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Request for Quotation #YH23-0021 for AHCCCS Systems Integrator Services
Arizona Health Care Cost Containment System

March 17, 2023

kpmg.com/us

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6.2 Required elements

6.2.1 Cover letter with signature of authorized company representative, including contract number and contact information.

March 17, 2023

Meggan LaPorte, Chief Procurement Officer

AHCCCS Procurement Office

Procurement@azahcccs.gov

Dear Ms. LaPorte,

Carahsoft Technology Corp. ("Carahsoft") is pleased to submit the attached proposal in response to Arizona Health Care Cost Containment System (AHCCCS) Systems Integrator RFQ #YH23-0021. Our proposal is submitted under NASPO master contract number AR2472 and Arizona contract number CTR046098, with Carahsoft serving as the Prime Contractor and approved reseller of the KPMG Resource Integration Platform (KRIS Connected Platform) and with KPMG LLP ("KPMG") serving in the role of Subcontractor to perform the System Integrator and M&O Services specified in the RFQ.

Our Carahsoft and KPMG team (commonly referred to as "KPMG team" or "team" throughout) is dedicated to the success of the AHCCCS Medicaid modernization initiative and stand ready to implement a systems integration platform (SIP) that allows the replacement of discreet functionality of your legacy system while minimizing disruptions for your citizens and the rest of your enterprise.

If selected, the State will benefit from our full commitment summarized by these four principles:

1. We bring a business-first perspective.

Our unique business-first perspective draws upon experience from working with state Medicaid agencies across the nation in a wide variety of roles. KPMG has been a System Integrator, provided strategic planning, been a technical advisor, provided business support, quality assurance and organizational change management, and Independent Verification and Validation (IV&V) services to Medicaid agencies across the country. Quite simply, we have seen Medicaid transformations from every angle and understand that technology should be used as an enabler to advance the priorities of the program. Not merely a project to swap out old technology for new, but an opportunity to deliver program outcomes, improve business processes and create a modern Medicaid enterprise that will support evolving program goals and regulations.

- Facing a multi-year decommissioning of their legacy system, North Carolina's Medicaid agency needed a SIP that could ingest data from the legacy system and share it with a modern solution using APIs, with little disruption to their enterprise. They selected the KRIS Connected Platform because of its business-driven design, allowing portions of the legacy system to be turned off while still providing data needed for day-to-day operations with the new module solutions. We developed a plan with the business, aligned with their goals, to collaboratively implement the platform. Additionally, we provide North Carolina with support for certification, procurement planning, and module integration/interoperability aligned to CMS compliance allowing the agency to focus on the business of providing healthcare to their most vulnerable population.
- In Tennessee, KPMG is the Technical Advisory Services (TAS) vendor for TennCare, the State's Medicaid agency. TAS is a service offering that provides strategic planning, Enterprise Architecture, business analysis, program governance, quality assurance, and test and release management. TennCare has described KPMG as the 'glue' that holds together a true, collaborative, multi-vendor environment. We support certification and APDs, we provide business analysis, organization change management support, enterprise program management support, enterprise test and release management, we facilitate and support TennCare's data governance and vendor management capabilities

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and facilitate overall program governance. TennCare trusts KPMG because our goals are aligned, supporting the business of Medicaid.

2. We bring an industry leading, business-driven systems integration platform.

Our proposed system integration platform, the KRIS Connected Platform, embodies our business-first philosophy as the only system integration platform driven by Medicaid business models. The KRIS Connected Platform is a modern, containerized, cloud-agnostic, standards-based platform that delivers cloud-native technology to establish Arizona's core platform and common data handling and integration technologies. With pre-built best-of-breed assets and components, designed specifically for Medicaid enterprise systems, the implementation will be accelerated without disruption to the rest of the enterprise. This phased approach provides the foundation for the PMMIS/HPMMIS Refactor to Azure Project, allows the integration with Hawaii's shared services platform implemented by Med-Quest Division (MQD), and allows a pragmatic plan to be developed during roadmap execution for the integration of additional shared services and modules. The KRIS Connected Platform comes out-of-the-box with integrated components that support service delivery, Maintenance and Operation, Managed Services, and platform development.

Our solution maximizes use of AHCCCS's Azure investment to help control cost and deliver a future-proof architecture that optimizes interoperability. We understand the phased nature of the AHCCCS roadmap, and the KRIS Connected Platform allows you to realize benefit quickly, while providing a strong foundation for future phases.

- The Tennessee Department of Human Services (TDHS) selected KPMG to implement a SIP to support a similar multi-year enterprise system modernization effort. The project impacted key legacy systems that support the Department's core program areas of Family Assistance (i.e., TANF and SNAP Eligibility), Child Care delivery and administration, and Child Support Enforcement. KPMG provided SI services and TAS, helping the State to create an integration and shared services layer using the KRIS Connected Platform as a component within their broader technical architecture. Beyond establishing the shared services layer, KPMG also helped TDHS migrate their technology stack to the cloud and continues to provide maintenance and operation support.
- For New Mexico, the State selected our KRIS Connected Platform to retire their legacy on-premises infrastructure and address existing challenges like processing capacity, uptime, security, and patching. The KRIS solution allows their infrastructure to scale to meet business demand, puts the SIP in the cloud, and creates a modular architecture that helps future-proof Medicaid Management Information System Replacement (MMISR) project and the business processes that utilize it.

3. We are an experienced team of Medicaid professionals, that know how to get the job done.

Our team is comprised of former State Medicaid and HHS program executives and dedicated Medicaid client technologists who bring unparalleled insights to help you avoid pitfalls by anticipating risks and accommodating the inevitable changes, be they policy, program, or budget. We are great translators, speaking both the language of business and the language of technology development in order facilitate open and transparent communication. The proposed team includes leaders who have reported to legislators and beneficiaries on the topics of system implementations, policy changes, and administrative costs. This combination of team member experience and a culture that rewards doing the right thing, every time, is truly unique in the industry.

KPMG's AHCCCS SI program leadership team, for example, has more than 45 combined years of experience supporting Medicaid programs.

[redacted]

[redacted]

4. We are on your side, all the way.

In short, your success is our success. KPMG understands the goals of this initiative and importance to Arizonans. By working shoulder-to-shoulder with you, driving your strategic priorities, integrating systems and modules, supporting ongoing decisions, and adjusting as necessary we will collectively advance execution of the MES modernization roadmap. Through collaboration, with AHCCCS, MQD, and other MES vendor teammates, we will deliver an integration platform that enables programmatic goals and keeps what matters most top of mind.

KPMG believes in true partnership. Our dedication to our client's success is evident in our clients' willingness to partner with us at Medicaid information systems conferences where we are regularly asked to present during our client's sessions, including at the Medicaid Enterprise Systems Conference (MESC), the IT Solutions Management for Human Services (ISM), and the National Association of State Chief Information Officers (NASCIO). Our clients ask us to join them because of our dedication to their goals and our collaborative approach to their success.

We would be honored to help you with this initiative and stand ready to quickly roll up our sleeves and get to work to make your MES modernization a success. Please do not hesitate to contact us, if we can provide any additional information or answer any questions.

Sincerely,

Carahsoft Technology Corp.

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Items requested by the RFP:

6.2.2 Name and contact information of the person responsible for response to this solicitation.

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

This requirement is not applicable as KPMG plans to implement KRIS Connected Platform in the AHCCCS Azure tenancy. All of the KPMG-provided IaaS, SaaS, and PaaS components within the KRIS Connected Platform are industry leading technology solutions that support standard assessment reports such as FedRAMP certification, HITRUST certification, SSAE 18 SOC 2 and other equivalent third-party assessments.

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

We acknowledge and accept the compliance with the security requirements specified in 6.2.4. The KPMG team has reviewed the Arizona Security standards and policies set by ADOA/ASET, and the KRIS Connected Platform is compliant with HIPAA Privacy and Security requirements, State and Department's security and compliance requirements. The core components of KPMG's cloud-hosted System Integration Platform (SIP) solution are comprised of multiple technologies that include both SaaS and PaaS vendor solutions and demonstrate compliance with FedRAMP, SOC 2 Type 2, HITRUST, and SSAE 18 reports. The proof of compliance will be provided through Security deliverables and also verified by third-party assessor that will be engaged to conduct independent security assessment during the project.

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

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

We acknowledge and accept the compliance with the security requirements specified in 6.2.5 and 6.2.6. The KPMG team has reviewed the Arizona Security standards and policies set by ADOA/ASET, and the KRIS Connected Platform is compliant with HIPAA Privacy and Security requirements, State and Department's security and compliance requirements, and applicable ACA requirements and standards, including MARS-E v2.2. The core components of KPMG's cloud-hosted System Integration Platform (SIP) solution are comprised of multiple technologies that include both SaaS and PaaS vendor solutions and demonstrate compliance with FedRAMP, SOC 2 Type 2, HITRUST, and SSAE 18 reports. The proof of compliance will be provided through Security deliverables and also verified by third-party assessor that will be engaged to conduct independent security assessment during the project.

KPMG has extensive experience with security documentation and assessment of Medicaid Enterprise System (MES) similar to the AHCCCS to comply with federal and state security and compliance requirements such as NIST 800-53 Rev. 4 and MARS-E v2.2. Our team has assisted State of Tennessee, State of North Carolina and most recently, New Mexico with security and privacy documentation and internal security assessments.

6.3 Experience and capacity of the firm

6.3.1 Specific experience with this type of project

KPMG brings the right organizational experience given our history as Business Integrator, SI, Technical Advisor, and provider of Independent Verification and Validation (IV&V) services to many of the nation's Medicaid modernization initiatives. KPMG has supported:

- 33 states and commonwealths with HHS transformation efforts
- 8 states with their modular MMIS transformation
- 22 states with their Medicaid Enterprise Systems

"KPMG has been a valuable partner for TennCare since before I arrived. They primarily serve TennCare in a Technical Advisory Services role. The consultants that work with our team are some of the most knowledgeable, professional staff I have had the pleasure to work with. Their deliverables are always top quality and on time. We have found KPMG easy to do business with and always accommodating our ever changing environment. They are true partners in our success!"

1. Hugh Hale, Chief Information Officer, TennCare

- **State of North Carolina, Department of Health and Human Services Systems Integration Platform & Services:** As the SI, we perform project management, validate policy requirements, and architect technology solutions in support of the business. SIP installation included development, configuration, and testing of hardware and software, and test management for the State's UAT effort. We provide platform training for the State's trainers, product warranty and infrastructure support, and facilitate knowledge transfer.
- **New Mexico, Medicaid Management Information System Replacement System**: KPMG teamed with Spruce Technology Inc. (Spruce) as the prime contractor to guide New Mexico on a path for the implementation of a CMS Medicaid Information Technology Architecture (MITA) compliant modular MMIS. The team is configuring and implementing a SIP based on our KRIS Solution that will coordinate functions and operations between disparate data sources to manage and process information and transactions for the Medicaid system, as well as create a reusable and repeatable system migration capability (including data conversion as required to migrate from legacy systems to New Mexico's HHS 2020 ecosystem). KPMG is providing all services related to the platform implementation including planning, requirements gathering, design, development, testing, security, and deployment, as well as maintenance and operations of the platform.
- **Division of TennCare, State of Tennessee Technical Advisory Services (TAS):** KPMG was contracted to provide Technical Advisory Services during the modernization of the Medicaid Enterprise, including replacement of the eligibility determination system, which was deployed in March 2019, the Pharmacy Management System deployed in 2020, and modular modernization of the MMIS. The team provides Enterprise Architecture, strategic planning, program governance, strategic project management, enterprise test and release management and systems implementation support. We also provide APD development and CMS Certification Support including the piloting of Outcomes Based Certification (OBC) and subsequently Streamlined Modular Certification.

Other relevant projects demonstrating the breadth of our experience:

- KPMG is currently advising **Connecticut** on a phased, incremental approach aligned with CMS's goals and reduced project risk. Our team created a phased MES transformation roadmap that allows the state to evaluate their module alternatives as the path unfolds.
- As **Pennsylvania's** TAS vendor, KPMG helped PA DHS stabilize their modernization project after the SI vendor departed the project abruptly. Our team currently supports DHS with the collection of business requirements for several modules including EDI and Case Management and is providing Quality Assurance and Streamlined Modular Certification guidance to the state.
- **New Jersey** started their MES modernization before the industry had a clear vision of modularization. The vendor that NJ initially selected to implement their MES modernization presented a confusing approach and the project was repeatedly delayed. KPMG, serving as the project IV&V, provided guidance on how to realign the project to CMS's MITA vision allowing the agency to replan and restart.
- KPMG provided **New York** with a detailed assessment of MES module and SI implementation alternatives to consider as they considered options for their MES modernization. KPMG provided the state with module options, implementation strategies, and cost planning to help NY develop a new MES vision. NY, with KPMG's assistance, is now implementing that strategy.

- In **Texas**, KPMG supported the state as their MES IV&V and Quality Assurance vendor. We educated and advised the state on several options to achieve MES modularization with low-risk considerations.

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

Our response to 6.3.3 details the experience of our staff and subcontractors, including Smartronix (SMX), Coherence, and D2Sol that will serve you. SMX professionals will provide Azure architecture and Cloud Managed Services support. Coherence provides technical staffing, with experience in systems integration and Medicaid platform implementation. D2Sol provides system development support, with experience in DDI and Maintenance & Operations (M&O) for health and human services transformations as well as with the KRIS Connected Platform itself.

6.3.3 Experience of the proposed staff with this type of project

As a reflection of our commitment to the AHCCCS' success KPMG is proud to propose this team of key personnel. We've provided a summary of qualifications below; please see **Appendix A** for resumes.

6.4 Methodology and approach

6.4.1 Proposed methodology and approach to fulfill the requirements of this project.

Our understanding of your goals, priorities, and objectives

KPMG understands the AHCCCS's and MQD's goal of a strategic MES Digital Modernization initiative that will achieve compliance with Centers for Medicare & Medicaid Services' (CMS) requirements to improve interoperability and sustainability of technology solutions that support the Medicaid program. We also understand the need to migrate from legacy mainframe systems and to implement modular technology platforms that support Medicaid service delivery.

We recognize the value in the strategy AHCCCS has identified to perform MES transformation in a phased approach to help reduce disruption and implement the Systems Integration Platform (SIP) as the foundation. This strategic plan positions AHCCCS to deliver program outcomes, improve business processes and create a modern Medicaid enterprise architecture that will support evolving program goals and regulations.

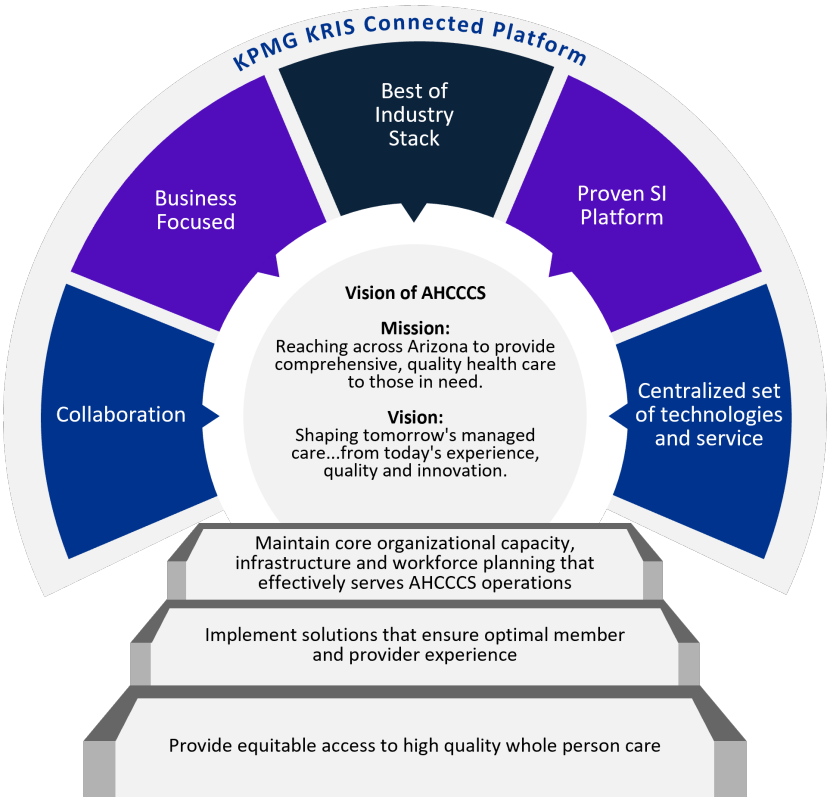

Figure 1. KRIS Connected Platform and its alignment with AHCCCS Vision.

AHCCCS has set forth laudable strategic goals centered around the beneficiaries, the providers and the AHCCCS staff. KPMG offers an approach that starts with the project structure, governance and cadence and moves into the deployment of the KRIS Connected Platform. The KRIS-C is the technological tool that will support AHCCCS in succeeding in its strategic goals.

AHCCCS Strategic Goals and the KRIS Connected Platform

AHCCCS Goals	KPMG SIP Support
Maintain core organizational capacity, infrastructure, and workforce planning that effectively serves AHCCCS operations	• Our solution will be hosted on the State's Azure tenant supporting state employees as they equip themselves with new technology skills. We will work collaboratively with your employees as we migrate from the mainframe, keeping state employees enthused and improving both engagement and retention.
Implement solutions that help ensure efficient member and provider experience	• Our solution is scalable for future phases to include Modular Medicaid business services suite of APIs and MFT based integrations. • Seamless integration with new COTS modules and the legacy MMIS systems alike thus allowing Arizona to help increase the efficiency of its MES technology roadmap. • The Operational Data Store, as part of the SIP, allows for a smooth transition from the mainframe that will allow for better reporting, oversight for both AHCCS and MQD. • KRIS Connected Platform for AHCCCS is compliant to HIPAA Privacy and Security requirements, State and Department's security and compliance requirements, and applicable ACA requirements and standards, including MARS-E v2.2. • The core components of KPMG's cloud-hosted solution are comprised of multiple technologies that include both SaaS and PaaS vendor solutions and demonstrate compliance with FedRAMP, SOC 2 Type 2, HITRUST, and SSAE 18 reports.

AHCCCS Goals	KPMG SIP Support
Provide equitable access to high quality whole-person care	• KRIS is a robust system integration platform that is interoperable, flexible, secure, mature, compliant with State and Federal regulations is the foundational step for a successful MES transformation. • Our unified portal allows for Medicaid business services collected under a single, seamless environment with Intelligent content for different Medicaid user groups including workers and members. This helps both the workforce and members get appropriate information through user friendly portals uniquely designed for their needs.

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Project management and governance

A successful Medicaid enterprise modernization begins with a clear understanding of the AHCCCS' target goals and objectives. KPMG understands that a migration to a modular architecture is more than a technical transformation. It's also a business transformation that elevates business processes, customer service, and data quality across the agency. It's crucial that this relationship, and balance, between business and technical remain at the forefront of the

modernization effort so AHCCCS and MQD are equipped with a system prepared to meet their diverse goals. Our key personnel are prepared to hit the ground running and come to agreement on a robust set of foundational guiding documentation and plans. We understand the importance of project governance protocols and will produce a robust, but achievable, Project Governance Structure that sets the teams up for ongoing success throughout the lifecycle of the project. We'll work together with AHCCCS to finalize a schedule that aligns to your needs and bring in the right members from both teams to make the project successful. We look forward to the opportunity to walk the business and technical teams through the KRIS Connected Platform and perform the appropriate fit-gap analysis to better understand the current and future landscape.

The technology

An introduction to the KRIS Connected Platform

The KPMG Resource Integration Suite (KRIS) Connected Platform, as illustrated on the following diagram, is a robust and mature Medicaid Enterprise Integration Solution built on a future-ready stack that will seamlessly connect Arizona's and Hawaii's agencies, partners, and future. To meet the strategic goals laid out by AHCCCS, KPMG will deploy and implement the **KRIS Connected Platform in AHCCCS's Microsoft Azure tenant**. The KRIS Connected Platform (KRIS-C) provides the required functions and features of a SIP in a modern, secure, cloud-based architecture. Aligned with the MITA Framework v3.0 principles, the platform is designed to connect multiple vendor technology modules seamlessly, helping enable Medicaid Concept of Operations (MCO) services to members, providers, LMEs/MCOs, AHCCCS and MQD. With insights gained via Medicaid modernization efforts in other states, we will work collaboratively with Arizona to deploy KRIS-C in a manner to meet the needs of both states within the established service level agreements. While, at this time AHCCCS is implementing in a phased approach and some of the capabilities in KRIS may not be deployed, KRIS allows for future integrations. The core tenets and principles on which the KRIS is architected are outlined below, along with the relevant beneficiaries. KRIS-C is an enterprise integration, data, and shared services platform containing industry leading third-party software, cloud services, and accelerators customized to support the unique needs of Arizona and Hawaii. The KPMG team built Modular Medicaid business services suite of APIs and MFT based integrations. These integrations are currently being implemented in other states and can be leveraged by AHCCCS as an optional component.

Figure 2. The KRIS Connected Platform features. As AHCCCS is not currently requiring Master Data Management as part of the SIP, that feature is grayed out.

The KRIS Connected Platform provides a robust series of components to help accelerate integration and reduce the risk of transformation failure. The KRIS Connected Platform provides built-in tools and configurations to implement, revise, and deploy integration points. The toolset supports a modern SDLC model for a Continuous Integration and Delivery (CI/CD) pipeline. The platform also adheres to SOA governance and technical industry standards that allow for loose coupling across MES modules. Meaning, if a MES module should fail, the Platform can absorb a replacement without radically changes required to the MES architecture. Our Services including API's, orchestrations, and managed file transfer services, can be easily reused and shared between AHCCCS and MQD. The KPMG Team will work with the AHCCCS, MQD, and MES module vendors to proactively plan services via a "living" roadmap; this allows for the appropriate sequencing in support of both AHCCS /MQD business objectives as well as incoming module vendor needs.

The KPMG Team has experience decommissioning legacy systems and navigating the complexities related to that process. The KRIS Connected Platform in North Carolina supports a multi-year effort of decommissioning their legacy system and standing up of their new MMIS modules. Our solution brings data in from the legacy system to share it with the new modular solutions using APIs that we have pre-built with the required business processes and required MMIS integrations.

Platform deployment approach

Our approach to deploy the SIP and meet AHCCCS objectives will be broken into Workstreams, with each Workstream building on the previous to realize the AHCCCS and MQD vision for MES Modernization. Deployments will be executed using SAFe Agile principles over multiple program increments. KPMG proposes the following workstreams:

- **Project Management Workstream** will support the initiation of the project, the development of the necessary foundational deliverables, and the ongoing procedures and supports necessary to keep the project moving efficiently, while mitigating potential roadblocks.
- **Core Platform Workstream 1** will deploy the **core platform** with the following integration capabilities: the ESB, API based integration capabilities, Managed File Transfer and accompanying portals to manage, monitor and report on SIP activities, and others as mutually agreed to between AHCCCS and KPMG. Once the core platform is live in the development environment, the platform will be subsequently deployed to higher environments using Continuous Improvement/Continuous Deployment (CI/CD) pipelines. This Workstream will include the provisioning of the security controls and safeguards required to handle PHI data and to meet Federal standards in the higher environments.
- **API Services Workstream 2** is focused on creating an API service enabled centralized document management tool which provides a secure shared service location to be used a central repository. This will help reduce duplication and protect documents. We will work with AHCCCS/MQD and MDQ to determine the timeline for the deployment of the document management tool and conversion of existing documents and other assets. In other States, we implemented a document management system as part of the SIP platform deployment (Workstream 1) but depending on the requirements of AHCCCS and MQD we can accommodate alternative timing as well.
- **ODS Workstream 3** will focus on the implementation of Operation Data Store (ODS) for AHCCCS and MQD. Given the critical nature of the ODS, KPMG will approach this as its own Workstream alongside the ongoing coordination with SIP implementation. AHCCCS and MQD will have separate databases. With our extensive experience in Medicaid and MMIS, we will first define the data structure of the ODS aligned with their current data components such as provider enrollment data, member eligibility data and other Medicaid operations data, utilizing Department approved data modeling tools. [redacted]
- **Maintenance and Operations** will support the ongoing release management, maintenance, and operations necessary to keep the KRIS Connected Platform in good working order.
- **Potential Future Workstreams** will address the needs of the future state and consist of Module integration and integration with the MQD platform. When AHCCCS is ready, our SI team can work with AHCCCS and MQD to support MES modular onboarding and integration, technical training, and CMS Certification. We will work collaboratively with AHCCCS and MQD on the sequencing and timeline for each module as well as the system integration. As part of

the SIP, we have predefined integration patterns for each type of integration, and we will use that to drive the module integration decisions. With its MITA driven architecture principles KPMG can build business service APIs for data exchange between AHCCCS and various MES modules.

- **Training:** Lastly, our team includes KRIS Connected experienced training consultants who will work collaboratively with AHCCCS staff to customize a training program that supports the platform deployment. The User Training Plan deliverable will define and describe the training methodology and approach for meeting the virtual learning needs of AHCCCS and MQD staff for the initial deployment and annually. The training program will focus on the following topics: risk and issue management process, managed file transfer solution, platform operations portal, API management solution, integrations registry, EDMS, and ODS. The existing KRIS Connected Platform product training materials (quick reference guides, training videos, and instructor-led materials) will be customized to reflect only the specific system configurations made for AHCCCS and MQD. All training materials will be provided to AHCCCS prior to release. The final training materials will be accessible from an electronic repository that is part of the core platform. KPMG will deliver virtual training via Microsoft Teams, with a maximum audience of 25 participants. We anticipate that 12, 1-hour (or less) training sessions will be held for the initial deployment and 7, 1-hour (or less) training sessions will be held annually.

6.4.2 High level description of how the vendor will satisfy each of the requirements in the requirements matrix.

AHCCCS has structured the requirements matrix under specific categories. We intend to satisfy the requirements under each category through a combination of 'People', 'Process' and 'Technology'. Our team brings their extensive experience in Medicaid and system integration projects, will apply industry standard processes, and configure the technology components as per the detailed requirements to achieve the desired outcome for AHCCCS.

KPMG's KRIS Connected Platform is the technology component of the solution. The KRIS Connected Platform is an enterprise integration, data, and shared services platform that we will deploy as SIP for AHCCCS and MQD. **The KRIS Connected Platform's full capability set is described in the image at the end of section 6.4.2.** We intend to deploy the KRIS Connected Platform in the AHCCCS Azure Tenant.

KPMG intends to satisfy all the requirements in the requirements matrix with a combination of product features, project accelerators, and time-tested process execution by the KPMG team, leveraging our knowledge of executing similar projects in other states.

other features.

Figure 4. KPMG's Architecture Overview.

Service level agreements (SLAs)

Within the SLA Plan, KPMG will leverage our SLA Management Framework which defines the tasks and procedures that are performed to effectively report on and monitor SLAs. Our SLA Management Framework includes:

- SLA Quality Control process: Responsible for helping to ensure quality standards, processes, and expectations are met when reporting adherence to SLAs. This involves regular monitoring and measuring against contractual metrics and targets through the SLA Report Card, conducting internal assessments and evaluations, and identifying areas of interest or concern that may arise related to SLA compliance.
- SLA Compliance process: A specific approval and review process to determine whether SLAs are adhered to and a description of expectations to implement corrective actions or improvements when they are not met, while also providing exception processes to determine outcomes for missed SLAs. When an SLA is confirmed to be unmet, KPMG will determine the right course of action through pre-approved Corrective Action Plans (CAP) and communicate these steps with the Agency.

Deliverables

The KPMG team will adhere to AHCCCS and MQD Deliverable requirements, guided by our PMO procedures that are consistent with the standards established by the Project Management Institute (PMI) and the Project Management Body of Knowledge (PMBOK). KPMG's PMO process verifies that deliverables and work products meet their requirements, as well as any applicable standards, regulations, and specifications. For deliverables specifically, we will utilize a Deliverable Expectations Document (DED), which will be completed as a precursor to the actual deliverable and will be used to level set on the scope and contents of each deliverable. The DED will serve as an annotated table of contents providing an overview of the organization of all deliverables. We have found this approach successful with other States in avoiding late disconnects of expectations on scope and content of the deliverables.

Key personnel

Our key personnel have extensive experience deploying the KRIS Connected Platform in other states and are experienced professionals that understand the complexities of implementing a program of this size and importance. We have provided their experiences and its relevance to the engagement across this proposal. We have attached their resumes as well as part of Appendix A.

KRIS Medicaid feature set

[redacted]

Figure 5. KRIS Medicaid feature set.

6.4.3 High level proposed timeline for completion of requirements.

Upon contract award, KPMG will work with AHCCCS to align dates for key milestones and deliverables. We work collaboratively to build the more detailed timeline, identify KPMG, State, and Module Vendor tasks and dependencies on a constant feedback cycle. We have seen these projects unfold for other States: we know the pain points and are here to help you avoid them. We look forward to being able to share the knowledge from our learned experiences. We have found that it is critical to be flexible, responsive, and, most importantly, looking ahead to make sure you are being set up for current and future success. With that in mind, we plan to use the approach detailed in Section 6.4.1. A Workstream-centric implementation approach is recommended to support speed to delivery, quick wins, and the ability to prioritize what is of value to AHCCCS and MDQ.

By leveraging our experience implementing System Integration Platforms across the country, and our understanding of the demands on AHCCCS and MQD resources, we have put forth a proposed timeline and workplan intended to represent realistic, achievable milestones. We bring to the table the learned experience of seeing these implementations alongside other States, and the staff with the know-how to help you make it happen. As you have seen, our team is knowledgeable and experienced in SI services. The timeline proposed reflects a concerted review of other, similar, implementations and is reasonable, accurate, and most importantly, achievable. It is important to consider that there will be other competing priorities and demands placed on State staff, both planned and unplanned. We will work shoulder-to-shoulder with you to help drive the SI Core Platform forward and balance your strategic priorities, integrate systems and modules, support ongoing decisions, and adjust along the way as necessary

Project initiation and submission of foundational deliverables requested will be completed in the timeframes put forth, as well as updated and reviewed on a standard cadence aligned with AHCCCS / MDQ standards. The KRIS Connected Platform product provides a series of enablers to advance the development of management plans in accordance with MITA and PMBOK standards. Our accelerators and experience will help enable our team to develop the requested project plans specifically aligned to your standards within the allotted time. Further, given our significant project management experience in the HHS domain across the country, and highly skilled staff, we will be able to operationalize the project management standards simultaneously while they are being formalized with AHCCCS.

Our proposed high-level timeline is depicted below. Our approach involves managing foundational components of the project such as completion of deliverables, sequencing of tasks, managing to milestones and use of an Agile method for platform development itself. Based upon our experience, this approach helps enable the project to manage to a controlled schedule while concurrently demonstrating greater business value with tangible platform components.

Workstream	Description
Project Management	This Workstream is focused on the activities necessary to get the project up and running, as well as the ongoing Project Management activities to take place throughout the duration of the project.
1	Workstream 1 represents the design and deployment of the SI Core Platform. To start, we will work through NASPO to procure individual components and licensing for the solution. Then we embark into the production and provisioning contained within the five SIP Program Increments (PI). Each Program Increment applies our DDI approach to fulfill AHCCCS platform requirements (further detail on PIs below). Following development, we will help to coordinate testing in preparation for the Disaster Recovery testing and full security assessments needed for a successful go-live. All features and functionality will be rigorously tested and evaluated before go-live.
2	Workstream 2 is focused on the implementation of the KRIS Connected Platform Enterprise Data Management System (EDMS) and the accompanying training associated. The KRIS EDMS feature provides the capability for various files received or created by incoming MES modules to be stored, managed, and analyzed with the rigor that a cloud-based management system requires.
3	Workstream 3 is centered around the KRIS Connected Platform team implementing the Operational Data Store (ODS), performing ETL while mastering the data from various data sources as required by AHCCCS and the MQD teams in order to run reports. This workstream will also include the appropriate ODS training as requested by AHCCCS
Maintenance & Operations	This Workstream centers around the ongoing Maintenance and Operations (M+O) of the KRIS Connected Platform following deployment, including necessary updates to training materials as needed.

Workstream	Description
Future	In future Workstreams, we will leverage our prior experience integrating with the MES Modules. We will use our module onboarding playbook to seamlessly bring the AHCCCS SIP Core Platform to each incoming module vendor, which includes appropriate technical training. Future Workstreams will provide the necessary supports to the CMS module certification process.

Delivery to AHCCCS – Our proposed timeline

Deployments throughout Workstream 1 will be executed using SAFe Agile principles during the five program increments. The high-level approach consists of two components: (1) Organization & (2) Program Increment Development. Organizationally, Workstream 1 centers around the fundamental management broken into the following major tasks groups. Each group of tasks represent the major milestones associated with the development effort in the production of the SIP core platform.

- Procurement & Licenses Complete: Platform purchased, and licensing activities complete
- SIP Core Product Development: The development and deployment of the product divided up into manageable pieces to deliver functionality in a predictable and efficient manner. The program increments specific for this effort are further explained below.
- SIP Deployment to Non-Production and Production Environments: Platform component testing in the higher-level environments.
- SIP Security Assessment: Platform has passed security assessment and disaster recovery testing necessary for go-live approval.
- Go-Live: Platform is available for module integrations in production.

The PI development is our approach to breaking down the work effort associated with Workstream 1 into program increments. While the overall approach is important, we want to highlight the SIP Program Increments (PI) that make up the first part of Workstream 1 activities. This approach helps enable the project teams to prioritize development efforts to focus the activities that drive great business value, early in the process, while continuing to deliver functionality in a predictable and efficient manner. Based upon our experience working in North Carolina, New Mexico and Tennessee we will utilize a program increment approach to the development activities. Each PI represents a set of working features. The functionality produced from each program increment builds on top of each other in a natural progression. The following is a high-level description of each program increment.

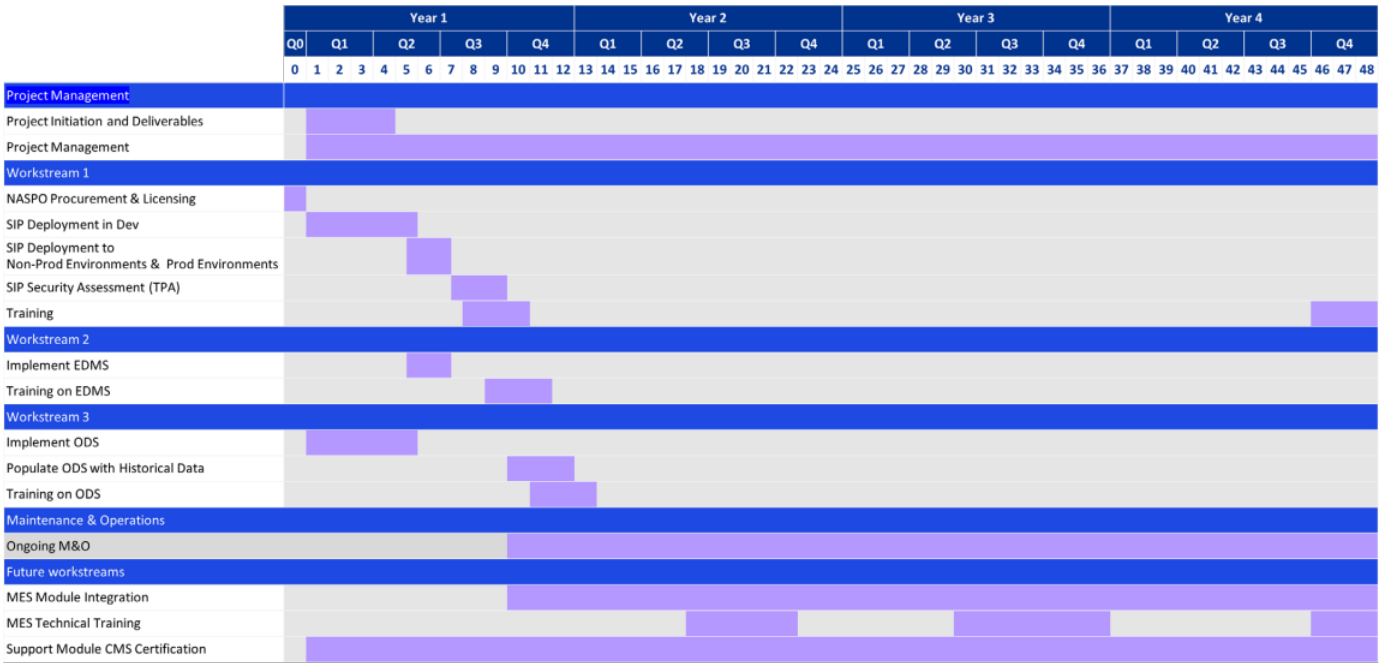


Figure 6. Our proposed timeline to serve AHCCCS.

- **Program Increment 1**: Basic infrastructure and accounts set up
- **Program Increment 2**: Operational security and core connectivity to Azure AD set up
- **Program Increment 3**: Compute environments, development tools and maintenance and operations infrastructure established
- **Program Increment 4**: Productivity components and share service set up
- **Program Increment 5**: Operational APIs, MFT workflows and orchestrations set up

Program increments allow for ***an accelerated deployment schedule and better visibility into the platform throughout the process***. The core platform capabilities are grouped together to deliver a set of end-to-end, ad fully tested, functionality with delivery of each program increment. Accompanying the completion of each PI, there will be a demonstration of the features and functionality delivered during that increment for observation. Once configured and tested, the platform components will be deployed across the production and non-production environments.

After the deployment of all core functionality has been completed in the production environment, a thorough risk assessment will be conducted by our internal team in preparation for the SIP Security Assessment. We are bringing a team of experienced professionals who have participated in extensive security assessments for other States. This hands-on experience with assessments for other clients has the benefit of bringing a tried and tested approach to AHCCCS and MDQ. We have gone through these assessments, we know what types of reviews, controls and procedures are going to be requested, and will bring not only our experience with similar implementations but also our experience with federal partners.

All of this work is included in our DDI approach. After completing DDI, the platform will be transitioned into maintenance and operations. Our team brings unparalleled insights by anticipating risks and accommodating the inevitable change to the deployment of the SI Core Platform in Workstream 1.

As we discussed earlier, Workstream 1 is implementing our core platform and we wanted to provide you with a detailed breakdown of activities for this Workstream.

Workstream 1 SI Core platform – 9 Months

[redacted]

Workstream 2, implementing EDMS, will run in parallel to the core platform deployment in the non-production and production environments in order to be included in the security assessment. We will work with AHCCCS and MQD resources to align on timing and requirements. Figure 8 shows our approach and capabilities of the EDMS to be implemented during Workstream 2.

Workstream 3 will coordinate with the SIP implementation team to deliver ODS and populate it with historical data provided by AHCCCS and MQD.

Figure 8. EDMS approach and capabilities

Figure 9 depicts our approach and design to populate the ODS with AHCCCS and MQD data. **The timeline we put forth for the ODS reflects our experience in other States where the historical data cannot begin to be moved until the Third-Party Security Assessment has been completed.**

Module integration, technical training for such integration and supporting module CMS certification are included in Future Workstreams and beyond. We want to iterate that KPMG as a firm believes that the work plan creation, management, and successful execution is a collaborative process will work with you and module partners to further plan and align on the roadmap and strategic initiatives.

6.4.4 Solution Overview outlined in the Global Requirements (Requirements Matrix)

To support AHCCCS succeeding on your MES transformation journey, KPMG is pleased to propose an incredible team of seasoned Medicaid and technical professionals to the effort. These key staff will lead the efforts to achieve the Global requirements as identified in the Requirements Matrix. The proposed key staff and their qualifications are presented in Section 6.3.3, and their resumes are attached in **Appendix A**.

Our core team will work with the rest of the project team members to help provide successful outcomes to the various SIP components enumerated in the State defined global requirements.
The broader KPMG project team brings the needed depth of DDI and Operations resources to help empower the project. These resource capabilities include a wide range of categories addressed by the KPMG team:

[redacted]

[redacted]

Figure 11. Program capabilities that the larger KPMG team bring to the engagement.

Our approach to certification support

The KPMG team has a long track record of supporting MES implementations and the CMS certification process through our work in Tennessee, Connecticut, and Pennsylvania where we created Certification Management Plans. Many in the KPMG team also have IV&V experience and have helped states like New Jersey and Texas in this function. We understand the new CMS Streamlined Modular Certification (SMC) process and how to use it effectively. Our approach to certification is to work with AHCCCS to understand current Medicaid operations "pain points" and recommend outcomes-based certification (OBC) measures to address future MES improvements. Include the OBC measures with other SMC criteria, supporting metrics, test results, and track each module vendor's tasks/artifacts during the module DDI lifecycle. While CMS does not require the System Integration platform to be certified, our certification efforts will focus on working collaboratively with the State and the Module Vendors to help the modules get certified. The result is a fully certified MES solution that supports Medicaid service delivery and helps enable Arizona to receive enhanced CMS matching funds.

Recently, the KPMG team supported Tennessee with SMC certification for two modules and received strong praise from the federal partner.

Our approach to change management

KPMG understands that change requests (CRs) happen for good reasons on a MES modernization project. CRs need to be well managed, else some vendors may use them excessively. We avoid such excessive CR creations and as an advocate for the state develop change management processes that do likely for the state.

Our approach to Change Management is to define a lightweight process that works for all stakeholders on the MES project for technical or functional scope changes. Our Change Management process closely links to events and activities within Release Management and Configuration Management identified by the Information Technology Infrastructure Library (ITIL). The primary goals of these steps are to receive CRs from any source or vendor, triage them for completeness, archive them for further processing, and advise the broader Change Management team of the new request. During these steps, we'll be reviewing CRs for missing, incomplete, or inaccurate information. CRs with problems will be reassigned for correction. Then the CRs will be evaluated, prioritized, and potentially incorporated into a future MES release. Once assigned to a specific release, the contractors are approved to begin implementing their changes in the prioritized order. We'll work collaboratively with AHCCCS to create a Change Management process that includes the process timeframes, escalation protocols, dispute resolution protocols and other key aspects needed for MES transformation.

Our approach to expected contract management

Our team understands the importance of regular and robust contract management activities and reporting. Our approach to meet AHCCCS contract management needs is to develop and use a Contract and Compliance Plan. This plan will be utilized to document elements of the contract and other requirements that require action by the engagement team during engagement delivery. Key deliverables completed and approved scope updates will trigger milestones in the plan.

Our approach to document management

Our approach is to use the plan to define document templates, supporting style guides, how documents will be archived, review requirements, and

The KPMG team has recently developed document management plans for multiple MES projects, including Pennsylvania, North Carolina, and Connecticut. We will apply that experience to your project.

other related needs. The plan is utilized to help enable the easier sharing of MES documents utilized by AHCCCS, KPMG, module vendors and other project stakeholders.

[redacted]

Our approach to performance management

Leveraging the KRIS Connected Platform, the KPMG approach to performance management is to use New Relic for application monitoring and infrastructure agents to provide solution performance monitoring in a dynamic cloud environment. New Relic will include executive, program, and operational dashboards, including an SLA Performance Report. New Relic's capabilities are augmented by the Red Hat Prometheus reporting, providing in-depth performance statistics of the core components. The KRIS connected platform also uses log aggregation and to provide a Network Operations Center dashboard for the operations and monitoring team.

Dependencies across these components are stored in the KRIS Connected Platform to quickly trace performance issues to root causes. As the various MES module interfaces services are connected to the KRIS Connected Platform, the KPMG Team will establish application performance baselines and correct performance issues early in the dev/ops process. Integration with Splunk helps enable monitoring of account activity including the ability to set alerts on that data. Logs from other components in the KRIS Connected Platform will be sent via an HTTP endpoint to log all significant events and tailor the dashboards to display trends and variances of performance.

[redacted]

Our approach to privacy and security

KPMG has extensive experience performing NIST 800-53 based risk assessments for our private and public sector clients driven by our industry-recognized proprietary Cybersecurity Maturity Assessment (CMA) methodology, which is mapped to applicable information security regulations, guidelines, and frameworks, notably Federal Information Security Modernization Act (FISMA), the National Institute of Standards and Technology (NIST) Cyber Security and Risk Management Framework (RMF) and the supporting NIST special publication information security series such as NIST 800-53.

Not only do we understand these standards and frameworks, but we can also apply our knowledge to improve the security of the MES solution while helping reduce the risks to AHCCCS. Our security risk assessment methodology takes a holistic view of people, processes, and technology, and will support the Department in identifying, understanding vulnerability, and prioritizing areas for remediation.

Our national experience provides several potential benefits to the AHCCCS. Not only do we understand these standards and frameworks but can also apply our knowledge to improve the security of the solution while helping reduce the risks to AHCCCS.

KPMG will perform annual security/risk assessments of our KRIS Connected Platform using the NIST 800-53 controls. The annual security/risk assessments will be performed on all KPMG-provided IaaS, SaaS, and PaaS solutions.

As requested in GLB-202, KPMG will assign a dedicated privacy and security officer to serve as the liaison to the AHCCCS CISO to help ensure and maintain compliance with HIPAA, NIST, MARS-E, and other Federal and State privacy and security standards. We have already identified a security leader within our firm (non-Key resource) for this role. He has led a security workstream for another state Medicaid agency to develop security and privacy documentation, implementing security controls, and performing security assessments to meet their regulatory requirements.

Our approach to program and project management (PPM)

The KPMG team brings experience managing MES projects like AHCCCS from multiple perspectives. This includes New Mexico, North Carolina, and Connecticut as the SI and in Tennessee and Pennsylvania where we PPM the entire MES transformation.

Our approach understands the MES schedule will be a “plan of plans” integrating tasks, deliverables, resources, risks, mitigations, and other planning details across the AHCCCS project. We use Microsoft Project to define SIP tasks, module integration, testing planning, testing results, and many other SDLC related tasks. Likewise, we use other tools to coordinate requirements, testing materials, and certification requirements in a unified form. The result in a unified approach to perform the project management and delivery tasks required for the MES modernization effort.

This approach illustrates our goal to unify and realize the synergies necessary to drive value within MES program and project delivery. The goals of our approach is to:

- Guide and reduce risk to the AHCCCS project
- Increase value creation and the likelihood of successful MES module integration
- Produce a AHCCCS system that supports Medicaid service delivery

[redacted]

Our approach to staffing

KPMG is proud of the diverse backgrounds, substantial functional skills and technical qualifications of our advisory professionals, as described in our response to 6.3.2 and 6.3.3. We offer a well-rounded team of in-house professionals who has deep operational experience for SI of cloud services. KPMG is proud of our reputation as an industry-leading provider of project risk and quality assurance services, including for federal, state, and local governments for both COTS and custom system implementations.

We have carefully selected out key staff and our supporting staff to this engagement. As you would have seen, we have some of our senior leadership staff well versed in business knowledge, seasoned professionals who have been in leadership positions both in public and private sectors, well complemented by technology professionals who are intricate knowledge and experience in bringing up the KRIS platform tailored to Arizona and Hawaii. This core team will also be ably supported by network, security, testing and training professionals to provide AHCCCS with a team that is second to none to work with you in this MES transformation journey.

Our approach to Quality Assurance, Quality Management, and Test Management

The KPMG team approach to Quality Assurance, Quality Management, and Test Management is founded on several core components that provide a cohesive framework for testing as described below. Specific processes and procedures, roles and responsibilities, deliverables, and tools for MES integration testing will be documented the Test Management Plan.

- **Test Management and Control**: Provides input to and aligns testing with the Quality Management Plan. This includes validating that testing processes and standards support the MES Project Management Plan, including program-level risk and issue management, scheduling, reporting, and continuous improvement functions.
- **Delivery Operations**: Standardizes processes and tools for test data management, defect management, and reporting. It also encompasses procedures and tools for the management of test cases and scripts, performance testing; automation; and managing test environments and data (i.e., in the Integrated Test Facility - ITF).
- **Service Validation and Testing**: Brings consistency in the planning, preparation, execution, and reporting of testing activities across all Workstreams and levels of testing, including SIP integration testing; module testing performed by developers; and UAT.
- **Metrics Reporting and Tools:** Track progress of all testing activities with standardized metrics. Enable standardized tools throughout the program.

Our team understands the importance of effectively managing the planning, execution, tracking, and reporting of testing activities to the overall success of the AHCCCS project. In collaboration with the State, our team will support SIP and MES module integration testing across all Workstreams involved in the DDI. The KPMG Team's experienced testing professionals will leverage our Testing Service for Cloud Toolkit. The toolkit is comprised of test management processes, tools, and templates as well as test execution and automation frameworks that will be used to deliver high quality test management and testing services in support of the MES Project, including the KRIS Connected Platform.

Our goals are to:
- Manage the overall time and effectiveness of MES Integration Testing
- Deliver a high quality, integrated MES
- Provide AHCCCS insight to business risks associated with deployment of MES modules.

[redacted]

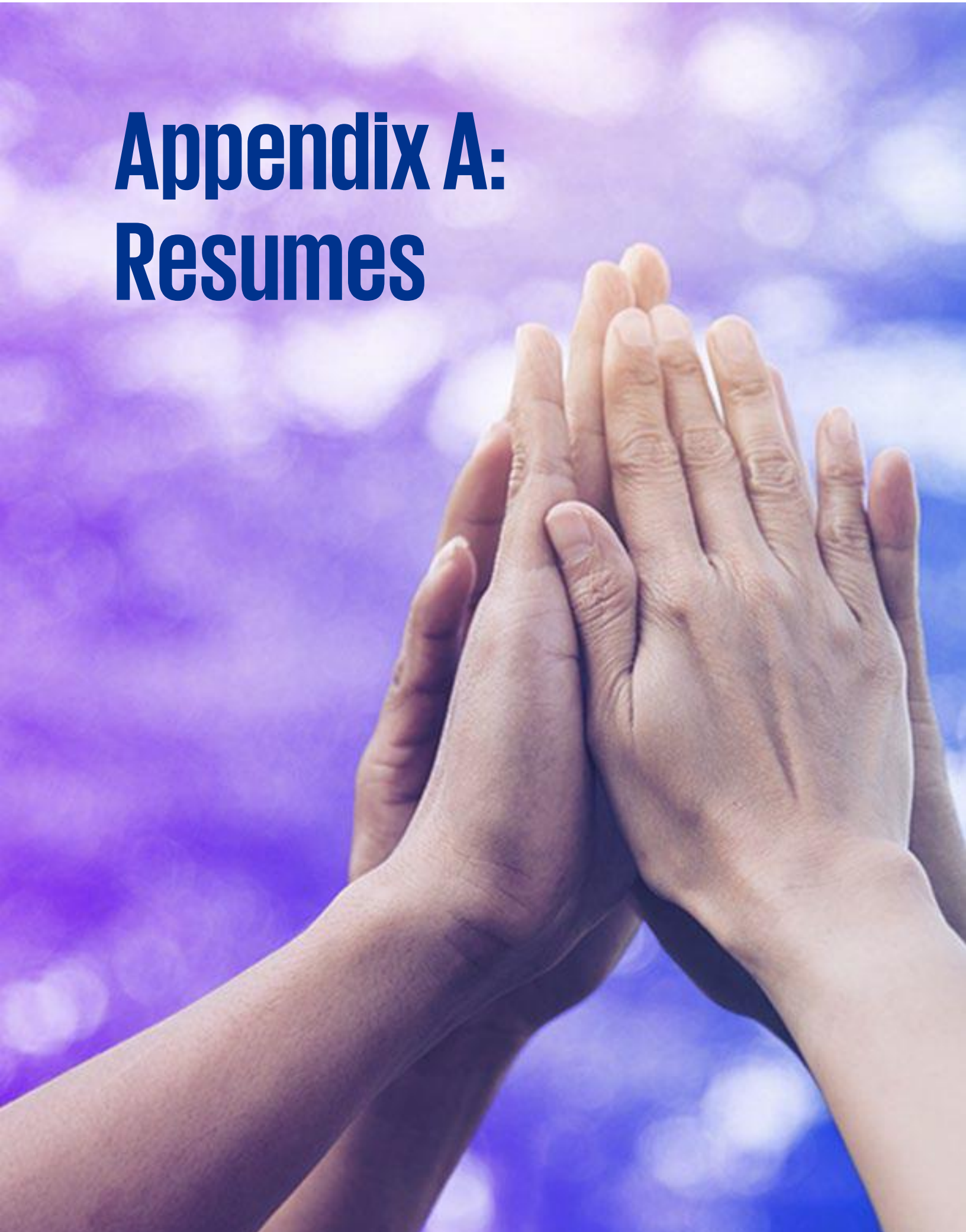
The full scope of deliverables in our Quality and Testing Management approach can be seen in the completed Requirements Traceability Matrix from KPMG.

Our approach to transition

The KPMG team understands that at some point, we will transition SIP operations to a turnover entity. Our approach is to plan this event carefully and proactively to orchestrate the many interdependent transition tasks across the project. Our team will produce a detailed plan, including topics for SIP resources, staffing, milestones, and tasks to successfully transfer responsibility for M&O and hosting of the solution to the turnover entity. Our Transition Plan will outline the following:
- Turnover of Software Licenses, Service Contracts, Code, and Documentation
- Turnover of data, custom interfaces, reusable code and configurations
- Turnover of product documentation, file, interfaces, and non-COTS proprietary workflows
- Knowledge Transfer Plan
- Transfer and Acceptance of Maintenance and Support Activities
- Additional items as mutually agreed to between AHCCCS and KPMG

[redacted]

Appendix A: Resumes



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