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**Impact of Change to ACA Medicaid Eligibility Requirements on CHAMPS Statement of Work**

The deliverables for each phase are presented in Table 4, along a brief description of each and an anticipated month of delivery for each deliverable:

**Table 4. Deliverable Summary**

Phase	Deliverable	Timeline
Phase I – Requirements Validation and Design	Project Management Plan	April 2013
	Project Work Plan	April 2013
	Requirements Specification Document	April 2013
	As-Built Detailed System Design Documents	May 2013
Phase II – Coding and System Testing Deliverables	System Test Plan	May 2013
	System Test Results Report	August 2013
	UAT/B2B Test Plan (State)	July 2013
Phase III – UAT, B2B Testing, and Production Deployment	Implementation Plan	August 2013
	UAT/B2B Test Results (State)	October 2013
	Code Deployment to Production	September 2013
Phase IV – Stabilization and Optimization	Operational Reporting	Starting October 2013
	Performance Report	Starting October 2013
	Issue Resolution Plan	Starting October 2013

As presented in the initial work plan schedule (Figure 5), the tight implementation schedule will lead to an overlap between Phase I and Phase II. This will allow development to begin early. There will also be an overlap between Phase II and Phase III, allowing B2B testing to start early. A high-level overview of the overlap was presented in the previous paragraphs. The detail of these overlaps will be further elaborated and agreed upon in Phase I as the project plan and schedule are finalized.

The Impact of Change to ACA Medicaid Eligibility Requirements on CHAMPS project consists of all the activities required to validate, design, develop, test, implement and monitor changes in the following subsystems/processes in order to seamlessly integrate ACA Medicaid eligibility processing into CHAMPS and support the same seamless ACA Medicaid eligibility processing integration into Michigan’s overall Medicaid enterprise. Subsystems/processes to be addressed include:

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- Interfaces
- Eligibility and Benefit Plans
- Managed Care
- Claims
- HIPAA EDI transactions including 834 and 271
- Data Warehouse
- Reports and Correspondence

In Table 5, we summarize the high-level activities to be completed as a part of this engagement. In this table, we also provide the deliverable to be produced in each phase of the effort. **Formal deliverables** are shown in **bold** text.

Table 5. High-Level Activities by Phase

Key Activity	Description	Phase
<b>Project Initiation and Kick-off</b>	Establish the project team structure, key stakeholders, and operating guidelines for team activity throughout the course of the project.	Phase 1
<b>Project Planning</b>	Establish project plans and schedules.	Phase 1
<b>Requirements CAD Sessions</b>	Conduct CAD sessions to validate requirements across all subsystems.	Phase 1
<b>Design CAD Sessions</b>	Conduct CAD sessions to document detailed system design changes for all subsystems.	Phase 1
<b>Phase 1 Deliverables</b>		
<b>Project Management Plan</b>		
<b>Project Work Plan (Schedule)</b>		
<b>Requirements Specification Document</b>		
<b>As-Built DSDD</b>		
<b>Development</b>	Software changes required to support the detailed functional design including: Screens Interfaces Functionality (driven by use cases) Data Models Reports Letters	Phase 2

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Key Activity	Description	Phase
<b>Test Planning</b>	Produce detailed test plans and schedules for each phase of testing: Unit, System, UAT and B2B.	Phase 2
<b>Unit/System Testing</b>	Internal CNSI testing of developed functionality at the component, subsystem and system level, including end-to-end regression testing.	Phase 2
<b>Phase 2 Deliverables</b> <b>System Test Plan</b> <b>System Test Results</b> UAT/B2B Test Plan (State)		
<b>Implementation Plan</b>	Detailed plan and schedule to coordinate production installation of the system changes.	Phase 3
<b>User Acceptance Testing</b>	MDCH testing of all system changes using formal UAT test scripts.	Phase 3
<b>B2B Testing</b>	MDCH testing with trading partners.	Phase 3
<b>Phase 3 Deliverables</b> <b>Implementation Plan</b> UAT/B2B Test Results (State) <b>Code Deployment to Production</b>		
<b>Post Deployment Verification</b>	Perform a sanity check of all system functions after code deployment to ensure all features function as designed.	Phase 4
<b>Post Deployment Monitoring</b>	Overall monitoring of CHAMPS system health and performance after code deployment.	Phase 4
<b>Issue Resolution</b>	Identification and plan-of-action to resolve issues should they arise after code deployment.	Phase 4
<b>Performance Analysis</b>	Measure and analyze post-deployment performance of the CHAMPS system in comparison to pre-deployment system performance.	Phase 4
<b>Performance Tuning</b>	Adjust system queries, database tables and interfaces as needed to improve system	Phase 4

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Key Activity	Description	Phase
	processing and throughput.	
<b>Phase 4 Deliverables</b>		
	Operational Reporting	
	Performance Report	
	Issue Resolution Plan	

**2.4.2.1 Phase I – Requirements Validation and Design**

**Activity 1 - Project Initiation**

During this activity, CNSI will conduct the formal project kickoff and deliver team training and orientation. The major milestone associated with this activity is the Project Kickoff Meeting.

**Activity 2 - Project Planning**

During this activity, CNSI will develop the Project Management Plan. The Project Management Plan outlines the standards and procedures for risk, issue, and action item management, project governance plan (including coordination between this project team and the MDCH PMO), communications plan, deliverable management plan, project work breakdown structure (WBS), and baseline schedule.

Milestones associated with this activity include:

- Project Charter is published
- Project Management Plan is delivered
- Project Work Plan is delivered

**Activity 3 – Requirements CAD Sessions**

During this activity, CNSI will host CAD sessions to validate functional requirements. Sessions will be organized and scheduled per CHAMPS subsystem and/or MITA business area. The CAD sessions will include MDCH and CNSI functional and technical SMEs. Using the MDCH ACA High-Level Business Requirements Document and the assumptions defined in this statement of work as a starting point, session participants will confirm the meaning of each functional requirement.

CNSI will compare the finalized requirements with current CHAMPS functionality to determine the impact of the new requirements across all CHAMPS subsystems including system aspects such as:

- Screens
- Interfaces
- Functionality (use cases)
- Data Models

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- Reports
- Letters

CNSI will use the results of the impact assessment to plan and conduct design activities.

This will result in a final Requirements Specification Document which provides a clear, concise, and final definition of each functional requirement.

The major milestone associated with this activity is the delivery of the Functional Requirements Specification Document.

**Activity 4 – Design CAD Sessions**

During this activity CNSI will host CAD sessions to produce detailed functional design artifacts. Sessions will be organized and schedule per CHAMPS subsystem and/or MITA business area. The CAD sessions will include MDCH and CNSI functional and technical SMEs. Using the existing CHAMPS design and the Requirements Specification Document as a starting point, session participants will identify and document required design changes across all CHAMPS subsystems including system aspects such as:

- Screens
- Interfaces
- Functionality (use cases)
- Data Models
- Reports
- Letters

This will result in final revised design artifacts, such as use cases and data models, which will be the basis for development of changes to system functions. CNSI will submit the completed design artifacts to the appropriate MDCH subsystem team lead shortly after the completion of a CAD session. The MDCH team lead will provide formal approval of the design artifacts via signature on an approval form, similar to the existing CHAMPS enhancement approval process. This approval indicates that design is final and development can begin. CNSI will submit a final as-built DSDD for MDCH approval upon completion of all Phase I design sessions.

The major milestone associated with this activity is the delivery of the As-Built DSDD.

**2.4.2.2 Phase II – Coding and System Testing**

**Activity 1 - Development**

During this activity, CNSI codes the software changes required to support the updated detailed functional design. Development includes the coding changes as defined in the As-Built DSDD for all CHAMPS subsystems including system aspects such as:

- Screens

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- Interfaces
- Functionality (use cases)
- Data Models
- Reports
- Letters

Development is performed in bi-weekly iterations. The major milestones associated with this activity include the completion of all development iterations.

**Activity 2 – Test Planning**

During this activity, CNSI collaborates with MDCH to produce detailed test plans and schedules for each phase of testing, including system, and UAT/B2B.

Milestones associated with this activity include:

- System Test Plan is delivered
- UAT/B2B Test Plan is delivered

**Activity 3 – Unit/System Testing**

During this activity, CNSI tests the developed functionality at the component, subsystem, and system level, including end-to-end regression testing.

Milestones associated with this activity include:

- System Test Results are delivered
- Code is deployed to UAT
- Start UAT

**2.4.2.3 Phase III – UAT, B2B Testing and Production Deployment**

**Activity 1 – Implementation Plan**

During this activity, CNSI collaborates with MDCH to develop the detailed plan and schedule to coordinate production installation of the system changes.

The major milestone associated with this activity is the delivery of the Implementation Plan.

**Activity 2 – User Acceptance Testing (UAT)**

During this activity, CNSI deploys the final code to the UAT environment and provides support to MDCH staff who conduct UAT using formal test scripts.

The major milestone associated with this activity is the UAT Results published by the State.

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**Activity 3 – B2B Testing**

During this activity, CNSI deploys the final code to the B2B environment and provides support for external B2B testing with external trading partners. Testing is conducted via a B2B test plan and test scripts produced by MDCH.

Milestones associated with this activity include:

- B2B Test Results are published (State)
- Code is deployed to Production

**2.4.2.4 Phase IV – Stabilization and Optimization**

**Activity 1 – Post-Deployment Verification**

This task involves verifying the correct installation and operation for all system components. During this activity, CNSI performs a sanity check of all system functions after code deployment to ensure all features function as designed.

Purpose:

- Verify Screen Operation
- Verify Queues Operation
- Verify Interfaces Operation
- Verify DB2DB Jobs Operation
- Verify Data Warehouse Extract Operation
- Verify all Production Job Schedules:
  - Interface Schedules
  - DB2DB Job Schedules
  - Data Warehouse Extract Schedules
  - Queue Schedules
  - Pay Cycle Schedules

**Activity 2 – Post-Deployment Monitoring**

This task involves monitoring the system in the months after the application upgrade has gone live.

Purpose:

- Monitor Key Operational Metrics:
  - Claims Payment Rates
  - Encounter Acceptance Rates
  - Prompt Pay Rates

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- Claims Payment Amounts
- Pay Cycle Statistics
- Monitor Program Specific Metrics for programs impacted by ACA Medicaid eligibility requirements
- Monitor System Performance Metrics:
  - Application Screen Performance
  - Database Performance
  - Application Queues Performance
  - Interface Performance
  - DB2DB Job Performance
  - Data Warehouse Extract Performance
  - Reports Performance

**Activity 3 – Issue Resolution**

This task involves evaluating issues reported in the 90-day period. Issues will be logged and processed according to the CHAMPS Operations Incident Management, Application Support, Change Management, and Release Management processes. Issues that require system changes will be planned for software releases based on priority and will be assigned to CHAMPS Operations releases in accordance with the approved schedule.

**Purpose:**

- Incident Management:
  - OTRS Ticket Entry
  - OTRS Ticket Triage
  - OTRS Ticket Analysis
  - OTRS Ticket Disposition Determination (Defect, Enhancement, RFC, or Closure)
- Application Support:
  - Iterative Development
  - System Testing
  - RFC Creation and Testing
- Change Management:
  - CQ Entry
  - CQ Analysis
  - CQ Planning

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- Change Log Estimation and Approval
- Code Promotion
- RFC Deployment
- Release Management:
  - Release Planning
  - Release Assignment
  - Release Deployment

#### Activity 4 – Performance Analysis

This task is the process for analyzing the performance of CHAMPS after the ACA Medicaid eligibility processing changes have gone live. Various operational reports and monitoring tools will be used to assess the performance of the system and identify opportunities for improvement.

Purpose:

- Operational Reports:
  - Identify any processes performing below benchmarks.
- Monitoring Tools:
  - Identify any servers with metrics outside normal operating ranges.
  - Identify any slow running queries.
  - Identify heavily used web pages.
  - Identify heavily used transactions.

#### Activity 5 – Performance Tuning

After all processes, servers, and queries where performance issues are identified, the Application Support and Infrastructure Teams will construct a remediation plan. The remediation plan will identify the changes to be made, the timeline for the changes, and the deployment plan either through software release, RFC, or maintenance outage in the case of server changes.

Purpose:

- Application Support:
  - Perform process tuning in development environment.
  - Plan software changes for software releases per the CHAMPS Operations release schedule.
  - Tuning changes are released and deployed according to the CHAMPS Operations Change Management and Release Management processes.
  - If Application Support Teams require infrastructure changes, they will request the changes through the CHAMPS Operations RFC process.
- Infrastructure Support:
  - Perform server tuning in lower environments.

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Deploy configuration changes to Production during monthly planned maintenance outages. Emergency maintenance outages may be requested if performance issues are severe and business impact is high. In that case, the emergency outage will be planned based on CHAMPS Service Level Agreements in order to minimize business impacts.

CNSI will support this effort with the following deliverables:

- Operational Reports
- Performance Report
- Issue Resolution Plan

## Section 3: General Assumptions

The following assumptions are taken into consideration for this statement of work:

### Project Assumptions

1. All required participants, including MDCH and Department of Technology, Management & Budget (DTMB) contractor staff, are available and will participate in meetings and CAD sessions, as needed.
2. All systems, including the new State MAGI eligibility determination system, will be ready to support testing as defined by the Project Work Plan.
3. All required hardware, including equipment to support a dedicated integration testing environment, will be available within 90 days of the project start date.
4. The functional business requirements defined in the document titled *Department of Community Health - ACA High-Level Business Requirements* will be used as the basis for the requirements validation activity. Should these requirements prove to be incomplete or inaccurate, change management may be necessary to extend the timeline for this effort.

### Functional Assumptions

1. While the State MAGI eligibility determination system will transmit Medicaid eligibility data directly to CHAMPS, all Medicaid eligibility changes will be processed via the existing CIMS interface which transmits Medicaid eligibility data from BRIDGES to CHAMPS.
2. While the State MAGI eligibility determination system will transmit MICHild eligibility data directly to CHAMPS, all MICHild eligibility changes will be processed via the existing MICHild interface which transmits MICHild eligibility data from MAXSTAR to CHAMPS.
3. The CIMS interface from BRIDGES to CHAMPS will include a MAGI indicator in each Medicaid eligibility record to indicate which of the four new ACA programs to assign; and will also continue to include “legacy” data elements, such as program, scope coverage, LOC, and SLA, among others, as required for existing benefit plans.
4. BRIDGES will include income level data for beneficiaries determined eligible based on ACA Medicaid eligibility guidelines.
5. CHAMPS will derive the appropriate cost sharing/co-pay values for Medicaid beneficiaries, using the income level data provided by the MAGI eligibility determination system.
6. CHAMPS will continue to receive the following eligibility interfaces. The data format and content of these interfaces remains unchanged:
  - a. SED – Serious Emotional Disturbance Waiver Program
  - b. CWP – Children’s Home and Community Based Services Waiver Program
  - c. DHIP – DHS Incentive Payment

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- d. AUT – Autism-Related Services
- e. HSW – Habilitation Supports Waiver Program
- f. CSHCS – Children Special Health Care Services

## Section 4: Proposed Project Cost

This section of our proposal presents our fixed price overall labor cost and hardware estimates for completing the Impact of Change to ACA Medicaid Eligibility Requirements on CHAMPS project. The cost was derived based on the expected effort required as presented in our initial work plan, composed of the four phases depicted in Figure 8. The total fixed price labor cost for the Impact of Change to ACA Medicaid Eligibility Requirements on CHAMPS project is \$8,973,200. The hardware cost estimate is approximately \$750,000 which includes the hardware required to establish the Development, System Test and UAT environments. The total combined estimated project cost for fixed labor and hardware is \$9,723,200.

The overall project labor cost is detailed within each phase, along with a presentation of the major activities and planned deliverables as depicted in Figure 8. The total cost for the labor effort required to complete the four phases defined for the project is based on our approved blended rate of \$146.76.

Phase I Requirements Validation & Design	Phase II Coding and System Testing	Phase III UAT, B2B Testing, and Production Deployment	Phase IV Stabilization and Optimization
<b>Major Activities:</b> Project Initiation & Kick-off Project Planning Requirements CAD Sessions Design CAD Sessions	<b>Major Activities:</b> Test Planning (Unit System, UAT & B2B) Software Development Unit and System Testing	<b>Major Activities:</b> Implementation Plan User Acceptance Testing Business to Business Testing with Trading Partners	<b>Major Activities:</b> Post Deployment Verification Post Deployment Monitoring Issue Resolution Performance Analysis Performance Tuning
<b>Estimated Duration:</b> 2.5 Months \$ 1,446,402	<b>Estimated Duration:</b> 3.5 Months \$ 4,254,572	<b>Estimated Duration:</b> 2.5 Months \$ 1,685,979	<b>Estimated Duration:</b> 6 Months \$ 1,583,247
<b>Phase Deliverables:</b> <ul style="list-style-type: none"> <li>• Project Plan</li> <li>• Project Schedule</li> <li>• Requirements Specification Document</li> <li>• As built DSDD</li> </ul>	<b>Phase Deliverables:</b> <ul style="list-style-type: none"> <li>• System Test Plan</li> <li>• System Test Results</li> <li>• UAT/B2B Plan</li> </ul>	<b>Phase Deliverables:</b> <ul style="list-style-type: none"> <li>• Implementation Plan</li> <li>• UAT/B2B Results</li> <li>• Code deployment to Production</li> </ul>	<b>Phase Deliverables:</b> <ul style="list-style-type: none"> <li>• Operational Reporting</li> <li>• Performance Report</li> <li>• Issue Resolution Plan</li> </ul>

Figure 8. Project Deliverables and Cost by Phase



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## Section 1: Introduction

CNSI is pleased to present this statement of work to implement the Document Management Portal (DMP) for the State of Michigan Department of Community Health (MDCH). CNSI proposes to implement the DMP using the IBM® FileNet® P8 platform under a fixed-cost agreement.

### 1.1 Regulatory and Business Drivers for Change

MDCH currently uses a third-party web application that enables providers to submit support documentation for Medicaid claims, programs, and services. MDCH staff must access both the Community Health Automated Medicaid Processing System (CHAMPS) and its document management application to review claims data and support documentation. This reduces overall productivity. Additionally, the State's current document management application is provided by a third-party as a hosted solution. This creates a compliance risk due to support documentation residing in a separate system outside the State network.

To improve staff productivity and mitigate compliance risks, MDCH and the Department of Technology, Management & Budget (DTMB) is planning to discontinue the use of its current document management application by expanding the current IBM® FileNet® P8 platform to provide functions and features available in the document management application.

To assist MDCH in this endeavor, CNSI will provide a portal for providers and other participants in the State's Medicaid program. Using the DMP, providers will be able to electronically submit authorization and consent forms, documentation supporting Medicaid claims, and other program-specific documents. This solution aligns with the State's objectives to:

- Mitigate regulatory compliance risk by having a single content repository.
- Remove dependency on third-party vendor systems and resources.
- Have a central governance of the system rather than multiple systems and owners.
- Leverage existing technology to enhance processes and service levels for Medicaid information submission and exchange.

### 1.2 CNSI Capabilities

CNSI's approach to implement the DMP and integrate it with CHAMPS is based on its ongoing partnership with MDCH and DTMB and its extensive knowledge of CHAMPS design, implementation, and operation. As system developers and integrators, CNSI aligns its clients' business processes and information systems to provide access to the right information at the right time, enabling the achievement of their desired business results and creating enterprise value. CNSI will employ its extensive technological experience in the industry and incorporate its flexible tools and methodologies to deliver quality results on time and within budget. CNSI completes jobs for clients by delivering on commitments with speed and purpose in accordance with the client's specifications and expectations.

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CNSI will build upon its extensive knowledge gained from designing, developing, implementing, and operating CHAMPS for the State, as well as previous CHAMPS efforts, including the Health Insurance Portability and Accountability Act (HIPAA) 5010 compliance implementation, and the ongoing International Classification of Diseases, Tenth Edition (ICD-10), transition and remediation. In implementing the DMP and integrating it with CHAMPS, CNSI will continue to collaborate with the State's business and technical personnel and provide an experienced team of Medicaid subject matter experts (SMEs) who have the technical, business, and project management expertise to support this endeavor.

CNSI's experience working on prior Medicaid health information technology (IT) initiatives has led to incorporating the following factors in developing this statement of work:

- **CNSI's capability to conduct complex analysis of Medicaid system requirements**

CNSI's project teams have a wealth of experience with multiple Medicaid programs, which allows them to efficiently conduct the data-gathering and analysis activities for this initiative. Architects and SMEs who have worked with CHAMPS for a variety of Medicaid health IT initiatives are among the team members involved in this effort.

- **CNSI's sensitivity to the State of Michigan's needs and constraints**

CNSI is uniquely qualified to remain sensitive to the State's needs and constraints in defining the approach to the DMP development and implementation. The team will employ an orderly, structured, professional approach that is sufficiently flexible to respond to changes in requirements that evolve from additional understanding. Overall, CNSI has practical "hands-on" experience of what does and does not work.

CNSI has engaged HTC Global Services as a subcontractor to provide specific technical and business expertise that will complement CNSI's capabilities. For the State of Michigan, CNSI has previously engaged HTC Global Services to develop the Electronic Document Management System (EDMS) for CHAMPS. For this engagement, HTC Global Services will provide the technology to supply the DMP.

Throughout this engagement, CNSI will be wholly responsible for the work done by HTC Global Services. HTC Global Services will be held accountable to comply with CNSI, MDCH, and DTMB applicable standards. CNSI will oversee and approve all work done by HTC Global Services, including professional services, software, and deliverables produced by HTC Global Services under this statement of work.

### 1.3 Proposed Project Organization

CNSI believes that this statement of work represents the best possible combination of architecture, technology, support, and experience to complete this project. The proposed team members are each the best possible candidates of their respective disciplines. The underlying logic behind identifying each member of this group is that:

- They share the same philosophical approach for undertaking this project – **the customer comes first.**
- They understand the values that each member brings to successfully implementing the project.

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- They are committed to understanding and incorporating the State’s requirements.
- They understand the necessary advanced technologies, business needs, and operational issues.

CNSI’s primary objective is the successful implementation and completion of the project. Its team is fully dedicated to the DMP implementation and is confident in its ability to achieve that goal.

However, an effective project management plan cannot work with participation only by CNSI. As the customer, the State is the most important member of the project team. The customer must be actively engaged in the process at all levels. Implementation is only as good as the partnership established and maintained between all involved parties.

Figure 1 below shows the organization structure for executing the DMP project. As depicted in the organization structure, HTC is going to be an integral part of CNSI team to effectively manage and execute the DMP project. CNSI senior management will oversee the whole engagement including HTC team to ensure schedule and quality compliance.

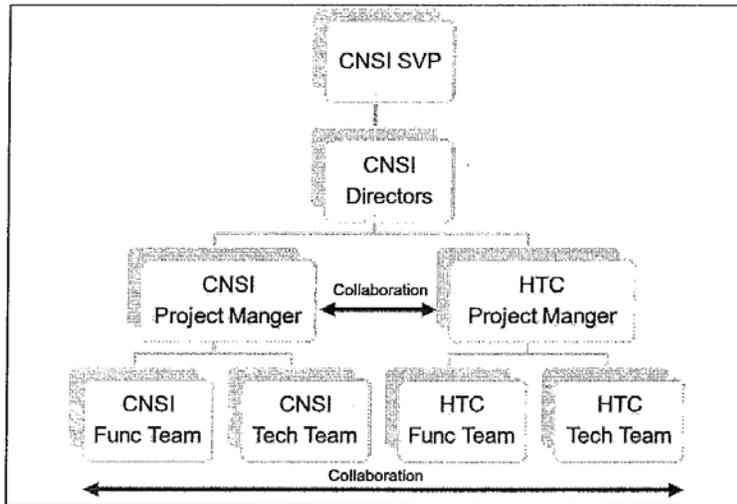


Figure 1. Organization Chart

## 1.4 Subcontractor Profile

Established in 1990 and headquartered in Troy, Michigan, HTC Global Services is a global provider of IT solutions and business process outsourcing services. HTC Global Services’ clients include several Global 2000 organizations. HTC Global Services manages and improves IT environments, applications, and business processes for customers and has experience in providing enterprise-class document management systems, including its feature-rich docuSTACK product.

Since 2005, CNSI and HTC Global Services have successfully collaborated on previous Medicaid management information system (MMIS) projects in multiple states. HTC Global Services was involved in implementing the document management system for CHAMPS in Michigan and ProviderOne in Washington.

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As part of HTC Global Services' work in creating the DMP solution, it will provide CNSI with the following work products:

- Requirements Specification Document
- Design Specification Document
- System Test Results Report

## **Section 2: Project Management, Methodology, Tools, and Technical Approach**

This section presents CNSI's project management and technical approaches, methodology, tools, and phased work plan for accomplishing all activities required for the DMP implementation and integration with CHAMPS. This section describes the scope of activities to be addressed throughout the project, from the initiation phase to final implementation, as well as the techniques and methodologies CNSI's project team will use.

Each of the following subsections will contain a high-level description of the three-phase approach for this project. For each phase, the major activities and anticipated deliverables are presented, followed by a high-level description of the major milestones and approximate timelines.

### **2.1 Project Management Approach**

The project's successful implementation relies on the framework and environment provided by project and quality management. Figure 2 shows CNSI's project and quality management framework and how the related activities interact with project tasks.

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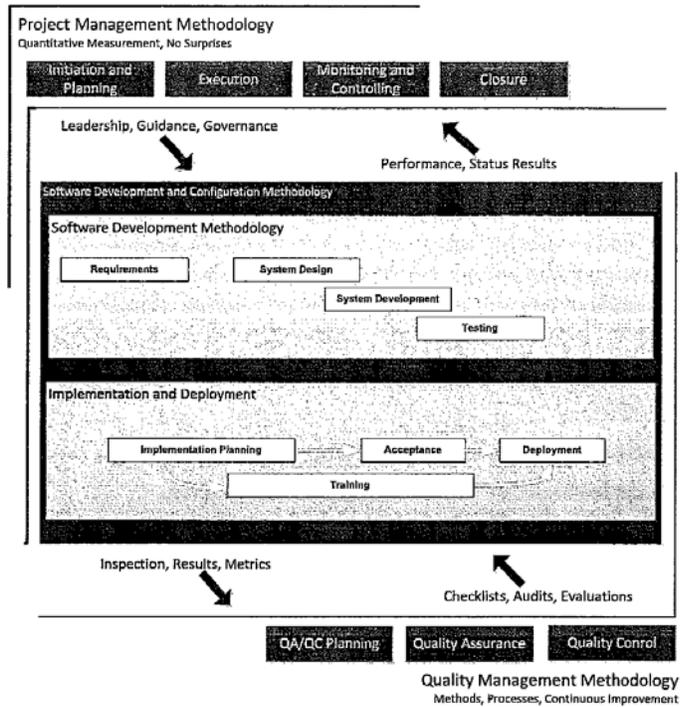


Figure 2. CNSI's Project Management and Quality Management Framework

Although all projects are unique, they share common components and processes. The generally accepted process groups defined by the *Project Management Body of Knowledge (PMBOK)*, as incorporated into the CNSI project management process, are:

- **Initiating:** This process group defines the project objectives and grants authority to proceed. For CNSI, the initiating processes are largely incorporated into the proposal development process, during which required partners are identified.
- **Planning:** This process group refines the project objectives and scope and plans the tasks, activities, and steps necessary to meet the project's objectives. The planning processes start during proposal development and proceed following contract award while CNSI works with the customer to establish and baseline the project management plan. The project management plan is modified and updated as necessary over the course of the project. It is the culmination of the planning processes for scope definition and management, time (scheduling), staffing (human resources), communications, and risk management.
- **Executing:** This process group puts the project's plans into motion. This is where the bulk of the work for the project is performed.