
ORAL INTERVIEW SCORING
November 1-4, 2022
RFP #2223-808
ACES M&O

Vendor Name: Deloitte

Evaluator Number: WE1

General Guidelines:

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The Oral Evaluation is comprised of two parts: a 90-minute bidder presentation of answers to 6 questions, provided to bidders in advance, and 30 minutes of open questions by the evaluation panel.

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The 6 Oral Evaluation Questions are:

1. Describe your experience relating to taking over an M&O effort of an analogous size/complexity. What steps will you take to ensure a successful knowledge transfer occurs from the incumbent vendor? How will you up-train the new staff?
2. Do you intend to hire or retain existing staff? Are there targeted positions/people that you would try to recruit? Would you make those determinations during the transition period? Would you be open to requests/recommendations from DSHS management during this process?
3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?
4. Explain your approach to establishing relationships and collaboration within the M&O services?
5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.
6. How do you measure success and areas of opportunity?

Oral Evaluator General Notes:

Deloitte tailored a blueprint for taking over M&O projects.

Question 1. 2 of the projects are very similar to this ACES turnover. Project manager has experience with 4 IE project transitions. Compared Arkansas' transition with that of ACES. Transition plan acts as a guide book for each week's activities for KT. The incumbent vendor stopped participating in the transition 1 month into the project. Incumbent did return after 6 weeks but Deloitte team jumped in during that time and they were able to complete the transition on time.

Example from Maine. They just successfully passed the 1 year anniversary. Worked closely with the Arkansas team to leverage successes. Benefitted from a structured turnover plan. They did tailor the process for Maine specific processes. Able to pull from a large pool of staff who are trained on IE systems.

Example from Virginia. Peroton team has a standard process for supporting transitions for the technical upgrade



Thorough process document for hiring and train up new staff. Deloitte U has a IE boot camp. They have a deep bench of IE practitioners.

Question 2. Yes, they plan to retain existing staff. Yes to all questions. The goal is to have SME's in all of the IE areas. Gave examples of team members who were with ACES in the past. A staffing plan will be created during the transition. The staffing plan will be approved by DSHS

Question 3. Goal is to minimize disruption to the system they are taking over. Development of an M&O plan that is reviewed and approved by DSHS and the production readiness check list.

- Stabilization period- defined with DSHS
- Release management and planning – defined towards the end of the transition period
- Governance- work with DSHS to make governance recommendations
- Establishing baseline metrics- understand the current baselines allows them to understand how they are performing and clients are not being negatively impacted

- Long term planning- planning the pathway forward. It's never too early to plan for the future

Question 4. Systems integrator Deloitte Peraton is the leader in infrastructure. The team will be seamless as 1 team. They like to establish great partnerships that last. They collaborate with interface partners. They have deep relations with interfacing partners today across the nation. Establish a coordination group to pair up team members with DSHS staff to communicate with all interface partners. Leave their organization badges behind and work as a single team. Begin to get to know each by acknowledging similar pasts.

Question 5. Acknowledged the clients ACES/DSHS are serving. Need to maintain that service delivery. No interruption to services. ACES is the nucleus of the ecosystem. Gave example of making no changes due to open enrollment. Also, cannot make changes that would impact HCA. Prioritize and understand what impacts are made to the whole ecosystem if modifications are made. Collaborate and make informed decisions about impacts to coalition agencies. Peraton gave examples of improving throughput for batch jobs for major projects.

Question 6. Are we operating efficient as a team. Are there any program impacts to clients. It's imperative that DSHS is meeting program requirements. They always monitor numbers to proactively identify disturbing trends.

Additional questions:

1. Are dedicating a team for this project and will not share staff across other projects. Teams are constructed with resources with specific IE experience. In some cases they bring in fresh faces to bring in a different perspective.
2. Open communication and collaboration. Make sure we are always in synch. Communicating freely, good and bad. Need to work through things together. During transition, DSHS bring in oversight and make sure incumbent is participating. Lead the collaboration environment. They can reverse engineer if the incumbent does not participate. MO- biggest thing is the relationship. DSHS needs to be transparent. If they don't like something tell them. They won't be successful unless we are successful.
3. They have a vendor relationship management team. Participate with the vendors in lunch and learns and stay on top of their updates. Strong alliances with the vendors. Have experience in working with a lot of vendors in other states.

Oral Evaluator Scoring: Set Questions

Question 1. Describe your experience relating to taking over an M&O effort of an analogous size/complexity. What steps will you take to ensure a successful knowledge transfer occurs from the incumbent vendor? How will you up-train the new staff?

Comments

I gave this response an exceptional score because I felt the projects Deloitte gave as examples were on par with the ACES M&O replacement. They did a good job describing the success of those projects and how they train staff.

Points Awarded 31 out of 35

Question 2. Do you intend to hire or retain existing staff? Are there targeted positions/people that you would try to recruit? Would you make those determinations during the transition period? Would you be open to requests/recommendations from DSHS management during this process?

Comments

I gave an exceptional score because they did a great job acknowledging DSHS will be part of the recruiting process and plan to create a staffing plan to be approved by DSHS.

Awarded 22 out of 25

Question 3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?

Comments

I gave an exceptional score for this response because they did a good job describing their plan and breaking down the different periods of the project.

Points Awarded 31 out of 35

Question 4. Explain your approach to establishing relationships and collaboration within the M&O services?

Comments

I gave an exceptional score for this response because I like their answers around collaborating with DSHS and all the HHS partners.

Points Awarded 31 out of 35

Question 5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.

Comments

I gave an exceptional score for this response because I think they did a good job acknowledging how changes to ACES need to be analyzed to determine impacts to HHS partners.

Points Awarded 31 out of 35

Question 6. How do you measure success and areas of opportunity?

Comments

This was also a very good response, especially measuring the efficiency of the team.

Points Awarded 31 out of 35

Oral Evaluator Scoring: Set Q&A

Questions Asked:

1. If you were awarded multiple contracts by the State, how would you allocate resources between the contracts? Would the contracts be sourced separately or are you planning on pooling resources between the awarded contracts?
2. What do you need from DSHS to ensure successful and efficient ACES M&O services under the new contract?
3. How do you manage partnerships with MS Azure and AWS?

Comments

The responses to the above questions question were also very good. Sounds like they really want to create a partnership with good/open lines of communications.

Points Awarded 40 out of 50

ORAL INTERVIEW SCORING
November 1-4, 2022
RFP #2223-808
ACES M&O

Vendor Name: Deloitte

Evaluator Number: Evaluator #2

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The 6 Oral Evaluation Questions are:

1. Describe your experience relating to taking over an M&O effort of an analogous size/complexity. What steps will you take to ensure a successful knowledge transfer occurs from the incumbent vendor? How will you up-train the new staff?

NOTES: J Waller: 25 yrs experience. Executive overseeing the delivery of all aspects of this work. Maintains 26 state eligibility systems either implemented or taken over. Have a blueprint and develop it based on needs. 26 states eligibility systems/managed nationwide and 18 States transition into M&O. Paraton has experience and works with Deloitte. 3 states demonstrated that have the same size/complexity as WA. AR, Maine and VA in the infrastructures they maintain.

Arkansas: 10 yrs experience on M&O complex, 130+ systems (including integrated eligibility system for Ma/SNAP/TANF), Transition in 2017 – 2018 100 staff, 4 months. Same team that decommissions will support the M&O

ME: 12 yrs experience: Integrated eligibility system for MA/SNAP/TANf, Transition in 2021 40 staff, 3 months. Utilized the same blueprint as AR but customized it to meet unique needs. Looked to Deloitte to get more information based on their experience. Built in time for Q&A for a successful transition.

VA 1,036 MIPS, 4 LPARS, 14TB DASD, 175TB VTL – transition from a mainframe to in the cloud. Supports 11,000 active mainframe users, multiple critical state systems, DMV, payroll and Child support Enforcement.

Knowledge Transfer – plan, sessions, documentation shadowing/revers shadowing, readiness checklists.

Uptraining New Staff – seasoned team, significant expertise in eligibility and infrastructure, shadowing existing staff, retain most critical staff, reverse shadowing. Owns a boot camp curriculum.

2. Do you intend to hire or retain existing staff? Are there targeted positions/people that you would try to recruit? Would you make those determinations during the transition period? Would you be open to requests/recommendations from DSHS management during this process?

NOTES: Answered Yes to all the questions and expanded on the ‘Targeted areas’. Continuity and retention of existing staff, staff team members with aces experience, ex

3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?

NOTES: M&O Plan, Production Readiness Checklist and ‘yes’ decision on the go/no-go meeting as primary goals to minimize disruption to services. EVD for Transition and operations – stabilization – how it works for us, release management – define the strategy, cadence on what this looks like, provide a plan that should be approved prior to the transition period, governance – work with leadership as we begin to establish the structure through the transition and through the M&O process and

beyond, measuring how we are doing – identify baseline data to continue to monitor to make regular assessments and future state – long term planning and innovations.

4. Explain your approach to establishing relationships and collaboration within the M&O services?

Application develop and test team – Jane Mathias – Establishing relationship – committed to bring a holistic experience. Parraton – we operate as one team is what we have done for a long time. Establish a coordination group to pair up w/ DSHS. Define a communication matrix – roles/responsibilities for open communications. Aces 13+ years (Jacob John)

5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.

We bring direct experience and understanding of the State’s HHS Ecosystem. Rakesh has been involved for 5 yrs. NO disruption to service delivery, HHS Coalition, balancing program and modernization priorities, innovations and optimizations. Timeline 3.5 yrs from now based on the current timeline. We need to make some changes to service your clients better – developing a roadmap. Deloitte Community of practice of states – federal mandates we get first hand knowledge, it’s an opportunity to leverage the other states and WA will be a part of the community of practice.

Provided information on how they improved the services and the volume they are accustomed to dealing with. Looks at it from a holistic approach because of the complexity but it shouldn’t stop moving forward w/ innovation.

6. How do you measure success and areas of opportunity?

Pillars of Success – meeting primary goal of the system, efficient technology and infrastructure operations to support business goals, delivering on-time, high-quality tech updates....provides programmatic success – delivery of accurate and timely benefits based on program policy, meeting key measures for each program, adhering to programmatic reporting requirements. Delivery of success – quality of delivery, providing continuous, high quality service to benefit recipients and system users and implementation of ACES updates on-time and budget.

On-site virtual staff – Maine

Oral Evaluator General Notes:

Oral Evaluator Scoring: Set Questions

Question 1. Describe your experience relating to taking over an M&O effort of an analogous size/complexity. What steps will you take to ensure a successful knowledge transfer occurs from the incumbent vendor? How will you up-train the new staff?

Comments

Points Awarded 34 out of 35

Question 2. Do you intend to hire or retain existing staff? Are there targeted positions/people that you would try to recruit? Would you make those determinations during the transition period? Would you be open to requests/recommendations from DSHS management during this process?

Comments

Points Awarded 20 out of 25

Question 3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?

Comments

Points Awarded _____30____ out of 35

Question 4. Explain your approach to establishing relationships and collaboration within the M&O services?

Comments

Points Awarded _____30____ out of 35

Question 5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.

Comments

Points Awarded _____33____ out of 35

Question 6. How do you measure success and areas of opportunity?

Comments

Points Awarded 34 out of 35

Oral Evaluator Scoring: Set Q&A

Questions Asked:

1. If you were awarded multiple contracts by the State, how would you allocate resources between the contracts? Would the contracts be sourced separately or are you planning on pooling resources between the awarded contracts?
2. What do you need from DSHS to ensure successful and efficient ACES M&O services under the new contract?
3. How do you manage partnerships with MS Azure and AWS?

If you were awarded multiple contracts by the state, how would you allocate resources between the contracts? Would the contracts be sourced separately or are you planning on pooling resources between the awarded contracts? Deloitte plans on resources this and not contracting out unless it is something that is needed. We might augment the current Deloitte team. Bring in people that know the program.

What do you need from DSHS to ensure successful and efficient ACES M& O Services under the new contract? When we hit challenges that we have established relationships with SME for expertise and or governance. Being able to coordinate together to do advance planning if we use your resources and ours for a successful transition. Want to have transparency and welcome feedback. This will make us both successful. No sharing of resources between contracts.

How do you manage partnerships with MS Azure and AWS? Have a vendor management team. We have established relationships w/ these vendors that have both of these. Strong alliances with these vendors.

Comments

Points Awarded 45 out of 50

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Vendor Name: Deloitte

Evaluator Number: 3

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3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?
4. Explain your approach to establishing relationships and collaboration within the M&O services?
5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.
6. How do you measure success and areas of opportunity?

Oral Evaluator General Notes:

Well rehearsed, clear, and directly answered the questions.

Oral Evaluator Scoring: Set Questions

Question 1. Describe your experience relating to taking over an M&O effort of an analogous size/complexity. What steps will you take to ensure a successful knowledge transfer occurs from the incumbent vendor? How will you up-train the new staff?

Comments

26 Eligibility systems, 18 transitions to M&O

Arkansas example – seems very relevant job shadowing & reverse, rebadge staff

Main example –

Virginia – Very similar to ours

Specific points for knowledge transfer (5 steps) and up-training (5 steps), RACI matrix,

Points Awarded 35 out of 35

Question 2. Do you intend to hire or retain existing staff? Are there targeted positions/people that you would try to recruit? Would you make those determinations during the transition period? Would you be open to requests/recommendations from DSHS management during this process?

Comments

Yes to all. Solid answer

Points Awarded 20 out of 25

Question 3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?

Comments

Minimize disruptions. Significant event. Transition (stabilization, release management, governance, measurement, future state.) M&O plan, Production readiness checklist, Go/No-Go Meeting.

Points Awarded 35 out of 35

Question 4. Explain your approach to establishing relationships and collaboration within the M&O services?

Comments

HHS stakeholder discussion

DSHS staff relationship discussion

Discussion of working with Software and Product vendors

Points Awarded 35 out of 35

Question 5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.

Comments

Experience & understanding – no disruption to service delivery, HHS coalition, balancing program and modernization priorities, innovations and optimizations.

Focus on end customers as well as DSHS staff

Solid understanding and clear approach

Reduce labor through automation, etc

12 million batch jobs annually

1billion+ medicare claims annually

8 million file transfers annually

40% improvement to CMS's nightly batch processing

Points Awarded 35 out of 35

Question 6. How do you measure success and areas of opportunity?

Comments

Pillars of success Primary goal of the system being met? Efficient operations?

Delivering on-time high-quality tech updates

Programmatic success (accurate & timely benefits, key measures for each program, programmatic reporting requirements) --- Delivery success (quality, service, updates on time & budget)

Focus on track record of transitions

Points Awarded 35 out of 35

Oral Evaluator Scoring: Set Q&A

Questions Asked:

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2. What do you need from DSHS to ensure successful and efficient ACES M&O services under the new contract?
3. How do you manage partnerships with MS Azure and AWS?

Comments

#1 - dedicated team, with potential augmentation

#2 – Open communication, Oversight of relationship with incumbent vendor

#3 – Vendor relationship management team, try to partner with them in day to day activities, alliances with most major vendors – Health Benefit Exchange example. Need to maintain good relationships with the various vendors because of multiple contracts in multiple states.

Points Awarded 50 out of 50

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ACES M&O

Vendor Name: Deloitte

Evaluator Number: 4

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Oral Evaluator Scoring: Set Questions

Question 1. Describe your experience relating to taking over an M&O effort of an analogous size/complexity. What steps will you take to ensure a successful knowledge transfer occurs from the incumbent vendor? How will you up-train the new staff?

Comments _discussed the various states they have taken over the M&O effort and the complexity of these projects. Explained their process for knowledge transfer as in they explained the bullet points on their presentation in detail. Same with the detailed answer on how they would up-train the staff at various levels – New to Seasoned. Maine & Arkansas examples. RACI matrix. Very well explained. * minimize disruption.

Points Awarded ___35___ out of 35

Question 2. Do you intend to hire or retain existing staff? Are there targeted positions/people that you would try to recruit? Would you make those determinations during the transition period? Would you be open to requests/recommendations from DSHS management during this process?

Comments YES was the answer but then explained each in detail. __highlighted they are willing to collaborate on staffing recommendations.

Points Awarded ___25___ out of 25

Question 3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?

Comments _Laid out plan with primary goals...start to finish then went through each of the goals point by point.

Points Awarded ___35___ out of 35

Question 4. Explain your approach to establishing relationships and collaboration within the M&O services?

Comments

Discussed their detailed plan on how to establish a relationship – HHS stakeholders, DSHS staff, Software and product vendors.

Points Awarded ___30___ out of 35

Question 5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.

Comments Highlighted experience in doing this for other states and their understanding of the HHS ecosystem. No disruption. Balancing program and modernization priorities.

Points Awarded ___35___ out of 35

Question 6. How do you measure success and areas of opportunity?

Comments _outlined their pillars of success and discussed programmatic success and delivery success.

Points Awarded ___35___ out of 35

Oral Evaluator Scoring: Set Q&A

Questions Asked:

1. If you were awarded multiple contracts by the State, how would you allocate resources between the contracts? Would the contracts be sourced separately or are you planning on pooling resources between the awarded contracts? *Dedicated team, do not intend to share or pull them off for other projects. Could potentially bring someone in to augment as needed when they are a SME.*

2. What do you need from DSHS to ensure successful and efficient ACES M&O services under the new contract? *Oversight for the transition phase and an established relationship with transparency for the M&O, or they have to reverse engineer as discussed with the WY example.*

3. How do you manage partnerships with MS Azure and AWS? *Have established relationships with Azure for HBE. Lunch and learns, continued interactions. Do not share services 20%-80% is not a model they like.*

Comments

Points Awarded 50 out of 50

ORAL INTERVIEW SCORING
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RFP #2223-808
ACES M&O

Vendor Name: Deloitte

Evaluator Number: WE5

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6. How do you measure success and areas of opportunity?

Oral Evaluator General Notes:

Overarching observation is Deloitte was very well prepared for orals. They had examples from other states representing all of the required work, made clear their solution – both technology and people side, how it meets the requirements, and a strong mix of skills and experience to support a transition. Relayed clearly how they would partner with DSHS and coalition and build relationships.

Rakesh – familiar with WA. Current lead. State, local, and higher ed. HHS. IEE projects in CA, WY, NV. Medicaid, TANF, SNAP – overall HHS umbrella. IEE, M&O, ACES experience.

Jay Waller serving state govt HHS work FL and AK. Exec overseeing all aspects of work. This is what we do. 26 of state elig systems. Either impl or taken over all of these systems.

Oral Evaluator Scoring: Set Questions

Question 1. Describe your experience relating to taking over an M&O effort of an analogous size/complexity. What steps will you take to ensure a successful knowledge transfer occurs from the incumbent vendor? How will you up-train the new staff?

Comments

Jay - Developed a blueprint and plan brought to each engagement and tailored to specific needs. 26 elig, 18 M&O. 2 scope, size, complexity and one with similar infra AR, ME, VA.

Kim – AR.130 systems. 130+ systems + decomp of legacy system. Like ACES. On Mainframe. IMS and DB2 DB. 1. Well crafted and planned transition. And provided to AR for review and approval.2. M&O svcs managed and performed, exp with planning transition to the week. User process deep dives. Job shadowing and reverse job shadowing. 3. Best laid plans...1 month in incumbent stopped participating. Continued with plans and met with AR staff who had extensive experience. Accessed system to review code. Incumbent came in after 6 weeks. 4. Continuity. Team doing transition will also do M&O. Able to rebadge incumbent staff where possible.

Jackie – ME. AKA ACES from prior vendor to Deloitte. 1st year of M&O. Salesforce selfservice portal implementation. Continue to collaborate on extensive road mapping and transition plan. What worked well, challenges, BP from AR to ME. Used a similar format to AR, but tailored where needed to accommodate ME needs. SMEs to advise on risks highlight by state or Deloitte. ME completed in a virtual env – independent review, built in a lot of time for Q&A sessions to assure understanding in transition to M&O.

Bob – Peraton. VA. Mainframe expert. VA transitioned to MAAS model and other transformation to reduce tech debt. 100% successful on the first go on 18? implementations. Transition and upgrades.

Jay-Planning. Lessons learned for each transition. Draft plan during negotiations and submit to state for approval 6 weeks before start. 1. Know role-RACI. Reviewed with state and incumbent for buy-in. 2.& 3. Knowledge transfer sessions. Review, clarify. 4. Job shadowing. 5. Up to date production readiness checklist. Constantly reviewed and updated. 6. Training new team. Onboarding doc that helps new team into env. Rebadge, new, from Deloitte. IEE bootcamp

curriculum. All people attend as they enter Deloitte. New -deep bench understanding elig and infra partner has deep understanding on technology side.

Points Awarded 35 out of 35

Question 2. Do you intend to hire or retain existing staff? Are there targeted positions/people that you would try to recruit? Would you make those determinations during the transition period? Would you be open to requests/recommendations from DSHS management during this process?

Comments

Yes to all.

Targeted areas piece. Intake, data collect, eligibility process/rules, benefit insurance, correspondence, badging. Goal SMEs based on our recs in all areas. Some people already have on team. ACES experienced staff. Very clear on how this will handle. Work to make sure we hire or rebadge as we move along during transition phase. Staffing plan produced during transition in partnership with DSHS, discuss, make sure community is heard.

Points Awarded 25 out of 25

Question 3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?

Comments

Jay – starting M&O. Goal – minimize disruption to functions of sys taking over. Part of transition. Plethora of activities – M&O plan review and approved by DSHS prior to start of M&O. Checklist, Go-no go partnership.

Jackie – transition and ops slide. Expected period of stabilization. Release plan rev and app. Relationships. Baseline metrics – programmatic and system. Confirm current. Monitor. Regular assessments. Planning ahead. 1. Experience doing this exact transition and M&O and 2. Constant collaboration to assure what doing aligns with WA way.

Points Awarded 35 out of 35

Question 4. Explain your approach to establishing relationships and collaboration within the M&O services?

Comments

Jane – PM first hand experience working with several fed and state agencies in IEE and M&O space. HHS ecosystem SH. Holistic, one team experience. Sys integrator – lead, mgmt., testing, IE, policy knowledge. Peraton – infra technology leadership. Will operate as one team. Est strong relationships – key to long term success. Takes time to build, but will focus on this from Day 1. Understand how relationships map to one another. Transparency, collab, no surprises...all SH equally informed. Examples. IRS, SSA, CMS. Collab with interfacing partners – going to be key for success. Comm plan and matrix – roles with each throughout. Collab with every interfacing agency to meet biz needs.

Jacob – build and est relationships. Leave Deloitte badges behind – work as a single team. Getting to know each other on day 1. Formal informal interactions.

Bob – est relation with sw vendors. L/t strong vendor relationships to engagements. Weekly touchpoints with key vendor partners. Ease of leveraging throughout project. Ex – propose and imp a new zip engine approach. Work with vendors to provide trainings for staff development.

Jane – culture of collab, flexibility and transparency = trust.

Points Awarded 35 out of 35

Question 5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.

Comments

Rakesh – acct leader 5 years in WA seen evolution including HHS coalition. Focus first on DSHS. Understand who are clients actually serving and who is

...serving them. Stability, no disruption. ACES is nucleus sharing info with agencies (with examples). OE – cannot make changes in ACES. Have to make sure things are stable. HCA changes or assuring HCA is ready to consume changes. Understand up and downstream impacts of work. Work in partnership within ecosystem. Referenced changes known and unknown. What does DSHS want to do and how does it impact coalition. Help make informed decisions. ID oppty for innovations and optimization. Roadmap strategy. Coalition timeline and strat...platform, 3.5 years from now. Cannot wait...roadmap is incredibly important. CoP @ Deloitte involve IEEE teams from diff states. Want WA to be a part of that. Fed mandate, prog changes – firsthand know, lessons learned, risks and mitigations. Hear and share with others in the same space. Cannot focus just on app design or M&O. Look at infra – what is complexity we need to be thinking about?

Nikhil – ACES experience. Modernize and improve. CA. State exchange. Similar complexity. SH not getting reqs addressed soon enough. Continuous backlog. In CA, how things can b changed and improved and keep lights on.

Bob- Understand ACES M&O complexity. Similar size and complexity contracts. CMS in VA, 100s clients and vendor partners. SH involvement in entire process. 5. Accomplishments. 1. Reduce labor needed per . 2. Responsible for success in 12M batch jobs annually 99/9% 3. 1B medicare claims annually. 4. Auto of 8M file transfers annually to 35 partners. 5. 40% impr to CMS nightly batch processing.

Points Awarded 35 out of 35

Question 6. How do you measure success and areas of opportunity?

Comments

Jackie – 1. Meeting primary goal of system. 2. Tech and infra op eff enough 3. Operating eff as a team. Def of success evolves with project – priorities, tech advances, define. Program and delivery success metrics detailed.

Closing – getting what we need out of current? No matter who (incumbent or new), there will be transition phase. Decompose while bringing on new – risky to have a partner who has never done this. Right team to take on this task. Safely, methodically to assure delivery. Leading vendor in this space, hands on

experience in it all. Innovations, blueprint for impactful changes, able to respond to changes, eff and auto, very excited.

Points Awarded 35 out of 35

Oral Evaluator Scoring: Set Q&A

Questions Asked:

1. If you were awarded multiple contracts by the State, how would you allocate resources between the contracts? Would the contracts be sourced separately or are you planning on pooling resources between the awarded contracts?
2. What do you need from DSHS to ensure successful and efficient ACES M&O services under the new contract?
3. How do you manage partnerships with MS Azure and AWS?

Comments

1. Dedicating team to this contract. Don't intend to share staff across. Staff fully for state of WA. Bench to draw from if needed. In some cases, bring in fresh perspectives to help inform work. May not be tagged perm to project. Primary focus is bring in people who know program to staff the project. HBE and ACES sharing? Not be any sharing between the two. Fully deployed on the projects. There could be people who move from HBE completely depending on skill sets and technology. Do not get into a situation where its 20% here, 40% there.

Forsee any conflicts of interest? With other contracts within WA. No.

2. Need open comm and collab. Make sure we are always in sync and on same page how approaching. Comm freely – good and bad, challenges. Times where we need SME from staff – something we don't like to spring on you...coordinating together advanced planning. 1. Transition. 2. M&O. during transition, bring in overall oversight to make sure incumbent interacting and sharing knowledge. Deloitte, Incumbent, DSHS. Back-up plan if they do not participate as collab team, can look at code and reverse engineer to mitigate. For M&O, most critical is relationship and transparency. Just tell us. Will take responsibility. Not going to be successful unless DSHS successful. Be transparent with me and work with me.

3. Vendor relationship management team. Have established relationships, lunch and learns, classes, stay on top of enhancements as much as we can. Alliances with top vendors in the industry. We have projects with different vendors that includes Azure (HBE) and AWS. Not everyone wants the same thing. Need to be

lock step with client and vendor. Experience working with in other states. Have Deloitte account lead who has that relationship/alliance partnership with vendor and can quickly work to address issues. AR first state approved by CMS with solution running in AWS cloud. AWS - over 1000 practitioners certified. Can often leverage folks in other states.

Points Awarded 50 out of 50

ORAL INTERVIEW SCORING
November 1-4, 2022
RFP #2223-808
ACES M&O

Vendor Name: Deloitte

Evaluator Number: 6

General Guidelines:

- Please score each vendor's response without reference to the scores for other vendors. Each score should reflect your score only based on the Vendor's response in each competency area.
- Please note all scores and comments in the allotted sections. If you change a score, initial the change.
- Please include comments that will assist the vendor in understanding why the response did not get full points. Positive comments are also welcome.
- You may discuss the proposals among the evaluation team after the interviews, but each evaluator should score independently. **We do not use consensus scoring.**
- Do not downgrade a proposal because it did not address something outside of the competency areas being judged.

The Oral Evaluation is comprised of two parts: a 90-minute bidder presentation of answers to 6 questions, provided to bidders in advance, and 30 minutes of open questions by the evaluation panel.

The total oral presentation from the candidate is worth 250 points. Panel or Set Questions will be scored as follows: Question 1 will be worth 35pts, Question 2 will be worth 25pts, Questions 3-6 will be worth 35 pts. The second pre-set questions will be worth 50pts.

If you have questions, please direct them to Nicole Kahle, Solicitation Coordinator, phone 360-664-6050. All evaluations must be returned and reviewed by the Solicitation Coordinator at the end of the evaluation.

The 6 Oral Evaluation Questions are:

1. Describe your experience relating to taking over an M&O effort of an analogous size/complexity. What steps will you take to ensure a successful knowledge transfer occurs from the incumbent vendor? How will you up-train the new staff?
2. Do you intend to hire or retain existing staff? Are there targeted positions/people that you would try to recruit? Would you make those determinations during the transition period? Would you be open to requests/recommendations from DSHS management during this process?
3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?
4. Explain your approach to establishing relationships and collaboration within the M&O services?
5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.
6. How do you measure success and areas of opportunity?

Oral Evaluator General Notes:

Rakesh Duttagupta (lead) – 20yrs, HHS, CA

Delvin Huffman

Jackie Steiner

Jane Mathias

Nikhil Dharmadhikari

Rajendra Ganapathy

Bob Genera

Jay Waller – Dev people and tech, FL, AK, overarching account executive

Travis Larson

Kim Roach

Rakesh Agarwal

Jacob John

<SUMMARY>

- More of a risk to stay with incumbent than to keep incumbent
- Q posed: Are we happy with how ACES is managed today?
- Incumbent does not have comparable experience to manage/execute decomposition and transition from legacy to IE modernization
- Our proposed team has hands-on experience in M&O and IE
- Know how to dev and present blueprints for meaningful enhancements

Introduced: Delvin (Security), Raj (ADM), Travis (Infra architect), Rakesh (App architect)

Oral Evaluator Scoring: Set Questions

Question 1. Describe your experience relating to taking over an M&O effort of an analogous size/complexity. What steps will you take to ensure a successful knowledge transfer occurs from the incumbent vendor? How will you up-train the new staff?

Comments

- (3) example comparable illustrations, states demonstrating track record of success in IE
- Robust tech and infra, paired with teaming partner Peraton
- AK (Kim) – transition mgt – decomposition –
 - 130+ sys, MA/SNAP/TANF, 2017-18, ~100 staff, 4 month transition
 - Comprehensive plan presented which serves as a guidebook of week over week activities, set expectations, job shadowing, challenged with difficult incumbent for 6 weeks, knowledge transfer sessions, code reviews on their own, went live on time, transition team is also the M&O team
- ME (Jackie) – 12yrs, IE for MA/SNAP/TANF, transition mgr, 2021 w/ ~40 staff, 3 month transition, led implementation of self service portal with like ACES sys
 - Extensive roadmap exercise at start, best practices for transition, guidance of structured and proven transition plan, learned customer expectations and tailored processes, brought in SMEs to advise on where state highlighted as a risk, amplified talent pool for enhancements during transition, performed in a complete virtual environment, documentation in code, built into ample QA sessions throughout transition
- VA (Bob) – Peraton MF and software services, vast experience in migration and infra support,
- 1063 MIPS, 4 LPARS, 14TB DASD
- , 175GB VTL
- Multiple live tests were conducted to test data integrity and sys performance
- 100% first time success rate, best practices leverages, change mgt and controls, priority mgt to set expectations
- Comprehensive transition plan
- Knowledge Transition sessions, conceptualizations captured and explained
- RACI matrixed
- Review of documentation (operational, procedures, run books and other relevant)
- Shadowing / Reverse shadowing
- Readiness checklist for go/no-go meeting, readiness (continually updated/communicated)
- Thorough project onboarding document to ensure appropriate assimilation
- Seasoned team
- Significant expertise in IE and infra
- Shadowing on existing incumbent staff
- Retainment of critical staff

- New practitioners sent to Deloitte U to deepen bench
- Bidder response was comprehensive and satisfactory

Points Awarded: 35 out of 35

Question 2. Do you intend to hire or retain existing staff? Are there targeted positions/people that you would try to recruit? Would you make those determinations during the transition period? Would you be open to requests/recommendations from DSHS management during this process?

Comments

- Absolutely will intend to hire/retain existing staff, it's a key factor in our transition approach
 - Yes to targeted - strategy is to staff team members with ACES experience for every functional component
 - Yes to transition period
 - Yes to being open to requests and recommendations
 - We (DSHS) have the insight so it is important to learn from DSHS and extremely valuable to them, they want to be open and willing to discuss DSHS recommendations
 - Staffing Plan outputs are informed by these aforementioned discussions. Plan must be reviewed and approved by customer.
- Bidders response was satisfactory

Points Awarded: 25 out of 25

Question 3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?

Comments

- Primary goal: no disruption of services, continuity of service
- Approved M&O plan prior to start of transition
- Completed Production Readiness Checklist
- "Yes" decision on go/no-go meeting
- Focus on fully-staffed readiness
- Thought process: stabilization, Release mgt (review backlog, review cadence, present suggested M&O release plan), Governance (regularly scheduled, make recommendations for M&O transition and through ongoing lifecycle), define key stakeholders for inclusion, establish baseline metrics and measuring KPIs, performance management, future state assessment (long term planning for future enhancements and innovations with pathways); setup for growth and in constant collaborations to ensure alignment

- Bidders response was satisfactory; how would you have captured and managed requirements, coming in from the outside?

Points Awarded: 33 out of 35

Question 4. Explain your approach to establishing relationships and collaboration within the M&O services?

Comments

- Jane (ADM, dev, testing) – interfaces mgt in IE with experience in state and fed
- HHS coalition stakeholders – singular experience presented to DSHS
 - Project leadership/management, policy knowledge, MF infra expertise,
 - Operate as one team in partnership and have demonstrated proven one face
 - Dev trust relationship for productive long term relationship
 - Important to understand relationship mapping to ensure clear
 - Transparency, collaboration, information and ‘no surprises’
 - Experience in interface partner engagements, already have established and deep relations with many
 - Coordination group between vendor DSHS and partner coordination; defined comm matrix with roles, responsibilities throughout project lifecycle – understand biz needs to deliver results
 - DSHS Staff (Jacob) – leave badges behind and work as a single team in terms of responsibilities and accountability; getting to know each other and counterparts; pairing of complimentary resources; informal/formal interactions and build positive and trust based relationships; gain deep understand of work necessary; collaboration means timely info/notifications; gain trust; define functional and non-func requirements; work with state teams to understand expectation on a regular cadence; deliverable walkthroughs, test handover, working relationships are rooted in delivery success that they will produce
 - Bob, Peraton – brings long terms and strong relations with customers, highlighted array of complimentary vendor relationships, capacity planning phases, proposed and implemented new innovation to increase operational efficiency and automation, supported staff development
 - Created culture of collab and flexibility, puts customers interests first, facilitates trust building in relationships which support successfully deliveries
- Bidders response is satisfactory; what is leaderships approach in facilitating and cultivating relationships built on trust, camaraderie and longevity (both internal to Deloitte) and with client and partners

Points Awarded: 33 out of 35

Question 5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.

Comments

Rakesh -

- Maintain existing services and commitments to clients; No disruption to service delivery
 - HHS Coalition – ACES is nucleus for all surrounding partners, any changes have ramifications, be conscious of critical activities like open enrollment, need to understand big picture operations, need to prioritize activities while being mindful of other activities in overall operations to manage priorities, impacts, risk and make informed decisions
 - During transition, tagging different items which can be optimized, process improvements, or inclusion of applicable innovations, continuously build on the application
 - Balancing program and modernization priorities
 - Innovations and optimizations
 - Improvement/innovative changes must iteratively occur in time (3.5 yrs) leading up to transition to IE
 - Inclusion of WA into their Community of Practice, emphasis on new or planned programs in the roadmap; also look at it from an infra perspective, too
 - Application (Nikhil) – past ACES experience, worked with CA customer since 2020, stakeholders were not getting their needs addressed swiftly enough and backlog accumulated; from CA exp, improved code quality without disrupting existing sys (.....) not getting application in CA to translate to WA....
 - Infrastructure (Bob) – Many similar and comparable contracts experience, in VA, Peraton works with hundreds of clients and partners, ACES support team is accomplished in like areas: reduce labor needed by automation and best practices, 12M batch jobs annually with minimal errors, responsible for success of automation and execution of 8M file transfers, 40% improvement of CMS nightly processing, capacity planning, monitoring, upgrade triggers, automated corrective detections and actions
 - Summary: common, we do not want to disrupt services and service delivery quality; changes will still be needed, need to look at it holistically in terms of entire ecosystem impact, bring in innovations, making changes, and making frequent releases
- Bidders response is satisfactory; was listening for more awareness and understanding of complexities of M&O services like the nuances of having to deal with a legacy environment and the potential constraints that might have on other activities/projects/objectives/etc that need to be carefully analyzed and managed

Points Awarded: 32 out of 35

Question 6. How do you measure success and areas of opportunity?

Comments

Jackie

- Examined from 3 key angles:
 - Meeting the primary goal of the system to provide timely/accurate benefits
 - Efficient technology and infra operations to support biz goals
 - Delivering on-time, high quality tech updates
 - Programmatic success: Delivery of timely and accurate benefits based on program policy, meeting key measures for each program, adhere to program reporting requirements
 - Proactively identify, where possible, returning issues for remediation, monitor SLA and KPIs, proactive tactical improvements, provide continuous improvements (from backlog and enhancements)
 - Delivery success: Quality of delivery; providing continuous high-quality service to benefit recipients and sys users; implementation of ACES on-time and within budget
 - All the while being mindful on parallel IE decomposition plan
- Bidders response was satisfactory; how will you measure overall customer satisfaction levels, sore spots, temperature (real or perceived, subjective or not)?

Points Awarded: 33 out of 35

Oral Evaluator Scoring: Set Q&A

Questions Asked:

1. If you were awarded multiple contracts by the State, how would you allocate resources between the contracts? Would the contracts be sourced separately or are you planning on pooling resources between the awarded contracts? (17)

A:

- For this contract, we have a dedicated a team to this contract and will not share staff to be pooled, caveat there might be shared delivery for services; Verticals are included for SME / expertise resources to support specific program deliveries; We bring in fresh perspectives to review opportunities for technical efficiencies
- Bidder response is satisfactory (17)

2. What do you need from DSHS to ensure successful and efficient ACES M&O services under the new contract?

A:

- Open comm and collaboration; ensure always in sync on same page, comm freely the good and bad, work through issues, est relationships, coordinate together for advanced planning
- Transition phase: ensure incumbent is engaged with Deloitte, lead the 3-way engagement; if inclusion of Deloitte is limited with incumbent, Deloitte is experience in reviewing code
- Regular M&O: transparency is key so if there is something we are not satisfies with, tell us (Deloitte); need critical feedback on what we the customer needs from them
- Bidders response is mostly satisfactory (13)

3. How do you manage partnerships with MS Azure and AWS? (16)

A:

- Bob (Peraton): vendor relationship mgt team on contracts, establish relationships with all various vendors, engaged with their lunch and learns, understand as much as we can, keep trucking along.
- Rakesh: we have projects with different vendors on AWS and Azure; have migrated to Azure in WA; have strong alliances with vendors; experience with working with vendors in other states; a lead is established to lead relationships with MS and similar alliance partners
- AK is the first state approved by CMS to be cloud native; they leverage cross-team knowledge to support their respective accounts
- Did not get a deep sense of how partnerships are actually managed, was more surface level (12)

Points Awarded: 42 out of 50

ORAL INTERVIEW SCORING
November 1-4, 2022
RFP #2223-808
ACES M&O

Vendor Name: Deloitte

Evaluator Number: WE7

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Oral Evaluator Scoring: Set Questions

Question 1. Describe your experience relating to taking over an M&O effort of an analogous size/complexity. What steps will you take to ensure a successful knowledge transfer occurs from the incumbent vendor? How will you up-train the new staff?

Comments

3 illustrations – introduce key people that will be on our team and have track record of taking over eligibility systems

Not just eligibility systems, but also robust infrastructure

Introduced Peraton – will handle the infrastructure

2 examples will be states

1 example to cover infrastructure in a different state

Jay worked with Kim on taking over in another state

Kim Roach – proposed legacy manager

Have transitioned 4 states

Was part of the take over for Arkansas as well as decomposition

Arkansas – like ACES – both on Mainframe with IMS and DB2

Well crafted transition – planned for a 4 month timeframe

Provided plan to Arkansas for review/approval.

Understand that there will be a lot of work for the transition plan.

Plan created sequential order to tactically learn and assess the system

1 month into transition – incumbent stopped participating. Continued with knowledge transition plan. Still met with people. Gained access to system. Did code reviews. Incumbent returned to the table. Were able to complete the transition.

Transition team will do the M&O work.

Jacqui Steiner – app development and maintenance manager

12 years experience IE&E for multiple states

Managed the transition of ACES in Maine

Provides Medicaid, SNAP, and TANF

Also integrated Salesforce with that contract.

Prior to beginning – worked with Arkansas to get lessons learned and best practices

Using their plan, could use what worked well for Arkansas.

Were able to draw from large pool of talent within Deloitte.

Completed the transition in completely remote environment (this time last year)

Required them digging in to documentation on their own.

Bob Genera – Peraton – mainframe experience
35 years experience with mainframe exp?
Took over Virginia’s mainframe and transitioned to MFaaS
Supports over 11,000 active users
Used transition/transformation methodology
Ensured connectivity was not disrupted.
All data transitioned
Have executed mainframe process 26(?) times.

Will submit plan within a few weeks.
To be successful – everyone needs to know their role. Use a RACI matrix for their team and state staff.
Will schedule knowledge transfer.
Info deep dives, etc.
Keep detailed meeting minutes to be referred to in future.
Will debrief and share with other members of team
Team explaining things reaffirms the knowledge as they explain it.
Will ask for all system related documentation
Will review documentation in detail
Will do job shadowing of incumbent team
Do shadowing and reverse shadowing to make sure they are doing it correctly
Keep checklist

Their experienced team will also train new staff
Deloitte has Integrated Eligibility bootcamp

Response was thorough. Provided 3 clear examples, related to this contract.
Process was easy to understand. Process is clear and thorough. Exhibits clear experience with this type of effort, both for IE M&O as well as mainframe transition. Addressed issue where the incumbent wouldn’t come to the table for transition activities.

Points Awarded ____35____ out of 35

Question 2. Do you intend to hire or retain existing staff? Are there targeted positions/people that you would try to recruit? Would you make those determinations during the transition period? Would you be open to requests/recommendations from DSHS management during this process?

Comments

Yes, would try to retain staff.

Yes – targeted areas – very common components

Intake, data collection, eligibility processing, benefit issuance, client correspondence, batch processing

Want SMEs in all those areas

Elig Service – already have Raj Ganapathy

Have Jacob John – elig

Nikhil – with Deloitte

Rajesh – app arch

That is not all - they will work with us

Yes –

Yes – of course – you have the insight on who you would want to keep

Will do that during the transition phase

Staffing plan is part of the transition plan

There will be a time to listen to our recommendations

DSHS will have control/approval of the staffing plan

Response answered each question specifically. This is part of their transition plan. DSHS to approve the transition/staffing plan.

Points Awarded _____25____ out of 25

Question 3. Describe your approach to starting the M&O work. What does entering this new contract/entering the arena look like from the get-go?

Comments

Jay and Jackie

Goal in all transitions they have completed and this transition – minimize disruption

Entering new contract can be a significant event for everyone involved

Will have Approved M&O plan prior to beginning work

Completed production readiness checklist

Yes – decision on the go/no-go meeting

Understand that with transition, there will be ongoing activities happening

1 – Stabilization – there is an expected period of stabilization with a vendor takeover

Will work with us on changes that we need to be implementing during that time

2 – Release management – determine strategy toward end of transition –review backlog

– put forward an M&O plan to be reviewed

3 – Governance – will learn existing governance processes. Will make recommendations for changes to the governance processes.

Identify topics to be covered

Identify stakeholders/people to be included

4 – establish baseline metrics – measure how we are doing –

Make regular assessments on health of system

Confirm recipients are not being negatively impacted

5 – Future state – develop roadmap for future transitions

Define pathway forward for future planning

Addressed that as they transition, there will also be ongoing activities happening. Will need stabilization period, but understand some changes will have to be supported. Like the work on determining strategy on release management. Putting together a plan. Regular metrics. Developing roadmap for the future transitions/future pathway.

Points Awarded 35 out of 35

Question 4. Explain your approach to establishing relationships and collaboration within the M&O services?

Comments

Jane Mathias – PM for test

Jacob John

Bob Genera

No difference between Deloitte and Peraton for us as far as working with them
Key to longterm success – develop relationships with HHS Ecosystem Stakeholders
Will work closely with us to understand team composition and understand stakeholders and relationships

Will create clear communication channels – transparency, collaboration,

Keep all stakeholders equally informed

Have worked with other agencies on PHE unwind, COLA, etc.

Have worked with SSA, IRS, other interface partners

How they will collaborate with interface partners – key for successfully delivering services

Have deep relations with many partners as they already represent other states with those partners

Will establish coordination group to with state staff to define roles/responsibilities

Will collaborate with interface partners to meet business needs and deliver results

Will be eligibility lead – with ACES over 13 years – led elig team over 6 years

Honored to be back working with the team

With Deloitte – leave the Deloitte badge at the door – work as a single team

First – will get to know each other.

Day one – pair DSHS resources with Deloitte team members

Through formal and informal interactions – develop relationships

Collaboration – to deliver changes times

Strengthen trust, collaboration

Would partner with the BA team

Would work with the test team – provide technical assistance

Able to accomplish through status meetings, deliverable walkthroughs

Trustworthy interactions

Bob Genera – Peraton brings long term strong vendor partnerships

Retain weekly meetings with other vendors – IBM, and others

Will leverage relationships

CMS infrastructure – able to increase batch processing

Jane – In this together

Support your evolving needs

Facilitates trust, that build relationships

Like that they already have relationships with interface partners (like SSA). Can leverage those. Like that they would work with the state on establishing roles/responsibilities on communications. Historically, state is responsible for communication with outside agencies, but incumbent definitely has relationships and communicates in certain situations. Like the part about pairing state staff with vendor staff. Both formal and informal interactions to develop relationships.

Points Awarded 35 out of 35

Question 5. Describe how DSHS and the broader ecosystem will be viewed, and your awareness of the complexities associated with the M&O services.

Comments

Rakesh – account leader

HHS ecosystem –

DSHS and it's staff is responsible for delivery of services

First priority – no disruption of service delivery (emphasized)

HHS Coalition – ACES is nucleus of the ecosystem

Any change in ACES can impact other systems

Can't make changes in ACES during open enrollment

Change for HCA – there are changes in ACES and in HCA – new data elements, different data elements Need to understand the upstream/downstream impacts of changes within ACES to other systems

Federal mandates – leg changes – can't stop those changes – will collaborate, look at the impact, make informed decisions

Balancing program and modernization priorities

Innovations and optimizations – look at innovations, keep note, when transition is done, look at the roadmap, and then discuss what changes/innovations could be made

Coalition – roadmap – 3.5 years from now – can we really wait and not do anything now? Or do we have to make changes now? Need to make changes. Need to plan out the roadmap.

Deloitte has Community of Practice – has Integrated Eligibility CoP among other states. They use the CoP, to address changes coming from the Feds. Share information and provide lessons learned.

Nikhil – system analyst
Was with ACES 10 year
Shares desire to modernize ACES
Has been with Deloitte – working with California – complex like ACES
When Deloitte took over, was able to improve quality
Aware of the complexity of ACES
Aware of how to make improvements

Bob Genera – Peraton
Leverage approach on dozens of similar systems
At CMS and Virginia, - prioritization, meeting needs
1 – have reduced labor needed by 80%
2 – responsible for over 12 million batch jobs annually
3 – successfully process over 1 billion medicare claims
4 – successful over 8 million file transfers annually
5 – 40% improvement in CMS batch processing

Do not want to disrupt services or service delivery quality
Doesn't stop them from making changes
Integrated Elig systems are complex
Have to have holistic look – this is no different than any other state
Should not stop us from bringing innovations or making changes

Response demonstrated their understanding of ACES and the complexity of the system. Demonstrated knowledge of the general E&E arena and M&O services. Like that they bring information to the states on things they are hearing from the feds. Like the Community of Practice – information sharing across states.

Points Awarded 35 out of 35

Question 6. How do you measure success and areas of opportunity?

Comments

Jackie Steiner

Look at three pillars of success

Meeting primary goal of system to provide timely accurate benefits

Efficient technology and infrastructure operations to support business goals

Delivering on time, high quality tech updates

Program success

- Delivery of accurate and timely benefits
- Meeting key measures for each program (error rate)
- Adhering to programmatic reporting requirements

Deliver success

- Quality of delivery – on time and on budget
- Providing continuous high-quality service to benefit recipients and system users, implementing from backlog, or enhancements they bring
- Implementation of ACES updates on-time and budget,

Jay – general closeout –

Are we satisfied with how ACES has been maintained

Believe it is risky to have a partner that hasn't decomposed a system before

Will work safely and methodically to reduce ACES to support the new platform

Leading vendor in IE space

Have experience in these transitions

Delivin Huffman – security lead

Raj Ganapathy –

Travis Larson – Infrastructure architect with Peraton

23 years state/governmental support, integrated eligibility,

Rakesh Agarwal – 6 years ACES – MAGI/Medicaid – 8 years with Deloitte

Approach to onsite and virtual staff

Jackie – in Maine – with that transition – were able to use Teams, zoom, - solved by being more hands on. Approached more as a back and forth rather than “over the shoulder”.

Rakesh – likes to be in person – walk the hall, have a cup of coffee – have factored in staff being on site with us

Liked the three pillars and additional information around program and delivery success.

Points Awarded ___35___ out of 35

Oral Evaluator Scoring: Set Q&A

Questions Asked:

1. If you were awarded multiple contracts by the State, how would you allocate resources between the contracts? Would the contracts be sourced separately or are you planning on pooling resources between the awarded contracts?
2. What do you need from DSHS to ensure successful and efficient ACES M&O services under the new contract?
3. How do you manage partnerships with MS Azure and AWS?

Comments

1 – For this contract – dedicating a team to this contract. No intent to share staff. Have some cases, may have shared delivery for infrastructure. Plan to full staff. Deloitte – given state/local education
Have staff with industry expertise – resources will have some shape or form of IE
In the project, M&O need to bring an additional team – that team will be resourced with people who have IE experience
Sometimes bring fresh perspectives – bring fresh eyes –

Follow up question about HBE/ACES

Have HBE contract

HBE decisions are being made for HBE

No sharing of resources between HBE and ACES. However, some staff could completely move to ACES. Don't have shared resources.

Foresee any of the other services provided having any conflict of interest with ACES?

None, other than one mentioned on Azure.

Felt this answer was clear. No shared resources. May transfer from one project to another (HBE to ACES).

2 – Need open communication and collaboration. Need to make sure always in sync and on the same page. Work through things together. May need SME from DSHS staff. Will coordinate together to do advanced planning. Plan and manage the time to be successful with the change, not detract from other work.
Need incumbent participation, as well as the state staff.

Felt this answer was clear. Glad they added that they need incumbent participation, in addition to the state staff.

3 – Bob – have a vendor relationship management team. Try to participate with vendors, lunch and learns, stay on top of enhancements. Keep trucking along. Rakesh – have projects with different vendors. With HBE, work with Azure. Have strong alliances with vendors. Different states will use different vendors, so have to keep up with them all. Deloitte has a lead that leads the relationship with AWS. If not happy with things going on, they are able to pick up the phone and call AWS and get things resolved. Have strong alliances. Arkansas was first state to be approved by CMS to run completely in AWS.

For AWS – have over 1000 practitioners certified. Can call buddies in other states, don't always have to call AWS.

Do have conflict of interest with Microsoft and Azure.

Bob's response was lacking. However Rakesh's information and example were helpful. Also, example from the other gentleman was also helpful where they can call people in other states to ask them how they're doing something.

Points Awarded 50 out of 50