STATE OF IOWA DEPARTMENT OF
Health AND Human
SERVICES

RFI# MED-22-016
Iowa Medicaid Enterprise Modernization Effort (MEME)
Provider Outcomes Solutions

Summary of Vendor Responses

Overall Response Summary

Summary of RFI Respondents

- Availity
- CNSI
- Optum
- Menlo
- Velocity
- SalesForce
- FEI Systems
- InfoSys
- RSM
- Lean TECHniques
- Maximus
- Accenture
- NICE
- Conduent
- Noridian
- Digital Harbor
- SI Delivery Consulting

Vendors selling a proprietary software product and services to implement that product
(primary goal: sell us their product)

Vendors selling the services necessary to implement technology widely available on the market
(primary goal: sell us their services)

Other – 1 marketing materials only, 1 not selling services or products

*Vendors listed in order of upload to the response repository

Common Suggestion Themes

1. System integrator before or in parallel with module – Include close agency involvement with the SI
2. Effort involves system integration services work
3. Effort involves organizational change
4. Alignment with the Agency's proposed incremental and new/old elephant approaches
5. Cloud-based SaaS product options
6. Leverage agile values and principles with an incremental, phased rollout
7. Dependency on the Agency for SMEs and business owners – overall sizable reliance on Agency capacity
8. Seek vendors with experience with 1. MMIS, 2. Technical excellence
9. Publish project details transparently – the videos and documentation library were a good first step
10. Establish clear baselines and outcome metrics in advance
11. Engage collaboratively, early, and often with CMS
12. Expect the initial incremental delivery to take a long time with the others following quickly
13. Avoid purchasing a product that must be customized to meet the State's needs
14. Select products supporting a service-oriented architecture and open interfaces
15. Establish an integration layer
16. Tie vendor performance to KPIs/SLAs
17. Involve end users and providers
18. Establish clear governance
19. Constantly communicate to impacted stakeholders
20. Continue to maintain/fund/support old elephant technology until decommissioned

Decision points with conflicting feedback

- Technology approach – platform-driven vs module driven
- Data migration approach - timing of migrating old elephant providers to the new
- Initial incremental scope size – break down smaller than physician vs group more together
- Level of solution confidence – much more work needed to validate the Agency’s outcome hypothesis vs we have a solution that will deliver the desired outcomes
- Required enterprise capabilities – range from none to extensive
- Possible timelines for delivery – range from 3 weeks – 6 months for a first outcome delivery to 18+ months for all defined outcomes
- Procurement approach

Innovative Ideas

1. System integrator workshop to identify necessary technology
2. Award multiple vendors with the opportunity to deliver a prototype to users – use the feedback from users and technical assessment of the integrated solution as the primary basis for options analysis and a final selection
3. Ask for “free-trials” of software products before making a commitment to purchase (combine this with the above suggestion #2 where applicable)
4. Establish a master contract enabling rapid access to a pool of qualified SI vendors with terms and conditions optimized for MEME
5. Automate the ORR for each incremental outcome
6. Establish payment milestones for SI work based on a clear DoD at the ORR and Production deployment steps
7. Create partnerships with vendors in place of contract relationships
8. Publish an “open source” repository with the source of truth for project documentation (similar to the CMS GitHub environment)
9. Limit Work in Process to identify the true inhibitors to progress. Fix them, then scale
10. Evaluate M&O and business operations acquisition needs after achieving validated learning in production
11. Establish a three-pronged leadership structure at all levels consisting of a value outcome lead, a team outcome lead, and an architecture outcome lead. Fill these positions with qualified individuals
12. Measure success by outcome delivery instead of solution delivery
13. Adopt a principles-based body of knowledge to inform decision-making

Vendor Solution Demonstration Takeaways (covers Q13, Q14, Q16, Q17, Q24)

Considerations for future MEME planning:

- Keep focus (both provider and staff) user-centered throughout DDI process
- Depending on solutioning, need to consider development and conducting of training
- State versus vendor branding
- Product support vs. Operations required by State IT or business units
- Solution evaluation could include standing up a working test environment to be used as the primary evaluation criteria
- Many vendors say business rules are configurable in their products, need to consider some structure for what that looks like in terms of cost for changes, etc.
- Most demo vendors were interested in providing some type of free trial or sandbox for the state to review configuration/integration capabilities

Considerations for capabilities/functionality:

- Clean, concise landing page helps clarity and sets up for better user experience
- Some type of wizard, AI chat functionality, and/or social engagement platform could be useful in connecting and guiding providers through a new enrollment (or re-enrollment) process
- Workflow management and reporting capability included
- Termination and appeals capability if it's possible to integrate this with legacy systems/processes
- Any pre-built COTS functionality should always include compliance with all federal enrollment requirements
- Request full list of OOTB integrations for screening/validations/data loads
- Consider integration or "pulls" of CAQH data to speed up enrollment/reenrollment process, have provider validate data
- Consider using a "big data" strategy to enhance risk consideration and inform enhanced screening
- Include regular, automated verifications to support Program Integrity processes, etc.
- SSO, MFA, IAM, Security integration capabilities
- Automated notifications and communication management related to the enrollment process (alerts for recerts, directory updates, etc)
- Possibly include provider directory functionality via this first Provider initiative
- Consider including ability to upload/update rosters of providers for facilities
- Ability to break apart product components we aren't interested in?

Individual RFI Questions Summary

Q-1: Provide examples of software and services you anticipate are needed to deliver the Agency's proposed provider outcomes and the corresponding anticipated software license and services costs.

Software

- Buy our proprietary product
- Use robust, configurable platforms widely available in the market to build out solutions to meet your outcomes
- Too early to know

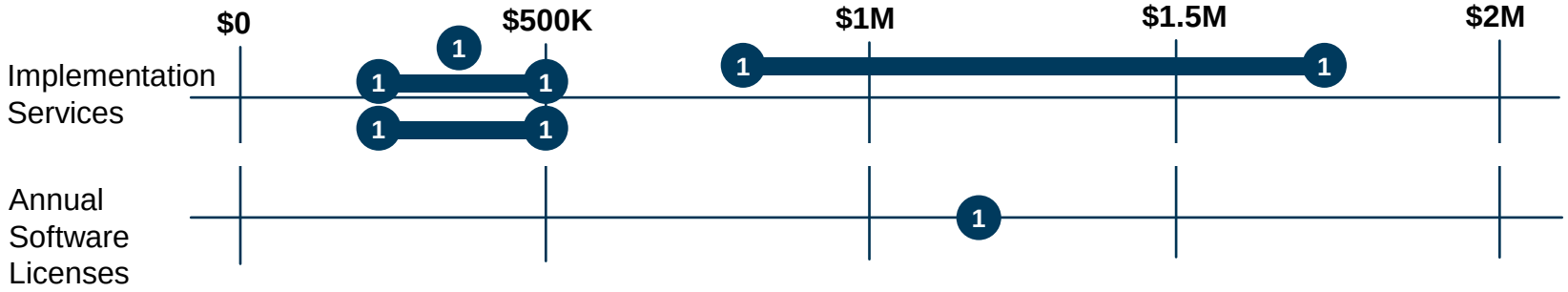
Suggestions for finding out

- Start with services before buying software
- Seek experienced practitioner talent
- Identify dependencies before signing contracts
- Experiment to improve business processes before automating
- Identify and publish Agency enterprise technology standards where possible
- Hold system integrator vendor solutioning sessions
- Keep an open mind to all technology options
- Favor use-based license arrangements

Services

- Account management
- Project management
- Training
- Engagement
- Outreach
- Conversion
- User experience analysis
- Outcome assessment
- User experience design
- Custom software development and testing
- Legacy system modifications
- Reference data management
- Technical help desk support
- Integration platform delivery
- Establish technical governance framework
- Master data management
- Data insights
- Data governance
- Collaboration
- Crosswalk existing systems
- Develop interfaces with existing systems
- Provider communication
- MCO communication
- Change management
- Architecture design
- Solution design
- Select and purchase software licenses
- Install / configure software
- API management
- Security
- Environment management
- Code management
- Testing automation
- Deployment automation
- End-to-end testing
- Production simulation
- Pilot
- Solution rollout to end users
- User engagement and training
- Solution support
- Production monitoring
- Outcome measurement and reporting

Costs



Note – Not all vendors listed pricing or referred to subscription model pricing (i.e., PMPM)

Indicates number of responses 1

Q-2: Detail the licensing requirements of your proposed solution(s) (if applicable). For each license, please list procurement options available to the Agency to purchase the license and the expected cost structure for each license (i.e., pay by storage/compute, pay by transaction, annual license or subscription fee, etc).

SaaS License costs based on usage (PMPM, storage, compute, etc)	11 responses
Deliverable/contract-based cost structure	4 responses
Separate license pricing for maintenance and support	1 response
COTS / Managed Service Model	2 responses
Other	2 responses
Too early to know	2 responses

Q-3: What Suggestions do you have for reducing the total cost of ownership and dependencies on a single vendor/solution to maintain ongoing business continuity in operations?

Automate manual communication	1	Focus on technical excellence in CI/CD, TDD, DevOps, and Security by Design	2	Deliver via phased implementations	1
Implement organizational change management	1	Don't include strict SLAs	1	Create a single operations center for shared services such as a call center	1
Choose an experienced MMIS Vendor	1	Don't include open-ended requirements	1	Measure and monitor TCO at an operational level	1
Use a Managed Service Model	1	Define the approach to data integration	1	Avoid negotiating operational contracts until after achieving sufficient information	1
Outsource business operations through BPaaS	1	Leverage a System Integration platform	1		
Remain cloud agnostic	2	Avoid solutions hosted by vendors	1		
Embed team members in delivery efforts to facilitate transition	2	Separate operational contracts from the technology platform	2		
Ensure COTS/SaaS vendors have defined processes for migrating data out of their systems	2	Include as many priced option years in solution contracts as allowable by law	1		
Use a pay per subscriber model	2	Include change order rates in the RFP and use them in scoring	1		
Buy true SaaS products enabling the Agency to take upgrades	3	Implement interfaces based on industry standards (i.e., X12 5010, HL7)	1		
Use widely available commercial platforms	1	Create intuitive product interfaces	1		
Choose solutions leaving open options for the Agency to maintain them ongoing	2	Incorporate provider user feedback	1		
Do not buy COTS/SaaS if the system requires customization or requires bus. compromise	2	Create incentives with vendor reimbursement structures based on outcome results	1		

Note: Indicates number of responses 1

Q-4: Describe your proposed approach for meeting all minimum Provider Management module CMS certification requirements and passing the Operational Readiness Review (ORR) and Certification Review (CR) milestones with CMS.

Q-8: What feedback/recommendations do you have for best practices in aligning the Agency's implementation strategy to the updated Streamlined Modular Certification from CMS?

We keep our product updated with the latest certification requirements	2
Work with the agency to define approaches/deliverables/milestones required to meet ORR and CR review steps	8
Use a vendor with experience doing this and that has certified systems in other States	9
Define clear State and CMS outcomes, metrics, measures, and measurement approach – produce reports to generate the metrics as evidence	5
Apply services to support ORR and CR processes (i.e., dry-runs, presentation materials, preparation, demonstration support, etc.)	6
Rely on a System Integrator to support certification functions	1
Cooperate with IV&V and other module vendors	2
Lean toward smaller modules	1
Be responsive to CMS requests and questions – engage with CMS and MITRE on metrics	5
Maintain a certification repository	1
Use an iterative approach and agile methods to break the work into small increments. Incorporate learning from the first iteration to determine changes in approach to improve the ORR and CR processes	3
Execute the first ORR with 1 provider type only	2
Make the ORR a key contract milestone	1
Automate the ORR	1
Strive for easily achievable outcome targets	1

Note: Indicates number of responses 1

Q-5: What feedback/recommendations do you have regarding the Agency's prioritized provider outcomes and measurement approach? What feedback do you have regarding measurement targets?

Outcome and Measurement Approach

Agree with the approach	8
Add a goal for "Improving Administration Effectiveness" focused on staff	1
Include the outcomes as RFP requirements	1
Establish baselines for each state and CMS measure	3
Think more about the problem we are trying to solve (increase quality providers) – figure out a way to measure this and best ways to improve it. Develop a strategic framework of nested outcomes for both member and admin benefits	2
Suggest improving the outcome by improving claims processing	1
Add an outcome for "Provider Availability"	1
Combine provider outcomes with member outcomes	2
Add outcomes for quality and timeliness of services	1
Evaluate the cost/benefit of each outcome using baseline data at the use case level, using "valutivity" as a decision-making factor	1

Measurement Targets

Add custom SLAs for operational measures such as system response time	1
Responses that pulled out the metrics table and provided specific, detailed suggestions and feedback	2
Focus on the improvement of outcome trends, not targets	1

Note: Indicates number of responses 1

Q-6: What feedback/recommendations do you have regarding the Agency's proposed "old elephant – new elephant" approach described in the videos?

Agree with the approach	9
Don't attempt to create a new system with the same features and functions of the old	1
Use vendors with deep MMIS experience	1
Use an enterprise PMO with an integrated project plan	1
Consider a data conversion option	1
Recognize the 1st iteration will be the longest and that feedback from the first iteration will inform remaining iterations / result in plan/contract updates	1
Minimize the number of source systems involved	1
Use an elevated level of business user involvement	1
Consider three primary data domains 1. Provider, 2. member, and 3. Claims – prepare for impacts between data domains	1
Develop data persistence in parallel with provider capabilities	1
Leverage a FHIR server approach for storing provider data	1
During the first incremental delivery, separate complex data types such as address, phone, and email from the provider data	1
Agree on a clear strategy for migrating existing providers up front	1

Test outcome hypotheses in the old elephant before buying technology	1
Expect to evolve the new elephant considerably – view the new elephant as a continuous journey, potentially resulting in a zebra by the time old elephant retires	2
Establish a global program repository / portfolio-level dashboard and dependency matrix to track issues and dependencies	1
Use a platform optimized for flexibility to implement small end-to-end slices of functionality at a time	1
Leverage Lean/Agile principles to guide the approach – consistent with SMC	2
Expect a greater need for Organizational Change Management (OCM) and communication – establish a team responsible for this	2
Focus on technical excellence (data flow, API management, digital decoupling, principles of observability, cloud agnostic, module lifecycles	1
Consider the complexity and cost of maintaining 2 systems concurrently	1
Migrate the MMIS from legacy VSAM to a relational database	1
Avoid letting the old elephant prioritize new elephant growth – care for the old elephant until it is fully retired. Expect and plan for dual system maintenance for a long time.	1
Enable a path for safe testing in production – leverage early adopter volunteer providers to "go first"	1

Note: Indicates number of responses 1

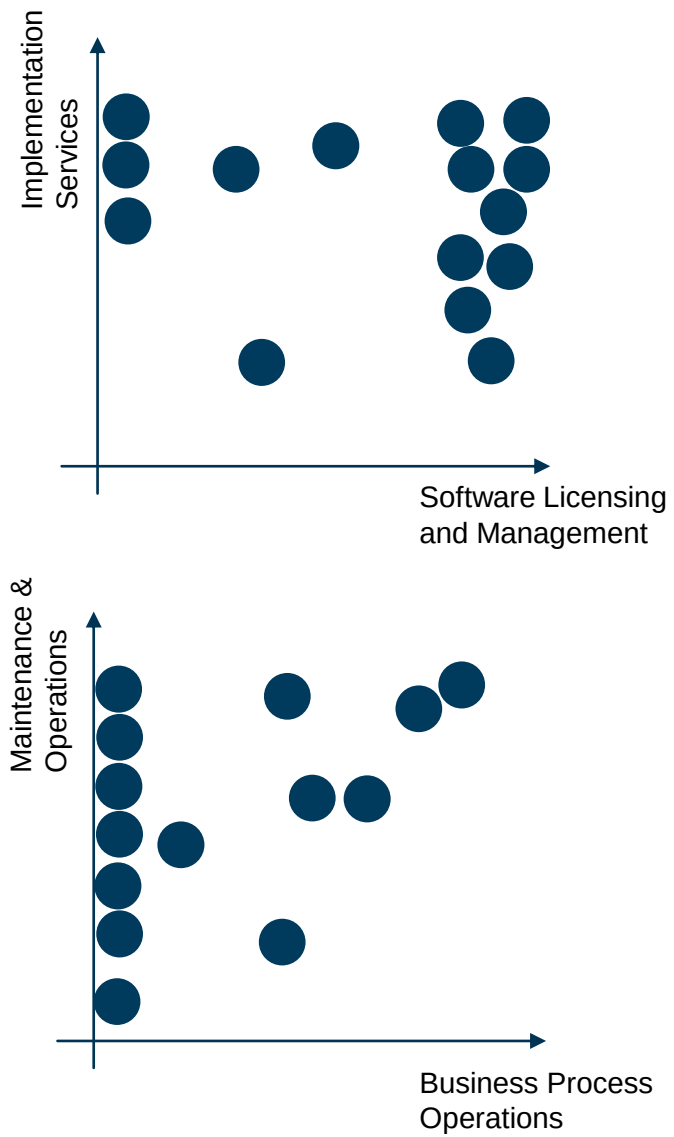
Q-7: What feedback/recommendations do you have regarding the Agency's plan to deliver to production incrementally using end-to-end iterations of the overall outcome (example: implementing physician applications as a starting point)?

Agree with the approach	11
An incremental approach reduces overall system risk, but may increase Agency staff demand, provider confusion, and timelines	3
Group provider types	1
Hold "fit-to-product" or JAD sessions at the start of the effort	2
Move to the member data domain once the provider data domain is established	1
Embrace learning as early as possible – celebrate your failures	3
Leverage a cloud-based approach	1
Choose a smaller provider type to reduce risk further	1
Use a value-based prioritization framework to prioritize incremental scope decisions assessing against four main risks: value, usability, feasibility, and business viability	2
Use a dual track approach 1. discovery team to prioritize a backlog and 2. delivery team to implement	1
Expect the first iteration to take much longer than subsequent ones	1
Establish and communicate a clear Definition of Done (DoD) for each incremental delivery (see proposed DoD for ORR and delivery)	1
To avoid exceeding the organizational capacity, start with only one item in flight (WIP=1) – leverage a focus on a single scope item to structure highly effective delivery teams and eliminate silos – align the organization to the goal of achieving the DoD for the first scope item.	1

Note: Indicates number of responses 1

Q-9: What vendor service models do you recommend for delivering the proposed provider business outcomes and maintaining business continuity?

Vendor Offerings



Recommendations

Use a mulit-tier support model for M&O with an integrated tool-based approach for monitoring	1
Use service-level agreements in M&O	1
Perform experiments to create “validated learning”, and determine the correct service model	1
Leverage an API-Led connectivity approach to decouple legacy from new	1
Procure technology separately from business operations	1
Include business process engineering as part of the contract scope	1
Execute delivery scope using small, dedicated teams of highly skilled practitioners with responsibility for end-to-end delivery – proposed roles include delivery lead, solution architect, tech lead, XP software engineers, executive coaches, and technical coaches	2
Support delivery teams with dedicated business owner roles	1
Establish an internal “product” support structure (rather than “project” support structure)	1
Work to reduce Agency dependency on vendors for M&O and business operations scope	1
Ensure old elephant maintenance and business operations remain uninterrupted until decommissioned	1
Enter into partnerships with vendors rather than contract relationships – seek vendors committed to the Agency’s mission/vision and enthusiastic about pursuing the prioritized outcomes	1
Establish an internal structure with a value outcome lead, architecture outcome lead, and team outcome lead identified at every hierarchical level and aligned to outcome value streams	1

Note: Indicates number of responses 1

Q-10: What innovative recommendations do you have for achieving the procurement goals listed in RFI Section 2.2? Provide examples of performance management criteria you suggest for best aligning with these goals.

Q-11: What other innovative/creative procurement options do you suggest the Agency evaluate to best position the Agency to achieve the prioritized provider outcomes?

Procurement Goals (from RFI section 2.2)

A	Promote vendor diversity and interoperability	• Procure solutions that do not require product customizations to deliver the Agency's business outcomes • Procure highly skilled, collaborative system integration practitioners to implement solutions • Procure solutions utilizing best practices in service-oriented architecture and systems integration including REST-based microservices
B	Increase quality of service	• Align vendor contract terms and performance criteria with the Agency outcome priorities • Deliver high quality and high-end user satisfaction • Respond quickly to business changes • Support new channels of interaction with Medicaid providers
C	Promote Discovery	• Increase the frequency and value of learning/feedback loops • Integrate empirical experience into holistic organizational change management incrementally
D	Establish implementation deliverable milestones that achieve the value of modernization rapidly	
E	Ensure the ongoing support of delivered solutions without disruption to supported business processes	

Procurement Categories

DDI

Delivery Services
Cost of labor to install, configure, customize, and integrate new technology and business processes

M&O

Maintenance and Operations Services
Cost of labor to maintain (and enhance) production systems supporting business continuity operations

LIC

Software Licenses
Cost of purchasing COTS/SaaS software products / platforms, often including support for the base product and enhancements made to the base product

BUS

Business Process Operations Services
Cost of labor to perform business processes serving the needs of Medicaid's stakeholders

Q-10: What innovative recommendations do you have for achieving the procurement goals listed in RFI Section 2.2? Provide examples of performance management criteria you suggest for best aligning with these goals:

Q-11: What other innovative/creative procurement options do you suggest the Agency evaluate to best position the Agency to achieve the prioritized provider outcomes?

Procurement Category	Procurement Goal	RFI Response Recommendation	# of Responses
DDI LIC M&O BUS	B	Establish measurable KPIs and SLAs aligned with outcomes and program goals – tie to contract performance	5
DDI LIC	A	Select a product that has ben operationalized in other States in the last 3-5 years. Consider experience of vendors implementing similar systems	2
LIC	B C	Select a product with extensive configuration capabilities	1
LIC	A B	Select a product with service-oriented architecture and open interfaces	1
DDI		Perform a discovery phase prior to starting system implementation	2
DDI	C	Perform extensive provider outreach and training throughout delivery	1
DDI	B C D	Execute a phased rollout, adopting agile delivery principles using an agile contracting approach	2
DDI LIC M&O BUS	B C	Consider an Invitation to Negotiate (ITN) process or pre-commitment phase	3
DDI LIC M&O BUS	B C	Publish draft RFPs for vendor feedback	1
LIC	A	Weigh the demonstration portion higher than other portions of the RFP and require live system demos with a sandbox available for evaluators to use on their own – require configurability and interoperability demonstrations	3
DDI	B	Ask vendors to respond to how they will engage with and use the input generated from provider workgroups	1
DDI	B	Allow for remote work – use collaboration tools such as Teams	1
DDI LIC	B	Require evidence of technological innovations the company is delivering to the heal care market	1
DDI LIC M&O BUS	C	Allow direct negotiation of terms and conditions with vendors as part of the procurement process	1

Q-10: What innovative recommendations do you have for achieving the procurement goals listed in RFI Section 2.2? Provide examples of performance management criteria you suggest for best aligning with these goals:

Q-11: What other innovative/creative procurement options do you suggest the Agency evaluate to best position the Agency to achieve the prioritized provider outcomes?

Procurement Category	Procurement Goal	RFI Response Recommendation	# of Responses
DDI	C	Include OCM in the overall budget and account for it in scoring, and emphasize it in the delivery process	2
DDI M&O BUS	D	Establish a transition plan to create agreement on the details of business processes to be transitioned	1
DDI	E	Establish Go/No go criteria to confirm evidence of business process readiness – agree on an operations readiness plan	1
DDI	E	Perform parallel execution in new and old elephants to confirm outputs match and differences are explained	1
DDI	E	Pilot business processes on the new system with a small group before rolling out at scale	1
DDI	E	Generate and validate T-MSIS results as part of the testing phase	1
DDI		Create a structured process for governance/oversight with decision-makers willing to take risks	1
DDI		Plan for a modification pool of funding to support rapid change requests	1
DDI		Create an annual budget targeted at driving innovation and incentivizing vendors to bring innovative ideas	1
DDI		Allow for offshore staff	1
DDI M&O BUS		Limit the number of key personnel required in the contract	1
DDI LIC M&O BUS		Consider contract durations as long as possible for stability	1
DDI	B C D	Focus on organizational or process changes before buying technology – focus on the “human systems” and create an organizational change framework – see the “Influencer Model”	2
DDI LIC	A B C D	Experiment by working with multiple vendors to deliver working functional prototypes to end users before selecting a solution	2

Q-10: What innovative recommendations do you have for achieving the procurement goals listed in RFI Section 2.2? Provide examples of performance management criteria you suggest for best aligning with these goals:

Q-11: What other innovative/creative procurement options do you suggest the Agency evaluate to best position the Agency to achieve the prioritized provider outcomes?

Procurement Category	Procurement Goal	RFI Response Recommendation	# of Responses
DDI LIC M&O BUS	C	Leverage master purchasing agreements, such as NASPO	1
DDI	D	Establish a clear vision and messaging around how the incremental pieces tie to the outcomes and to the vision	1
LIC		Hold pre-RFP demos with all stakeholders to gather buy-in and feedback – narrow the pool of available vendors based on software capabilities	3
DDI LIC	A	Use a platform approach with multiple vendors implementing solutions on a single data interchange specification	1
DDI		Use a story point-based contracting model	1
DDI	A B	Begin with the procurement of a systems integrator with an API-first strategy leveraging event-driven architecture	2
DDI M&O	E	Implement and assess lean measures (lead time, deployment frequency, change failure rate, mean time to recovery, reliability)	1
DDI M&O	E	Build in system application metrics to assess system performance and perform automated health checks with a status dashboard	1
DDI M&O	E	Deliver an anti-corruption layer to isolate legacy systems from new systems and employ modern deployment automation techniques such as DevOps, CI/CD, TDD	1
DDI	A	Look for vendors who are skilled at delivering custom software iteratively to limit waste	1
DDI LIC M&O BUS		Avoid prescribing a delivery methodology or rigid structure as part of the bid requests	1
DDI		Use SAFe	1
DDI LIC M&O BUS		Don’t use NASPO	1

Q-10: What innovative recommendations do you have for achieving the procurement goals listed in RFI Section 2.2? Provide examples of performance management criteria you suggest for best aligning with these goals:

Q-11: What other innovative/creative procurement options do you suggest the Agency evaluate to best position the Agency to achieve the prioritized provider outcomes?

Procurement Category	Procurement Goal	RFI Response Recommendation	# of Responses
DDI LIC M&O BUS	B	Create vendor incentives by paying a unit price for the delivery of certain types of applications and use withholds and incentive structures	1
DDI	A B	Create full transparency with the vendor community, use open source approaches to sharing code and documentation, maintain the project documentation library in a publicly accessible location	1
DDI	A B C D	Create a master contract vehicle establishing a pool of proven system integration vendors to compete for incremental fixed-fee SOWs	1
LIC	A B C E	Try before you buy – ask vendors to provide a “free trial” of their software products, including integration and configuration by an independent SI	1
LIC	C	Favor use-based software license terms	1
M&O	E	Minimize reliance on vendor service contracts for system support	1
M&O	B E	Leverage delivery team capacity to support M&O until ongoing support contracts can be negotiated. Avoid negotiating M&O SLAs and contract terms until validated learning has been achieved in production	1
BUS	E	Build state staff capacity to perform business operations functions, establish a product support structure for ongoing operations, and reduce dependencies on vendor contracts for business operations	1
DDI	A B C D E	If unable to achieve a mindset shift with regulatory and contract stakeholders supportive of effective delivery methods, limit work in progress (WIP) to 1 and follow all existing guidelines. Reflect after delivery on where the system could be improved and continue to seek changes.	1

Q-12: Iowa Medicaid has professional services vendors performing the majority of the Medicaid business functions in distinct business units, while state staff provide policy and oversight.

i. Describe lessons learned for maintaining business continuity in existing systems (old elephant) while incrementally delivering new business capabilities in parallel in the modernized solution(s) (new elephant).

ii. What recommendations do you have for timing/structure of our professional services contracts to support the old elephant/new elephant approach?

Leverage a phased, iterative approach with agile principles	3
Take time up-front to identify all systems with dependencies on provider data	1
Communicate to all impacted stakeholders and onboard them	1
Create an integrated project schedule	1
Test early and often – leave plenty of time for UAT and OR	2
Up-front approach to data conversion - ensure traceability in data migration	3
Establish an enterprise governance committee to oversee legacy and new systems – stakeholder and communication management	3
Create an integration layer up front and start with SI scope	4
As business changes are identified, determine which system should be modified (old, new, or both)	1
Establish a code freeze for the legacy system	1
Document business processes and operational scenarios	2
Backfill current operational work for project SMEs	1
Takeover and re-badge existing staff to new vendors managing operations, then roll-off the old technology after cutover	2
Lesson: there are typically important aspects of the current systems that have been forgotten, which will be surprises	1
Lesson: barrier between old and new elephant workforce – mitigated by fostering collaboration between the two	1

Challenge compromises made to accommodate the old elephant	1
Maintain support contracts for old systems until decommissioned – modify them to include scope for collaborating with the new	4
Evaluate modules by impact and not by order of execution of process	1
Understand the current system first and ensure it is stable	1
Deliver an anti-corruption layer and TDD	1
Use blended Delivery/M&O SOWs negotiated quarterly with an annual budget – Leverage delivery staff to handle M&O until understood	2
Use experienced vendors with a “badge less” approach	1
Modify legacy systems as little as possible and backwards convert data	1
Avoid signing contracts for M&O or business process operations until new elephant processing is stabilized and understood	1

Note: Indicates number of responses 1

Q-15: For your proposed solution, provide a complete list of enterprise capabilities the Agency must have enabled before launching a delivery effort. Please list software licenses available to support each needed capability (i.e., data governance, authentication and authorization, service bus, etc.)

Capability Dependency	
High-speed internet connection	2
Authentication & Authorization – Single Sign On - IAM	4
An Integration Platform (ESB/API Management)	4
Data Governance Framework – MDM and RDM	2
Enterprise Content Management	1
Email and Chat	1
A System Integrator / further discussion would need to determine this	3
None Required	4
Azure AD access to a State Azure Tenant	1
Hosting strategy	1

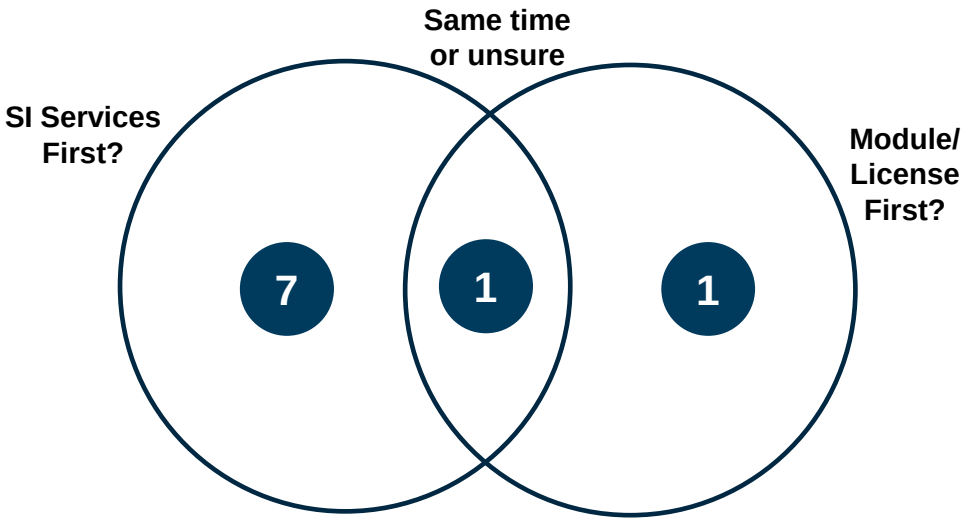
Note: Indicates number of responses 1

Q-18: What capabilities are available to mitigate the Agency's legacy data limitations? Specifically, the need to continue supporting the current environment with legacy provider IDs and reference data, yet refactoring this data significantly in the new solution? See business rule specification SPEC006 for sample legacy ID generation rules.

Solution provides an API, configured to use the required custom logic to generate and store legacy IDs	1
Create a mapping/crosswalk between legacy IDs and new systems	3
Handle this as part of conversion	3
Solution allows the storing of legacy information	1
Leverage MDM to broker the communication between systems	1
Approach would need to be determined during discovery	1
Decoder ring service	1
Solution allowing providers to be affiliated with multiple group numbers and the providers can share the same Tax ID – and allowing multiple legacy provider IDs for each location	2

Note: Indicates number of responses 1

Q-20: The Agency understands many services required to deliver current and future prioritized outcomes could be provided by a System Integrator (SI) Vendor. What recommendations do you have for an overall strategy for system integration services? How would you suggest the Agency structure/sequence system integration work?



Proposed SI Responsibilities:

- ESB/API/EDI 4
- SSO/IAM 3
- MDM 3
- Managed File Transfer (MFT) 1
- Contract Management 2
- Data strategy 1
- Governance models 2
- Test environment management 1
- Troubleshooting cross-vendor issues 1
- Meeting project SLAs 1
- Events driven architecture 1
- Planning 1
- Project management 1
- Data hub 1
- Workflow 1
- Portal 1
- See services listed under question #1 1

Recommendations

SIs should focus on system integration and not participate in other elements of modernization	1
Select vendor with MMIS experience	1
Needed if the Agency is short on staffing	1
Define SLAs for vendors transferring files /integrating with the SI env.	1
Expect SI to establish common data exchange standards	1
Avoid allowing the SI to work without Agency involvement	1
Decouple delivery service procurement from license procurement	1
Implement an events-driven architecture and separate contract for the ESB	1
Define implementation strategy to determine approach	1
Select a SI with deep technical and problem-solving skills, competency with the implementation approach, and ability to integrate multiple MES and non-MES systems	1
Critical that DHS own the licenses and subscriptions to enterprise components	1
Align SI work to the goals and outcomes	1
Avoid having module vendors externalize their existing proven rules or workflow processing capabilities through a different SI solution	1
Include the alternatives analysis of software products through free trial sample delivery as part of the scope of SI service agreements	1
Hold a SI vendor solutioning session to identify the necessary software products	1

Note: Indicates number of responses 1

Q-21: What Agency staff skills / knowledge / capacity are required to support a vendor effort to deliver the prioritized provider outcomes?

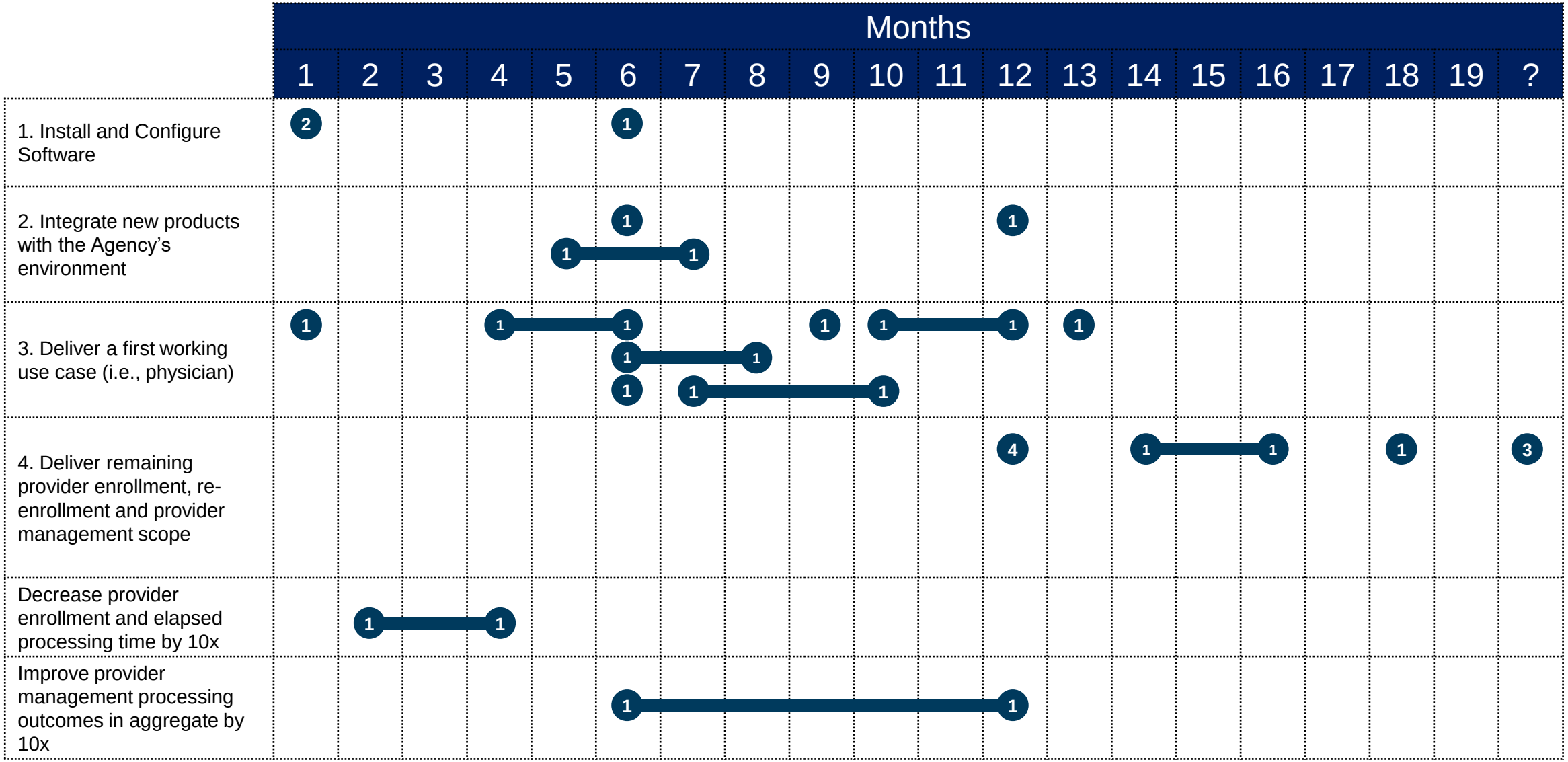
Role	Low End Capacity	High End Capacity	# of Responses
Technical Architect / Enterprise Architect	1	2	2
Network/Security Engineer	1	1	1
Production Support Manager	1	1	1
Business / Systems Analyst	1	1	4
Developer	1	1	1
Project Manager	1	2	6
Security Analyst/Developer	1	1	2
Executive Sponsor	<1	1	1
Business Owner	1	1	4
Technical Manager / IT Liaison	1	1	2
Subject Matter Expert (data, interfaces, security, business)	1	Many	9
Tester	1	10+	3
Provider Liaison / Provider	1	4	4
Certification Manager	1	1	2
Source data engineer/architect	1	6	3
Interface data engineer/architect	1	5	1
Trainer	1	4	1
OCM Lead	1	1	1
Contract Manager	1	1	2
Project Director	1	1	1
IV&V Oversight	1	2	1
End User	1	Many	1
Transition Manager	1	1	1
Data Migration Lead	1	1	1

Most Common Skill Referenced – knowledge of the current state (data, interfaces, systems, business processes, rules)

Recommendations

1. Limit scope to the capacity of the Agency – scale scope once Agency capacity is proven available to support it.
2. Build a learning culture with psychological safety, empowering staff to adopt change and new ways of working.

Q-22: If you have prior experience delivering similarly scoped efforts, provide input on the time/effort required to: 1) install and configure necessary software, 2) integrate new products with the Agency's environment, 3) deliver a first working use case (i.e., physician enrollment applications), 4) deliver remaining enrollment, re-enrollment, and provider information maintenance outcome scope.



Note: Indicates number of responses 1

Q-23: What approach would you recommend for populating the provider data in the format required by the Agency's MMIS System? How would you recommend keeping the MMIS provider data synchronized with the new provider solution? Are there any specific considerations the Agency should be aware of regarding how the provider data informs the Transformed Medicaid and Statistical Information System (T-MSIS) reporting. What support/additional information would you require from the Agency in order to complete this work? What technical integration solution would you recommend? How do you suggest this ties in with a future strategy of retiring the mainframe at a later date?

Approach for populating / synchronizing provider data

Custom daily file exchange (XML and SFTP)	2
Provider solution creates "golden" provider record	1
Implementation staffing supported by the Agency	1
Web service APIs for real-time data changes	4
Event broker to send data to MMIS when needed	1
Provider solution becomes source of truth by type	1
Nightly batch jobs to check data consistency between systems	1
Create a custom table in the provider solution that is populated by the legacy interface – archive it once legacy is retired	1
Create a transformation layer with changes published to the service bus. Distribute data elements into specific microservices to retire legacy functions incrementally	1
Focus on data quality	1
Build reference data lists as part of conversion and validate/correct data for completeness and accuracy during data migration	2
Ensure the new solution is capable of supporting and associating a legacy MMIS provider ID with NPI	1
Deploy an ESB alongside the provider solution supporting real-time and batch	2
Leverage enterprise technology solutions designed to facilitate the integration of multiple solutions – deliver the full technology solution for the first use case, then evaluate the capabilities of each technical component before scaling	1

T-MSIS suggestions

Extracts can be provided from the product solution to the Agency	1
Keep T-MSIS the same at first – populate the legacy system with provider data from the new solution and generate T-MSIS from legacy. When determined viable, start sourcing provider data from APIs available from the provider solution – create robust regression testing for T-MSIS	2
Consolidate legacy and new system data in the provider solution – generate T-MSIS from the new provider solution	1

Note: Indicates number of responses 1

Q-25: What other information would you like to share with the Agency for consideration related to the information provided in this RFI?

Include outcomes and requirements that require a solution to allow for seamless integration with data governance and data quality tools	1
Seek a solution that provides Agency workers with an easy-to-use mobile interface to expedite provider site visits	1
Seek a solution that supports universal credentialing capabilities	1
Re-evaluate the outcome approach – rather than asking staff for what to do, run experiments with providers to determine if delivering the lower-level outcomes truly drives results	1
Focus on process improvement before automation – involve end users and providers in this process – start automation initiatives once everyone understands the process and is engaged	1
Use a platform-based approach	1
Establish a PMO with oversight of all project workstreams, reporting directly to the business stakeholders	1
Finding a COTS or SaaS solution that can be delivered incrementally to meet the State's needs without customization is unlikely for unique business processes – critically assess before deciding	1
Iowa has the opportunity to become a leader in Medicaid modernization by focusing on both technology modernization as well as organizational transformation	1
Integration of operations is paramount – create a unified operation center as a module serving as a hub for communication flow	1
Work to decouple business processes from core MMIS processing	1
Do not try to move forward without sufficient knowledge and appropriate planning – vendors need details to be able to bid accurately	1
The level of detail provided in the videos and documentation library is very helpful	1
There is no silver bullet for modernization. Complexity is high. Choose flexible vendors that can adapt to the needs of the effort and environment	1
Review existing public-facing provider portals as part of the Agency review process	1
Hire an enterprise ways of working coach with influence at the cabinet level to improve organizational culture and champion modern, effective ways of working in a complex system transformation environment	1
Adopt a body of knowledge to inform an outcome-driven approach, such as "Sooner, Safer, Happier" – facilitate safe, thoughtful discussion sessions with staff about how concepts from the body of knowledge apply to the Agency's context.	1

Note: Indicates number of responses 1

Q-26: Describe any communication strategies or lessons learned that could improve vendor and state engagement during the procurement lifecycle and implementation phase.

During the procurement cycle

Videos and document library are a great first step	3
Hold multi-vendor conferences in advance of procurements to reach common understanding	1
Post additional system documentation before RFPs	1
Communicate a comprehensive description of the goals, current pain points, and stakeholder concerns	2
Give vendors ample response time for RFPs	1
Facilitate multiple rounds of Q&A	5
Publish clear and fair evaluation criteria	1
Outline goals and outcomes, not prescriptive “hows” and reqs.	1
Conduct pre-RFP demonstrations to inform RFPs	1
Include specific functional requirement examples and data migration requirements	1
Involve impacted departments and constituents in the procurement process early	1
Leverage agile principles – create open communication and collaboration in advance and throughout	2
Issue draft RFPs	1
Create a spirit of partnership versus contract relationship	1

During Implementation

Make communication the responsibility of every stakeholder and team member	1
Communicate the right information to the right people, early, often, and clearly – openly and transparently	2
No surprises – don’t filter or withhold information – keep open and transparent	1
First seek to understand, then to be understood	1
Create a communication plan with a RASCI	3
Establish program and project governance, including escalation strategy, risk management, and dependency/work management	4
Establish an effective onboarding process to mitigate staff turnover, including clear documentation of key decisions	1
Limit required contract deliverables and defer a turnover plan until after go-live	1
Identify subject matter experts on staff who can educate vendors	1
Hold weekly check-ins	1
Utilize a share collaboration site for common access of documents	1
Ensure existing capacity is available from legacy vendors to support the effort	1
Continually reflect at regular intervals to identify better ways of working together to achieve the desired outcomes	1
Deliver to production more frequently	1
Divide 2 levels of governance – operating and oversight	1
Use a “road show” approach to reach different provider groups	1
Involve providers as beta users	1

Note: Indicates number of responses 1