff being unavailable due to production support and other production related responsibilities.</p> |

| Risk | Mitigation Strategy |
|---|--|
| Client Staff Unavailability | <p>To mitigate this common situation, the client and incumbent should plan ahead to allot dedicated resources to provide knowledge transfer.</p> <p>To execute an effective transition, it is essential for the client’s business owners and IT representatives to be present during transition activities. Not only does this assist in the new vendor building relationships with the key client resources, but it ensures that the new vendor understands the needs of the business. This also provides additional information during knowledge transfer sections because the incumbent vendor may not cover all necessary information during meetings.</p> <p>We recommend that the PRMP leadership should plan ahead to allot dedicated PRMP staff members to participate in transition activities. We also collaborate to optimize the usage of stakeholder resources so that they are best positioned to manage their competing priorities.</p> |
| In-flight defects or projects during transition | <p>System defects that are affecting production applications often become a risk and/or issue during post-transition activities.</p> <p>As a mitigation strategy, we recommend early identification and prioritization by the client and the incumbent vendor stakeholders for completion pre- or post-takeover. For items identified as ongoing during post-transition activities, joint meetings between the new vendor, incumbent staff, and the client to review defect backlogs and understand the impact and priority will assist the new vendor during post-transition support.</p> |
| Missing or incomplete codebase for production applications | <p>All current source code comprising the production system should be inventoried and confirmed as current during transition activities. In environments where there are many applications, this inventory is necessary to confirm the current codebase and ensure the latest code is available for the new vendor to assume. Application source code should be kept in a proper version control system and not on developer workstations.</p> <p>As part of our transition strategy, we begin compiling code in a non-production environment to confirm our abilities to catalog, update, and deploy the production codebase. This activity is completed as early as possible in the transition phase by the new configuration management team. The team also shadows the production deployment team and perform reverse shadowing during the final phases of transition to confirm and prove production readiness support.</p> |
| In-flight enhancement projects are incomplete during transition. | <p>A complete inventory of in-flight enhancement projects should be captured prior to transition and included as part of transition activities. To the greatest extent possible, the client should work with the incumbent vendor to minimize enhancements as the joint parties are entering the transition phase. In cases where in-flight enhancements continue during transition, the client and incumbent vendor will work to get the application enhancement into production. In the case of larger projects that will not make a production release prior to the completion of transition, the code and enhancement assets should be transitioned to the new vendor and knowledge transfer sessions should be completed prior to the exit of the incumbent vendor.</p> |

| Risk | Mitigation Strategy |
|--|--|
| Current software versions used for development and deployment of software assets are outdated or at End-of-life support; Licenses are not properly transitioned to new support staff due to insufficient license counts, etc. | <p>It is essential that the software used to run applications, or develop them, be supported and available. A missed license renewal can result in system unavailability until the renewal is completed. Running software past their end-of-life introduces risks should that software experience issues where vendor support will not be available. For these reasons, the software inventory should be reviewed frequently to keep track of upcoming renewals, prioritize version upgrades, and assess which software's require more/less licenses. These activities should be completed prior to transition in preparation for the required transition activities.</p> <p>The department should work with the incumbent vendor to document a complete inventory of current software and assets used to develop, maintain, and deploy the supported applications. Where applicable, upgrades should be completed to bring all software into current compliance with vendor support requirements.</p> |

3.4 Staffing Approach for a Medicaid E&E System

- a. **Provide the ideal staffing approach for the design, development/configuration, implementation period. How do you approach staffing shortages when state/territory resources or SMEs are limited?**

Puerto Rico is unique. Each client is unique with their own vision, own goals, and own objectives. While all vendors have their own standard methodologies and estimating processes, Deloitte fully considers the uniqueness of Puerto Rico's needs, policies, and workforce capabilities. Rather than blindly applying a staffing methodology, we understand and customize our approach to account for the specific conditions and considerations of the island of enchantment. We have implemented and maintained eligibility modernization through our NextGen platform, consolidating legacy systems into automated, modernized solutions to increase productivity of State staff and reduce operating and maintenance costs. Our staffing methodology is based on enabling better customer service for applicants, clients, authorized representatives, partners, and providers by providing centralized access to a client's application and eligibility information. It consists of a Worker Portal that provides robust case management and applies management functionality for State staff, as well as an integrated Customer Portal that provides a public-facing view for clients, authorized representatives, partners, and providers. Our staffing methodology is based on the activities performed in each of the phases as described below which utilizes fit gap with hands on demonstrations and interactive sessions with stakeholders to accelerate requirements validation and build confidence and familiarity with the new system early on in project delivery.

| Activity | Details | Deloitte staff responsibilities | State staff responsibilities |
|-------------------------------|---|---|--|
| Requirement Validation | Focus on validating the functional and non-functional requirements. | <p>We staff this phase to analyze the requirements, document proposed clarifications, and where necessary, make the requirements measurable and testable.</p> <p>Align State's business and technical staff with the core functions of the proposed</p> | <p>Plan to staff this phase to schedule the Requirement Validation Sessions based on the project timelines and schedules of the key stakeholders/decision makers.</p> <p><i>Requirement Approval:</i> Review and approve the requirements deliverables to provide consistency of decision making</p> |

| Activity | Details | Deloitte staff responsibilities | State staff responsibilities |
|---|---|--|---|
| Fit/Gap Design - Overall Design Creation | The Fit/Gap Design phase follows the Requirement Validation phase | <p>solution to conduct requirement validation sessions.</p> <p><i>Fit/Gap Design Planning:</i> Schedule fit/gap design sessions.</p> <p><i>Fit/Gap Design Experience Sessions:</i> Conduct Fit/Gap design experience sessions to validate and refine the functional and technical design.</p> <p><i>Documentation and Submission:</i> Create a holistic design based on the requirements and the insight/feedback gathered during design sessions.</p> | <p><i>Fit/Gap Design Planning:</i> Identify the key stakeholders</p> <p><i>Fit/Gap Design Experience Sessions:</i> Participate in Fit/Gap design experience sessions to validate and refine the functional and technical design.</p> <p><i>Design Approval:</i> Review and approve the design deliverables to provide consistency of decision making</p> |
| Fit/Gap Design - Technical Environment Set-up and Management | <p>Set-up technical environments and infrastructure for the project</p> <p>Handle multiple regularly scheduled releases</p> <p>Other ad hoc requests.</p> | Deloitte works with appropriate State stakeholders to identify, review, and approve the technical environment and infrastructure design documents that may be needed to incorporate detailed specifications for different environments, hardware needs, software, and tool-stack across the environments. | <p>Provides access to existing infrastructure assets to set up multiple logical environments.</p> <p>Participate and help identify, review, and approve the technical environment and infrastructure design documents that may be needed to incorporate detailed specifications for different environments, hardware needs, software, and tool-stack across the environments.</p> |
| Development | Identifying groupings of related functionality that can be developed and tested together. | <p><i>Development Activities:</i> During this phase development, unit testing, and integration testing is completed.</p> <p><i>Code Reviews:</i> Code reviews are performed by peer reviewers and quality review team after the unit testing is completed</p> <p><i>Developing and Meeting Security Requirements:</i> Validate that the system is consistent with secure coding guidelines and that security controls are implemented.</p> | <p><i>Development Activities:</i> Stakeholders participate and review the findings gathered from the usability testing.</p> <p><i>Developing and Meeting Security Requirements:</i> Review the security requirements and findings.</p> |
| Conversion | Data conversion and migration approach incorporate processes and tools to migrate data from legacy systems. | <p><i>Develop Data Conversion and Migration Plan:</i> Present a detailed strategy outlining the approach and methods used to successfully convert legacy data</p> <p><i>Develop Conversion Mapping and Design Documents:</i> Deloitte analyzes the legacy system</p> | <p><i>Develop Data Conversion and Migration Plan:</i> Input and approvals as required by State and provide regular status updates on these activities.</p> <p><i>Develop Conversion Mapping and Design Documents:</i> Review these mapping documents during the</p> |

| Activity | Details | Deloitte staff responsibilities | State staff responsibilities |
|---|---|---|--|
| | | <p>database structures and develops concrete data mapping of the legacy source data</p> <p><i>Perform Conversion Testing:</i> Complete conversion data packages work with the application and meet the appropriate business definitions.</p> <p>Support State’s UAT testing of converted data.</p> | <p>design sessions along with a detailed walkthrough of the data transformation, validation, and data profiling rules.</p> <p><i>Perform Conversion Testing:</i> Perform UAT testing of converted data.</p> |
| Organizational Change Management (OCM) | OCM provide an overall approach for various change management activities | Provide an overall approach describing how the change will be driven within State with respect to critical processing changes, State stakeholder needs, communication and training activities. | Review and approves the approach. Communicate with other stakeholders and provide timely communication on changing needs. |
| System and Performance Testing | <p>Overall scope includes high level testing policies and processes</p> <p>Also provide details on testing tools, testing environments, defect resolution approach and testing resource management.</p> | <p><i>Test Script Creation:</i> Develop test scripts that cover the functionality included for each testing cycle.</p> <p><i>Test Execution:</i> Testing team executes documented test scripts and log any discovered defects. As per our standard process, we will also re-test a test script when a failure occurs during testing.</p> <p><i>Test Reporting:</i> Report metrics for test activities, such as test case results.</p> | <p><i>Test Script Creation:</i> State will review test scripts to ensure it cover the functionality included for each testing cycle.</p> <p><i>Test Execution:</i> Provide necessary tool for Test Execution.</p> <p><i>Test Reporting:</i> Review test reports and overall quality.</p> |
| Training | Blueprint for transitioning business and technical users to the new system | Collaborate with State to define the blueprint for transitioning business and technical users to the new system. | Collaborate with State to define the blueprint for transitioning business and technical users to the new system. |
| Pilot and State Implementation | Review pilot and Statewide implementation plan. | Deloitte will review pilot and Statewide implementation plan in collaboration with State. This includes pilot counties, checklists and defines the Go/No-Go criteria by which the system and operations are evaluated during the decision-making process. | Provide directions, review and approves the implementation plan. State participates and review the Go/No-Go criteria. |

Like other Deloitte clients, Puerto Rico has specific needs that require deep consideration and planning. Deloitte values being a partner – not just a vendor. We listen to you and understand your goals and objectives. We walk with you rather than ahead of you. We make sure we

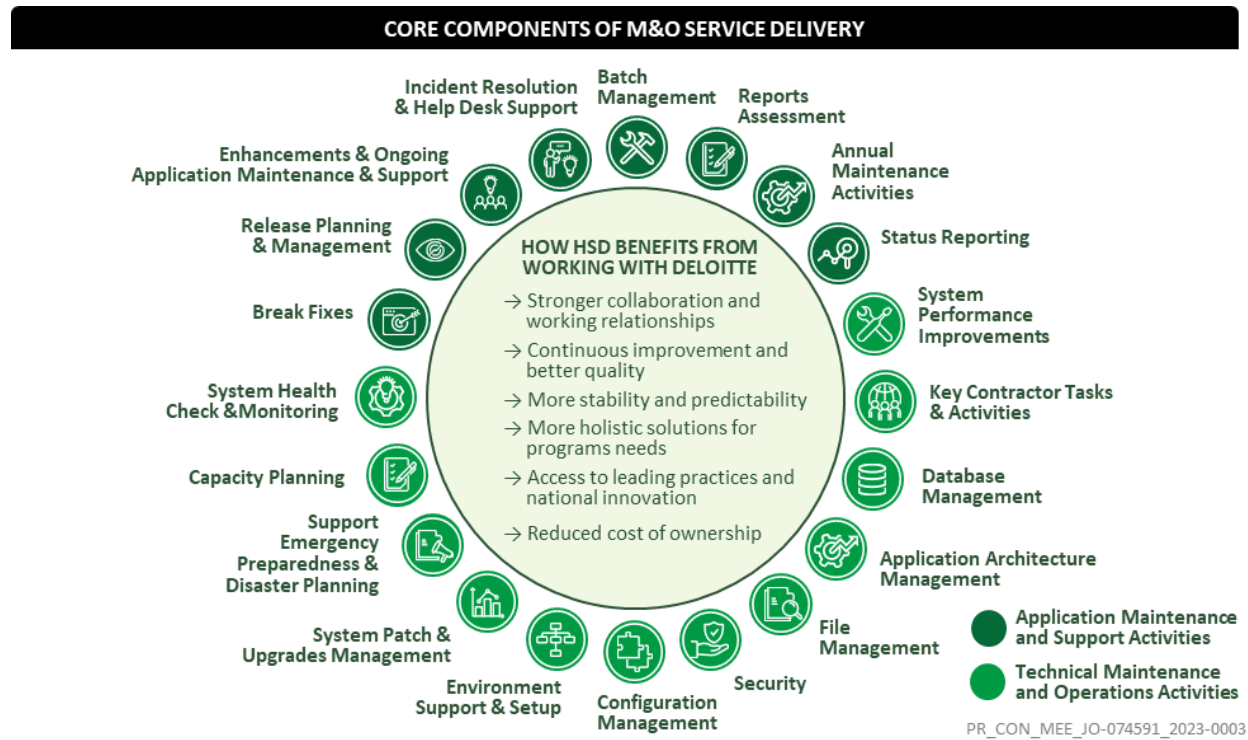
include the appropriate time and skilled resources to make you successful. We are your partner that will share our intimate knowledge and experience in the realm of Medicaid eligibility determination to forecast accurate estimates, staffing needs, and a realistic schedule to successfully implement a Medicaid eligibility system.

Our Work Plan accounts for the commitment required from our client's resources and SMEs to support the project needs. This will allow us to represent the anticipated personnel hours required both by Deloitte and the client to stand up a solution from end to end based on our past experience and intricacies of Puerto Rico's requirements. If a re-distribution of hours for tasks is necessary, we will work with our clients to reflect the change on a mutually agreeable basis while also accounting for your business priorities and M&O efficiencies.

To mitigate this risk of potential client staff bandwidth impediments, we will collaboratively work together to set mutually agreeable expectations, outline key responsibilities, and develop a schedule cadence well ahead of time to minimize time conflicts. We understand that business must continue per usual, and we will work in partnership with PRMP Program staff to abate disruptions throughout this journey. With transparent, consistent, and continuous communication we look to allow our client's SMEs to prioritize and plan their involvement across the entire implementation timeline. We accomplish this by leveraging an automated process that will assist in tracking task assignments across both Deloitte and client staff.

b. List the ideal staffing model for the M&O period of the replacement or takeover. Name the type and number of resources estimated for this project.

Each client has unique set of requirements during Maintenance and Operations and staffing varies depending on the statement of work. Our staffing is based on proven maintenance and operations (M&O) approach and demonstrated our ability to provide stable operations. Below are the key considerations based on our E&E experience in 25 states that we support as the core E&E vendor today and over 31 States where we presently support one or more E&E modules. This is also driven by our staff coming to you with many years of relevant business, technology, project management, security, and Medicaid eligibility specific experience.



While the activities in operating and maintaining the Medicaid system are similar, staffing differs from state to state depending on the size of the state, scope of M&O and various other factors. Below table lists a percentage of staff allocation to each of the activities.

| M&O Activities | Percentage of Staffing |
|--|------------------------|
| Enhancements and Ongoing Application Maintenance and Support | 12% |
| Incident Resolution and Help Desk Support | 24% |
| Break Fixes | 4% |
| Batch Management | 4% |
| Reports Assessment | 4% |
| Annual Maintenance Activities | 4% |
| Status Reporting | 4% |
| Release Planning and Management | 2% |
| Key Contractor Tasks and Activities | 8% |
| System Health Check and Monitoring | 4% |
| Capacity Planning | 2% |
| Support Emergency Preparedness and Disaster Planning | 2% |
| Security | 2% |
| Database Management | 4% |
| File Management | 2% |
| System Performance Improvements | 4% |
| System Patch and Upgrades Management | 8% |

| M&O Activities | Percentage of Staffing |
|-------------------------------|------------------------|
| Environment Support and Setup | 4% |
| Configuration Management | 2% |

c. Describe the approach to training state/territory staff and regional caseworkers. Provide any suggestions for improving system adoption, through training, regional outreach, stakeholder engagement, or otherwise.

Training the end users of the system in the right way is very important for successful implementation of a technology solution. A well-executed training approach builds the confidence in the new system and drastically improves the adoption rate of the new system. This begins early on with stakeholders interacting with NextGen during fit-gap and iteratively throughout development. It also includes the design of the system using HCD to reduce the complexity of usage for caseworkers and clients by making the system easy to use and intuitive. Our approach to training state/territory staff and stakeholders includes the following steps:

Training Plan

The Training Plan outlines the approach to how our training team works to design a training program that meets the needs of end users through every phase of the new system implementation.

Training Analysis and Design

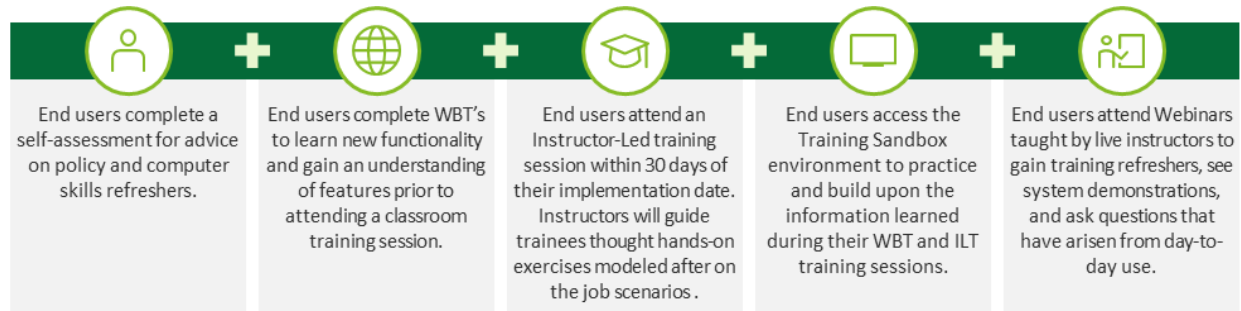
Similar to the system SDLC, the first step in training is to analyze and design. During this time, we assess the training needs of stakeholders and design a curriculum that accurately identifies their training concerns based on the system release impact to their job.

Training Curriculum Development

After the analysis and testing is complete, we begin training curriculum development. The objective of our training approach is to help State staff learn the skills they need to become proficient users and to understand the business process and workflow changes that must take place for them to use the new system effectively. For classroom training, Deloitte strongly believes in a scenario-based curriculum that encourages the maximum amount of hands-on practice in the system. To support this practice, we produce an Instructor's Manual, Student Manual, Web-based Trainings (WBTs) Modules, and Online User Aids for use in Instructor-led training sessions.

Training Delivery

There are multiple approaches for the training delivery. We can plan and deliver the training to the PRMP staff or can train the PRMP trainers using our "train the trainer" approach. These PRMP trainers can further deliver the training to the PRMP staff. The training delivery process uses Just in Time training approach by training the users as close to system implementation possible. The graphic below represents the steps during the training of users.



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Evaluate training effectiveness

The last stage of our training approach is to evaluate effectiveness of the training. During this phase, we conduct training readiness assessment to evaluate training and knowledge transfer effectiveness. Prior to the system implementation phase, we also produce the end user training evaluation report and share with the client leadership.

In addition to a well-executed training, here are few factors which and increase system adoption.

Suggestions for improving system adoption: PRMP leadership is considering a significant journey that involves new technology and substantial cultural and organizational changes. Deloitte’s Human-Centered Change (HCC) OCM strategy is tailored to improve system adoption by delivering a tailored and responsive change experience for stakeholders. HCC aligns closely with Prosci ADKAR, the same OCM methodology and provides a flexible, comprehensive, and customizable OCM solution that has led and sustained change for other agencies, such as PRMP.

Deloitte leverages data-driven insights to understand the needs, wants, goals, and values of stakeholders and drive change at PRMP more effectively. Deloitte’s HCC strategy leads stakeholders through the behavioral and cultural change necessary to successfully adopt new system functions. Based on this experience, below are suggestions for improving system adoption, through training, regional outreach, and stakeholder engagement.

| Best Practice | Experience on Similar Projects |
|---|--|
| <p>Improving system adoption by using stakeholder sentiment data to measure stakeholder change readiness.</p> | <p>Stakeholder engagement is typically managed through spreadsheets, communications plans, change engagement plans, and gap analysis. However, in large-scale transformations it can be hard to measure and visualize the specific needs, progress, and readiness of stakeholders. Through usage of modern stakeholder management tools like Change Scout, we can bring together all of the data analytics to make project decisions and see real-time readiness data. This enables the team to streamline management of program-wide recommendations, complex business processes, and change readiness by specific stakeholder group.</p> |
| <p>Improving system adoption by preparing people for the change and engaging them early in the change process.</p> | <p>Transformation efforts should happen over time, and HCC puts the users, rather than the technology, at the center of driving the change. The OCM team can begin working with stakeholders ahead of the technology go-live, tailoring the change program to the unique business needs of regional stakeholders. This gives staff time to adjust and prepare for the technology transformation and feel comfortable and confident in their use of the new system on Day One.</p> |

| Best Practice | Experience on Similar Projects |
|---|---|
| <p>Improving system training through leveraging the industry-standard ADDIE model which accounts for the best ways end users learn in the flow of work. Leverage modern digital methods for a seamless, frictionless, training experience, learning in the flow of work.</p> | <p>The industry-standard Analyze, Design, Develop, Implement, Evaluate (ADDIE) model, is an industry standard for training development. A best practice is to think about leveraging innovative new ways to imbed training in the flow of work – whether it’s through access to on-demand guidance through modern tools like Navigator or nano learning to meet users when they need the information.</p> |
| <p>Use real-time user data to determine areas for continuous improvement and reinforcement.</p> | <p>Continuous improvement—it is a concept we can all get on board with. Training assessment surveys can be time-consuming for users to complete and for project teams to analyze. Our digital training solution takes the guesswork out of that continuous improvement cycle. Teaching through repetition, failure recovery, and the accomplishment of goals provides opportunities for communication and collaboration with peers and helps staff.</p> |

3.5 Cost Estimates and Models for the Replacement or Takeover of a Medicaid E&E System

a. Provide the typical price range for the replacement or takeover of a Medicaid E&E System and elaborate on key considerations, drivers, and components for pricing.

The cost for the takeover and replacement as defined in option 3 of the section 3.3.a, varies between \$50M to \$90M. This cost information is based on the approach to transfer an existing Medicaid E&E system from another state. This cost includes Design, Development, training, Organizational Change Management, and production implementation of the system. This price range is based on recent replacement efforts of statewide Medicaid E&E systems in other states.

The table below lists the key considerations, drivers, and components for pricing. These considerations are for an approach where an E&E solution is being transferred from another state with similar requirements. In addition to the below, it also varies by role and staffing strategies. For example, client staff can play a lead role in systems test, user acceptance and regression test of can have more target responsibility with hands client staff focused primarily on UAT. Similarly, training can vary based on the extent of train the trainer as a strategy.

| Area | Description | Cost Drivers |
|-------------------------------|---|---|
| <p>Data Conversion</p> | <p>Cost for the conversion of data from the legacy systems over to the new E&E system. This involves design, testing and execution of data extraction, transformation of the data and loading the data into the E&E system.</p> | <ul style="list-style-type: none"> • Number of conversion source systems. • Number of years of data required for conversion. • Overall data volume being converted. • Quality of data in legacy system • Extent of automation planned for conversion (as opposed to manual data review / entry). |
| <p>Configuration</p> | <p>Cost of configuring the system in accordance with functional requirements that require configuration.</p> | <ul style="list-style-type: none"> • Number of requirements / components which require configuration for E&E. • Complexity of requirements |

| Area | Description | Cost Drivers |
|--------------------------------|--|--|
| Customization | Cost of customizing the system in accordance with functional requirements that require customization. | <ul style="list-style-type: none"> • Time/effort required for demonstrating solution and sessions to confirm necessary configuration required for E&E. • Number of application environments that need to be maintained for E&E system to support configuration. • Number of requirements / components which require customization for E&E. • Time/effort required to confirm necessary customization required for E&E. • Rule design and implementation of client specific eligibility rules (based on the client’s regulations). • Number of application environments that need to be maintained for E&E system to support customization. |
| Interface Development | Cost of configuring and customizing interfaces to accordance with the interfaces identified in the functional requirements. | <ul style="list-style-type: none"> • Number of interfaces / trading partners that need to be integrated with E&E system. • Time/effort to coordinate and customize the interfaces with trading partners. • Time/effort to architect and implement infrastructure required to facilitate connectivity (where required). • Time/effort to build “bridging logic” that will be required during pilot to have multiple concurrently systems running. |
| Requirements Validation | Cost of demonstrating, validating, and elaborating (where necessary) E&E requirements. | <ul style="list-style-type: none"> • Number of requirements which require validation for E&E. Specifically, those that require configuration and/or customization. • Time/effort to identify and recommend business process changes (where required). |
| Testing | Cost of testing and validating the system to confirm if functions in accordance with the approved functional specifications. | <ul style="list-style-type: none"> • Number of system requirements and components which require validation and testing. • Number of interfaces which require validation and testing. • Volume of converted data which requires validation and testing (including number of dry runs). • Development and execution of test scenarios and test scripts required to facilitate UAT readiness and system acceptance. • Duration of testing period (specifically for UAT) and the training and support required. |
| Training | Cost of developing the training plan, training materials, and conducting training sessions. | <ul style="list-style-type: none"> • Volume of training materials to be created (inclusive of materials for workers and clients). • Number of trainers that need to be trained; number of training sessions required. • Number of UAT testers that need to be trained; number of training sessions required. • Creation and production of training materials. |

| Area | Description | Cost Drivers |
|--|--|--|
| Project Management | Cost of planning, organizing, and managing the project activities and resources. | <ul style="list-style-type: none"> • Time/effort for coordination and oversight of all service provider project activities. • Time/effort for preparation and execution of weekly and monthly project meetings. • Time/effort for management of the master project plan and schedule • Time/effort for definition and execution of all project management processes and procedures. • Time/effort for project initiation and planning activities that include defining project objectives, resource planning, etc. • Time/effort for the support of CMS gate reviews. • Number / volume of deliverables (which required coordination and tracking). |
| Implementation Staff | Cost of planning and executing of go-live activities for pilot and state-wide implementation. | <ul style="list-style-type: none"> • Time/effort for implementation planning and execution. • Time/effort to fulfill pre-go-live, pilot, and statewide support needs. |
| Deliverable Creation and Finalization | Cost of deliverable creation, review submission and tracking. | <ul style="list-style-type: none"> • Number / volume of deliverables which require creation, QA review and finalization. • Time/effort to support deliverable reviews (based on deliverable timelines and duration). |
| Hardware/ Hosting Costs | Cost of provisioning compute, storage and network components for various environments including development, test, training, and production. | <ul style="list-style-type: none"> • Hardware products required to support the E&E project. • Hosting costs based on client needs, cloud, or on-prem. |
| Software | Cost of installing and configuring the various software products required to support E&E in all the technical environments. | <ul style="list-style-type: none"> • Software products required to support the E&E project. |
| Facilities | cost of facilities including rent and utilities. | <ul style="list-style-type: none"> • Size of physical facility, furnishings, and access/security controls. • Technology/connectivity costs. |

b. For the projects you have mentioned in this RFI response, what were your implementation and operational costs? What are the main cost drivers?

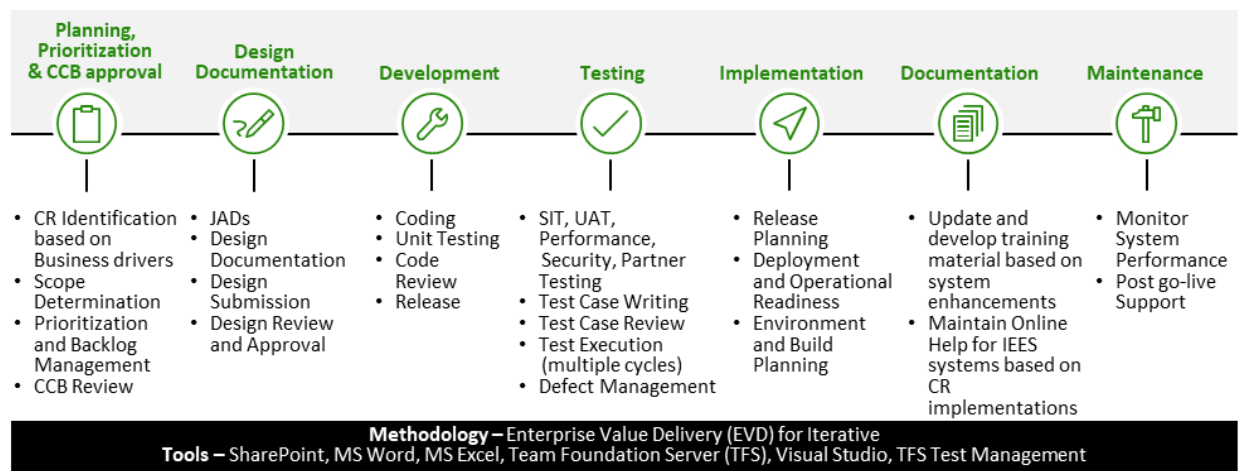
As described in the section 3.5.a, the total project cost for an E&E system varies based on multiple factors. Just providing the project and implementation and operational costs can be misleading. If requested, we will be happy to have a meeting with department leadership and have a detailed discussion on implementation and operational costs of all our replacement or takeover projects listed in section 1.

c. Describe how system enhancements are typically managed. What recommendations do you have for controlling enhancements costs?

One our greatest enhancement cost mitigations are the range of pre-built configurability in the system. Given the number of States we support, we have the advantage of aggregating best

practices into our base system. We encourage and facilitate cross pollination and sharing of ideas and functionality across States. We understand the ever-changing and dynamic nature of HHS policies and regulations. We recognize that the ongoing need for enhancing E&E systems stems from legislative and policy mandates, from a drive towards continuous improvement, and from technological advancements. Deloitte does not just respond to these changes; we work with our regional clients to identify and design enhancements that help increase system capabilities and bring value to our clients operationally and lower the cost of ownership. Our enhancement implementation approach heavily relies clearly identified priorities and business needs that are vetted through the change control process. Each enhancement that we introduce is analyzed by our team to determine impact on functionality, level of effort for development, testing time, implementation constraints, internal and external dependencies, as well as assumptions.

We also appreciate cost and value must be aligned and regularly collaborate to right size solution approach the budget constraints and enhancements aspirations. There are often many ways to solve a problem and we work together to find the right one for your circumstances. The figure that follows provides a high-level overview of our system enhancement approach.



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Recommendation in controlling enhancements costs:

Based on our extensive experience executing implementation of similar complexity, we have outlined below our enhancement best practices for cost efficiencies by phase to showcase how we add more value for the clients we serve.

| Phase | How We partner | How it Benefits Puerto Rico |
|--|---|--|
| <p>Vision: Establish a Product Roadmap Planning process anchored by strategic innovation labs</p> | <ul style="list-style-type: none"> Facilitate an innovation and product road-mapping session to explore new technologies, processes, and policies to help address the client’s business objectives Align the product roadmap to PRDoH’s business objectives | <ul style="list-style-type: none"> Achieves PRDoH’s objectives through innovation and alignment of activities Precludes accumulation of technical debt by acknowledging it, prioritizing it, and placing it on the product roadmap alongside other program needs |

| Phase | How We partner | How it Benefits Puerto Rico |
|--|--|--|
| <p>Discovery Project Planning: Well defined Release Planning process and Steering Committee process</p> | <ul style="list-style-type: none"> Estimate enhancement capacity required to deliver the updated product roadmap and compare against available capacity, making tradeoffs where necessary Scale up or down the size of the Enhancements Team to meet demand. Provide dedicated Deloitte project management personnel focused on coordinating with Chief Product Owner to groom the backlog Review and enhance “T-shirt Sizing” tools to account for shifts in technology and architecture Using our industry exclusive parametric estimation tool to augment t-shirt sizing | <ul style="list-style-type: none"> Delivers enhancements by limiting wasted effort caused by frequent reprioritization Enables us to reprioritize quickly for emergent requirements Allows the important to compete appropriately with the “urgent” Improves speed of decision-making through quantifiable prioritization across stakeholders Improves collaboration across Divisions and confirms alignment of priorities with agency goals and objectives and budget with iterative alternative analysis refined based on your needs Provides for cross pollination with other States and territories who may be facing or have faced similar challenges Improves estimation accuracy Provides more transparency for decision-making and prioritization across stakeholder needs |
| <p>Sprint Cycle: Right size the sprint cycle duration</p> | <ul style="list-style-type: none"> Reconfigure Agile ceremonies to align with a right sprint cycle Reduce time required to conduct sprint planning and prioritization to two days Leverage “release trains” to perform regression testing and release processes for the previous sprint in parallel with the current sprint | <ul style="list-style-type: none"> Creates a consistent team cadence working in concert to deliver incremental value Enables us to deliver smaller units of quality code more quickly |
| <p>Test Automation: Reduces cost of quality</p> | <ul style="list-style-type: none"> We bring test automation tuned for E&E systems implementations and ongoing regression | <ul style="list-style-type: none"> Improves confidence and outcome quality while reducing time and cost of delivery |
| <p>Technology innovation:</p> | <ul style="list-style-type: none"> Our usage of technology and tools is constantly evolving to take advantage of the latest in Gen AI and other rapid evolution with practice E&E specific solutions grounded in real-world experience | <ul style="list-style-type: none"> Facilitates continual evolution and advancement for the benefit of clients, case workers, and program efficiency and quality |

3.6 Documentation

- a. List and describe documentation that is essential to plan and execute a replacement or takeover (before, during, and after).

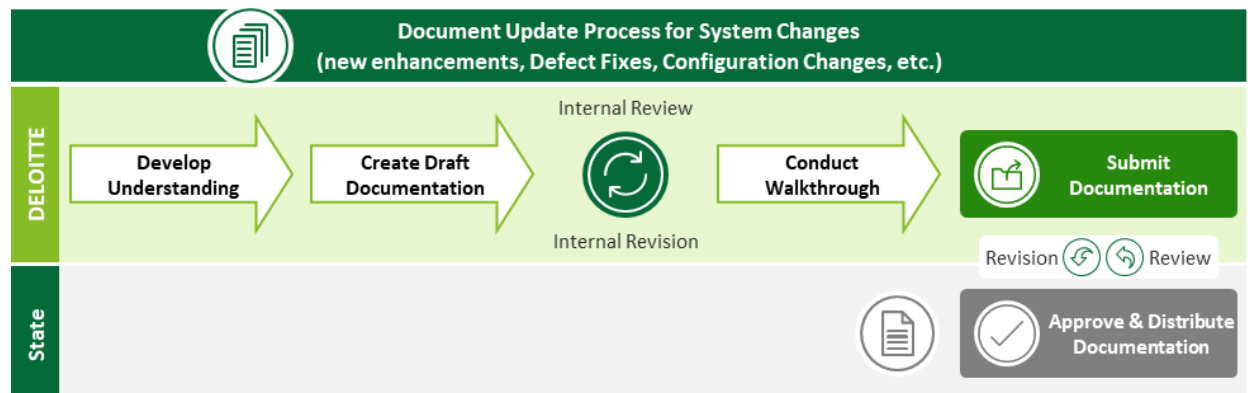
We recognize that the key to any successful implementation is the creation of clear and crisp documentation that is tailored to the audience that it serves. Such documentation improves the adoption of the new system as well as increases the efficiency of the staff that uses, manages, or administers the system. We go above and beyond our client’s expectations in understanding what documentation they currently have and require. We will then collaborate with you to finalize processes to maintain and update this documentation over the course of the project, consistently providing required documentation.

Early on in our transition process, we will perform a deep-dive analysis of existing documentation, to identify any missing or ambiguous elements. This gives our team a detailed understanding of the existing system and will help bring us on the same page as you. Once any open questions are addressed, we will work with you to define a formal standard for subsequent documentation.

Effective documentation throughout the Medicaid Eligibility and Enrollment replacement or takeover process is crucial for accountability, knowledge transfer, and the ongoing success of the system. It also helps in addressing issues promptly and ensuring compliance with regulatory requirements. Deloitte will maintain existing user and system documentation for all the applications that are part of PRMES. Our greatest asset in the domain is the comprehensive nature of our solution and supporting documentation and processes which provide a strong starting point to being your journey when completing a replacement and the expertise our team during takeover.

We understand that it is extremely important to update documentation and have approval from PRMP before any system changes can take place. Documentation left out of sync with system changes not only causes confusion but can also lead to additional system issues creating a disconnect between all parties involved. Deloitte has significant expertise in effective document management processes for our E&E clients in various states such as Arkansas (ARIES), Texas (TIERS), Montana (CHIMES), Georgia (Georgia IES), Michigan (Bridges), and others.

Deloitte will take responsibility for producing and updating software development documentation, user documentation, and system documentation in a timely manner. The diagram below depicts the process following to update documentation:



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Sample documents before taking over the current system:

| S. No | Document | Description |
|-------|----------------------------------|---|
| 1. | Project Charter | A project charter outlines the purpose, scope, objectives, and stakeholders of the replacement or takeover project. |
| 2. | Stakeholder Analysis | Identify and document key stakeholders, their roles, and their interests in the project. |
| 3. | Requirements Document | Document the functional and non-functional requirements for the new system, including any legislative or regulatory requirements. |
| 4. | Data Inventory | Catalog all existing data sources, data models, and data dictionaries related to Medicaid eligibility and enrollment. |
| 5. | Data Mapping and Conversion Plan | Describe how data from the old system will be mapped to the new system and detail the data conversion process. |
| 6. | Integration Plan | Document how the new system will integrate with other client's systems, federal systems, and external partners. |

During the Takeover:

| S. No | Document | Description |
|-------|---|---|
| 1. | Project Plan | A detailed project plan with timelines, milestones, dependencies, and responsible parties. |
| 2. | Technical Architecture and Design Documents | Describe the technical architecture and design of the new system, including hardware, software, and network infrastructure. |
| 3. | Training Materials | Develop and maintain training materials for system users and administrators |
| 4. | Communication Updates | Regularly update stakeholders on project progress, issues, and resolutions |
| 5. | Data Migration Logs | Maintain records of data migration activities, including any data cleansing or transformation |

After Takeover

| S. No | Document | Description |
|-------|---|--|
| 1. | Post-Implementation Review (PIR) Report | Summarize the outcomes of the project, including what went well, what could be improved, and lessons learned. |
| 2. | Operational Runbook | Document procedures for system maintenance, monitoring, and ongoing operations |
| 3. | Job Shadowing and Reverse Job Shadowing | Documentation that captures the details of knowledge transfer shadowing / reverse shadowing process. |
| 4. | Maintenance and Support Agreements | Maintain records of agreements with vendors or support teams for system maintenance and ongoing support. |
| 5. | Change request document | Continuously update documentation to reflect system changes, upgrades, and enhancements upon PRMP approval. For any change that occurs during change management process: <ul style="list-style-type: none"> • Test scenarios and cases • Smoke test plan • Build manifest |

| S. No | Document | Description |
|-------|---------------------------------------|---|
| | | <ul style="list-style-type: none"> • Deployment plan • Release notes summarizing each change made and bug fixed, enabling each stakeholder to know and communicate the scope of the release • Post-implementation plan • Post-implementation lessons learned • Decision log with details surrounding key decisions taken, including the stakeholder that made it |
| 6. | Security and Compliance Documentation | Ensure documentation related to security policies, audits, and compliance with regulatory requirements is up to date. |
| 7. | Performance and Monitoring Reports | Regularly generate and review reports on system performance and usage. |

Periodic updates will also be provided within weekly and monthly status documents, as well as upon request. Our framework is also flexible to accommodate additional documents you might require.

Working with our team through knowledge transfer sessions, we will identify where specific application configurations are stored and the processes to escalate discrepancies to PRMP. As we inventory the complete application configurations and codebase, our team commits to escalate our findings and discrepancies to PRMP. We will establish protocols based on the software configuration type that determine how and when documentation is updated and reviewed.

b. What documentation is not essential, but may be desirable?

During a Medicaid eligibility enrollment takeover or replacement process, certain documentation may not be considered essential but can still be desirable to enhance the efficiency, transparency, and effectiveness of the project. While these documents are not necessary for the core functionality, they can provide valuable context, facilitate communication, and support long-term maintenance. Here are some examples of such desirable documentation:

| Document | Description |
|--|---|
| Process Flowcharts | Process flowcharts can visually represent the workflow of eligibility determination and enrollment processes. While not essential, they can help stakeholders better understand the system's operation and identify potential areas for improvement. |
| Historical Data and Reporting Templates | Templates for historical data and reporting can assist in data analysis and trend tracking. They may not be essential for immediate system operation but can be valuable for long-term planning and evaluation. |
| Backup and Disaster Recovery Plans | Having documented backup and disaster recovery plans (that were previously implemented) is not strictly necessary for the initial takeover or replacement but is highly desirable to ensure data integrity and system availability in case of unexpected events. |
| Documentation on System Customization and Configuration | Detailed documentation on how the system is customized or configured for specific our client requirements can be helpful for system administrators and future maintainers. While not essential, it eases troubleshooting and system maintenance therefore adding long term cost efficiencies value. |

| Document | Description |
|---|--|
| Documentation on Integration Points and APIs | If the system integrates with other external systems or APIs, documenting the integration points, data exchange formats, and authentication mechanisms can be beneficial for future reference. |

These additional documents can add value to the Medicaid eligibility enrollment takeover or replacement process by providing a more comprehensive view of the project and enhancing decision-making. However, their necessity depends on the specific project requirements, organizational priorities, and regulatory constraints.

c. What documentation would be helpful to include in a future “bidders' library” to assist offerors?

We believe that a well-equipped bidders' library plays a pivotal role in fostering transparency, collaboration, and the overall success of the procurement process. The following documents are recommended for inclusion in the bidders' library to assist offerors in understanding project requirements, scope, and expectations:

| Document | Description |
|---|--|
| Data Inventory and Data Mapping Information | <ul style="list-style-type: none"> A catalog of data sources, data models, and data dictionaries relevant to their experience on Medicaid system |
| Technical Architecture and Infrastructure Details: | <ul style="list-style-type: none"> Information about the existing technical architecture, hardware, software, and network infrastructure. |
| Integration Requirements | <ul style="list-style-type: none"> Documentation regarding how the new system should integrate with other existing systems, federal systems, and external partners. |
| Performance Expectations | <ul style="list-style-type: none"> Clear specifications of performance expectations, including response times and scalability requirements |
| Security and Privacy Requirements | <ul style="list-style-type: none"> Information regarding security policies, data protection, and privacy regulations. |
| Compliance Requirements | <ul style="list-style-type: none"> Details about regulatory compliance requirements and any specific certifications needed for the project. |
| As-Is/To-Be Documentation and Gap Analysis | <ul style="list-style-type: none"> Documentation of the processes, as well as the ideal future state processes to identify gaps and address them. |
| Risk / Issue Management Process | <ul style="list-style-type: none"> Documentation of the process when a risk or an issue is identified |
| Quality Management Process | <ul style="list-style-type: none"> Quality Management documentation process regarding strategy and approach, manages adherence to quality standards and guidelines and identifying how quality criteria is identified and defined for audits, peer reviews, and deliverable reviews |

A comprehensive bidders' library with these documents will not only empower potential offerors to submit well-informed and competitive proposals but also streamline the evaluation and decision-making processes. It promotes transparency, fairness, and a shared understanding of project expectations among all participants in the procurement process

d. When there is limited written information, how do you address gaps/what alternate ways do you use to estimate level of effort or project risk?

When confronted with limited written information, Deloitte employs a comprehensive approach to address gaps and estimate the level of effort and project risk. Our extensive experience in executing projects in the healthcare and social services domain equips us with the expertise to navigate such situations effectively. Here are the alternative methods we employ to manage these challenges:

| Method | Description |
|---|---|
| Engage Subject Matter Experts (SMEs) | <ul style="list-style-type: none"> We collaborate with our in-house and external SMEs who have extensive knowledge in healthcare and social services. Their insights and experience contribute significantly to estimating the level of effort and project risks accurately. |
| Leverage External Resources | <ul style="list-style-type: none"> Deloitte has access to a wealth of industry reports, white papers, and benchmarking data. We draw upon these resources to gain valuable insights and relevant benchmarks that help in our estimations. |
| Analyze Existing Systems | <ul style="list-style-type: none"> Our team conducts a thorough analysis of the current systems and infrastructure. This analysis assists us in understanding the existing state and identifying potential challenges when implementing cloud solutions, unwinding PHE-related processes, or executing an overtake/replacement approach. For example, Deloitte took over and replaced Arkansas’s Medicaid eligibility enrollment system (Including CURAM) and implemented an integrated eligibility and benefits management solution. The project involved overhauling legacy systems, moving to a cloud-based infrastructure, and managing complex PHE unwinding. The lessons from Arkansas’ project can be valuable in addressing similar challenges in Commonwealth of Puerto Rico’s E&E solution. It was just the onset of Public Health Emergency (PHE) when Arkansas’s legacy system for Medicaid was being transitioned into Integrated Eligibility system, in which automated rules were built to not terminate Medicaid coverage of clients during PHE. Arkansas also had the most aggressive and fastest PHE unwinding plan across all states in the country (Completed in 6 months). The insights gained from this project can be applied to Puerto Rico Medicaid Program’s (PRMP) need for a similar solution. |
| Feasibility Studies | <ul style="list-style-type: none"> We often recommend initiating feasibility studies or pilot projects to uncover challenges and risks. These initiatives provide us with real-world data and practical experience, allowing for more informed estimations. This hands-on approach helps identify potential issues and gather practical insights even when written documentation is scarce. |
| Consulting Peers and Stakeholders | <ul style="list-style-type: none"> We actively engage with peers and stakeholders, including state officials, to gather their perspectives, learn from their experiences, and understand potential risks specific to PRMP requirements. We also conduct stakeholder engagement workshops to collect insights from state officials. These workshops help us understand the specific requirements and potential challenges that may not be adequately addressed in written documents. |
| Historical Data | <ul style="list-style-type: none"> Deloitte utilizes historical data related to similar projects, healthcare implementations, and social services initiatives to identify trends and potential risks. Our extensive portfolio of projects across the country provides valuable insights. |

We also often organize risk assessment workshops with project stakeholders to collaboratively identify and assess potential risks. This participatory approach strengthens our risk estimation and mitigation planning. Deloitte employs a comprehensive risk assessment framework that

is adaptable to the unique challenges of each project. It involves a structured approach to identify, assess, and mitigate risks proactively. Different components during risk assessment are:

- Risk Identification
- Risk Categorization
- Risk Assessment
- Risk Mitigation
- Risk Monitoring
- Risk Ownership

Deloitte’s commitment to delivering the best possible solutions is underpinned by our ability to manage and mitigate risks, even when faced with limited written information. Our vast experience and expertise in healthcare and social services projects, along with our multifaceted approach, position us to provide accurate estimations and effectively address challenges in the absence of comprehensive written documentation.

3.7 Alternative Approaches –

- a. The current Puerto Rico E&E System is a CMS Certified system, running on a Curam platform. What do you recommend as PRMP considers options for modernizing and enhancing their solution? Please provide any additional information regarding alternative approaches that may be beneficial for PRMP to consider ahead of a potential future procurement.**

We have provided the alternative approach as Takeover and Replace strategy (Option 3) in section 3.3.a above. This approach requires a new vendor taking over the M&O of the existing system and start Design, Development, and Implementation (DDI) phase of a new and modern system. This approach reduces the coordination of activities between the new vendor and PRMP staff and reduces the complicated constant coordination between Incumbent vendor, new vendor and the PRMP staff. Keeping the same vendor responsible for the M&O of the legacy system and DDI of the new system increases the accountability of the vendor, increases the collaboration between legacy and new system teams and provide opportunities to share resources between two teams. Given the closed and proprietary nature of Curam, the challenges we have seen other States like Arkansas on Curam experience, Curam’s recent history of acquisition and resell, and the limited number of Curam skilled resources we do recommend that replacement as a near to mid-term strategy.

Using this takeover and replace approach, PRMP can use following alternate options to implement the new system:

- a. Complete system replacement V/S Incremental Renewal
- A typical E&E system has two user groups. One of these user groups are the PRMP workers managing the cases and making the eligibility decisions based on the data provided by the citizens. The other user group is the citizens applying for the Medicaid benefits. These two user groups generally have two different portals. Using this option, PRMP leadership can

decide to implement both the portals statewide at the same time or these can be done one after the other.

There are other variations of the incremental renewal approach where the new system can be implemented incrementally by program types. For example, the functionality for MAGI recipients can be implemented in one phase followed by the functionality for the non-MAGI recipients.

b. Statewide V/S Pilot Implementation

This option 'a' above can be implemented statewide in one go or the PRP leadership can decide to have a pilot for a limited population first and then implement the system statewide. This pilot population can be selected by geographical area or can be done by office/units in the same office.

We will be pleased to have an in-person discussion with the PRMP leadership prior to release of the RFP and discuss the alternative approaches with their pros and cons in detail.

b. Considering the layouts of the existing solution depicted in Section 2 of the RFI, do any modules lend themselves well to enhancements or modernization?

Deloitte continues to lead the industry with dramatic improvements in client self-sufficiency and case worker productivity. The promises of “no wrong door,” engaging clients where they live and work, holistic case management, and transparency across stakeholders are being realized through multi-channel engagement. A key enabler of these advancements is a strong pivot toward engagement using many devices and mediums including tablets, mobile phones, kiosks, text messages, live chat, and other channels with features and services that offer practicality and utility to improve outcomes. Our mobile first client applications are game changing for clients, providers, and community partners and have been integrated with numerous E&E



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systems including those not built by Deloitte as have our noticing systems, test and e-mail nudges engines that improve client outcomes and other client facing E&E enhancements.

We also offer worker efficiencies such as our NextGen Worker 360 system which enhances the traditional E&E workflow processes by providing improved prioritization, distribution, management, and execution of work. Traditionally E&E systems have multiple work queues and often use limited intelligence to prioritize tasks, resulting in staff spending significant effort executing repeated, routine tasks. In addition to being less efficient, this model may result in staff not processing time-sensitive tasks first which could affect key business metrics such as Medicaid eligibility approval timeliness. This system has been deployed successfully as an additive module that integrates with a pre-existing E&E system.

System enhancement / modernization addresses this limitation by configuring task priority based on a multitude of variables such as case status (e.g., in renewal mode), the age of the task, and task type (e.g., LTSS) and more.

This approach significantly helped Arkansas during the extensive PHE unwinding effort of 6 months. For example, the state was able to quickly identify and find all return mail tasks as part of COVID-19 unwind management efforts and take appropriate measures.

Clients have unique needs, aspirations, abilities, and resources. An engagement strategy that offers choices and multiple channels to communicate and connect improves outcomes.

Examples of different enhancements and modernizations are listed below:

| Use Case | Description |
|--|--|
| Real-Time “No Touch” Eligibility and Enrollment | <p>Automatic case creation, eligibility determination, data verification, notice generation, and benefits issuance.</p> <p>Less time spent entering and validating information allows for greater time working directly with individuals</p> <p>Automated processes reduce risk for data entry and validation errors, thereby minimizing follow-up corrective tasks</p> |
| Ex-Parte Renewals | <p>Individual’s eligibility for Medicaid can be renewed using a passive renewal if the income and other verifiable case information is able to be successfully verified from available sources. Once the information is verified, the individual’s eligibility is automatically renewed for the next 12 months without requiring the beneficiary to submit a new redetermination application or the worker to perform additional renewal tasks.</p> <p>State we support like Arkansas, Rhode Island, Louisiana, Kentucky, Nevada, Connecticut, New Mexico, and others have implemented individualized passive renewal process through which ~70% -90% of Medicaid clients are systematically renewed every month without sending a paper renewal form to the clients.</p> |
| Mobile and Responsive Web Applications | <p>When applicants access their self-service accounts, they gain a 360-degree view of their case, benefits, and actions required to progress towards self-sufficiency. Real-time identity proofing, situation coaching, live chat, benefits management, smart application driver flow, real-time eligibility determination, managed care enrollment, online scheduling, electronic correspondence, document verification, consent, and authorized representative management are examples of the ongoing evolution to increase client engagement and remove the barriers of a brick-and-mortar service delivery model. Metrics show significant increases in digital engagement and reductions in application abandonment rates and churn as a result of our self-service systems built on human centered design best practices.</p> |
| Text and E-mail | <p>Reminders, notifications, and other prompts of engagement are reducing no-show rates, closures due to failure to provide information, and other similar coachable moments. For example, State of Kentucky won APHSA ISM and NACIO innovation awards following their roll-out new capabilities to send communications to members via text message and email tuned using HCD with outcome tracking industry leading read and call to action outcomes. This innovation was particularly important during the Public Health Emergency (PHE) unwind when reaching members with important information was critical to helping them to keep their state benefits. The text/emails are designed and tailored to the customers experience, automated to reduce burden on staff, and personalized to deliver information to the right person at the right time.</p> |

| Use Case | Description |
|--|--|
| Call Center and IVR | Interactive voice response (IVR) automatically responds to client inquiries and collects transfer and call triage/routing data. This same platform also supports voice interviews for new applications and redeterminations, including voice signatures for quality control reviews, appeals, and audits. This includes SNAP/TANF AI infused IVR and chatbot options to improve client experience while providing worker relief. |
| Kiosk Tablets | Inexpensive tablets offer self-service kiosk capabilities within offices that help shorten lines, expedite interaction, and provide a better overall client interaction experience |
| Automatic Verifications | Real time and batch interfaces with third party systems such as FFM, LIS, MMIS and FDSH. Automatic verification based on inputs received from these interfaces. It reduces follow-up activities with multiple parties to verify information and less time waiting for responses to verification requests to proceed with enrollment activities |
| Alerts and Tasks | Automatic or manually set alerts to remind staff of key tasks, dates, and assignments. Reduces reliance on paper notes and calendars to schedule key tasks Eliminates the need to constantly monitor multiple moving pieces of a caseload—NextGen 2.0 will push reminders to users as and when they are necessary |
| Auto-Close Batch Processes | Batch processes that will auto-close benefits based on business rules. This removes the monthly task of manually ending benefits enrollments from staff to-do lists Reduces risk of critical benefits being closed at the incorrect time |
| Document Upload, Management and OCR | Document upload and edit functionality tied to applications and cases. Lowers risk of misplacing key documentation for an individual Less time organizing and searching through case-related folders Documents can be accessed from any computer within the network—no need to carry documentation between offices |
| Address Auto-Key and Validation | Address “type ahead” using Melissa or equal and address validation that not only validates the address, but the residency of the head of household using an Experian service or equal. Outcome - Reduced keystrokes, improved address accuracy, reduced returned mail, and auto-validation of head of household reducing verification burden |

We understand the significance of modernizing E&E processes to better serve the citizens of the Commonwealth of Puerto Rico. There are several modules and components that lend themselves well to enhancements or modernization. These modules have been identified based on their current state, alignment with emerging technologies and best practices, and the potential benefits that enhancements or modernization could bring to the project.

Below pointers delve into each of these modules, outlining their current status, the opportunities for improvement, and the methodologies we propose to employ for their enhancement or modernization. Our goal is to maximize the value delivered to the client by leveraging the latest advancements in technology and best-in-class practices.

Cloud Migration:

Deloitte’s Cloud practice aim to bring consistent, end-to-end capabilities on top of reliable solutions to help PRMS migrate, modernize, and rapidly innovate your current on-premises enterprise solutions on the cloud platform (Google Cloud Platform (GCP), Amazon Web Services (AWS), Microsoft Azure, etc.). Our experienced practitioners help our clients navigate new approaches to DevOps, microservices, and analytics for Eligibility & Enrollment by leveraging various cloud services.

Deloitte brings in experienced Cloud Managed Services Team and has a global network of certified professionals across all cloud platforms embedded into our world-class cloud computing and consulting services practice. Deloitte was also named a global leader in public cloud infrastructure managed and professional services based on completeness of vision and ability to execute by Gartner.

We assisted the state of Georgia to successfully migrate their Eligibility & Enrollment (E&E) solution from on-premises infrastructure to cloud. We helped Georgia perform an assessment of existing infrastructure and application dependencies. We used Infrastructure as a Code (IaaS) approach to automate the setup of application servers on cloud infrastructure and supported the cloud migration activities. This resulted in reduced operating costs, consolidation of application environments, and increased available capacity to support data requirements and user load. We are also presently working to migrate a Curam E&E system to the cloud.

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Eligibility & Enrollment (E&E) Visual Analytics and Dashboards:

Other modules or enhancements that can be sequenced and implemented separately include analytics, including dashboarding capabilities, worker nudging to enhance the quality of data entry and to aid in the completion of work within the Case Management module, and gamification to drive overall ownership and satisfaction of the day-to-day tasks being performed.

Our mission-driven visual analytics approach is designed to empower E&E stakeholders with comprehensive insights into operational performance, program outcomes, staff workloads, and financials aligned with PRMP’s mission objectives.

Following is the list of E&E Visual Analytics use cases covering a wide range of applications for analytics in the context of eligibility and enrollment processes. These use cases demonstrate the versatility and effectiveness of visual analytics tools providing a comprehensive view of data, enabling Puerto Rico Department of Health (PRDoH) to make informed decisions and take proactive measures to achieve their goals:

| Use Case | Description |
|----------------------|---|
| Enrollment & Outcome | <ul style="list-style-type: none"> Provide real-time insights into program enrollment trends |

| Use Case | Description |
|--|--|
| Program Integrity | <ul style="list-style-type: none"> Reduce program error rates by identifying procedural errors that require targeted training. |
| Workload & Productivity | <ul style="list-style-type: none"> Manage backlogs, predicting staffing needs, and tracking worker productivity through visual analytics. For example, a team can quickly identify and find all return mailed tasks as part of COVID-19 unwind management efforts We support automated re-prioritization and routing of tasks as well as manual transfer and reassignment |
| Dashboard | <ul style="list-style-type: none"> Gamification and dashboard metrics to measure and promote outcomes at the individual, supervisor, office, and program wide level. Using PowerBI as an example, we have a powerful IE&E PowerBI module in Arkansas that tracks E&E operations including the full lifecycle of applications and renewals with executive dashboards, operations management visibility and drill down into teams and worker productivity. For example, Deloitte has designed and implemented E&E dashboards to track E&E outcomes, including PHE unwind activities for overdue redeterminations and pending eligible populations. This dashboard assists in monitoring and targeting populations where the client needs to prioritize efforts to minimize the impact on vulnerable individuals and provide additional support and reminders to clients |
| Federal Reporting | <ul style="list-style-type: none"> Streamline reporting to federal agencies, ensuring compliance with their requirements |
| Enrollment Outreach | <ul style="list-style-type: none"> Identify potential program beneficiaries who are eligible but not enrolled, as well as those at risk of losing coverage. |
| Data Governance & Management | <ul style="list-style-type: none"> Robust data governance framework, creating golden records for client benefit status, improving data sharing across program divisions. |
| System Performance and Interfaces | <ul style="list-style-type: none"> Monitor system uptime and predict demand surges, ensuring system reliability. |

Master Data Management:

We are committed to support Puerto Rico Department of Health (PRDoH) in establishing and maintaining data integrity while optimizing operational efficiency. At the heart of modernizing

your data management, we propose the implementation of an Enterprise Master Person Index (EMPI). This is a shared repository which will support multiple agencies and reduce the burden of data entry for workers.

Enterprise Imaging Services:

Enterprise Imaging Enhancement provides functionality for current clients and users of PRMP business applications to support business processes that rely heavily on documentation received from Puerto Rico residents applying for or receiving services from PRDoH. The Enterprise Imaging Solution is mission critical for PRDoH as it provides



repositories for PRMP documentation that can be accessed by multiple PRDoH lines of business through both batch and real time channels for processing and storage.

Deloitte is recognized as an innovator and industry leader delivering Enterprise Imaging and Content Management Services in 25 states, several Federal agencies, and hundreds of commercial enterprises. Our understanding from our decades of experience in providing E&E services to various states and our national imaging and HHS experience positions us to provide deep insights into the challenges and opportunities faced today and into the future. We understand the impact that Enterprise Imaging Services have upon PRMP's mission of servicing the document needs of many mission critical PRDoH applications. We understand the high-quality of service and experience levels required to deliver a stable document service for your enterprise applications and we bring in a team that has the relevant experience and skillset necessary to enhance, maintain, operate, and stabilize PRMP's current content management system.

c. Is the Respondent willing to provide an E&E system demo or provide additional information upon PRMP's request?

- Yes
- No

Deloitte Consulting will be happy to provide system demo or provide additional information upon PRMP's request.

3.8 Anticipated Engagement and Potential Barriers

a. Should PRMP release an E&E takeover or replacement RFP over the next several months, what limiting factors or constraints might prevent your organization from participating?

Deloitte Consulting has been serving the state sector clients and is currently has active projects in most of the states and multiple local clients in each state. We will be pleased to participate and do not anticipate any constraints preventing us from responding to the takeover or replacement RFP released by PRMP.