

Addendum #4

Questions and Answers

Independent Verification and Validation (IV&V) Services

Bureau of Health Services Financing

RFP # 3000011110

Proposal Due Date/Time: May 6, 2019, 4:00 p.m. CT

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
1	RFP #3000011110	4.14.10	Financial Proposal (Cost)	55	What is the anticipated budget for this project?	\$9,000,000
2	RFP #3000011110	3.4	Contractor Staffing Requirements/Qualifications - SR-5	24	Is the Project Director required to be on-site full-time for the duration of the project?	Work performed by the Project Director should be done on-site except when granted prior approval by the State.
3	RFP #3000011110	3.4	Contractor Staffing Requirements/Qualifications - SR-6	24-25	Based on the language included with deliverable #SR-6, does LDH expect 10 Project Managers (each meeting the criteria as outlined in deliverable #SR-9), one for each of the 10 modules listed under 3.1.2? Will LDH permit the Project Manager to manage multiple modules, or is it LDH's expectation that the Project Manager only manage one module?	Per SR-6 in RFP Section 3.4, the Contractor is required to provide one Project Manager for each MMIS module from component initiation to implementation.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
4	RFP #3000011110	3.4	Contractor Staffing Requirements/Qualifications	24	Other than those outlined in Deliverable SR-5 through SR- 7, how many resources and what level is LDH expecting for this engagement?	Proposers may include additional resources, including non-key personnel that they deem necessary, to successfully deliver the IV&V services.
5	RFP #3000011110	3.1.2	Overview	16	Please verify that there are 10 modules of the MMIS project as outlined in this RFP.	There are eight (8) MMIS module projects included in this RFP. Please see sections 3.1.1 and 3.1.2, as amended by Addendum 3, for clarification. MMIS modules included are: Third Party Liability, Data Warehouse, Systems Integrator, Payment Integrity, Relationship Management, Care Management, Financial Management, and Pharmacy.
6	RFP #3000011110	3.4.2	Contractor Staffing Requirements/Qualifications	23	Is the "on-site" location the Bon Carre Technology Center or the downtown location?	The on-site location is intended to be the Bon Carre Technology Center.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
7	The following tables identify the anticipated deliverables. The State reserves the right to request additional analyses, as needed. Likewise, the IV&V Contractor may suggest development of additional deliverables in specific areas. The State must authorize the need for any additional deliverables prior to their development.	3.2.1	3.2 Deliverables	16	Would the additional analyses and deliverables be negotiated under a change order?	Yes.
8	Conduct Periodic Review(s) IM-4	3.3	3.3 IV&V Project Management	16	Please confirm that the state is requesting full-time on-site IV&V staff as specified in 3.4.1 and 3.4.2. Please confirm that these full-time on-site IV&V staff are expected to deliver periodic reviews.	LDH confirms that the State is requesting full-time on-site IV&V staff as specified in 3.4.1 and 3.4.2. LDH confirms that these full-time on-site IV&V staff are expected to deliver periodic reviews as specified in section 3.3 item IM-4.
9	The State understands that Contractor resources may fill multiple roles while providing IV&V services and staffing levels will fluctuate.	3.4.1	3.4 Contractor Staffing Requirements/Qualifications	23	In theory, could a person be a project manager on two modules?	See response to Question #3.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
10	The State understands that Contractor resources may fill multiple roles while providing IV&V services and staffing levels will fluctuate.	3.4.1	3.4 Contractor Staffing Requirements/Qualifications	23	What are examples of "multiple roles"? See related question above.	The proposer can offer non-key personnel for roles which do not require full-time commitment.
11	3.4.2. The State will provide workspace for the IV&V Contractor during the contract term. IV&V services shall be conducted on-site except when granted prior approval by the State. For example, the IV&V Contractor may request that some work, such as the review, analysis, and reporting of collected project artifacts, be performed at their own place of business.	3.4.2	3.4 Contractor Staffing Requirements/Qualifications	23	Please clarify if workspace will be provided for other IV&V staff beyond the key positions required in the RFP.	Yes, workspace will be provided for up to ten (10) IV&V staff.
12	3.4.2. The State will provide workspace for the IV&V Contractor during the contract term. IV&V services shall be conducted on-site except when granted prior approval by the State. For example, the IV&V Contractor may request that some work, such as the review, analysis, and reporting of collected project artifacts, be performed at their own place of business.	3.4.2	3.4 Contractor Staffing Requirements/Qualifications	23	How many IV&V staff can be accommodated on-site at any given time period? See related question above.	See response to Question #11.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
13	SR-6. Provide one (1) Project Manager for each MMIS module who can commit full-time	3.4.4	3.4 Contractor Staffing Requirements/Qualifications	24	Given the schedule presented in 3.1.2 and assuming one Project Manager committed to "each MMIS module" in mid-2020 indicates 7 modules underway. Is the state expecting there to be 7 dedicated Project Managers, one for each of module in progress?	See response to Question #3.
14	SR-5, SR-6 and SR-7	3.4.4	3.4 Contractor Staffing Requirements/Qualifications	24	Other than the key personnel roles identified on page 24, does the state expect that the IV&V vendor are providing other non-key personnel?	See response to Question #4.
15	SR-7 Provide one (1) Testing Manager who can commit full-time for the entirety of the contract term.	3.1.4	3.4 Contractor Staffing Requirements/Qualifications	24	In the previous statement for SR-6, the state indicated one project manager per module. Does the state also expect a single Test Manager or one per module?	No, the Testing Manager may work across multiple modules.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
16	SR-10. RE: f. Lead development of the UAT Plan; g. Lead development of a comprehensive set of UAT conditions and scripts/scenarios; h. Lead development and delivery of UAT training for the UAT Team;	3.4.4	3.4 Contractor Staffing Requirements/Qualifications	25	<p>CMS requires that IV&V services be provided and managed by an organization that is technically and managerially independent of the subject software development project. This independence takes two mandatory forms. First, technical independence requires that the IV&V services provider organization, its personnel, and subcontractors are not and have not been involved in the software development or implementation effort or in the project's initial planning and/or subsequent design. Second, managerial independence is required to make certain that the IV&V effort is provided by an organization that is departmentally and hierarchically separate from the software development and program management organizations.</p> <p>Has the state received a waiver for CMS for the IV&V provider to provide these test management services? Does the state see a conflict with the IV&V vendor managing the UAT as well as being responsible to evaluate the 'goodness' of the testing process?</p>	<p>The State does not have a waiver from CMS for the IV&V provider to provide test management services. The intention of LDH is that the IV&V provider will monitor and report on testing related activities.</p>

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
17	SR-10. RE: f. Lead development of the UAT Plan; g. Lead development of a comprehensive set of UAT conditions and scripts/scenarios; h. Lead development and delivery of UAT training for the UAT Team;	3.4.4	3.4 Contractor Staffing Requirements/Qualifications	25	Should this be interpreted as the IV&V team providing independent testing parallel to the UAT Testing?	See response to Question #16.
18	SR-10. RE: f. Lead development of the UAT Plan; g. Lead development of a comprehensive set of UAT conditions and scripts/scenarios; h. Lead development and delivery of UAT training for the UAT Team;	3.4.4	3.4 Contractor Staffing Requirements/Qualifications	25	Is the State expecting the IV&V team to manage and execute the UAT tests? See related question above.	See response to Question #16.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
19	SR-10. RE: f. Lead development of the UAT Plan; g. Lead development of a comprehensive set of UAT conditions and scripts/scenarios; h. Lead development and delivery of UAT training for the UAT Team;	3.4.4	3.4 Contractor Staffing Requirements/Qualifications	25	CMS expects the IV&V vendors to be technically and managerially independent of the project. Managerial independence is required to make certain that the IV&V effort is provided by an organization that is departmentally and hierarchically separate from the software development and program management organizations. Isn't there a conflict if the IV&V vendor is leading and managing the UAT effort as well as being charged with assessing the testing efforts?	See response to Question #16.
20	PO-10 Attend and participate in all meetings and walk-throughs.	3.4.4	3.4 Contractor Staffing Requirements/Qualifications	26	Does a named key individual need to attend each meeting?	LDH does not intend to name a specific key individual to attend these meetings.
21	PO-10 Attend and participate in all meetings and walk-throughs.	3.4.4	3.4 Contractor Staffing Requirements/Qualifications	26	Can the meeting be attended telephonically? See related question above.	Meetings may be attended via telephone or web conference technology.
22	PM-18 Issue Management - Perform issue management as it relates to unexpected gaps in the development of these projects. The State will make available Subject Matter Experts (SMEs) as necessary for the Contractor to address and mitigate project issues.	3.6.1	3.6 Project Management	28	Please clarify if the State expects the IV&V contractor to address, mitigate, and manage the module contractor's development gap issues?	LDH expects that the IV&V will monitor and report on issue management as it relates to active MMIS module implementations.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
23	Change Management PM-28 Incorporate scope changes approved by the State into the project timelines and deliverables	3.4.4	3.4 Contractor Staffing Requirements/Qualifications	29	Are resumes required to be provided for non-key personnel?	In accordance with RFP Section 4.14.9.4, resumes should be provided for all personnel.
24	4.14.9.4 Resumes of all personnel, including subcontractors, shall be included.	4.14.9.4	4.14.9 Personnel Qualifications	54	Each cell in the cost worksheet represents the cost of a deliverable by component, for example, 'Quality Management' for the TPL module. Should we assume then, for example, that the sum across all TPL cells would represent the total bid for all IV&V services associated with the TPL module? Would the sum of all cells be our total price to deliver all IV&V services indicated in the RFP across all modules for the course of the contract?	Yes, the sum of all module cells should represent the total bid for all IV&V services associated with the respective module, as indicated in the Total Cost per Component field. Yes, the sum of all cells should be the total price to deliver all IV&V services over the course of the contract, as indicated in the Total Contract Cost field.
25	Deadline for Receipt of Proposals	2.2	Schedule of Events	13	We respectfully request that the Due Date for this proposal be extended beyond the Due Date stated in the RFP of Monday, May 6, 2019 at 4:00 pm.	LDH will not extend the deadline for receipt of proposals.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
26	The proposal should indicate the Proposer's firm has a record of prior successful experience with the services sought through this RFP. Proposers should include statements specifying the extent of responsibility on prior projects and a description of the project's scope and similarity to the project outlined in this RFP. All experience under this section should be in sufficient detail to allow an adequate evaluation by the State.	4.14.8.1	Relevant Corporate Experience (4.14.8)	54	Please indicate the number of Corporate Experience descriptions required for this proposal.	There is not a required number of descriptions. Proposers should include sufficient detail to allow an adequate evaluation.
27	Contract Execution, on or about - To be scheduled	2.2	Schedule of Events	13	What is the anticipated start date?	6/1/2020

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
28	Appendix E: Cost Worksheet	Appendix E	Deliverable Description	84	<p>Payment appears based on specific deliverables within each module.</p> <p>a) What happens when the module deployment extends past the scheduled timeframe?</p> <p>b) Is the deliverable expected to be extended and payment delayed until the module is back on schedule? For instance, Project Management runs the length of the project.</p> <p>c) Are you looking for a pro-rated cost per month?</p> <p>d) Will an amendment be provided if a module schedule is extended?</p>	Per the RFP, contract payments will be based on actual project timelines and work completed. The payment schedule will be negotiated with the successful Proposer who is awarded a contract. For example, if a module is changed or delayed, the State may work with the Contractor to amend the contract as appropriate.
29	General Question	N/A	Procurement	N/A	Has the State developed an approved software "Whitelist;" a specified software and any required licenses to use the software?	The State does not maintain a formal approved software list.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
30	1.3.1.1 The initial phases of the MMIS portfolio include the following (in alphabetical order): <ul style="list-style-type: none"> • Care Management • Claims & Encounter Processing Management • Data Warehouse, Analytics & Reporting • Eligibility & Enrollment Enhancements • Financial Management • Member Account Portal • Pharmacy • Program Integrity • Provider Management System • Relationship Management System • Third Party Liability 	1.3.1.1 3.1.1	Goals and Objectives Scope of Work / Deliverables	10, 16	The Goals and Objectives list 'Claims & Encounter Processing' as a module included in this contract. However, in the 'Scope of Work/Deliverables' section it is not listed in 3.1.1 or shown on the 3.12 Timeline. a) Is Claims & Encounter Processing included in this IV&V Contract? If so, is there an expected time schedule?	This was corrected in Addendum 3. Claims & Encounter Processing is not included as part of these IV&V services.
31	Create, maintain, and report on a Requirements Traceability Matrix, the DDI Contractor(s) responses to those requirements, and whether the DDI Contractor(s) meets, exceeds or fails to meet the requirements outlined in the RFP.	1.3.1.3.bb	Goals and Objectives	12	Is it the intention of the State to have IV&V create and maintain an RTM, or rather is IV&V to provide a report on an RTM created and maintained by the module vendors?	LDH expects that the IV&V will provide a report on the RTM created and maintained by the module vendors.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
32	Develop performance metrics which allow tracking of Modernization Project completion against milestones set by the State.	1.3.1.3.f	Goals and Objectives	11	Is it the intention of the State to have IV&V develop performance metrics, or rather is IV&V to monitor performance metrics against milestones?	LDH expects that the IV&V will monitor established performance metrics against milestones.
33	An item by item response to the Request for Proposal is requested.	4.12.1	Proposal Format	51	Please confirm whether the State wants an item-by-item response beginning at 4.14.1 through 4.14.11.1, with 3.0 SOW Deliverables incorporated into the response, or an item-by-item response to all 85 pages of the RFP. If an item-by-item response is only needed for 4.14, may we incorporate 4.14.4 (Approach & Methodology) within our response to 4.14.6 (Engagement Implementation & Operations)?	An item-by-item response is requested for all of section 4.14. Proposers can incorporate response to section 4.14.4 (Approach & Methodology) within their response to section 4.14.6 (Engagement Implementation & Operations).
34	RFP # 3000011110	3.10 Code (SD-19 & SD-24)	Operating Environment subsection: Code	36	Can you provide the technology stack currently used for the software?	The technology stack utilized for a module will be determined when the module is procured.
35	RFP # 3000011110	3.10 Unit Test (SD-26)	Operating Environment subsection: Unit Test	36	Are there any testing frameworks that are currently being used for automated testing? If yes, can you provide a list? Who determines the frameworks used?	The State, specifically the Office of Technology Services (OTS), determines the framework(s) used. OTS has advised that the current recommended framework for automated testing is Selenium.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
36	RFP # 3000011110	3.10 Code (SD-22)	Operating Environment subsection: Code	36	Please explain who establishes coding guidelines? Is it established by the State or the software vendor? Is it approved by the State?	The State, specifically OTS, establishes all coding guides.
37	RFP # 3000011110	3.10 Unit Test (SD-28)	Operating Environment subsection: Unit Test	36	Are system documentation and detailed specifications provided?	Implementation vendors for the MMIS modules will be responsible for providing system documentation and detailed specification.
38	RFP # 3000011110	3.10 Unit Test (SD-28)	Operating Environment subsection: Unit Test	36	Will the business analysts and project managers be available and accessible for clarification?	Yes, the State will make available LDH and/or DDI Contractor Business Analysts and Project Managers as needed for clarification
39	RFP # 3000011110	3.14 Data Management (DM-1 & DM-10)	Data Management	38 & 39	Please provide the database servers currently used in this program?	The database servers utilized for a module will be determined when the module is procured.
40	RFP # 3000011110	3.10 Operating Environment (OE-2)	Operating Environment	33	Can you provide documentation for the current infrastructure?	Documentation for the current infrastructure will be provided to the contracted vendor.

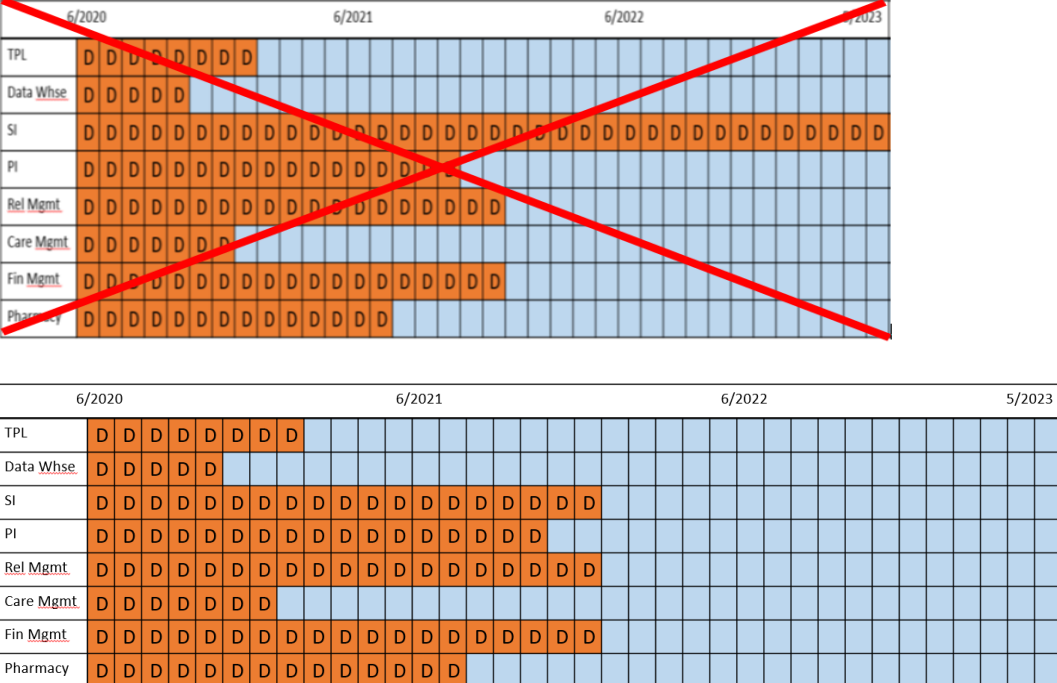
Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
41	RFP # 3000011110	Section 3.4.4 (SR-6)	3.4 Contractor Staffing Requirements/Qualifications	24	SR-6 states "Provide one (1) Project Manager for each MMIS module who can commit full- time once the component is initiated and through implementation." Can one project manager be assigned to more than one module? If yes, are there any stipulations around this?	See response to Question #3.
42	RFP # 3000011110	Section 3.4.4 & Section 3.16.2.3	3.4 Contractor Staffing Requirements/Qualifications & 3.16.2 Liquidated Damages	23 & 41	3.4.4 states: "Contractor shall have sufficient resources and staff to start its IV&V operations within fifteen (15) calendar days of contract award and be operational within forty-five (45) calendar days." This same requirement is tied to liquidated damages of \$2,000/ day. Given there could be a considerable amount of time between contract award date and the expected start date of the project (June 2020), could this requirement be defined around the start date of the project rather than the award date?	The intention is for the IV&V operations to <u>be</u> staffed sufficiently to start work within fifteen (15) calendar days of the contract start date and to be fully operational within forty-five (45) calendar days of the contract start date. LDH will issue an addendum to clarify this point.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
43	RFP # 3000011110	Section 3.4.4 (SR-9)	3.4 Contractor Staffing Requirements/Qualifications	25	<p>SR-9 states "The Project Manager must possess a Project Management Professional (PMP) certification, or have an industry equivalent certification, and a minimum of three (3) years of large scale (multi-million dollar) project management experience with at least one (1) of those three (3) years in project management of an MMIS system or other health care claims processing or eligibility system project."</p> <p>Regarding SR-9 – Program Managers are required to have a 'PMP or have an industry equivalent certification', what would be considered an industry equivalent certification?</p>	An industry equivalent certification would have substantially the same experience, education, and testing requirements.
44	RFP # 3000011110 Addendum 3	Section 3.1.2	Estimated Timeline by Component	2	<p>The estimated timeline indicates that System Integration changed from M&O to development over the life of the contract.</p> <p>QUESTION: Is the SI development activity limited to adding the new modules or will there be other development for which we need to plan?</p>	SI activity is limited to adding new modules.

Question #	Document Reference	Section Number	Section Heading	Page Number in Referenced Document	Question	Response
45	RFP # 3000011110 Addendum 3	Section 3.1.2	Estimated Timeline by Component	2	<p>The estimated timeline indicates that all modules will be in development at the start of the contract.</p> <p>QUESTION: Does LDH expect and intend to have all modules in development at the start of the contract or will the modules be staggered in any way?</p>	The state expects to have all listed modules in development at the start of the contract as indicated in Addendum 3.
46	RFP # 3000011110 Addendum 3	Section 3.1.2	Estimated Timeline by Component	2	<p>The estimated timeline reflects an increase in the Relationship Management and Financial Management development timeline from 18 to 19 months.</p> <p>CLARIFICATION: Is the one month increase correct?</p>	Yes, the one month increase is correct.

PART 2: REVISIONS

Revision No.	Document Reference	Page	Revised Provisions	Q&A Cross Reference
1	RFP	25	Deliverable SR-10.f. Lead Monitor and report on the development of the UAT Plan;	16, 17, 18, 19
2	RFP	25	Deliverable SR-10.g. Lead Monitor and report on the development of a comprehensive set of UAT conditions and scripts/scenarios;	16, 17, 18, 19
3	RFP	25	Deliverable SR-10.h. Lead Monitor and report on the development and delivery of UAT training for the UAT Team;	16, 17, 18, 19
4	RFP	12	1.3.1.3.bb. Create, maintain, and r Report on a Requirements Traceability Matrix, the DDI Contractor(s) responses to those requirements, and whether the DDI Contractor(s) meets, exceeds or fails to meet the requirements outlined in the RFP.	31
5	RFP	11	1.3.1.3.f. Develop Monitor established performance metrics which allow tracking of Modernization Project completion against milestones set by the State.	32
6	RFP	23	3.4.4 Contractor shall have sufficient resources and staff to start its IV&V operations within fifteen (15) calendar days of contract award start date and be operational within forty-five (45) calendar days.	42
7	RFP	41	3.16.2.3 Contractor does not have sufficient resources and staff to start its IV&V operations within fifteen (15) calendar days of contract award start date and be operational within forty-five (45) calendar days.	42

Revision No.	Document Reference	Page	Revised Provisions	Q&A Cross Reference
8	Addendum #3	2	<p>3.1.2 Estimated Timeline by Component</p>  <p>The image contains two Gantt charts. The top chart is crossed out with a large red 'X'. It shows a timeline from 6/2020 to 6/2023 for components: TPL, Data Whse, SI, PI, Rel Mgmt, Care Mgmt, Fin Mgmt, and Pharmacy. The bottom chart shows a timeline from 6/2020 to 5/2023 for the same components. In both charts, orange blocks represent active periods. In the bottom chart, SI has the longest duration, extending from 6/2020 to 5/2023. TPL, Data Whse, Care Mgmt, Fin Mgmt, and Pharmacy have shorter durations, generally between 6/2020 and 6/2021. Rel Mgmt and PI have durations extending into 2022.</p>	44