4. SCOPE OF WORK

In broad terms, this section of the RFP describes when, who, where, and how the Contractor must meet the business and technical requirements of the contract. To be more specific, it addresses requirements for project phases; staffing; location of work; project planning and management; and deliverable procedures.

The Contractor must design, develop, implement, operate, and maintain a Medicaid Management Information System (MMIS) for the State of Georgia and take over fiscal agent operations from the incumbent fiscal agent (or continue operations utilizing the system, if the incumbent and the Contractor are the same) on or about July 1, 2009. The RFP specifies the operational aspects that will be the responsibility of the fiscal agent and excludes services that will be provided by other Contractors. The RFP specifies the operational aspects that will be the responsibility of the fiscal agent and excludes services that will be provided by other Contractors. The Offeror must not use, or propose to use, any offshore programming or call center services in fulfilling the requirements outlined in this RFP and in the attached Contract. The Offeror must provide a statement indicating his understanding of this requirement. For purposes of this contract, MMIS shall mean the MMIS designed, developed and implemented by the Contractor to meet all of the business requirements contained in this RFP.

4.1. CONTRACT PHASES

Within the parameters of the phases described below, the Contractor must develop detailed plans to develop, design and implement the MMIS and to take over all operations from the current fiscal agent by July 1, 2009. There are specific requirements for each phase. Phases may overlap in their time schedules.

The Contract Phases are:

1. Design and Development

2. Implementation Planning

3. Implementation

4. Operations

5. MMIS Certification

6. Electronic Health Records Development

7. Turnover

The detailed plan and schedule must consider phased deployment of business functions to reduce risk. The Contractor should consider such functions as provider enrollment, production of manuals and handbooks, creation of the Web portal, infrastructure creation, quality assurance processes, performance reporting and paper claims data entry as possible candidates for early deployment.

The State requires a Readiness Testing Period of at least six months for parallel, user acceptance, and limited beta provider testing after MMIS is ready for deployment, including all critical business functions prior to system implementation. All data to date

must be converted from the incumbent before this testing period begins. The Readiness Testing Period must be completed by June 30, 2009.

Implementation by July 1, 2009 is of critical importance to DCH and the State. The Contractor must describe in detail its approach to assure assumption of fiscal agent responsibilities without disruption to member care or provider payments. The six-month Readiness Testing Period is a firm requirement.

The following factors are in order of importance to DCH and the State:

1. Assumption of operations without disruption in services or payments

2. Assumption of operations by July 1, 2009

3. Achieving and maintaining federal MMIS certification

4. Ability to process all requirements of Georgia Medicaid Reform

5. Compliance with all HIPAA requirements

6. Timely design and development of new components affecting providers (Web portal, Web-based claims submission)

7. Design and development of components that improve efficiency and convenience for State staff

8. Design and development of components that improve Contractor efficiency

9. Design and development and operation of all components that improve DCH ability to monitor performance and provide audit test ready reporting

10. Contractor recommendations for MMIS best practices and workflow procedures to support DCH's continued operation of Medicaid claims processing and administration of the Medicaid program and to assist the DCH in organizational and cultural changes needed to support implementing the new MMIS

4.1.1. Design and Development Phase

Upon receipt of the Authorization to Begin Work, the Contractor will begin the Design and Development Phase. During this phase, the Contractor will transfer to Georgia, or develop new for Georgia, a Georgia Medicaid Management Information System (MMIS) that complies with the requirements of this RFP. The Contractor must make or alter MMIS to meet the business functional requirements described in Section 5. The Design and Development Phase will end upon successful installation of MMIS, DCH acceptance, start of operations and resolution of startup issues. The MMIS will be implemented on July 1, 2009 and the scheduled end of this phase will be on or about October 1, 2009.

4.1.1.1. Planning

The Contractor must conduct all planning activities associated with the design and development of MMIS as defined for Large Projects in Section 4.4. The Contractor must create a schedule for design and development and submit the schedule for DCH approval. A draft schedule must be included in response to this RFP.
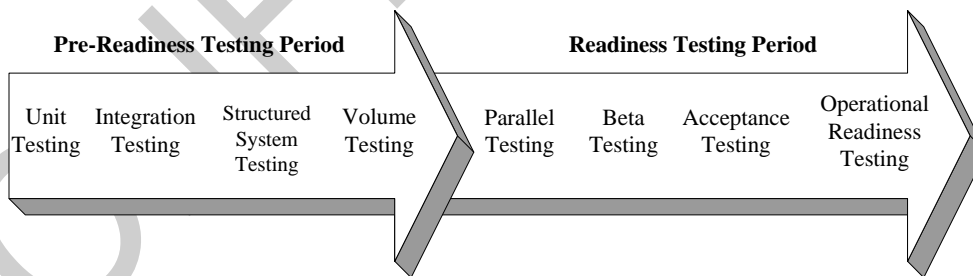
4.1.1.2.   Requirements Analysis

The Contractor must conduct a thorough Requirements Analysis using steps and producing deliverables as required for Large Projects in Section 4.4. DCH and State stakeholders must be identified by the Contractor, and will be active participants in the process. The Contractor must also produce Requirements Analysis documentation, in formats approved by DCH.

4.1.1.3.   Business and Technical Design

After the Requirements Analysis is complete, the Contractor must establish and maintain the system design using an Information Systems Development Methodology (ISDM) appropriate to the development platforms used by the Contractor and approved by DCH. The Contractor must produce system design artifacts that support scope definition and facilitate traceability of requirements from requirements analysis through to the system documentation defined in Section 5.1.5.

4.1.1.4.   Comprehensive Testing Plan for Design and Development

The Contractor must create and deliver to DCH comprehensive and thorough testing plans before technical design is complete. This testing plan must incorporate Unit, Integration, Structured System, Regression, and Volume testing which occur during the Pre-Readiness Testing Period as illustrated in the diagram below along with DCH required deliverables.

Pre-Readiness Testing Period	Readiness Testing Period
Unit Testing · Integration Testing · Structured System Testing · Volume Testing	Parallel Testing · Beta Testing · Acceptance Testing · Operational Readiness Testing

The Readiness Testing Period as illustrated in the diagram above will be described in RFP Section 4.1.2.4.

Unit Tests

Testing must include bench or unit tests to ensure that changes meet the intended purpose and do not cause system errors upon execution of changed programs, batches, pages, or procedures.

Integration Tests

Integration testing identifies problems that occur when component units are combined. Component units may be internal to system processing or external between business functions such as external interfaces. The Contractor will utilize integration tests to ensure the viability of interfaces between component units.

Structured System Data Tests

The Contractor will create test scenarios or use cases before construction with anticipated outcome for each scenario to demonstrate the Contractor is ready to perform all required functions for the Georgia MMIS and that the system meets RFP and JAD requirements. At the end of structured system testing, the Contractor must ensure the system is ready for the Readiness Testing Period and can perform all required functions during the beta, parallel, operational readiness, and user acceptance tests.

When structured system data tests are run in a mirrored production environment approved by DCH, the Contractor must present a report on the structured system data test to DCH, including the anticipated and actual outcomes to ensure the MMIS will appropriately process and pay all claims and encounter data, ensure all interfaces and network communication is functioning properly, make all types of updates, and produce required reports and other outputs. The Contractor must include any scenarios submitted by DCH. All discrepancies must be identified and explained and corrected. The Contractor must include a description of its Structured System testing strategy in response to this RFP.

Volume and Performance Tests

The Contractor must aggressively test for production performance based on estimates of transaction and stress level volume/load as supplied by DCH. The Contractor must use their knowledge and expertise in this industry to utilize experience based data and projections to determine volume and performance test environment effectiveness and be responsible for determining likelihood of successful outcomes in the production environment. The Contractor must use volume simulating tools and methods and must include a description of its volume and performance testing plan and schedule in response to this RFP.

Regression Tests

Regression testing is an integral part of each testing phase. Regression defects typically occur as unintended consequences of program changes or due to poor revision control. The Contractor must have a plan for utilizing automated or manual regression test procedures that will execute specified test scripts or cases at specific intervals and report any regressions to DCH. The Contractor must include a description of its strategy and methodology for regression testing in response to this RFP.

Retesting

The Contractor must have a reasonable and aggressive plan to deal with the situation when tests fail. The Contractor is responsible to meet the overall deadlines for this implementation; therefore, the Contractor must include a description of its strategy and methodology for dealing with the situation where unit

tests, integration tests, structured system data tests, volume, or regression tests fail to produce the desired results in response to this RFP.

Test Tracking

The Contractor must provide a test tracking system to store and track test data and test scenarios. The system must include at a minimum a unique ID for each test scenario, store the scenario by MMIS component, assign a status to each scenario as defined by DCH, assign a begin and end date to each scenario status, record the tester, produce reports, store supporting documentation, have the ability to trace test scenarios to RFP or JAD requirements, and link related scenarios to each other and to system defects. The system must also allow for the capability to track issues, supporting documentation and resolutions. DCH will have access to review all test cases and supporting documentation.

Pre-Readiness Testing Summary

The Pre-Readiness Testing Summary Report will summarize the work carried out during Design and Development testing and will contain at a minimum:

1. Introduction covering the phase objectives and outcomes

2. Major product deliverables developed, delivered, or updated during the phase including X12N Companion Guides, training plan and materials, and revised system design

3. Test Results including all window prints, test reports, test inputs, cross referenced to the expected results in the Pre-Readiness Comprehensive Test Plan, corrective actions taken and retest documentation, system performance benchmarks, and a summary of the status of testing including problems identified by type of problem and number of problems corrected

4. Identification of all issues during the testing phase, resolutions, and the effect of any findings on the MMIS Implementation schedule

5. Findings and risks from a Quality and Product Assurance Review

6. Confirmation that testing is complete upon DCH approval

4.1.1.5. Risk Analysis and Contingency Planning

The size of this project represents significant risk to the State. The Contractor must conduct all risk management activities associated with the design and development, and implementation of MMIS as defined for Large Projects in Section 4.4. DCH will place special scoring emphasis on the Contractor control and management of project risks in this phase of the project.

4.1.1.6. Technical Design and Construction

The Contractor must use and apply professional standards and methodologies consistent with the requirements of Section 4.4.1.2 and those of the industry in the design and development of MMIS. The systems development methodology to be used by the Contractor is subject to DCH approval at the outset of the Design and Development Phase.

4.1.1.7. Pre-Readiness Testing

The Contractor must execute the Comprehensive Pre-Readiness Testing Plan for the Design and Development Phase.

4.1.1.8. Training for State and Contractor Staff

1. The Contractor must develop training plans, materials and schedules according to the requirements of Section 5.1.4.1, Training Requirements, for all components of MMIS, subject to State approval

2. The Contractor must deliver training in MMIS for all users, including Contractor staff and State staff, prior to implementation

4.1.1.9. State Responsibilities for Design and Development Phase

1. Provide an Implementation Team of up to twenty (20) individuals with duties that include working with the Contractor on the design and development of MMIS

2. Participate in Joint Application Design (JAD) sessions to assist the Contractor in understanding the DCH role, Contractor role, and system requirements for each business function

3. Review all prototypes, window designs, architecture designs, work plans, requirements documents, and all deliverables for Large Projects defined in Section 4.4 of the RFP and other deliverables described in section 4.1.1 of the RFP and provide quick response and comment. The standard turnaround for DCH review shall be ten work days and may be extended if DCH determines in its sole discretion that it is necessary. DCH encourages early submission of draft documents to expedite DCH review.

4. Conduct and participate in Pre-Readiness testing and review and approve system capabilities, testing results, and deliverables

5. Attend Deliverable walkthroughs to enhance understanding and facilitate the approval process

6. Provide input and communication of DCH policies

4.1.1.10. Contractor Responsibilities for Design and Development Phase

1. Produce all deliverables required below and those required for Large Projects Section 4.4 of the RFP for the design and development of the MMIS in the timeframe specified under Section 4.1.1, *Et. Seq.*

2. Conduct Joint Application Design (JAD) sessions involving State stakeholders to determine specific requirements and design elements to be incorporated into MMIS:

    a. Provide feedback to DCH through window and report templates, prototypes, flow charts and walkthroughs

b. Document JAD session requirements and create methods to measure delivery of approved design components

3. Maintain a change control process to document discrepancies and their resolution and to manage changes to programs and libraries

4. Coordinate with DCH on questions and problems related to Implementation and testing of the Georgia MMIS and assist DCH with review of Pre-Readiness Testing and results

5. Perform Unit, Integration, Structured System, Regression and Volume testing to ensure all software programs function correctly on Contractor hardware and capacity analysis of the traffic the system can handle and still meet performance requirements

6. Prepare the Pre-Readiness Testing Summary deliverable and any other deliverable or deliverable revision as required by DCH during this phase

7. Provide a walkthrough of the Pre-Readiness Testing Summary and all test results using converted data for DCH staff

8. Perform preliminary data and file conversions for the Readiness Testing phase

9. Provide support to DCH related to all State responsibilities and respective tasks including DCH consent on all deliverables and phases

4.1.1.11. Design and Development Milestones and Deliverables

DCH must approve the content and format of all deliverables at the outset of the Design and Development Phase. DCH reserves the right to reject any deliverable that is not in the proper format or does not appear to completely address the function of the deliverable requirement.

Minimum content for deliverables is outlined in Section 4.4. Deliverables standards are described in Section 5.1.5.1. The Contractor is responsible to provide all additional documents and materials necessary to support its Information Systems Development Methodology (ISDM) at the appropriate time, whether itemized in these lists or not.

The Milestones numbered below must be completely met before payments in the Pricing Schedules in Section 6.3 may be made. For milestones with multiple deliverables, the list of deliverable requirements is shown in the lettered list.

1. Completion of Planning Activities

   a. Stakeholder Analysis

   b. Work Breakdown Structure (WBS) / Detailed Implementation Plan (DIP)

   c. Risk Management Plan

   d. Identified Risks, Risk Analysis and Risk Response Plan

   e. Communication Management Plan

   f. Cost and Budget Estimates for project tracking, metrics, and historical purposes

       g. Staffing Management Plan

       h. Project Schedule

       i. Resource Leveled Project Plan

       j. Quality Management Plan

2. Completion of all Requirements Analysis Documents

3. Completion of Business and Technical Design

       a. Business Design Document

       b. Technical Design Document

       c. State and Contractor staff Training Plan

       d. All other documentation for business and technical design based on the ISDM approved by DCH (See Section 4.1.1.3 Business and Technical Design and Section 4.4 Project Management)

4. Completion of the Comprehensive Pre-Readiness Testing Plan

5. Completion of Design and Development, Start of Readiness Testing Period

       a. Comprehensive Testing Summary and Testing Results

       b. Updated project deliverables including design documents, training plans, and training materials

       c. Contractor letter certifying MMIS Design and Development completion

       d. Successful execution of Training Plan

       e. System Documentation

       f. Copy of baseline MMIS code

4.1.2. Implementation Planning Phase

Upon receipt of the formal, written Authorization to Begin Work, the Contractor will begin an Implementation Planning Phase. During this phase, the Contractor will plan and prepare to assume all responsibilities of the Georgia Medicaid fiscal agent. The Contractor must convert all data necessary to operate the Georgia MMIS and meet all requirements. The Contractor must plan to phase in operations on a schedule that will minimize risk. The Implementation Planning Phase will end upon successful assumption of all fiscal agent responsibilities and resolution of startup issues. The scheduled end of this phase will be on or about October 1, 2009.

4.1.2.1. Data Conversion

The Contractor must convert all data from the existing MMIS necessary to operate the MMIS and produce comparative reports for previous periods of operation. Data must crosswalk to allow continued application of all edits, audits, service authorizations/precertifications including units used, drug exception requests, rebates, and calculations, and to meet all other system processing requirements. Data conversion must allow DCH and Contractor staff the ability to view data

transparently from previous periods in MMIS, including images of claims, provider, service authorizations/precertifications, and other documents imaged in the existing MMIS. Data must crosswalk to allow production of all reports required for system operation, policy decision-making and federal and DCH reporting requirements. All data conversion routines must be tested and approved by DCH before application. The contractor shall be responsible for any data cleanup activities required and shall address any exceptions (data not successfully converted) resulting from the data conversion to the satisfaction of DCH. Data conversion must be complete before the six-month Readiness testing period begins, and must be reapplied before implementation of the new system. The Contractor must provide a formal Data Conversion Plan addressing all of these elements before completing the Requirements Analysis document. The Contractor must describe in significant detail its approach to data conversion in response to this RFP.

4.1.2.2. Planning

The Contractor must conduct all planning activities associated with the assumption of fiscal agent responsibilities as defined for Large Projects in Section 4.4. The Contractor must create and submit for DCH approval a schedule for assumption of all fiscal agent processes and include a draft schedule in response to this RFP.

4.1.2.3. Cooperation with Incumbent

During the Implementation Planning Phase, the Contractor (if other than the incumbent) must cooperate and work in good faith with the incumbent fiscal agent. The incumbent fiscal agent will have a turnover plan, and DCH will coordinate and negotiate differences in the incumbent's turnover plan and the Contractor's plan for assumption of fiscal agent business functions.

4.1.2.4. Comprehensive Testing Plan Prior to Contractor Assumption of Fiscal Agent Responsibilities

The Contractor must create and deliver to DCH comprehensive and thorough testing plans before data conversion and implementation begins. This testing plan must incorporate Beta, Parallel, Operational Readiness, Regression, and User Acceptance testing which are components of the Readiness Testing Period as illustrated in the diagram below along with DCH required deliverables. DCH requires at least six months of paralleled Readiness testing to ensure that all functions are working properly.
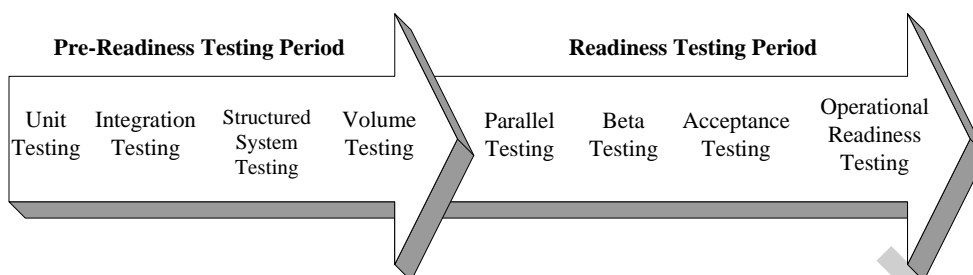
The Pre-Readiness Testing Period as illustrated in the diagram above is described in RFP Section 4.1.1.4.

Parallel Tests

The Contractor must plan Parallel tests of MMIS to compare fiscal agent data with converted data. Parallel tests of MMIS must be real tests on actual data; therefore, data conversion must be complete through the testing date before Parallel testing can begin. No modifications will be made to software or data repositories in the Parallel testing system or procedures without written approval from DCH. The Contractor shall be responsible for developing the details of the Parallel Testing Plan. The Contractor must include a description of its Parallel testing strategy, methodology and schedule in response to this RFP.

Beta Tests

For system components that affect external users, such as web portals, web-based claims submission, claims software, and data entry by other contractors, the Contractor must have a Beta Testing Plan, allowing external users to participate in the testing process. The Beta tests will be conducted in a tightly controlled environment. At DCH discretion, Beta testing may be limited to selected Providers, selected claim types, or selected regions. The Contractor shall be responsible for developing the details of the Beta Testing Plan. Beta testing will be conducted in a controlled and stable environment using fully operational MMIS and Fiscal Agent services. No modifications will be made to software or data repositories in the Beta testing system or procedures without written approval from DCH. During this phase, the Contractor will demonstrate the ability to perform all Contractor MMIS functions and contractual requirements including manual processes at a limited volume. The Contractor will be expected to have all Fiscal Agent service functions fully operational during Beta testing. The Contractor must describe its approach to Beta testing in response to this RFP.

Operational Readiness Tests

The Contractor must prove to DCH that it is ready to assume all fiscal agent functions using MMIS at production volumes. This testing must include demonstrations, load testing and results, staff readiness testing, and communications testing to ensure the Contractor and MMIS are ready to perform the basic functions such as processing all inputs, pricing claims correctly, meeting all reporting requirements, using a properly functioning data communications network, meeting system performance and operational performance requirements,

and having a demonstrated backup capacity. Operational Readiness testing will include a volume test of at least thirty (30) days of production capacity volumes or other criteria required by DCH to demonstrate that the MMIS and Contractor operation staff are prepared for full production. No modifications will be made to software or data repositories in the Operational Readiness system or procedures without written approval from DCH.

The Operational Readiness testing also includes Provider testing. The Contractor shall be responsible for ensuring Georgia Providers are adequately testing their interfaces in order to maintain a smooth transition to MMIS. DCH and the Contractor will be jointly responsible for identifying the population of Providers who will be conducting Operational Readiness testing. The Providers selected will include a diverse population that includes different provider types with high and low transaction volume. The Contractor will be expected to test with all Providers desiring submission of EDI transactions prior to production go-live.

The Contractor shall be responsible for developing the details of the Operational Readiness Testing Plan. The Contractor must also include a description of its Operational Readiness testing strategy, methodology and schedule in response to this RFP.

User Acceptance Tests

System acceptance depends on a final, disciplined set of tests by DCH for User Acceptance testing. The focus of User Acceptance testing is end to end testing. It is the final verification of the required business functions and flow of the system emulating real world usage of the system. The Contractor and DCH will draft a design and schedule for User Acceptance tests early in the development of test plans. DCH will review and approve the User Acceptance Testing Plan including all test scripts and scenarios to ensure all DCH concerns are addressed and the Contractor meets State of Georgia specifications and performs processes correctly.

User Acceptance testing will only be conducted in a controlled mirrored production environment on a fully tested and operational ready MMIS. Cycle times will be determined by DCH and the Contractor shall not make modifications to the software, data repositories, or test cases without DCH approval. The Contractor must describe its approach to User Acceptance testing in response to this RFP.

Regression Tests

Regression testing is an integral part of each testing phase. Regression defects typically occur as unintended consequences of program changes or due to poor revision control. The Contractor must have a plan for utilizing automated or manual regression test procedures that will execute specified test scripts or cases at specific intervals and report any regressions to DCH. The Contractor must include a description of its strategy and methodology for regression testing in response to this RFP.

Retesting

Defects and issues found during the Readiness Testing Period may require the Contractor to repeat unit, integration, system, regression, and volume testing based upon the Readiness Testing scenarios. The Contractor must have a reasonable and aggressive plan to deal with the situation when tests fail during the

Readiness Testing period. Contractor is responsible to meet the overall deadlines for this implementation; therefore, the Contractor must include a description of its strategy and methodology for dealing with the situation where Parallel, Beta, Operational Readiness, Regression, and User Acceptance tests fail to produce the desired results.

Test Tracking

The Contractor must provide a test tracking system to store and track test data and test scenarios. The system must include at a minimum a unique ID for each test scenario, store the scenario by MMIS component, assign a status to each scenario as defined by DCH, assign a begin and end date to each scenario status, record the tester, produce reports, store supporting documentation, have the ability to trace test scenarios to RFP or JAD requirements, and link related scenarios to each other and to system defects. The system must also allow for the capability to track issues, supporting documentation and resolutions. DCH will have access to review all test cases and supporting documentation.

Readiness Testing Summary

The Readiness Testing Summary Report will summarize the work carried out during Readiness testing and will contain at a minimum:

1. Introduction covering the phase objectives and outcomes

2. Major product deliverables developed, delivered, or updated during the phase

3. Test Results including all window prints, test reports, test inputs, cross referenced to the expected results in the Comprehensive Readiness Test Plan, corrective actions taken and retest documentation, system performance benchmarks, and a summary of the status of testing including problems identified by type of problem, number of problems corrected

4. Identification of all issues during the phase, resolutions, and the effect of any findings on the MMIS Implementation schedule

5. Findings and risks from a Quality and Product Assurance Review

6. Confirmation that testing is complete upon DCH approval

4.1.2.5. Risk Analysis and Contingency Planning

The size of this project represents significant risk to the State. The Contractor must conduct all risk management activities associated with the design and development of the MMIS as defined for Large Projects in Section 4.4. DCH will place special scoring emphasis on the Contractors control and management of project risks in this phase of the project. The Contractor must create a Special Contingency Plan, subject to DCH approval, to execute in case any part of the MMIS does not perform according to specifications. In particular, the plan must include a method for paying providers in case claims cannot be properly received and processed, recovering such payments, reconciling provider accounts due to the payments, and a plan for processing claims filed during that time. Risk triggers (i.e. exceeding threshold of claims payment errors, claims throughput, unsuccessful Readiness Testing) will be defined and approved by DCH as part of the Contractor Risk Management Plan.

4.1.2.6.   Readiness Testing

The Contractor must execute the Comprehensive Readiness Testing Plan for this project phase.

4.1.2.7.   State Acceptance Testing

DCH will review Readiness test results, with a special focus on Parallel, Beta, Regression, and Operational Readiness tests and retests of failed items. DCH will participate in the execution of User Acceptance testing. DCH will not accept the MMIS until all tests pass to the satisfaction of DCH. The Contractor must revise and retest as often as necessary to meet DCH requirements. DCH will not consider exceptions to this requirement.

4.1.2.8.   State Responsibilities for Implementation Planning Phase

1. Provide an Implementation Team of up to twenty (20) individuals with duties that include working with the Contractor on the assumption of fiscal agent responsibilities

2. Participate in Joint Application Design sessions to assure that the Contractor has adequate understanding of the DCH role, Contractor role and system requirements for the transition of each business function

3. Review all work plans, requirements documents, and all deliverables defined for Large Projects in Section 4.4 and other deliverables described in section 4.1.2 of the RFP and provide quick response and comment. The standard turnaround for DCH review shall be ten work days and may be extended if DCH determines in its sole discretion that it is necessary. DCH encourages early submission of draft documents to expedite DCH review.

4. Oversee the development of the Comprehensive Readiness Test Plan and provide guidance and approval of test criteria, procedures, schedule, and participants

5. Participate in Readiness testing and review and approve system capabilities, testing results, and deliverables

6. Monitor Contractor compliance with the Readiness test schedule, maintenance of the testing environment, inform the Contractor of any problems or discrepancies, and utilize the Change Control process to document problems or discrepancies

7. Attend Deliverable walkthroughs to enhance understanding and facilitate the approval process

8. Provide input and communication of DCH policies

9. The Implementation Team must transmit final documents and deliverables that are subject to review by DCH officials, other State officials or federal officials to them for review, and deliver results of any such review to the Contractor

10. Approve the beginning of each actual implementation component upon successful conclusion of all activities described in this phase for that task

11. Provide documented approval for a specified go-live date for operations thereby officially accepting the system or component of the system as operational as of that date for the purposes of certification review

4.1.2.9. Contractor Responsibilities for Implementation Planning Phase

1. Produce all deliverables listed below and required for Large Projects under Section 4.4 for the design and development of the MMIS

2. Provide a thoroughly system tested version of the operational MMIS system that will be available from 7:00 a.m. to 8:30 p.m., Eastern Standard Time, or as otherwise directed by DCH as necessary to conduct requisite processing, test case data entry, and validation during the Readiness test period

3. Ensure that all modifications to the MMIS software, files, data, or tables are thoroughly unit, integration, system, volume, and regression tested prior to initiation of Readiness testing

4. Ensure that data converted to the Readiness testing MMIS regions and data parameters are approved by DCH

5. Maintain the Readiness testing software, files, and data as directed and approved by DCH

6. Provide the tools necessary for DCH and any Quality Assurance Contractor to validate processes including error reporting, input/output logging, file record layouts and corresponding display and reports of the file transmission date, appropriate security, and so forth

7. Provide training to the Readiness testing team including preparation of input data, using MMIS windows, test data files and tables, the web portal, and anything else needed to test, understand MMIS processes, and reviewing MMIS outputs

8. Execute Readiness testing cycles according to an agreed schedule and provide the capability to roll back the test database upon request

9. Participate with DCH in the implementation and execution of all Readiness tests with respect to generation of test transactions, files, data, as well as analysis of reasons for unanticipated processing

10. Provide appropriate staff or other technical or supervisory-level staff necessary to perform Readiness test activities including timely response to issues and discrepancies

11. Provide assistance to DCH in the coordination of all Readiness testing including a review of all processes, procedures, physical plan access and telecommunications in order to meet the expectations of this RFP

12. Provide support to DCH related to all State responsibilities and respective tasks including DCH consent on all deliverables and phases

13. Correct, at no cost to DCH, any problems resulting from incorrect computer program code, incorrect data conversion, incorrect or inadequate documentation, or from any other failure to meet RFP specifications or performance standards. The Contractor may not divert staff and other resources specified in this RFP and contract to meet this requirement.

14. Provide a DCH approved tracking system which includes sign off approval by DCH which will document DCH approval of implementation related deliverables

15. Except as related to the approval process of Contractor's work products by DCH, DCH's participation in monitoring performance does not affect the Contractor's responsibility or accountability for its performance or its satisfaction of performance standards

4.1.2.10. Implementation Planning Milestones and Deliverables

DCH must approve the content and format of all deliverables at the outset of the Implementation Planning Phase. DCH reserves the right to reject any deliverable that is not in the proper format or does not appear to completely address the function of the deliverable requirement.

Minimum content for deliverables is outlined in Section 4.4. Deliverables standards are described in Section 5.1.5. The Contractor is responsible to provide all additional documents and materials necessary to support its Information Systems Development Methodology (ISDM) at the appropriate time, whether itemized in these lists or not.

The Milestones numbered below must be completely met before payments in Section 6.3. For milestones with multiple deliverables, the list of deliverable requirements is shown in the lettered list.

1. Completion of Planning Activities

   a. Stakeholder Analysis

   b. Work Breakdown Structure (WBS) / Detailed Implementation Plan (DIP)

   c. Risk Management Plan

   d. Identified Risks, Risk Analysis and Risk Response Plan

   e. Communication Management Plan

   f. Cost and Budget Estimates

   g. Staffing Plan

   h. Project Schedule

   i. Resource Leveled Project Plan

   j. Quality Management Plan

2. Completion of the Disaster Recovery and Backup Plan

3. Completion of the Comprehensive Readiness Testing Plan

4. Completion of Business and Technical Design

    a. Any Business Design Documents or Technical Design Documents that may be required to assume existing business functions and not covered in the Design and Development Phase

    b. Completion of the Data Conversion Plan

    c. All procedure manuals necessary or stipulated for each operational area, including all specific procedure manual requirements of Section 5

5. Completion of Implementation Planning, Start of the Readiness Testing Period

    a. Contractor letter indicating readiness to assume all fiscal agent functions

    b. Completion of Special Contingency Plan

6. Conclusion of the Readiness Testing Period and completion of User Acceptance Testing

    a. DCH approval to begin operations

    b. DCH approval of all status and progress reports

      (1) Weekly, Monthly and Quarterly Status Reports

      (2) Monthly Quality Control Reports

      (3) Monthly Cost Variance Reports

      (4) Monthly Schedule variance Reports

4.1.3. Implementation Phase

In response to this RFP, the Contractor must include a proposed Implementation Phase to be reviewed and approved by DCH during the Implementation Planning Phase. The Implementation Phase must address DCH's desire for a phased-in implementation to reduce risk. This phase will begin on or about April 1, 2009, and end after successful completion of all post implementation activities, on or about October 1, 2009.

4.1.3.1. Implementation

Upon completion of Implementation Planning activities and the MMIS Design and Development Phase for components of the MMIS, DCH will authorize final dates for the implementation of components, based on phased dates in the approved implementation schedule. The Contractor must implement the MMIS without interruption in member eligibility verification, provider enrollment, or claims payment. (See Performance Measures, Service Level Agreements, and Damages Section 4.5.2.5)

4.1.3.2. Correction and Adjustment Activities

The Contractor must monitor the implemented MMIS for quality control and verification that all activities are functioning properly. The Contractor must expeditiously repair or remedy any function that does not meet standards set during system definition and the quality planning process. The Contractor must

inform DCH within one hour of its awareness of any significant implementation problem.

The Contractor may not divert staff and other resources from responsibilities specified in this RFP and contract. If the Contractor needs additional staff or assets to carry out its responsibilities the Contractor will bear the entire expense and will not be reimbursed by DCH.

4.1.3.3. Execution of Contingency Plans

If any part of the Georgia MMIS does not perform according to specification, the Contractor must execute the appropriate section of its Special Contingency Plan (See Section 4.1.2.5).

4.1.3.4. State Responsibilities for Implementation Phase

1. Provide an Implementation Team of up to twenty (20) individuals with duties that include working with the Contractor on the implementation of fiscal agent responsibilities

2. Review all work plans, schedules, contingency plans, and all deliverables defined for Large Projects in Section 4.4 and provide quick response and comment. The standard turnaround for DCH review shall be ten work days. DCH encourages early submission of draft documents to expedite State review.

3. Approve the implementation of each component prior to implementation

4. Execute any State decision-making or other DCH responsibilities associated with the Special Contingency Plan

4.1.3.5. Contractor Responsibilities for Implementation Phase

1. Produce all deliverables listed below and required for Large Projects under Section 4.4

2. Provide support to DCH related to all State responsibilities and respective tasks including obtaining DCH consent on all deliverables and phases on a DCH approved formal tracking document

3. Communicate with the DCH and the provider community regarding any correction and adjustment activities

4. Completion of all correction and adjustment activities as required by DCH

4.1.3.6. Implementation Milestones and Deliverables

DCH must approve the content and format of all deliverables at the outset of the Implementation Phase. DCH must approve each and every Implementation Phase activity before it occurs. DCH reserves the right to reject any deliverable that is not in the proper format or does not appear to completely address the function of the deliverable requirement.

All Milestones and Deliverables numbered below must be completely met before the payment for Correction and Adjustment Activities in Pricing Schedule B-1 may be made.

1. DCH approval of the implementation schedule

2. Implementation of each component

3. Completion of implementation of all components

4. Documentation of implemented components

5. Documentation of any problems with implementation and resolution

6. Ongoing status and progress reports

7. Completion of all correction and adjustment activities

4.1.4. Operations Phase

This phase will begin on or before July 1, 2009, and end on or about June 30, 2014, or as extended pursuant to the terms and conditions of the contract.

4.1.4.1. Operations Requirements

The Contractor must operate the Georgia MMIS and perform all functions described in Section 5 from the date of implementation of each component until each function is turned over to a successor fiscal agent at the end of the contract, including any optional additional periods or extensions. DCH will monitor and review Fiscal Agent operations activities for enforcement of contract provisions and accurate timely processing of fee for service claims.

4.1.4.2. Communication with the State

All written and official electronic correspondence between the Contract Manager and the Contractor must be logged, imaged, archived and maintained by the Contractor for seven years beyond the term of the contract and any extensions of the contract. The Contractor must provide DCH with electronic access to this correspondence, including access to images of all written correspondence.

4.1.5. MMIS Certification Phase

The Contractor must design, develop and implement an MMIS system that can and will be a certified by the US Department of Health and Human Services Centers for Medicare and Medicaid Services (CMS) and qualify for the highest eligible rate for Federal Financial Participation (FFP) retroactive to the first day of operations.

4.1.5.1. Planning

The Contractor must conduct all planning activities associated with the MMIS Certification as defined for Large Projects in Section 4.4. The Contractor must

create a schedule for MMIS Certification activities and submit the schedule for DCH approval.

General Planning with State
DCH will be the point of contact with CMS and will supply information for the WBS for this task. The Contractor must track both DCH and Contractor responsibilities associated with MMIS Certification.

Plan to Demonstrate Fulfillment of Federal Requirements
The Contractor must create a Demonstration Plan to prove fulfillment of all federal requirements by running reports, analyzing samples, providing walkthroughs and demonstrations, and providing completed system documentation to DCH and CMS.

Plan to Demonstrate Functional Equivalence
For any subsystem requirement in the State Medicaid Manual, Part 11, which was fulfilled under the Medicaid Information Technology Architecture (MITA) or that otherwise, is not apparent in the MMIS; the Contractor must demonstrate functional equivalence to the satisfaction of CMS. The Contractor is responsible for all functions requiring MMIS certification.

4.1.5.2.   Meet with Federal and State Certification Team

When CMS and DCH schedule certification meetings, the Contractor must participate and support each and every function of the Georgia MMIS.

Generate Test Results
The Contractor must execute any test requested by DCH and CMS.

Explain and Model System Operations
The Contractor must execute its plan to demonstrate fulfillment of federal requirements and functional equivalency.

Respond to Questions
The Contractor must respond to any questions from CMS or DCH during the certification process.

4.1.5.3.   System Remediation

The Contractor is required to deliver a certifiable MMIS for the proposed price. The Contractor must expeditiously correct any item that CMS will not certify on a schedule to be approved by CMS and DCH at no additional cost to the State.

Correction of Items Not Certified

The Contractor must correct all items not certified at no additional charge to DCH. The Contractor may not divert staff and other resources from responsibilities specified in this RFP and contract. If the Contractor needs additional staff or assets to carry out its responsibilities the Contractor will bear the entire expense and will not be reimbursed by DCH.

Change Control for Certification
The Contractor must execute appropriate controls for changes made during the certification process including testing requirements. Change must be managed in

accordance with the requirements of Section 4.4.1.4, Project Thresholds, depending on the work requirement for the changes to be made.

4.1.5.4. State Responsibilities for MMIS Certification Phase

1. Serve as the point of contact with CMS. Communicate all pertinent information from the Contractor to CMS and from CMS to the Contractor

2. Review and approve the Demonstration Plan

3. Facilitate certification meetings

4. Review and approve MMIS changes and schedule

4.1.5.5. Contractor Responsibilities for MMIS Certification Phase

1. Prepare Demonstration Plan

2. Meet with DCH and CMS to demonstrate fulfillment of requirements and equivalent functionality

3. Remediate any conditions found that do not meet certification standards

4. Deliver a certified MMIS. The certification date which is determined by CMS is not appealable and cannot be challenged by the Contractor.

4.1.5.6. MMIS Certification Milestones

Contractor must meet all milestones in the Certification Phase before payment in the RFP Pricing Schedule is made. The milestones are listed below:

1. Delivery of the Demonstration Plan

2. Completion of the demonstration meetings

3. Completion of any remediation activities

4. Certification of the MMIS

4.1.5.7. MMIS Certification Deliverables

DCH must approve the content and format of all deliverables at the outset of the Certification Phase. DCH reserves the right to reject any deliverable that is not in the proper format or does not appear to completely address the function of the deliverable requirement. The deliverables for this phase include:

1. Demonstration Plan

2. Certification of the MMIS

3. Status Reports and other Project requirements defined in Section 4.4 if remediation is required