



***Experts in HHS
System Modernization***



About CSG

Founded in 1997, CSG Government Solutions is a national leader in management consulting services, supporting our state government clients in the implementation of new technology and business processes to achieve efficiencies in government operations. We apply our expertise, innovation, and results-oriented approach to optimize complex system and program modernization projects for more than 200 organizations.

Named one of America's Best Management Consulting Firms eight years in a row by Forbes and as one of the Top Consulting Firms by the Consulting Report in 2022, 2024, and 2025, we work with our clients in a spirit of partnership and collaboration to deliver results.

CSG Government Solutions "At-A-Glance"

Business:

Government operations consulting

Clients:

50 state and territory governments

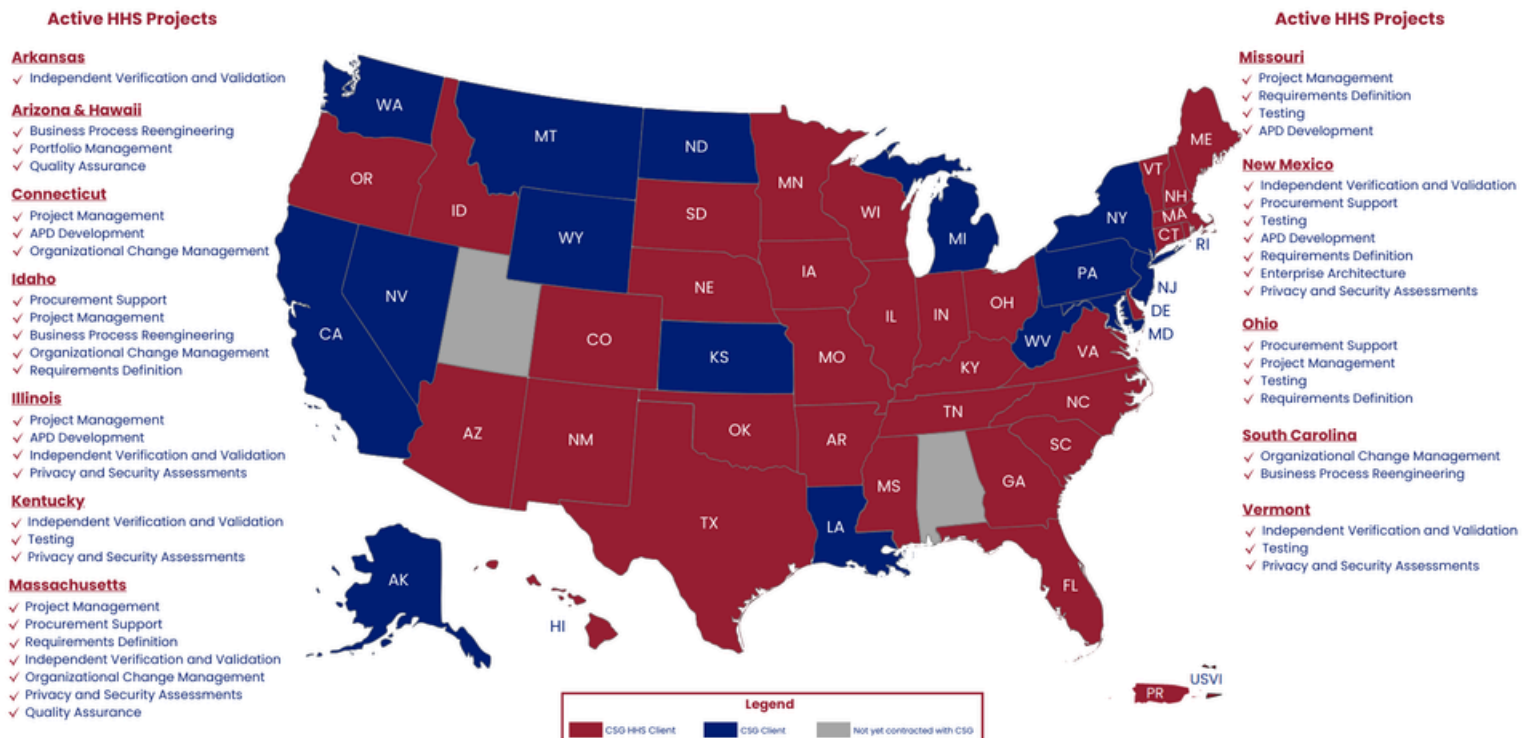
Program Expertise:

Healthcare	Unemployment Insurance
Human Services	Workers Compensation
Child Welfare	Revenue/Tax
Child Support	Motor Vehicle
Education	Corrections



Our Experience

CSG is at the forefront of HHS system modernization efforts. Our experience includes Medicaid enterprise, integrated eligibility and enrollment, and other HHS system modernization projects, spanning across 35 states and territories.



Learn more about
CSG's HHS program
expertise



Our Services

Strategy

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, DDI readiness, and other critical functions – CSG’s high-value resources provide insight into best practices and practical recommendations to help guide your modernization efforts.

Project Management

CSG brings you all the expertise and experience you need to establish and operate a “full-service” Project Management Office, including project, portfolio, and program management, risk and issue management, 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.

Quality Assurance

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, privacy and security, and operations/maintenance.

Organizational Change Management

CSG’s OCM methodology operates on the principle that people are the key to realizing the benefits of program modernization. Our approach begins with thorough planning to achieve effective sponsorship, stakeholder engagement, proactive communication, targeted learning and development, and reinforcement of the change. Throughout, we use meaningful metrics to measure change adoption progress to assure our OCM strategies and plans sustain the change needed to achieve your modernization objectives.

Independent Verification and Validation

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.

Expertise in Action



Massachusetts Executive Office of Health and Human Services Pharmacy Claims Management System Modernization

CSG provides strategy, planning, procurement, and implementation support services for Massachusetts' modernization of its Fee-For-Service Pharmacy Benefit Administration system.

CSG works with the Commonwealth to establish a clear vision for the system modernization effort and provides recommendations on potential solutions that will best fit the department's goals and objectives. CSG also develops a strategic plan, reviews business processes, and performs a gap analysis between the legacy system and the envisioned future system to identify requirements for the new solution.

Strategy

Ohio Department of Medicaid Modular Medicaid Enterprise System Modernization

CSG is developing a comprehensive strategy and provides procurement and vendor management support services for Ohio's Medicaid Enterprise System modernization. CSG worked with the State to identify reusable components via the State's MITA 3.0 SS-A to achieve higher MITA maturity levels and maximize federal funding.

CSG assists 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. CSG also provides comprehensive PMO services for the Medicaid Enterprise.

Strategy and PMO





Idaho Department of Health and Welfare Medicaid Management Information System Modernization

Idaho is replacing its current MMIS with a flexible, modular enterprise system that will quickly adapt to the dynamic, evolving needs of existing programs and support new regulations, policies, and innovations. CSG provides full project life cycle enterprise PMO services, overseeing the MMIS procurement planning and modernization project. Engaged early in the project, CSG helps the State establish and implement effective project management processes, templates, guides, and tools, and supports critical decision-making regarding the scope and sequence of the modular procurements.

CSG also provides QA, risk management, schedule and resource management, testing support, and CMS certification support throughout the modernization effort.

Strategy and PMO

Missouri Department of Social Services Medicaid Eligibility Determination and Enrollment System Modernization

CSG provides PMO services to oversee the integrated eligibility system modernization. Our team 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 ensure 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 management, 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.



PMO

Expertise in Action



Arizona Health Care Cost Containment System Medicaid Enterprise System Modernization

In 2000, Arizona began partnering with Hawaii to maintain a shared MMIS. The current system supports the administration of Medicaid services to over two and a half million people across both states.

Arizona, in coordination with Hawaii, contracted with CSG to provide project and portfolio management services across the Medicaid Enterprise. CSG is supporting day-to-day project activities, refining established project management processes, tools, and methodologies, and assisting with CMS certification efforts. The CSG team works collaboratively with both states to ensure efficiency in processes and that the new system meets the needs of each program.

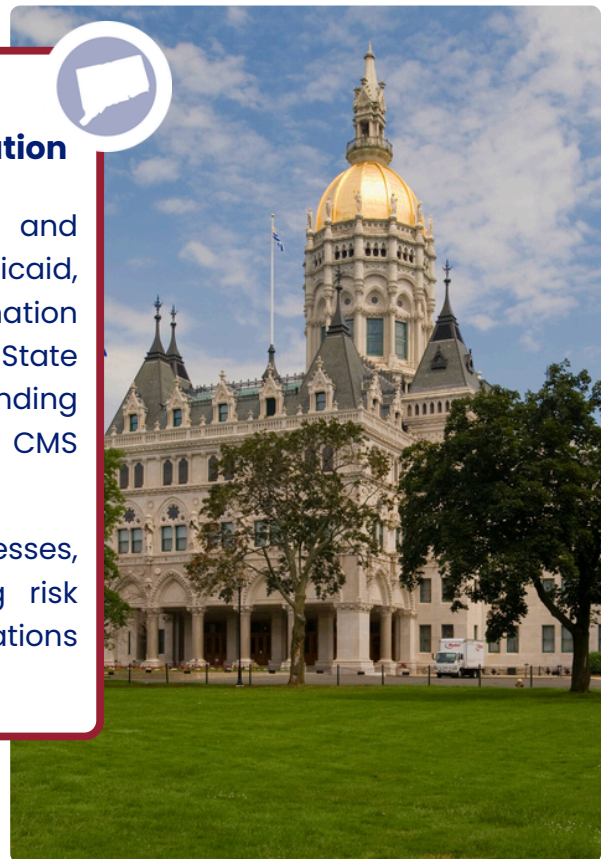
PMO

Connecticut Department of Social Services Medicaid Enterprise Technology System Modernization

CSG provides full-service PMO services and business and technical subject matter expertise in areas including Medicaid, enterprise architecture, system integration, Health Information Exchange, and security. Our team collaborates with the State and other project vendors to ensure a common understanding of project goals and a shared approach to achieve CMS compliance and module certification.

CSG's PMO maintains project management processes, guidelines, and tools, and performs services including risk management, schedule management, communications support, and deliverable reviews.

PMO





Massachusetts Executive Office of Health and Human Services Health Insurance Marketplace and Integrated Eligibility System Modernization

CSG was selected to provide IV&V services, including ongoing risk management, CMS certification support, and validation testing and attestation for federal compliance. The CSG team completed an initial risk and impact assessment and provide continuous reporting related to the project portfolio, structure, management, and approach, as well as all procurements related to the system.

To ensure project success, CSG applies our expertise to advise stakeholders on all aspects of the project including planning, procurement development, program management, vendor integration, and service level agreements. Our team also performs requirements traceability, monitors implementation quality, performs validation testing and attestation for federal compliance, tracks and measures progress for operational readiness, and provides OCM and training support.

IV&V and OCM

Kentucky Cabinet for Health and Family Services Medicaid Enterprise Management System Modernization



CSG provided IV&V services from procurement support through the successful implementation of multiple Kentucky Medicaid Enterprise projects including modernization of its Medicaid, Eligibility and Enrollment, Partner Portal, and Waiver Case Management systems.

CSG reviewed and provided feedback on modular RFPs, developed a Procurement Integrity Plan, and updated the Commonwealth's MITA SS-A to align with the new RFPs and Concept of Operations. The CSG team validated that CMS certification requirements and artifacts were included in procurements, made recommendations for any gaps identified, and employed a Requirements Traceability Matrix to monitor adherence to requirements throughout the SDLC.

CSG also helped the Cabinet navigate CMS certification processes, including the transition to Streamlined Modular Certification, and helped achieve final certification of multiple modules.



IV&V

Expertise in Action



New Mexico Human Services Department Modular MMIS Replacement

New Mexico selected CSG to provide comprehensive IV&V services over the full life cycle of the MMIS replacement, including up to seven procurement RFPs and the design, development, certification, and implementation of the new MMIS.

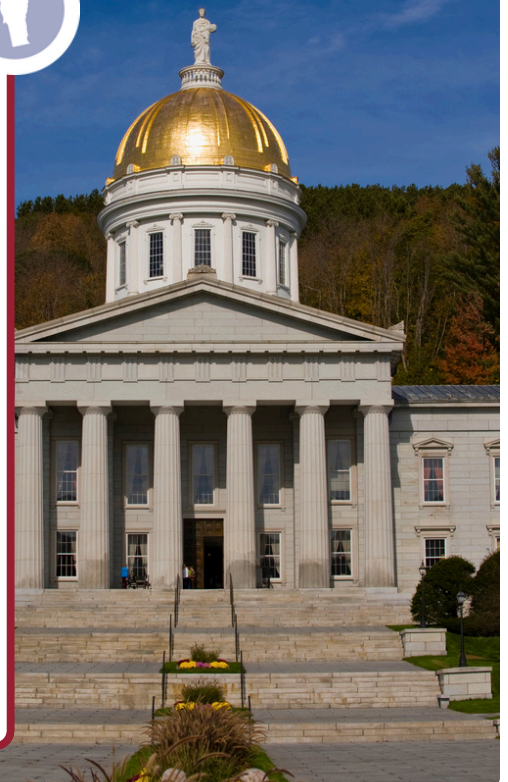
CSG is applying our proven IV&V methodology to assure the procurements and modular systems are being reviewed both individually, and from an enterprise perspective. Our services provide a holistic view of the entire project, providing oversight across all vendors and activities and making recommendations to avoid or mitigate any disconnects happening across the modular projects. We are verifying each module meets the RFP system requirements, testing interoperability across modules and services, and guiding the State through the CMS Streamlined Modular Certification process to ensure compliance and achieve certification at project completion.

IV&V

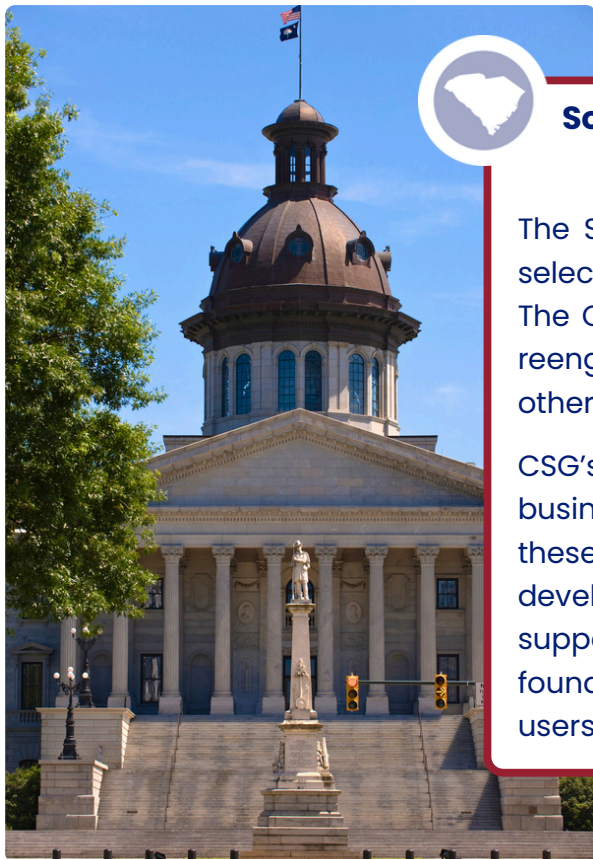
Vermont Agency of Human Services Medicaid Enterprise System Modernization

CSG provides assessment and monitoring of Medicaid program operations, procurements, implementation activities, and adherence to CMS system certification requirements for federal funding. Our assessments and recommendations span the entire Enterprise, supporting reuse of common components or services across modules and informing State leadership of portfolio and project-specific risks.

The CSG team also validates that systems satisfy CMS requirements and reviews evidence that demonstrates that the modules achieve certification compliance. The Pharmacy Benefits Management, Care Management, Electronic Visit Verification, Provider Management, and Health Information Exchange modules have achieved final certification.



IV&V



South Carolina Department of Health and Human Services MMIS Modernization

The South Carolina Department of Health and Human Services selected CSG to provide OCM services for the State's new PMO. The CSG team is providing a business process assessment and reengineering, OCM planning, communications, training, and other support for multiple modular MMIS components.

CSG's OCM team is identifying gaps between current and future business processes and developing a plan of action to address these changes. CSG is also assisting the Department in developing and implementing processes and practices that support the integration of new MMIS modules, establish a foundation for training, and promote system acceptance by end users and stakeholders.

OCM

Missouri Department of Social Services SNAP Solution Implementation

CSG provided OCM for Missouri's SNAP solution implementation. CSG created an OCM Communication Management Plan to use in preparing for upcoming changes associated with implementation of the SNAP module. CSG developed and implemented processes and procedures to support timely, clear, and efficient communication of changes to the SNAP program to support a successful transition to the new system.

CSG also provided recommendations to improve accessibility and user adoption of the new system and supported Missouri's training team in planning and facilitating training. We helped establish a train-the-trainer program, train State staff, and create user documentation and training materials such as user manuals and guides.



OCM

Expertise in Action



Oregon Department of Human Services Human Services Modernization

CSG provided QA services for Oregon's multi-year effort to improve service delivery in its SNAP, TANF, Day Care, and Medicaid programs. The initiative implemented online access to services and benefits, an enhanced case management system, and modernized DHS self-sufficiency systems.

CSG developed and executed comprehensive QA and quality management processes and controls that helped ensure that the project produced high-quality deliverables and achieved the department's core objectives within tight budgetary and schedule limitations. Our team also provided ongoing risk assessments and mitigation strategies to senior DHS executives.

Quality Assurance

Rhode Island Executive Office of Health and Human Services Integrated Eligibility System Modernization



As part of our IV&V contract, CSG provided MARS-E assessments and security assessment services for an enterprise-level initiative to implement an Integrated Eligibility System for all insurance affordability and public assistance programs.

CSG worked with the State and solution vendor to provide targeted, release-focused dynamic and static vulnerability assessments that enabled discovery and correction of potential vulnerabilities as early as possible, while maximizing the value of scanning activities and implementing additional safeguards. CSG performed monthly and quarterly application and network security scans to identify potential vulnerabilities and conducted penetration testing to exploit potential vulnerabilities in support of MARS-E continuous monitoring requirements.

IV&V



Automated TeamCSGSM Tools

CSG deploys our automated suite of high-value TeamCSGSM tools on all of our 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, web-based collaboration platform that is supported by our internal technology organization, CSG Tech.



Our TeamCSGSM HHS tools include:

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 Risk Assessment Tracking and Reporting: 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. It also provides configurable real-time management reports reflecting the status of project risks, as well as powerful trending reports for analyzing the ongoing progress and effectiveness of risk response plans.

TeamCSGSM Risk Assessment Model: Assures complete identification, tracking, and reporting of project risks and issues and is fully integrated with TeamCSGSM Project Management. Contains nearly 450 potential risks across 22 risk categories. Also contains IV&V checklists, based on industry standards and federal requirements, that are customized for the system modernization project. The IV&V checklists guide IV&V assessments and support the identification of project risks.

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 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 MITA 3.0 SS-A: Provides a collaboration tool that provides a comprehensive baseline set of Business Process Models, captures and centrally stores all MITA SS-A project data, and features “push-button” generation of all of the CMS-required reports and formats.

Our Clients

The CSG story is the story of our clients. We are totally dedicated to their success. For nearly 30 years, we have applied our expertise, innovation, and results-oriented mindset to the most complex program modernization projects of hundreds of government organizations. We work with our clients in a spirit of partnership and collaboration to deliver high-quality results.



"CSG provided a very experienced team that was on the ground, continually collaborating and informing Oklahoma Health Care Authority about what was being developed, how it would be used, and what would be coming up in the future. They fostered a no surprises environment for all of Oklahoma Health Care Authority."

Buffy Heater, Chief Strategy Officer
Oklahoma Health Care Authority



"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 has demonstrated excellence in their support of our program throughout the development of our vendor SOWs. CSG's ability to collaboratively work with the State and key stakeholders will be integral to our success during DDI. Their expertise is appreciated by leadership and led to an expanded contract for planning and implementation of a PMO across the Division of Health Services."

Christine Weston, Program Coordinator
Connecticut Department of Social Services



"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.CSGdelivers.com