

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

The iterative/agile development and testing portion of the iVision360 methodology is visible in Phase II for the Impact of Change to ACA Medicaid Eligibility Requirements on CHAMPS project. During this phase, technical design specifications for impacted functions and user stories are constructed in parallel by the developers and SMEs. As the impacted function's design is being completed, the team lead plans the iterations required to complete development.

Development work is planned based on a two-week iteration schedule. Developers build internal design documentation prior to, and during, the two-week iterations. The first day of each iteration is reserved for startup activities, including finalizing the iteration's internal design documentation. The developer meets with the Data Modeling Team on the first day of the iteration and conducts a walkthrough of any required data model changes. The Data Modeling Team makes the required changes to the database schema and approves the physical model for coding. Developers also develop iteration test cases for tasks that may not be tested with automatic internal iteration test codes, which are required to test each story completely.

Coding begins once the internal design and pre-coding work is completed for the iteration. The developer writes internal iteration test scripts in parallel to actual working code and updates screens and other system functions to fit the physical mode. The developer executes the iteration test scripts as they complete sections of code. The developer builds code, tests incrementally, and coordinates and communicates with the team through daily stand-up meetings regarding any issues holding up the development work.

This entire approach ensures that the developers are not working in silos. It avoids the traditional approach of throwing design documentation "over the fence" to developers to begin coding, only to later discover that major rework is required halfway through the development process.

Developers then test the code against the internal auto-unit-code and manual internal iteration test scripts. As they reach the end of the iteration, they run the code against the functional scripts developed by the Test Team. Discrepancies are identified and corrected. The developer retests to ensure all discrepancies are corrected and closed before the iteration ends. The developer then conducts a peer review of the code of the impacted function on the last day of the iteration. The developer then updates the code based on the review. When developer iteration testing and software code reviews are successfully completed for the iteration, the code is then promoted to the integration test stream. The code is released to the Test Team for system testing when the coding and developer iteration testing is completed for all user stories for the impacted function.

During initial development iterations, the Test Team develops system test cases based on requirements specifications. During system testing, the Test Team executes system test cases to validate system results against requirements.

For the Impact of Change to ACA Medicaid Eligibility Requirements on CHAMPS project, CNSI plans to engage the test and development teams early on to build the regression test suite for critical functions. This will speed up testing and improve the overall quality of implementation. CNSI understands the importance and sensitivity of Impact of Change to ACA Medicaid Eligibility Requirements on CHAMPS project on an environment that is already in production. During system testing, regression tests will be performed on impacted functions based on changes to a previously tested baseline. The intent of regression testing is to demonstrate that CHAMPS continues to meet all approved requirements after changes have been introduced to a previously tested baseline.

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As soon as regression testing is completed for a function, CNSI will deliver the code to the User Acceptance Test (UAT) environment. As we did in the 5010 project, we plan to engage MDCH as early as possible and well before the beginning of the planned UAT phase. This ensures that enough time is allowed for thorough acceptance testing, which will also reduce the risk of schedule slippage for UAT completion. CNSI will deploy system- and regression-tested functions to the UAT environment as they are completed during Phase II.

As presented in our initial work plan and timeline (Figure 5), UAT will have a two month duration. Any delay in the completion of UAT will significantly impact the ACA Medicaid eligibility requirement compliance date. CNSI will work with MDCH during Phase II to plan an early start to Business-to-business (B2B) testing. B2B testing can be started half way through UAT. CNSI will plan to develop critical functions first to allow more time for UAT testing.

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2.4.2 Phased Approach Work Plan

CNSI proposes a four-phased approach to the implementation and roll out of the Impact of Change to ACA Medicaid Eligibility Requirements on CHAMPS project. CNSI chose this approach and established assumptions in its work plan since the State's MAGI eligibility determination system is currently undetermined and no detailed requirements have been documented.

The four phases are as follows:

- **Phase I:** Requirements Validation and Design
- **Phase II:** Coding and System Testing
- **Phase III:** UAT, B2B Testing, and Production Deployment
- **Phase IV:** Stabilization and Optimization

Figure 7 provides a high-level overview of the project phases with major activities and anticipated deliverables:

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

Figure 7. High-Level Project Phases and Activities

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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
Project Initiation and Kick-off	Establish the project team structure, key stakeholders, and operating guidelines for team activity throughout the course of the project.	Phase 1
Project Planning	Establish project plans and schedules.	Phase 1
Requirements CAD Sessions	Conduct CAD sessions to validate requirements across all subsystems.	Phase 1
Design CAD Sessions	Conduct CAD sessions to document detailed system design changes for all subsystems.	Phase 1
Phase 1 Deliverables		
Project Management Plan		
Project Work Plan (Schedule)		
Requirements Specification Document		
As-Built DSDD		
Development	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
Test Planning	Produce detailed test plans and schedules for each phase of testing: Unit, System, UAT and B2B.	Phase 2
Unit/System Testing	Internal CNSI testing of developed functionality at the component, subsystem and system level, including end-to-end regression testing.	Phase 2
Phase 2 Deliverables System Test Plan System Test Results UAT/B2B Test Plan (State)		
Implementation Plan	Detailed plan and schedule to coordinate production installation of the system changes.	Phase 3
User Acceptance Testing	MDCH testing of all system changes using formal UAT test scripts.	Phase 3
B2B Testing	MDCH testing with trading partners.	Phase 3
Phase 3 Deliverables Implementation Plan UAT/B2B Test Results (State) Code Deployment to Production		
Post Deployment Verification	Perform a sanity check of all system functions after code deployment to ensure all features function as designed.	Phase 4
Post Deployment Monitoring	Overall monitoring of CHAMPS system health and performance after code deployment.	Phase 4
Issue Resolution	Identification and plan-of-action to resolve issues should they arise after code deployment.	Phase 4
Performance Analysis	Measure and analyze post-deployment performance of the CHAMPS system in comparison to pre-deployment system performance.	Phase 4
Performance Tuning	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.	
Phase 4 Deliverables		
	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
Major Activities: Project Initiation & Kick-off Project Planning Requirements CAD Sessions Design CAD Sessions Estimated Duration: 2.5 Months \$ 1,449,402	Major Activities: Test Planning (Unit System, UAT & B2B) Software Development Unit and System Testing Estimated Duration: 3.5 Months \$ 4,254,572	Major Activities: Implementation Plan User Acceptance Testing Business to Business Testing with Trading Partners Estimated Duration: 2.5 Months \$ 1,685,979	Major Activities: Post Deployment Verification Post Deployment Monitoring Issue Resolution Performance Analysis Performance Tuning Estimated Duration: 6 Months \$ 1,583,247
Phase Deliverables: <ul style="list-style-type: none"> • Project Plan • Project Schedule • Requirements Specification Document • As built DSDD 	Phase Deliverables: <ul style="list-style-type: none"> • System Test Plan • System Test Results • UAT/B2B Plan 	Phase Deliverables: <ul style="list-style-type: none"> • Implementation Plan • UAT/B2B Results • Code deployment to Production 	Phase Deliverables: <ul style="list-style-type: none"> • Operational Reporting • Performance Report • Issue Resolution Plan

Figure 8. Project Deliverables and Cost by Phase

Documentation Management Portal Implementation Statement of Work

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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.

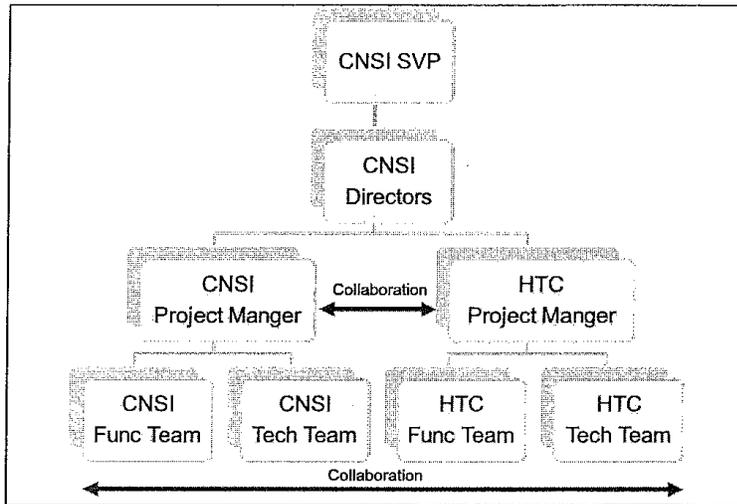


Figure 1. Organization Chart

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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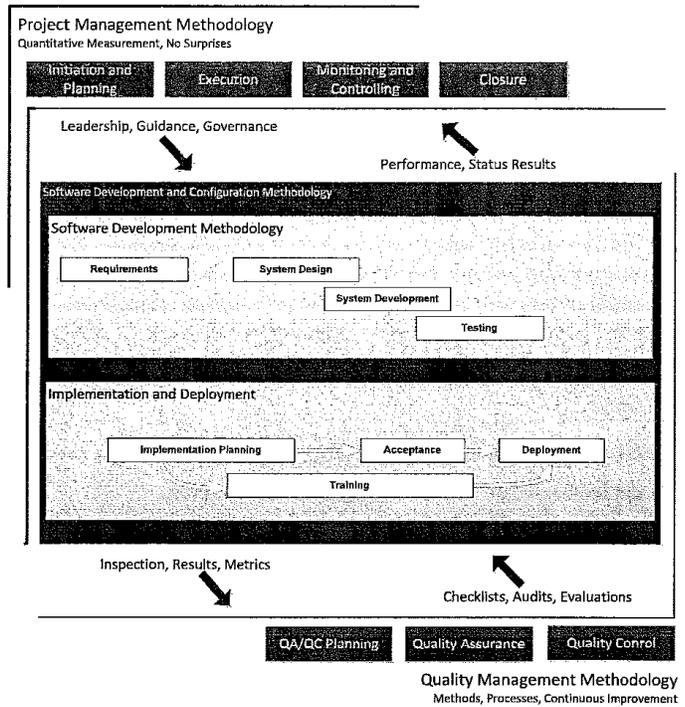


Figure 2. CNSI's Project Management and Quality Management Framework

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.

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- **Monitoring and Controlling:** This process group measures the performance of the project's executing activities and reports these performance results to project managers and stakeholders. Output is used to refine, improve, and/or change project management (including plans and schedules) as necessary to meet the project's objectives.
- **Closing:** This process group documents the formal acceptance and approval of the project's product and brings all aspects of the project to a close.

CNSI is confident it has the correct methodology and project framework in place to successfully implement the DMP. CNSI continually improves its project management processes using lessons learned from previous projects and through the proficiency and continuous education of its program and project managers, senior technical and engineering staff, and senior and corporate management. This ensures a number of advantages:

- The project management philosophy is firmly entrenched within the entire project team, including MDCH and CNSI.
- Project management is a core competency.
- The project staff is focused on successfully implementing the project.
- Project management, quality management, and cost management processes are fully integrated and their infrastructure is in place.
- Effective project status reporting is established throughout the project life cycle.
- Project and software development methodologies are well documented.
- Project information is communicated continuously to the right people at the right time.
- The project is continuously monitored against performance.
- Excellence in quality and delivery are built in.
- Deliverable review and approval processes are in place.

Through developing the project management plan, CNSI expects to collaborate with the MDCH project management team to further customize CNSI's project management system to successfully complete the project.

2.2 Project Methodology

CNSI's holistic approach for this project will use its proven methodology as the overarching framework and bring an experienced team of program managers, SMEs, technical experts, and change management resources to support this effort.

The project methodology is a framework that facilitates the integration of CNSI's extensive system experience, which is rooted in application implementations, methodologies, and delivery tools. This framework allows CNSI to deliver services to its clients consistently across its footprint and gather continued enhancements for its supporting methodology, thereby providing continued value for its clients.

CNSI's methodology is an integrated methodology that combines its best delivery assets. The methodology:

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- Provides a scalable, integrated collection of assets.
- Provides a consistent level of detail and presentation.
- Supports tailoring to scale, which provides a unique, but consistent cost-effective delivery approach.

CNSI's methodology approach consists of the following:

- The **Manage** work approach provides a single, consistent approach to managing CNSI's engagements. Within the Manage Approach is the Quality Management activity, which verifies that deliverables and processes meet requirements. The Quality Management activity also supports continuous process improvement, as well as the methodology.
- The **Life Cycle** work approach addresses unique expertise while providing overall integration across the full implementation life cycle.

CNSI's methodology has the flexibility to be adapted to meet MDCH's unique requirements while confirming that its experienced staff members follow established practices.

While no two engagements are the same, MDCH expects CNSI to deliver in a consistent, systematic approach. The proposed project methodology incorporates CNSI's staff's delivery experience into a single, integrated approach. It provides the structure for integrating CNSI's capabilities while allowing individual project teams the flexibility to use client-mandated tools. The right assembly of technologies, techniques, and deliverable processes requires the specific experience and expertise found in CNSI's staff.

Investing time to create an effective plan with clear objectives is integral to effective project execution. CNSI's methodology provides a structured approach to the planning process. While this may appear to require more initial effort than desired, experience has shown that following these processes reduces the likelihood of planning mistakes and results in lower risk and a more cost-effective, rapid delivery.

CNSI's methodology incorporates a consistent approach for identifying, tracking, and measuring the value derived from ongoing projects. CNSI's experience developing and delivering various client projects is incorporated into the project strategy and planning activities.

In undertaking this project, CNSI will employ its iVision360 system development life cycle (SDLC) methodology tailored for the DMP implementation and integration with CHAMPS. This offers the following benefits:

- **User is at the Center:** CNSI's primary motivation in developing iVision360 is to put the user at the center of the project life cycle. Successful projects have high interaction with end users and place the user at the center of the project. Every phase and activity of iVision360 focuses on interaction and collaboration with the user community. CNSI does this by implementing agile techniques and building working software in an iterative fashion with user validation at periodic intervals.
- **Common Goals:** Users actively participate in configuration sessions with an integrated team of developers, analysts, and testers. This method avoids the pitfalls of waterfall methods. iVision360 provides the team with a sense of purpose, a goal, and the drive to accomplish the end objective: software that meets the requirements.

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- **Early and Often Testing:** iVision360 provides an opportunity to test early and often so formal system test phases and subsequent test phases are more likely to meet schedule expectations with a lower error-discovery rate.

By introducing the baseline management features of waterfall, CNSI minimizes the risk of scope creep that is sometimes associated with iterative methods. Moreover, implementing and integrating with project management processes will provide integrated change, issue, and risk management. Table 1 describes the key benefits of each of the industry-standard methodologies that are blended into iVision360.

Table 1. SDLC Methodology Comparison

Methodology	Key Benefits Blended into iVision360
Waterfall	Baseline approval of requirements Structured documents and customer approvals Formalized testing
Iterative/Agile	Frequent customer interaction Decomposing work into small meaningful features that are presented in working software Frequent course corrections Sense of real progress Early and frequent testing
Extreme Programming	Teams formed between developing organization and customer Sense of common vision and goal

iVision360 has been adapted for the purposes of this project. The customized version is presented in Section 2.5.1 *iVision360 Iterative Design, Testing, and Documentation Approach*.

2.3 Project Management Tools

Tools, when properly applied within the methodology framework, will reduce the time to complete a project by providing predefined processes, templates, documents, and training materials. More importantly, use of the appropriate tools will help reduce risk and increase efficiency.

CNSI will continue to use the tools already proven effective during the previous undertakings to reduce the time to complete the project and mitigate risk. Table 2 lists the tools CNSI will utilize for the project.

Table 2. CNSI Project Tools

Tool	Purpose
ReqTrace®	CNSI's requirements database used during design and test phases
Microsoft Visio	Develop use case diagrams, technical architecture diagrams, and support process flows
Microsoft	Develop project deliverables as well as presentations and spreadsheet artifacts needed to support

Office	deliverables
As-One	Repository for deliverables, presentations, and artifacts

Microsoft Visio and Microsoft Office are industry-standard tools. The following subsections provide additional information about ReqTrace and As-One.

2.3.1 ReqTrace

CNSI will use its ReqTrace web application for requirements analysis and validation.

During project initiation and requirements planning, ReqTrace will be loaded with the functional, technical, and support requirements. ReqTrace is CNSI's requirements management tool of choice being used in MMIS projects. ReqTrace provides the ability to trace requirements to use cases, related test cases, and results. The application can store requirements-related attributes, including revisions, notes, and comments.

CNSI began using ReqTrace during the implementation of CHAMPS. The requirements validation processes used on the project, as well as the use of ReqTrace, resulted in the requirements validation phase being completed ahead of schedule.

2.3.2 As-One

Believing that continuous collaboration and information-sharing are key factors to successful project execution, CNSI will use As-One, its web-based enterprise program management solution. Figure 3 illustrates how As-One is designed to support team collaboration, knowledge management, and process improvement. As-One will provide a convenient repository for all program data and will give MDCH oversight personnel direct visibility into project performance.

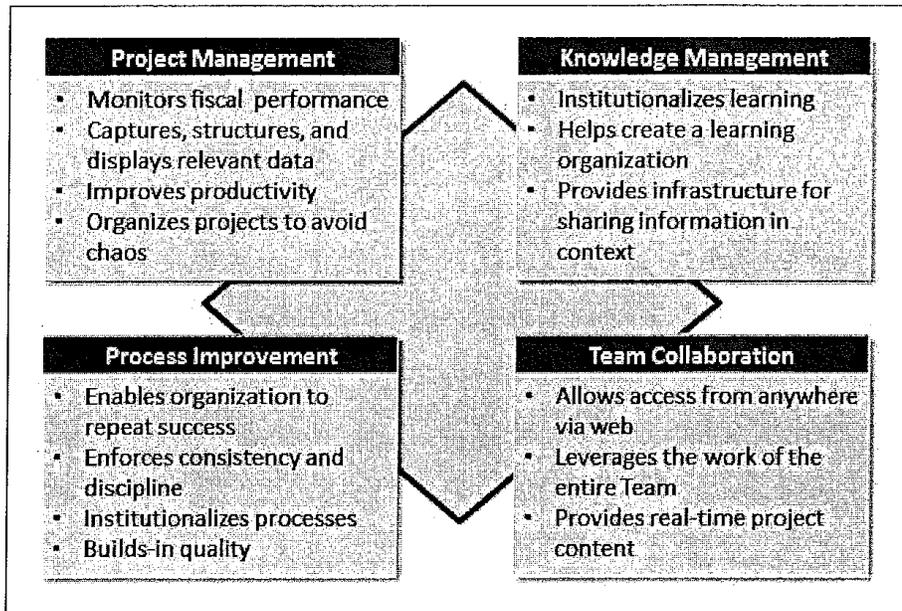


Figure 3. As-One Collaboration and Improvement

As-One is an “out-of-the-box” solution that supports CNSI’s program management philosophy: experienced people, managed processes, and enabling technology.

As-One will allow CNSI users to share real-time data specific to the user’s authority and association and is accessed via a standard web browser. CNSI’s previous and ongoing projects with MDCH and DTMB use As-One. Training will be provided for team members new to the program.

2.4 Document Management Portal Solution

This section will review CNSI's proposed DMP solution, including technical and functional overviews and a summary of CHAMPS' integration with the DMP.

2.4.1 Technical Overview

CNSI proposes that the DMP be built using the State's current IBM® FileNet® P8 platform as a foundation. IBM® FileNet® P8 is a reliable and scalable enterprise platform allowing for the capture, storing, managing, securing, and processing of information to increase operational efficiency at a lower total cost of ownership. The IBM® FileNet® P8 platform enables the streamlining and automating of business processes, accessing and managing of content, and automating records management to meet compliance needs.

Figure 4 depicts the proposed DMP environment, its integration with CHAMPS, and the expected flow of data.

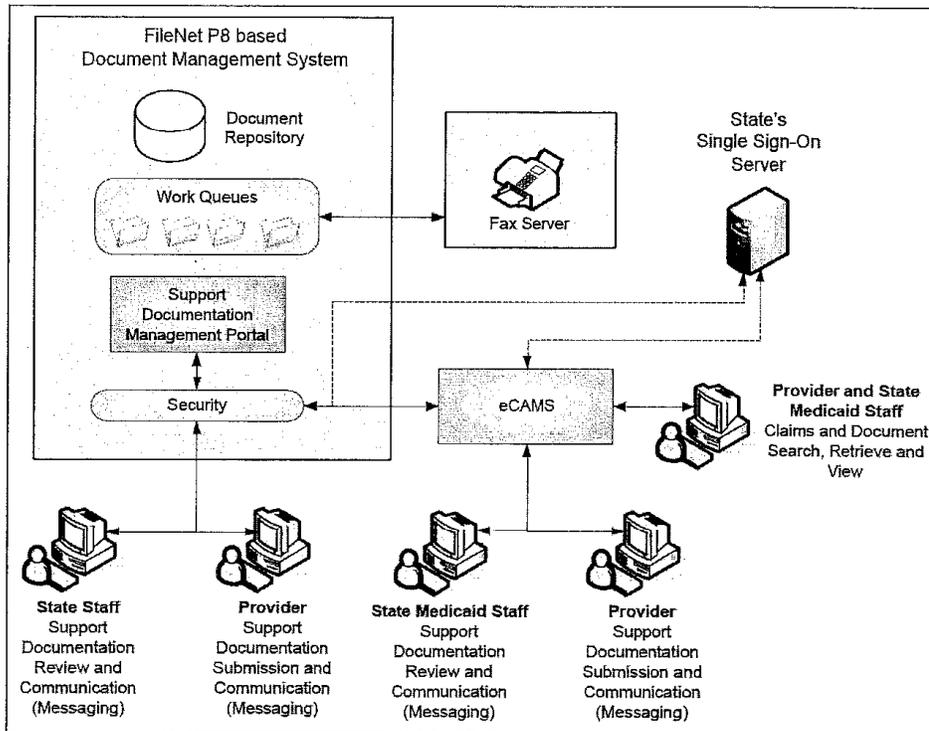


Figure 4. DMP Solution Environment

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Through web services, the DMP will be integrated with CHAMPS. As a result, users will be able to access DMP functionality either directly or through a CHAMPS interface. Users directly accessing the DMP will be authenticated via the State's Single Sign-On system. Access to various functions, features, work queues, and documents will be managed through user roles and user groups defined in the State's directory services server.

By accessing the DMP through CHAMPS, providers will be able to submit Medicaid-related documents and collaborate with State staff. Users accessing the DMP through CHAMPS will be able to:

- Submit support documents and authorizations.
- Send and receive messages pertaining to the submitted documents.
- Review, approve, and archive documents.
- View documents and correspondence history.

By directly accessing the DMP, State staff and other users will be able to submit Medicaid-related documents that may or may not be related to claims. Users accessing directly accessing the DMP will be able to:

- Submit support documents.
- Submit documents for authorization and approval.
- Submit requests for documentation.
- Send and receive messages pertaining to submitted documents.
- Review, approve, and archive documents, as appropriate.
- View documents and associated correspondence history.

2.4.2 Functionality

The DMP solution will provide a browser-based interface to perform various tasks pertaining to submission of documents, review and approvals, collaboration, and retrieval. The DMP's features and functionality are identified and described below.

Document Submission

Users will be able to submit multiple documents with metadata, such as date of service, beneficiary details, claim number, case number, and/or provider details. In addition to entering metadata, users will be able to enter a message for each submitted document. This message will be available to all parties viewing the submitted document.

After a document is submitted, the system will notify the appropriate parties. The document submission will also trigger an event to create a work item in the appropriate document- or case-processing queue.

For claim-related documents, the provider can submit documents through CHAMPS. For other document submissions, the users will directly use the DMP.

Document Processing Workflow

Users will be able to set up a workflow for each case type or document type defined in the system. Work items created in the workflow are routed through each step based on predefined business rules and user-entered parameters. The system will notify the appropriate parties about tasks completed for the work item.

Messaging and Collaboration

Users will be able to “send” and/or “reply to” messages for documents submitted in the system. The complete message thread for each such document will be maintained in the system. When a message is created for a document, the system will notify the appropriate parties about the new message.

Document Archival

The DMP will use the IBM® FileNet® P8 content repository to archive submitted documents. Documents will be stored in associated metadata and message threads and additional metadata fields will be used to implement document retention policies.

Document Search and Retrieval

All documents archived in the IBM® FileNet® P8 content repository will be searchable using keywords that may be present in the document metadata. All documents will be viewable in their native format, and a full-text search feature will be available for some document types.

Users will also be able to retrieve documents through CHAMPS. Users will be able to retrieve all available documents associated with a record, including claims, providers, and beneficiaries.

Documentation Requests

Users will be able to receive and process requests for documentation directly through the MDCH portal. Documentation requests will create a work item in the request work queue. State staff will be able to review the request, assemble the documentation package, and publish it to be accessed by the requesting party. The system may provide the ability to securely deliver requested documents in encrypted formats through the Internet or a secured FTP.

Security and Authentication

The DMP will provide a security feature to manage access privileges by user roles. Access to documents, work items, and messages will be able to be managed by role, including the ability to set “read-only” and “read/write” access. The DMP will integrate with the State’s Single Sign-On system for user authentication and application access. Authentication of users accessing this solution from CHAMPS will be managed within CHAMPS.

Audit Logs

The DMP will capture all system transaction details, including logins, access, and data changes. Reports will be available for such audit information.

2.4.3 CHAMPS Integration

CHAMPS will integrate with the DMP through the use of web services and HTTPS redirects. This integration will provide users with the ability to upload claims attachments from the Claims Direct Data Entry (DDE) screen. Providers will be able to attach a claim document using beneficiary IDs, date of service (DOS), and billing national provider identifications (NPIs). The uploaded document will be archived in the IBM® FileNet® P8 system using the DMP application program interface. The transaction control number (TCN) can be linked to the claim attachment through the batch interface process.

Attachment Viewer

Users can view claim attachments through online claims screens by TCN or query all claim attachments submitted by a provider.

Notifications

CHAMPS integration with the DMP will also allow for secured communications between State users and providers through online screens. Email notices will automatically be sent when the provider uploads an attachment after the request is added to the State user’s work queue.

Authentication

Once users are authenticated through CHAMPS Single Sign-On, users will access the DMP within the CHAMPS application to provide a seamless integration capability.

2.5 Technical and Phased Approach Work Plan

CNSI has created an initial work plan and timeline for the DMP implementation. This work plan describes the expected activities for the proposed phases and major activities. This information is presented in Figure 5 below. A detailed description of the major activities within each phase is presented in Section 2.5.2 Phased Approach Work Plan.

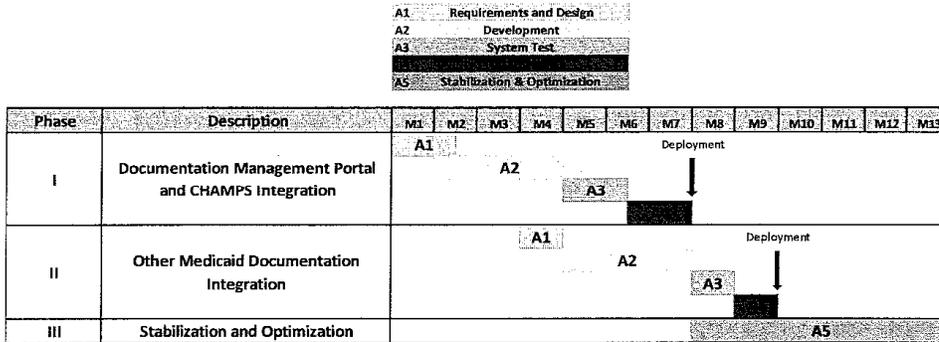


Figure 5. Initial Project Work Plan

CNSI structured this work plan to address the overall relationships of the phases and activities required to complete the project. It effectively uses the professional resources required to accomplish these phases and produce high-quality products in a cost-conscious manner.

The following subsections further describe how CNSI intends to accomplish the goals of the work plan by employing its iVision360 methodology in the proposed approach for the DMP implementation and integration with CHAMPS.

2.5.1 iVision360 Iterative Design, Testing, and Documentation Approach

In this section, CNSI provides an outline of its iVision360 SDLC. The SDLC is a full-featured methodology that includes standard design and development processes. CNSI's SDLC processes have been adapted to address the specific needs of the project. This project will be divided into three phases, including two software releases adding specific system functionality.

CNSI will engage in iterative requirements analysis and design with State at the beginning of each release. The State will be able to review requirements analysis and design documents as soon as a logical set of iterations are completed. CNSI expects initial State signoff upon acceptance of the iteration's document scope. This will help reduce the time required for document review and approval. The documents reviewed at any time will have a smaller scope to help the State perform a thorough review. At the end of all iterations for a release, an overall document will be produced for a final delivery and acceptance to State.

The iterative/agile development and testing portion of the iVision360 methodology is visible in each release of design and coding. During this phase, technical design specifications for impacted functions and user stories are constructed in parallel by developers and the SMEs. As the impacted function's design is completed, the team lead will plan the related development iterations.

Developers will build internal design documentation prior to, and during, the iterations. The beginning of each iteration is reserved for startup activities, including finalizing the internal design documentation. The developer meets with the data modeling team on Day 1 of an iteration to conduct a walkthrough of any required data model changes. The data modeling team makes the required changes to the database schema and approves the physical model for coding. Developers also develop iteration test cases (for the tasks that may not be tested with automatic internal iteration test code), which are required to test each story completely.

Coding begins when the internal design and pre-coding work is completed for the iteration. The developer will write internal iteration test scripts in parallel to actual working code and update screens and other system functions to fit the physical mode. The developer will execute the iteration test scripts as they complete sections of code. The codes will be built and tested incrementally. The developer will coordinate daily stand-up meetings and communicate any development issues.

This development approach ensures developers do not work in silos. It also avoids the traditional approach of throwing design documentation "over the fence" to developers to begin coding, only to discover later that major rework is required halfway through the development process.

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Developers eventually test the code against internal auto-unit-code and manual internal iteration test scripts. As they reach the end of the iteration, they will run the code against functional scripts developed by the test team. Discrepancies are identified and corrected, and the developer retests to ensure all discrepancies are corrected and closed before the iteration ends. The developer will conduct a peer review of the impacted function's code on the last day of the iteration and then update the code based on the review. When developer iteration testing and software code reviews are successfully completed for the iteration, the code will be promoted to the integration test stream. The code will be released to the test team for system testing when coding and developer iteration testing is completed for all of an impacted functions user stories.

During initial development iterations, the test team will develop system test cases based on requirements specification. During system testing, the test team will execute system test cases to validate system results against requirements.

CNSI plans to engage the test and development teams early on to build the regression test suite for critical functions. This will help to speed up testing and improve overall quality of implementation. During system testing, if required, regression tests will be performed on impacted functions based on changes to a previously tested baseline. The intent of regression testing is to demonstrate that the CHAMPS system continues to meet all approved requirements after changes have been introduced to a previously tested baseline.

As soon as system testing is completed for an activity, CNSI will deliver the code to the UAT environment. CNSI plan to engage the State as early as possible and well before the beginning of the planned UAT phase. This will ensure enough time is allowed for thorough UAT and reduce the risk of schedule slippage for UAT completion.

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Figure 6 presents a graphical overview of the processes that are part of the iVision360 methodology.

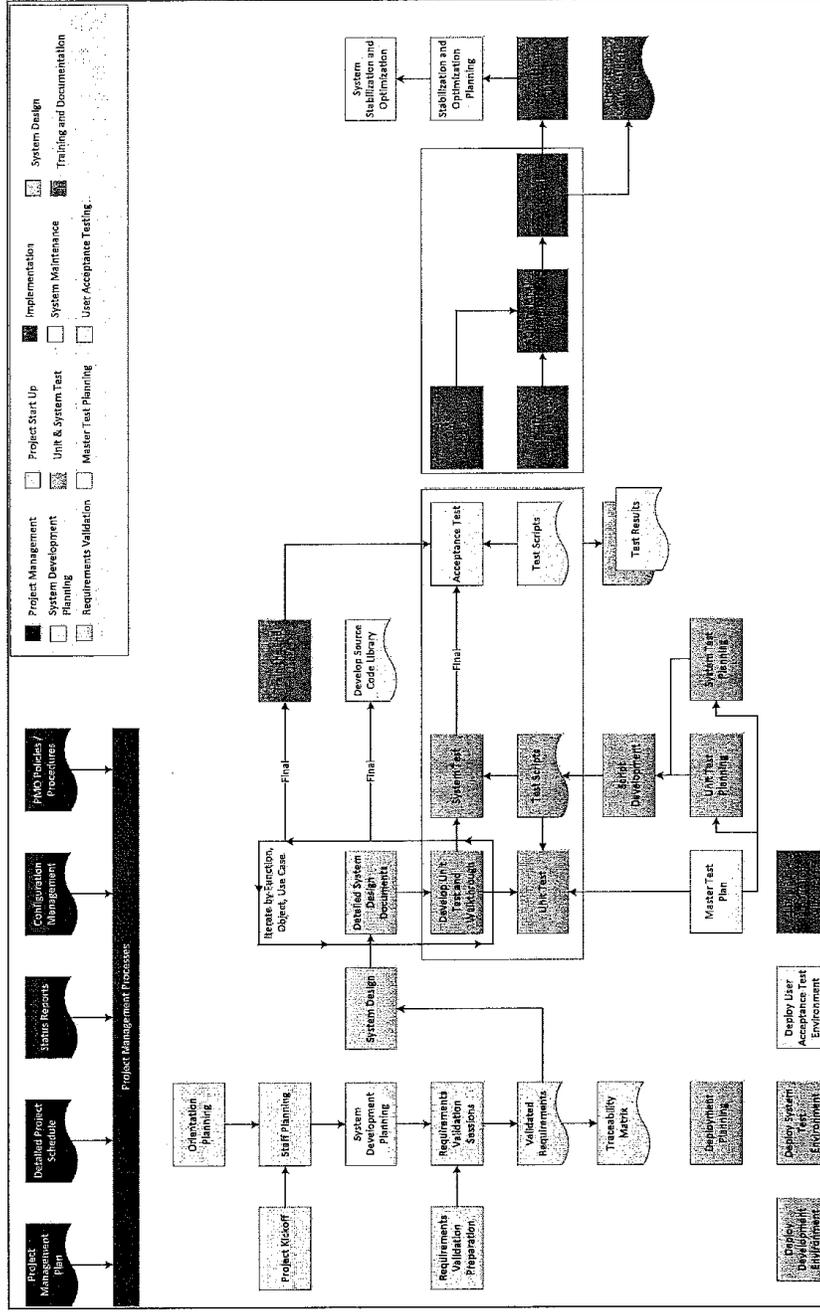


Figure 6. iVision360 Process Diagram

2.5.2 Phased Approach Work Plan

CNSI proposes an overlapping, three-phase approach to the DMP implementation and integration with CHAMPS, consisting of the design, development, and implementation of two software releases and a stabilization and optimization phase.

The three phases are:

- **Phase I – DMP and CHAMPS Integration:** The first phase includes the design, development, and implementation of the first software release. This release’s functionality will include:
 - Documentation Submission and Processing Workflow
 - Messaging and Collaboration
 - Document Archival, Search, and Retrieval
 - CHAMPS Integration
 - Claims Submission
 - Security, Authentication, and Audit Logs
- **Phase II – Other Medicaid Documentation Integration:** The second phase includes the design, development, and implementation of the second software release. This release’s functionality will include:
 - Documentation Submission
 - Documentation Sharing and Management
 - MDCH Portal Integration
- **Phase III – Stabilization and Optimization:** Stabilization and optimization activities include post-deployment verification, post-deployment monitoring, issue resolution, performance analysis, and performance tuning.

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Figure 7 provides a high-level overview of the three phases, their major activities, and expected timelines.

Phase I - DMP and CHAMPS Integration	Phase II - Other Medicaid Documentation Integration	Phase III - Stabilization and Optimization
Major Activities: Requirements and Design Development System Testing UAT Testing Estimated Duration: 7 Months	Major Activities: Requirements and Design Development System Testing UAT Testing Estimated Duration: 6 Months	Major Activities: Post-Deployment Verification Post-Deployment Monitoring Issue Resolution Performance Analysis Performance Tuning Estimated Duration: 6 Months
Deliverables: Requirements Specification Document Design Specification Document System Test Results Report Software Release 1	Deliverables: Updated Requirements Specification Document Updated Design Specification Document Updated System Test Results Report Software Release 2	Deliverables: Operational Reporting Performance Report Issue Resolution Plan

Figure 7. High-Level Project Phases and Activities

With every project, there are critical milestones to be met and work products and deliverables that must be developed and produced in order to provide the inputs necessary to perform the next phase. Table 3 elaborates on the key high-level milestones of the proposed implementation plan, along with the expected deliverables.

Table 3. High-Level Activities and Milestones by Phase

Major Activity	Description	Phase
Requirements and Design	CNSI will work with the State to elicit and evaluate requirements and document detailed system design changes relevant to the first software release.	Phase I
Development	CNSI will develop the software required to support the functional design relevant to the first software	Phase I

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Major Activity	Description	Phase
	release.	
System Testing	CNSI will test developed functionality after development of the first software release has completed.	Phase I
UAT Testing	The State will conduct UAT testing prior to software deployment.	Phase I
Phase I Deliverables		
<ul style="list-style-type: none"> • Requirements Specification Document • Design Specification Document • System Test Results Report • DMP Software Release 1 		
Requirements and Design	CNSI will work with the State to elicit and evaluate requirements and document detailed system design changes relevant to the second software release.	Phase II
Development	CNSI will develop the software required to support the functional design relevant to the second software release.	Phase II
System Testing	CNSI will test developed functionality after development of the second software release has completed.	Phase II
UAT Testing	The State will conduct UAT/B2B testing prior to software deployment.	Phase II
Phase II Deliverable		
<ul style="list-style-type: none"> • Updated Requirements Specification Document • Updated Design Specification Document • Updated System Test Results Report • DMP Software Release 2 		
Stabilization and Optimization	After software deployment, CNSI will engage in stabilization and optimization activities, including post-deployment verification, post-deployment monitoring, issue resolution, performance analysis,	Phase III

Major Activity	Description	Phase
	and performance tuning.	
Phase III Deliverable		
	<ul style="list-style-type: none">Operational ReportingPerformance ReportIssue Resolution Plan	

2.5.2.1 Phase I – DMP and CHAMPS Integration

Activity 1: Requirements and Design

CNSI will host requirements CAD sessions to elicit and define requirements for the proposed DMP solution, including the functionality targeted under the scope of the first software release:

- Document submission and processing workflow
- Messaging and collaboration
- Document archival, search, and retrieval
- CHAMPS integration
- Claims submission
- Security, authentication, and audit logs

The requirements CAD sessions will help CNSI and the State to:

- Define the scope of requirements.
- Elicit and validate requirements.
- Understand the underlying assumptions for each identified requirement.
- Classify the requirements as functional and non-functional.

After the requirements are identified, CNSI will create design specification documents to incorporate all functionalities identified in the requirements sessions. Design specification documents will include a list of use cases, main and alternate flows, business and system rules, data models, and screenshots. Once baselined, any change made to the design specification documents shall be treated as a change order and will follow a formal change order process.

The major milestones associated with this activity are:

- The completion of requirements elicitation and validation activities.
- The delivery of the requirements specification document.
- The delivery of the design specification document.

Activity 2: Development

CNSI will develop and code the software required to support the implementation of the DMP solution and the updated functionality of CHAMPS using the toolsets and standards in place for the CHAMPS project. The modifications will be performed and released through an iterative development process.

The major milestone associated with this activity is the completion of development iterations, including the development of the DMP solution's code and the development and customization of the CHAMPS base code to accommodate and achieve the functional design of the project's first software release.

Activity 3: System Testing

CNSI will conduct internal system testing activities to test the developed functionality of the DMP solution at the component, subsystem, and system level.

The major milestone of this activity is the delivery of system test results report.

Activity 4: UAT Testing

CNSI will deploy the final code of the first software release to the UAT environment. MDCH will conduct UAT testing at this point, with CNSI assisting in the development of the UAT plan and related test scenarios and test cases.

After UAT is completed, the first software release will be implemented in accordance with the current CHAMPS release schedule.

2.5.2.2 Phase II – Other Medicaid Documentation Integration

Activity 1: Requirements and Design

CNSI will host requirements CAD sessions to define the gaps between the State's existing documentation management system and the proposed DMP solution, including the functionality targeted under the scope of the second software release:

- Documentation submission
- Documentation sharing and management
- MDCH portal integration

The requirements CAD sessions will help CNSI, MDCH, and DTMB to:

- Define the scope of requirements.
- Elicit and validate requirements.
- Understand the underlying assumptions for each identified requirement.
- Classify the requirements as functional and non-functional.

After the requirements are identified, CNSI will update the design specification documents to incorporate all gaps identified in the requirements sessions. Updates may include the addition, deletion, and modification of use cases, main and alternate flows, business and system rules, data models, and

screenshots. Once baselined, any change made to the design specification documents shall be treated as a change order and will follow a formal change order process.

The major milestones associated with this activity are:

- The completion of requirements elicitation and validation activities.
- The delivery of the updated requirements specification document.
- The delivery of the updated design specification document.

Activity 2: Development

CNSI will develop and code the software required to support the implementation of the DMP solution and the updated functional design of CHAMPS using the toolsets and standards in place for the CHAMPS project. The modifications will be performed and released through an iterative development process.

The major milestone associated with this activity is the completion of development iterations, including the development of the DMP solution's code and the development and customization of the CHAMPS base code to accommodate and achieve the functional design of the project's second software release.

Activity 3: System Testing

CNSI will conduct internal system testing activities to test the developed functionality of the DMP solution at the component, subsystem, and system level.

The major milestone of this activity is the delivery of the updated system test results report.

Activity 4: UAT Testing

CNSI will deploy the final code of the second software release to the UAT environment. MDCH will conduct UAT testing at this point, with CNSI assisting in the development of the UAT plan and related test scenarios and test cases.

After UAT is completed, the second software release will be implemented in accordance with the current CHAMPS release schedule.

2.5.2.3 Phase III – Stabilization and Optimization

After implementing each software release, CNSI will engage in post-deployment stabilization and optimization activities.

The major milestones associated with this activity are:

- Verification of installation and operation for all components and functions.
- Overall system monitoring in the months after the application upgrade has gone live.
- Resolution of issues reported over a six-month period after successful implementation of the first software release. Issues will be addressed according to the CHAMPS Operations Incident Management, Application Support, Change Management, and Release Management processes, and resulting updates will be assigned to CHAMPS operations releases in accordance with the approved schedule.

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- Analysis of CHAMPS performance after the software releases have gone live.
- Remediation of any identified CHAMPS performance issues.

Section 3: General Assumptions

This statement of work is presented based on the following assumptions:

1. State users and other stakeholders will be available for any discussions relevant to the project.
2. The State will provide the necessary hardware and software on a timely basis that supports the project schedule.
3. CNSI will oversee and manage all the code deployments done by HTC.
4. The DMP will be developed using the IBM® FileNet® P8, software version 4.x. The DMP will be built on a JAVA-based IBM® FileNet® P8 workplace/XT software component. The workplace/XT may be customized as per the user interface requirements.
5. Data migration from the current third-party-hosted document management application is not within the scope of this project.
6. Changes to the State's Single Sign-On system are not within the scope of this project.
7. The State will be responsible for provider training and outreach.

Section 4: Pricing

This section presents CNSI's fixed-price, overall labor cost for completing the Document Management Project. The cost was derived based on the expected effort required, as presented in our initial work plan, composed of the three phases depicted in Figure 8. The total fixed-price labor cost for the Document Management Project is \$2,257,111.36.

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.

Phase I - DMP and CHAMPS Integration	Phase II - Other Medicaid Documentation Integration	Phase III - Stabilization and Optimization
Major Activities: Requirements and Design Development System Testing UAT Testing Estimated Duration: 7 Months \$571,028.80	Major Activities: Requirements and Design Development System Testing UAT Testing Estimated Duration: 5 Months \$1,142,057.60	Major Activities: Post-Deployment Verification Post-Deployment Monitoring Issue Resolution Performance Analysis Performance Tuning Estimated Duration: 6 Months \$544,024.96
Deliverables: Requirements Specification Document Design Specification Document System Test Results Report Software Release 1	Deliverables: Updated Requirements Specification Document Updated Design Specification Document Updated System Test Results Report Software Release 2	Deliverables: Operational Reporting Performance Report Issue Resolution Plan

Figure 8. Project Deliverables and Cost by Phase