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AHCCCS
Arizona Health Care Cost Containment System

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AHCCCS Systems Integrator Services

RFQ # YH23-0021 | March 17, 2023

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AHCCCS Systems Integrator Services

RFQ # YH23-0021

March 17, 2023

Submitted to:	Submitted by:
Arizona Health Care Cost Containment System Meggan LaPorte Chief Procurement Officer procurement@azahcccs.gov	Accenture Kristi Miller Managing Director Phone number: 480-540-3746 Email address: Kristi.d.miller@accenture.com

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March 17, 2023

Meggan LaPorte
Chief Procurement Officer, AHCCCS
701 E Jefferson St, MD5700
Phoenix, AZ 85034

RE: Solicitation number YH23-0021

Dear Ms. LaPorte,

Arizona Health Care Cost Containment System (AHCCCS) is taking a big step in transforming your Medicaid Management Information System (MMIS) into a modern, modular system. This procurement will create the foundation on which AHCCCS and affiliates can build and integrate future solutions. This transformation is much more than a system replacement—it's reengineering how data from multiple sources will be organized and effectively shared, how business services provided from multiple contractors will align, and how functional capabilities supplied through various modules will be connected into a Medicaid Enterprise System. Moreover, AHCCCS is establishing an operating environment designed to continuously change.

As the partner to deliver the integration platform at the foundation of this change, here is how our approach is different from other proposals you may read:

- You will own your integration platform. It will be able to grow and change to reflect the market and your needs, regardless of software vendor.
- Your investment in the HEAplus project and in our team will carry forward to this project. Core team members have guided our key staff approach, and we will build on lessons learned to work with you effectively from the start.
- You will have the commitment from a leading firm in system integration, backed by solid financials and a network of more than 700,000 employees. Accenture is a Leader in the Everest Group PEAK Matrix® for System Integrator (SI) Capabilities on Microsoft Azure 2022:

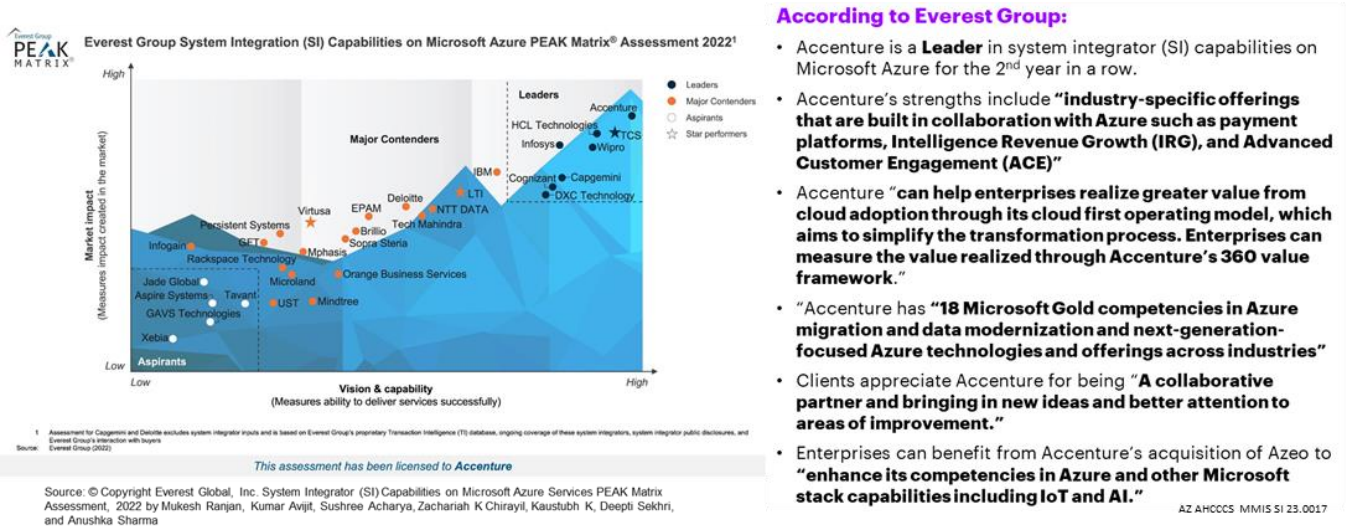

Figure 1. Independent analysts rank us the No. 1 Leader for Azure SI capabilities.

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The following table provides a cross-reference to the requirement proposal elements listed in RFQ Section 6.2 Required Elements. We followed your guidance not to provide detailed requirement-by-requirement responses in the Attachment 1 – Requirements Matrix, but we are pleased to discuss any questions or clarifications on our proposed solution.

Required element	Proposal response
6.2.1 Cover letter with signature of authorized company representative, including contract number and contact information.	This cover letter contains the required elements.
6.2.2 Name and contact information of the person responsible for response to this solicitation.	[redacted]
6.2.3 Include with submission, FedRAMP or StateRAMP authorization, HITRUST certification, or Security and Privacy assessment and SSA-E 18 assessment or equivalent if hosted outside of AHCCCS Azure tenancy	Appendix 1 – Required security elements, Section 1.1
6.2.4 Proof of compliance with all the following requirements: "For solutions that will process, store, or transmit restricted or confidential data" HIPAA Privacy and Security – specifically CFR title 45 public Welfare, Parts 155.260 and 164 – Security and privacy. Arizona Security standards and policies set by ADOA / ASET	Appendix 1 – Required security elements, Section 1.2
6.2.5 Proof of compliance with all the following requirements: "For solutions that will process, store, or transmit data from the Federal Hub"	Appendix 1 – Required security elements, Section 1.3
6.2.6 HIPAA Privacy and Security – specifically CFR title 45 public Welfare, Parts 155.260 and 164 – Security and privacy. Arizona Security standards and policies set by ADOA / ASET All applicable ACA requirements and standards, including MARS-E	Appendix 1 – Required security elements, Section 1.3

We also include a list of confidential sections that should be withheld from public inspection.

Confidential section	Page numbers
Personnel Information (counts, names, staff proposed, experience, biographical information, resumes)	**Approach to Systems Integration for AHCCCS** • Cover Letter • 1.0 – page 1, 2 • 2.0 – page 8, 22 • Appendix 3 - Resumes
Client Information (projects statistics, and examples)	**Approach to Systems Integration for AHCCCS** • 1.0 – page 1 • 2.0 – page 5, 6, 7, 8, 15, 17, 18, 19
Methodology (approach, proprietary tools, assumptions)	**Approach to Systems Integration for AHCCCS** • Cover Letter • 2.0 – page 4, 9, 10, 11, 12, 13, 14, 16, 21 • Appendix 1 – Required Security Elements **Requirements Matrix** – Contractor response notes **Pricing Worksheet** – Price assumptions

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[redacted]

Sincerely,

Jamie Wills
Managing Director, Accenture Health & Public Service

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Appendix 1: Required Security Elements

Appendix 2: Solicitation Amendments 1 and 2

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1 Experience and Capacity of the Firm

6.3 Experience and Capacity of the Firm (Limit 2 pages)

6.3.1 Specific experience with this type of project.

6.3.2 List of names and classification of personnel expected to perform specific activities, including use of subcontractors

1.1 Our Experience and Capacity

Accenture has more than 35 years of experience working with Medicaid programs. Our work includes providing end-to-end fiscal agent services, serving as the systems integrator, implementing and maintaining Medicaid systems, and leading project management activities for major program transformations. [redacted].

From consulting to system integration to business process and technology services, our teams understand Medicaid systems, data, and business needs.

A trusted partner

Everest Group ranks **Accenture No. 1 Leader in SI capabilities on Microsoft Azure 2022**. We are excited to bring these capabilities to AHCCCS to deliver a systems integration platform comprised of enterprise technologies for Arizona and Hawaii. Using established ways of working, we can continue to build on the outcomes we have already achieved together on HEAplus.

We combine this industry expertise with our global leading capabilities in systems integration. As a leading systems integrator, we have developed deep relationships with the major technology and cloud service providers and are the No. 1 partner for 9 out of our top 10 ecosystem partners who are all leaders in the technology industry. This enables us to select the best solutions for our clients without bias and bring the skills needed to implement these solutions in a way that delivers desired outcomes and value for our clients. The datapoints below showcase our relationship and capability with the cloud service and technology software providers for your systems integration platform.

[redacted]

From our thousands of SI projects, we have highlighted three with similar scope, complexity, and goals:

[redacted]

[redacted]

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1.2 Our Team

As demonstrated on HEAplus, we bring trustworthy technology leaders with industry expertise to collaborate with you to achieve project outcomes. Here we highlight some of these leaders, including all our key personnel, with their classification (job title) and experience with this project type. We are not proposing subcontractors on this project.

[redacted]

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2 Methodology and Approach

6.4 Methodology and Approach

2.1 Proposed Methodology and Approach

6.4.1 Proposed methodology and approach to fulfill the requirements of this project. (Limit 5 pages)

The MES System Integration Platform represents the foundation for transforming from an MMIS to a true Medicaid Enterprise System (MES). It is easy for technologists to focus on the technological solution to a technological problem. However, business is about human relationships, both internally with colleagues and most importantly, externally with customers. The place of technology is to enable those interactions. When the technology doesn't reflect the dynamic, ever-evolving reality of modern stakeholder relationships—no matter how good the technology is today—the business will ultimately fail tomorrow. This section describes how our proven methods, assets and accelerators, and experienced team enable your business and supports your stakeholders during this modernization.

2.1.1 Project Methodology

The simple solution

Accenture has bundled a wide range of key SI services under a model that incorporates a proven project management structure, implementation and operations excellence, and technology solutions that create a foundation for future enhancements—technology solutions that support project outcomes and are fully compliant with State security and CMS standards. We strive to make the complex simple by taking the lessons we have learned from managing other large-scale SI projects and applying what works, without presenting cookie-cutter solutions. Moreover, our SI model is energized by project team members who know Arizona's priorities, people, and processes, because of our work on the HEAplus project.

To enable your Medicaid modernization, we will implement a methodology aligned with your MES Modernization Roadmap and that we have used to complete thousands of projects for healthcare clients. Our field-tested delivery methodology is supported by mature project management principles and processes, artifacts, and accelerators that empower the project team from Kickoff through Implementation and Operations phases of the State-approved Software Development Life Cycle (SDLC) and Project Schedule. We verify that we have aligned our project methods with your project management standards and processes, as well as those defined by the Centers for Medicare and Medicaid Services (CMS) such as the Medicaid Information Technology Architecture (MITA) initiative, CMS Testing Framework, and the CMS Target Life Cycle.

[redacted]

Key tenets to success

Essential elements of our approach for delivering Technical Systems Integrator services include:

1 Proven project management	2 Delivery at speed	3 Experienced team

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2.1.2 Proven Project Management

Our project management approach is based on decades of experience working with federal, state, and local governments as well as private corporations to implement and integrate systems. As the world's largest IT Services organization, Accenture has delivered thousands of technology projects and has hundreds of thousands of professionals currently working on technology programs. This experience provides us with valuable insights on how to manage projects and allows us to avoid common pitfalls, which is why the Everest Group ranked us **No. 1 as an SI consultancy.** More than our general experience, our differentiator is that we have worked on some of the largest SI Medicaid projects and provide consistent high-quality services over time [redacted]

We have demonstrated our ability to manage projects with on-time delivery and high-quality results with HEAplus. Key elements to our Arizona success include:

- **Governance structure:** Quickly established structure for communications for all levels of the project
- **State employee engagement:** Provided knowledge and built trust and buy-in for our solutions
- **Project status reporting**: Provided weekly and monthly reporting throughout project duration
- **Communications:** Coordinated communications with vendors, agencies, and outside stakeholders
- **Allocation of existing resources:** Used existing plans, tools, and automation processes

We will bring these same elements that have enabled success on HEAplus to our project management approach for this project. Figure 2 illustrates eight key project management tasks we will complete to guide successful implementation and maintenance of the AHCCCS and MQD Systems Integration Platform.

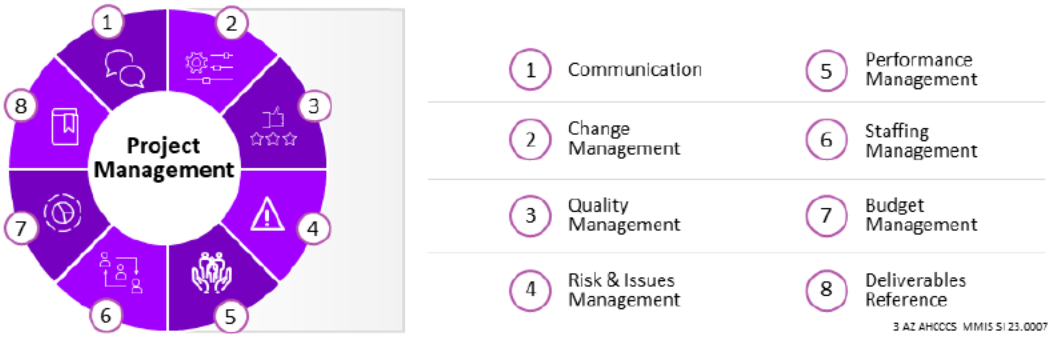

Figure 2. We rely on eight key disciplines for project management, aligned with PMBOK.

These tasks, when executed properly, support constant oversight, continuous course corrections, incremental improvements, and most importantly, **risk and issue management**, which are key to successful project progress. We understand that no level of improvement in the overall system is worth more than system reliability. Our ability to address risk management has been demonstrated in the day-to-day activities and overall outcomes we have generated for the HEAplus project.

As we move forward with any project, we prioritize **governance, management, and measurement**, highlighted in Table 1. Each area has a discrete set of activities, outcomes, and deliverables that provide a common method for orchestrating all design, build, and run activities.

Governance	Management	Measurement
Co-create a governance structure with the State for effective program management Formalize review structures, risk and issue tracking, reporting hierarchies, change control structures, and leadership teams	Support daily management of programs, projects, and services Execute the project management plan and schedule Communicate transparently to all stakeholders Lead meetings and capture documentation and action items	Track the project against metrics established through governance and project management Design the approach and tools to provide the State with visibility into status and transparency

Table 1. Activities for governance, management, and measurement support all project outcomes.

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Our **governance model** will clearly delineate reporting relationships. The processes and tools team members will use to communicate and track status and issues promote transparency and effective issue escalation. This model is also aligned to the governance model that we execute with you successfully every day on HEAplus.

[redacted]

While establishing the right project management framework and processes is critical, we understand that successful project delivery for health and human services agencies also requires project leadership who can collaborate and **communicate transparently** with vendors and stakeholders. Clear communication is a powerful asset in our approach. [redacted]

[redacted]

[redacted]. This knowledge allows us to lead with confidence and informs our recommendations and implementation processes. Our team's willingness to share best practices and lessons learned establishes a foundation for project management services, enabling us to provide services focused on effectiveness, timeliness, quality, consistency, innovation, compliance, and continuous improvement.

2.1.3 Delivery at Speed

Implementation and development

Medicaid agencies pursuing modularity develop systems integration platforms that can operate efficiently and be brought online quickly. Our project methodology is enhanced by using Hybrid Agile integration development. Hybrid Agile supports the full project scope, focusing on end-to-end accelerated [redacted]

Our overall approach includes sprints for initial design, development, and testing. This schematic enables quick functional visibility and stakeholder engagement on a meaningful prototype. Our team strings together multiple sprints to develop high-quality integration code for end-to-end testing across interface partners, user acceptance testing, and other testing and approval phases. Our proposed Hybrid Agile framework allows for regular joint reviews of solution specifications and overall compliance with State and CMS standards. Throughout our contract, we will work with the State's module vendors to establish basic, governing Agile

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principles for their integration development, creating a means for clear oversight of any components affecting the MES environment and establishing clear processes for communication. Figure 3 highlights benefits of a Hybrid Agile approach:

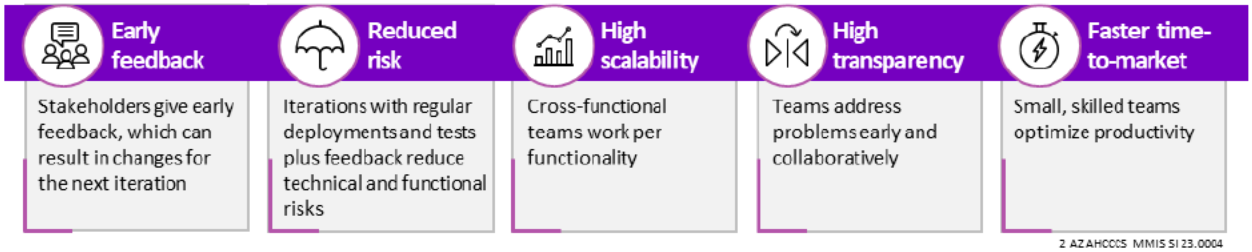

Figure 3. Transparency and reduced risk are two outcomes of a Hybrid Agile approach.

We move quickly with project implementations in Agile by using resources like our Global Testing Center of Excellence (the Center). The Center supports deployment of automation tools that equip teams to rapidly assess the impact of new software, infrastructure, and process changes in each workstream area at every phase, enabling the project team to identify defects and apply fixes to maintain progress and pace [redacted]

Maintenance and operations

As we move from the Implementation phase to the Maintenance and Operations phase, delivery speed is still a focus. Our application maintenance approach is grounded in the overarching goal of improving system delivery efficiency and quality. Our job is to help you reduce the cost of daily operations, so you have more budget to

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deliver new or enhanced features. We are committed to providing maintenance and operations (M&O) services that are up and running 24/7. We have worked with many customers to improve their ratio of spend on enhancements as an overall portion of their IT spend. We do this through four major drivers:

1. Automating throughout the application lifecycle
2. Using Agile ways of working
3. Establishing an effective architecture
4. Bringing the right capabilities

Automation throughout the application lifecycle

One of the first things we do is systematically identify ways to automate the M&O lifecycle to increase delivery speed and accuracy. We establish DevOps and test automation processes at project onset. Automation means automating any repeatable task related to building and testing, including creating and maintaining environments through infrastructure-as-code (IaC), industrializing issue response, and using service-ticket history to suggest resolutions to new tickets.

Using Agile ways of working

The State benefits from our established set of principles that enable us to incorporate Agile methodology while avoiding pitfalls such as lack of scope containment [redacted]

Establishing an effective architecture

M&O control is more than daily system monitoring, reporting, developing and deploying maintenance and enhancement requests. The M&O phase supports your ability to address ongoing service commitments [redacted] The project team will collaborate with you to provide a structure that enables achieving target service levels.

Bringing the right capabilities

We will not stop looking for ways to innovate once the M&O phase arrives. We will look to use advances in cloud technologies, AI-powered solutions, and new data privacy and security standards as we can, in collaboration with the Arizona and Hawaii teams. Our team will look for sustainable, cost-effective solutions that match the evolution of the SI platform and to continue to accelerate efficient operations.

2.1.4 Experienced Team

Methodology and approach alone cannot achieve project success. It takes the right team. We propose an unified project team—aligned to the dimensions of process, people, technology, and project management—integrating AHCCCS and MQD staff with our team members in a collaborative environment. Our proposed project team brings extensive skills in project management, systems implementation and operations, Agile and waterfall methodologies, and training. They bring in-depth industry knowledge and technical expertise in proposed products and solutions.

[redacted]

[redacted]

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2.2 How We Will Satisfy Project Requirements

6.4.2 High level description of how the vendor will satisfy each of the requirements in the requirements matrix. (Limit 5 pages)

AHCCCS and MQD are taking a big step in transforming the MES into a modern, modular system. This transformation is much more than a system replacement—it is reengineering how data from multiple sources will be organized and effectively shared, how business services provided from multiple contractors will align, and how functional capabilities supplied through various modules will be connected. Moreover, you are establishing an operating environment designed to continuously change.

To meet your requirements and succeed in this transformation journey requires selecting a contractor with a completely modern, modular technical approach, complemented with experience and depth that provides confidence that project commitments will be met.

Specifically, the right vendor should have:

- A clear understanding of your environment and approach to project delivery.
- Demonstrated knowledge, experience, and success in building forward-thinking, innovative solutions that lower total cost of ownership (TCO) without sacrificing quality or capability.
- Experience providing increased interoperability, ease of use, and adaptability, which will lower the risk for project delays and speed up your reaction time for implementing legislative or programmatic policy change.
- A team you can trust and who will work alongside you, with your best interests in mind, and that is capable of executing to plan in a highly complex, multi-contractor environment.
- An understanding of the stakeholder community, the relationship of that community to your agency, and the vision to work with and foster those stakeholders as they support the State on behalf of the beneficiaries.

Based on the market for System Integration Platforms, AHCCCS and MQD have a distinct choice to make in selecting your partner. Some states have made the choice to buy a proprietary, pre-integrated platform that consists of primarily one software vendor's components and is marketed as a single solution. We believe this approach ties clients to a vendor and does not afford true ownership of the platform.

The option we have taken is to offer you a leading solution that will accomplish your goals today and well into the future leveraging investments on Azure you have already made and preferred. We've picked proven, market leading products that can scale to meet the capabilities required, the volumes requested, and beyond. In the future, AHCCCS and MQD can choose to add new, innovative solutions or replace components if new market leaders emerge. We will operate the platform as a fully managed service and transition to AHCCCS and MQD, or another vendor at your direction. These decisions will be entirely up to the State as the owner of the platform.

2.2.1 Satisfying Your Requirements

Our proposed **Medicaid Enterprise System Integration Platform (MESIP)** is designed to realize AHCCCS's vision of a MES solution while delivering a low-risk approach to incremental modernization in line with your roadmap. The MESIP provides you with enterprise solutions and services that allow you to move to a modern, modular MES. The building blocks of our proposed solution help achieve the capabilities you have identified through cost-effective and demonstrated technologies that integrate through established APIs, lowering your implementation risk. They maximize AHCCCS's Azure Tenant investment, which simplifies your enterprise landscape and enables reuse of processes from HEAplus like testing, release management, and DevOps to further reduce delivery complexity. In the sections that follow, we describe the components of the MESIP and how they meet your requirements. We aligned our responses with the requirement category in the order listed in the General SI and then Technical SI tabs of the requirements matrix.

System integration platform (SIP)

The SIP is a core component of the MESIP that enables effective data exchange throughout the Medicaid enterprise, whether through real-time integrations or file-based transfers using MFT for legacy solutions not yet modernized [redacted]

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[redacted] This platform allows you to reuse APIs that eliminate redundancy and create a library of building blocks for other integrations. The platform will standardize how systems interact with each other, while centralizing monitoring, management, and auditing activities related to integration. We will document the architecture, servers, integration-related networking details, and the flow of data (including data sensitivity). In addition to the environment, we will document, design, and build standards and processes for the API development lifecycle including tools and steps to follow. These will be important for establishing overall governance and consistency for current and future MuleSoft work. The documentation will also incorporate details related to managed file transfer with Thru and the overall support model including software vendor support, Accenture support, and the organization chart with escalation paths. We describe in more detail how MuleSoft will support the API and ESB requirements and how Thru will meet MFT requirements later in this section.

The benefit of the SIP to AHCCCS and MQD is the ability to modernize how data is shared among systems and processes. The MESIP aligns very well with the vision you have outlined in the RFQ. Also, we understand that the current mainframe MMIS system will be modernized in the near future with a SQL Server-based solution. Since so many of the integrations interact with the MMIS and the existing HostBridge utility is in place to simplify interaction with the mainframe, we propose leaving HostBridge in place for the initial launch of our solution and letting MuleSoft create an API layer in front of it for the external systems to interact with. MuleSoft will interact with the MMIS through HostBridge to take advantage of the existing connectivity and mapping already in place rather than rebuilding that functionality which will go away in the near future anyway.

[redacted] This approach also decreases cost by avoiding building components that will be obsolete when the MES modernization is complete [redacted], and we are excited to help you begin that journey toward achieving secure, standards-based integration components; effective, efficient governance; reduced dependency on any source or target applications; centralized monitoring and management; reusable integration components; and an overall flexible environment adaptable to change.

SIP benefits as part of the MESIP

- Environment can easily scale vertically or horizontally depending on evolving needs and demand
- Incorporated CI/CD processes automate testing and deployment into the MuleSoft environments
- All activities performed on the integration and API layers are logged, including timestamps and other relevant data that can be used for analysis, monitoring, and auditing
- With advanced connectivity and orchestration capabilities, our solution can seamlessly incorporate logic and business rules from third-party systems as part of the integration flows
- We will be available for troubleshooting and support for parties that need to interact with the APIs

Application programming interface (API)

[redacted]

API benefits as part of the MESIP

- Provides pre-built policies that can be configured and aligned with APIs for centralized API management and consistent policies across similar APIs
- Monitors API use and API policy conformance and exceptions
- Allows centralized policy management [redacted]

Dashboards and reporting

[redacted]

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a common framework for communicating and managing operations [redacted]

Dashboards and Reporting benefits as part of the MESIP

- Provides a reporting platform to optimize data and business analytics
- Provides the ability to easily share and publish reports to business users and leaders
- [redacted] allows users to access their dashboards and reports using mobile devices, making it easier to make data-driven decisions from anywhere

DevOps CI/CD continuous integration/continuous delivery

[redacted]

DevOps CI/CD benefits as part of the MESIP

- A quick, sustainable way to implement changes of all types (including new features, configuration changes, bug fixes, experiments, etc.) into production

Enterprise document management system (EDMS)

[redacted]

EDMS benefits as part of the MESIP

- A scalable, secure, and trusted platform for document management services
- Well-matured capabilities for handling many document types, custom content types, metadata, indexing, search, version control, access control, and records management
- Extensible and flexible automation of document lifecycles and processing with powerful built-in and customizable workflows

The EDMS component gives you access to document management services that can serve a broad range of content processing scenarios for the MESIP. [redacted] Native workflow capabilities can then be applied to implement automations for business process flows unique to your requirements. [redacted] to extend capabilities and enable integrations to service content management for other systems and platforms.

Enterprise service bus (ESB)

[redacted] It implements all integration design patterns such as publish/subscribe, batch/bulk, and event-driven architectures. It handles many protocols and protocol conversions, exception-handling, security, transaction fault management, routing, system connectivity, and more.

ESB benefits as part of the MESIP

- Helps teams discover and reuse assets to expedite development and maximize productivity
- Offers a central, Web-based location where components can be documented and described following consistent standards
- Allows developers to pull assets directly into their projects during design or development and easily gather information on how to use them

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The benefit of the ESB to AHCCCS and MQD is that a powerful, standards-based integration engine that runs on the Azure platform will be available for integration and data orchestration needs [redacted] to build out the integration components following best practices for design and build patterns and then applying strong policies to those integrations that are exposed as APIs. An exchange or repository that allows centralized visibility and discoverability of existing integration and API assets within an organization (private Exchange) or in the open community (public Exchange). [redacted]

Managed file transfer (MFT)

Thru, Inc

Thru's cloud-based MFT solution secures transfers between users, customers, partners, and businesses, while end-to-end protection ensures sensitive, critical data stays protected. Tracking, monitoring, and retention rules allow audits to help meet compliance regulations and governance. APIs and a MuleSoft pre-built connector provide seamless real-time integration for automated file transfers to integration platforms, applications, or endpoints.

MFT benefits as part of the MESIP	
• Thru is API-centric, resulting in a modern architecture for a connected IT landscape.	• [redacted]

The benefits of the MFT for AHCCCS is a solution that has configurable retention policies, checkpoint start/reentry, and the ability to manage ad hoc file transfer. Files can be transferred to both internal and external destinations with built-in configurable logging and archival polices, including auto logging and handling of failed transfers. You can view reports, review status and movement of files, as well as start or stop a file transfer from a dashboard. The solution is role based and supports manual file storage and removal. It also includes a web-based user interface that allows for configuration of SFTP and SOAP endpoints, as well as an API interface to configure SFTP and SOAP endpoints [redacted]

Operational data store (ODS)

Our proposed ODS is designed to be the single, authoritative source of data for all MES modules, delivering separate and secure databases for AHCCCS and MQD ODS's. [redacted] The solution technologies enable data storage, processing, and reporting solutions that are faster, easier to use, and far more flexible than traditional offerings.

The benefits of the ODS to you is a scalable, MITA-aligned data architecture that enforces data quality, effectively manages metadata, and provides an architecture that uses data services or API calls. Our solution establishes a separate, single source of trust for transactional data with simplified administration and scalability to house future modules. The ODS can act as the source of record for person and organization data used in source of truth master person and master organization matching. Additionally, the solution has the capability to import or export metadata in a variety of formats and is made available to query and can be accessed through SQL or the [redacted].

[redacted] It offers a code-free UI for intuitive authoring and single-pane-of-glass monitoring and management.

ODS-Azure Data Factory benefits as part of the MESIP	
• Save on infrastructure costs by using the cloud rather than on-premise resources	• With the drag-and-drop interface, create and schedule data pipelines without having to write complex code. Reduce development time and increase productivity

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[redacted]

ODS-[redacted] benefits as part of the platform solution	
• Build an enterprise data lake house. • ETL & data engineering can be built on single cloud platform with large-scale data processing framework capabilities. • [redacted] combines user-friendly UIs with cost-effective compute resources and infinitely scalable, affordable storage to provide a powerful platform for running analytic queries.	• The development lifecycles for ETL pipelines, ML models, and analytics dashboards each present their own unique challenges. [redacted] allows all users to leverage a single data source, which reduces duplicate efforts and out-of-sync reporting. By additionally providing a suite of common tools for versioning, automating, scheduling, deploying code and production resources, we can simplify overhead for monitoring, orchestration, and operations.

[redacted]

[redacted] benefits as part of the platform solution	
• Create a holistic, up-to-date map of complete data landscape with automated data discovery, sensitive data classification, and end-to-end data lineage	• Enable data curators and security administrators to manage and keep data estates secure • Empower data consumers to find valuable, trustworthy data

[redacted]

[redacted] benefits as part of the platform solution	
• Performance is optimized because we do not need to copy or transform data as a prerequisite for analysis. Compared to the flat namespace on Blob storage, the hierarchical namespace greatly improves the performance of directory management operations, which improves overall job performance.	• Management is easier because we can organize and manipulate files through directories and subdirectories. • Security is enforceable because we can define POSIX permissions on directories or individual files.

At the forefront of innovation, Accenture has been recognized as a leader in the industry by Gartner and other independent organizations and we bring that experience to AHCCCS and MQD. The MESIP solution components we have proposed as a managed service solution are market leaders but more importantly represent, by design, a cohesive utilization of Azure and investments you have made while lessening your complexity and risk.

The Medicaid business and technology environment will change and evolve over the duration of the project and beyond. Selecting Accenture and our MESIP solution means the ability to add any innovative solution that may appear in the future—regardless of software vendor. This allows AHCCCS and MQD to effectively and efficiently maximize the investments you make in both the near and long-term. Innovation can and will come from around the globe and will disrupt previously adopted solutions. We believe it is critical that AHCCCS and MQD have your own platform that can adapt over time and can incorporate any innovation that serves you.

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2.3 Project Timeline

6.4.3 High level proposed timeline for completion of requirements. (Limit 5 pages)

We created a low-risk, Agile Project Timeline approach that builds on the successes of past Medicaid projects and enables AHCCCS to meet the goals and objectives shared in the MES Modernization Roadmap, including having the platform completed in January 2024 and integration completed in June 2024. We structured the timeline phases based on the deliverables schedule, aligning requirements and public roadmap with quick, quality releases delivered in three-week sprints so you can see system components quickly. We also combined careful consideration of your requirements, the roadmap, and our experience to deliver a timeline that enables AHCCCS to improve governance, replace legacy infrastructure, improve data accessibility and quality, and develop and leverage operational assets.

An Agile process provides required time for testing and transition to operations, as well as proper release management to account for system and people readiness. Communications will keep stakeholders informed, and we will also maintain knowledge documents and update your internal communications website. Post go-live support will confirm platform stability and enable scaling. Figure 5 highlights the project phases. We chose the field-tested tools and approaches to keep the project on schedule.

[redacted]

Figure 5. The MES Modernization Roadmap and your deliverables schedule are the foundation for the project timeline.

2.3.1 Initiation & Planning

Collaboratively with AHCCCS and module vendors, our goal is to determine and document development, configuration, testing, and implementation solution specifications for system integrations and the technologies impacting them [redacted]

Project kick-off: We mobilize for design, development, and implementation, verifying your approval for planning documents to create momentum from Day 1. [redacted], we will set clear expectations for AHCCCS scheduling and staffing while being Agile in our approach for the right balance of State team involvement.

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Establish project management tools: Using AHCCCS-preferred tools, our team will set up:

- Project Management Repository (PMR)
- Risk and Issue Log: Identifying potential risks at project initiation
- Requirements Management: Loading in baseline requirements from the RFQ to create the initial RTM
- Project Schedule: Creating a schedule that includes vendor and department deliverables, tasks, milestones, schedule, dependencies, resources, and start and end dates

Project status and reporting: To support transparency and informed decision-making, we will establish status and reporting cadences jointly with AHCCCS, with daily, weekly, monthly, and ad hoc reporting, as appropriate, to monitor project delivery and track risks and issues.

Deliverable Expectation Document

To align expectations from the start, we use our Deliverable Expectations Document (DED). This includes documenting the detailed expectations for deliverable scope and format and, as importantly, involving the right stakeholders. We facilitate a collaborative, open dialogue to establish expectations and maintain transparency through delivery. As we prepare DEDs, we will define acceptance criteria in measurable, quantifiable terms, such as the expected sections to be covered in the table of contents. Deliverable approval follows a parallel process: prepare, walk through a draft, then finalize and submit the deliverable.

Develop planning deliverables: We will meet the deliverable timeline and requirements defined in the RFQ using successfully demonstrated processes and tools to set up project planning.

Establish standards and governance: We will work with you to establish standards and install a robust, transparent governance model inclusive of all MES service providers, as applicable. This helps the team and leadership verify that the project has and will continue to progress according to defined expectations.

Procure software and hardware: This includes procurement of 3rd party licenses, subscriptions, and bill of materials directly or through a NASPO AZ reseller.

Proven Initiation & Planning Results

[redacted]

Initiation & Planning Outputs

Project tools, standards, and governance structure established	Planning documents complete	Software and hardware procured
Includes PMR and RTM deliverables; change control board participation	Project Schedule, PMP, ComMP, ChMP, RMP, SSP, BC/CIR/DR, SysMSP, and Transition Plan	3rd party licenses, subscriptions, etc.

2.3.2 Requirements & Design

The goal of the Requirements & Design phase is to verify system components and set up the design activities, defining integration architecture, defining support approaches, and setting up environments. We work with AHCCCS to confirm your sign off before development begins. These steps create alignment between solution and business outcomes and enable collaborative processes to refine outcomes, helping to advance the timeline.

Perform requirements confirmation and define Agile requirements: With AHCCCS, we validate the dependencies and highest value areas to implement, which helps define Agile development and release trains. We prioritize core enterprise foundations as key prerequisites to the overall SI implementation journey, signing off requirements for partners (file transfer and systems integration), MQD SI platform integration entities, and system integration entities.

Complete design activities: We define how products will integrate within AHCCCS architecture and develop designs for the ODS, ESB, SFTP, and EDMS. We align these activities to aggregate all module transaction data and allow AHCCCS and MQD to meet objectives for operational reporting and a central data-collection point.

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Define performance management approach and document dashboards and report designs: We will work with you to baseline performance requirements for optimal performance and cost, documenting requirements and design for reporting needs.

Define training needs and approach: We will work with you to define and confirm training needs and approach. We will provide training on in-scope services, designs, and how-to guides for AHCCCS and MQD personnel.

Install SI platform in your Azure environment: We will configure the Azure infrastructure within your tenancy and integrate with the security components. The team will also integrate with Azure DevOps and configure the CI/CD pipeline toolset. We will integrate components with the State's IAM, integrate platform components with each other and other MES systems, and apply DevOps and security services.

The State has a requirement to meet the MES Modernization Roadmap timeline. Our solution aligns with your phased approach to minimize risk and impact across the timeline and confirm the SI Platform design meets the integration requirements for partners and modules. We follow an Azure leading practices framework to deliver a secure-by-design environment to accelerate SI Platform integration. Our design focus aligns with the AHCCCS's vision of data quality, enhanced operational capabilities, and performance analysis.

Requirements & Design Outputs

Updated project schedule	Completed design deliverables	Performance Management Plan	User Training Plan	Environments available
With iterative development releases	Business Design/System Design Document (BD/SDD) and Data Integration/Interface Design and Control Document (DIID&CD)	Performance management plan (PerfMP), Quality Management Plan (QMP)	User Training Plan (UTP) for overall methodology and approach	Azure environment for Development integrated with enterprise CI/CD pipeline

2.3.3 Development & Testing Cycles

Once requirements are finalized, we will deliver modules in releases through coordinated Development & Testing Cycles.

Development: Teams for ODS, Integration (ESB and API), Managed File Transfer, and EDMS will focus on prioritized scope in a Hybrid Agile manner to design and build or configure functionality in the appropriate development environments. This work follows the development and configuration lifecycle defined by each group including DevOps and CI/CD processes as appropriate. We coordinate these work units across groups to account for dependencies.

Key success factors:

- Fully automated deployments
- Unified DevSecOps platform leveraging Azure DevOps and State-approved tools
- DevSecOps included in security solution
- Iterative implementation throughout lifecycle

Once functionality is added, each team performs component testing followed by integration and performance testing across groups to set up user acceptance testing (UAT), with the State performing UAT on State-provided test data, using test scripts developed by the Accenture SI test team. If features meet the jointly developed acceptance criteria defined in the TMP, they are included in upcoming releases. The various teams then begin work on the next set of priority tasks, repeating this process until all functionality is in place and tested.

This approach adds value by keeping teams for each tool focused on efficiently building the functionality based on priorities and dependencies set by project management. Activity coordination and dependencies alignment is built into project planning and prioritization. This also helps you plan for participation in testing cycles and have clear visibility into upcoming releases.

Development Outputs

→ [redacted] → **Functional reports and monitoring in non-Production** → **Working integrations in non-Production** → **Updated design and configuration documents**

Testing: The goal of testing is to implement a comprehensive, ongoing test strategy and corresponding activities that minimize risk. We will align the Test Management Plan (TMP) with the domains defined in the MES Modernization Roadmap. [redacted]

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will deliver for AHCCCS. For example, using the automation tool Tricentis Tosca, we established leading practices to deliver impactful test automation achievements.

Test planning: The TMP provides a comprehensive outline of the proposed approach to platform testing, and provides a plan for each test type and phase: unit, system, integration, regression, performance, user acceptance, operations readiness, and production readiness. The TMP also includes test cases, scripts, tools, and automation and describes processes for reporting results, resolving defects, managing test data, and test environment refresh. We track test results within your approved tool and produce regular reports on testing progress. We work with you to define test report requirements as part of the TMP deliverable.

Text execution: Table 2 provides an overview of our testing activities:

Unit testing	For development activities such as MuleSoft, we will perform unit testing via automated test scripts (MuleSoft MUnits) to handle regression testing when changes are introduced
Integration testing	Exposes interface and integration defects. Validates system readiness end-to-end to meet non-functional requirements
System testing	Demonstrates programs, functions, and integrated components meet requirements and objectives
Automated regression testing	Verifies defects have not been introduced or uncovered by testing previously tested functions following modifications. Performed after changes (e.g., software)
Performance testing	Verifies system performance meets Performance Standards. Measures system behavior with increasing load (e.g., number of parallel users, numbers of transactions)
Operational readiness testing (ORT)	Verifies the Integration Platform Solution meets requirements and application functional performance meets the acceptance criteria, includes State and other stakeholders
User acceptance testing (UAT)	State-conducted, confirms if a system satisfies the defined user acceptance criteria in an isolated environment

Table 2. Testing activities support the Operational Readiness Review (ORR) and culminate in UAT.

Test reporting: To keep you informed, we track test results and provide you and approved stakeholders access to view results. We also produce regular reports on testing progress. In addition, we can gather and collect results from other Component Vendors, adding perspective and providing an enterprise view of outcomes.

Testing Cycle Outputs

[redacted]

2.3.4 Release Management

We plan, schedule, and control the release progression through various test environment stages, releasing components to production aligned with governance and change control processes. We will build on a regular sprint cadence to deliver quality releases by implementing Automated Regression Testing (ART) [redacted]

Release planning: We will coordinate with you to plan, manage, and implement releases into production with minimized service disruptions. Because we use many COTS components to provide functionality, AHCCCS can take advantage of version upgrades to obtain new or enhanced capability and stay current with industry standards and regulations.

Training: To support training, we will use the project documentation and technical user guides accessible after go-live for ongoing support. We also require HIPAA and security training for our resources as well as orient new employees to policies and procedures, conduct periodic training reviews, and report on staff training completion.

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Operational Readiness Review (ORR): ORR documents the MESIP is ready for go-live, including the people, processes, and technology to confirm preparedness for operations and includes ORT results and Operational Readiness Walkthrough. As part of ORR for each release, we examine the actual solution characteristics and the procedures of the new module or interface to confirm that hardware, software, resources, procedures, and user documentation accurately reflect the deployed state of the system. The ORR is also a requirement for stage gate review with CMS and will contain the necessary sections to facilitate that review. [redacted]

Service transition: Our M&O team will be engaged in service introduction steps including understanding solutions, sprint planning, and release processes to deliver a seamless integration for your MES suite. We will provide PPM and Azure DevOps to enable transparent key performance indicators (KPIs) into the run operations.

Release Management Outputs

→ Release Management Plan (RelMP)	→ Implementation Plan (ImP)	→ Training complete

2.3.5 SI Platform Maintenance & Operations

Accenture proposes a fully managed service for maintenance and operations. This includes daily execution of application monitoring of all system components and alerting stakeholders of system availability or performance issues. This also includes a production support line during business hours, on-call support during off-hours (after 5PM, weekends and holidays as needed), service request, incident management, problem management, change management, release management, and deployment management using integrated tools such as the State's ITSM tool and Azure cloud services.

Hypercare: The project team building the system will provide hypercare for four to eight weeks, depending on the type of release, following each release to production. They respond to incidents or defects that may not have been discovered during testing.

Ongoing maintenance & operations: Some of the project team will be part of the ongoing M&O work to bring knowledge continuity to the support team. The M&O team seeks to address issues before they become incidents or impact SLAs. The team will also process routine service requests and advise on system modifications and enhancements. Responsible for measuring and reporting system performance, the team will work with AHCCCS to drive continuous improvement.

Baselining period: We propose a minimum viable M&O team to maintain and respond to incidents that may occur in the production environment. We will use a three-month baseline period to observe system performance in production and normalize incident ticket volume and system adjustments. Next, we assess whether increased or decreased support capacity is required.

Automation: Our "automation first" mindset accelerates incident resolution and decreases turn-around time, reduces manual intervention for resolution accuracy, and increases M&O productivity. We will use tools and software products available for AHCCCS. We can also volunteer our tools and accelerators (subject to permission of the State of Arizona Health Care IT department).

SI Platform Maintenance & Maintenance Outputs

Confirm the M&O team is the right size to handle the anticipated capacity. These outputs will be validated, assessed, and baselined in the first three months of operations.

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2.4 Solution Overview

6.4.4 Solution Overview (Limit 5 pages) outlined in the Global Requirements (Requirements Matrix)

By undertaking the efforts of updating your 30-year-old MMIS through system development and integration, AHCCCS and MQD are embarking on a series of opportunities—the opportunity for a highly responsive and centralized system that seamlessly integrates with AHCCCS and MQD enterprises, the opportunity to establish robust functionality, and the opportunity for Arizona and Hawaii to offer much more dependable services to your citizens. Having the confidence that your selected vendor can meet your requirements means more control over the present and less worry about the future.

The contents of this section are organized in accordance with the Global requirements tabs and categories in Attachment 1 of the RFQ and are intended to demonstrate compliance with all Global categories.

2.4.1 Certification

Achieving CMS certification and enhanced FFP is a cornerstone of MES modernization implementations. We understand the CMS certification process, the need to demonstrate operational readiness and report on required outcomes, and how critical it is to complete and manage accurate documentation. Our team's experience with the Streamlined Modular Certification (SMC) process [redacted] While CMS has not defined any outcomes specific for systems integration platforms and services, our knowledge and experience of the process will help our team support AHCCCS in certification activities for the Technical Systems Integrator scope of work. We will store all artifacts required for certification within the state-provided Project Management Repository (PMR), support AHCCCS with the ORR and CR as requested by CMS, and work with you as part of developing the Performance Management Plan (PerMP) to identify the KPIs to report to CMS. Accenture currently has regular touchpoints with CMS to provide feedback and input on outcomes and MES modernization initiatives, which enables us to collaborate effectively with CMS and our clients on these activities.

2.4.2 Change Management

Efficient change management processes are key to managing change with minimal impact to the stability of the overall MES. Our work collaborating on other MES implementation has taught us that successful change management in a multi-vendor environment requires frequent communication, established processes, and a collaborative mindset. We will conduct preliminary sessions with stakeholders and will actively participate in the jointly-staffed Change Control Board to manage system changes and make sure change is coordinated across the MES. Our team will work within the existing AHCCCS change management structure and will develop a Change Management and Modification Tool Plan (ChMP) that defines our methodology for change management and how we will communicate with AHCCCS and other contractors regarding change. As we see opportunities, we will propose thoughtful, cost-effective solutions to specific business problems, as well as potential technical enhancements such as tooling improvements or major software upgrades.

2.4.3 Contract Management

In order to verify uninterrupted, high-quality performance and overall contract effectiveness, Accenture's contract management processes will consist of two main activities—compliance and reporting—and a dedicated contract management team. After award, our contract management team carefully reviews each section and requirement within the contract to create a contract awareness document addressing key legal and commercial items, including compliance measures required by our contract with AHCCCS. This document is available to all our teams so everyone is familiar with key contract terms. Our Communications Management Plan (ComMP) will describe how we will communicate system, operational, or contract-related items to AHCCCS; contract reporting requirements; and when we will coordinate with other contractors.

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Our contract management team will refer to these documents as we continuously monitor compliance, administer contracts, implement scope or term modifications, and orient or reinforce contract awareness with our project staff. Contract management requirements touch every part of this project and can be quite complicated to manage without established internal procedures and controls. We will implement contract management processes on the account, leveraging an internal contract management dashboard designed to create a system to remain organized and regularly check in to verify compliance with contract requirements.

2.4.4 Document Management

We will configure our SharePoint document management solution to exchange files with the AHCCCS/MQD Document Management component (DocuWare) to store and retrieve the digital files associated with user and system activity. Over time, AHCCCS can sunset DocuWare at your discretion or retain it as a separate document repository.

2.4.5 Enterprise Architecture

Our team will collaborate with AHCCCS to provide a Business Design/System Design Document (BD/SDD) and Data Integration/Interface Design and Control Document (DIID&CD) for the overall project. We will update both deliverables 90 business days prior to the start of certification activities. Please see Section 2.3.2 for more information.

2.4.6 Infrastructure Management

When establishing environments on Azure, we recommend leveraging Infrastructure as Code (IaC) practices that enable quick environment buildups. IaC is the practice of provisioning environments through code, which allows for automated environment build outs rather than manual creation. Using IaC enables more flexibility, consistency between environment configurations, and the ability to tear down environments not in use to save on cloud computing costs. IaC can also help expedite patch applications and upgrades. Easy environment creation allows teams to work on more things in a parallel manner, helping to alleviate environment constraints. In conjunction with IaC, we propose using Azure Bicep, a domain-specific language that uses declarative syntax to consistently deploy Azure resources. Azure Bicep will be integrated with the State's preferred Azure DevOps pipeline, for end-to-end automation to build, test, and deploy services on the Azure platform.

2.4.7 Maintenance and Operations

At the outset, we will collaborate with AHCCCS and State-determined stakeholders to develop a Maintenance and Operations Plan and Schedule (M&O Plan). This plan will consider AHCCCS priorities, MQD and MES modernization activities, Arizona state policy, legislature, and federal deadlines to deliver changes to existing functionality and features necessary to continue proper system and operational services; routine maintenance; data corrections; report running; communications to State-authorized Stakeholders; root cause analysis; change requirements application; software, hardware, or network upgrades; configuration changes; State rule changes; infrastructure policy impacts; and corrective or adaptive maintenance.

We will use recurring M&O planning meetings to review and prioritize team activities. This effort will align team members with priorities in the M&O Plan. Project leadership will run M&O planning meetings using real-time data as input into the decision-making process. These meetings will be highly collaborative with key stakeholders. We will communicate decisions on strategic and tactical direction clearly and frequently to the appropriate audience with the right level of detail.

2.4.8 Performance Management

Accenture has a robust, mature library of tools to measure and manage project performance. We lead the industry in gathering and analyzing data to provide actionable insights and will provide performance-index data to assess our success meeting state-approved and CMS required KPIs and SLAs. Our performance management plan will contribute to project accountability by enumerating planned benefits, mapping them to modules, describing their measurement and goal metrics, and assigning responsibility. We will further ensure project

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accountability by providing and maintaining a performance dashboard that captures performance metrics (with drilldown capabilities to supporting data) that can be accessed, exported for CMS reporting, or reported on, as requested by AHCCCS.

2.4.9 Privacy and Security

Our security qualifications include cyber strategy, cyber protection, and cyber resilience to help our clients defend against known, sophisticated threats and the unknown. Our security team has extensive experience working with various state Medicaid Management Information Systems (MMIS); implementing and supporting security, and privacy controls and standards, as mandated by both the states themselves and federal agencies—CMS and the Internal Revenue Service (IRS) among others. Our security professionals, certified in security services, tools, and technologies, provide AHCCCS with the expertise, knowledge, and skills to handle your cybersecurity requirements—now and in the future. Accenture's experience with multiple state systems demonstrates our qualifications to assess and implement MARS-E 2.0, HIPAA, and Pub 1075 IRS Security Controls and Standards in complex, multi-system interoperating transactional enterprises. We deliver comprehensive security and privacy control assessment projects and guide clients through complex compliance certification processes including obtaining CMS and IRS Authority to Connect (ATC) to the Federal Data Services Hub.

Our Cyber Risk and Regulatory practice utilize various accelerators and tools, based on more than 350 global standards and regulations including CMS MARS-E 2.0 / NIST 800-53, ISO, FIPS, FISMA, HIPAA, IRS Pub 1075, and NIST Cyber Security Framework (CSF) to identify in-scope standards and regulations to normalize similar controls to the "lowest common denominator" for each control type, reducing the total number of controls from thousands to hundreds. Our security professionals verify the normalized output to relevance and consistency.

2.4.10 Project Management

Our Project and Program Management capability helps clients standardize project, program, and product delivery. We are differentiated by our comprehensive understanding of the Arizona Medicaid program and your vendors, partners, and goals as well as our industry knowledge, transparent communication, and distinct program and project management methodologies. Please refer to Section 2.1.2 for more information on our proposed Project Management approach.

2.4.11 Quality Assurance

Our proposed approach to quality engineering and testing will help drive high-quality results, reduce time to market, and increase productivity through process standardization and performance benchmarking. An automation-first approach to testing supports quality engineering. Figure 6 illustrates how Agile delivery requires building a little, testing a little, and using a feedback loop. Having Agile sprints move quickly requires test automation. Our QA approach relies on using test automation tooling to drive efficiencies and improve the software quality we deliver. Our automation-first approach seeks to automate a high percentage of tests from the start and avoid manual tests for regression.

[redacted]

Figure 6. To provide exceptional delivery quality from development to maintenance, we will use our field-tested quality assurance approach, which follows process standardization and performance benchmarking.

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Our Quality Engineering practice is about more than testing: it is focused on building in quality through the software engineering process and "shifting left" to resolve quality issues earlier. We do this by applying learnings back into earlier phases to improve first-pass quality. This includes things like improving the effectiveness of our unit tests so fewer defects are found in the QA phases and seeking to improve our QA phase effectiveness when material discrepancies are found in UAT or in production.

We will also integrate automation-first capabilities, such as AI-enabled predictive models, in concert with bringing a unified team of test architects, automation architects, and quality engineers. This team will apply proven practices, like standard stage gate entry/exit criteria and test effort estimators, to improve the reliability of on-time software delivery.

Finally, our Quality Engineering practice recognizes that testing is an engineering discipline. This means that test scripts are treated as first-class software. Test scripts need to be maintainable, so we make them modular, reusable, and compliant with our standards. Treating test scripts as software also means having version control, which runs in conjunction with the version control used for the production software. Further, we automate test data management provisioning and we version the test data alongside the supported scripts.

2.4.12 Quality Management

We will develop processes and tools to document internal review processes and review requirements, working with AHCCCS collaboratively and transparently. Accenture Delivery Methods, our approach for delivering services to clients, includes mature tools, controls, and frameworks to measure, sustain, and improve quality and performance. We will also comply with deliverable management expectations by providing thorough documentation and following established signoff procedures.

2.4.13 Staffing

[redacted]

Figure 7. AHCCCS can be confident that our proposed team has the right knowledge, technology-specific skills, and Medicaid experience to effectively deliver the MESIP.

Accenture's staffing approach will involve a proven, dedicated team (Figure 7). Experienced with Systems Integration for State Medicaid agencies, our team is equipped with the skillsets to complete and support State data, reporting, and analytic requirements. Our team will be your team, with people who bring insights from the health industry and other Medicaid programs, but who will wear Arizona colors for the duration of the engagement. Accenture agrees to create, maintain, and adhere to the AHCCCS-approved Staffing Allocation Plans, as well as to always maintain AHCCCS-approved staffing levels and replace and reassign Key Personnel as required during the contract term. Having a strategic, flexible plan for staffing approach allows us to organize and account for demands in personnel while keeping AHCCCS's and Accenture's goals and vision in the forefront.

We have defined global policies to conduct background and credit checks, consistent with the laws in each country and locality in which we operate. As part of our stringent recruitment practices and hiring process, we will conduct a background check consistent with industry standards for all new hires and conduct follow-up criminal investigations every two (2) years as necessary for all assigned staff. We also ensure all licensed staff maintain current licensures during this process. Accenture staff will complete all State-required trainings, both

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initial/on-boarding trainings and annual refreshers, as requested by AHCCCS. Our staff will include only onshore personnel who operate based upon a Mountain Standard Time Zone schedule.

2.4.14 Testing Management

The Testing Management function will be guided by the Test Management Plan (TMP) developed collaboratively between Accenture and AHCCCS. The TMP provides a comprehensive outline of the proposed approach to platform testing, and it will provide a plan for each type and phase of testing: unit, system, integration, regression, performance, user acceptance, operations readiness, and production readiness. Our comprehensive TMP describes how to complete unit and system tests for workstreams in parallel and then move to subsequent phases. We will conduct regression tests for each release to verify original requirements remain fully functional while we resolve defects and implement new requirements.

The TMP will describe how to verify build as part of test environment readiness—we perform build verification tests for each environment after each release deployment. Parallel tests will be conducted between existing and new systems when appropriate with input and approval from AHCCCS. Our team's TMP deliverable describes processes for reporting results, resolving defects, managing test data, and refreshing test environments. In addition, the TMP describes the roles of project team members and instructs them how to maintain data parity among the integration platform, module vendors, and interface partners. The TMP addresses issues such as security and staff training by incorporating tools, resources, and insights derived from Accenture's Center of Testing Excellence. Our testing management approach adheres to relevant industry standards (e.g., XLC, IEEE, and ISTQB), and we have been globally recognized for our quality engineering practices.

2.4.15 Transition

Accenture's Transition Methodology is the foundation for sustained services. Our industrialized processes, standardized deliverables, and proven tools allow us to transition service in a repeatable, predictable manner. We have a dedicated, specialized team of over 900 mobilization professionals. They prepare transition approaches and manage transitions using a consistent global methodology: Accenture Delivery Methods for Service Transition. This methodology comprises the activities, deliverables, governance, roles and responsibilities, and tools required to successfully plan and execute a transition. Our methodology and tools have been proven and continuously improved by completing and transitioning projects for more than 1,500 clients.

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Legal disclaimer

This proposal contains information and trade secrets that are confidential and proprietary to Accenture LLP ("Accenture"). It is being submitted to the Arizona Health Care Cost Containment System ("AHCCCS") in response to Solicitation # YH23-0021 for System Integrator Services on the understanding that it will be used solely for the purpose of evaluating the solution contained in this document and shall not be copied for, or disclosed to, any person other than AHCCCS employees and legal advisors evaluating the proposal.

This proposal contains financial, commercial, and technical information the disclosure of which could reasonably be expected to cause commercial harm and financial loss to Accenture. In the event that AHCCCS receives a request for disclosure from a third party pursuant to a statutory provision, to the extent the statute and the law provides, Accenture will make further submissions with respect to the confidential nature of the contents of this proposal at that time. In the event that AHCCCS receives such a third-party request, Accenture asks that AHCCCS notify Accenture as soon as possible so that Accenture may exercise any rights available to it under the law in order to protect its confidential information.

Notwithstanding anything to the contrary, Accenture's proposal submission, and its performance of any services, are contingent upon the parties' negotiation and execution of a contract containing terms and conditions mutually acceptable to both AHCCCS and Accenture.

This response was prepared on the instructions and information given by AHCCCS and accordingly Accenture accepts no responsibility for any inaccuracy or error, or any action taken or not taken in reliance on this response. All representations and warranties whether express or implied by statute, law or otherwise, are hereby excluded.

This response is submitted solely by Accenture LLP, an Illinois partnership. References made to the experience and capabilities of Accenture may include reference to the experiences and capabilities of related, allied, or affiliated third parties.

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We believe sustainability needs to be at the core of every business.

In line with the United Nations' Sustainable Development Goals, we define sustainability broadly to include environmental, social, and governance (ESG) issues, from transitioning to a zero-carbon economy to human rights to inclusion and diversity. We have made sustainability one of our greatest responsibilities because it's one of the most powerful forces for effective change. We work to embed sustainability into everything we do, creating both business value and lasting impact, enabled by technology and human ingenuity. Our approach includes making commitments that align with climate science and taking meaningful actions to reduce our environmental footprint, which helps to decrease our impact on our clients' emissions.

In addition, we work with our clients from strategy through execution to tackle sustainability challenges by reinventing their businesses at scale. And we encourage our suppliers and our people to take eco-positive actions, embed sustainability into all our products and services, and operate as an ethical business to help create a more sustainable world for all.

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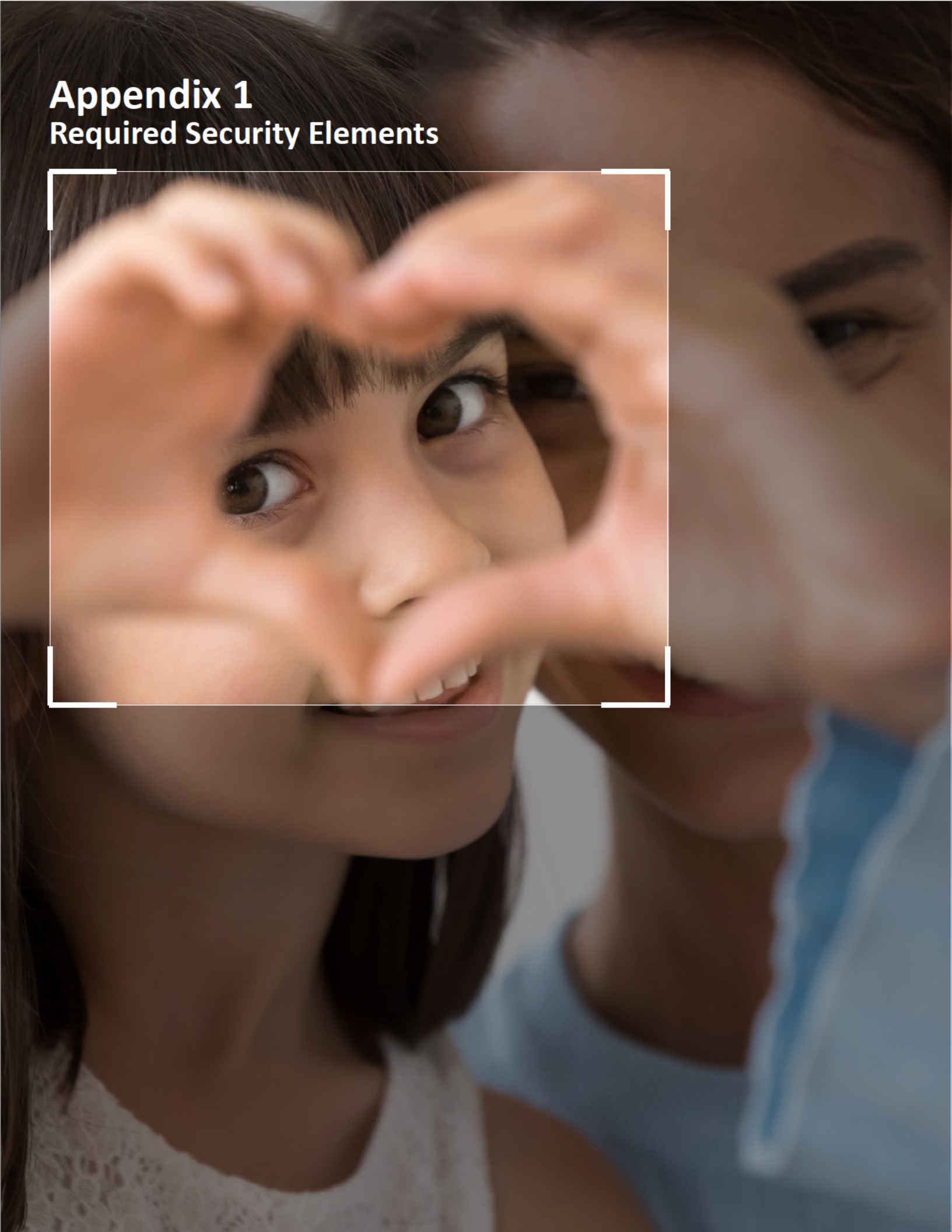
Appendix 1
Required Security Elements



Appendix 1 – Required security elements

This appendix contains responses to RFQ Sections 6.2.3 – 6.2.6.

1.1 Response to RFQ Section 6.2.3

6.2.3 Include with submission, FedRAMP or StateRAMP authorization, HITRUST certification, or Security and Privacy assessment and SSA-E 18 assessment or equivalent if hosted outside of AHCCCS Azure tenancy

Accenture will host the Medicaid Enterprise Systems Integration Platform (MESIP) on the AHCCCS Azure tenancy.

1.2 Response to RFQ Section 6.2.4

6.2.4 Proof of compliance with all the following requirements: "For solutions that will process, store, or transmit restricted or confidential data" HIPAA Privacy and Security – specifically CFR title 45 public Welfare, Parts 155.260 and 164 – Security and privacy. Arizona Security standards and policies set by ADOA / ASET

AHCCCS must maintain compliance with State and federal guidelines to administer Arizona's public health programs effectively and seamlessly. Our experienced team will verify that data exchanges comply with required industry standards.

1.2.1 Compliance with HIPAA Privacy and Security specifically CFR title 45 Public Welfare, Parts 155.260 and 164 – Security and Privacy

Our solution complies with HIPAA Privacy and Security specifically CFR title 45 public Welfare, Parts 155.260 and 164 – Security and privacy. Our Security team works closely with you to understand the types of data, safeguards needed, and requirements for handling that data. We implement security controls for handling your data and implement HIPAA compliance measures. The project System Security Plan (SSP) documents our data controls and procedures [redacted]

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Our focus on security

We bring a broad understanding of security standards from the work we do globally advising, developing strategies, and implementing solutions to improve interoperability. [redacted] We have supported many large health plans to develop strategies and implement solutions to support adherence to industry standards like Fast Healthcare Interoperability Resources (FHIR). Additionally, our Accenture leaders sit on the regulatory boards that are shaping the industry conversation, such as Health Level Seven International (HL7), the global authority for interoperability in healthcare information technology with members in 55 countries.

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Figure 1. Our standard approach to remote access promotes information security.

[redacted]

1.2.2 Compliance with Arizona Security standards and policies set by ADOA/ ASET

[redacted]

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1.3 Response to RFQ Sections 6.2.5 and 6.2.6

6.2.5 Proof of compliance with all the following requirements: "For solutions that will process, store, or transmit data from the Federal Hub"

6.2.6 HIPAA Privacy and Security – specifically CFR title 45 public Welfare, Parts 155.260 and 164 – Security and privacy. Arizona Security standards and policies set by ADOA / ASET All applicable ACA requirements and standards, including MARS-E

1.3.1 Compliance with HIPAA Privacy and Security

For solutions that will process, store, or transmit data from the Federal Hub, we will follow the approach outlined in Section 1.2.1. to meet HIPAA Privacy and Security requirements.

1.3.2 Compliance with Arizona Security standards and policies set by ADOA / ASET, all applicable ACA requirements and standards, including MARS-E

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Appendix 2
Solicitation Amendments 1 and 2

AHCCCS
Arizona Health Care Cost Containment System

SOLICITATION AMENDMENT #1		
YH23-0021 AHCCCS Systems Integrator RFQ	Solicitation Due Date: **March 17, 2023** **3:00 pm Arizona Time**	Procurement Officer: Meggan LaPorte Email: procurement@azahcccs.gov

A signed copy of this amendment must be submitted with your solicitation response.

The attached Answers to Questions are incorporated into this solicitation amendment.

OFFEROR HEREBY ACKNOWLEDGES RECEIPT AND UNDERSTANDING OF THIS SOLICITATION AMENDMENT.	**THIS SOLICITATION AMENDMENT IS HEREBY EXECUTED ON THIS DAY, IN PHOENIX, AZ.**
SIGNATURE OF AUTHORIZED INDIVIDUAL:	SIGNATURE: **SIGNATURE ON FILE**
TYPED NAME: Jamie Wills	TYPED NAME: Meggan LaPorte, CPPO, MSW
TITLE: Managing Director	TITLE: Chief Procurement Officer
DATE: March 17, 2023	DATE:

SOLICITATION AMENDMENT 1

Answers to Round 1 Questions

YH23-0021 AHCCCS Systems Integrator RFQ

Round 2 Questions shall be submitted electronically on the Q and A form to Procurement@azahcccs.gov no later than

Round #2: DUE Wednesday, February 15, 2023, 3:00pm AZ time

Question#	VENDOR NAME	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
1.	Accenture	YH23-0021 Attachment 2 - Pricing Structure	1	In Attachment 2, pricing assumptions are requested for all components except for B - Maintenance & Operations and C - Modification Pool; will the State provide an updated Attachment to included pricing assumptions to B and C, or allow bidders to update the sheet to be consistent?	No updates allowed to the attachment
2.	Accenture	AHCCCS System Integrator RFQ Cover Letter & YH23-0021 System Integrator RFQ	1	The cover letter states that the Proposal Due Date is 3/17, but the RFP Document shows the Proposal Due Date as 3/20; can the State please confirm that the proposal due date is 3/20?	The correct proposal due date is 03/17/23.
3.	Accenture			Understanding that the State would like to minimize contractual changes and that the Participating Addenda for this procurement will apply to future purchases under NASPO Cloud Services, would the State be open to clarifying that the pricing under the contract remains fixed for 1 year (rather than "1 term")? This approach is consistent with Participating Addenda for NASPO Cloud Services that the State has with other vendors.	The pricing schedule provided with the RFQ should be filled out and returned with total fixed pricing proposal for all elements with the exception of the "B -Maintenance and Operations" which is an annual fee, and "E - Vendor Rate Card" which will be a fixed hourly rate per resource for the term of the award.
4.	Accenture			Would the State be open to adding a contractual provision allowing the base contract terms to be changed in Orders, to allow the parties greater contractual flexibility, consistent with the terms in other contracts the vendor has with the State?	No. The majority of contract terms will be set by ADOA/State Procurement Office.
5.	Accenture	NASPO Value Point Cloud Services Arizona	11	Would the State be open to modifying the limitation of liability term to two times fees paid, consistent with Participating Addenda that the State has with other vendors? This approach is consistent with	No. The state (ADOA) is in the process of adjusting that language for all Cloud Contractors

Question#	VENDOR NAME	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
		Participating Addendum		Participating Addenda for NASPO Cloud Services that the State has with other vendors.	to align with the preferred terms in the B2G contract.
6.	Accenture			Would the State be open to vendors proposing certain discrete changes to the security terms to better reflect the vendor's security environment?	Yes. The solution would still need to meet the State's requirements. The preferred option is to meet the listed requirements.
7.	Accenture	NASPO Value Point Cloud Services Arizona Participating Addendum	13	Would the State be open to vendors proposing certain discrete changes to the insurance terms to better reflect the vendor's corporate insurance program?	No.
8.	Deloitte Consulting LLP	Request for Quotation ("RFQ" or Solicitation) # YH23-0021; Cover Page	1 of 20	Can AHCCCS please clarify the time and due date for the proposal is March 20th, 2023 at 3:00 PM Arizona Time? The YH23-0021 System Integrator RFQ.PDF states a due date of March 20th, 2023 at 3:00 PM, but the AHCCCS System Integrator RFQ Cover Letter.pdf states a due date of March 17th, 2023 at 3:00 PM.	See #2
9.	Deloitte Consulting LLP	YH23-0021 Attachment 1 - Requirements Matrix - Technical SI Tab - T-52	Technical SI	Can AHCCCS please clarify if T-51 and T-52 are duplicate requirements?	Yes. T-51 and T-52 and are duplicates
10.	Deloitte Consulting LLP	Request for Quotation ("RFQ" or Solicitation) # YH23-0021; Exhibit 2 and Exhibit 3	10 of 20	Regarding the IAM tool referenced in Exhibit 2: AHCCCS and MQD Systems Integration Architecture and the graphic in Exhibit 3: MES Modernization Roadmap Planned Architecture. Is there an existing IAM tool that the AHCCCS would prefer the vendor to integrate the SI platform with?	Azure active directory
11.	Deloitte Consulting LLP	Request for Quotation ("RFQ" or Solicitation) # YH23-0021; Section 6.2.4	13 of 20	Can AHCCCS provide vendors with a copy of the AZ Security standards and policies set by ADOA/ASET as described in Section 6.2.4?	https://azdohs.gov/information-technology-it-policies-standards-and-procedures

SOLICITATION AMENDMENT 1

Answers to Round 1 Questions

YH23-0021 AHCCCS Systems Integrator RFQ

Round 2 Questions shall be submitted electronically on the Q and A form to Procurement@azahcccs.gov no later than

Round #2: DUE Wednesday, February 15, 2023, 3:00pm AZ time

Question#	VENDOR NAME	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
12.	Deloitte Consulting LLP	Request for Quotation ("RFQ" or Solicitation) # YH23-0021; Section 6.2.5	13 of 20	Section 6.2.5 states, "Proof of compliance with all the following requirements: "For solutions that will process, store, or transmit data from the Federal Hub." Can AHCCCS please elaborate on this requirement and what proof of compliance is expected?	AHCCCS will require that the vendor follow FedRAMP which is authorized at the moderate level. We adhere to the federal data protection requirements and require encryption standards that are FIPS 140-2 compliant.
13.	Deloitte Consulting LLP	Request for Quotation ("RFQ" or Solicitation) # YH23-0021; Section 6.4	13 of 20	Section 6.4 Methodology and Approach has a 5 page limit. Section 6.4.4 Solution Overview has a 5 page limit. Can AHCCCS clarify the entire Section 6.4 Methodology and Approach has a 10 page limit - Section 6.4 Methodology and Approach would address section 6.4.1, 6.4.2, and 6.4.3 within a 5 page limit and Section 6.4.4 Solution Overview would address the solution overview outlined in the Global Requirements within an additional 5 page limit?	Page limits for the Methodology and Approach Section are as follows: 6.4 Methodology and Approach **(Sections 6.4.1 – 6.4.4 are limited to 5 pages each)** 6.4.1 Proposed methodology and approach to fulfill the requirements of this project. **(Limit 5 pages)** 6.4.2 High level description of how the vendor will satisfy each of the requirements in the requirements matrix. **(Limit 5 pages)** 6.4.3 High level proposed timeline for completion of requirements. **(Limit 5 pages)** 6.4.4 Solution Overview **(Limit 5 pages)** outlined in the Global Requirements (Requirements Matrix) 6.4.5 Completed Requirements Matrix **(Send Back Whole Spreadsheet with last 2 columns filled in)**
14.	Deloitte Consulting LLP	YH23-0021 Attachment 1 - Requirements Matrix - Technical SI Tab	Technical SI	Three requirements listed (T-144, T-145, and T-146) mention an MDM component. Can AHCCCS clarify whether an MDM component is required as part of the solution to be provided by the vendor?	Vendors can meet the requirements as they see fit. MDM component is not required.

Question#	VENDOR NAME	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
15.	HealthTech Solutions	6.4	13	The page limit for Section 6.4 – Methodology and Approach is set at a 5-page limit. However, in 6.4.4, a page limit for the solution overview is set at 5 pages. Can AHCCCS clarify the total page limit for Section 6.4?	See #13
16.	Gainwell Technologies	6.4	13	6.4 Methodology and Approach has been given a page limit of 5 pages while 6.4.4 Solution Overview has been given a limit of 5 pages. Will the state please clarify if the 5-page limit indicated in 6.4 only pertain to 6.4.1, 6.4.2 and 6.4.3? With an additional 5 pages for 6.4.4? Is there a page limit for 6.4.5 Requirements Matrix?	See #13
17.	Gainwell Technologies	Cover Letter bullet #3	1	"The awarded Contractor may be precluded from bidding on other AHCCCS MES Modernization contracts or additional scopes of work". Our understanding is that with states having procured MES roadmap consultants, coming up with and writing requirements for other MES modules is not SI vendors scope of work, hence there is no conflict of interest for precluding SI vendor from other MES module work. In situations where the state thinks that SI vendor got involved in finalizing requirements for any MES modules, that is when state would consider precluding SI vendor from bidding that MES module. Can you please confirm this understanding?	Vendors will not automatically be precluded from bidding on additional scopes of work. The decision will be based on a conflict of interest, such as the development of requirements.
18.	HealthTech Solutions	Attachment 1	N/A	Attachment 1 (RTM) has a column in each of the tabs for "Contractor Response Notes". Can AHCCCS clarify the intent of the 'Contractor Response Notes' column? We are assuming that a point-by-point response is not required but rather vendors are required to complete the 'Response' column and only provide notes if a clarification is needed to be provided. Is this a correct assumption?	Yes
19.	HealthTech Solutions	Attachment 1	T-132 – T-156	Can AHCCCS confirm if the ODS is to be priced as part of A – System Integration Platform Design, Development, and Implementation?	Yes

Question#	VENDOR NAME	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
20.	HealthTech Solutions	Attachment 1	T-103 – T-131	Can AHCCCS confirm if the EDMS is to be priced as part of A – System Integration Platform Design, Development, and Implementation?	Yes
21.	HealthTech Solutions	Attachment 1	T-132 – T-156	Can the volume of data for both AHCCCS and Hawaii MQD be provided for the ODS?	Transactions and volume data will be available in the bidder's library. Bidder's library released upon submission of Intent to Bid form.
22.	HealthTech Solutions	Attachment 1	T-138	Is the expectation for the 36 months of historical data to be a part of the base implementation of ODS? Is this base implementation expected to be priced as a part of A – System Integration Platform Design, Development, and Implementation? If it is required to be included in the pricing, can the data volumes for the historical data be defined for pricing purposes?	Yes
23.	HealthTech Solutions	N/A	N/A	The cover letter indicates March 17, 2023 as the due date and the solicitation lists March 20, 2023. Can the State please confirm the due date for submitting the RFQ response?	See #2
24.	HealthTech Solutions	Attachment 2	N/A	Since the NASPO Cloud Services vehicle will be used for the acquisition and contracting of the services, we understand that an agreement may have to be made between the reseller on the NASPO Cloud Services vendor, AHCCCS, and the awarded vendor. If selected, we understand that the third-party/reseller fee may be negotiated after award. Additionally, since some components of the solution may be able to be directly purchased by the state through the contract vehicle and/or another purchasing agreement at government discounts, we are assuming that the presented fixed fees are not required to include anticipated reseller fees that may be applied to the Contractor's cost. Can AHCCCS please confirm this assumption?	No
25.	HealthTech Solutions	Attachment 2	N/A	The Pricing Structure lists the following optional services: Enterprise Content Management, Digital Fax Services, and Enterprise Business Rules Engine. The requirements for these elements do not appear to be included (or we can't locate them) in the Attachment 1 –	Vendors may propose pricing ranges and applicable assumptions

Question#	VENDOR NAME	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
				Requirements. Can the State provide any details of the functionality, size, and user base for these optional components?	
26.	KPMG			Please clarify the RFQ response date. The cover letter states March 17, 2023 while the RFQ states March 20,2023.	See #2
27.	KPMG	RFQ Section 7 Subsection 9	15	Please confirm that based on this section, services that do not include access to secure or sensitive data or personal client data can be performed outside United States territories?	Services that do not have access to PHI or PII can be done outside of the US. This will need to be signed off on by AHCCCS prior to it occurring.
28.	KPMG	RTM	T-157	Please describe AHCCCS's Single Sign-on (SSO) solution?	Azure Active directory is used
29.	KPMG	Required Elements 6.2.3	13	Is the AHCCCS Azure Instance in the Azure Gov cloud?	Azure commercial
30.	KPMG	Required Elements 6.2.3	13	What security certifications does the AHCCCS Azure instance have?	This question is not relevant to this solicitation.
31.	KPMG	T-158 Dashboards and Reports	Technical SI	Does the AHCCCS control network security and access centrally for their Azure instance?	Yes
32.	KPMG	T-92, T–93 DevOps CI/CD	Technical SI	Does the AHCCCS control network security and access centrally for their Azure instance?	Yes
33.	KPMG	GLB-078 Maintenance and Operations	Global	What level of network and tool access does the AHCCCS Azure instance offer for its vendors?	AHCCCS will provide the vendor a blank subscription. The vendor would be responsible for providing details as to what would be needed to accomplish the ask.
34.	KPMG	GLB-099 Privacy and Security	Global	What standards of data protection does the AHCCCS Azure instance conform to?	Azure is FedRAMP authorized at the moderate level. We adhere to the federal data protection requirements and require encryption standards that are FIPS 140-2 compliant

AHCCCS
Arizona Health Care Cost Containment System

SOLICITATION AMENDMENT #2		
YH23-0021 AHCCCS Systems Integrator RFQ	Solicitation Due Date: **March 17, 2023** **3:00 pm Arizona Time**	Procurement Officer: Meggan LaPorte Email: procurement@azahcccs.gov

A signed copy of this amendment must be submitted with your solicitation response.

1. The attached Answers to Questions are incorporated into this solicitation amendment.
2. Attachment 1 Requirements Matrix is updated and version 2 is incorporated with this solicitation amendment. Two changes were made as follows:
    a. The Notes Column on the SLA tab was update to remove the drop down options.
    b. SLA 25 has been removed.

OFFEROR HEREBY ACKNOWLEDGES RECEIPT AND UNDERSTANDING OF THIS SOLICITATION AMENDMENT.	**THIS SOLICITATION AMENDMENT IS HEREBY EXECUTED ON THIS DAY, IN PHOENIX, AZ.**
SIGNATURE OF AUTHORIZED INDIVIDUAL:	SIGNATURE: **SIGNATURE ON FILE**
TYPED NAME: Jamie Wills	TYPED NAME: Meggan LaPorte, CPPO, MSW
TITLE: Managing Director	TITLE: Chief Procurement Officer
DATE: March 17, 2023	DATE:

Question#	VENDOR NAME (alpha order)	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
1.	Accenture	YH23-0021 Attachment 2 - Pricing Structure	1	In Attachment 2, pricing assumptions are requested for all components except for B - Maintenance & Operations and C - Modification Pool; will the State please provide an updated Attachment 2 - Pricing Structure so that bidders can list assumptions for B - Maintenance & Operations specifically? With a single pricing field and without the assumption box there is not a way to provide assumptions or information related to what comprises the annual price per year which may vary significantly depending on respondent interpretations of requirements.	The requirements specify the expectations for M&O and the vendor should provide a price based on those requirements
2.	Accenture	YH23-0021 Attachment 1 - Requirements Matrix Technical SI Tab - T-132	Technical SI Tab - T-132	Would the state please share the volumes of data expected for the AHCCCS and MQD ODS? What's an estimated growth rate when it comes to the increasing amount of data? How often do you plan on refreshing the data in the data platform (e.g., near real-time, every hour, etc.)?	The state expects the data to be near-real time in the future but will start with a nightly load for the first 4 years. See #3 and #4 for volume and growth rates
3.	Accenture	YH23-0021 Attachment 1 - Requirements Matrix Technical SI Tab - T-133	Technical SI Tab - T-133	Would the state please share the approximate number of tables or files that you expect to ingest into the ODS for AHCCCS?	AHCCCS • PMMIS – 1533 tables • 155,000 new members a year (2,374,008 active unique members) **member counts inflated due to COVID-19 • 1m claims/month • 11m encounters/month

Question#	VENDOR NAME (alpha order)	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
4.	Accenture	YH23-0021 Attachment 1 - Requirements Matrix Technical SI Tab - T-134	Technical SI Tab - T-134	Would the state please share the approximate number of tables or files that you expect to ingest into the ODS for MQD?	MQD • HPMMIS – 1523 tables • 42,000 new members a year (472,442 active unique members) ** member counts inflated due to COVID-19 • 120k claims/month • 1m encounters/month
5.	Accenture	YH23-0021 Attachment 1 - Requirements Matrix Technical SI Tab - T-136	Technical SI Tab - T-136	Would the state please share the approximate number of data sources for AHCCS and MQD? For each data source, what are the estimated number of tables expected to be ingested into the ODS?	See 3 and 4 above for the MMIS counts. The ODS in addition would be expected to source data from the AHCCCS eligibility system, AHCCCS/MQD provider systems, AHCCCS/MQD EVV systems, and the AHCCCS PBM system.
6.	Accenture	YH23-0021 Attachment 1 - Requirements Matrix Technical SI Tab - T-139	Technical SI Tab - T-139	Once the MES data falls out of the 36 months, is the data deleted or moved to an archive? If archived, does the restored data need to be marked or treated differently than the 36-month data store?	The data will be pushed to the EDW and therefore will be deleted from the ODS as the data falls out of the 36 months
7.	Accenture	YH23-0021 Attachment 1 - Requirements	Technical SI Tab - T-149	Would the state please share the approximate number of personnel that would need training?	Estimated at 50 state staff

Question#	VENDOR NAME (alpha order)	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
		Matrix Technical SI Tab - T-149			
8.	Accenture	YH23-0021 Attachment 1 - Requirements Matrix Technical SI Tab - T-156	Technical SI Tab - T-156	Would the state please share the known workload requirements? What are the approximate number of daily queries expected? How many users access BI reporting from the data platform throughout a given day? At peak times for accessing data, how many users would concurrently use BI reporting at once?	This will be expanded functionality for the agencies and as such, the workload is unknown. The solution should be scalable to meet the typical needs of a state Medicaid ODS for operational and financial reporting
9.	Accenture	YH23-0021 Attachment 1 - Requirements Matrix Global Tab - GLB-164 and GLB-166	Global Tab - GLB-164 and GLB-166	Staffing requirements GLB-164 and GLB-166 are the same. Can one be eliminated or clarified as to the difference between these?	GLB-164 and GBL-166 are identical. The vendor can provide the same response in both
10.	Accenture	N/A	N/A	Would the State please provide guidance as to what roles and responsibilities they anticipate state staff performing during implementation and ongoing operations? This will allow all respondents to provide comparable solutions.	The state will be responsible for Governance as it relates to configuration and release management, performance management, privacy and security and requirements management. The state will be responsible for Project Management as it relates to certification, disaster recovery & business continuity, the

Question#	VENDOR NAME (alpha order)	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
					integration platform, architecture, and strategic planning. AHCCCS ISD will be responsible for components of certification, data management and data governance, incident and problem management, integration platform in partnership with the SI vendor, user acceptance testing. The business units will be responsible for components of certification, data management and data governance, and user acceptance testing.
11.	Accenture	YH23-0021 Attachment 1 - Requirements Matrix - SLA tab	SLA tab	The Contractor Response Notes column in the Service Level Agreement tab contains dropdown options. We are not able to provide an alternate response as we are on the other tabs. Would the State please remove these dropdowns?	The Requirements Matrix spreadsheet has been updated and the revised version with the correction is hereby issued with this solicitation amendment labeled "YH23-0021 Attachment 1 – Requirements Matrix – Version 2."
12.	Accenture	YH23-0021 System Integrator RFQ, Section 6.1.3	12	May vendors reduce font sizes in graphics and tables as long as readability is not impacted?	AHCCCS will allow font in graphics and tables to be any legible size.
13.	Accenture	YH23-0021 System Integrator RFQ	1	To help ensure that AHCCCS receives comparable bids from all respondents - incorporating the second-round answers and bidders library content not yet provided - would the State please extend the due date two weeks to March 31st?	No extension will be provided.

Question#	VENDOR NAME (alpha order)	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
14.	Deloitte Consulting LLP	Request for Quotation ("RFQ" or Solicitation) # YH23-0021; Section 6.3	13 of 20	Section 6.3 states there is a 2-page limit. Can AHCCCS confirm if the 2-page limit is for all subsections in 6.3 section or if the 2-page limit is for each of the subsections 6.3.1, 6.3.2, and 6.3.3 for a total of 6 pages?	Two-page limit is for the entire section. Resumes can be submitted as an attachment and do not count in the total page count
15.	Deloitte Consulting LLP	YH23-0021 Attachment 1 - Requirements Matrix - Technical SI Tab	Technical SI	Can AHCCCS please clarify if the awarded Contractor's ODS solution will be the interim enterprise data warehouse (EDW) for Arizona and Hawaii? Can AHCCCS please provide AHCCCS's long-term vision for the EDW and the approximate timeline?	AHCCCS and MQD currently operate EDWs and MQD is in the process of implementing an analytics platform. AHCCCS has not determined a different path outside of their state operated EDW for their long-term vision.
16.	Deloitte Consulting LLP	YH23-0021 Attachment 1 - Requirements Matrix - Technical SI Tab - T-148	Technical SI	In Attachment 1 on the Technical SI tab, requirement T-148 states, "The Contractor's Operational Data Store (ODS) solution shall be populated with historical data, configured and fully tested to produce federally mandated Transformed Medicaid Statistical Information System (T-MSIS) and CMS64 data extracts from the AHCCCS and MQD ODS repositories." Can AHCCCS confirm the Contractor's ODS solution will contain the data that is the source of truth for the T-MSIS and CMS64 data extracts that are sent to CMS each month? Will the T-MSIS and CMS64 data extracts be eventually produced out of a separate enterprise data warehouse"?	Yes, the data used in the T-MSIS process will be pulled from the ODS. The T-MSIS solution itself will not be part of the ODS scope. There are no plans to change the T-MSIS and CMS64 extract to a different source in the future
17.	Deloitte Consulting LLP	YH23-0021 Attachment 1 -	Technical SI	In Attachment 1 on the Technical SI tab, requirements T-133 and T-134 describe the data from the existing and planned MES	confirmed

Question#	VENDOR NAME (alpha order)	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
		Requirements Matrix - Technical SI Tab - T-133 and T-134		modules, for both Arizona and Hawaii, are to be housed in the Contractor's ODS. Can AHCCCS confirm that this data is available in the legacy system currently and will be included as part of the 36 month data conversion in the initial solution implementation? If not, can AHCCCS please explain when this data is expected to be incorporated into the ODS?	
18.	Deloitte Consulting LLP	YH23-0021 Attachment 1 - Requirements Matrix – Service Level Agreements – SLA-013 and SLA-025	Service Level Agreements	In Attachment 1 on the Service Level Agreements tab, requirements SLA-013 and SLA-025, appear to be very similar and potentially overlap, but contain different availability values (99.95% vs. 95%). Can AHCCCS confirm if the requirements are redundant and, if yes, which availability value is correct? If not redundant, can AHCCCS help clarify the differences between the two requirements?	The text for SLA-025 (Service Level Agreements tab) has been removed and the words "REQUIREMENT HAS BEEN REMOVED" has been put in place of the text. The revised matrix is hereby issued with this solicitation amendment labeled "YH23-0021 Attachment 1 – Requirements Matrix – Version 2."
19.	Deloitte Consulting LLP	YH23-0021 Attachment 2 - Pricing Structure.docx	1 of 2	Can AHCCCS provide a high-level description (3-4 sentences) of how the agency would utilize an Enterprise Content Management (ECM) tool?	One of the primary methods of utilization will be to facilitate the publication and distribution of content for the AHCCCS public website and various portals. Documents are currently stored in file systems without a defined content management strategy. AHCCCS will continue to evaluate additional ECM needs beyond the planned EDMS in the SI throughout the MES modernization roadmap execution.

Question#	VENDOR NAME (alpha order)	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
20.	Gainwell Technologies	General	N/A	Will the state please explain the proposed negotiation process for the Participating Addendum for the System Integrator program?	The ADOA State Procurement Office is responsible for the execution of the state PA. They have instructed AHCCCS that all Cloud Contractors for AZ will have similar terms (even those with current PAs) and that those PAs will align closely to the Ask Reply, dba B2Gnow PA terms with some minor updates. Due to this, along with the timing of this project, there will not be lengthy negotiation of the PA terms permitted.
21.	Gainwell Technologies	Attachment 4 – Intent to Bid Form	1	Regarding the last attestation item to accept terms and conditions from the previous negotiated NASPO Cloud Participation Addendum (PA), is there flexibility regarding the new PA since the scope of work could be significantly different given the previous PA will only "...be closely modeled after the latest Participation Addendum executed for Cloud Services..."?	No. In order to participate with the States on the NASPO contracts, the terms are pre-negotiated and agreed to on the PA so that additional negotiation is not needed when awarding new agency projects.
22.	HealthTech Solutions	Attachment 1 - RTM	GLB-171	Round 1 Q/A, Question 27 indicates that some services may be provided by resources outside the US. However, GLB-171 clearly states that proposed staffing should be located within the United States. Understanding the staffing plan requirements throughout the project, can the State reconfirm that offshore resources are allowed as approved by AHCCCS? Can GLB-171 be amended to reflect the response to clarification?	<u>The Uniform Terms and Conditions paragraph 3.13 state:</u> Offshore Performance of Work involving Data is Prohibited. Any Services that are described in the specifications or scope of work that directly serve the State of Arizona or its clients and involve access to Data shall be performed within the defined territories of the United States. <u>GLB-171 States</u>:

Question#	VENDOR NAME (alpha order)	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
					The Contractor's staffing solution will only include staff located within the continental United States (CONUS). <u>Round 1 Q/A Question 27 states:</u> Services that do not have access to PHI or PII can be done outside of the US. This will need to be signed off on by AHCCCS prior to it occurring. Answer: AHCCCS recognizes that our answer to Round 1 question 27 unintentionally created ambiguity to this topic. Offerors should refrain from proposing any offshore resources with its proposal.
23.	HealthTech Solutions	Attachment 1 - RTM	GLB-053	Is the cited 'documentation management component' within this requirement a different solution than the EDMS? If so, what tool is currently used by AHCCCS/MQD for documentation management?	No, the documentation management component will be the EDMS that is part of the SI solution. The current EDMS is Docuware.
24.	HealthTech Solutions	Attachment 1 – RTM	GLB -163	Are resumes for the key personnel (Tab in RTM) expected to be submitted with the RFQ response? If so, are the resumes to be submitted as an appendix to the RFQ response and excluded from the overall page count? Is there a page limitation or formatting restrictions for the resumes?	Resume submission is optional but can be attached separately and will not be included in the page count.
25.	HealthTech Solutions	Attachment 1 - RTM	T-138	Is the expectation that as part of the DDI, three years of historical data will be populated into the ODS or is the expectation that the 'rolling 36 months of MES data' begins day 1 of operations? If the expectation is for the historical data to be populated during DDI, can AHCCCS provide the estimated volume of the data?	Expectation is to begin with three years loaded during DDI.

Question#	VENDOR NAME (alpha order)	Paragraph # or Title	Page #	Vendor Question	AHCCCS Response
26.	HealthTech Solutions	Attachment 7		Attachment 7 lists the current volumes and EDMS statistics. How much data from the existing EDMS is expected to be converted as a part of the DDI period?	AHCCCS is currently working on a purge/retention strategy based upon state retention mandates; however, all remaining documents will require conversion and migration to the new solution.
27.	HealthTech Solutions	Attachment 1 - RTM	T-142	Can the State provide the total numbers of users who will be querying the ODS and accessing the reporting tools for data and reports (e.g., CMS-64)?	See responses #7 and #8

Appendix 3
Resumes

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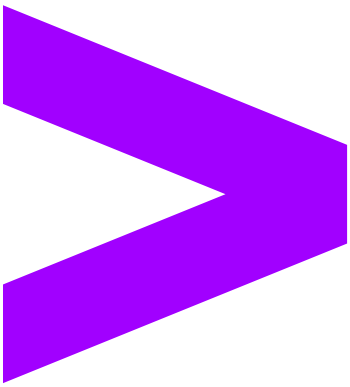

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