



EXPERTISE IN ACTION.

ABOUT CSG

CSG Government Solutions is a national leader in planning, managing, and supporting complex projects that modernize the information technology and business processes of large government programs. We provide high-value strategy, planning, and project assurance services that lead your most challenging modernization projects to successful outcomes.

CSG GOVERNMENT SOLUTIONS "AT-A-GLANCE"

BUSINESS: Government Operations Consulting	HEADQUARTERS: Chicago, IL	FOUNDED: 1997	EMPLOYEES: 250	CHIEF EXECUTIVE: John Walsworth
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SERVICE OFFERINGS: <i>PMO by CSGSM</i> <i>IV&V by CSGSM</i> <i>QA by CSGSM</i> <i>STRATEGY by CSGSM</i> <i>OCM by CSGSM</i>	CLIENTS: 46 state and territory governments U.S. Department of Health and Human Services U.S. Department of Labor Large municipal governments
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PROGRAM EXPERTISE:		
Healthcare	Child Welfare	Education
Human Services	Unemployment Insurance	Revenue/Tax
Child Support	Workers' Compensation	Motor Vehicle

OUR SERVICES

PMO by CSGSM

CSG brings you all the expertise and experience you need to establish and operate a "full-service" PMO, including project management, risk analysis and mitigation, requirements management, architecture assessment, business process reengineering, organizational change management, testing support, and other functions. These services utilize CSG's unmatched expertise in program operations and technology architectures to maximize the value of your PMO.

IV&V by CSGSM

CSG serves as your "eyes and ears" into the inner workings of your program modernization effort. Independent of implementation vendors and others, we provide insight into all aspects of the project, with a focus on risk identification, analysis, and mitigation. Our Life Cycle and Periodic IV&V methods are based on IEEE standards and provide a structured approach to assessment, analysis, review, evaluation, and testing throughout the modernization life cycle.

QA by CSGSM

CSG deploys highly experienced teams and innovative methods, knowledge, and tools to assure that complex projects are completed on time and achieve your program objectives. Our quality assurance methodologies are based on industry standards and best practices, and provide a structured approach to quality management, quality assurance, quality control, testing, and operations/maintenance.

STRATEGY by CSGSM

CSG is your trusted advisor in crafting program modernization strategies and addressing foundational aspects of your projects. From enterprise IT strategy and technical architecture, to business process reengineering, requirements definition, procurement support, and other critical functions, CSG's high-value resources provide insight into best practices and help guide your modernization efforts.



PMO by CSGSM



COLUMBUS

SUCCESSFUL MMIS IMPLEMENTATION IN OHIO

Ohio's Medicaid program provides healthcare coverage for 2.8 million residents at a cost of \$15 billion per year. The Ohio Department of Medicaid (ODM) has reached a major milestone in Medicaid program modernization with the successful implementation of the Ohio Medicaid Information Technology System (MITS). MITS is built on robust business and technical architectures and leverages innovative technology to increase productivity, enhance customer service and ease of use, provide flexibility for complying with dynamic federal mandates and statutory rules, and support MITA goals today and in the future.

PROACTIVE MMIS MODERNIZATION SERVICES

CSG provided comprehensive proactive MMIS modernization services throughout the project. Our services encompassed all aspects of the MITS modernization effort, including project management and governance, technical architecture and design, business transformation and training, requirements management, data conversion, technical and operational readiness, and MMIS certification.

The people of Ohio are making a large investment in Medicaid modernization. ODM and CSG are working together to assure that the State's efforts meet the needs of Ohio's Medicaid Enterprise and the people who depend on it.



JEFFERSON CITY

HHS SYSTEM MODERNIZATION IN MISSOURI

The Missouri Department of Social Services (DSS) has launched an initiative to modernize its integrated eligibility system. When fully implemented, the new customer-centric system will process applications in real-time and provide the flexibility and core functionality the State needs to leverage the system across all of its eligibility programs and services.

PMO by CSGSM

DSS selected CSG to provide a full-service Project Management Office to oversee the system modernization. CSG develops in-depth project management plans that document the processes and procedures of each business area to help the State establish a comprehensive vision and assure its objectives are met. We provide critical oversight and management of the solutions vendor and project team, identify and track project risks and issues, develop risk mitigation strategies, and facilitate organizational change, including training on the Agile methodology. CSG also supports the State in maintaining effective communication and project transparency with CMS throughout the engagement, including submission of Advance Planning Document Updates to maintain compliance with CMS and obtain enhanced federal funding.

DSS is committed to improving its healthcare and social services programs to provide more efficient services for Missouri citizens. CSG is here to assure the State meets its goals.

[READ MORE ABOUT *PMO by CSGSM*](#)



PMO by CSGSM



INTEGRATING HEALTH AND HUMAN SERVICES IN IOWA

The Iowa Department of Human Services (DHS) provides public assistance benefits to more than 450,000 Iowans. The current eligibility system has been in place since 1984, making upgrades and enhancements costly and time-consuming. Like other states, Iowa must address new ACA mandates, evolving eligibility determination rules, health insurance marketplace, and interfacing with a new MMIS. In order to support these interconnected challenges, DHS is deploying an integrated system using an Agile development approach.

PMO by CSGSM DELIVERING ORGANIZATIONAL CHANGE

The new integrated eligibility system affects the work processes of hundreds of employees. The department recognized the importance of preparing staff for the planned changes, and selected CSG to help them complete a change assessment, develop a customized change management plan, and move forward with the plan's implementation. More than 300 key staff have been trained in the principles of organizational change and empowered to serve as change sponsors for the new system.

DHS is committed to providing improved access to healthcare and human services programs for Iowans. CSG is here to help achieve this goal.



ILLINOIS' INTEROPERABLE HHS ENTERPRISE

As the Illinois Department of Healthcare and Family Services (HFS) mobilized to meet ACA requirements, it launched a major initiative to implement a new integrated eligibility system (IES). The IES links to the State's health insurance marketplace and supports eligibility and enrollment for multiple HHS programs, including SNAP and TANF.

PMO by CSGSM

HFS selected CSG to establish a Project Management Office and provide other essential services including early technical assessment and strategy for the IES, JAD session facilitation, development of the DDI and Independent Verification and Validation RFPs, and additional procurement support.

Our oversight and management of the implementation contractors and project team assured that all aspects of the project—including requirements management, adherence to the schedule and budget, project governance, technical architectures, testing, and organizational changes—are effectively achieved.

Illinois is pursuing a vision of integrated service delivery that improves the lives of its people. CSG is here to help.

[READ MORE ABOUT PMO by CSGSM.](#)



IV&V by CSGSM



SANTA FE

MODULAR MMIS IN NEW MEXICO

The New Mexico Human Services Department (HSD) is implementing a modular MMIS to efficiently administer the State's Medicaid program to its more than 800,000 recipients. In addition, HSD is maximizing federal funding by aligning its modernization strategy with the CMS Medicaid Enterprise Certification Life Cycle.

IV&V by CSGSM FOR MECL

HSD selected CSG to provide comprehensive IV&V services aligned with CMS' MECT v2.3 over the full life cycle of the MMIS replacement, including up to six procurement RFPs and the design, development, certification, and implementation of the new MMIS.

CSG is applying *IV&V by CSGSM* to assure the procurements and modular systems are being reviewed both individually, and from an enterprise approach. We are verifying each module meets the RFP system requirements, testing interoperability across modules and services, and guiding the State through the new CMS MECL certification process to assure compliance and achieve certification at project completion.

New Mexico has a vision of an improved, person-centric Medicaid Enterprise that reduces costs, improves member health outcomes, and promotes self-sufficiency for the residents who rely on it. CSG is here to help achieve this vision.



MONTPELIER

VERMONT'S MEDICAID ENTERPRISE

The Vermont Agency of Human Services, Department of Vermont Health Access (DVHA), administers nearly all of the publicly funded healthcare programs for the State of Vermont. To assure compliance with new state and federal regulations, DVHA is modernizing its MMIS, Pharmacy Benefits Management System, and Care Management System.

IV&V by CSGSM FOR MECL

DVHA selected CSG to provide IV&V services aligned with CMS' MECT v2.3 throughout the engagement. CSG is examining and validating the development of system applications; analyzing processes and deliverables of the State's MMIS, Care Management, and Pharmacy Benefit Management interrelated systems; identifying and managing project risks and issues; evaluating vendor deliverables to assure the system meets RFP requirements; providing independent oversight of the systems integration and workflow across the Medicaid Enterprise; and guiding the State through the MECL certification process to assure compliance with CMS certification standards.

DVHA is committed to providing cost effective, efficient Medicaid services for the people of Vermont. CSG is here to assure its modernized Medicaid Enterprise achieves these goals.

READ MORE ABOUT *IV&V by CSGSM*.



IV&V by CSGSM



FRANKFORT

DELIVERING INTEROPERABILITY FOR KENTUCKY

The Kentucky Cabinet for Health and Family Services (CHFS) is responsible for overseeing the Commonwealth's health and human services programs, including its Medicaid program. In order to more efficiently administer services to its more than 1.2 million Medicaid recipients, CHFS is launching an effort to modernize its Medicaid Enterprise Management System (MEMS).

PROCUREMENT SUPPORT AND *IV&V by CSGSM*

To help assure a successful vendor procurement and implementation, CHFS selected CSG to provide procurement support and IV&V services throughout the system development life cycle. CSG reviewed and provided feedback on the MEMS RFP, developed a Procurement Integrity Plan, and updated the Commonwealth's MITA SS-A to align with the new RFP and MEMS Concept of Operations. CSG also assisted CHFS in understanding the new CMS Medicaid Enterprise Certification Life Cycle by providing critical feedback and support for the Project Initiation Milestone Review and Implementation Advance Planning Document development.

CSG provides oversight services to assure the system meets CMS certification standards and fulfills all requirements defined in the RFP. CSG also provides ongoing IV&V, testing, and operational functionality assessments to identify and mitigate risk.

Together, CHFS and CSG are working to meet the agency's goals and provide superior services to Kentuckians.



PROVIDENCE

THE RHODE ISLAND UNIFIED HEALTH INFRASTRUCTURE PROJECT

Rhode Island's Unified Health Infrastructure Project (UHIP) is a multi-phased effort, developing an integrated technology platform across healthcare and human services programs. UHIP is a collaboration of five Rhode Island government agencies with a vision for a single technology solution that simplifies enrollment for individuals and families eligible for Medicaid/CHIP, SNAP, TANF, and commercial-based healthcare plans. The project includes implementation of an ACA-compliant health benefits exchange solution.

IV&V BY CSGSM

Rhode Island selected CSG to provide comprehensive IV&V services for the design, implementation, and operation of the UHIP technology platform. CSG conducts proactive project health and risk assessments encompassing the full system development life cycle. Our assessments identify project risks and opportunities to implement best practices. We develop risk mitigation strategies, alternative approaches, and recommendations for improving project performance.

CSG is also leading the State's user acceptance testing to validate compliance with federally-mandated requirements, and is providing independent security assessments and system audits.

Rhode Island is pursuing a vision to improve access to healthcare and human services programs. CSG is there to help achieve that goal.

[READ MORE ABOUT *IV&V by CSGSM*](#)





SALEM

HUMAN SERVICES MODERNIZATION IN OREGON

The Oregon Department of Human Services (DHS) is pursuing a multi-year effort to improve services delivery in its SNAP, TANF, Day Care, and Medicaid programs. The initiative implements online access to services and benefits, an enhanced case management system, and modernized DHS self-sufficiency systems. The project also implements process changes that improve caseworker productivity and effectiveness throughout the DHS field service system and Seniors and People with Disabilities offices. These new solutions support DHS staff in their mission to help all of Oregon’s people become independent, healthy, and safe.

QA by CSGSM

One of Oregon’s strategies for accomplishing this challenging modernization effort is the adoption of a quality assurance/quality management program. The State engaged CSG to take on this critical function. The CSG QA team developed and executed comprehensive QA processes and controls that helped assure the project produced high-quality deliverables and achieved its core objectives within tight budgetary and schedule limitations. Our team also provided ongoing risk assessments and mitigation strategies to senior DHS executives.

The people of Oregon are making a large investment in human services modernization. CSG is helping to assure the DHS programs meet the needs of the people who depend on them.



DENVER

PROTECTING HEALTH INFORMATION FOR COLORADOANS

The Colorado Department of Healthcare Policy and Financing is dedicated to improving healthcare access and outcomes for Coloradoans. In order to protect the privacy of the people it serves, the State engaged CSG to perform an independent security and privacy controls assessment and evaluation of its health insurance marketplace and integrated eligibility system’s shared connection to the Federal Data Services Hub.

MARS-E 2.0 SECURITY ASSESSMENTS

CSG applied CMS’ Minimum Acceptable Risk Standards for Exchanges 2.0 (MARS-E 2.0) and tested each of the more than 350 security and privacy controls. CSG produced a Security Assessment Report with findings and recommendations, which was incorporated into the State’s Plan of Action and Milestone document. CSG also provided an Annual Security and Privacy Attestation for ACA Systems for submission to CMS.

Colorado is committed to protecting the privacy of its residents. CSG’s privacy and security assessment services assure Colorado is protecting the confidentiality, integrity, and availability of Personally Identifiable Information (PII), Protected Health Information (PHI), and Federal Tax Information (FTI).

[READ MORE ABOUT QA by CSGSM.](#)



STRATEGY by CSGSM



SUPPORTING OHIO'S MOVE TO MODULARITY

The Ohio Department of Medicaid (ODM) has a network of more than 83,000 active providers and delivers healthcare coverage to 2.8 million Ohio residents. To assure it provides the most efficient care and leverages technical advancements within the national Medicaid landscape, ODM is launching an initiative to move to a modular Medicaid Enterprise.

STRATEGIC MMIS PLANNING AND PROCUREMENT SUPPORT

ODM selected CSG to develop a comprehensive strategy and provide procurement support services for modernizing its Medicaid Enterprise. CSG is working with ODM to identify reusable components via the State's MITA 3.0 SS-A to achieve higher MITA maturity levels and maximize federal funding. CSG is assisting the State in analyzing MMIS operational model options, determining implementation priorities, and sequencing modular components. CSG supports ODM throughout the procurement process to define requirements, develop RFPs, and provide vendor evaluation and selection support.

ODM is committed to achieving the goals of modularity in Ohio. CSG is here to help the State meet its objectives and maximize its return on investment.



VIRGINIA'S MODULAR, INTEROPERABLE MMIS

The Virginia Department of Medical Assistance Services (DMAS) administers the Commonwealth's Medicaid program for over 950,000 Virginians. In order to provide high quality and cost effective services, DMAS is transitioning from a legacy mainframe MMIS to a modular, interoperable solution that encompasses the entire Medicaid Enterprise.

REQUIREMENTS DEFINITION AND PROCUREMENT SUPPORT ALIGNED WITH MECL

DMAS engaged CSG to provide procurement support services, including assistance for incorporating the new CMS modularity standards and aligning the new Medicaid Enterprise system plans with the Commonwealth's MITA 3.0 SS-A. We helped define RFP requirements across each of the modular components, develop the RFP documents, and support federal funding by developing the Implementation Advance Planning Documents and federal budget tables for CMS.

DMAS is committed to transitioning to a holistic Medicaid Enterprise model which provides a system of high quality and cost effective healthcare services for Virginians and their families. CSG is here to help navigate the changing Medicaid landscape to assure Virginia meets its goals.

READ MORE ABOUT *STRATEGY by CSGSM*.



STRATEGY by CSGSM



AUSTIN

MEDICAID CONTRACT MANAGEMENT IN TEXAS

The Texas Health and Human Services Commission (HHSC) coordinates the planning and delivery of health and human services programs in the State, including its Medicaid program. In order to provide Texans with enhanced service and performance of their Medicaid program, HHSC is transitioning to performance-based contracting to more efficiently achieve program objectives.

CSG DEVELOPS A PERFORMANCE-BASED CONTRACTING PLAN

HHSC selected CSG to help transition the State's current Medicaid fiscal agent contract monitoring methodology to a performance-based contract management process. CSG assisted the State in establishing an overall vision, defining goals and objectives, developing a performance-based contracting plan, and implementing contract monitoring and reporting methods. CSG also completed a gap analysis of HHSC's current contract management system to identify potential modifications, reviewed HHSC's standard contract management-related RFP requirements and provided recommendations for change, and identified new reporting methods to align with the updated monitoring approach. The CSG team also addressed contract monitoring governance, provided recommendations for organizational alignment, and facilitated training sessions to help State staff transition to the new performance-based contracting methodology.

HHSC is committed to modernizing its Medicaid program to enhance services for Texans. CSG is here to assure its objectives are met.



INDIANAPOLIS

MITA 3.0 AND THE INDIANA ENTERPRISE

The Indiana Family and Social Services Administration (FSSA) develops, finances, and administers programs to provide healthcare and other social services to over one million people. These programs support thousands of healthcare providers throughout the State. In order to provide the most effective support to the people it serves, FSSA launched several major initiatives to modernize its healthcare and human services programs and systems.

APPLYING MITA TO THE BROADER ENTERPRISE

CSG supported these strategic initiatives by conducting an enterprise-wide MITA 3.0 SS-A. The SS-A effort addressed the Office of Medicaid Policy and Planning and the Divisions of Aging, Disability and Rehabilitative Services, Mental Health and Addiction, Healthcare Strategies and Technology, and Family Resources. Leveraging our industry-leading tool, TeamCSGSM MITA 3.0 SS-A, CSG defined the As-Is and To-Be MITA maturity levels, incorporating CMS' Conditions and Standards for Medicaid IT; conducted a gap analysis; and provided a roadmap with recommendations for maximizing federal funding and increasing MITA maturity levels.

FSSA is making a strategic investment in the State's HHS programs to efficiently meet the needs of the people who depend on them. CSG is here to help.

READ MORE ABOUT *STRATEGY by CSGSM*.



TEAMCSGSM PMO TOOLS

TEAMCSGSM PLATFORM

CSG deploys our automated suite of high-value TeamCSGSM tools on all of our PMO by CSGSM projects. These integrated tools maximize the quality of CSG's services and the productivity of our teams. Our tools incorporate CSG's accumulated knowledge and experience on similar projects around the country, enhanced by our own research.

CSG deploys TeamCSGSM tools on a SharePoint, cloud-based collaboration platform that is supported by our internal technology organization, CSG Tech.



TEAMCSGSM PMO TOOLS

✓ TeamCSGSM Project Management

Provides full-featured tracking and reporting on scope and change management, issues, risks, key decisions, and action items. Includes multiple dashboard and trending reports that provide deep insight into key areas such as schedule, budget, scope, quality, and organizational readiness.

TeamCSGSM Project Management and TeamCSGSM Operational Readiness

✓ TeamCSGSM MMIS Risk Assessment Model

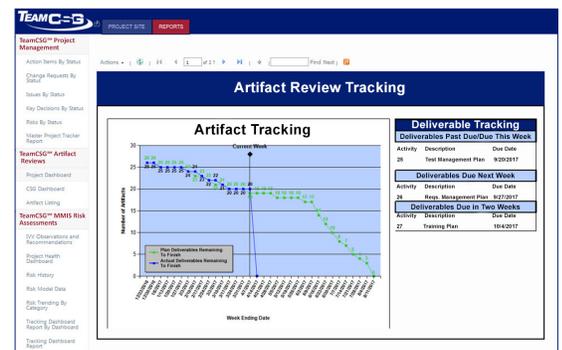
Assures complete identification, tracking, and reporting of project risks and issues and is fully integrated with TeamCSGSM Project Management. Contains more than 400 potential risks across 22 risk categories, and maps directly to MECT Programmatic Critical Success Factors.

✓ TeamCSGSM Requirements Management

Provides a requirements repository that supports capturing and approving business and technical requirements and traceability to multiple RFPs, contracts, and ultimately to the deployed solutions.

✓ TeamCSGSM Artifact Reviews

Facilitates review and tracking of vendor artifacts and deliverables, including key artifact attributes such as due date, delivery date, reviewing authority, review status, and final sign-off. Reporting features identify past-due deliverables along with upcoming deliverables to support resource planning for reviews.



TeamCSGSM Artifact Reviews

✓ TeamCSGSM Operational Readiness

Provides tracking and reporting capabilities for monitoring and assessing readiness for operations and implementation of a system, including powerful dashboard reporting capabilities to support decision-making.

✓ TeamCSGSM MECL Readiness

Facilitates a state's responsibilities throughout the MECL by supporting the requirements and interactions with both CMS and the IV&V Vendor. This includes tracking objective evidence for the checklists provided to the IV&V contractor, tracking CMS comments and findings, and providing both at-a-glance and detailed insight into the Certification Status throughout the project.



Schedule your TeamCSGSM tool demo today! E-mail info@csgdelivers.com.

TEAMCSGSM IV&V AND QA TOOLS

TEAMCSGSM PLATFORM

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CSG deploys TeamCSGSM tools on a SharePoint, cloud-based collaboration platform that is supported by our internal technology organization, CSG Tech.

TEAMCSGSM IV&V AND QA TOOLS

✓ **TeamCSGSM MMIS Risk Assessment Model**

Assures complete identification, tracking, and reporting of project risks and their potential impact on overall project health and is fully integrated with TeamCSGSM Risk Assessments. The model contains a baseline set of more than 400 potential risks across 22 risk categories. Incorporates the MECT Programmatic Critical Success Factors (CSFs), enabling our team to track specific risk model items by CSF to assess and report on compliance in the MMIS Progress Certification Reports.

✓ **TeamCSGSM Risk Assessments**

Provides the ability to capture and track risks, observations, and recommendations across all assessment efforts and to determine increasing or decreasing risk levels and project health not only at an item level, but also within categories. Provides configurable real-time management reports reflecting the status of all project risks, as well as powerful trending reports for analyzing the ongoing progress and effectiveness of risk response plans.

✓ **TeamCSGSM MECL for IV&V**

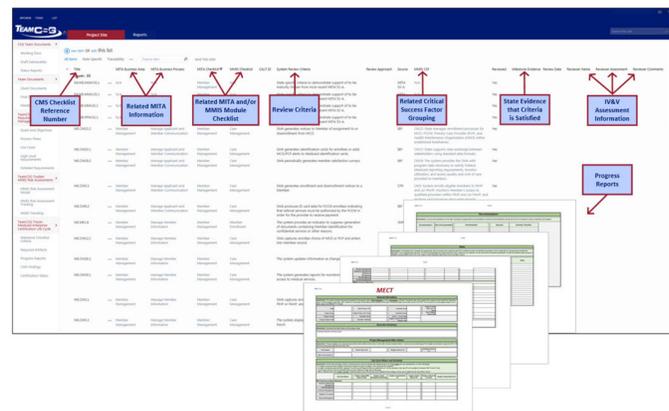
Captures all MECL certification activities and provides both at-a-glance and detailed insight into the Certification Status at any given time during the project. It supports our IV&V team through all phases of the MECL by proactively tracking information required to complete the necessary certification checklists, progress reports, and the supporting evidence required to meet the CMS requirements.

✓ **TeamCSGSM MITA 3.0 SS-A**

Provides a collaboration tool that facilitates the full project life cycle for successfully completing a MITA SS-A. It provides a comprehensive baseline set of Business Process Models, which provides high-impact productivity during the Medicaid Business Process Review sessions. The tool captures and centrally stores all MITA SS-A project data, and features "push-button" generation of all of the CMS-required reports and formats. TeamCSGSM MITA 3.0 SS-A is available for annual MITA SS-A updates through a software license.



TeamCSGSM Risks Assessments



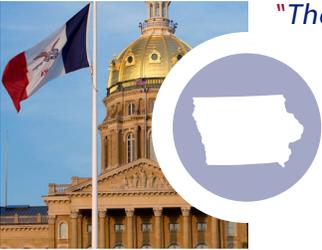
TeamCSGSM MECL for IV&V



Schedule your TeamCSGSM tool demo today! E-mail info@csgdelivers.com.

OUR CLIENTS

The CSG story is the story of our clients. We are totally dedicated to their success. For more than 20 years, we have applied our expertise, innovation, and results-oriented mindset to the most complex program modernization projects of over 200 government and other organizations. We work with our clients in a spirit of partnership and collaboration to deliver the right results at the right time, for the right price.



"The CSG PMO Team collaborates and works closely with State staff as part of the PMO on a daily basis and they also work effectively with our implementation vendors. CSG is a good partner and they share the same goal as the State, which is a commitment to the success of our program modernization."

Lorrie Tritch, Chief Information Officer
Iowa Department of Human Services



"CSG's IV&V reporting is timely and informative. Their national experience serves them well in developing reporting that is both clear and concise and that provides us with well-defined, actionable items that move our project forward."

Sharon Roberts, Senior Project Manager
State of Colorado



"CSG staffed a highly qualified team providing forward-looking Quality Assurance reviews for our project. The CSG team's emphasis on communication, coordination, and collaboration has proved valuable as we move forward."

Karen Coleman, Child Support System Project Executive
Oregon Division of Child Support



"CSG's expertise enabled the modernization of our MMIS and moving to shared-services in a Service Oriented Architecture. Their knowledge of requirements definition, alternatives analysis, and feasibility studies positioned them well to help us achieve our goals. I recommend CSG as a strong partner in modernization strategy and planning."

Debra Meier, MMIS Modernization Manager
Minnesota Medicaid



PUT CSG TO WORK FOR YOU TODAY.

For more information or to discuss the challenges you face and how CSG can help, e-mail us at info@csghdelivers.com.

www.CSGgovernmentsolutions.com