13625 Technology Drive | Eden Prairie, MN 55344 | phone: (888) 445-8745 | fax: (952) 917-7878 | www.optum.com

Sent Via Email to: Jones, Kate <Kate.Jones@state.vt.us>

July 1, 2014

Attention: Ms. Kate Jones
Procurement Director
Department of Vermont Health Access (DVHA)
312 Hurricane Lane
Williston, VT 05495-2087

Re: FOIA Request dated 06/30/2014 regarding:
Optum Government Solutions, Inc.'s proposal for the Vermont Health Connect, Health Insurance Exchange (HIX) IT Evaluation and Remediation & Operations Support

Dear Ms. Jones:

We are in receipt of your email dated June 30, 2014 requesting Optum Government Solutions, Inc. ("Optum") to provide a redacted proposal along with justification for exempting the redacted information from release/disclosure pursuant to a FOIA request. In response to your request, Optum has attached the following documents to this letter:

- Table of Justifications
- Optum's Proposal dated May 19, 2014 (redacted copy)
- Proposed Optum VHC Project Staffing (redacted copy)
- Optum's Rate Table (redacted copy)

Pursuant to subdivision (c)(9) of Vermont Statute 1 V.S.A. § 317, "trade secrets" are exempt from disclosure. Vermont Statute 1 V.S.A. § 317(c)(9) reads as follows:

> "(9) trade secrets, including any formulae, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information which is not patented, which is known only to certain individuals within a commercial concern, and which gives its user or owner an opportunity to obtain business advantage over competitors who do not know it or use it, except that the disclosures required by 18 V.S.A. § 4632 shall not be included in this subdivision."

The attached Table of Justifications details how the redacted proposal information qualifies as exempt.

In conclusion, based on the definition of "trade secrets" in Vermont Statute 1 V.S.A. § 317(c)(9), Optum herein requests that the State of Vermont not disclose any of the redacted Proposal Sections enumerated in this response. Should you have questions regarding the justifications contained in this letter or require other assistance, please contact me.

Respectfully,

Kathlyn Wee

Kathlyn Wee
Senior Vice President
Optum Government Solutions
701 Pennsylvania Ave, NW Washington DC 20004
202-557-6727
Kathlyn.Wee@Optum.com

Table of Justifications

Redacted Proposal Reference	Justification
Optum Proposal dated May 19, 2014: page 7, paragraph 3, first sentence. Key personnel information has been redacted. Note: the file name of the above referenced document is: "Optum Response for VT HIX SOW_Redacted.pdf"	The redacted information constitutes a "compilation" of Optum Key personnel. Pursuant to Vermont Statute 1 V.S.A. § 317(c)(9) a "compilation" is a trade secret and is exempt from disclosure in response to a FOIA request. Optum has invested considerable expense and effort in the recruitment and development of personnel. Consequently, Optum exercises reasonable effort to protect compilations of its key personnel from disclosure and discloses such compilations only under an obligation of confidentiality. Disclosure would enable competitors to recruit Optum's key personnel resulting in a loss of Optum's competitive advantage. Optum would suffer financial harm if this information were disclosed to Optum's competitors.
Optum Proposal dated May 19, 2014: pages 17and 18. Customer personnel contact information including phone numbers and email addresses has been redacted. Note: the file name of the above referenced document is: "Optum Response for VT HIX SOW_Redacted.pdf"	The redacted information constitutes a "compilation" of sensitive customer information. Pursuant to Vermont Statute 1 V.S.A. § 317(c)(9) a "compilation" is a trade secret and is exempt from disclosure in response to a FOIA request. Optum has invested considerable expense and effort in the protection of sensitive customer information. Optum discloses such compilations only under an obligation of confidentiality. Disclosure would compromise the trust Optum has with its customers resulting in a loss of confidence that Optum can perform its contractually binding confidentiality obligations. Optum would suffer financial harm if this information were disclosed to Optum's competitors.
Optum Proposal dated May 19, 2014: pages 20 through 23. Staff resumes and bios have been redacted. Note: the file name of the above referenced document is: "Optum Response for VT HIX SOW_Redacted.pdf"	The redacted information constitutes a "compilation" of Optum personnel. Pursuant to Vermont Statute 1 V.S.A. § 317(c)(9) a "compilation" is a trade secret and is exempt from disclosure in response to a FOIA request. Optum has invested considerable expense and effort in the recruitment and development of personnel. Consequently, Optum exercises reasonable effort to protect compilations of its personnel from disclosure and discloses such compilations only under an obligation of confidentiality. Disclosure would enable competitors to recruit Optum's personnel resulting in a loss of Optum's competitive advantage. Optum would suffer financial harm if this information were disclosed to Optum's competitors.
Proposed Optum VHC Project Staffing: All content in this document has been redacted. Note: the file name of the above referenced document is: "Proposed Optum VT HIX Staff Grid FOIA_Redacted.pdf"	The redacted information constitutes a "compilation" of Optum personnel. Pursuant to Vermont Statute 1 V.S.A. § 317(c)(9) a "compilation" is a trade secret and is exempt from disclosure in response to a FOIA request. Optum has invested considerable expense and effort in the recruitment and development of personnel. Consequently, Optum exercises reasonable effort to protect compilations of its personnel from disclosure and discloses such compilations only under an obligation of confidentiality. Disclosure would enable competitors to recruit Optum's personnel resulting in a loss of Optum's competitive advantage. Optum would suffer financial harm if this information were disclosed to Optum's competitors.
Optum's Rate Table: Pages 1 through 3. All content in these three pages has been redacted. Note: the file name of the above referenced document is: "Optum Rate Card for VT HIX Response FOIA_Redacted.pdf"	The redacted information constitutes a "compilation" of Optum labor rates and financial information. Pursuant to Vermont Statute 1 V.S.A. § 317(c)(9) a "compilation" is a trade secret and is exempt from disclosure in response to a FOIA request. Optum exercises reasonable effort to protect compilations of its labor rates and financial information from disclosure and discloses such compilations only under an obligation of confidentiality. Disclosure would enable competitors to determine Optum's cost structure resulting in a loss of Optum's competitive advantage. Optum would suffer financial harm if this information were disclosed to Optum's competitors.

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May 19, 2014

Vermont Health Connect
Lindsey Tucker
Deputy Commissioner
Lindsey.Tucker@state.vt.us
802-879-5900

RE: Vermont Health Connect, Health Insurance Exchange (HIX)
IT Evaluation and Remediation & Operations Support

Dear Ms. Tucker:

Optum Government Solutions, Inc. ("Optum")[1] is pleased to submit this proposal for the Vermont Health Connect (VHC) Health Insurance Exchange (HIX) IT Evaluation and Remediation & Operations Support. We bring a unique ability to immediately assist VHC to evaluate, manage, and remediate the HIX project.

Optum brings specific HIX remediation experience through our work over the last several months with other states. We are familiar with the primary VHC vendors. Our team and their operational experience meet the range of challenges governments face implementing these complex projects. We will provide the capability, expertise and partnership that VHC is looking for – we are committed to a successful VHC operation and successful outcomes for the citizens of Vermont.

We look forward to the opportunity to work with the VHC team to provide Health Insurance Exchange (HIX) IT Evaluation and Remediation & Operations Support. Please find attached in the email submission both the Optum rate card along with the Proposed Budget. Kathlyn Wee, Senior VP, Optum Government Solutions, shall serve as your primary point of contact of this proposal.

Best regards,

Steve Larsen
Executive Vice President

[1] The legal name of the bidder is Optum Government Solutions, Inc. and has adopted the brand "Optum" as part of a leading health services business.

A Proposal for the

State of Vermont

Vermont Health Connect, Health Insurance Exchange (HIX)

IT Evaluation and Remediation & Operations Support

Date
May 19, 2014

Contact
Kathlyn Wee
Senior Vice President
Optum Government Solutions
701 Pennsylvania Ave, NW
Washington DC 20004
202-557-6727
Kathlyn.Wee@Optum.com

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1. Executive Summary

Provide a capability statement and qualifications; work for other state-based exchanges and federal exchange is particularly relevant.

Optum has a proven track record of delivering successful solutions to state and federal health insurance marketplaces. Whether it is information technology, operations, contact centers, program management or consulting, Optum brings extensive market knowledge, health care resources and experience to the range of challenges governments face implementing these complex projects. We provide a complete capability that Vermont Health Connect (VHC) is looking for in a partner and we are committed to successful VHC operations and outcomes.

Optum has had the opportunity to support both the Federal and State Exchanges. In October 2013, CMS named Optum as the General Contractor for HealthCare.gov, accountable to rapidly improve the site to enable people who needed coverage to enroll for insurance. Starting in January 2014, Optum was also asked by three States (Maryland, Massachusetts and Hawaii) to assist in addressing challenges they were experiencing with their exchanges. Lastly, we launched the Contact Center for HealthSourceRI in October 2013, enrolling 93,000 consumers in the State of Rhode Island.

In our work with HealthCare.gov and four State Exchanges, we are not simply a vendor – we are a strategic partner with senior Centers for Medicare and Medicaid Services CMS) and State leaders, bringing the management expertise to optimize resources to achieve their enrollment goals. Leaders in all four states have looked to us to not only manage and deploy our own IT and operations staff and technology, but to assist the State exchange in optimally using existing IT investments and workforce supporting the exchange often including State staff, staff from other IT and operations vendors, navigators and other stakeholders.

Working with State Exchanges for Improved Performance

For Maryland, Massachusetts and Hawaii, we conducted an assessment of their existing HIX IT solutions, provided IT support to enhance system performance and evaluated the States' options for the HIX solution for the 2015 open enrollment period. Importantly, two of these States share the same prime systems integrator contractor as Vermont. Through this state work, and our work with Healthcare.gov, we have gained a significant understanding of these system integrator vendor capabilities. In addition, through our work in Hawaii, and Massachusetts, we have gained an understanding of Vermont's key vendor providing the eligibility rules engine.

> "We now have a fabulous partnership with Optum."
>
> Sarah Iselin, March 17, 2014, Special Assistant to the Governor for MA Connector (Exchange) during press availabilities after Exchange Board Meetings

Our contributions in these state engagements include:

- Implemented an operations command center to monitor production stability 24/7
- Assumed the systems integrator role in Massachusetts and Maryland
- Completed long-term options assessment for all three states, resulting in very different recommendations based on each State's specific needs and existing HIX systems
- Implemented new release management and testing processes to improve system performance

In conjunction with the IT support, Optum concurrently deployed operations resources to address immediate barriers consumers faced in enrolling in the exchanges. We are providing contact center augmentation, eliminating backlogged applications and conducting outreach campaigns to increase exchange enrollment across these States. Within the past three months, we have accomplished the following outcomes for our State Exchange partners:

- In Massachusetts, we processed 72,000 paper applications in 30 days, eliminating a chronic backlog that had been a significant barrier for consumers to gain needed coverage. We implemented a data entry tool and staff training that reduced application processing time from 120 minutes per application to 27 minutes.
- For the Maryland Health Connection, we conducted outreach campaigns to consumers who experienced technical difficulties enrolling in the exchange, resulting in 8,000 troubled applications resolved.
- For the Hawaii Health Connector, Optum conducted outreach to consumers who were found ineligible for Medicaid, but who had not begun the enrollment process for a QHP, resulting in 1,324 consumers transitioned successfully into QHP coverage.

> "We went with them because of their successful experience with healthcare.gov. . . **they've been a great partner** in keeping our system moving forward, and thinking about the future."
>
> Sec. Joshua Sharfstein, the Maryland health secretary, in a telephone interview.

In our work with these three States, we are highly conscious of their need to leverage existing investments in the Exchange while making necessary changes to be successful in the 2015 open enrollment period. There are numerous examples where we have directed a collaborative effort with existing vendors and other stakeholders to resolve issues consumers were experiencing with the Exchange including:

- In Maryland and Massachusetts, we directed and coordinated efforts with existing IT vendors to improve HIX system performance
- In Maryland, we have designed a process to execute change in circumstance changes that leverages the Optum contact center, the exchange call center, navigators and the Exchange's existing CRM system. Optum is currently providing overall monitoring and reporting on progress eliminating backlogged change in circumstance requests.
- In Maryland, we coordinating effort among navigators, the exchange call center, Optum contact center resources, existing EDI subcontractors and the insurance carriers to oversee transmission of 834 files, including remediation of 834 errors. Since Optum has lead this process, over 25,000 accurate 834s have been successfully submitted to the carriers.
- In Massachusetts, we have established and facilitated processes to triage, research, route and assist in the closure of escalated cases across the Massachusetts Exchange systems. We have coordinated processes across multiple agencies and subcontractors to maximize efficiency and reduce administrative bottlenecks, streamlining reporting and reducing worker time commitments to escalated cases substantially.

In addition to our work supporting State Exchanges that encountered significant IT and operational challenges, we successfully launched full Contact Center operations for the State

of Rhode Island's exchange in October 2013. This engagement included the complete local hiring, staffing, training, and build out of new Contact Center facility in Providence, Rhode Island in 63 days. Our highly trained contact center specialists educate consumers on their health plan choices, walk them through the enrollment process and proactively engage with them after they select their health plan.

Rhode Island is also one of few States that successfully launched a Small Business Health Options Program (SHOP) exchange in late 2013. We have deep experience in operating contact centers for commercial health insurance plans, and developed strategies designed to support small business owners and brokers maximize use of HealthSourceRI. Since October 2013, Optum has supported 1,100 enrollments in small group policies through 175 small employers in Rhode Island.

Optum and HealthCare.gov

Optum Directs Improvements and Helps Increase Enrollments

In October 2013, Optum took responsibility for leading site improvements for HealthCare.gov. When failure was not an option, the government turned to Optum based on our unique experience in data and technology, management of large, complex projects and successful implementation of the federal Data Services Hub — a routing tool used to verify eligibility for selected plans and financial assistance. By December 1, 2013, HealthCare.gov was a stable and robust site and supported more than 1.8 million daily users.

Upon taking on the expanded role of general contractor and overseeing and evaluating work of a number of contractors including the primary contractor in Vermont, Optum immediately put in place a team of on-site technology and program management experts, prioritized a defined list of issues to be solved and established a rigorous management structure with real time, 24/7 decision making. As a result of this work, performed in collaboration with CMS, HealthCare.gov achieved substantially improved functionality, leading to improved customer experience and significant increases in online enrollments. Today, Optum continues to serve as senior advisor for future marketplace enhancements.

Broad-based Marketplace Support and Implementation Meeting a Multitude of Needs

Optum has the depth of resources and marketplace experience to provide a range of solutions, including IT assessments, operational support and project management. Our experience encompasses:

- Hardware/software assessments, data analysis and reporting, testing and release management
- Supplementing IT processes with project management and oversight, release management, and independent testing and validation
- Establishing a state-based operations center to monitor marketplace infrastructure
- Developing the strategy to facilitate reduction of backlogs (the system/operations are not currently able to perform COC processing)

With Optum, VHC has a partner that provides a complete end-to-end solution, and is committed to successful VHC operations in Vermont. We will bring insights and tools from our previous State Exchange remediation projects.

We understand that a successful exchange operation means providing individuals with health care coverage. We look forward to working with the VHC team to bring improvements to the consumer experience with the Exchange and supporting the broader Health Care transformation efforts in Vermont.

2. Work Streams

For each work stream, describe your proposed approach, timeline (assume a June 2 project start), key specific staff (including bios or resumes), volume of personnel resources, a rate card that is applicable to that workstream, and a budget approach for the SOW described above.

Describe how, in the spirit of reuse and cooperation, you will leverage the products of similar work done in other states, by you or by other vendors.

Describe where workstreams and other activities may proceed in parallel to shorten the overall project timeline and to maximize impact of the engagement.

The key staff proposed for both IT and the operations work streams have been key leaders on our engagements with Massachusetts, Maryland and Hawaii. Our team brings direct learnings and expertise gained in the support we have delivered to these clients. We have a framework and template for conducting and documenting findings from the assessment of the current HIX solution. Our familiarity with the Exeter OneGate solution from the evaluation conducted for the Hawaii Health Connector will accelerate the speed of our work for VHC.

We will draw any contact center staffing needed to address VHC application backlogs from our call center locations currently supporting Massachusetts, Maryland and Hawaii. This will allow the VHC to benefit from call center leadership team and agents who are already trained regarding needs of exchange consumers, and ACA eligibility requirements for QHPs and Medicaid. Our operations team has the specific expertise and tools gained from our work with other States to address two key areas of need for VHC:

- Change of circumstance: Our team has a very strong understanding of the detailed information on a consumers' income, household size, etc. to correctly re-determine an individual's eligibility for Medicaid or a QHP and then process that enrollment. There will be State-specific variation in the requirements, and the resources the State currently has dedicated to change of circumstance requests, but our existing processes will help accelerate defining the right remediation strategy for Vermont.
- Escalated cases: Again, although root causes generating escalated, complex consumer cases varies by state, we do have baseline processes to triage, research, route and facilitated closure for escalated cases. We have clear documentation for the scope of work and processes followed for a variety of escalated case types, including urgent medical need, life event changes, and suspended accounts/payment issues that can serve as a baseline for solutions for VHC.
- 834 Processing: Via our work for other State exchanges, we have clearly documented processes to generate 834 files manually when required and analyst and call center staff who are trained and expert in these processes. Documented processes include manual premium and APTC recalculations, and correct assembly of the consumer's full household to create an accurate 834. In Maryland, the Optum team has conducted intensive trainings for the Exchange Call Center and navigator entities to improve the quality of 834s these organizations produce. These processes and training tools can be leveraged to accelerate development of 834 process solutions for VHC.

We propose to begin the IT (Stream 1) and operations workstreams (Stream 2 &3) simultaneously to make as much forward progress on both fronts in a short time period. As

referenced in the response to the Project Scope, six sub-workstreams under the IT assessment will begin concurrently, followed by the effort for Stream 4.

Stream 1: IT Analysis and Revised Plan

Conduct a risk assessment & gap analysis of existing IT solution, with an emphasis on the HIX application(s), including production code as well as code currently under development (including but not limited to COC, renewals and small business).

- Leverage work previously done by the HIX and in other states to expedite the evaluation process and minimize the cost of the project.
- Analysis will include:
  - Code review
  - Transaction monitoring of production code, particularly related to premium payments
  - Review of system architecture, with a focus on the HIX application's adherence to the state's service oriented architecture (SOA) guidelines.
  - Review of Enterprise Architecture reports and assessments conducted on individual solution components and implementation statuses. (SOA, IAM, MDM, Siebel, OPA, Webcenter Content/Capture, OneGate, etc.)
  - Review of testing methodologies used by the current vendor(s) of the HIX application, and test results, including but not limited to unit testing, functional testing, regression testing and user acceptance testing (UAT)
  - Other activities, as suggested by the vendor and agreed to by the HIX.
  - Concrete, actionable recommendations for improvements, including prioritization suggestions and FTE and LOE estimates for remediation.
- Conduct an IT Maintenance and Operations Assessment
  - Review of current vendor's M&O Plan and capabilities with respect to supporting the current HIX deployment as well as future use of the platform by additional healthcare programs (IE, MMIS, etc.)
    - Evaluate capability to support additional development streams by other System Integration vendors without impacting the current HIX.
    - Evaluate current vendor implementation of ITIL-based operational processes including but not limited to change, release, configuration, incident, and escalation management.
    - Evaluate current vendor staffing levels / expertise and develop steady state M&O activities, roles, and responsibilities to ensure smooth operation of the HIX.

Through a multi-disciplined approach, Optum will partner with the VHC HIX team to conduct an on-site technology assessment of the HIX solution which encompasses three vendor solutions: CGI, Exeter, and Benaissance (unless specified differently within a track below). The assessment comprises six tracks of work:

1. Code review
2. Transaction monitoring
3. Architectural review
4. Quality assurance review
5. Review of the System Integrator's (SI) plan and capabilities for on-going Maintenance and Operations
6. Program management review

Common to all six tracks, Optum will first meet with the VHC team for one day to review existing assessments, studies, and program and system documentation related to the HIX solution. In addition, Optum will leverage and share relevant information gathered from previous reviews of the CGI solution and OneGate solution and partner with the State to refine the technology assessment approach.

Optum will supply a list of requested documentation in advance of the engagement kick-off that is necessary for a successful assessment result. Where documentation does not exist, Optum will conduct concentrated sessions with each vendor to obtain needed information and to use these sessions to assess the vendors' skillsets and capabilities to deliver to VHC's HIX needs. Optum has extensive experience with the existing solution providers. However, given the specific resources deployed by Vermont vendors, Optum will validate previous findings within the context of the Vermont engagement.

The engagement leadership, [redacted], will provide technical and project management oversight to the six tracks and will work with the track leads to consolidate the findings and recommended actions into an executive report, summarizing the findings and providing an overall prioritized action plan. This leadership team was directly engaged in IT support provided to our other State Exchange clients. The technology assessment assumes a 50 hour work week. Assuming availability of VHC and vendor personnel, all six tracks will run concurrently.

Summary Approach and Timing:

Code Review:

Optum will partner with VHC personnel to identify the key components that present the most vulnerabilities to determine assets requiring a code review (e.g., database queries) whether in-flight code or code in production. Optum will dedicate an application architect to lead the review of each selected code component for up to twenty hours per component, over a two-week duration. Focus will be placed on code structure and the use of industry standard coding practices to ensure integrity and optimal performance.

Optum will provide a written report of the code reviewed, results, and recommended improvements/actions.

The VHC team will want to ensure the vendor contracts permit a 3rd party to assess and conduct a code review for the three key solutions and to ensure that access to the code or a copy of the code is obtained prior to the June 2nd engagement start date.

Transaction Monitoring:

Following the model of transaction mapping that Optum has already completed on previous HIX engagements, we will create context diagrams that identify which system components are involved in specified transactions. An Optum system engineer will lead this effort over a two-week duration.

Optum will provide context diagram(s) covering in- scope business transactions, up to twelve transactions are assumed in this scope of work. The context diagrams will trace the transaction flow through each logical component. The report will identify opportunities for performance tuning and application efficiency.

To perform this work, Optum will require business transaction descriptions and a system component overview. Direct access to the applications for this monitoring will not be

required. Optum will require partnership with the following vendor or VHC personnel to step through the business transactions and observe/measure the interaction with the system components: System architect, application development leads, infrastructure operations lead, and individuals that have access to logs and can perform the transactions.

The process will involve recording the components used by the various user activities needed to fulfill the business transactions and questioning on how the system is handling the steps in the transactions.

Architectural Review:

Optum will review the current VHC system architecture, focusing on the HIX application's adherence to the VHC's service oriented architecture (SOA) guidelines and industry best practices. Optum will analyze and review individual solution components (Oracle SOA Suite, Webcenter Content/Capture, Exeter OneGate, and current hosting solution) related to performance, scalability, stability, maintainability, security, and long term alignment to the needs of the VHC. In this review, Optum will leverage the work performed in previous engagements involving the same vendors, and for those architectural components previously reviewed. Optum will do a cursory review to ensure no modifications have been made in the implementation of the VHC solution.

An Optum enterprise architect will lead this two-week engagement. Optum will provide a deliverable that details what was reviewed, findings, and recommended course of action. We will also provide a documented end-to-end HIX solution architecture diagram.

Quality Assurance (QA) Review:

Optum will partner with appropriate resources from the VHC and vendor to understand the defined program and testing methodology utilized to deliver the current HIX application. Based on the defined methodology implemented, Optum will perform a historical review of the processes executed and artifacts created in the delivery process. Optum will look for evidence of industry best practices being followed and documentation across all phases of the SDLC. Within the testing phase specifically, Optum will review all existing test strategy/plan documentation at both the program and individual testing phase level and identify any gaps in these artifacts. Additionally, Optum will request access to any/all existing test management tools or data repositories to review thoroughness and end VHC disposition of all test execution results material.

Upon completion of the three week review led by an Optum QA Manager, Optum will provide a summary of gaps identified within the QA life cycle and provide recommendations for improvement, including testing tools.

System Integrator (SI) Maintenance & Operations (M&O):

The Optum assessment team (four M&O SMEs) will conduct interviews with the System Integrator and VHC resources overseeing the HIX solution. In addition, Optum will conduct "shoulder-to-shoulder" shadowing with the SI to understand current processes and identify gaps.

The following will be assessed to measure effectiveness and completeness of maintenance and operations conducted by the incumbent SI HIX vendor:

- Current service level agreements

- Current level of application monitoring including assessments of real user monitoring (RUM) and early warnings of incidents
- Incident management processes
- Problem management processes
- Change management processes
- Performance management processes
- Capacity management processes
- Service request processes (non-discretionary changes, such as configuration items)
- Release management processes for both development and maintenance releases including gatekeeper processes
- Peak season readiness processes
- Product lifecycle management processes (i.e., maintaining currency of third-party products within supported applications
- Service level agreements with external parties (infrastructure team/vendor, third party software vendors, etc.)
- Problem ticket prioritization and reporting process.
- Assessment of documentation currency and process to maintain currency
- Lower-level environment maintenance processes (development, stage, test, etc.)
- Disaster recovery plan currency, test approaches and frequency of tests
- Review vendor's M&O roles and responsibilities and staffing levels
- Backlog (tickets and effort to close) of incidents and their complexity and priority
- Level of staffing allocated to incident backlog reduction
- Skills assessment of current M&O team to understand expertise and skillsets

The Optum assessment team will require access to all documentation around M&O policies and procedures, defect tracking system, service level agreements, performance metrics and reporting requirements from the current SI vendor.

For each of the areas above, a report will be delivered documenting processes gaps with a focus on improving stability and improving readiness for peak season. The report will include:

- A recommended project plan for closing gaps, improving stability and availability and the activities necessary to prepare for peak season.
- A function organization chart of all system capabilities will be provided including the level of M&O staffing that is needed to support those capabilities.
- A proposal will be delivered that supports both a "keep the lights on" maintenance approach (including the ability to lower the current backlog) as well as a full-fledged production support approach.
- A documented, formal peak season readiness process.

- A recommendation on how to improve disaster recovery plans (assuming a full-fledged production support approach).
- An assessment of the currency of documentation of system artifacts.

The assessment of all other aspects of M&O will not be covered in this engagement, such as business continuity planning, SOX operational compliance, audit support, a variety of system operating controls, engagement in development projects (release entry framework process), application maturity assessment and cost analysis, and centers of excellence.

Program Management Review:

The Optum program management team will assess, over a two-week duration, the current state of the overall program management structure and processes, relative to industry best practices, in use at the VHC and SI for the HIX implementation, such as:

- Governance model
- Roles and responsibilities
- Methodology and procedures for:
  - Project management resourcing and skills
  - Project plan development and management
  - Communications and reporting
  - Change and issue management
  - System development life cycle (note: QA processes will be handled in a separate track)
- In-flight and pending release deliverables

Optum will determine the vendor's ability to deliver and identify areas at high risk for schedule noncompliance. We will provide a report detailing the areas reviewed, findings, and recommended actions.

Stream 2: Operations Analysis and Revised Plan

Conduct a risk assessment of current HIX operations.

- Leverage existing analysis conducted by the HIX
- Confirm size, scope and prioritization of service request backlog, enrollment transactions with Carriers and the resulting processing activities within Siebel (the membership system of record)
- Recommend new processes or process improvements to address operational risks.
- Assess current state of the OneGate portal and Siebel user interface functionality, efficiency, and ease of use to support ongoing operation (including upcoming open enrolment) and provide a remediation plan and LOE required to remediate identified gaps.

Optum will partner with VHC and any designated vendors to appropriately assess enterprise operations. To this end, Optum will:

- Conduct interviews with the VHC operations leaders, subject matter experts, other relevant State agencies and vendors identified as sources who can provide

background, servicing impacts as well as detailed information regarding HIX processes (specifically Enrollment & Eligibility, Plan Management, 834 management and SHOP), backlogs and pain points experienced from system limitations/functionality.

- Conduct onsite review of VHC Contact Center operations; specifically regarding:
  - User Experience (Contact Center agent and Consumer) – Interview contact center leadership and front line agents to identify what current system issues greatly impact the Contact Center's ability to help consumers; from answering general questions to facilitating the entire enrollment. This activity was instrumental in our MA work as it quickly identified pain points and where to focus the Optum team's efforts to drive greater improvement in a shorter time period regarding system issues.
  - Workarounds – Examine current documented manual workarounds created due to system functionality or limitations. Identify those that require updating and deletion due to system fixes that eliminate need for workaround. Interview contact center staff to determine if new workarounds are needed or existing ones need editing from other operational changes. In the HI exchange, this area created inconsistencies and inefficiencies due to outdate and undocumented workarounds. Correcting this area leverages those system functions that work today and ease to the Contact Center agents for the new workarounds.
  - Processes – Through interviewing and data collection, identify top call drivers to the Contact Center. Evaluate current documented processes and determine whether gaps and/or inefficiencies in those processes exists as well as identifying undocumented processes. In MA, Optum was able to identify a missing process for one of the highest call drivers at the center. Documenting the process on the appropriate way the agents should handle the consumer's inquiry dropped call length by over 2 minutes
  - Infrastructure (Telecom, IVR, CRM) – Evaluate efficiency and effectiveness from an end-to-end experience in regards to contact center technology. Starting at the phone entry point (Telecom – Call Trees), to any Self Service options and finally the viability of the Siebel CRM (Agent Screens, etc.). Optum was able to guide MN and MD on better inbound call trees that reduced consumer confusion and contributed to calls dropping out instead of reaching the right agent the first time
  - Training – Ensure the organization has standardized and useable materials that match servicing environment. Evaluate Change and Release Management protocols. In all states, Optum has seen instances where training and knowledge tools contain materials that relate to a functioning HIX system and not the current As-Is state. In MA, Optum manages the release management process, ensuring contact center agents are aware of system updates in a timely and understandable format
  - Workforce Management – Examine current forecast models (volume arrival patterns, scheduling, shrink impacts, etc.) and review remainder of year projections (specifically during Open Enrollment). In MD and MA, staffing and forecast accuracy were greatly impacted by systems. Optum's collaboration wit those Workforce teams helped identify other variables impacting the forecasting approach.
- Collect data, when available, that augments interview statements and supports stabilization approach

- As a result of this evaluation, Optum will deliver a comprehensive Stabilization plan to Connect leadership that includes detailed work streams with remediation activities and outcomes, assigned Optum resources and associated costs

Stream 3: Supplemental Operations Support

Provide operational support to facilitate backlog reduction to normalized levels by August 30, 2014.

- Provide resources and management oversight to execute process improvements and address operational risks.

Optum will organize and deliver Operational Support services through primary work streams. The particular work streams listed in this agreement may be agreed upon individually or as a whole by leadership. The precise nature and scope of these streams may be determined by the findings of the Operational Assessment. However, one or more of these streams may be initiated at the request of VHA based on current knowledge and understanding of areas needing operational improvement according to VHC leadership.

Backlog Reduction: Optum will perform the services listed below to develop an appropriate plan to eliminate identified backlogs:

- Change of Circumstance
  - Determine training, systems requirements and transaction cycle time from HIX Operations team
  - Build burndown model for resourcing and Get Well Date
  - Coordinate with HIX and Optum IT for systems access
  - Conduct training sessions (product, process and systems)
  - Deploy appropriate resources to achieve target date of August 30th
- Other backlogs, as they are identified within assessment, will be scoped and modeled out using Change of Circumstance backlog reduction approach

Escalations: Optum will perform the following services to remediate or augment the current escalation capability within:

- Create Escalation Playbook that documents escalation process and remediation steps
- Provide staff to create temporary bandwidth and redundancy to manage the workload
- Enterprise Escalation Workflow Tool
  - Conduct feasibility assessment
  - Facilitate requirements gathering with VHC team and appropriate escalation tool users
  - Build out and deploy enterprise tool
- Transition playbook and tool from Optum to VHC team

Business Process and Support: Optum will provide the following services to document existing issues and build redundant capacity to support critical activities:

  - Coordinate with the IT team to document appropriate workaround instructions identified during assessment. Provide document with current workarounds (after edits, deletions and adds) as well as any training required to Contact Center team

- Create Operational Playbook by monitoring daily work and interviewing each subject matter expert (SME). Subsequently, Optum will document each SME's responsibilities.
  - Test playbooks by having BA resource perform the work function; SME can validate and approve the work instructions
- Provide staff to create temporary bandwidth and redundancy to manage the workload for identified areas of opportunity (i.e., eligibility and enrollment, plan management, 834, and SHOP SMEs)
- Transition Optum staff to future VHC staff (or appropriate party) by facilitating training on approved Playbooks

Renewal/2015 Open Enrollment Readiness: Optum will perform the services listed below to develop an appropriate plan to support VHC readiness for annual renewals and 2015 Open Enrollment:

- Build process for handling renewing consumers
- Coordinate Open Enrollment strategy and facilitate readiness plan to ensure Contact Center and VHC team are prepared for 2015
  - Provide Marketing support, if deemed necessary and approved

Call Center Operations: Optum will perform the services listed below to assist the Contact Center:

- Collaborate with Maximus on end-of-year forecast for accuracy and staffing approach
- Provide efficiency plan for improved consumer experience
  - IVR, CRM and other identified opportunities
- Build out training curriculum with updated processes and any workarounds

Stream 4: IT Project Management and Delivery

For Stream 4, describe your oversight approach to maximize results and production of the existing vendor, as well as the approach to initiating new development either in parallel or in place of the existing vendor.

Provide enhanced project management oversight of existing IT vendors to maximize performance.

- Multi-person project management team to provide oversight and support on:
  - IT development
  - Testing
  - Release management (process of code promotion to live environment, defect management)
  - Training and documentation

  - Overall contract compliance, invoice approval, etc.
  - SLA monitoring metrics
- Provide immediate, hands-on assessment of current state of all deliverables underway.
  - Project management vendor co-locates and works elbow-to-elbow with existing vendor teams.
  - Identify current risk hot spots/priorities (red, yellow, green).
  - Evaluate the capabilities of current staff and recommend areas where the complexity of VHC operations requires the addition of personnel with advanced skill sets.
- Assist VHC in proactively managing vendor to deliver according to planned timeframes; facilitate work sessions as necessary to mitigate delays.
  - Ensure 100% transparency of project information management. Collect, analyze and communicate status, risks and issues and proposed resolution to HIX leadership.
  - Perform daily stand-up morning assignments and evening checkouts – identify risks + remediate daily.
  - Provide technical expertise to evaluate quality through informal software demonstrations, document existing architecture, and identify gaps and risks
  - Provide testing expertise to develop test scenarios (unit tests, feature tests, regression tests, and/or end-to-end tests) as necessary to ensure adequate test coverage and verify results
  - Ensure that documentation is up-to-date and comprehensive and that end user training is conducted in a timeframe that facilitates successful go-live for remaining code drops

Upon completion of the technology assessment, Optum will partner with the VHC to finalize the approach for providing ongoing program management oversight of the current HIX system integrator.

Optum will provide a dedicated Program Manager and project management team to support the VHC in implementing the approved technology assessment recommendations and in providing ongoing oversight of and discipline to the HIX program. This core team will be supplemented, at a minimum, with the following subject matter experts, based on Optum's experience with the existing VHC vendor solutions. The SMEs and time commitment will be refined based on the results of Stream 1 and in concurrence with the VHC team:

- Release managers to oversee in-flight and future releases
- Quality assurance lead and testers focused on testing practices, test facilitation, and providing support in the creation and execution of test cases
- Technical writers focused on missing documentation
- Application architect/software engineer to oversee technical decisions and practices
- Technical lead to oversee development activities
- Infrastructure engineer to provide guidance on performance, tuning, etc.
- O&M SME focused on overall SI activities and SLA monitoring
- Financial analyst to support the VHC in SI billing management

The Optum Program Manager will facilitate twice daily status calls with VHC leadership to report on program status. In addition, a weekly PMI qualified status report will be issued for the program.

At the conclusion of the technology assessment, a determination will be made for the need for a temporary Operations Command Center used to facilitate the expedient resolution of critical production issues. Optum will provide resources to manage the command center.

This work stream will be provided on a month-by-month basis and assumes a 50 hour work week.

Stream 5: IT & Solution Development

Scope may evolve to include system development activities.

- Provide information regarding relevant system development capabilities, including architectural, development, quality assurance, release management, M&O activities and documentation.
    - Describe your experience, skills and available resources related to SOA development utilizing Oracle products (SOA Suite/OSB) and Siebel configuration.
    - Describe HIX-relevant QA experience

Optum would welcome the opportunity to provide additional support to the VHC in the continued implementation of the HIX solution. Optum has extensive health care technology experience with over 35,000 team members. Optum supports programs in 36 states and the District of Columbia with a variety of solutions. Optum has extensive experience in building, managing, and servicing customers, both internal and external, for critical business services using the Oracle SOA Suite and related technologies. We are focused on leveraging the technology for valuable business operational purposes. We feel having the operational purpose in mind differentiates us from other IT vendors. Optum has an internal resource pool in this platform with expertise in solution architecture, system architecture, development and design of applications, testing, and operational support in an on-shore and off-shore model. The following are just a few examples of recent technology efforts with the Oracle suite:

- New core prescription fulfillment solutions to support of OptumRx, Optum's pharmacy management business. These solutions have been extended to service the external constituent services that include: government, regulatory, client, consumers and members. This capability allows Optum to quickly react to the market demand and regulatory needs.
- Optum is building out capabilities to expose the core services built on Oracle SOA Stack as APIs to our internal business units and external consumers through our Optum Cloud and Digital Health Network.
- Optum Technology is also leveraging Oracle SOA Suite and OSB (e.g., Oracle SOA 11g on Oracle Exalogic hardware) to integrate external and internal facing applications with our core mail order pharmacy application.

Optum's Maintenance and Operations capabilities include:

- Ten years of successful M&O support of mission critical health care systems for two very large clients
- 99.94 percent availability years across 650 of our client's most critical applications
- Reduction of new incidents by 10 percent year-over-year on a "same-store" basis
- Savings of over $300M through tuning efficiencies over the past 5 years with an investment of $1M per year (forestalling $140M of hardware upgrades)
- Rock-solid peak season performance despite large change agendas and very high volumes

- Batch abend rates at 0.33 percent (.0033) across more than 21 million batch jobs in 2013; a 4.3 sigma quality achievement

Optum Technology
Maintenance & Operations At A Glance

Demographics • 1700+ O&M workforce • 24x7x365 SLA • based support • Four countries, 65 locations • Multi-cultural workforce – onshore and offshore	Processing scale • 1B claims processed per year • 84,000+ batch jobs each day • 1,500+ URLs/websites • 30,000 concurrent users with sub-second response times • 1B mainframe CICS transactions per day • 120,000 incoming calls per day
Platforms • Claims processing • Clinical systems • Provider systems • Customer service systems • Web portals and sites • Mobile applications • Knowledge bases and analytics applications	Technologies supported • Mainframe • Java technologies • Oracle products & technologies • Siebel Technologies • Data warehouse • Facets, Pega • Cloud services • Packaged systems • Many, many others

Optum has solid experience supporting existing HIX platforms, as well as, identifying and implementing new strategic HIX platform solutions. Quality activities performed in these engagements include:

- Defining and implementing a defect remediation strategy for documenting, prioritizing, and remediating existing production defects
- Reviewing existing SDLC best practices and implementing process improvements in:
- Requirements traceability
- System solution documentation
- Entry/Exit criteria between SDLC phases
- Test strategies addressing items such as:
  - Testing scope/timeline
  - Test phase identification and optimization
  - Test phase entry/exit criteria
  - Test environment readiness management
  - Test automation opportunities
  - Test management tool utilization
    - Test case management
    - Test defect management
- Deployment strategy

3. Past Performance

Provide three references from State HIX or similar entities that may attest to your qualifications and achievements related to this scope.

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3.2. Reference 2

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3.3. Reference 3

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4. Staff Resumes and Bios

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Stream 1 - IT Assessment (3 weeks)				
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Stream 2 - Ops Assessment (2 weeks)				
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Stream 3 - Ops Support (Ongoing)				
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Stream 4 - Program Management (Ongoing following IT Assessment)				
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Labor Category	Role Description	Qualifications
System Design, Development, Implementation, Maintenance or Operation		
Administrative/Clerical Level 2	Provides general-purpose administrative and clerical support for project tasks. May include secretarial, word-processing, graphics, desktop publishing, editing, and coordination.	Must have 3 to 5 years of experience in the appropriate area
Analyst Level 2	Understands fundamental concepts, processes, practices, and procedures of the specific professional or technical assignment or in specialty area. Performs tasks that are routine. Uses established procedures and works under close supervision in support of assigned project.	A minimum of 2 years of experience in one of the disciplines associated with the Analyst labor category.
Analyst Level 3	Applies fundamental concepts, processes, practices, and procedures of the specific professional or technical assignment or specialty area. Performs work that requires practical experience and training. Work is performed independently, with evaluation and innovation in analyzing and identifying data, processes, problems, and solutions.	A minimum of 2 years of experience in one of the disciplines associated with the Analyst labor category
Analyst Level 4	Possesses and applies expertise in one or more professional or technical specialty areas on multiple complex work assignments. Assignments are broad, requiring originality and innovation in determining how to accomplish tasks. Operates with appreciable latitude in developing methodology and presenting solutions to problems.	A minimum of 4 years of experience in one or more of the disciplines associated with the Analyst labor category.
Analyst Level 5	Possesses and applies comprehensive knowledge across multiple functional areas and task environments. Has leadership qualities in strategizing approaches and managing project objectives. Develops, plans, and leads segments of a project. Evaluates results and recommends changes in development and execution of project phases and meeting schedules. Operates across multiple tasks and works independently, contributes to deliverables and performance metrics.	A minimum of 5 years of experience in one or more of the disciplines associated with the Analyst labor category.
Analyst Level 7	Possesses and applies advanced knowledge across mission-critical project including responsibility for deliverables and performance metrics. Has recognized standing as a practice leader in professional or technical disciplines. Plans, conducts, and manages research and development work on projects of major complexity with the origination and application of new and unique techniques. Leads key technical areas and is responsible for meeting project milestones and deliverables.	A minimum of 9 years of experience in one or more of the disciplines associated with the Analyst labor category.
Analyst Level 8	Possesses and applies expert technical knowledge in multiple professional fields with direct responsibility for the completion of projects of major complexity and importance. Recognized thought and strategy leader in professional and technical discipline. Establishes goals, plans, and practices, and manages the technical development work on complex projects with the application of new and unique technologies. Provides technical leadership and expert consultation to the client. Operates independently with responsibility for major contract tasks and deliverables.	A minimum of 9 years of experience in one or more of the disciplines associated with the Analyst labor category.
Analyst Level 9	Provides technical and management leadership on major tasks or consulting assignments. Establishes practice goals, plans, methods, techniques, and policies for obtaining results and meeting project objectives. May have domain knowledge. Ensures budgets, schedules, and performance requirements meet technical requirements. Directs and controls the activities of broad functional areas for a client, having overall responsibilities for financial management, methods, and staffing. Interactions involve client negotiations and interfacing with senior management. Decision making and domain knowledge may have a critical impact on overall project implementation.	A minimum of 11 years of experience in one or more of the disciplines associated with the Analyst labor category.

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Labor Category	Role Description	Qualifications
Analyst Level 10	Manages mission-critical tasks across multiple functional areas. Provides leadership for key tasks and resolves problems for major functional areas through assessment of complex and technically challenging situations. Has domain and expert technical knowledge of functional areas and programmatic knowledge practice-wide. Manages, controls, and directs the activities of multiple functional areas through program and project/task managers with overall responsibility for the implementation of project phases. Is responsible for decision making that has long-term impact on meeting major project performance objectives.	A minimum of 15 years of experience in one or more of the disciplines associated with the Analyst labor category.
Business Functions Associate Partner 1	Has management authority for client engagements. In this capacity, they apply their extensive experience in planning and managing large scale, complex projects to control overall project scope, budgets and schedules for multi-project engagements. Communicate with Business Functions Partner and client executive management to ensure critical issues are addressed Provide expert guidance to projects in industry and functional areas Act as senior client liaison.	Business Functions Associate Partner (1)s possess at least 10 years of experience in business architecture design implementation, change management efforts or business process redesign.
Business Functions Partner 1	Overall accountability for product delivery and financial management of client engagements. Thought leadership to project teams in developing creative solutions to client business problems.	A Business Functions Partner possess at least 12 years of experience in business architecture design implementation, change management efforts or business process redesign
Computer Security Systems Specialist	Analyzes and defines security requirements for MLS issues. Designs, develops, engineers, and implements solutions to MLS requirements. Gathers and organizes technical information about an organization's mission goals and needs, existing security products, and ongoing programs in the MLS arena. Performs risk analyses, which include risk assessment.	This position requires a minimum of 5 years of experience.
Senior Comp Security Systems Specialist	Analyzes and defines security requirements for MLS issues. Designs, develops, engineers, and implements solutions to MLS requirements. Responsible for the implementation and development of the MLS. Gathers and organizes technical information about an organization's mission goals and needs, existing security products, and ongoing programs in the MLS arena. Performs risk analyses, which include risk assessment. Provides daily supervision of, and direction to, staff.	At least 5 years of specialized experience in defining computer security requirements for high-level applications, evaluation of approved security product capabilities, and developing solutions to multilevel security (MLS) problems.
Security Subject Matter Expert Level 1	Analyzes and defines security requirements for information protection. Defines and develops security policies.	At least 5 years of experience in defining security programs or processes for the protection of sensitive or otherwise restricted information.
Security Subject Matter Expert Level 2	Defines the problems and analyzes and develops plans and requirements in the subject matter area for moderately complex to complex systems. Coordinates and manages the preparation of analysis, evaluations, and recommendations for proper implementation of programs and systems specifications in, risk management and security.	At least 8 years of combined new and related older technical experience in the IT field directly related to security. 12 years of IT experience
Security Subject Matter Expert Level 3	Provides technical, managerial, and administrative direction for problem definition, analysis, requirements development, and implementation for complex to extremely complex systems in the subject matter area. Makes recommendations and advises on : information systems architecture; networking; telecommunications; automation; communications protocols; risk management/electronic analysis; software; lifecycle management; software development methodologies; and modeling and simulation.	At least 10 years of combined new and related older technical experience in the IT field directly related to security. 15 years of IT experience
Data Center Analyst	Assesses and verifies data center controls and redundancy are in place to ensure performance.	5 years experience
Database Administrator	Defines required database administration policies, procedures, standards, and guidelines. Provides expertise and guidance in logical and physical database design, development, operations, and maintenance. Evaluates and advises on data processing techniques, database management, and management information systems, concepts, and applications.	6 years experience
Design & Development Engineer Level 2	Understands fundamental concepts, processes, practices, and procedures of the specific professional or technical assignment or in specialty area. Performs tasks that are routine and learns to apply training to practice. Uses established procedures and works under close supervision in support of assigned projects.	A minimum of 2 years of experience in one of the disciplines associated with the Design and Development Engineer labor category.

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Labor Category	Role Description	Qualifications
Design & Development Engineer Level 3	Applies fundamental concepts, processes, practices, and procedures of the specific professional or technical assignment or specialty area. Performs work that requires practical experience and training. Work is performed independently, with evaluation and innovation in analyzing and identifying data, processes, problems, and solutions.	A minimum of 3 years of experience in one or more of the disciplines associated with the Design and Development Engineer labor category.
Design & Development Engineer Level 4	Possesses and applies expertise in one or more professional or technical specialty areas on multiple complex work assignments. Assignments are broad, requiring originality and innovation in determining how to accomplish tasks. Operates with appreciable latitude in developing methodology and preparing solutions to problems.	A minimum of 5 years of experience in one or more of the disciplines associated with the Design and Development Engineer labor category.
Design & Development Engineer Level 6	Possesses and applies comprehensive knowledge across multiple fields, key tasks components, and highimpact assignments. Has well-developed leadership skills in building staff and executing projects. Develops, plans, and leads major technology consulting assignments. Evaluates performance results and recommends major changes affecting short-term and near-term project growth and success. Functions as a technical expert across multiple projects.	A minimum of 8 years of experience in one or more of the disciplines associated with the Design and Development Engineer labor category.
Design & Development Engineer Level 7	Possesses and applies advanced knowledge across mission-critical projects including responsibility for deliverables and performance metrics. Has recognized standing as a practice leader in professional or technical disciplines. Plans, conducts, and manages research and development work on projects of major complexity with the origination and application of new and unique techniques. Leads key technical areas and is responsible for meeting project milestones and deliverables.	A minimum of 10 years of experience in one or more of the disciplines associated with the Design and Development Engineer labor category.
Design & Development Engineer Level 8	Possesses and applies expert technical knowledge in multiple professional fields with direct responsibility for the completion of projects of major complexity and importance. Recognized thought and strategy leader in professional and technical discipline. Establishes goals, plans, and practices, and manages the technical development work on complex projects with the application of new and unique technologies. Provides technical leadership and expert consultation to the client. Operates independently with responsibility for major contract tasks and deliverables.	A minimum of 10 years of experience in one or more of the disciplines associated with the Design and Development Engineer labor category.
Marketing Communications Consultant	Positions in this function are responsible for planning, creating, and producing marketing communications/promotional materials to implement product marketing strategies and sales objectives. Coordinates activities involved in the preparation of advertising, sales promotion and publicity in support of the marketing of company products. Consults with product management, sales and internal/external organizations to develop and implement plans.	Undergraduate Degree or Equivalent Experience
Network Engineer	Administers and maintains local and wide area networks (LAN/WAN) including planning, designing, evaluating, selecting, installing, and upgrading operating systems and protocol suites. Configures communication media with concentrators, bridges, and other devices and systems to requirements. Resolves interoperability issues across platforms.	Five years experience
Performance Engineer	Positions in this function utilize knowledge of mainframe and/or distributed system operating concepts, as well as knowledge of performance tuning and capacity planning, to effectively manage system resources. Perform system stress/capacity testing to ensure infrastructure meets / exceeds the requirements. Complete performance analysis and make recommendations for improvement.	Five years experience
Product Manager	Responsible for the design, development, management or sunsetting of new, existing or acquisition products. Reviews product performance against expectations and facilitates or influences changes to product portfolio to improve competitive position and optimal product performance. May work with internal or external business constituents to determine product future direction or respond to product inquiries. May be project-based and involve working within multiple product functions.	Undergraduate Degree or Equivalent Experience

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Labor Category	Role Description	Qualifications
Senior Product Manager	Responsible for the design, development, management or sunsetting of new, existing or acquisition products. Establishes product performance against expectations and is responsible for changes to product portfolio to improve competitive position and optimal product performance. May work with internal or external business constituents to determine product future direction or respond to product inquiries. Overall responsibility for product portfolio.	Undergraduate Degree or Equivalent Experience
Product Researcher	Positions in this function are involved in evaluating product performance to help develop and update company goals and objectives. Participates in analytical, experimental, investigative and other fact-finding work in support of product development scientists and engineers. Collects and classifies new product ideas. Captures specifications for product requirements and functionality. May recommend changes to current product development procedures based on market research and new trends.	Undergraduate Degree or Equivalent Experience
Program Manager	Oversees project managers and project tasks or workstreams, possibly involving multiple projects and groups of personnel at multiple locations. Organizes, directs, and coordinates the planning and production of all activities.	Must have 12 years of experience, including at least 8 years of IT and/or project management experience.
Senior Program Administration Specialist	Manages the preparation of management plans and various customer reports. Develops and presents results to program and executive management and provides direction to other administrative personnel. Coordinates schedules to facilitate the completion of task order and change proposals, contract deliverables, task order reviews, briefings and presentations.. Performs analysis, development, and review of program administrative operating plans and procedures.	Must have 5 years of experience working with project management tools and reporting systems. Familiar with contracts, work breakdown structures, management/ business plans, and program reporting.
Project Manager	Performs day-to-day management of assigned delivery order projects that involve teams of data processing and other information system and management professionals who have previously been involved in analyzing, designing, integrating, testing, documenting, converting, extending, and implementing automated information and telecommunications systems.	At least 5 years of experience in direct supervision of IT software development, integration maintenance projects, and/or telecommunications management
Senior Project Director Level I	Responsible for project oversight and direction. Ensures conformance with work standards; interprets policies, procedures, and goals and objectives of the organization. Ensures appropriate resources are applied to the project.	Minimum of ten years experience. Each post-graduate degree equivalent to up to three years experience. BS/BA or equivalent experience.
Senior Project Director Level II	Senior member of management with ability to make contract commitments. Responsible for multiple project aspects and for high-level client liaison.	Minimum of twelve years experience. Each post-graduate degree equivalent to up to three years experience. BS/BA or equivalent experience
Quality Assurance Specialist	Evaluates software and associated documentation under supervision. Supports formal and informal reviews to determine information technology quality and in the development of software quality assurance plans	At least 1 year of experience in verification and validation, software testing and integration, and software metrics, and their application to software quality assessment
Senior Business Process Reengineering Specialist	Applies process improvement and reengineering methodologies and principles to conduct process modernization projects. Duties include activity and data modeling, developing modern business methods, identifying best practices, and creating and assessing performance measurements.	At least 5 years of specialized experience, which may include facilitation, training, methodology development and evaluation, process reengineering across all phases, identification of best practices, change management, business management techniques, organizational development, activity and data modeling, or information system development methods and practices, and supervision of business process reengineers
Systems Operator	Operates, monitors and controls computer systems and peripheral equipment. Routes input/output data, monitors job streams, and performs with back-ups. Responsible for resolving level 1 incidents.	Two years experience
Telecommunications Network Engineer	Analyzes and develops telecommunications networks supporting a wide range of capabilities, including voice, data, video,and/or wireless services. Develops designs and plans for installation and maintenance of telecommunications systems from project inception to conclusion. Analyzes the problem and the characteristics of the information to be transported. Defines the problem and develops system requirements and network specifications. Closely coordinates with other information system professionals to ensure proper implementation of network services. In conjunction with functional users, develops alternative solutions and backup plans.	Must have 4 years of experience in telecommunications network design and management. Must demonstrate the ability to work independently, or under only general direction, on requirements that are moderately complex to analyze, plan, program, and implement.

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Labor Category	Role Description	Qualifications
Training Specialist	Designs, develops, documents, and delivers training courses to a wide range of audiences. Employs various training techniques including formal lectures, seminars, tutorials and self-paced exercises, and computer-based training (CBT). Provides professional guidance to managers, analysts, specialists, and programmers in the use of the software. Participates in user-support related tasks. Leads efforts in the areas of training plan development, training material preparation, curricula definition and training course delivery.	BS/BA or equivalent experience. Four years experience equivalent to BS/BA.
Consulting		
Chief Executive Officer	Chief Executive Officer	
Senior Vice President	Executive management level personnel. Command organizational resources and direct staff and projects within market sector.	Master s degree or Ph.D. with at least 15 years experience in conducting policy/program research, project management, data analysis, evaluation studies and/or providing technical assistance of which at least 10 years experience in a senior/company management level position.
Vice President	Senior/Executive management level personnel. Command organizational resources and direct staff and projects within area of expertise.	Master s degree or Ph.D. with at least 12 years experience in conducting policy/program research, project management, data analysis, evaluation studies and/or providing technical assistance of which at least 7 years experience in a senior/company management level position.
Managing Consultant	Senior management level personnel. Directs and manages the planning, design and implementation of projects. Serves as the primary client contact for methodological and technical expertise and translates client needs and/or objectives into specific deliverables in a timely and cost-efficient manner. Managing Consultants ensure that all projects are conducted with sound methods and approaches. Managing Consultants will supervise staff, manage projects of different sizes, work directly with clients, and represent the organization at national conferences.	Master s degree or Ph.D. with at least 10 years experience in conducting policy/program research, data analysis, evaluation studies, technical assistance, and/or systems design and implementation, and project management.
Senior Consultant	Associate level personnel. Direct and manage large projects or a series of smaller projects, ensuring that all projects are conducted with sound methods and techniques. Senior Consultants may supervise staff.	Master s degree with a least 7 years related experience or a Ph.D. with at least 5 years related experience in conducting program evaluations, advanced data collection and analysis, policy analyses, conference planning and logistics, trainings, and/or web site and database design and management, and project management.
Consultant	Intermediate level personnel. Lead and coordinate complex components of large projects or a series of smaller projects with responsibility for applying advanced methods and techniques in a particular field of specialization. The Consultant will actively participate in all aspects of client work including project planning and execution, client presentations, and issue resolution.	Master s degree with a least 3 years related experience or a Ph.D. with at least 1 year related experience in conducting program evaluations, advanced data collection and analysis, policy analyses, conference planning and logistics, trainings, and/or web site and database design and management, and project management.
Research Consultant	Intermediate level personnel. Work independently, applying sound quantitative and qualitative methods to contribute to framing the analytical approaches used to solve client problems. Research Consultants can successfully manage small to medium tasks, work effectively with project team members and efficiently manage assignments to prioritize client needs.	Master s degree or a BS/BA degree with at least 3 years related experience in conducting program evaluations, advanced data collection and analysis, policy analyses, conference planning and logistics, trainings, and/or web site and database design and management.
Senior Research Analyst	Junior level personnel. Provide assistance on routine technical work, such as research, data collection and analysis, providing technical assistance, database design and management, and/or editing and development of technical documents.	BS/BA degree
Administrative Assistant	Administrative support	High school diploma and at least five years general office experience, or an AA/AS degree and at least three years general office experience.
Non-System-Related Operations		
Consumer Engagement Specialist	Support individual recipient number repair and inbound call receipt from Maryland consumers for enrollment verification. Conduct outbound call efforts to gather additional information for enrollment verification. Support inbound calls to assist members within the amnesty period and redirect to a licensed agent as applicable.	High School Diploma or GED required, Bachelors degree preferred

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Labor Category	Role Description	Qualifications
Consumer Engagement Coach	Direct and manage consumer engagement specialists.	High School Diploma or GED required, Bachelors degree preferred; One year of training experience; One year of contact center experience preferred
Consumer Engagement Quality Analyst	Monitors case quality throughout the engagement to ensure conformance to quality standards.	High School Diploma or GED required, Bachelors degree preferred
Training & Training Development	Leads efforts in the areas of training plan development, training material preparation, curricula definition and training course delivery.	High School Diploma or GED required, Bachelors degree preferred; One year of training experience; One year of contact center experience preferred
Telephony & Network Technician	Supports maintenance and operation of IT infrastructure and equipment. Identifies network problems, isolates root causes, and initiates corrective action. Determines priority of action and additional resources required, based on severity of service interruption.	
Reporting Development & Service	Development and production of reporting to allow Maryland Health Connection to ensure that all key performance indicators are being met.	
Business Analyst	Primarily focused on writing functional and technical business requirements to support client implementation and operation. A Connextions Business Analyst works within the Professional Services Department and acts as the liaison between the development teams and the client.	