

THE STATE OF  
**WEST VIRGINIA**  
BUREAU FOR MEDICAL SERVICES



***Healthcare  
simplified.***

## Statement of Confidentiality


The descriptive materials and related information in this proposal contain information that is confidential and proprietary to HP Enterprise Services, LLC (HPES). We submit this information with the express understanding that in accordance with West Virginia's Freedom of Information Act (FOIA), it will be held in strict confidence and will not be disclosed, duplicated, or used, in whole or in part, for any purpose other than evaluation of this proposal and without express written permission from HPES. To the fullest extent allowed under applicable federal or State law, HPES requests that certain of the descriptive materials and related information in this proposal that contain information that is considered proprietary, trade secret, or confidential by HPES and for which the release, use, or distribution to organizations other than the State and its designees would subject HPES to harm and the loss of competitive advantage. The pages that contain proprietary information are marked as follows: "HPES Confidential – Use Subject to Restriction." The following table details the material HPES considers confidential.

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## 4.1.1 Title Page

RFP Reference: 4.1.1 Title Page

Title Page	
<b>RFP SUBJECT</b>	The State of West Virginia Bureau for Medical Services Medicaid Management Information System (MMIS) Re-procurement
<b>RFP NUMBER</b>	MED13006
<b>VENDOR</b>	HP Enterprise Services, LLC
<b>BUSINESS ADDRESS</b>	5400 Legacy Drive Plano, TX 75024
<b>TELEPHONE NUMBER:</b>	+1 609 714 8931
<b>AUTHORIZED CONTACT PERSON: AUHTORIZED TO COMMIT VENDOR:</b>	Susan D. Arthur Vice President and General Manager U.S. Health and Life Sciences Industry
<b>SIGNATURE:</b>	
<b>DATE:</b>	June 6, 2012





## OFFICER'S CERTIFICATE

I, John H. Vestal, Assistant Secretary of HP Enterprise Services, LLC, a limited liability company organized under the laws of the State of Delaware (the "Company"), do hereby certify that:

- (i) The Managers of the Company have delegated to a signature authority administrator, (including any predecessor administrator, the "SAA") the authority to approve or disapprove, either upon standards that the SAA may establish or within the absolute discretion of the SAA or both, persons who, by such approval of the SAA, are authorized to sign, on behalf of the Company, contracts, agreements and other documents and instruments; and
- (ii) With effect on and as of March 18, 2008, the SAA has granted signature authority to Susan Arthur to sign, on behalf of the Company, contracts, agreements and other documents and instruments and the same remains in full force and effect as of this date and has not been modified, rescinded, revoked, or altered in any way.

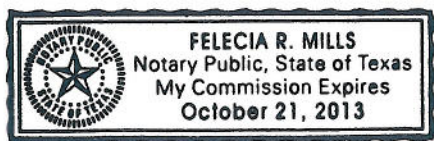
IN WITNESS WHEREOF, I have hereunto signed this Officer's Certificate on this 9<sup>th</sup> day of May, 2012.

  
\_\_\_\_\_  
John H. Vestal Assistant Secretary  
HP Enterprise Services, LLC

STATE OF TEXAS  
COUNTY OF COLLIN

BEFORE ME, the undersigned authority, on this day personally appeared John H. Vestal, known to me to be the person whose name is subscribed to the foregoing instrument and known to me to be an Assistant Secretary of HP Enterprise Services, LLC and acknowledged to me that he executed said instrument for the purposes and consideration therein expressed and as the act of said limited liability company.

Given under my hand and seal of office this 9<sup>th</sup> day of May, 2012.



  
\_\_\_\_\_  
Felecia R. Mills

**This section is redacted per HPES' Statement of Confidentiality.**

## 4.1.11 Subcontracting

RFP Reference: 4.1.11 Subcontracting



More than two years ago, HPES began evaluating the right mix of team members to support the complexities of the West Virginia MMIS Re-procurement Project. HPES and the Arkansas Foundation for Medical Care (AFMC)—a proven leader in its field—joined to create the HPES team for West Virginia. We selected AFMC based on its strength, which complements our own unparalleled MMIS and fiscal agent experience. The HPES team is the best possible combination of deep national experience to meet BMS' needs. After extensive reviews, we selected AFMC because of its expertise and the shared commitment to getting the job done right the first time.

AFMC has surveyed more than 100,000 members in more than 70 health survey projects to date. A National Committee for Quality Assurance—certified (NCQA-certified) Healthcare Effectiveness Data and Information Set—like (HEDIS-like) survey vendor with nearly 40 years of improving the clinical evaluation and quality of healthcare, AFMC offers data mining, HEDIS-like measures, program evaluation, provider profiles, trending, other reports, Consumer Assessment of Health Plans Statement (CAHPS) surveys, and Medicaid Information Interchange (MII) web portal technologies.

### AFMC's Value for BMS

Key Features	Value to the West Virginia MMIS Project
<ul style="list-style-type: none"> <li>Nearly 40 years of continuously improving the clinical evaluation and quality of healthcare</li> </ul>	<ul style="list-style-type: none"> <li>BMS will have the most innovative evaluation and information concerning the effectiveness and efficiency of its Medicaid program.</li> </ul>
<ul style="list-style-type: none"> <li>Highly experienced statisticians, analysts, and health experts have surveyed more than 100,000 members in more than 70 survey projects to date</li> </ul>	<ul style="list-style-type: none"> <li>Training and experience make it possible for AFMC to produce purposeful, focused surveys with rational, actionable outcomes.</li> <li>Unbiased, third-party surveys provide the positive and negative situation, allowing negatives to be addressed and corrected promptly.</li> </ul>
<ul style="list-style-type: none"> <li>Extensive experience working with providers, especially in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>Ability to reach the West Virginia providers in outlying rural areas for complete and reliable information</li> </ul>
<ul style="list-style-type: none"> <li>Proven model of operations and experience in serving Medicaid programs in Alabama, Arkansas, Colorado, and Mississippi</li> </ul>	<ul style="list-style-type: none"> <li>Brings premium services to the State, providers, and members in West Virginia, and HPES</li> </ul>
<ul style="list-style-type: none"> <li>Proven and innovative survey methods and unswerving commitment to the improvement in health status of Medicaid members</li> </ul>	<ul style="list-style-type: none"> <li>Will foster a strong, mutually beneficial relationship that will add value to the lives of West Virginia members</li> </ul>

The State of West Virginia needs a vendor with proven success in MMIS and multiple system implementation experiences. HPES has no higher priority than effective, continuous service and prompt, accurate payments to West Virginia Medicaid providers. By selecting HPES, BMS can minimize its risk of provider issues such as delayed or interim payments, duplicate payments, and recoupment issues that have recently occurred in other states. The HPES team will support BMS in efforts to successfully promote the continued provision of indispensable healthcare services to West Virginia's most vulnerable residents. With the HPES team and our proven leadership in healthcare and technology, we will successfully address implementation and operational challenges.

AFMC is a not-for-profit 501c organization headquartered in Little Rock, Ark. As a federally designated quality improvement organization, AFMC is one of only 13 NCQA-certified vendors for 2011 and has served Medicaid and Medicare programs for more than 38 years. Its mission is to promote excellence in healthcare through evaluation and education. AFMC has extensive experience in developing and implementing surveys, providing data analysis, and reporting results.

President and Chief Executive Officer Ray Hanley, a former Medicaid director for the State of Arkansas and former president of the National Association of State Medicaid Directors (NASMD), will oversee an experienced staff that will fulfill the requirements for surveys in the specification. HPES anticipates that AFMC will be a noteworthy part of our approach to supporting a human contact aspect in the important area of community outreach.

During the last two years and before the initial MMIS Re-procurement RFP, HPES dedicated time and resources to better understand the State of West Virginia by using one of our core best practices—immersion—that is designed to increase the exposure of HPES healthcare staff members to the issues affecting the Medicaid program in a given jurisdiction. Our effort included periodic meetings in the State with individuals and organizations involved with the West Virginia Medicaid Program. Some of those with whom we have met include the following:

- West Virginia Hospital Association
- West Virginia State Medical Association
- West Virginia Primary Care Association
- Community Health Network
- West Virginia Pharmacists Association
- West Virginia Dental Association
- West Virginia Behavioral Health Association
- West Virginia Health Care Association
- Individual hospitals
- State legislators
- West Virginia Governor's Office

We listened to these important stakeholders and discovered that two major issues repeatedly surfaced—implementation fears and criticism of provider training and outreach. AFMC will perform surveys of approximately 1,350 adults in contract years 3, 5, 7, and 9, and of approximately 1,650 children, in contract years 4, 6, and 8. In this manner, AFMC will help in assessing levels of satisfaction with program services and help identify opportunities for improvement.

**This section is redacted per HPES' Statement of Confidentiality.**



## 4.1.13 Signed Forms

RFP Reference: 4.1.13 Signed Forms

We include the following signed forms or documents in the “Signed Forms” section of the “Excluded Proposal Sections” tab:

- Appendix I: MED 96 Agreement Addendum
- Appendix J: MED Purchasing Affidavit
- Appendix L: Special Terms and Conditions
- Addendum 1
- Addendum 2

HPES will comply with the HIPAA Business Associate Addendum.

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June 15, 2012

Donna Smith  
WV Department of Health and Human Resources  
Office of Purchasing  
One Davis Square, Suite 100  
Charleston, WV 25301

Ms. Smith,

**Susan D. Arthur**  
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U.S. Health and Life Sciences Industry  
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susan.arthur@hp.com

HP Enterprise Services, LLC (HPES) is pleased to submit our proposal for Medicaid Management Information System (MMIS) Re-procurement to the State of West Virginia Bureau for Medical Services (BMS), request for proposal (RFP) MED13006.

HPES is the leader in MMIS implementations, and we have MMIS solutions deployed in 21 states. After carefully evaluating the requirements for West Virginia, we selected the Wisconsin MMIS—an installation of our interChange MMIS—as the transfer solution to best enable BMS to successfully navigate the healthcare transformation journey. This is a system that in December 2010 was certified back to day one using the new Centers for Medicare & Medicaid Services (CMS) certification process. Additionally, CMS recognized the Wisconsin interChange MMIS as demonstrating more than 250 industry best practices. The value of the Wisconsin interChange MMIS may be best demonstrated by a series of 41 systems changes that were successfully implemented in 2010. These changes are tied to a projected savings of \$350 million in benefit expenditures.

BMS will benefit from HPES' MMIS design, development, and implementation (DDI) extensive experience. Our record of accomplishment is characterized by best practice project management and systems life cycle methodologies tested and fine-tuned through 13 successful implementations of the HPES MMIS—interChange—during the past 10 years.

The quality of our leadership team during the DDI and ongoing operations is paramount to our shared goal to eliminate risk, deliver industry best practice methodologies, and validate that BMS receives the highest value from its investment in our technologies. The HPES leadership team offers a combination of extensive experience leading the DDI and operation of MMISs—particularly our proposed interChange solution.

Supporting our superior leadership team is a technical implementation team that has benefited from multiple implementations of interChange. The HPES DDI team will draw from our

June 15, 2012

implementation best practices and staff members who have successfully completed anywhere from one to five interChange MMIS implementations during the past five years.

HPES is willing, able, and committed to perform the services and accepts the terms as defined in the RFP MED13006. We look forward to finalizing a contract with BMS in accordance with our proposal response as permitted by section 4.1.12. We also certify that we arrived at the price without any conflict of interest. Together, we can simplify healthcare for the next decade and beyond.

As requested, we have included one original technical and one original cost proposal plus 20 convenience copies of each, including one copy of each on CD, and one redacted copy of the technical proposal on a CD. As Vice President and General Manager, U.S. Health and Life Sciences Industry, I am authorized by HPES, as reflected by the Officer's Certificate behind the title page, to contractually obligate HPES to this contract.

**Name:** Susan D. Arthur

**Title:** Vice President and General Manager, U.S. Health and Life Sciences Industry

**Address:** 248 Chapman Road, Suite 100

**City, State, ZIP:** Newark, DE 19702

**Telephone Number:** 609-714-8931 (office)/609-280-5889 (cell)

**Facsimile Number:** 302-607-0896

**Email Address:** susan.arthur@hp.com

The following individual will serve as our point of contact for technical and contractual clarifications through the evaluation period.

**Name:** Kent Durso

**Address:** 9038 Old Harding Pike

**City, State, ZIP:** Franklin, TN 37064

**Telephone Number:** 615-456-5852

**Facsimile Number:** N/A

**Email Address:** kent.durso@hp.com

Sincerely,



Susan D. Arthur

Vice President and General Manager

U.S. Health and Life Sciences Industry

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**This section is redacted per HPES' Statement of Confidentiality.**

## 4.1.5 Business Organization

RFP Reference: 4.1.5 Vendor's Organization

We include our response to this section in the "Business Organization" subtab in the "Excluded Proposal Sections" tab.

## 4.1.6 Location

RFP Reference: 4.1.6 Location

HPES will provide a pleasant and professional business environment to facilitate a productive, well-organized working atmosphere, allowing us to deliver the high levels of member and provider service to BMS and its stakeholders. Our work sites will readily accommodate the required BMS and local HPES staff members and facilitate interaction and collaboration between local and off-site staff members and vendors.

The HPES team proposes the following primary facilities to support contract requirements:

- **Temporary site for start-up and DDI functions**—HPES will lease a site in Charleston after contract signature to immediately start work on the West Virginia replacement MMIS and fiscal agent operations. This site will house our local staff members and provide a hub for remote staff members supporting the DDI work. This location will be within a five-mile radius of the West Virginia State facility at 350 Capitol St.
- **Primary site for operations and turnover**—HPES proposes the West Virginia Regional Technology Park at 3200 Kanawha Turnpike location in South Charleston to serve as our primary site of operations and for turnover functions at the end of the contract, as needed. This location is within a five-mile radius of the West Virginia State facility at 350 Capitol St. HPES selected this location because of its proximity to BMS' main location and its ample available space. The location is located near Interstate 64, providing easy access for HPES team members and the BMS staff.
- **Primary data center**—The primary data center for the WV-iC MMIS will be at our facility in Orlando, Fla., which has been rated Tier III by the Uptime Institute. We configured this facility to meet the demanding power and cooling needs of the next-generation computing environment and offers redundant power and cooling configuration, enabling concurrent maintainability without the risk of facility downtime. Features include the following:
  - Purpose-built data center fortress
  - 130,000-square-foot facility
  - Dual high-voltage utility substations
  - Standard A- and B-side power
  - N+1 jet turbine generators
  - 85,000 square feet of 36-inch raised floor
  - Staffed security 24 x 7
  - Extensive video surveillance systems
  - Diverse underground network access
  - Support for water-cooled equipment

Our Orlando data center exceeds Tier III requirements, focusing on the next level of Tier IV with the following added features:

- 24 x 7 staffing
- 50-80 build-out gross watt per foot
- More than 150 ultimate gross watt per foot
- Support systems separation within firewalls
- 100 percent support-space-to-raised-floor ratio
- More than 150 floor-loading pounds per foot
- No single points of failure
- 0.8 hours annual site-caused IT downtime
- Two active utility feeders
- Representative site availability of more than 99.995 percent

Our data center technical road maps automate routine, operational, and end-to-end processes; protect the business with resilient operations (business continuity and availability); and optimize the use of energy, floor space, and cooling infrastructures (energy and space efficiency). It capitalizes on the latest hardware, standardizes the latest hardware, and automates many technology operations with common tools and processes. The result is a next-generation data center with 24 x 7 adaptive infrastructure environments that provides better quality of service and business continuity.

- **Disaster recovery data center**—Our disaster recovery site is in Colorado Springs. This recovery facility, which rates at Tier III on the Uptime Institute facility scale, has more than 20,000 square feet of total space and offers the following:
  - Backup UPS and generator with redundant site power fed from two power grids
  - Redundant cooling with generator backup
  - Temperature and humidity control and central monitoring
  - Dedicated full-time security personnel
  - Video monitoring
  - Keycard access
  - Full on-site disaster recovery rehearsal areas

- Centrally monitored independent fire control with five zones of smoke detectors and gas fire suppression under a raised floor
- **Subcontractor work site**—Our subcontractor, the Arkansas Foundation for Medical Care (AFMC), will provide survey services from its Arkansas-based offices in Little Rock or Fort Smith.

We look forward to increasing our presence in Charleston and establishing facilities that support a friendly and productive work environment, encourage communication and collaboration between teams, and provide safety and security for people and data. HPES will locate operations in these facilities to support BMS in meeting the replacement MMIS responsibilities.

**This section is redacted per HPES' Statement of Confidentiality.**



## 4.1.8 Staff Capacity, Qualifications and Experience

RFP Reference: 4.1.8 Staff Capacity, Qualifications and Experience

**HPES supports State Medicaid programs in performing their primary role—delivering care. Delivering fiscal agent services is our core competency—we have been doing it since 1976. We provide the best resources, enabling each State customer to provide its best.**

People are the force behind the successful operation of the new West Virginia interChange (WV-iC) MMIS. In our proposal, we talk at length about the WV-iC technology and the benefits and features derived from that technology. However, the people who deliver the technology are equally important. The right team with specialized, specific skills will achieve operational success for the Bureau for Medical Services (BMS). We are proud of the team we are bringing to West Virginia because our people have extensive MMIS operations experience, technical expertise, and Medicaid Program knowledge. The HPES team will support BMS with a sense of urgency, creativity, skill, innovation, and foresight.

We carefully selected the staff members for our leadership team, verifying that they have the strengths and knowledge needed to manage the operation of the WV-iC MMIS for BMS. We specifically chose the proposed key personnel to facilitate the reliable ongoing successful operations that BMS expects of the selected fiscal agent vendor. Our team members have a combination of specific interChange MMIS experience and years of operations experience in the Medicaid arena.

BMS can draw on the collective experience of this team in establishing our proven, repeatable operational processes for the WV-iC. Moreover, BMS will benefit from the years of experience these individuals bring to the ongoing operation of the system. The following sections of our proposal outline our proven staffing approach:

- Project Staffing
- Organizational Charts for Each Phase
- Roles, Responsibilities, and Skill Sets
- Staff Skill Matrix
- Approach to Staff Retention and Continuity of Staff
- Approach to Personnel Management
- Process for Transitioning Essential Knowledge to BMS' Technical Staff

### 3.2.3 Project Staffing

RFP Reference: 3.2.3 Project Staffing

We appreciate BMS' project staffing approach that balances project leadership with the need to engage staff members who have the necessary knowledge for the given project phase, across the continuum of the complex implementation and ongoing operations of this project. Keeping this objective in the forefront of our project resource development, we called on our most experienced operations leadership in HPES' Medicaid group to assemble and commit to the staffing plan and organization charts for West Virginia, which we describe in our response. Our team carefully analyzed the requirements in the RFP, assessed the scope of work across the project phases, and applied our own front-line experience with DDI and operations across multiple states to develop the staffing plan—organization, mix of skills, and numbers. Leaders who understand the scope of work based on their MMIS experience developed our staffing plan and organization charts. This experience enables HPES to accurately estimate the number of staff members required to support the scope and identify key staff members who will complement West Virginia's culture. Our staffing plan demonstrates the value that we bring as an experienced fiscal agent.

Our staffing plan brings the best of HPES' national Medicaid experience together for this WV-iC MMIS project. Working from their experience and Medicaid knowledge garnered from across the country, our team put together the types and mix of personnel that are required to perform the work. HPES has developed a staffing plan that brings together experienced Medicaid managers and professionals from HPES and our subcontractors with the right blend of positions and numbers to verify that our work—DDI and operations—meets the production requirements, along with the timeliness and accuracy standards described in the RFP.

**HPES is not overcommitted.**

Combined with best practices and expertise from successful MMIS projects, HPES has the depth of experienced staff to complete the DDI for West Virginia and continue into operations.

Our staffing plan includes hiring skilled incumbent contractor staff members interested in continuing their support of the West Virginia program. This plan enables BMS to benefit from their West Virginia-specific fiscal agent experience and knowledge. Our staffing plan respects this investment in current Medicaid staff members. MMIS Account Manager Lonna Peterson will work with BMS and the incumbent contractor to interview current staff members who wish to stay with the program by joining the HPES team. Lonna brings her Florida account start-up experience to this process. We want to bring the finest of these current staff members with their skills and knowledge, and we will work with BMS to coordinate the hiring process. Our goal is to preserve the best of the current fiscal agent staff and verify that the ongoing operations continue efficiently and without disruption.

Experience matters. Our team has carefully analyzed the requirements in the RFP, assessed the scope of work across the project phases, and applied our own front-line experience with DDI and operations to develop the staffing plan—organization, mix of skills, and numbers. Our staffing plan and organization charts demonstrate the value of the experience that we bring. We present a detailed staffing plan covering the right mix and the right blend of positions and people.



We address multiple mandatory requirements in this section. For mandatory requirement 3.1.1, HPES key staff members will be located at our Charleston facility, which will be within five miles of BMS for DDI and fiscal agent operations. For mandatory requirement 3.1.3, HPES provides one named HPES staff member, selected and approved by BMS, to be located at the BMS location to facilitate communication and coordination between BMS and HPES. During DDI, we will work with BMS to identify the right individual to work in this crucial role of supporting communications between BMS and HPES. After we receive approval from BMS, that individual will work from the BMS offices. For mandatory requirement 3.1.9, HPES will perform work specifically associated with this contract within the continental United States or U.S. territories.

For mandatory requirement 3.1.38, HPES will increase staffing levels to meet requirements, time lines, quality, or other standards. We understand that in making this determination, BMS will evaluate whether HPES is meeting deliverable dates, producing quality materials, consistently maintaining high quality and production rates, and meeting RFP standards without significant rework or revision. For mandatory requirement 3.1.45, we acknowledge that after award BMS reserves the right to reject staff members proposed or later assigned to the project. If so directed by BMS, we will remove them from the project. We further understand and acknowledge that in each circumstance, we will replace key staff members with people of equal ability and qualifications.

For mandatory requirement 3.1.46, we will designate an individual as the project's Health Insurance Portability and Accountability Act (HIPAA) compliance officer. Although the RFP appears to allow vendors to designate one of the key, named staff members as the HIPAA compliance officer and assume both roles, the HPES HIPAA compliance officer is an additional position on the team. We hold our guardianship of protected data seriously and designate a separate individual whose focus is to provide proactive and vigilant monitoring and adherence to privacy and security standards and regulations. HPES will maintain the continuously dedicated (CD) staff in agreed-on quantities by category. CD staff members will be 100 percent dedicated to the West Virginia project, unless otherwise noted in Section 3.2.3, and will not hold any other concurrent positions on this or any other project. Our support staff identified in RFP section 3.2.3 will be 100 percent dedicated for the time in which their services are required unless otherwise noted to the West Virginia account. They will not hold any other concurrent positions on this or any other project and will be located on-site in the Charleston facility.

### 3.2.3.5 Vendor Response Requirements

#### **Organizational Charts for Each Phase (Req. 1)**

The following organizational charts are included at the end of this tab:

- Phase 1—MMIS Replacement DDI and CMS Certification Planning
- Phase 2—Fiscal Agent Operations
- Phase 3—Turnover and Close-Out

For each phase of the project, HPES presents the following four organization charts:

- **Overall Account Organization Chart**—This chart depicts the highest levels of the organization and shows the Key, CD, Support, and Other Staff members, and their reporting relationships. We include support for the Project Management Office (PMO), quality assurance, finance, and reporting functions in this chart.

- **Provider/Member Organization Chart**—This chart shows the staff and structure responsible for member and provider customer service, along with the provider enrollment and relations staffing.
- **Medical/Dental Claims Organization Chart**—This chart details the staff members responsible for claims processing and the mail room functions.
- **Medical/Dental Systems Organization Chart**—This chart details the organizational chart and staffing levels for the System team functions.

These charts indicate on-site, off-site, and subcontractor staff members. The DDI systems organizational chart describes peak staffing for DDI within each functional area. The DDI overall, medical/dental claims and provider/member organization charts show the staffing at month 23 of the DDI when provider enrollment will go live. Throughout the span of DDI and fiscal agent operations, there are substantial differences in staffing levels based on many variables, including ramp-up, ramp-down, productivity improvements, anticipated changes in volumes, and other activities.

In our organization charts and presentation of roles and responsibilities, we document the full complement of staff members required to perform the RFP requirements. Generally, we assign these individuals full time to the West Virginia account. The organization chart contains some partial allocations. In a few instances, we do have part-time personnel—for example, in the EDI area we have one part-time developer. The EDI team is exclusively dedicated to EDI solutions, and that developer will split his or her time between the WV-iC implementation and a similar project. The following are two important features we uniquely offer BMS in our DDI and fiscal agent operations organization.

We offer BMS a unified system and dedicated staff. The WV-iC MMIS is a single, integrated system that will support the processing and reporting needs of medical/dental and pharmacy. This provides BMS and our dedicated staff the most current and accurate information. Our PMO is another critical HPES differentiator. For the DDI and Operations phases, HPES is providing a PMO that will monitor processes and outcomes to validate that HPES is meeting service levels for accuracy and timeliness. The PMO also will report on these outcomes and work with project leadership to identify where training or new processes are required. During the Operations Phase, the PMO will report directly to the HPES MMIS Account Manager Lonna Peterson, which will allow the PMO to provide unbiased, objective evaluations of contract performance. We include our “DRAFT Staffing Plan” section in the “Excluded Proposal Sections” tab.

### ***Roles, Responsibilities, and Skill Sets (Req. 2)***

Per RFP requirement 4.1, we have excluded this item from this section. We include this material in the “Roles, Responsibilities, and Skill Sets” subtab in the “Excluded Proposal Sections” tab.

**This section is redacted per HPES' Statement of Confidentiality.**

## Quality and Timeliness of Work Performed Off-Site

The staff members will perform their responsibilities on-site at the HPES facility in Charleston. As we note in our proposed organization charts, HPES will have remote personnel specifically focused in the systems area for DDI and fiscal agent operations. We have years of experience working with this model, using our remote experienced staff, and have a proven track record using this approach. We hold our team members—local or remote, employed or subcontracted with HPES—to the same high standards of performance.

Our project managers diligently track performance to schedule and our tools such as HP PPM and SharePoint to provide smooth access to deliverable status. We design quality reviews throughout the DDI process and throughout operations. We conduct work product reviews to validate that the work products meet contract performance requirements. Quality assurance reviews also help verify that our team members are following the correct processes. BMS can be confident that by using off-site personnel who have deep subject-matter expertise and vast experience on multiple interChange MMIS implementations, the HPES team will deliver consistent high-quality work in the prescribed time frame.

### **Staff Skill Matrix (Req. 4)**

Per RFP requirement 4.1, we excluded this item from this section. We include the staff matrix in the “Attachment III: Staff Matrix” subtab in the “Excluded Proposal Sections” tab.

### **Approach to Staff Retention and Continuity of Staff (Req. 5)**

In this section, we describe our approach to staff retention and promoting continuity of staff members among key project phases. Retaining motivated employees is crucial to effective staff and project management. Employees engaged in their work, satisfied with their environment, and focused on personal development prevent losses in cost and productivity associated with employee-initiated attrition. HP’s people strategy focuses on attracting the best and retaining them across time. We build our strategy on three basic steps—stabilize, mobilize, and energize:

- **Stabilize (the foundation)**—The first step to retaining people is to attract, develop, promote, and retain the best professionals. We remain an employer of choice by consistently presenting HP’s brand values, validating that we have leading-edge HR management in place, and maintaining a well-defined diversity policy. After we hire the best people, the task is to stabilize the existing work force by giving employees a voice through our Voice of the Employee (VOE) survey. VOE surveys are an important means for employees to share their thoughts with HP leaders.
- **Mobilize (high-performance workplace)**—There is a consistent focus on producing a high-performance workplace by integrating the “what” and “how.” The “what” refers to clarifying the team goals, objectives, and priorities and then connecting the team to those business goals. The “how” is addressed through our HP Performance Management Cycle using the following four step approach:
  - Set goals
  - Track and monitor
  - Review performance
  - Rewarding and recognize performance
- **Energize (best place to work)**—Becoming the “best place to work” is critical to our retention strategy. We strive to achieve this as follows:
  - Listening to employees through periodic climate surveys, annual employee satisfaction surveys, and other channels
  - Providing employees with tools, resources, and a supportive environment that values diversity and good citizenship
  - Focusing on talent management and continuous training
  - Promoting a healthy work-life balance program through flexible work arrangements

## Employee Satisfaction

As our main touch point with customers, allies, and communities, our employees put HP’s best face forward daily around the world. HP fosters an environment that empowers people to make decisions that positively affect our customers. Empowered employees are more satisfied with their jobs and have a greater sense of ownership in their environment. The following corporate initiatives play a critical role in motivating and retaining employees:

- **Recognition and appreciation**—HP’s recognition and appreciation programs include individual and team recognition for performance as well as overall site or program recognition for morale or team building. We use monetary and nonmonetary recognition as a means to recognize outstanding performance. Some effective nonmonetary recognition items include achievement certificates, recognition in a team or account meeting, lunch with leaders, or a designated parking spot.





- **Work-life balance**—We offer our employees a variety of programs and services to assist them as they manage personal needs and the demands on their time, such as adoption assistance, diversity day, and flex work options. HP also supports employees and their families by providing benefits such as vacation time, wellness programs, leaves of absence, discount programs, flexible spending accounts, and comprehensive health and dental benefits. Because needs of employees differ around the globe, benefits may vary by geography, site, business unit, and job type.
- **Social and community activities**—HP encourages employee participation in a variety of social committees or activities that support the work environment or the community at large. Committees may spearhead fundraising efforts for local charities, organize after-work social activities, or produce team newsletters.
- **Communications**—We understand employees have different needs and expectations of an employer. We base our retention strategy on effective and regular communication with employees. HP consistently communicates account, team, site, and corporate news items to connect employees across the globe. Established communication vehicles include in-person town halls, webcast events and meetings, and several electronic newsletters.

## Ensuring Continuity of Staff Among Key Project Phases

The strongest approach to promoting continuity of staff members from phase to phase is to make the West Virginia project a great place to work by providing satisfying career paths and professional and personal recognition. In short, employees will stay with the team because HPES provides a satisfying work experience, as detailed in the previous section, “Approach to Staff Retention.”

The MMIS Replacement DDI and CMS Certification Planning Phase will conclude, and fiscal agent operations will begin following BMS’ approval of the WV-iC’s operational readiness. HPES has already started planning for the continuity of key staff members from DDI into the Operations Phase. Our key staff members join the project within the first 30 days and are involved throughout the DDI Phase. Besides preparing their unit for operations, these leaders also will be involved in the DDI from analysis through testing to verify that the WV-iC will meet the operational needs of the fiscal agent organization. Another example of this planning is in the area of reporting. We will be implementing the Business Intelligence and Analytical Reporting (BIAR) ad hoc reporting solution, presented in our response to the “Management and Administrative Reporting (MAR)” section in the “4.1.9 Project Approach and Solution” tab.

This BIAR database will provide the foundation for the ad hoc reporting performed by the reporting analysts throughout operations. To successfully implement the BIAR solution and prepare the team for operations, HPES’ team for the DDI Phase includes experienced Medicaid professionals who have implemented BIAR for several other Medicaid customers. BMS benefits from the proven experience of the HPES team and can be confident that the learning and experience developed during the DDI transitions into operations. The Operations and Turnover phases are overlapping, which means that personnel responsible for guiding the turnover are already on board and supporting the ongoing operations.

## Approach to Personnel Management (Req. 6 a-e)

We describe our approach to personnel management in the following sections:

- Hiring and firing and employee relocation
- Staff training—initial and ongoing—including transfer of system and business knowledge, project management methodologies and processes, and project status, to new staff members and for incumbent staff members transitioning between project roles or phases
- Staff performance monitoring
- Succession planning, staff backup, and staff replacement
- Procedures for obtaining additional staffing support

## Hiring

HPES brings substantial recruitment expertise in the healthcare industry. We recognize that the transition can be a dynamic and stressful time for those involved. We emphasize the importance of helping employees navigate through the transition into a new job or role. We describe this process in the following steps, starting with “Creating Job Profiles,” which describes the staff acquisition process.

The combination and sequence of these steps translates into an efficient staffing process that minimizes the possibility of a mismatch or of employee turnover. The effectiveness of our recruiting practices has allowed us to retain skilled staff members to operate multiple MMIS operations across the last four decades.

### ***Creating Job Profiles***

We will recruit people for required positions, depending on the project and BMS' needs. The staffing process begins when an HPES manager details the job responsibilities, required attributes, skills, knowledge, and credentials. The manager matches these items to HPES' defined job codes, which specify the industry-standard salary ranges. When complete, the manager sends this detailed request to the assigned recruiters in the HR department.

### ***Using Recruitment Sources***

Our HR recruiters are responsible for finding qualified candidates to fill the positions. The recruiters consider potential applicants, including current HP employees, employees transitioned to HP through new business contracts, and non-HP employees. Because we consider applicants from diverse backgrounds, we benefit from a wide selection of candidates for a position.

### ***Incumbent Staff Members***

HPES understands one of the primary sources for experienced and knowledgeable staff members will be with the incumbent vendor's staff. We are sensitive to the fact that the incumbent staff has valuable West Virginia-specific Medicaid policy knowledge, and we will work with BMS and the incumbent vendor to transition qualified candidates to the HPES West Virginia Medicaid team.

### ***Internal Candidates***

To fill open positions, we look to current HP employees who have demonstrated their capabilities and understand our stringent standards. We believe in developing employees to promote from within our organization. Job openings are posted and accessible to employees through the HP Job Searcher. Employees interested in a job posted on the HP Job Searcher can apply online. Recruiters also can access the internal database that contains current information on the skills and qualifications of HP employees.

### ***External Recruiting***

We use various sources to hire the best people available in the job market. Our HR strategy begins by considering the effective channels and methods available to publicize job opportunities, as shown in the following table.

#### **HP External Recruiting**

Channel	Method
Recruiters	These HP professionals recruit outside the company. They communicate with potential new employees and former HP employees. Professional recruiters work to add experienced, skilled personnel to the HP work force. They represent the HP managers who have submitted job profiles and often have the first contact with potential employees. Our campus recruiters specialize in finding, developing, and retaining quality students who form a valuable pool of talent to fill positions within HP.
Incumbent Staff	As we previously detailed, we understand that the incumbent project staff represents an unmatched source of program knowledge and established relationships with the provider community. Working with BMS and the incumbent, we will schedule employment interviews with interested staff members and extend offers to qualified staff members who bring the required skills and capabilities.
Job Boards	Initially, HP Corporate also posts to Americas Jobs Bank, which provides access to veterans and unemployed candidates. We also recruit through the leading posting sites such as Monster.com, Dice, and Career Builder for targeted positions.
Career Fairs	We use local career fairs as another method of external recruiting. Several weeks before a career fair, the sponsoring organization, HP, and other employers advertise the event to a targeted professional audience. At these fairs, we establish a booth where external recruiters talk to job seekers. Recruiters describe the type of openings available and gather contact information on potential job applicants.
Global Resumes System	We comply with local and national regulations for retaining required documentation on interviewees for a minimum of two years. Our global resumes system accomplishes the following: <ul style="list-style-type: none"><li>• Allows recruiters to locate external job applicants who have submitted a resume to HP within the past two years</li><li>• Retains an electronic record of these recently submitted resumes so that recruiters can perform a search on qualified people with whom they would not otherwise come into contact</li><li>• Enables us to access a database of qualified candidates to fill vacant positions and staff new positions</li></ul>

Channel	Method
	resulting from change order requirements
Agencies	As part of our comprehensive search for qualified individuals, we look to established employment agencies for referrals of available candidates. When needed, agencies are particularly useful in finding staff members for various types of employment. HP has stringent requirements for such agencies to meet the criteria to be on our preferred vendor list. Agencies on this list understand the high standards that we set for the people they refer to us, so that our agency personnel are qualified to serve our customers. Candidates from agencies are subject to the same background investigation process as other potential HP employees.
Advertising	To achieve comprehensive communication, particularly in a local market, leaders work through the Recruiting team to achieve appropriate design, placement, and maximum reach, including newspaper, radio, or other public media.
Campus relations consulting	The Recruiting team provides guidance to administrative organizations and senior executive organizations to enable these units to build relationships and recruit from colleges and universities.
Candidate search	HPES recruiters have access to our applicant database, which contains the profiles of candidates who have submitted resumes. The recruiter will forward select resumes to the hiring manager, who will be responsible for the interview process. HPES' West Virginia leaders also can conduct this same level of candidate search on their own.
Employee referral processing	HPES welcomes employee referrals as a valuable source for our hiring efforts. We have an automated referral process for employee referrals to encourage this resource.

### ***Screening Applicants***

When we find job candidates to fill our open positions, we request that applicants complete an employment form. Formal applications enable us to evaluate skills, experience, career goals, employers, and references consistently between applicants. Applicants can complete their applications online using HP Job Searcher and their information routes to the appropriate recruiter. After receiving the formal applications, our recruiters conduct a telephone screening to choose the candidates whose background and skills best match the job requirements.

Additionally, our recruiters describe the job profiles in detail to candidates, determining if a candidate is interested in the position. When the recruiter deems that a sufficient match exists between a candidate and the job profile submitted by the manager, the recruiter sets up an interview appointment with the HPES manager, who also verifies that senior members of the team are available to participate in a team interview. The recruiter then forwards the candidate's formal application and resume to the manager for review before the interview.

### ***Interviewing Candidates***

We hold open dialogue with our candidates to share and receive a true understanding of one another's expectations. An HPES manager matches the candidate's behaviors, skills, and career goals to the requirements and expectations of the job position. As appropriate for specified jobs, this manager also evaluates skills and work samples from candidates to determine if the applicant can truly contribute to the team and determine the potential level of that contribution. We train our managers in and apply the principles of behavioral interviewing to better analyze the skills needed for successful job performance. By asking for examples of behavior in relevant situations, the manager obtains real examples of past behavior, which the manager can use to predict future behavior. Additionally, the manager can rate the candidate's performance on past actions instead of on feelings or intuition.

### ***Making an Offer***

Promptly after the candidate's interview, the HPES manager calls the candidate to communicate the team feedback. We value timely communication and understand the urgency of recruiting outstanding employees. The HPES manager extends job offers to candidates who qualify for the job and are a match for the company. However, managers always specify that the job offer is contingent on the candidate fulfilling pre-employment required paperwork and background investigation requirements.

### ***Performing Background Investigation***

Our hiring methods include a comprehensive process that promotes the hiring of honest, responsible employees. To support the ongoing security of our customers' information, we mandate background investigations for prospective employees.

Additionally, HP's corporate background investigation unit verifies that applicants have furnished us with true information on their formal applications and resumes. After we receive the results of the background investigation, employees can sign an offer letter for employment with HP.

### ***Performing Job Acclimation***

An important feature of our hiring method is the new employee orientation process, which occurs after the employee starts work. The onboarding occurs in three steps:

- Know your company
- Know your business
- Know your role

The HP Onboarding Center provides access to a new employee orientation course that employees can access online or taken in person, in some locations. Additionally, there are various 30-minute tutorials for corporate tools and other professional skills topics. This allows individuals to learn about HP's philosophies and culture. We also assign mentors to new employees to provide workplace orientation and enhance on-the-job training.

### **Firing**

Performance management is a key part of the company's overall approach in driving a high-performance culture. A key element of performance management is acting quickly and responsibly to improve performance. Firing may be the result of performance management, but HPES strives to prevent this outcome through hiring the best candidate for any given job, training, and when necessary coaching and mentoring. Providing good performance starts with the hiring process. Our West Virginia account team will hire the best matches between job candidates with the roles, responsibilities, and skills identified for each position in our response to requirement 2. We then provide the necessary training and tools for consistent, excellent performance. However, when needed, HPES brings an established process for moving quickly to act on performance issues.

While many performance issues can be resolved through feedback and coaching, especially when addressed in early stages, in some cases managers may need to communicate formally the need for immediate, significant, and sustained improvement where an employee's performance is unacceptable. In those cases, HP uses its Corrective Action Policy to resolve unacceptable performance, ideally through immediate, significant, and sustained improvement in the employee's performance. In cases where the employee fails to demonstrate sustained improvement, we may terminate his or her employment. In these cases, we take every action to preserve the employee's dignity. The leader's focus is on sustaining the level of quality service to the customer, without a break in services provided by the terminated employee. Others on the team will assume that person's workload until a replacement is assigned and trained.

### **Employee Relocation—Help With Becoming West Virginia's Newest Residents**

Through HP's relocation services, we will move project personnel to West Virginia to support the on-site requirements for key and other personnel. HP invests in international and domestic relocation to support business strategies where global mobility is a critical component of our success. HP's goal is to deliver competitive and high-quality relocation support to verify that our relocating and mobile work force is productive in their new assignments as quickly and effortlessly as possible. With the support provided by HP's professional relocation services, project staff members have more time to focus on project activities—especially critical in the start-up stages—that require their complete attention.

### **Staff Training, Initial and Ongoing**

In this section, we will describe the HPES plans for staff training—initial and ongoing—for the West Virginia Medicaid account personnel. Using the following approaches, we will transfer system and business knowledge, project management methodologies and processes, and project status to new staff members and for incumbent staff members transitioning between project roles or phases.

#### ***Training—DDI to Operations***

The key to successful training is identifying what information needs to be transferred and to whom. HPES staff members play a key role in the DDI Phase work of the WV-iC MMIS project and will transfer the knowledge learned during implementation into their daily operational job roles. We incorporate new hires and incumbent staff hires into this DDI work and training. This “on-the-job” training is a prime learning opportunity and an invaluable resource to learning the system, the program, and, most importantly, our customers—BMS, members, and providers.

During the project initiation, HPES will deliver detailed technical training to staff members on the new MMIS and COTS products. This training will be specific to the proposed technical architecture, configuration management, requirements



management, content management, workflow management, and HPES' project management methodology and processes. This will facilitate productive participation in the deliverable production and review process. Our staffing plan and organization charts reflect the early onboarding of staff members to help with the implementation of the WV-iC solution and verify that our team members are prepared to meet performance requirements on "Go Live" day.

### ***Training—Global HPES Culture***

Besides training developed specifically for our Medicaid contracts, our team benefits from the corporate culture at HP, which stresses ongoing training for employees as the best way to accomplish the following:

- Stay current on evolving approaches
- Stay current in evolving technology
- Learn each aspect of your job

With this corporate culture focused on continual development, constantly growing and expanding each employee's understanding, it has been necessary to develop and implement learning techniques that suit the needs and availability of busy employees. This training comprises mandatory annual training for more than 300,000 employees. Additionally, HP trains more than 150,000 customers and allies annually in technology and process training. Both Forrester and trainingindustry.com have recognized HP as a leader in providing IT training.

### ***Training 24 x 7***

The technology of training has taken full advantage of the benefits of online, Internet, web-based life. For West Virginia, we are proposing the most current approaches for training, using Virtual Rooms (VRs), standardized classes on the web, and virtual instructor-led classes. We have created tools and processes for providing a rich user experience in a blended learning framework. This technology allows information access 24 x 7. We base our proposed training strategy on this flexible technology:

- Take training when needed, as needed. The training fits the individual's schedule.
- Take training from the user's desktop. Travel to a training location is no longer necessary.

Our user training will offer the following highlights:

- Hands-on instruction about the system (including a detailed review of the topic-specific MITA business areas such as member management or provider management) and West Virginia Medicaid business processes (including project management methodologies and project status)
- Allows users to become familiar with the functional area pages and panels associated with the topic-specific business process
- Concentrated hands-on experience in the specific business processes related to the user's work role

When training ends, participants can relate topics discussed and practiced in the session to real-life situations experienced in production. Learners will train using a PC that meets minimum system requirements in an environment that genuinely emulates the production environment, using realistic health information data without compromising actual protected health information. The training environment will play a major part in acclimating learners to the new system. Hands-on practice using real-life scenarios, examples, and practical exercises will help alleviate much of the stress that system transitions can generate.

### **Staff Performance Monitoring**

Leaders monitor staff performance through corporate systems and through techniques developed for the specialized requirements of the work performed for healthcare and Medicaid customers.

### **Corporate Systems**

HP has a performance management framework designed to elevate performance of individuals by connecting their work to the overall company strategy and rewarding them commensurate with their relative contributions. HP managers strive for an environment where employees can openly discuss their performance, progress, and development. Open and frequent communication between managers and employees occurs regularly and includes setting job objectives as they relate to the business objectives and an assessment of progress versus objectives. The four parts of HP performance management framework are as follows:

- **Monitoring and feedback**—A combination of checkpoints throughout the year measures progress against objectives and ongoing feedback. Feedback, besides being part of performance management, also contributes to people development.



- **Goal setting and cascading**—Individuals and their managers jointly set objectives and metrics for the performance period and agree on what support and tools they need to meet those objectives. Objectives are set to align with the business needs and to help develop the individual.
- **Assessing performance**—In an annual formal performance review, individuals and their managers discuss their accomplishments and create or adjust performance plans for the upcoming year. While the manager is responsible for assessing performance, feedback to drive that assessment may come from customers, other managers, and peers.
- **Rewarding and recognizing performance**—Managers differentiate performance according to a five-level rating scale. This differentiation drives ongoing rewards and recognition from base pay to variable pay to ad hoc recognition.

### ***HP Performance System: Key Steps***

Performance management is ongoing and part of the overall talent management process. This simple framework is connected to HP's business and work force planning, talent management, and career and professional development processes. Together with strong leadership and an innovative culture, HP's performance management approach contributes to a talented and engaged team that consistently meets performance requirements for accuracy and timeliness.

### ***Medicaid-Specific Techniques***

The managers and supervisors will monitor the work performed in their department. The following list identifies the most common monitoring or quality assurance techniques:

- Batched paper claims are manually sampled to confirm claims have been sorted, validated, and batched appropriately.
- Randomly selected imaged claims are compared to source documents, and alignment is verified to make sure data is accurately captured.
- Entered data is compared to original claim to verify data is accurately captured.
- Electronic billing activity and claim counts are closely monitored to verify that they were processed and accounted for.
- Random claim resolution transactions are verified.
- HIPAA coordinator periodically checks that employees are wearing badges.
- HIPAA coordinator periodically performs desktop checks for ZixMail.
- HIPAA coordinator continues training of new staff members and refresher training for tenured staff members.
- HIPAA coordinator periodically and randomly checks that staff members lock desktops when not physically in use.
- Random samplings of adjudicated claims, exceeding specific dollar amounts by claim type, are reviewed. Variance limits are based on BMS policy.
- Financial transactions and duties or activities are properly segregated and verified by a separate individual from the originator and approver.
- We use random recorded calls and correspondence to validate that providers and members receive accurate and appropriate information or direction.
- Notifications regarding unscheduled downtime and scheduled maintenance are evaluated to confirm occurrences do not exceed customer thresholds.
- Provider evaluations of on-site visits, seminars, and training are monitored.
- Closed provider issues are reviewed to confirm appropriate research and resolution.

### ***Succession Planning, Staff Backup, and Staff Replacement***

The staffing plan recognizes that positions will become available and we need to act to fill them. From more than four decades of staffing Medicaid projects, we have developed a standardized approach to filling vacancies in the staff. This section describes our approach to succession planning, staff replacement, and staff backups.

#### ***Succession Planning and Staff Backups***

Succession planning recognizes that key staff members may leave the project because of retirement, promotion, or for career advancement opportunities. We will identify, for each key position, a backup who is available to replace the person. We will

establish these backups after finalizing the account team at the project site in Charleston. For planned staff replacement vacancies—for example, retirements and promotions—we will prepare the backup to take over full responsibility with BMS' approval. For sudden vacancies, the backup will immediately take over and, pending BMS' approval, continue in the position.

Succession planning is not typically required for clerical positions. However, to verify that we will continue to meet our SLAs, our staffing plan with our capability model provides for rapid replacement of clerical positions. We will use backups and cross-training to fill these positions until or if a permanent replacement is required. Through cross-training, we train several members of the staff to perform various functions outside the person's standard assignment. More than one person on the account can perform each function because account personnel are cross-trained on different functions.

HPES' best practice of cross-training our staff provides the following:

- **Flexibility**—Staff members can be shifted when needed to support periodic peaks because of this extended training on multiple job functions.
- **Full coverage**—Job functions are always performed because trained staff members are available.
- **Job satisfaction**—Mastering multiple job functions and skills provides our employees with variety, challenge, and possibilities for career progression.

The drug rebate report analyst position is an excellent example of how cross-training works, and its benefits. The drug rebate report analyst is one of the five reporting positions on the account. This person will handle the drug report requests and work with the pharmacy group. The drug rebate report analyst will mainly be dedicated to the pharmacy department (including the drug rebate function) because most requests for drug-related reports will come from that department.

We provide the five reporting analysts comprehensive BusinessObjects training to allow them to cross-train and gain real expertise in the tool. If two FTEs work for a month—for example, during a CMS drug rebate audit—the five report analysts can assist in providing the reports. In other months that are not busy drug rebate months (in between quarters), the drug rebate report analyst can work on other reports. Although the drug rebate report analyst will work almost exclusively with the drug rebate group, his or her cross-training provides greater coverage and flexibility.

### **Staff Replacement**

Staff turnover and replacement is a reality in every project. Life circumstances, career change and growth, and occasionally performance issues result in open positions that we need to fill with qualified and capable replacements. As soon as a leader is aware of a replacement need, we take action to engage our corporate resources. We immediately employ our internal and external recruiting methods to identify candidates, as described earlier in this section. Additionally, we will pay special attention to the incumbent staff members who possess valuable experience and will be a valuable part of the HPES team. Specific to technical resources, we will identify knowledgeable and skilled technicians. By carefully monitoring the work plan schedule, we can initiate these recruiting and hiring processes in adequate time to have our employees trained and ready to begin their work at the appropriate time. Additionally, while we take pride in our high employee retention rates, natural attrition is part of everyday business. HPES will apply the same proven, effective recruitment and hiring practices to address attrition through the course of the project.

### **Procedures for Obtaining Additional Staffing Support**

We discuss our procedures and approaches for obtaining additional staffing support in the previous Hiring and Succession Planning sections. Besides the procedures described previously, MMIS Account Manager Lonna Peterson has access to additional Medicaid project staff members to assist in periods of unexpected increases in volumes. For example, HPES is the fiscal agent in Pennsylvania, North Carolina, Georgia, and Arkansas. It is possible for these accounts to provide assistance on short notice and with rapid training on West Virginia's specific procedures.

### **Process for Transitioning Essential Knowledge to BMS' Technical Staff (Req. 7)**

To promote the long-term success of the program, HPES will define and implement a knowledge transfer program. We will transfer knowledge to BMS' technical staff members through formal and informal methods. The formal methods involve Virtual Rooms, standardized classes on the web, and virtual instructor-led classes. Informally, training will be done using the elbow-to-elbow method at BMS' location and include BMS' involvement in the DDI work, which proves to be an invaluable source of knowledge and experience with the WV-iC MMIS. This will be supplemented by information on the web portal consisting of manuals and "How To?" lists by subject.

## Key Staff Resumes

Per RFP requirement 4.1, we have excluded this item from this section. We include this material in the “Key Staff Resumes” subtab in the “Excluded Proposal Sections” tab. Per Addendum 1, we include the following RFP-mandated letters of intent for selected key staff members on the following pages.



**This section is redacted per HPES' Statement of Confidentiality.**

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