hms

New York State Health Insurance Program Dependent Eligibility Audit Services

New York State Department of Civil Service

Invitation For Bid # DEAS -2015-1

Technical Section

Requested Redacted

Response Due:
June 10, 2015 / 3:00 p.m. ET

5615 High Point Drive
Irving, TX 75038
Telephone: 518.724.7855
Fax: 469.359.4413

A. Contractor Responsibilities

A.1 Project Team

1. Project Team: Throughout the term of the Agreement that Results from this IFB, the Contractor must:

a. Maintain an organization of sufficient size with staff that possesses the necessary skills and experience to administer, manage, and oversee all aspects of the DEA Project during implementation and operation;

HMS will provide and maintain an experienced, fully staffed team of dedicated Dependent Eligibility Audit (DEA) professionals to implement, administer, manage, and oversee the entire project from start to satisfactory conclusion.

While HMS has made considerable investments in technology and processes throughout our history, we recognize that the most valuable resources that we offer are the qualified personnel whom we assign to fulfill each engagement. We understand the unique challenges facing private and public self-insured employers of all sizes, including state health benefit plans, unions, school districts, municipalities, Fortune 500 companies, and mid-sized corporations. Our flexible, scalable service delivery model ensures that the right resources are available at the right time to support the program-specific requirements of our clients and maximize healthcare costs by identifying ineligible dependents on their healthcare plans.

A key element of our success in conducting eligibility audit initiatives is our ability to support the processes and findings with the utmost respect for and sensitivity toward our client's individual employees. HMS provides objective Dependent Eligibility Audit Services (DEAS) through an experienced, qualified team of professionals, and we are engaging the most qualified professionals to support the three audit cycles that we propose to provide to the New York State Health Insurance Program (NYSHIP).

Our team members have expert knowledge of associated business processes and rules; best practices; and State, federal, and NYSHIP regulations that pertain to the DEAS that NYSHIP requires.

We provide resumes for the following key personnel later in this section:

- Donna Price, Accountable Executive (located in Albany)
- Deborah (Deb) Grier, Local Liaison (located in Albany)
- John Webb, Project Advisor
- Kelly Ruiz, Project Manager
- Shae Lucabaugh, Operations Director
- Benjamin (Ben) Schy, Information Technology Director

The following are support personnel who will engage with the Project Manager:

- Sara Cooke, Project Coordinator
- Rodney Nix, Systems Analyst
- Nathan Castle, Lead Systems Administrator
- Ingrid Betts, Workplace Optimizations Sr. Director
- Pamela Hawkins, Call Center Manager
- Rebecca Johnson, Eligibility Verification Manager
- Jenna Kyle, Mail Room Manager
- Samuel Speed, Training Specialist
- Natasha Nuell, Quality Assurance Director

Our proposed Cost Containment Consultant team comprises the following personnel:

- Kimberly (Kim) Glenn, Senior Vice President, State Government Solutions
- Kristen Ballantine, Senior Director, Government Relations
- Michael (Mike) Hostetler, Vice President, Business Development

A.1.a HMS's Staffing Plan for NYSHIP

HMS's DEAS Project team is comprised of experts with varied functional backgrounds and skills, including a project manager, account executive, operations director, reporting staff, communications director, Information Technology (IT) staff, Operations staff, and project advisors. We have selected the Project team for this DEAS engagement based on their multiple years of scope-specific experience and demonstrated knowledge of DEAS operational and technological processes and requirements.

The HMS team brings extensive eligibility verifications expertise. Because our team members are already in place, **NYSHIP can expect us to implement the DEAS program within the established time periods.** In addition, **HMS has the human resources necessary to deliver and measure the accuracy and timeliness of verifications and deliverables.** Our Eligibility Verification Specialists (EVSs), whom we have identified and vetted to work on this project, are available, trained, and ready to work on this engagement upon a contract award and the implementation timeline agreement.

Throughout the contract term, HMS's Project team will leverage the resources of dedicated New York team members as well as the expertise of our Subject Matter Experts (SMEs) throughout HMS. We will apply our expertise and qualifications from a broad range of specialized areas, including:

- **Project Management.** The HMS Project Management team brings years of dependent verification experience across both public and private benefit programs throughout the United States. This team of key personnel members consists of an account executive, a Local Liaison, and a project manager.
- **Project Advisors.** Our project advisors are recognized experts in their fields, and are known to routinely provide consulting guidance, apply national best practices, share their expertise, and provide program direction and consultative services to our staff and to NYSHIP, as appropriate. These project advisors also serve as educators, advisors, and trusted thought leaders to our clients, helping them stay abreast of and adapt of the policy trends that affect them. Mr. John Webb will serve as the primary project advisor for the NYSHIP project.
- **Reporting.** Through our proprietary AuditOS system, NYSHIP will have online access to real time management reports providing detailed information about the status of the audit. In addition, the project coordinator and/or IT staff will provide regular management reporting and ad hoc reporting.
- **Communications.** The project manager will work closely with our corporate Communications department, which houses numerous skill sets, including professional editors, graphic artists, and social media experts, to ensure that all communications follow NYSHIP's desired approach, tone, and thought leadership.

- **IT/Security.** Our IT staff use state-of-the-art technology and Health Insurance Portability and Accountability Act (HIPAA)-compliant transfer protocols to transmit, synthesize, analyze, and process data from NYSHIP. Our IT professionals are dedicated to providing innovative and effective solutions for our eligibility verification initiatives. We will deploy advanced technology in support of NYSHIP eligibility verification services, and our team is well versed in how to implement and manage the case management tools designed specifically to support the services that we provide. Mr. Ben Schy will serve as the primary IT team member for this project.
- **Operations.** HMS eligibility verification specialists ensure that only eligible dependents are receiving employer-sponsored health benefits by following a document-based review process. Using NYSHIP-approved communications, we will solicit data from employees/retirees, confirm that their dependents fulfill eligibility requirements, and submit our audit findings to NYSHIP. Ms. Shae Lucabaugh will serve as the Operations Director for this project.

HMS does not rely solely on the staff dedicated to each project. With more than 2,600 employees across the United States, and more than 30 years of cost containment experience, we have the ability and expertise to not only partner with agencies the size of NYSHIP but, also, seamlessly increase staffing to support new initiatives.

We know how to determine staffing requirements for the three audit cycles that we propose to deploy to accommodate the NYS, PA, and PE employees and retirees. Our in-place programs and processes ensure that the staff will be available and ready to create measurable value on Day One of this engagement. HMS has extensive experience in implementing and maintaining ongoing DEAS for clients across the nation, experience that enables us to forecast time and resource requirements accurately.

A key advantage that HMS brings to this engagement is the fact that our broad base of DEAS clients has allowed us to develop significant subject matter expertise; a cross-contract Advisory team; and significant audit, technical, and operational resources. Upon award of NYSHIP’s DEAS project to HMS, NYSHIP will gain significant advantage and input from these expert resources. Staff who will be directly involved in the DEAS implementation and operations will:

- Understand NYSHIP-specific regulations, data, and issues
- Receive ongoing input, guidance, training, and support from the contract implementation area
- Support the development of verification procedures and project protocols, when necessary
- Work to ensure that all NYSHIP goals and objectives are met or exceeded

Based on years of experience in performing DEAS, and specifically in partnering with organizations of similar size and complexity to NYSHIP, we possess a predictable model for employee/retiree call volumes, which we use to ensure appropriate staffing for both peaks and valleys during the response periods.

A.1.b Project Management

b. Dedicate a project manager who will be available full time for the entire term of the DEA Project and who has at least three (3) years' experience serving as a project manager. The Contractor must advise the Department immediately if replacement of the project manager is contemplated during the term of this DEA Project;

c. Assign a project management team that is experienced, accessible, and sufficiently staffed to provide timely (one (1) Business Day) responses to administrative concerns and inquiries posed by the Department, and other users designated by the Department, for the duration of the Agreement to the satisfaction of the Department;

d. Immediately notify the Department of actual or anticipated events affecting the delivery of services to the Department and present options available to minimize or eliminate the impact of those events on the delivery of Project Services

HMS will provide a project management team that meets and exceeds the experience and accessibility standards required for this project according to the definition above.

HMS agrees to a standard of timely, one (1) business day response to all administrative concerns and inquiries.

HMS agrees to notify the Department immediately regarding any potential delay or issue and will work diligently and creatively to minimize and/or avoid any delay in service delivery.

HMS offers NYSHIP a highly qualified, day-to-day project management team led by **Kelly Ruiz,** Project Manager; support by **Shae Lucabaugh,** Operations Director; and **Benjamin Schy**, Information Technology Director; **John Webb,** Project Advisor; **Donna Price,** Accountable Executive; and **Deborah Grier,** Local Liaison. The Project Management team will have access to additional corporate technology, legal, and operations teams, who will provide oversight and advisory functions throughout the audit to ensure that we exceed NYSHIP's expectations.

The Project team is available full-time throughout the project, with the project manager focusing on day-to-day audit activities. As reflected in the resumes provided later in this section, each team member brings experience in performing projects of similar scope and size.

HMS's commitment is to provide responses in accordance with the timeline standards outline in **Section A.11, Performance Guarantees**. HMS's Project team is accessible and sufficiently staffed to meet these standards.

HMS Eligibility Verification Specialists are 100% dedicated to dependent eligibility and handle *only* calls related to DEAS.

Our NYSHIP dedicated Project Manager, Kelly Ruiz, has five years of DEVA project management experience, including leading the successful Illinois DEVA project. As one of our most senior managers, Ms. Ruiz has led multiple similarly sized, complex, multicycled projects in the public sector. Ms. Ruiz is also fluent in Spanish, which has proven to be a valuable skill when helping to design and implement the custom communication strategy that fuels HMS's industry leading response rates and first attempt audit completion success rates.

The Project Management team will effectively manage the NYSHIP Project team with oversight from executives and the support of advisors and operational experts. Team members understand their responsibilities relative to overall contract fulfillment. The combination of our contract management personnel will help avoid the risks that sometimes hamper new project implementations. The NYSHIP audit will represent the fifth multistage, large population audit that HMS has undertaken in the last two years. The HMS team brings dynamic experience and proven valuable results in this specific market sector.

In the biographies of our key personnel below, HMS highlights the extensive dependent audit experience of our auditors, project managers, and support team. HMS takes special care to offer audit specialists who have the full qualifications and experience necessary to the delivery of valuable services and results. We will assign additional team members to the project when necessary, according to the workflow and project timing.

Donna Price, Accountable Executive

As the Accountable Executive based in Albany , Donna Price draws on more than 25 years of experience overseeing research and strategic business solutions development for multiple healthcare markets, including employers and other sponsors of healthcare funding as well as state, local, and federal healthcare programs. In 2009, Ms. Price launched HMS's entry into the dependent eligibility audit market with the acquisition of Verify Solutions, and then in 2010, Chapman Kelly. These two premier companies were combined to create HMS's Employer Solutions division. Ms. Price provided executive leadership for this product and market, including its vision, strategy, and best-of breed operations. An integral part of the HMS team since 1998, Ms. Price has provided in-depth experience in a variety of leadership and operational roles, including executive management of field operations, client relations, and contract compliance. Ms. Price received a Bachelor's degree from Wheaton College and a Master's degree in Public Administration from the Kennedy School of Government at Harvard University.

Deborah Grier, Local Liaison

Based in Albany, NY, Deborah Grier brings to the project more than 15 years of experience in working with state agencies, including more than 10 years of specific expertise in cost containment initiatives for state government healthcare clients. She currently has executive responsibility for all HMS engagements, including both Medicaid programs and State Employee Benefit Plans, in the Northeast, including providing strategic direction and ensuring compliance with all contractual commitments. As Ms. Grier is locally based in Albany, she will serve as the local liaison for this engagement and be available for onsite meetings and to communicate face to face any project updates.

John Webb, Project Advisor

With more than 20 years of experience in field operations and program/project management, Mr. Webb has spent the last five years focused exclusively on dependent audits and claim audits for large employers, including state employee benefit plans. Mr. Webb specializes in helping customize audit protocols to meet specific client requirements. John will serve in the capacity of project advisor by bringing experience gleaned from other large, multifaceted DEVA engagements, and will act as a liaison between the various business segments that will serve NYSHIP to ensure the availability and fine-tuning of essential resources.

Kelly Ruiz, Project Manager

Kelly Ruiz, one of our most experienced engagement managers, has specialized in dependent eligibility since 2010. She has successfully conducted audits for a wide variety of both public and private sector clients ranging from 150 to 700,000 total dependents. Ms. Ruiz's specialty is guiding clients through a one-time, comprehensive set of audits into the more effective and efficient ongoing review of dependents, thus integrating a system into the client's standard onboarding practices.

Kelly Ruiz, Project Manager

Ms. Ruiz will serve as the primary point of contact for this engagement. She brings NYSHIP more than five years of client/project and DEAS management experience including service as the primary Project Manager for clients such as the State of Illinois, CalPERS, the State of Idaho, Cook County, and over 20 more similarly sized, complex, multi-cycled projects in the public sector.

Ms. Ruiz earned her Bachelor of Arts degree in Communications from Murray State University in 2000. She has more than 10 years of professional experience in both healthcare and entrepreneurial business. In addition to her extensive experience overseeing the development, management, and execution of projects, she is also the author of a published memoir and is fluent in both the English and Spanish languages.

Shae Lucabaugh, Operations Director

Ms. Shae Lucabaugh, our Operations Director for this project, has more than 22 years of experience in healthcare cost containment, call center operations, training and development, as well as quality management and compliance. More importantly, Shae was instrumental in developing one of the first dependent eligibility verifications organizations where she was the Vice President of Participant Services & Corporate Development. Shae has successfully led hundreds of dependent eligibility verification projects for employers with up to 600,000 employees and retirees. Under Ms. Lucabaugh's direction, our operations team has received positive feedback from 100% of clients completing a dependent verifications project. Shae drives operations, leads strategically planned implementations to meet and exceed financial commitments to clients, and establishes business cadence (i.e., through weekly, monthly, and quarterly business reviews) to ensure results are met and are moving forward to reach higher levels of performance.

Benjamin Schy, Information Technology Director

Mr. Benjamin K. Schy, our Employer IT Director, has over ten years of experience in providing IT services for dependent eligibility audits. For this engagement, he will oversee the exchange, import, and export of the Department data as well as all audit operations from the technical perspective to ensure that our systems are properly working. He will also assist the Project Manager, when necessary, concerning interpreting complex data layouts or unusual project requirements. Mr. Schy is the primary designer and implementer of our auditing applications and is an expert on the supporting databases, upon which all of our applications rely. Prior to this position, he was a Software Engineer at Tellabs, where he tested system integration of digital cross-connect products, including system start-up, functionality, and performance tests. As an Embedded Software Engineer, he gained extensive process experience while testing, designing, and implementing C and C++ codes for a multiplatform, handheld cable-testing unit. He received his bachelor's degree in Computer Engineering from Rose-Hulman Institute of Technology.

Sara Cooke, Project Coordinator

Sara Cooke, our Project Coordinator will assist the Project Manager in implementing the strategic requirements of the NYSHIP project. Ms. Cooke will coordinate work among team members, ensure adherence to project schedules, and support the Project Manager in all aspects of planning and executing projects through completion, especially related to reporting and finance

Ms. Cooke has three years of experience in large, multiphase dependent audits. Sara started at HMS as a call center representative, and in a short period of time was promoted to a senior representative an ultimately to a Project Coordinator. This has given her a vast knowledge and great overall perspective on the way DEVA operates from several levels.

Eligibility Verification Specialists (EVS)

HMS has an in-place team of trained and experienced DEVA call center staff ready for the NYSHIP engagement. Our EVS team was hired using a highly specialized process that includes behavioral-based interview methodologies and thorough background screening. We extensively train our EVSs to address general eligibility verification questions as well as specific elements for each client's project prior to taking any calls from employees. Carefully taking such steps helps ensure that the EVSs have the readiness and information necessary to provide the best possible experience for employees during a stressful time. We always ensure proper staffing to meet our service-level commitments to our clients and put fees at risk to back up these commitments. We detail our guarantees in the Cost section of this proposal.

DEAS Operations Experts

Our Operations staff includes accounting/financial analysts, reporting specialists, IT personnel, print/mail specialists, customer service personnel, auditors, and support staff.

Our core Operations team has expert knowledge of the processes and rules, best practices, and state and federal regulations that pertain to eligibility verification audits. In particular, **our team is already adept at working successfully within the verifications environment, which includes the specific rules that define the NYSHIP program**.

The following teams will receive training that incorporates and emphasizes a strong understanding of NYSHIP's program goals, expectations, and stakeholders.

- [redacted]
- [redacted]. EVS representatives handling calls from NYSHIP employees/retirees are trained on NYSHIP's Summary Plan Descriptions and understand the information essential to assist NYSHIP's employees/retirees and to field calls successfully. A significant portion of our support staff is bilingual, assuring a smooth, simple audit process for NYSHIP employees who are more comfortable speaking their native language.
- [redacted] HMS uses supervisory level positions to perform ongoing training and quality control activities. These individuals have at least three years of DEAS experience.

Maintaining Appropriate Staffing Levels

HMS is committed to assigning the appropriate number of qualified personnel to this engagement, and we understand that the staffing level may fluctuate based on the stage of each of the proposed three audit cycles. We have a pool of experienced and talented employees to draw from should the scope of work expand or if an assigned Project team member is unavailable to meet his/her responsibilities in support of this contract. We will realign our human resources quickly and efficiently to meet the needs of the DEAS project, when essential.

HMS is committed to providing equal employment and individual advancement opportunity to all job applicants and employees without regard to race, creed, color, national origin, sex, age, medical condition, disability, veteran or marital status, sexual orientation, citizenship status, or any other unlawful criteria.

As a large organization that operates successfully in many states, HMS has established successful processes to recruit qualified local personnel, minimize employee attrition, train both new and long-term employees, and quickly and efficiently adjust personnel resources so no engagement suffers if a Project team member leaves the company or is otherwise unavailable to meet his/her project responsibilities. We are a national organization with a national reach, and we have established a reputation as a fair employer offering competitive wages, an exciting and challenging work environment, and advancement opportunities. Our reputation considerably assists our efforts to attract highly qualified new talent.

Customized Training for Optimal Performance

HMS relies on comprehensive, ongoing training of Project staff as a key component of our service approach. Our expert-level instructors understand the range of cost containment services we offer and help to maintain the dedicated Training department we uphold. . These service specialists maintain a commitment to ensuring that all trainees develop the knowledge essential to deliver excellence. Our trainers are the subject matter experts (SMEs) within HMS's services, in the industry, and in successfully techniques training. They also work to acquire an in-depth understanding of unique client needs, so the training they provide is contract specific, when applicable.

One of HMS' priorities is provide each of our team members—from new employees to experienced professionals—with the equipment necessary to deliver a high-quality level of service to NYSHIP. We will customize a training curriculum design for this engagement, emphasizing effective strategies and knowledge acquisition at every stage, ensuring that our team remains up to date on any changes to the NYSHIP health plan program, processes, and/or policies.

Customized Training for NYSHIP's Project

Since our founding, HMS has worked to ensure that we appropriately train all employees to fulfill their contract responsibilities. We have years of experience in creating effective training programs, supported by policy and procedure manuals and operational documents that are comprehensive and accurate. This training encompasses tasks associated with all of the services requested by the State so every member of the Project team:

- Understands privacy and confidentiality, including HIPAA regulations as they relate to the eligibility verification process
- Understands and adheres to the requirements of the contractual relationship with NYSHIP
- Follows applicable New York, NYSHIP, and federal laws without exception
- Understands the responsibilities of his/her position relative to the eligibility verification services that we propose to deliver to NYSHIP
- Is knowledgeable regarding the operation of NYSHIP's benefit plan

To maintain the level of knowledge imperative to producing outstanding results for NYSHIP, we will work collaboratively to customize both the project-specific training that our skillful team receives and the introductory training modules that we tailor for new staff who will be working with NYSHIP.

HMS's training program is dynamic and flexible:

- It is **comprehensive**, covering the broad information base that a new employee requires.
- It is **modular**, allowing for rapid update and retraining of employees upon the introduction or change of policies.

Training efforts focus on the following:

- Knowledge training
- Skills training and practice
- Testing to ensure skills/knowledge mastery
- Performance feedback
- Individual coaching
- Mentoring program

Because we believe so strongly in ongoing training of all staff regardless of location, our training services enable staff around the country to participate in training. In addition, remote staff view demonstrations and receive hands-on training over the Internet using our Web Ex training capabilities. Live training sessions, videoconferencing, and Web Ex demonstrations are all important pieces of HMS's training delivery strategy.

Resumes for Key Personnel

HMS offers NYSHIP extensive experience in the DEAS eligibility arena. Our team possesses the knowledge and expertise to implement the DEAS engagement successfully. We provide key staff resumes in **Exhibit A1-1** within this section as well as provide additional staff functions.

Exhibit A1-1 ▶ *HMS's Key Staff for NYSHIP's DEAS Engagement*

Project Role	Name, Title
Key Staff	• Donna Price, Accountable Executive • Deborah Grier, Local Liaison • John Webb, Project Advisor • Kelly Ruiz, Project Manager • Shae Lucabaugh, Operations Director • Benjamin Schy, Information Technology Director

Donna Price, HIA

Accountable Executive

Healthcare Cost Containment and Program Integrity Expert

Dependent Eligibility Audits • Healthcare Program Integrity • Contract Implementation • Research & Business Solutions Development • Health Insurance Data Matching and Identification • Third Party Liability Recovery • Provider Overpayment Audits • Provider Relations • Contract Compliance

Current Practice

Health Management Systems, Inc.

Vice President, State Government Services Administration, 2014–Present

- Provides executive leadership for engagements with State Employee Benefit plans, including Dependent Eligibility Audits and Claim Audits as well as other cost containment initiatives.
- Holds senior accountability for state agency contracts throughout the Southern region of the U.S., including those in North Carolina, South Carolina, Florida, Mississippi, Alabama, Georgia, Tennessee, Arkansas, and Louisiana
- Holds responsibility for sales and operations of HMS's service offerings including Dependent Eligibility Audits, Claim Audits, Third Party Liability billing and recovery, cost avoidance, casualty, estate recovery, Medicare identification, credit balance and provider and pharmacy auditing, and program integrity services including recovery audit services
- Manages teams dedicated to servicing regional clients and coordinates the efforts of project teams in New York City; Atlanta, GA; Jackson, MS; Tallahassee, FL; and Irving, TX

Career History

Health Management Systems, Inc.

Senior Vice President, 2003-2013

- Led the integration of strategic acquisitions related to Dependent Eligibility Audits and Claim Audits for employers
- Established and directed HMS's Employer Solutions division, including its vision, strategy, operations; provided executive leadership for product offerings with new and emerging markets
- Provided oversight over research and strategic business solutions development for multiple state healthcare programs.
- Advised state healthcare programs on strategic legislative initiatives to strengthen programs' ability to guard against fraud, waste and abuse, and to identify and recover overpayments.
- Oversaw HMS's marketing, channel partner management and engagement management efforts to meet the needs of existing and potential government clients

Vice President of Program Management, 2001–2003

- Exploit extensive program delivery expertise and knowledge to continuously train staff and maintain performance at the maximum level in key areas such as policies, rules, and procedures
- Manage core team of HMS TPL Program Directors and numerous offices nationwide
- Oversee and direct all field operations, client relations, contract compliance, and client satisfaction for over 15 state client contracts
- Developed a comprehensive yield management follow-up plan to maximize recoveries from all payer categories; initiated and supervise ongoing intensive tracking

Donna Price, HIA

Accountable Executive

Résumé Continued

Senior Program Director, 1998–2001

- Oversaw client relations and TPL, revenue maximization, and cost avoidance projects in Missouri and New York; served as Program Director for Medicaid TPL contracts in Indiana, Louisiana, and the District of Columbia
- Provided continuing training for new HMS Program Directors
- Designed and performed comprehensive evaluation of all current state, HMO, and fiscal intermediary TPL activities for the Indiana Medicaid Program
- Revamped, reviewed, and redesigned HMS's internal TRICARE data match and billing process.
- Developed methodologies to bill Medicare HMOs for prescription drug claims when pharmacy coverage existed for the Louisiana Medicaid Program

Anthem, Inc. Acordia Healthcare Solutions

Director, Third Party Liability, 1993–1997

- Managed and directed all of the TPL contingency fee contract business
- Assumed primary responsibility for the development, implementation, and ongoing operation of all contracts
- Created and documented new procedures for commercial insurance data matches, employer-based data matches, and cost avoidance tape production
- Developed long-range program goals based on extensive knowledge of the Medicaid industry, particularly in the area of managed care
- Developed and implemented innovative direct billing of claims via personal computer to the TRICARE fiscal intermediaries
- Reviewed and revised internal operating procedures for maximum efficiency and cost effectiveness.
- Supervised both operational and programming staff

South Carolina State Health and Human Services Finance Commission

Director, Division of Third Party Liability, 1988–1993

- Managed and directed all aspects of the Medicaid TPL Program
- Designed, developed, and implemented a fully integrated, state-of-the-art cost avoidance and benefit recovery subsystem to the state's Medicaid MMIS; achieved CMS recognition as a model program
- Increased total annual TPL savings from $3.4 million to $42 million; established new policies and procedures to maximize recoveries from health insurers, liability carriers, and Medicare
- Designed and supervised the implementation of TPL insurance verification and benefit recovery services; included verification of 1,500 new health insurance policies monthly
- Doubled trauma recoveries; prepared and presented a series of continuing legal education seminars for the South Carolina Bar Association regarding Medicaid's Trauma Claim Recovery program
- Served as an invited speaker at three national HCFA TPL Conferences
- Served on the Medicaid Managed Care Committee to develop the state's 1115 Demonstration Waiver, the Palmetto Health Initiative. Evaluated possible strategies for TPL operations in a managed care environment; recommended the most feasible option

Medicaid Policy Analyst, 1987–1988

- Conducted preliminary research and developed general system requirements for an automated cost avoidance subsystem

Donna Price, HIA

Accountable Executive

Résumé Continued

Recoupment Specialist, 1986–1987

- Researched, prepared, presented, and settled Medicaid recipient liability claims with attorneys and insurers

Education

- *Bachelor of Arts, Wheaton College*
- *Master of Public Administration, Harvard University, John F. Kennedy School of Government*

Certifications/Accreditations

- Health Insurance Certification, America's Health Insurance Plan

Deborah Grier

Local Liaison

Regional Executive

Third Party Liability • Commercial & Medicare Billing & Recovery • Cost Avoidance • Estates • Casualty • Managed Care • Medicare Premium Management • Medicare Crossover Analysis • Medicaid Buy-In • Health Insurance Premium Program (HIPP) • Program Integrity • Credit Balance Audits • Overpayment Identification • Medical Support Enforcement • Dependent Eligibility Verification Audit

Current Practice

Health Management Systems, Inc.

Vice President, Government Services North, 2013 - Present

- Holds accountability for state agency contracts throughout the Northern region of the U.S., including those in New York, New Jersey, New Hampshire, Massachusetts, Maine, Connecticut, and Rhode Island; holds executive responsibility for our Albany Operations Office.
- Holds responsibility for sales and operations of HMS's service offerings including Dependent Eligibility Audits, Third Party Liability billing and recovery, cost avoidance, casualty, estate recovery, Medicare identification, credit balance and provider and pharmacy auditing, and program integrity services including recovery audit services
- Manages teams dedicated to servicing Northern clients and coordinates the efforts of teams in Albany, NY; New York City; Hamilton, NJ; and Windsor, CT, to support HMS's client base
- Provided oversight for HMS Maine SEHP Dependent Eligibility Verification Audit project.
- Partners with Operations service center to achieve maximum results and quality

Senior Director of Product Strategy and Development, 2010– Present

- Holds responsibility for identification of client growth opportunities throughout core business products
- Works closely with account teams to establish and monitor ROI
- Collaborates with operations, product and marketing to bring new product offerings to market
- Manages cross departmental special assignment projects requiring laser focus

Career History

Health Management Systems, Inc.

Manager, Process Engineering & Quality Control, 2009 – 2010

- Performed large scale assessment for two of HMS's core operation units
- Identified process improvements and opportunities and was deployed to new position to roll out

Director of Child Support Services, 2006 – 2009

- Designed, monitored, and managed to department and project level budgets, strategic business plan development, and ongoing service area direction
- Identified, navigated, and resolved work flow issues and obstacles

Public Consulting Group, Inc.

Senior Consultant, 2000 – 2006

- Served as the Project Manager for:
  - Three Medical Support Enforcement Contracts
  - The Arizona Health Care Cost Containment System Third Party Liability Contract
  - The Kaiser Permanente Coordination of Benefits engagement
- Held responsibility for budgeting, client management and reporting, and staff development and training

Deborah Grier

Local Liaison

Résumé Continued

Education

- *Bachelor of Science in Finance, Florida State University*
- *Master of Science in Instructional Systems, Florida State University*

John Webb

Project Advisor

Field Operations, Program/Project Management Leader and Strategist

Dependent Eligibility Audits • Claim Audits • Medical Bill Audits • Claims Management • Eligibility Coordination • CRM software (ACT, Goldmine, Salesforce.com) • Microsoft Office Suite • Virtual Meeting Space Management (Go to Meeting, Web-Ex)

Current Practice

Health Management Systems, Inc.

Managing Director, 2010–Present

- Holds responsibility for driving revenue via diverse product offering including direct and channel sales for the employer market
- Handles Product Specialization in Dependent Audit, Claims Audit and Medical Bill Audits

Career History

ZirMed

Sales Executive, 2008–2010

- Successfully promoted all aspects of comprehensive Revenue Cycle Management solution to diverse clientele
- Established Bonus Level Sales Results within twelve months –currently 90% of plan
- Developed solid comprehension of Payer/Provider/Patient Continuum including Claims Management, Eligibility Coordination and Collection
- Earned trust With High Value/High Profile Relationships

Data Advantage

National Sales Director, 2006–2008

- Became office sales leader within 18 months
- Worked on continual and successful C-Level and total hospital prospecting
- Seasoned and Effective Trade Show Professional
- Bore total customer satisfaction responsibilities: prospecting, closing, implementation, training, collection
- Achieved 140% of goal in first budgeted year

Cardinal Carryor, Inc.

Product Specialist, 2000–2006

- Maintained closing percentage in excess of 65%
- Led team four straight years in total volume sales and total gross profit generated
  - 50% of total sales generated, consisted of new business
- Revived lagging product line to profitable levels within 18 months
- Combined new business and aftermarket sales of 1 million for four consecutive years
- Held responsibility for identifying new prospects, making initial sale, account penetration
- Accountable for aftermarket relationships including collection
- Launched new product line in 2003, surpassing factory acceptable volume ($100,000+), cited by Supplier for sales excellence
- Launched new product line in 2005, on plan within six months, cited again for sales excellence

John Webb

Project Advisor

Résumé Continued

New Account Specialist, 1998–2000

- Specialized in account acquisition
- Led sales force with (2) consecutive million dollar years
- Consistently led company sales force in gross margin profits

Colorado Prime, Inc.

Sales Person, Regional Sales Trainer, 1997–1998

- Maintained company leading closing percentage
- Trained and supported sales in three state region
- Trained, motivated, and mentored new employees

Sales Manager, Columbus, OH, 1996–1997

- Held responsibility for motivation and performance of 8 sales people and 25 telemarketers
- Consistently exceeded sales plan

Sales Manager, Dayton, OH, 1995–1996

- Held responsibility for motivation and performance of 5 sales people and 20 telemarketers
- Achieved 25% over plan

Sales Person, 1994–1995

- Succeeded with an 85% first visit closure rate
- Earned recognition as a Top Performer

Education

- *Bachelor of Arts in Political Philosophy, Literature, Centre College of Kentucky*

Kelly Ruiz

Project Manager

Project Management

Project Planning • Customer Service • Staff Training • Reports • Bilingual (English/Spanish) • SFTP Client Applications • Microsoft Office • Interpersonal Skills

Current Practice

Health Management Systems, Inc.

Project Manager, 2010–Present

- Provides project planning, client-specific support, and customized reports in MS Excel and PowerPoint for large corporate clients
- Implements solo audits of all sizes from start to finish with a 100% client satisfaction rate from the first project managed to present
- Consistently recommends improvements to operational practices that are routinely implemented by the team
- Works directly with clients and all internal departments (Operations, Sales, and IT) to provide contractually promised results
- Received multiple client endorsements and recommendations for future business from past clients or brokers based on services provided

Career History

Boyd Anderson Photography

Lead Photographer, 2008–2009

- Determined project goals, locations, and equipment needs by studying assignments and consulting with clients and staff
- Set up photographic equipment and cameras for multiple teams at various locations
- Coordinated staff training and scheduling
- Shot portraits in studio and on location, determining professional lighting and equipment needs to provide a quality product
- Became lead photographer after short period of time as a photographer due to client and managerial)

Education

- *Bachelor of Arts, Murray State University*

Shae Lucabaugh

Operations Director

Results-oriented Executive

Healthcare Cost Containment • Commercial Insurance Recoupment/Disallowance • Medicare Recoupment/Disallowance • Call Center Operations • Training and Development • Dependent Eligibility Verification Audit

Current Practice

Health Management Systems, Inc.

Operations Director 2014–Present

- Holds responsibility for developing and setting strategic direction for Operational excellence in partnership with enterprise-wide leadership to include vision, mission and 1 to 3 year plans
- Holds accountability for driving operations with P&L responsibility, including Dependent Eligibility Audits
- Leads the implementation of the strategic plan to meet and exceed financial commitments to clients
- Establishes business cadence (weekly, monthly, quarterly business reviews) to ensure results are met and exceeded or evolve existing business cadence to drive higher levels of performance
- Oversees internal and vendor relationships
- Leads talent management efforts and provide executive level coaching and leadership
- Establishes mechanism to drive for continuous improvement within the business; past experience driving process improvement initiatives; small scale and large scale is highly desired
- Develops an internal and external communication strategy to proactively share with clients the value being driven for them and simultaneously engage the employee base within the business
- Ensures relevant training programs are established to educate internal staff and third party vendors to produce desired outcomes

Career History

Towers Watson

Towers Watson Product Manager, Dependent Review Solutions, 2012–2014

- Served as the business operations and sales lead for Dependent Review Solutions team
- Managed the execution of dependent eligibility audit projects as well as the ongoing dependent verification process for Health and Welfare outsourcing clients
- Supported the generation of new business to current clients through identification and introduction of new projects and services
- Created and optimized operational processes and tools to support the growth of the dependent audit business
- Successfully led project teams with multifaceted, competing priorities and deadlines, including virtual work teams with members in different geographic regions
- Consulted on the fundamentals of Health and Welfare plan design and service delivery/technology solutions including best practices, marketplace providers, and cost and return on investment

Shae Lucabaugh

Operations Director

Résumé Continued

Aon Hewitt (Previously HRAdvance)

Product Development, 2010–2011

- Defined, researched, planned, and launched operational projects associated with customer service, revenue and profitability targets for corporate
- Presented and counseled executive leadership on the potential of new product ideas in the areas of benefits administration, voluntary benefits, dependent audit, IRO's, and absence management; five of seven projects were approved and ultimately launched
- Reached superior revenue at minimum cost through effective research and negotiations with internal teams and vendor partners, average ROI of 67% within first 3 years - Corporate expectation of 50%

HRAdvance

Vice President, Operations, 2008–2010

- Developed a proprietary, copyrighted dependent audit adjudication program (Plan-Smart)
- Designed, implemented, and oversaw all human resources policies for start-up company
- Directed a 70-85 seat Service (Call) Center that met client SLA's at a 99.7% success rate
- Led development of an online Benefits Administration enrollment system (Plan-Start)
- Worked with CEO, president to perform due diligence in preparing company for acquisition
- Led two SAS 70 Type II audits with no qualified opinions
- Managed the call center, data entry and audit operations to ensure successful outcome of contractual service level agreements; these departments reached a combined average of 99.4% performance measurements

Unum

Director, Service and Administration, 2006–2008

- Managed client service, operations and sales support for the local Dallas field sales office
- Served as main contact for service with brokers and policyholders
- Revamped renewal and quote procedure, and initiated customer loyalty program

United HealthCare

Strategic Account Executive, 2005–2006

- Planned and negotiated with customers, their brokers/consultants and internal team members to achieve account goals
- Designed a specific retention and growth plan for each assigned customer, concentrating on cost containment and reduction within employer-sponsored group health plans
- Achieved, as a team, 94.5% customer retention rate, surpassing the corporate goal of 92%

CONEXIS (CompLink)

Vice President, Quality Management and Compliance, 1999–2005

- Designed the first web-based COBRA (health benefits continuation) solution
- Developed and implemented a quality assurance program that exceeded HIPAA compliance regulations
- Managed two SAS 70 Type II audits with no qualified opinions
- Developed an industry-leading proprietary, copyrighted Eligibility Reporting system to communicate COBRA eligibility with insurance carriers

Education

- *Bachelor of Applied Arts and Sciences Business Management and Psychology, Dallas Baptist University*

Benjamin Schy

Information Technology Director

Information Technology

Linux • Windows • Solaris • Unis • VxWorks • PHP • Ruby • SQL • XML • HTML • CSS • Java • JavaScript • C & C++ • JNI • MC608x0 Assembly • TCL, TK, Expect • PASCAL • pSOS

Current Practice

Health Management Systems, Inc.

Information Technology Director, 2010 – Present

- Continued role as lead for all application development, data import, validation, manipulation, and technical project operations after Chapman Kelly, Inc. was acquired by Health Management Systems, Inc.
- Manages a staff of 8 full time software developers and database analysts

Career History

Chapman Kelly, Inc.

Senior Systems Engineer, Systems Administrator, 2003 – 2010

- Functioned as network administrator for CKI's secure, HIPPA-compliant wired and wireless networks (25 systems, 2003-2006)
- Designed, implemented, maintained, and continuously improved upon all company applications keeping CKI's technology ahead of the curve; applications included:
  - Healthcare claims import and filter system
  - Dependent eligibility verification system
  - Multiple web-based and portable audit applications
  - Custom project management system
  - Administrative application for tracking expenses, timesheets, and general company activity
  - Network maintenance applications and scripts to ensure data integrity and disaster recovery readiness
- Performed extensive data importing, validation, and manipulation in MySQL and Microsoft Access
- Redesigned and optimized existing Visual Basic and C code in a web environment using PHP, MySQL, and Ruby on Rails

Acterna

Embedded Software Engineer, 2000 – 2003

- Designed, implemented, and tested embedded C and C++ code for a multi-platform handheld cable testing unit, including low-level drivers and system applications for the Microchip PIC16F873 and Motorola MPC860e (running VxWorks)
- Gained extensive process experience while working in a small team environment

Tellabs, Inc.

Software Engineer, 1999 – 2000

- Participated in the design, implementation, and testing of Schlaer-Mellor object oriented systems including the use of the BridgePoint OOA design tool, ClearCase version management, and extensive use of testing tools and a custom simulation environment
- Worked in a software / hardware lab testing system integration of a digital cross-connect product including system startup, functionality, and performance tests
- Practiced object oriented analysis and design

Benjamin Schy

Information Technology Director

Résumé Continued

Education

- *Bachelor of Science in Computer Engineering, Rose-Hulman Institute of Technology*

A.2 Project Implementation

Health Management Systems, Inc. (HMS) will closely work with the New York State Department of Civil Service to identify and document its needs regarding Dependent Eligibility Audit Services (DEAS) for the New York State Health Insurance Program (NYSHIP). We will ensure that our Project Management Plan addresses all Department and NYSHIP requirements, such as management of communication, quality, risk, and time. We will employ a full suite of tools to anticipate, monitor, and verify our operations. This section provides details on our Implementation Plan for the DEAS project.

A.2.a Implementation Plan

2. Project Implementation: During the 60-Day Implementation Period of the DEA Project the Contractor must:

a. Develop and update, as needed, a written implementation plan for the DEA Project as requested in IV.B.3.a of this IFB. The implementation plan must be detailed and comprehensive and demonstrate a firm commitment by the Contractor to complete all implementation activities within the 60-Day Implementation Period. For all tasks that require Department review and approval, a minimum review period of five (5) Business Days must be built into the implementation plan;

We understand the 60-day Implementation period requirement, and we have developed a preliminary Implementation Plan for this engagement that identifies the key tasks and the planned start and end dates for project tasks and subtasks. The tasks outlined are not a comprehensive list of implementation tasks to perform but rather indicators of a general understanding of the types of tasks and corresponding time frames in which the Department and HMS will engage during start-up. We expect that changes and additions to this baseline plan will be necessary. When we make changes, we will provide the updates to the Department for review for a minimum period of five business days. Once we have approval of the change, we will update the plan, save a new baseline, and republish the plan.

A.2.a.1 Contract Kickoff Period

As commonly practiced across all our new engagements, we will begin the Implementation phase with a Contract Kickoff meeting to receive directives and take note of Department priorities. During the Implementation phase, we will finalize the project approach and system needs, direct resources, develop a preliminary Implementation Plan, and track our progress to report to the Department. HMS will review the Implementation Plan with the Department's Contract personnel and make revisions based on the Department's feedback and recommendations. We will review the final Implementation Plan during weekly calls with the Department. Finally, our Quality Assurance and Contract Compliance Divisions will receive and monitor the plan.

We will discuss with the Department the full development of the following items during the Implementation phase before the go-live date:

- Roles and responsibilities
- Schedule for requirements analysis
- System rules/alerts added according to program asset thresholds and other eligibility criteria
- Data exchange, including Electronic Data Interchange (EDI) protocols
- Department system access by HMS
- Design of written communications, reports, invoices, and other deliverables
- Invoicing of procedures
- Call Center operational protocols and service-level requirements
- Training Plan and schedule
- Regression, stress, and user acceptance testing

A.2.a.2 Implementation Plan: Handling Issues

HMS's extensive experience in performing scopes of work similar to the requirements of the Department's Invitation for Bid (IFB) provides us with the knowledge to identify, plan, and manage issues or problems. Our proposed Project team has multiple years of experience in managing complex engagements with state agencies, all designed to protect the integrity of their programs. This experience and our national best practices prepare us for handling potential and actual problems.

A.2.b Implementation Activities

b. Undertake and complete all implementation activities, including but not limited to those specific activities set forth below in this Section IV.A.2.b of this IFB. Such implementation activities must be completed no later than the first Day following the 60-Day Implementation Period and includes:

(1) Planning and testing the transmission of data to/from the Department as outlined in Section IV.A.3 of this IFB;

(2) Establishing and maintaining a fully trained call center as outlined in Section IV.A.4 of this IFB;

(3) Establishing a secure online web portal providing access for Enrollees and the Department as outlined in IV.A.5 of this IFB; and

(4) Developing Enrollee communications for review and approval by the Department as outlined in IV.A.7 of this IFB.

We understand the requirements as stated in IFB Section IV.A.2.B, and we will certify completion of all implementation tasks within the required time frame. We provide our project start-up tasks in the subsequent paragraphs.

A.2.b.1 Conducting Project Start-Up

HMS undertakes a thorough start-up process during the Implementation period that includes an initial meeting, a requirements-gathering process, and the development of plans for project communications, reporting, and management. Upon contract award, the key Project team members for this contract will schedule an initial meeting to develop the Implementation Plan, which will formalize the project scope and include the following content:

- Goals and objectives
- Statement of Work
- Organizational impacts
- Project deliverables
- Deliverables out of scope
- Project-estimated costs and duration
- Project assumptions
- Project constraints

Upon agreement and approval by the Department, we will establish time frames for the completion of tasks by definition of the formal Project Work Plan, agree to technical details, establish communications, and review our propositional plans against the Department's expectations.

During start-up, we will identify issues that need addressing before contract implementation, establish timelines, and assign responsible parties to each task and/or issue. This process will allow us to uncover any potential issues or roadblocks to the success of the project, and the Project Work Plan will serve as the roadmap to help raise and address relevant issues. Discussion topics will include the following:

- Roles and responsibilities
- Overview of HMS's standard processes and requirements from end to end for each period of the Audit cycle
- Information technology, including system requirements, system access, data file transmissions, EDI protocols, and coordination of data transfer
- General business requirements, including the Department's policies, invoicing procedures, and portal access by NYSHIP and Enrollees

During start-up, we will assign responsibilities for the next steps of project implementation as well as the requirements for communications, meeting frequency, and reporting. We will also finalize audit activity timelines and select Enrollees for each Audit cycle.

Key start-up tasks include the following:

- Sign contract
- Prepare and schedule Kickoff meeting for implementation
- Create Project Charter document
- Create Communication and Risk Mitigation Plans
- Conduct Kickoff meeting
- Update and publish project schedule
- Establish weekly Department-HMS calls
- Establish communication schedule
- Establish internal status reporting and reviews
- Finalize and publish Project Charter document
- Finalize and publish Audit cycle schedule and Work Plan

HMS bases our DEAS approach on time-tested methodologies that have proven successful for more than 1,000 audited entities, including 8 state health plans, more than 50 unions, and more than 250 municipalities, schools, and universities.

A.2.b.2 Planning and Testing the Transmission of Data

During the Implementation period, the dedicated Project Manager will use a proprietary project-planning workbook to define all of the aspects of the project and document them accordingly. During this period, we will also develop and test a Webinar Communication Plan. Additionally, the Department will provide us with final data files and will review and approve the communications. We provide further detail on planning and testing the transmission of data in **Section A.3.**

A.2.b.3 Establishing and Maintaining a Call Center

HMS will employ a specialized, dedicated team of highly skilled customer service professionals supported by state-of-the-art call center technologies and proprietary case management tools to deliver a comprehensive suite of services based on NYSHIP's plan design and cultural preferences. The Call Center team's focus will be on providing clear, empathetic support and guidance to the audit participants. We provide further detail on our call center in **Section A.4**.

A.2.b.4 Establishing a Secure Online Web Portal

[redacted]. A full description of these resources is available in **Section A.5** of our response.

Exhibit A2-1 lists the features and benefits of our portal tool for all stakeholders.

Exhibit A2-1 ▶ *HMS's Secure Web Portal Can Perform All Functions for Enrollees and the Department*

[redacted]

The Administrative Web Portal, powered by our proprietary software, will provide the Department with [redacted] In addition, our Project Manager will provide custom reports on an ad hoc basis upon request and at no additional cost. [redacted] HMS will make historical audit data available to the Department via AuditOS for a mutually agreed-upon period after the project.

During the planning process, we will discuss [redacted]

A.2.b.5 Developing Enrollee Communications

HMS will work with the Department to create notification materials carefully for its use in announcing the upcoming audits to NYSHIP Enrollees. We will notify and regularly inform the Department of audit updates throughout the process, including at the end of the Implementation period, prior to an Enrollee's audit, and after his/her audit is complete. In addition, we will develop a Dependent Verification Notification Kit to assist as the Department notifies Enrollees of the audit.

All HMS communications conform to Health Insurance Portability and Accountability Act security and privacy standards. When interacting with Enrollees, we take extraordinary measures to ensure that the information included is accurate, sufficient, and appropriate for the purpose of the communication.

We will establish a Communication Plan to comply with all Department requirements. We will provide updates on the status of tasks associated with ongoing projects, which will undergo review during Status Update meetings, and will include information on completed tasks, tasks in process, and tasks that have encountered unanticipated problems that require attention. In addition, we will participate in regularly scheduled meetings to review progress.

Throughout the contract, we will provide specific reports and give the Department the ability to produce ad hoc reports on a real-time basis via the Administrative Web Portal.

We will present for the Department's review and approval all written communications—including letters, forms, web page content, and email templates—prior to deployment or use. HMS will follow the Department's guidelines and policies as they relate to the issuance of statements, press releases, and other documents describing our projects.

A.3 Electronic Transfer of Data

We retain all documents in digital format, and they are available through AuditOS for identified NYSHIP staff.

HMS scans and securely stores all verification documentation as soon as we receive it. For all imaged verification documentation, we properly associate it with the correct enrollee record, securely store it, and retain it in an electronic format. We will provide these imaged documents to the New York State Department of Civil Service for NYSHIP in a PDF index format using the naming convention assigned by the Department (including the eight-digit enrollee identification number and documentation type). Our system is secure and Health Insurance Portability and Accountability Act (HIPAA) compliant, ensuring that we maintain the integrity of client data. We also protect the system from malicious external attacks through a state-of-the-art firewall, computer network segments, as well as stringent password policies that certify passwords are complex enough to be secure and receive updates often.

A.3.a Receipt and Transmission of Secured Data

3. Electronic Transfer of Data: Throughout the term of the Agreement that results from this IFB, the Contractor must:

a. Receive and transmit Dependent data in a secure electronic format and on a schedule mutually agreed upon by the Contractor and the Department;

We will work with the Department to set up the appropriate transfer of data elements necessary for the audit scope. Throughout the contract, HMS will scrub the data files upon receipt and complete quality control audits to confirm accuracy and completion of all essential data elements and audit scope requirements. We will be able to work with the Department's file format and structure as long as all required data elements are available.

A.3.b File Formats

b. Receive/transmit data in the format required by the file layouts presented in Exhibit III.E of this IFB;

HMS can work with virtually any file format. We prefer to receive the data in a flat file, delimited format with enrollee and dependent references on separate lines within the data file. For any fields that contain a code, we require a legend for proper interpretation.

A.3.c United States–Based Services

c. Ensure all electronic transfer of data and/or storage of files is located solely in the United States;

In compliance with the Invitation for Bid (IFB) **Section III** (page 4), HMS performs all services relating to all of our audits in the United States. The locations of all employees on assignment with our Dependent Eligibility Audit Services (DEAS) projects and the secured facilities in which they work are also within the United States.

A.3.d HMS's Compliance with Health Insurance Portability and Accountability Act Rules and Regulations

d. Maintain a HIPAA compliant level of security to protect the confidentiality of all Enrollee/Dependent information;

HMS has provided cost containment services for government agencies for more than 40 years. As a result, we have responded well to our clients' comprehensive requirements regarding the safeguarding of data. Our privacy and security resources fulfill all of the requirements mandated by NYSHIP.

A.3.d.1 HMS Technology, Health Information Trust Alliance Certification, and Recent Security-Related Awards

Our integrated technology platform allows us to use a single, comprehensive security framework that extends to all program data. We provide an Enterprise Security Architecture that underlies our strategic plan for maintaining security across our organization, ensuring that our processes align with all internal and external security requirements. This architecture details key components of information security and provides systematic processes on how to analyze, develop, and implement a logical and effective program that achieves security objectives.

In February, HMS was recognized as a 2015 winner at the CSO50 Security Confab + Awards (CSO50), which commends organizations for security projects and initiatives that demonstrate outstanding business value. Our two awards in the CSO50's three-year history demonstrate our commitment to information security.

We have certification under the Health Information Trust Alliance (HITRUST) Common Security Framework (CSF), which provides a prescriptive framework for complying with security requirements that affect the healthcare industry, including the HIPAA, International Organization for Standardization (ISO), and National Institute of Standards and Technology (NIST). Developed by security professionals in the healthcare industry, the HITRUST CSF integrates a diverse set of control requirements by eliminating inconsistent and duplicate requirements among various compliance frameworks.

Our security protocols for handling and protecting confidential information include:

- Full HIPAA compliance (described in the following pages)
- Regularly completion of third-party security audits
- Data back-ups storage in a bonded and secured offsite vault
- Extensive background checks for all team members
- Consistent monitoring and updating of information technology (IT) security measures
- State-of-the-art firewall technology
- Regular System Log audits
- Secure facilities requiring badge access
- Surveillance cameras that operate 24 hours per day, 7 days per week
- Call and Mail Centers with restriction of personnel activities (e.g., no Internet use or cell phones)

Our processes are fully compliant with (and often exceed the privacy and security mandates set forth by) HIPAA, the Employee Retirement Income Security Act (ERISA), and the Federal Trade Commission (FTC). We comply with all contract requirements, including those that apply to privacy and security of our clients' data. In accordance with HIPAA Security and Privacy Rules, we have developed policies and procedures to safeguard Protected Health Information (PHI). Beyond simply writing policies, however, we have established an environment of information controls that include risk assessments, security-awareness training, personnel security, incident response, and disaster recovery.

HMS vigorously guards the confidentiality of the data we obtain and process when performing our services. As an established service provider for many public sector clients, we can assure the Department of our ability to maintain the security and confidentiality of all project-related data, files, and records in accordance with State, federal, and agency requirements. Such requirements include those of HIPAA; the Computer Security Act of 1987, providing a Federal Computer Standards Program, government-wide computer security, and training in computer security; and the Privacy Act of 1974, Public Law 93-579 (4 United States Code [USC] 552a), regarding the design, development, and operation of a system of records on individuals to accomplish an agency function. We also comply with the Health Information Technology for Economic and Clinical Health Act (HITECH) provisions of the American Recovery and Reinvestment Act (ARRA) in Title XIII.

As part of our Corporate Compliance program, we ensure that all services that we perform meet standards mandated by the HIPAA Privacy Rule, according to requirements set by the April 14, 2003 deadline. Our HIPAA security-compliance methodology goes beyond the requirements of the HIPAA Security Rule: it is a roadmap to safeguard not just electronic PHI (ePHI) but all HMS information assets. The domains defined in the ISO 17799 and British Standard (BS) 7799 security standards as well as the Control Objectives for Information and Related Technology (COBIT) security frameworks influence our methodology.

We comply with all HIPAA regulations concerning the electronic transfer of covered transactions, privacy, and security. We established a Security Review Committee, an internal team that reviews and audits our compliance with security and HIPAA policies and procedures. Chaired by our Chief Compliance Officer (CCO) and Chief Security Officer (CSO), this committee includes senior technical managers and representatives from each business area.

HMS specifically affirms the following:

- We understand that the term PHI is synonymous with ePHI.
- We have stringent processes in place to safeguard the PHI that we will receive from or create for the Department.
- We execute Business Associate Agreements (BAAs) with all clients and vendors.
- We implement policies to safeguard PHI further in all of our office locations. Any visitor who may have incidental access to confidential health information must sign a Confidentiality Agreement with us (e.g., employees from cleaning companies, photocopier repair services, and refreshment suppliers that support our offices must sign this agreement).
- All our employees undergo extensive background checks prior to joining our team.
- We provide written privacy policies and procedures as well as associated employee training, and we document the successful completion of such training. All new employees, contractors, and third parties (when allowable by contract) must receive this training before they can work with PHI.
- We control our physical environment with badge-entry systems that allow us to grant access to only the areas of our buildings that are relevant to each employee's position. We review the physical security of our offices and make ongoing security improvements when appropriate.

A.3.e HMS Disaster Recovery Plan

e. Have a disaster recovery plan in place that is applicable to this DEA Project;

HMS's fully documented Disaster Recovery Plan (DRP) includes end-to-end procedures for recovering all information systems, telecommunications, and business processes. It incorporates the best possible plan to certify a smooth, rapid restoration of data processing operations following physical destruction or major damage that has caused an interruption.

We designed the plan to accomplish the following objectives:

- Minimize interruptions to normal business resulting from a Computer Center service interruption.
- Limit the extent of disruption and damage created by a Computer Center service interruption.
- Establish in advance alternative means of Computer Center operations in the event of an interruption.
- Provide appropriate personnel with procedures to use in a timely fashion if an interruption occurs.
- Reduce the economic impact of the interruption.

[redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]

Exhibit A3-1 ▶ *HMS's Disaster Recovery Plan (DRP): Topics of Discussion*

[redacted]

A.3.e.1 Components of the Plan

[redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

[redacted]

[redacted]

A.3.e.2 Plan Review and Modification

On an annual basis, our Director of Business Continuity reviews and updates our contingency planning/disaster recovery procedures. The purpose of the review is to ensure that all processes are current and to note and discuss any enhancements or changes. If we identify necessary changes, we modify the DRP accordingly and seek approval from the CSO. When the DRP is final, the CSO presents it to our Board of Directors. HMS works diligently to ensure that our DRP meets or exceeds the requirements documented in the Guidelines for Automatic Data Processing Physical Security and Risk Management (Federal Information Processing Standard Pub 31).

Exhibit A3-2 summarizes HMS's Business Continuity Management Solution Charter.

Exhibit A3-2 ▶ *HMS Business Continuity Management Solution Charter*

hms
Business Continuity &
Disaster Recovery

HMS Disaster Recovery Statement

BCMS Charter

HMS Holdings Corporation (HMS) has identified the need to improve organizational resiliency by developing a comprehensive Business Continuity Management Solution (BCMS) to effectively prepare for and manage in the event of a business disruption. The BCMS will be implemented and managed by the HMS Business Continuity team, as a subset of the HMS Corporate Security Department.

In response to the identified need, HMS has created this BCMS Charter to formalize this effort. The functions of this team are:

On an on-going basis:

- Promoting Business Continuity as an on-going concern in all business areas and business processes
- Ensuring Business Continuity and Disaster Recovery requirements are reviewed and updated on a regular basis and / or during any major business and technology process implementation
- Ensuring Disaster Recovery plans are complete, consistent and meet
- Business Continuity and Disaster Recovery requirements.
- Ensuring Disaster Recovery plans are reviewed and updated regularly
- Ensuring Business Continuity Plans and Capabilities are tested and validated
- Ensuring Disaster Recovery Plans are tested and validated
- Reviewing and updating Business Continuity and Disaster Recovery strategies on a regular basis and /or as recovery technologies change

At Time of Disaster (ATOD):

- Organize and implement the Incident Management Team[1] to oversee and provide direction during business recovery and resumption efforts.
- Determine Incident Management Team Command Center location(s).
- Work with recovery companies/personnel to implement disaster recovery plans
- Additionally, the Business Continuity Team will participate in Vital Records Programs
- Change Control Programs, and Configuration Management programs to ensure vital data and processes, as well as critical systems, will account for Business Continuity and Disaster Recovery on an on-going basis.

1 The Incident Management Team is the team that provides tactical management in a disaster situation

July 20, 2012 Page 3

A.3.f File Specification

f. Image all documentation received from the Enrollee and transmit a file (or files) to the Department in a standard format (i.e. Multi-Page Tagged Image File Format (TIFF)). The file of images must be accompanied by indexing files and follow a naming convention as outlined in Exhibit III.G of this IFB; and

HMS scans and securely stores all verification documentation as soon as we receive it. We properly associate all imaged verification documentation with the correct enrollee record, securely store it, and retain it in an electronic format. We will provide these imaged documents to the Department in a PDF index format using the naming convention assigned by the Department.

A.3.g Data Exchange and Security

g. Acknowledge that it is the Department's policy that all files need to have a PGP encryption key. If the Department sends the Contractor a file(s), the Department will send to the Contractor's server with the Contractor's PGP encryption key. If the Contractor sends the Department a file(s), the Contractor will send to the Department's server with the Department's PGP encryption key. The files will be exchanged using SFTP protocol.

We use a secure Electronic Data Interchange (EDI) file transmission process to exchange client data. An EDI coordinator, along with the Project Management team, assists with the data exchange. The Department may transfer files to us via File Transfer Protocol (FTP), Secure Socket Layer (SSL), Secure Shell, secure web mailbox with file-level encryption, or Virtual Private Network. The use of EDI transmission allows for enhanced standardization around a common governance framework to align security and compliance functions.

The Office for Civil Rights enforces the HIPAA Privacy Rule, which protects the privacy of individually identifiable health information (IIHI), and the HIPAA Security Rule, which sets national standards for the security of ePHI. HMS is fully compliant with these rules in terms of integrity, security, and availability of customer data. Our EDI Department, which is responsible for the management of all sent and received customer data, defines our national standard.

With any data transmission scenario that the Department favors, we affirm our ability to receive the data in a secure, electronic format on a mutually agreed-upon schedule.

A.4 Call Center Services

Our comprehensive plan for the successful operation of our business processes is based on our high standards for customer service and our state-specific knowledge, which enhance customer access and service delivery. There are three distinct aspects of HMS's customer service delivery, each of which currently works to serve needs of the New York State:

- **Customer access.** Customer service begins with sufficient customer access. Although many effective strategies for "call center" efficiency exist, they cannot be implemented until customers can access information. We offer a sufficient number of qualified and experienced service specialists, sufficient telephone lines, and an effective call response solution are the cornerstones of customer access.
- **Customer satisfaction.** HMS understands that customer satisfaction is a dynamic concept. Different customers often ask the same question a myriad of ways using different terminology. By digging deeper into a question, we are able to pinpoint exactly what a customer is asking for. Within the customer service paradigm, HMS understands that "perception is reality." The customer must be satisfied or we risk a negative reflection on the program. By viewing each interaction from the customer's viewpoint, HMS strives to continually improve each customer's experience and satisfaction.
- **Support to the Department.** HMS knows that a fundamental element of service is giving the customer what he/she expects in a timely and accurate manner. We assist our clients in delivering core cost containment and recovery services by minimizing routine disruptions to State staff. To obtain this goal, HMS engages our partners in our processes, requesting input and feedback on our operation. This mutual understanding helps provide responsive and reliable service to New York staff as well as to our external customers. Our partnership allows customers to receive the best services available.

Our Customer Service solution brings together three key ingredients that are critical to outstanding customer service: (1) the latest technological solutions and systems design, (2) creatively engineered processes, and (3) best performing staff and call center teams. This end-to-end approach to providing outstanding service is proven by HMS's ability to serve healthcare clients nationwide, including New York.

A.4.a Telephone Support

Throughout the term of the Agreement that results from this IFB, the Contractor must:

a. Establish a dedicated toll-free telephone number that Enrollees can call with questions during the Amnesty Period, the Eligibility Verification Period, and the Appeal and Reinstatement Period(s). The Contractor must maintain a call center with a staffing level sufficient to meet the call center performance guarantees. The Contractor must dedicate a core staff to service the Department's account;

Health Management System, Inc. (HMS), offers the New York State Department of Civil Service our Call Centers for enrollees that will operate from 8:00 a.m. to 11:00 p.m. ET, Monday through Friday, for use in the Dependent Eligibility Audit Services (DEAS) project for the New York State Health Insurance Program (NYSHIP). We also offer access 24 hours per day, 7 days per week, 365 days per year (24/7/365), to a custom Integrated Voice Response (IVR) system. The IVR system will be available through the same toll-free line as the Call Center and will provide the status for each enrollee. HMS is closed for all major government-recognized holidays, but our IVR system will remain available.

HMS's Call Center administrators work closely with our Human Resources specialists to ensure that we are consistently able to fulfill the staffing requirements of our clients. If a staffing need arises, we employ" recruiting resources to efficiently identify, hire, and train new representatives that are able to provide valuable information to callers. These hiring processes enable us to maintain a fully staffed Call Center that is able to meet the service needs of our clients. We will maintain the necessary core staff to meet all call center performance guarantees detailed in the IFB and provide exceptional service for the Department.

At the conclusion of the Audit period, the Department may take complete control and ownership of these toll-free numbers. There will be no additional cost to the Department to obtain full ownership rights to the telephone numbers or for the transition process. We will adhere to the timeline for this change as defined and communicated to us by the Department.

A.4.b Call Center Technology

b. Establish a call center, located in the United States and staffed with fully trained call center representatives and supervisors, with representatives available, at a minimum, from 8:00 a.m. to 8:00 p.m. ET, except for Business Holidays observed by the State. The Contractor's call center technology must have a system to log and track all inquiries. The system must include call type, actions and resolutions. Call center representatives must be trained to respond to questions and inquiries including, but not limited to, Dependent eligibility and status of documentation review. Any inquiries that cannot be answered in the initial phone call must be responded to either by telephone or in writing within five (5) Business Days;

Enrollees will be able to use the toll-free number to speak with an eligibility expert trained to handle all calls specific to the audit process and knowledgeable of the Department's benefit plan and eligibility requirements. Upon calling HMS, enrollees will bounce to different departments—our entire Call Center team is dedicated to responding to callers with dependent eligibility questions.

Our Call Center has the following features:

- Secure facility operated by HMS
- All calls recorded, logged, and available for client review
- Customized software with focused reporting
- IVR system available 24/7
- Live representatives available 8:00 a.m. to 11:00 p.m. ET, with extended hours available
- Our client service representatives include those who are bi-, or multi-lingual; HMS offers interpretation services for more than 150 languages.
- Staffed by DEA specialists

[redacted]

We have sufficient telephone capacity and Customer Service staff in place to ensure callers will not receive a busy signal during the required days and hours of operation. Our system platform has been purpose-built for ensuring maximum uptime. [redacted]

During operations days/hours, callers will encounter an interactive voice response system and live CSR. During non-operations hours, they will encounter a greeting that provides our operations hours and provides the opportunity to leave a message for a CSR.

HMS considers call volumes, client needs, seasonality, and workflow management to staff appropriately. [redacted]. The reporting capabilities of our telephone system are extensive. Because we electronically track all incoming calls, HMS managers and supervisors

[redacted]

[redacted]

A.4.c Escalation

c. Escalate complex and/or difficult calls to more experienced representatives and ultimately supervisory staff; and

We handle escalations resulting from enrollee calls with care. HMS trains all our Call Center Eligibility Verification Specialists (EVSs) to assist callers with unique circumstances. Having conducted over 1,000 audits, our team has the preparation to answer questions and concerns from enrollees. In most cases, extensive best practice–based experience as well as directives discussed with the Department during the Planning period will guide our well-trained team to resolve most issues successfully. However, if a supervisor is necessary for an enrollee request or the EVS needs to escalate a call, we will immediately transfer the enrollee to the Call Center supervisor.

If the Call Center supervisor is unable to resolve an enrollee's question or concern satisfactorily at that time, we will procure a callback number and enter an escalation (directly tied to the enrollee's record) into the portal. Tracking of the escalation history from initiation to resolution occurs in AuditOS so HMS associates, project management, and the Department all have the most up-to-date status. Upon resolution of the escalation, we will provide appropriate follow-up with the enrollee. We will do everything possible to minimize escalations to the client level.

A.4.d Additional Support

d. Staff the call center during the Appeal and Reinstatement Period(s) to assist Enrollees who submit documentation that supports reinstating the terminated Dependent's coverage;

HMS will support the Department and enrollees by providing Call Center support from the time the audit closes through the Appeal/Reinstatement period.

A.5 Secure Online Web Portal

We provide details on our secure online web portal in the following pages.

A.5.a Portal Overview

5. Secure Online Web Portal: Throughout the term of the Agreement resulting from this IFB, the Contractor must:

a. Establish a secure online web portal, which allows Enrollees to submit, and confirm submission of, eligibility documentation. The secure online web portal must be available twenty-four hours a day, seven (7) days a week, except for regularly scheduled maintenance. The Department shall be notified of all regularly scheduled maintenance at least one (1) Business Day prior to such maintenance being performed; and

Health Management Systems, Inc. (HMS), has designed our entire process to minimize frustration for participants. Our proprietary web portal is a key part of that process, offering NYSHIP employees and retirees a simple, intuitive, user-friendly process for submitting necessary documentation.

Plan participants can access real-time information on verification of dependent eligibility and status updates through our secure, AuditOS™-supported Web Portal. This integrated portal is available 24 hours per day, 7 days per week (24/7), to enrollees and provides:

- An overview of the Dependent Eligibility Audit Services (DEAS) program
- The definition of each type of eligible dependent
- The required documentation by dependent type
- An extensive and customizable list of frequently asked questions (FAQs) and their answers
- Tools and resources to assist participants in obtaining required documents that might not be in their possession
- A state-by-state resource guide to state, federal, and commercial healthcare coverage benefits that might be available to any dependents deemed ineligible
- Registration for email notifications sent when key status changes occur based on submission and processing of documentation
- An option to switch to paperless communications if desired
- A toggle switch to change the text in the portal from English to Spanish
- An easy, secure document-upload feature for the electronic submission of required dependent information, with no special file naming–convention requirements
- The current status of dependents (i.e., verified or unverified) during the audit process
- A CONTACT US section for participants who wish to submit a written question rather than contact the Call Center

A.5.b Portal Functionality

b. Maintain a secure online web portal that allows Enrollees, or the Department as applicable, to perform the following:

(1) Upload documentation;

(2) Check Dependent eligibility status in real-time;

(3) View all communications sent from the Contractor to the Enrollee;

(4) Review FAQ's that have been developed by the Contractor and approved by the Department;

(5) Allows Enrollees to get answers to questions via secure email and/or a chat function;

(6) Access customer service contact information including address(es), phone number(s) and email address(es);

(7) Allows the Department to compile periodic management reports documenting the progress and outcomes of the DEA Project via the secure online web portal; and

(8) Allows the Department to have view only access to Dependent eligibility status.

HMS's secure web portal was designed specifically to make the audit process as simple as possible for both employees and employers. It has been utilized to support hundreds of audits for both public and private sector employees of all sizes, and is continually updated and refined based on client feedback. As a result, our AuditOS portal clearly fulfills the operational requirements described by the New York State Department of Civil Service for the New York State Health Insurance Program (NYSHIP), as we indicate in **Exhibit A5-1.**

To allow NYSHIP to better understand the comprehensive functionality of the AuditOS portal, we have established a Demo for your use. Instructions for accessing this Demo, along with screen shots of the information available to both employees and employers, is contained in Section B.6 of this proposal.

Exhibit A5-1 ► *HMS's Secure Web Portal Can Perform All Functions for Enrollees and the Department*

[redacted]

HMS's DEA platform includes many unique features that make the process more convenient, which ultimately increases the response rate and minimizes the level of burden on the enrollees. **We provide multiple options for plan participants to submit eligibility information, including via mail, fax, Internet, and a mobile telephone–upload option that is unique in our industry.**

Our dedicated Project Manager will meet with the Department on a weekly basis to review the progress of the audit. In addition, we will provide regular standardized reporting, give the Department access to real-time reporting, and even create ad hoc reports as needed.

Key features of our process include:

- [redacted]

Clients typically receive the greatest amount of "pushback" to our audit efforts from a small percentage of participants during the Verification period, and although all stages of the our eligibility verification process are important to the overall success of the program, we give extra attention to making the Verification period as stress-free and seamless as possible. HMS provides a dedicated Call Center for handling DEAs. We staff our Call Center with highly trained Eligibility Verification Specialists (EVSs) to assist plan participants regarding the verification process and related activities, including addressing concerns about confidential handling of documentation. We ensure that all EVSs are aware of any client-specific information that might help them to assist the plan participants more effectively and personally.

A.5.c Portal Customization

c. Allows cobranding of the secure online portal by incorporating the NYSHIP logo.

[redacted]. That logo will appear in the space where "DEMO" appears. In addition, HMS will customize the communication templates for all outbound communications used in the audit. Our cobranded-communications approach helps increase the read and response rate, so we will include the Department's logo in the return address field of the letter. Other vendors have failed to use a cobranding approach, and their response rates have suffered as a result, increasing the number of appeals that the client must manage after the dependent audit process is complete. We will provide additional outbound communications for the Department to use to announce the upcoming project and as reminders throughout the process. We will work with the Department to ensure that the communications portray the correct message and include all critical communication pieces for a successful audit.

Our customization of the website for the subscribers will make sure that content mirrors that of the outbound communications to the NYSHIP enrollees. We will walk each key representative through the web portal prior to the DEA launch date to ensure that the details described on the website convey the right messages to the enrollees.

A.6 Amnesty Period, Eligibility Verification Period, and Appeal and Reinstatement Period(s)

A.6.a Amnesty Period

6. Amnesty Period, Eligibility Verification Period, and Appeal and Reinstatement Period(s): Throughout the term of the Agreement resulting from this IFB, the Contractor must:

a. Administer one (1) Amnesty Period for all Enrollees with a Family Policy to report ineligible Dependents. Administration of the Amnesty Period must include the communication of the Amnesty Period to Enrollees, call center support, receiving requests from Enrollees to terminate ineligible Dependents, and the reporting of ineligible Dependents to the Department;

[redacted]. During the amnesty period, HMS will offer NYSHIP employees/retirees who realize that they have ineligible dependents the opportunity to remove them from coverage without any penalty. When employees voluntarily notify HMS of ineligible dependents, the overall system files will receive updates, which may modify the quantity of letters for mailing, during the subsequent verification period. Activity reports, including the number of employees who remove dependents, will also be available from HMS at NYSHIP's request. HMS's Project Management team will work closely with the Call Center team during this time to monitor the types of calls coming in, providing an opportunity to adjust messaging, as necessary, to address any new concerns. This is another example of the flexibility that is crucial to serving the large, diverse population of NYSHIP effectively.

Additional information about the amnesty period is accessible in proposal **Section B**.7.

A.6.b Verification Period

b. Administer up to three (3) Phases of eligibility verification during the Eligibility Verification Period. Administration of the Eligibility period shall include, but not be limited to, sending communication materials to Enrollees regarding the Eligibility Verification Period, providing call center support, receiving and processing documents to verify eligibility, and the reporting of ineligible Dependents to the Department. The Dependent eligibility audit tasks must conform to NYSHIP eligibility rules;

HMS will work closely with NYSHIP to create all notices sent to employees/retirees (e.g., letters, email correspondence, and/or telephone follow-ups), and all notices will receive approval by NYSHIP before use. The HMS DEAS platform includes many unique features that improve the convenience factor for the employee/retiree, ultimately increasing the return rate and minimizing the level of burden on the employee. HMS is the only DEAS vendor providing multiple options for employees to submit eligibility data by mail, fax, verbal communication , mobile upload, or online. [redacted]

The comprehensive verification period implemented and administered by HMS will include:

- Creation and distribution of communication to employees/retirees
- Call Center resources made available during the hours of 8:00 a.m. through 11:00 p.m. ET, Monday through Friday
- Receipt of requested documentation
- Analysis of documentation by qualified and experienced Eligibility Verification Specialists (EVSs)
- Creation and submission of comprehensive reports that describe HMS's efforts and results including information associated with potentially ineligible Dependents identified via our process

Exhibit A6-1 illustrates the verification/grace period process flow that is described in detail in proposal **Section B.7**.

Exhibit A6-1 ▶ [redacted]

[redacted]

A.6.c Appeals/Reinstatement Period

c. Administer an Appeal and Reinstatement Period(s) for Dependents who were terminated because sufficient documentation was not provided on a timely basis and who subsequently are able to provide the documentation. The Department requires the Contractor to complete Reinstatements quickly and accurately and provide the Reinstatement File as outlined in Section IV.A.9.a.(6) of this IFB;

[redacted] for each of the three separate cycles. During this period, HMS will support NYSHIP by providing call center support from the time the audit closes until the appeals/reinstatement period begins.

A.6.d Transmit Termination/Reinstatement Files

d. Transmit termination and reinstatement files on a schedule as outlined in Sections IV.A.9.a.(5) and IV.A.9.a.(6) of this IFB; and

[redacted]

A.6.e Task Completed on Time

e. Complete all tasks related to the Amnesty Period, and Eligibility Verification Period, within one (1) year of the Agreement Start Date and the Appeal and Reinstatement Period(s) within fifteen (15) months of the Agreement start date.

HMS will complete all tasks significant to the Amnesty Period and Eligibility Verification Period, within one year of the Project Start Date. We will likewise complete relevant tasks for the Appeal and Reinstatement Period(s) within 15 months of the Project Start Date.

A.7 Communication Material

We provide details on our communication materials in the following section.

A.7.a Customized Enrollee Communications

7. Communication Material: Throughout the term of the Agreement resulting from this IFB, the Contractor must:

a. Develop customized Enrollee communications, subject to written approval by the Department for the Amnesty Period, the Eligibility Verification Period, and the Appeal and Reinstatement Period(s). The communications must provide sufficient detail so the Enrollee can clearly identify:

(1) Dependent children verified in the prior audit for whom eligibility does not need to be confirmed;

(2) Dependent children added to coverage on or after February 1, 2009 for whom documentation must be submitted to verify coverage;

(3) Spouse or Domestic Partner, regardless of the date the individual was added to coverage for whom documentation must be submitted;

(4) Dates by which documentation must be submitted; and

(5) Termination date for Dependents deemed ineligible for coverage. The final letter must allow the Enrollee fourteen (14) Business Days for response prior to terminating the Dependent.

Health Management Systems, Inc. (HMS), very closely works with clients during the Planning period to develop, and have approved, the client-specific communication packages used throughout our Dependent Eligibility Audit Services (DEAS) projects. Our communication strategy begins before the audit starts and is evident throughout the audit process. Plan participants should receive notification of the upcoming audit early and often. We suggest a variety of channels, including print (e.g., letters, postcards, posters in break rooms) and electronic (e.g., the Department's website, emails with links) channels, to broadcast this information.

During the proposed Planning period for the DEAS project for the New York State Health Insurance Program (NYSHIP), our Project Manager and designated State personnel will work together to confirm alignment on the timing, execution, and other objectives unique to this project. Using our proprietary Project Planning Workbook, the team will accomplish the following tasks:

- Define the project timeline and milestone dates
- Identify and engage cross-functional team members
- Define and customize the messaging tone and strategy for written communications, including:
  - Outbound communications content and Frequently Asked Questions (FAQs) documents
  - State website content for plan participants
- Identify audit participants
- Identify and define each dependent type and subtype
- Determine the required or acceptable verification documents for each dependent group
- Identify any unique messaging for each dependent group
- Identify eligibility verification due dates
- Define Progress Report content and frequency
- Identify and secure a toll-free telephone number and P.O. Box
- Define, acquire, and test the Enrollment File
- Discuss and conduct the audit launch

A.7.a.1 Recommendations for Communications

We believe the New York State Department of Civil Service will experience a high response rate to our efforts for the NYSHIP audit as well as a substantial return on investment (ROI) by leveraging our best practices regarding messaging and timing of communications, which include the following components:

- Target enrollees with tailored messaging in multiple communication channels, from print to social media to telephone banks
- Provide clear and engaging "why" and "how" messaging about the audit to key audiences
- Make the most of the existing NYSHIP communications platforms
- Make support, such as training webinars for Human Resources (HR) personnel, available
- Provide a toll-free telephone line that trained, experienced team members promptly answer

The best communications plans commit to goals that are Specific, Measurable, Attainable, Realistic, and Time Bound (SMART). We recommend the following three SMART goals:

- Inform and educate Department personnel, including executives, using a variety of communication vehicles, and offer training webinars for HR personnel at the beginning of each scheduled Audit cycle.
- Inform enrollees of the upcoming audit as measured by Notification Letters received, electronic communications sent, and toll-free calls to the Customer Service Call Center by the end of the Notification period
- Generate a response rate of more than 95% for NYSHIP enrollees by the end of the project

Ultimately, at the conclusion of the Planning period, we will have collectively defined the specific parameters to be included in all communication. A description of each document that we will customize for the NYSHIP DEA is in **Exhibit A7-1.**

Exhibit A7-1 ▸ *HMS Will Customize Communications per NYSHIP Requirements*

Document	Description
Amnesty Letter	• Identifies period during which enrollee can voluntarily remove individuals listed as dependents who do not meet NYSHIP's current eligibility requirements • Provides an eligibility definition for each covered dependent type • Lists the enrollee's current dependents by name, and includes their dates of birth (DOBs)
Verification Letter	• Outlines the required documentation to submit to verify each dependent's eligibility • Lists the enrollee's current dependents by name, and includes their DOBs • Provides instructions on how to submit required documentation • Directs enrollees to the cobranded Enrollee Web Portal to access resources for obtaining documentation • Defines timelines that must be adhered to in order to certify ongoing coverage for eligible dependents • Includes customized list of frequently asked questions relating to the Verification period and enrollee responsibilities and their answers
Verification Reminder	• Notifies enrollees who have not responded within 30 days that the 45-day Verification phase is close to expiring and that documentation must be submitted to verify the eligibility of individuals currently identified as dependents to certify continued coverage • Outlines the required documentation to submit to verify each dependent's eligibility • Lists the enrollee's current dependents by name, and includes their DOBs • Provides instructions on how to submit required documentation • Directs enrollees to the cobranded Enrollee Web Portal to access resources for obtaining documentation
Final Notice	• Reminds enrollees with unverified dependents as a result of an incomplete response or no response about final verification deadline • Describes actions that NYSHIP will take to terminate dependents whose eligibility is not verified by the final verification deadline • Provides information regarding the appeal process for terminated individuals • Provides alternative sources for identifying potential benefit plans to which ineligible dependents may have access, including State, federal, and commercial options
Confirmation Postcard	• Provides written confirmation that the enrollee has completed his/her required response and that no additional action is necessary
Customized Partial Response Communication	• Acknowledges receipt of a subset of the required verification documentation • Requests additional or specific verification documentation, itemized by dependent

Document	Description
Termination Confirmation	• Provides written confirmation that the enrollee has indicated through his/her communication that one or more named dependents should be removed from coverage • Confirms termination-effective date and any COBRA information that NYSHIP would like to convey regarding the pending termination • Provides alternative sources for identifying potential benefit plans to which ineligible dependents may have access, including State, federal, and commercial options
Postcards for Post-audit Submission of Data	Provides direction to enrollees to contact their appropriate Human Resources Departments because HMS will not act upon the information that they submitted after the audit was complete (after the appeal time period)

A.7.b Enrollee Communications

b. Send different Enrollee communications for different types of Dependents (i.e. Dependent child versus Spouse) and NYSHIP populations (NY versus Participating Agency (PA) or Participating Employer (PE);

HMS will specifically tailor the NYSHIP DEA communications for its plan participants. As a trusted partner to hundreds of employers in both the government and private sectors, we have leveraged our best practices to develop communications that are comprehensive, engaging, and effective. Using our communication plan as a guide, we will closely work with the Department to:

- Customize all information in accordance with Department specifications, including using the ability to develop and send different communications per dependent type as necessary and the ability to modify communications per NYSHIP populations
- Ensure that the Department has had an opportunity to review and approve all communications before sending them to enrollees
- Deliver a high-quality communication experience second to none in terms of service, responsiveness, and sensitivity
- Offer access to powerful, industry-leading web portals available 24 hours per day, 7 days per week (24/7), to obtain information, supply eligibility information, and check verification status
- Offer enrollees multiple methods to return eligibility information
- Safeguard the integrity and privacy of enrollees’ data
- Provide a participant-centric audit model designed to educate enrollees, and provide them with multilayered information resources to alleviate challenges they might have in complying with the audit request

A.7.c Mail Communications

c. Mail sufficient Department approved Enrollee communication material to achieve the ROI guarantee as outlined in IV.A.10 of this IFB;

[redacted]

- [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
- [redacted]

We will closely work with the Department to design all notices sent to plan participants (e.g., letters, email correspondence, telephone follow-ups), and we will have the Department approve all notices before we use them.

By following our recommended approach to communicating with plan participants concerning the DEA process, our clients benefit from the high average response rate we achieve—greater than 95%—and the substantial savings that follow—ROIs ranging from 500% to more than 3,000%. We are confident that by deploying our proven approach, the Department will experience both a high response rate and a substantial ROI as it realizes its goal of reducing future claims and contribution costs by removing ineligible dependents from its benefit plans.

A.7.d P.O. Box for Return Address

d. Use a dedicated P.O. Box or other address as approved by the Department as the return address for all Enrollee communications; and

HMS will work with the Department to identify and have approved a specified U.S. Postal Service P.O. Box to which all inbound mail will be delivered.

A.7.e Communication Mailings Costs

e. Acknowledge that the cost of all Project Services communication mailings (including postage) will be paid by the Offeror and will be considered by the Department as being included in the total DEA Project cost submitted by the Offeror.

HMS affirms that our Cost Proposal includes all costs associated with the development, printing, and mailing of all communication materials associated with this audit. The Cost Proposal includes the costs of all elements and phases throughout the audit process and timelines described in this proposal. There are no hidden fees. Our pricing is all-inclusive and takes into account staffing of the Call Center, audits, customer service, project management, information technology resources, mailings, postage, return postage, etc.

A.8 Outgoing and Returned Mail Process

8. Outgoing and Returned Mail Process: Throughout the term of the Agreement resulting from this IFB, the Offeror must:

HMS handles all of the aspects of project management and inbound customer service, mail receipt, scanning, and auditing functions necessary for turnkey Audit solutions. [redacted]

[redacted]

[redacted]

[redacted]

Exhibits A8-1 and **A8-2** depict the document-submission process flows for inbound mail and faxes.

Exhibit A8-1 [redacted]

[redacted]

Exhibit A8-2 [redacted]

[redacted]

[redacted]

[redacted]

[redacted]

Exhibit A8-3 illustrates the process we use to ensure the accuracy of the mailing address of Enrollees included in the DEV audit. Additionally, we verify contact information each time an Enrollee calls the HMS Call Center.

Exhibit A8-3 ▸ [redacted]

[redacted]

HMS realizes that delivering mail in a seamless, organized manner and appropriately responding to the inevitability of returned mail (though we go to great lengths to minimize this) are integral components of a successful eligibility verification exercise. Through our experience with eight separate State healthcare plans as well as our continuous support of numerous large non-government sector employers (Ascension Healthcare, General Motors, Progressive Insurance, Fidelity) we have refined a process that ensures excellence in both initial and subsequent mail delivery as well as speedy and efficient handling of all returned mail.

A.8.a Address and Labeling Guidelines

8. a. Conform to address labeling guidelines that will be provided by the Department that, at a minimum, will require the following:

(1) The Offeror must use coding as provided in the enrollment file, Exhibit III.E, above the Enrollee address block on each mail piece. This coding will be used by the Offeror to route returned mail to agencies or DCS as appropriate for handling;

(2) For all active Enrollees, as well as Retirees of PAs, the agency code and benefit program code will be used; and

(3) For all other Retirees, a unique code, to be identified by the Department, will be used.

[redacted]

[redacted]

[redacted]

- [redacted]
- [redacted]

A.8.b Use of USPS Software for Address Changes

8.b. Use USPS software as needed for simple address hygiene purposes. National Change of Address (NCOA) software may not be used as NYSHIP policy is that address changes must be requested by the Enrollee only;

[redacted] We do this to ensure the highest possible delivery rates and to minimize return mail. This is required in order to qualify for the maximum discounted pre-sorted postage rates. We do not charge additional fees for postage or handling.

Discrepancies related to personal information such as the spelling of names and invalid birthdays will be captured and provided to the Department.

A.8.c Mailing Samples

c. Provide mailing samples during the Implementation Period for testing and Department approval before mailing to Enrollees. The Department will review and approve or deny within two (2) Business Days;

HMS will generate eight types of communications for possible delivery to an Enrollee during the implementation period of the audit. Specific items to be developed include the following (*HMS names in parentheses*):

- *Introduction Letter*—with Department letterhead
- *First Notification Letter*—requesting documentation
- *Reminder Letter*—a reminder of requested documentation
- *Customized Response Notification*—a custom response for those who submit partial or incomplete information
- *Confirmation Postcard*—a letter sent to those who complete the process
- *Final Notice*—a letter sent to nonresponders at the end of the published deadline announcing the grace period
- *Voluntary Termination Confirmation Letter*— communication to dependents who are voluntarily removed by the Enrollee announcing the amnesty period
- *Late Documentation Submission Notice*—communication to Enrollees who submit documentation after project closure

The content of each of these documents will be developed and tested with the Department's input and approval. Note that the verification documents will provide clear instructions on how to submit information to HMS, including using the Employee Web Portal, HMS's mobile AuditOS website, the toll-free fax line, or the U.S. Postal Service to provide documentation conveniently and quickly.

HMS confirms that all communications will be printed and sent via first-class mail with Address Service Requested to each employee/retiree and will include a postage-paid courtesy reply envelope.

A.8.d Returned Mail File

d. Provide a weekly file of returned mail, as outlined in Section IV.A.9.a.(12) of this IFB, to the Department;

[redacted]

[redacted]

A.8.e Updating of Enrollment Files

e. Accept one or more updated enrollment files, as outlined in Section IV.A.9.a.(12) of this IFB, containing corrected addresses, which the Contractor must load into their system within one (1) Business Day of receipt, should the Department determine such files are necessary.

Note: Typically, less than five percent (5%) of NYSHIP communications to Enrollees are returned as either undeliverable or with a forwarding address.

HMS will accept and load corrected enrollment files as necessary within one business day of receipt.

A.9 Reporting

9. Reporting: Throughout the term of the Agreement resulting from this IFB, the Contractor must:

a. Work with the Department to develop reports acceptable to the Department for the Amnesty Period, Eligibility Verification Period, and Appeal and Reinstatement Period(s), that include, but are not limited to, measurement of the Contractor's response rates and outcomes, adherence to Agreement requirements, and measurement of performance guarantees. Reporting will be at intervals mutually agreed upon by the Department and the Contractor. Reporting, at a minimum, must cover:

(1) Verification Status Summary Report – to provide information on each letter mailed and received including number of letters mailed, number of responders, number of Amnesty Period requests, number of complete documentation received, number of incomplete documentation received, number of non-responders, number of returned mail, number of Appeals received, number of Appeals accepted, and number of Appeals rejected. The report will be required daily and may transition to weekly at the sole discretion of the Department;

(2) Call Center Statistics – report detailing each day's call center activity including, but not limited to, the number of calls, telephone response rate, telephone abandonment rate, and telephone blockage rate. The report will be required daily and may transition to weekly at the sole discretion of the Department;

(3) Secure Online Portal Statistics – weekly report providing information on the number of documents received daily, and the percent (%) processed within three (3) Business Days and the percent (%) processed within five (5) Business Days;

(4) Weekly Management Summary Report – provide progress of the DEA Project and the milestones met;

(5) Results File – identifying Dependents to be terminated from coverage. A file will be required at the end of the Amnesty Period and at the end of each Phase of the Eligibility Verification Period. Refer to the "Results File Layout" tab in Exhibit III.E of this IFB for the file layout;

(6) Reinstatement File – identifying those Dependents that are terminated during the audit and acceptable documentation is subsequently received prior to the completion of the DEA Project. The report will be required on a daily basis and must include all Reinstatements processed on the previous Business Day. Refer to the "Reinstatement File" tab in Exhibit III.E of this IFB for the file layout;

(7) Terminated and Deceased File – a file shall be sent from the Department to the Offeror on a weekly basis after the Amnesty Period. The file will identify Enrollees and/or Dependents who have had coverage terminated or were identified as deceased after the initial population was identified for Amnesty. Refer to the "Term & Deceased File Layout" tab in Exhibit III.E of this IFB for the file layout;

(8) File of Imaged Eligibility Documentation –provide one (1) or more files of images of all eligibility documentation received, Enrollee correspondence received, and Contractor communications to Enrollees. The file will be provided on a weekly basis. Refer to Exhibit III.G of this IFB for the file layout;

(9) Guarantee Report – summarizing the Contractor's compliance with all Agreement guarantees (with the exception of the ROI Guarantee, which will be calculated by the Department). This report is to be provided 30 Days after the conclusion of the DEA Project;

(10) Final Project Report – summarizing the DEA Project outcome and suggestions, including draft forms/documents, to improve the Department's ongoing management of Dependent eligibility. This report is to be provided 90 Days after the conclusion of the DEA Project;

(11) Ad Hoc Reports – the Department may, on occasion, request ad hoc reports or other data analysis to monitor Project Services and contract compliance. The format, frequency, and due dates for such reports, if any, will be specified by the Department to the Contractor during the term of the Agreement that results from this IFB;and

(12) File of Returned Mail– provides a complete listing of mail returned to the Contractor due to incorrect addresses. The file will be required weekly at the discretion of the Department. Refer to the "Returned Mail Layout" tab in Exhibit III.E of this IFB for the file layout.

HMS DEA Reporting—Overview

HMS offers the Department a flexible reporting platform. The reporting suite measures our efficiency, effectiveness, and adherence to the timeline agreement. To ensure quality, efficiency, and the highest level of open communication possible, reporting needs and the frequency of reporting will be determined during the project's planning period. Our flexibility includes the ability to revise the data and format of any report as requested at no additional charge and requiring no contract amendment.

Status Reports

HMS will supply the Department with status reports during the audit that will include at minimum the RFP-required information. These status reports will be available at intervals discussed and agreed upon during the Planning phase and will be posted online at the Department's Administrative Web Portal; Department representatives will receive notification when a report is available to view and print. Audit status reports will measure the efficiency, effectiveness, and adherence to the timeline of our process. Note that report results are only reflective of the data that the individual generating the report gives access permissions to view, a feature designed to enhance efficiency as well as the security of the Department's DEA program.

Exhibit A9-1 identifies reports we will provide to the State in various formats, as needed.

Exhibit A9-1 ▸ *Sample Reports that HMS Will Provide to the State*

Report Name	Description of Report	Online	Email
Verification-Status Summary Report (i.e., Management Summary Report/Weekly Management Summary Report)	Presents number of communications sent to employees/retirees, number of responders, number of complete documentation sets received, number of incomplete documentation sets received, number of nonresponders, number of returned communications, and summary of progress and milestones met	✓	✓
Customer Service Contact Center Statistics Report	Provides number of calls, response time measurements, and wait time measurements	✓	
Master File of Final Eligibility-Status Determination Detail Report	Lists employee information, dependent information, eligibility confirmations, and eligibility non-confirmations		✓
Appeals/Reinstatement Report	Lists employee information, dependent information, and eligibility confirmations		✓
All Imaged Eligibility Documentation by Status Report	Allows the Department to assist in monitoring each employee's audit compliance progress		✓
Performance Guarantee Report	Summarizes our compliance with all contract guarantees		✓
Final Report	Summarizes project outcome and suggestions to improve management of dependent eligibility and cost savings		✓
Recommendations for Additional Reports			
Client Drop Report	Identifies dependents removed for ineligibility, partial response, or no response		✓
Dependent Update Report	Summarizes changes in dependent demographics during the project		✓
Invalid Address Report	Captures any undeliverable mail received for the Department		✓

We present samples of these reports below in **Exhibits A9-2** through **A9-9**.

Exhibit A9-2 ▶ *Sample of Verification-Status Summary Report (i.e., Management Summary Report/Weekly Management Summary Report)*

Verification Status Summary
Status Report as of 10-25-2012

hms Employer Solutions

Employee Status			**Dependent Status**		
Total Employees	34045		Total	74926	
Responses to date	33267		Verified	70164	93.6%
Complete	31929	93.8%	Unverified	0	0.0%
Partial	925	2.7%	Terminated	3925	5.2%
No Response	777	2.3%	Client Update	837	1.1%
Client Update	413	1.2%			

Customer Service		**Issue Status**		**Mail Details**	
Calls Received	16,860	Total	2069	Initial	34045
Website Visits	53,041	Open	0	Reminder	15504
Emails Received	1,475	Pending	0	Partial	25058
Documents Received	71,155	Resolved	2069	Term	3925
Mail	27,677			Postcard	31929
Fax	14,362			Returned	1575
Upload	29,116				

Highlights

The response rate is currently 97.71%

3,925 dependents have been reported as ineligible

Action Items

HMS: Process employee documents as they are received to ensure timely verification

CLIENT: Monitor Issue Log

BOTH: Meeting next Tuesday, October 30 at 2:00 pm EST

Timeline

Verification period will be from October 1 - November 1
Initial Verification Letter Mails October 1
Reminder Email sent October 15
Verification Deadline is November 1

Grace Period will be from November 2 - November 15
Final Notice Letter Mails November 3
Final Deadline is November 15

Appeals Period will be from November 16 - December 16
Appeals letter mails November 16
Final Appeals deadline is December 16

Exhibit A9-3 ▸ *Sample of Customer Service Contact Center Statistics Report*

Call Center Stats

Call Stats	
Calls Offered	187016
Service Level %	93%
Service Level Goal	87%
Average Answer Time	0:00:24
Average Answer Goal	0:00:45
Average ACD Treatment Time	0:03:03
Avg ACD TT Goal	0:03:00
% Calls Not Answered	1%
Spanish Calls	40580
IVR Stats	
% IVR Avoided	34%
% IVR Avoided Goal	22%
Calls Presented to IVR	257844
Calls Terminated in IVR	76842
[illegible]	[illegible]
Average Time in IVR	0:01:39
Holds	
% Calls Held	5%
Average Hold Time	0:00:43
Issue Status	
Total	2088
Open	15
Pending	4
Resolved	2069

Exhibit A9-4 ▸ *Sample of Master File of Final Eligibility-Status Determination Detail Report*

Column Name	Description
reference_number	HMS Reference Number - This is a 7 digit unique identifier that is how we recognize each employee systematically
employee_client_id	Client ID - This value could be an employee ID, member number, employee number etc.
employee_client_value_1	Additional detail provided on the data file for reporting purposes.
employee_client_value_2	Additional detail provided on the data file for reporting purposes.
employee_client_value_3	Additional detail provided on the data file for reporting purposes.
employee_client_value_4	Additional detail provided on the data file for reporting purposes.
employee_client_value_5	Additional detail provided on the data file for reporting purposes.
employee_client_value_6	Additional detail provided on the data file for reporting purposes.
employee_client_value_7	Additional detail provided on the data file for reporting purposes.
employee_client_value_8	Additional detail provided on the data file for reporting purposes.
employee_client_value_9	Additional detail provided on the data file for reporting purposes.
employee_client_value_10	Additional detail provided on the data file for reporting purposes.
employee_name	Employee Name - As it appeared in the internal processing system and on outbound communications
employee_street_1	As it appeared on the data file or was updated throughout the audit process
employee_street_2	As it appeared on the data file or was updated throughout the audit process
employee_city	As it appeared on the data file or was updated throughout the audit process
employee_state	As it appeared on the data file or was updated throughout the audit process
employee_zip	As it appeared on the data file or was updated throughout the audit process
employee_phone	Phone number as reported or collected
employee_email	Employee's email address (provided by client)
employee_received_email	Employee's email address (provided by employee)
employee_email_portal	Employee's email address as received through AuditOS.com
employee_status	HMS Employeee Level internal status value
employee_client_status	Employee Level Status
dependent_id	HMS Dependent ID - This is an HMS internal assignment.
dependent_client_id	Dependent Client ID
dependent_client_value_1	Additional detail provided on the data file for reporting purposes.
dependent_client_value_2	Additional detail provided on the data file for reporting purposes.
dependent_client_value_3	Additional detail provided on the data file for reporting purposes.
dependent_client_value_4	Additional detail provided on the data file for reporting purposes.
dependent_client_value_5	Additional detail provided on the data file for reporting purposes.
dependent_client_value_6	Additional detail provided on the data file for reporting purposes.
dependent_client_value_7	Additional detail provided on the data file for reporting purposes.
dependent_client_value_8	Additional detail provided on the data file for reporting purposes.
dependent_client_value_9	Additional detail provided on the data file for reporting purposes.
dependent_client_value_10	Additional detail provided on the data file for reporting purposes.
dependent_name	Dependent's full name
dependent_rel_code	HMS Dependent Relationship Code - HMS code that is assigned based on the relationship of the dependent to the employee.
dependent_relationship	Dependent Relationship Code - as provided by client
dependent_dob	Dependent date of birth - Date of birth as provided by the client or updated throughout the audit process.
product	Product type (ex: Medical or Dental)
dependent_status	HMS Dependent Level internal status value - Dependent Level
dependent_client_status	Dependent Level Status
dependent_ssn_orig	SSN as provided by the client
dependent_ssn_collected	Dependent SSN as collected by HMS - If SSN was not provided by the client and/or the employee field will be blank.
doc_required	Required Documents - "&" = and "|" = or MC&(1040|DFIN) = Marriage Certificate and 1040 or DFIN.
docs_received	Documents Received - Documents submitted by the employee and processed by HMS
docs_outstanding	Documents required to validate dependent that were not received
term_type	Reason for termination (Ex: divorce, death) - As provided by the employee. "Unspecified" = no reason provided. "No Response" and "Insufficient Documentation" are end of audit termination reasons for employees that were non compliant.
term_date	Termination effective date as reported by the employee - This is the date that was provided by the employee. Client can choose to use this date or not.
plan	Plan name - If plan separations are necessary, they will be reflected here.

Exhibit A9-5 ▸ *Sample of All Imaged Eligibility Documentation by Status Report*

EID	plan	client_id	client_value_1	client_value_2	client_value_3	email	name	status	substatus	client_status
1176665	Plan 2	10000	E218	RETIRED HOURLY		user@company.com	RICHARD ZEINER	complete		Complete
1176666	Plan 3	100004	B287	ACTIVE HOURLY	SMM02	user@company.com	WILLIAM PUTZ	open		No Response
1176667	Plan 1	10001	P219	RETIRED HOURLY		user@company.com	FINLEY WALLS	complete		Complete
1176668	Plan 2	10003	P221	RETIRED HOURLY		user@company.com	WILLIAM RUPERT	complete		Complete
1176669	Plan 3	100041	B006	ACTIVE HOURLY		user@company.com	FREDERICK MOTHERWAY	complete		Complete

Exhibit A9-6 ▸ *Sample of Client Drop Report*

Column Name	Description
reference_number	HMS Reference Number - This is a 7 digit unique identifier that is how we recognize each employee systematically
employee_client_id	Client ID - This value could be an employee ID, member number, employee number etc.
employee_client_value_1	Additional detail provided on the data file for reporting purposes.
employee_client_value_2	Additional detail provided on the data file for reporting purposes.
employee_client_value_3	Additional detail provided on the data file for reporting purposes.
employee_client_value_4	Additional detail provided on the data file for reporting purposes.
employee_client_value_5	Additional detail provided on the data file for reporting purposes.
employee_client_value_6	Additional detail provided on the data file for reporting purposes.
employee_client_value_7	Additional detail provided on the data file for reporting purposes.
employee_client_value_8	Additional detail provided on the data file for reporting purposes.
employee_client_value_9	Additional detail provided on the data file for reporting purposes.
employee_client_value_10	Additional detail provided on the data file for reporting purposes.
employee_name	Employee Name - As it appeared in the internal processing system and on outbound communications
employee_street_1	As it appeared on the data file or was updated throughout the audit process
employee_street_2	As it appeared on the data file or was updated throughout the audit process
employee_city	As it appeared on the data file or was updated throughout the audit process
employee_state	As it appeared on the data file or was updated throughout the audit process
employee_zip	As it appeared on the data file or was updated throughout the audit process
employee_phone	Phone number as reported or collected
employee_email	Employee's email address (provided by client)
employee_received_email	Employee's email address (provided by employee)
employee_email_portal	Employee's email address as received through AuditOS.com
employee_status	HMS Employeee Level internal status value
employee_client_status	Employee Level Status
dependent_id	HMS Dependent ID - This is an HMS internal assignment.
dependent_client_id	Dependent Client ID
dependent_client_value_1	Additional detail provided on the data file for reporting purposes.
dependent_client_value_2	Additional detail provided on the data file for reporting purposes.
dependent_client_value_3	Additional detail provided on the data file for reporting purposes.
dependent_client_value_4	Additional detail provided on the data file for reporting purposes.
dependent_client_value_5	Additional detail provided on the data file for reporting purposes.
dependent_client_value_6	Additional detail provided on the data file for reporting purposes.
dependent_client_value_7	Additional detail provided on the data file for reporting purposes.
dependent_client_value_8	Additional detail provided on the data file for reporting purposes.
dependent_client_value_9	Additional detail provided on the data file for reporting purposes.
dependent_client_value_10	Additional detail provided on the data file for reporting purposes.
dependent_name	Dependent's full name
dependent_rel_code	HMS Dependent Relationship Code - HMS code that is assigned based on the relationship of the dependent to the employee.
dependent_relationship	Dependent Relationship Code - as provided by client
dependent_dob	Dependent date of birth - Date of birth as provided by the client or updated throughout the audit process.
product	Product type (ex: Medical or Dental)
dependent_status	HMS Dependent Level internal status value - Dependent Level
dependent_client_status	Dependent Level Status
dependent_ssn_orig	SSN as provided by the client
dependent_ssn_collected	Dependent SSN as collected by HMS - If SSN was not provided by the client and/or the employee field will be blank.
doc_required	Required Documents - "&" = and "|" = or MC&(1040|DFIN) = Marriage Certificate and 1040 or DFIN.
docs_received	Documents Received - Documents submitted by the employee and processed by HMS
docs_outstanding	Documents required to validate dependent that were not received
term_type	Reason for termination (Ex: divorce, death) - As provided by the employee. "Unspecified" = no reason provided. "No Response" and "Insufficient Documentation" are end of audit termination reasons for employees that were non compliant.
term_date	Termination effective date as reported by the employee - This is the date that was provided by the employee. Client can choose to use this date or not.
plan	Plan name - If plan separations are necessary, they will be reflected here.

Exhibit A9-7 ▸ *Sample of Dependent Update Report*

EID	client_id	client_value_1	client_value_2	client_value_3	emp_name	DID	dep_name	dep_rel	dep_dob	element	original_value	updated_value
1177017	11619	B070	ACTIVE HOURLY	SMM02	JOHN DOE	1915962	JANE DOE	SP	5/11/1953	dob	5/11/1952	5/11/1953
1177017	11619	B070	ACTIVE HOURLY	SMM02	JOHN DOE	1915962	JANE DOE	SP	5/11/1953	name	TOMMIE TUNNICLIFF	JANE DOE
1184796	7280	S017	ACTIVE SALARY		JANE DOE	1914842	JENNIFER SMITH	CH	6/8/1995	name	DANIELLE RUDOLPH-SMITH	JENNIFER SMITH
1184796	7280	S017	ACTIVE SALARY		JANE DOE	1914843	CAROLINE DOE	CH	6/8/1995	name	CAROLINE RUDOLPH-SMITH	CAROLINE DOE
1184796	7280	S017	ACTIVE SALARY		JANE DOE	1914844	JOHN SMITH	DP	11/12/1960	name	CHERYL RUDOLPH-SMITH	JOHN SMITH
1184796	7280	S017	ACTIVE SALARY		JANE DOE	1914845	JONATHON SMITH	CH	9/9/1988	name	NATHAN RUDOLPH-SMITH	JONATHON SMITH

Exhibit A9-8 ▸ *Sample of Update Address Report*

EID	client_id	client_value_1	client_value_2	client_value_3	name	street	street2	city	state	zip
1639709	00001	location_abc	2345214	RETIRED HOURLY	RICHARD SMITH	355 Quartermaster Court		Jeffersonville	IN	47130
1639119	00002	location_abc	4054979	ACTIVE HOURLY	WILLIAM PUTZ	355 Quartermaster Court		Jeffersonville	IN	47130
1636532	00003	location_abc	288650053	ACTIVE HOURLY	JAMES WARREN	355 Quartermaster Court		Jeffersonville	IN	47130
1639746	00004	location_xyz	2345241	ACTIVE HOURLY	BILL BONDS	355 Quartermaster Court		Jeffersonville	IN	47130
1636913	00005	location_xyz	333010009	ACTIVE HOURLY	MARY JONES	355 Quartermaster Court		Jeffersonville	IN	47130
1638624	00006	location_xyz	2345188	RETIRED HOURLY	FINLEY WALLS	355 Quartermaster Court		Jeffersonville	IN	47130
1635572	00007	location_xyz	2345189	RETIRED HOURLY	WILLIAM RUPERT	355 Quartermaster Court		Jeffersonville	IN	47130

Exhibit A9-9 ▸ *Sample of Invalid Address Report*

EID	name	client_id	client_value_1	client_value_2	client_value_3	plan	street	street2	city	state	zip	status	client_status
1635367	STEVEN C HENDERSON	00001	RETIRED HOURLY	333010006		Plan 2	355 Quartermaster Court		Jeffersonville	IN	47130	open	No Response
1635368	JAMES A BOOTH	00002	ACTIVE HOURLY	333010037		Plan 3	355 Quartermaster Court		Jeffersonville	IN	47130	open	No Response
1635399	ANTONE WHITE	00003	ACTIVE HOURLY	4055010		Plan 3	355 Quartermaster Court		Jeffersonville	IN	47130	open	No Response
1635420	DAVID J FRYE	00004	ACTIVE HOURLY	333010009		Plan 3	355 Quartermaster Court		Jeffersonville	IN	47130	open	No Response
1635678	SHANE BENDAVID	00005	ACTIVE HOURLY	2345207		Plan 3	355 Quartermaster Court		Jeffersonville	IN	47130	open	No Response
1635786	CHRISTOPH HABEKOST	00006	RETIRED HOURLY	2345213		Plan 1	355 Quartermaster Court		Jeffersonville	IN	47130	open	No Response

Custom and ad hoc reports will be available upon request and at no additional cost to the State. For reports that pertain to contract compliance, information, or questions raised by participants, dependents, or other parties, HMS will submit the report or information within 72 hours of our receipt of the request.

We make every effort to answer a request as soon as possible so that the State can respond in a timely manner to the authority or party making the request. We maintain data to provide a variety of options for queries.

Final Report

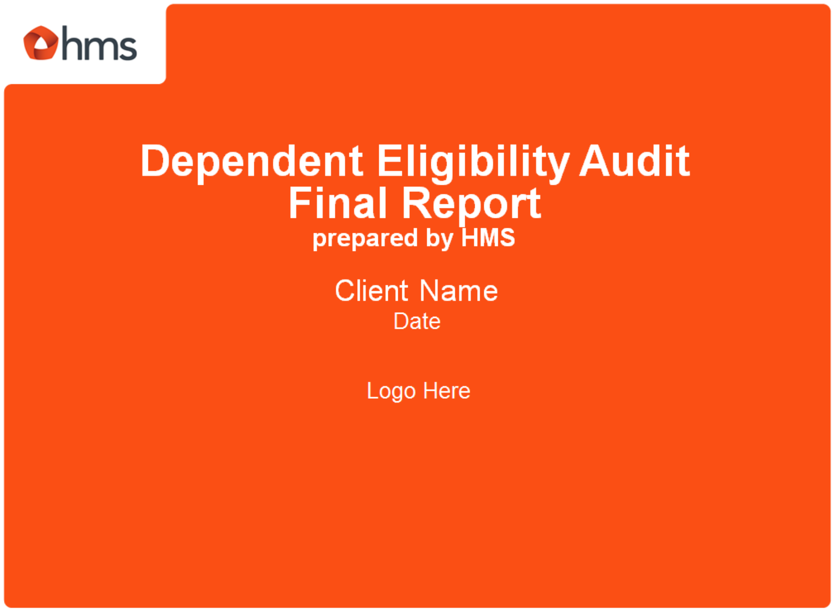
Approximately two weeks after the end of the grace period, HMS will meet with the State Department to provide an overview of the project including a comprehensive Final Report. The Final Report will include all of the Department's required information, including an outline of the overall process of the audit, the results achieved, the approximate return on investment (ROI), and recommendations for the future. **Exhibit A9-10** is a sample of the Final Report.

HMS can provide the Final Report in both electronic and hardcopy format. We offer a standard set of results as a part of the Final Report, but the report is customizable with additional information at the Department's request at no additional charge. At a minimum, the Final Report includes:

- Objectives of the audit
- Procedures taken to complete the audit
- Number of membership records examined by dependent type
- Comparison of audit results with other governmental entities
- Description of the errors found during the review
- Recommendations to improve overall administration, membership processing accuracy, and training of HR personnel

HMS will also supply the Department with a file of dependents for removal from the Plan, according to an agreed-upon format that will enable data to upload seamlessly into the Department's system. HMS does not charge extra fees for data conversion or formatting.

Exhibit A9-10 ▶ *Sample of Final Report*



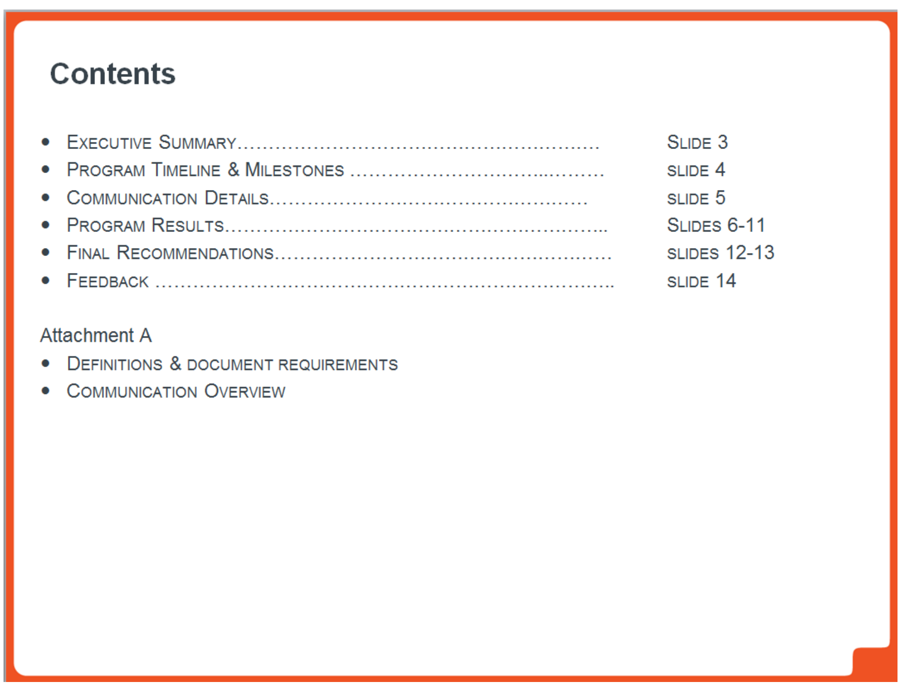
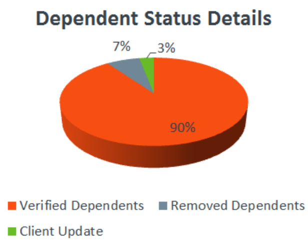
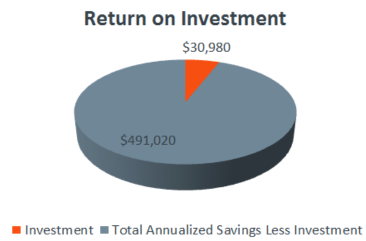


Exhibit A9-10 ▶ *Sample of Final Report (Continued)*

Executive Summary

HMS Employer Solutions completed a comprehensive dependent verification program of # employees with # dependents enrolled in the CLIENT medical plans. The objective of the program was to ensure that all dependents enrolled in the plan meet the definition of an eligible dependent by requiring employees to provide documentation to verify eligibility.





Over the course of the program, % of the dependents were recommended for removal because they did not meet the eligibility guidelines, or did not provide appropriate documentation to verify eligibility.

This represents theoretical savings due to cost avoidance of $ and an ROI of % for the project.

3

Program Timeline & Milestones

Milestones by Phase

Planning Phase– DATES

- Determine details for audit using Project Workbook
- Transmit data files
- Approve audit population
- Outline Communication Plan
- Finalize Websites (Employer and employee)

Verification Phase- DATES

- Determine ongoing status report frequency
- Set dates for term file transmission and processing
- Finalize details for close out/appeals
- Approve verbiage for Final Notice of Adverse Action Communication

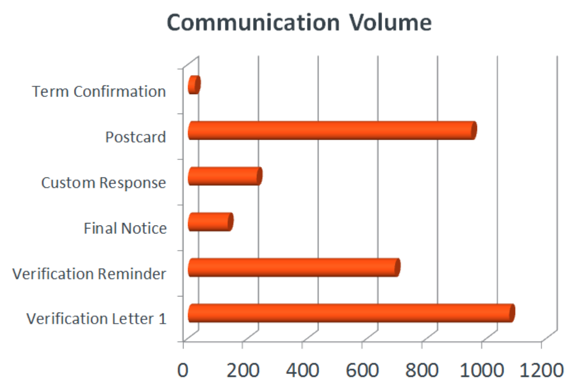
Grace Period - DATES

- Determine date for final drop files
- Implement defined close out process

4

Exhibit A9-10 ▶ *Sample of Final Report (Continued)*

Communication Details

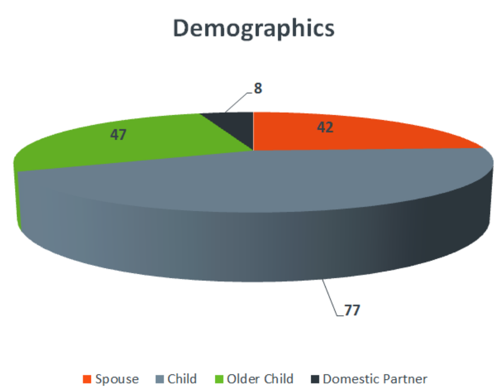


Over the course of the program # communications were sent to CLIENT employees, generating a % response rate

5

Program Results

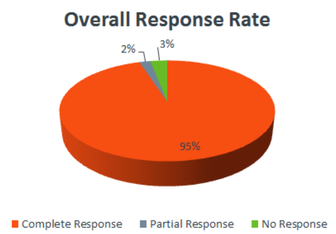
The initial data included # employees with # dependents. The statistics presented in the following sections are calculated based on this population.

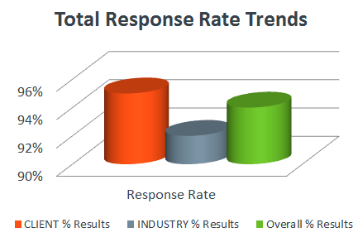


6

Exhibit A9-10 ▸ *Sample of Final Report (Continued)*

Program Results – Response Rate



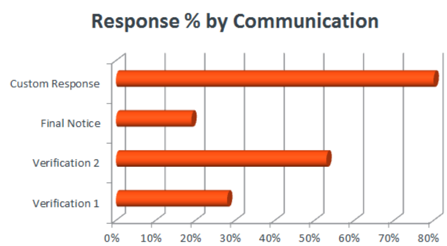


The overall response rate of the program was %. This represents employees who fully complied and also who partially complied with the audit process. CLIENT 's total response was higher than those in the same industry and overall audit results.

- •% (# employees) fully completed the audit process
- •% (# employees) responded to the program but did not provide complete documentation.
- •% (# employees) failed to respond to the program.

7

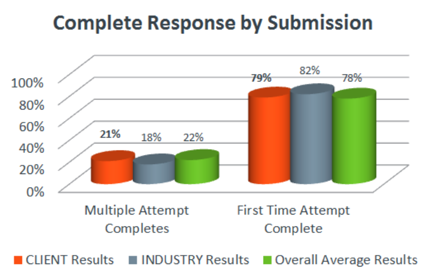
Program Results – Response Rate



% of employees who received a Custom Communication Letter successfully completed the process.

% of complete responses took place after the verification reminder letter mailed

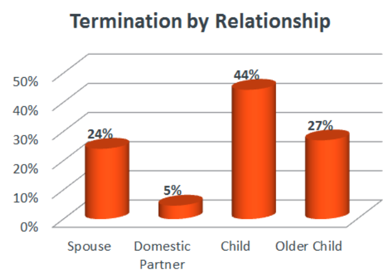
% of employees successfully completed the program at their first attempt of submitting documents to HMS

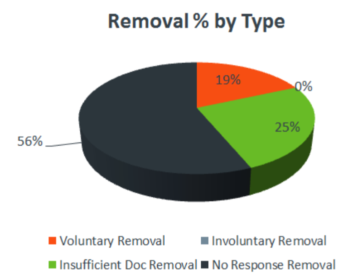


8

Exhibit A9-10 ▶ *Sample of Final Report (Continued)*

Program Results – Term Statistics





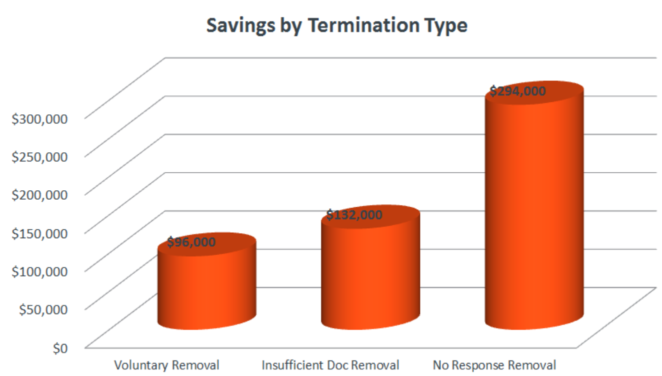
Total Ineligible Dependents: #

Voluntary Terms: #
Involuntary Terms: #
Insufficient Term: #
No Response Term: #

% of the removed dependent were categorized as relationship type.

9

Program Results – Term Statistics



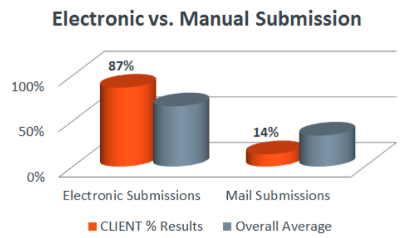
Total Savings: $

Voluntary Term Savings: $
Involuntary Term Savings: $
Insufficient Term Savings: $
No Response Term Savings: $

10

Exhibit A9-10 ▶ *Sample of Final Report (Continued)*

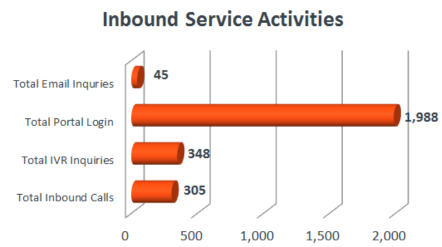
Program Results – Customer Service



Total documents processed: #

Electronic were higher than Mail submissions and were higher than average.

Total service activities: #



11

Final Recommendations

Ongoing Dependent Verification Programs
We recommend that CLIENT continue verifying all newly enrolled dependents. HMS offers a host of ongoing services will partner with CLIENT to facilitate a program to meet your needs and reduce your exposure of enrolling and paying claims on ineligible dependents.

Sample of HMS Ongoing Programs:
Scheduled Ongoing Verification– Similar timeline and process as a comprehensive program, frequency is dependent on the volume of new enrollees and/or CLIENT needs.

Annual Spousal Verification - Annual verification of spousal relationships will help ensure only dependents in an active relationship with your employee remain on plan.

Point of Enrollment Verification – "Audit as you enroll" approach which enables CLIENT to send HMS data at the point of enrollment. The electronic process is expedited to help you eliminate costs associated with invalid dependents.

12

Exhibit A9-10 ▶ *Sample of Final Report (Continued)*

Other Services

Claim Audit Programs
We offer several different approaches for claims auditing services to ensure that claims are being processed according to plan guidelines. Our most popular claim audit approaches and other services are described below. For more information, please contact our team.

Random Sample Audit - Compliance:
This approach can be utilized whenever compliance and due diligence, not overpayment recovery, are the primary objectives. The random audit reviews a sample of claims allowed by the carrier selected on a stratified basis. The results would be statistically valid and could be extrapolated across the entire population of claims.

Comprehensive Audit - Overpayment Recovery & Compliance:
The comprehensive audit focuses primarily on overpayment recovery but also achieves objectives related to compliance and due diligence with the comprehensive audit of 100% of all claims using a three-tier process.

Hybrid Audit Approach- Compliance & Overpayment Recovery:
The Hybrid approach is a combination of random and comprehensive audits using both a statistical view of payment accuracy and the ability to seek to recovery of overpayments, though on a smaller scale than what could be done with a comprehensive audit.

13

Feedback

We value your partnership in completing a successful Dependent Verification Program. One of our core competencies is focused on continuous process improvement. We would appreciate any feedback you are willing to share to assist us in our efforts.

Overall Experience
How would you describe your overall experience? Did you find your involvement to be more or less than you originally planned? Did the overall project results meet your expectations?

Lessons Learned
If you could change anything about the audit process or communications, what would it be? Was there anything that surprised you during the course of the program? What advice would you give someone preparing to start a Dependent Verification audit?

Additionally, a short survey will be sent to you in a few weeks. Please provide us with your feedback so that we may continue to improve our services.

14

Exhibit A9-10 ▶ *Sample of Final Report (Continued)*

Dependent Definitions & Document Requirements

The eligibility definition was determined by the Summary Plan Description (SPD) supplied by CLIENT . The plan definitions were used to determine documentation requirements to ensure that each dependent both originally met and continues to meet the eligibility rules defined by the plan.

Dependent Relationship	Definition of an eligible dependent	Document Requirements		
Spouse	Your Legal Spouse	Copy of Marriage Certificate	**AND**	Copy of a current financial or residential document listing both the employee and spouse as proof of current relationship status
Domestic Partner	Your Domestic Partner	Copy of Declaration of Domestic Partnership	**AND**	Copy of a current financial or residential document listing both the employee and domestic partner as proof of current relationship status
Children	Your child or children **up to age 19** for the **Gold and Silver Plans**	Copy of child's birth certificate confirming the parent/child relationship		
Children	Your child or children **up to age 26** for the **Platinum Plan**	Copy of child's birth certificate confirming the parent/child relationship		
Older Children	If your child or children is **between the ages 19-26 and enrolled in the Gold and Silver Plan** he/she is eligible provided he/she is not enrolled as a covered employee, spouse or domestic partner under an eligible employer-sponsored health plan.	Copy of child's birth certificate confirming the parent/child relationship	**AND**	An Affidavit of Health Care Coverage for Adult Dependent Child
Disabled Dependents	For Platinum, Gold and Silver Plans, your unmarried child over the age 26 who is not able to support themselves due to mental retardation, physical disability, mental illness or developmental disability that started before age 26.	Copy of child's birth certificate confirming the parent/child relationship		

A child is defined as your natural biological child; stepchild; a child legally placed for adoption, a legally adopted child or a child for whom you or your spouse or domestic partner is the legal guardian, a child awarded coverage pursuant to an order of the court.

Communication Overview

Verification Communication

The verification communication was mailed to all employees with enrolled dependents. An initial verification letter was mailed to employees providing detailed information regarding the program, their enrolled dependents and the documents required to validate eligibility. A reminder verification letter was mailed to employees who had still not responded to the audit.

As an employee responded to the program and supplied documentation, each piece of documentation was reviewed against the audit guidelines.

- ***Complete Postcards:*** mailed to employees who provided all necessary documentation.
- ***Custom Response Communications:*** mailed to employees who responded to the program, but did not provide complete documentation. This letter detailed the documents received and ones still outstanding for each dependent.
- ***Termination Confirmations:*** Voluntary termination confirmations were mailed to employees that requested that dependents be removed from coverage due to ineligibility.

Final Notice of Adverse Action

The final notice of adverse action was sent to employees that had either not responded or partially responded to the audit. This communication outlines the consequences for failing to fully comply with the audit, appeals information and extends the deadline for providing documentation.

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A. 10 Project Return on Investment

A.10.a Project Return on Investment

10. Project Return on Investment (ROI) – Throughout the term of the Agreement resulting from this IFB, the Contractor must:

a. Guarantee a return on investment of at least 3:1 (Total Savings of at least three times the total DEA Project cost) for the DEA Project including administration of the Amnesty Period, the Eligibility Verification Period and the Appeal and Reinstatement Period(s);

HMS agrees to a 3:1 ROI guarantee in response to the Department's final analysis and the formulary description in the Sample Return on investment example provided. The Department's determination of a final savings agreement will be an addition to the final report.

HMS will accurately capture and report expectant ROI as the project unfolds. The AuditOS Web Portal provides this functionality in real-time. In addition, weekly and quarterly status reports will capture ROI projections at these routine milestones.

HMS will calculate these ROI projections using an average cost per dependent agreement by definition of the planning phase requirements.

A.10.b Total Savings

b. Total Savings will be calculated by the Department and will be based on the Plan (Empire, SEHP or HMO) the member is enrolled in at the time of the audit. The Total Savings shall be calculated as follows (refer to Exhibit III.F for an example of the ROI Calculation):

(1) For the Empire Plan and SEHP, the savings shall be calculated by the Department as the average annual paid claims amount per Dependent determined to be ineligible by the vendor multiplied by the number of Dependents disenrolled. The annual paid claims per Dependent shall be calculated by the Department as the claims paid for each Dependent determined ineligible for the period 2010-2014 divided by the number of months such Dependent was enrolled in the Plan during that period multiplied by 12.

PLUS

(2) For HMO Dependents, annual savings calculated as the difference between Family and Individual 2014 Net Premium multiplied by the number of Family Policies that changed to Individual as a result of all Dependents being determined to not be eligible.

PLUS

(3) Annual savings of Medicare Part B Premium reimbursement paid for Medicare Dependents determined not eligible by the Contractor based on the standard 2014 monthly Medicare Part B Premium amount.

PLUS

(4) For Enrollees with a Family Policy who are participating in the Opt-Out Program, there will be an annual savings of $2,000 in instances where all of the Enrollee's Dependents are determined not eligible.

HMS agrees that the final ROI calculation is the total savings that result from the four individual categories described above.

HMS holds a current record of providing more than $14 Billion in savings and cost avoidance to our clientele through Dependent Eligibility Verification.

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A.11 Performance Guarantees

a. The Parties agree that the following guarantees and the corresponding credit amounts for failure to meet the Contractor Performance Guarantees shall be implemented effective the first Day following a 60-Day Implementation Period. The Offeror must submit as part of its Administrative Section a completed Exhibit I.T.2 of this IFB "Performance Guarantees Attestations Form."

HMS is confident that our DEA services will exceed the Departments' expectations. **Exhibit A11-1** shows the performance proposal guarantees that we will undergo ranking according to, along with the fees we risk for failing to meet the defined goal.

HMS is guaranteeing a 3:1 ROI for this engagement, demonstrating our confidence in our solution and ability to deliver substantial savings for the Department and its covered entities.

A.11.a. Implementation and Start-up Guarantee and Credit Amount

(a) Guarantee: The Contractor guarantees that all implementation and start-up activities listed in Section IV.A.2 of this IFB will be in place on the Implementation Date.

(b) Credit Amount: If the Contractor fails to complete all implementation and startup activities within the Implementation Period, the Contractor shall credit against the Project Fees $1,250 per Day that the Contractor fails to assume full operational responsibility to the satisfaction of the Department.

HMS agrees to credit the Department $1,250 per day should the implementation and start-up activities extend beyond the time allowance for initial planning. HMS notes that the Department must be accountable for delivering certain information and data during this phase in order to meet the desirable timeline. HMS will work with the Department to develop an achievable work plan that meets the Department's requirements.

Exhibit A11-1 ▸ *Implementation and Start-up Guarantee and Credit Amount*

Metric	Measurement	Credit Amount/Fees at Risk
Implementation and Start-up	Meeting schedule agreement	**$1,250 per day**

A.11.b. Call Center Availability Guarantee and Credit Amount

(a) Guarantee: The Contractor guarantees the call center toll-free telephone line will be operational and available to callers at least ninety-eight percent (98%) of the Contractor's Call Center Hours. The call center availability will be reported daily, and may transition to weekly at the discretion of the Department, and calculated for the term of the Agreement.

(b) Credit Amount: For each .01 to 1% below the standard of ninety-eight percent (98%) that the Contractor's toll-free telephone line is not operational and available to callers during the Contractor's Call Center Hours, the Contractor shall credit against the Project Fees the amount of $10,000.

HMS agrees to meet the performance and reporting requirement, per the statement above, and to credit the Department accordingly should we fail to meet the criteria specifications. See **Exhibit A11-2.**

Exhibit A11-2 ▸ *Call Center Availability Guarantee and Credit Amount*

Metric	Measurement	Credit Amount/Fees at Risk
Call Center Availability	We will answer 98% of calls within 55 seconds, on average.	**$10,000 per incident**

A.11.c Call Center Telephone Response Time Guarantee and Credit Amount

(a) Guarantee: The Contractor guarantees the call center toll-free telephone line will be answered by a call center representative within 45 seconds at least ninety percent (90%) of the time during the Contractor's Call Center Hours. The call center response time will be reported daily, and may transition to weekly at the discretion of the Department, and calculated for the term of the Agreement.

(b) Credit Amount: For each .01 to 1% of incoming calls to the Contractor's telephone line below the standard of ninety percent (90%) that is not answered by a call center representative within 45 seconds, Contractor shall credit against the Project Fees the amount of $10,000.

HMS agrees to meet the performance and reporting requirement, in the statement above, and to credit the Department accordingly should we fail to meet the criteria specifications. See **Exhibit A11-3.**

Exhibit A11-3 ▸ *Call Center Telephone Response Time Guarantee and Credit Amount*

Metric	Measurement	Credit Amount/Fees at Risk
Call Center Responsiveness	We will answer calls within 45 seconds at least 90% of the time.	**$10,000 per incident**

A.11.d Telephone Abandonment Rate Guarantee and Credit Amount

(a) Guarantee: The Contractor guarantees that incoming calls to the Contractor's call center toll-free telephone line in which the caller disconnects prior to the call being answered by a call center representative will not exceed the standard of three percent (3%) of total incoming calls. The call center telephone abandonment rate will be reported daily and may transition to weekly at the discretion of the Department, and calculated for the term of the Agreement.

(b) Credit Amount: For each .01 to 1% of incoming calls to the Contractor's call center toll-free telephone line in which the caller disconnects prior to the call being answered by a call center representative in excess of the standard of three percent (3%) of total incoming calls, the Contractor shall credit against the Project Fees the amount of $10,000.

HMS agrees to meet the performance and reporting requirement, in the statement above, and to credit the Department accordingly should we fail to meet the criteria specifications. See **Exhibit A11-4.**

Exhibit A11-4▸ *Telephone Abandonment Rate Guarantee and Credit Amount*

Metric	Measurement	Credit Amount/Fees at Risk
Telephone Abandonment	Not to exceed 3% of total incoming calls	**$10,000 per incident**

A.11.e Telephone Blockage Rate Guarantee and Credit Amount

(a) Guarantee: The Contractor guarantees that incoming calls to the call center toll-free telephone line that are blocked by a busy signal shall not exceed the standard of one percent (1%) of total incoming calls. The call center telephone line blockage rate will be reported daily, and may transition to weekly at the discretion of the Department, and calculated for the term of the Agreement.

(b) Credit Amount: For each .01 to 1% of incoming calls to the call center toll-free telephone line that are blocked by a busy signal, in excess of the standard of one percent (1%) of total incoming calls, the Contractor shall credit against the Project's Fees the amount of $10,000.

HMS agrees to meet the performance and reporting requirement, per the statement above, and to credit the Department accordingly should we fail to meet the criteria specifications. See **Exhibit A11-5.**

Exhibit A11-5 ▸ *Telephone Abandonment Rate Guarantee and Credit Amount*

Metric	Measurement	Credit Amount/Fees at Risk
Telephone Blockage	Not to exceed 1% of total incoming calls	**$10,000 per incident**

A.11.f Secure Online Web Portal Guarantee and Credit Amount

(a) Guarantee: The Contractor must guarantee that ninety-five percent (95%) of all documents submitted by Enrollees, regardless of method of submission, will be uploaded, processed and viewable on the Contractor's secure online web portal within three (3) Business Days of receipt and one-hundred percent (100%) will be uploaded, processed and viewable on the Contractor's secure online web portal within five (5) Business Days of receipt. The document processing time shall be reported weekly and calculated for the term of the Agreement.

(b) Credit Amount: For each .01 to 1% below the standard of ninety-five percent (95%) of all documents received that are not uploaded, processed and viewable on the Contractor's secure online web portal within three (3) Business Days, the Contractor shall credit against the Project Fees the amount of $10,000. Additionally for each .01 to 1% below the standard of one-hundred percent (100%) of all documents received that are not uploaded, processed and viewable on the Contractor's secure online web portal within five (5) Business Days, the Contractor shall credit against the Project Fees the amount of $10,000.

HMS agrees to meet the performance and reporting requirement, in the statement above, and to credit the Department accordingly should we fail to meet the criteria specifications. See **Exhibit A11-6.**

Exhibit A11-6 ▸ *Secure Online Web Portal Guarantee and Credit Amount*

Metric	Measurement	Credit Amount/Fees at Risk
Document Processing Timeliness	We will process 95% of all documents submitted within 3 business days, based on the technology time-stamp for each item.	**$10,000 per incident**
Secure Online Web Portal	We will upload and process 100% of all documents to the portal within 5 business days, based on the technology time-stamp for each item.	**$10,000 per incident**

A.11.g Amnesty Period, Eligibility Verification Period, and Appeal/Reinstatement Period(s) Guarantee and Credit Amount

(a) Guarantee: The Contractor must guarantee that all Amnesty Period and Eligibility Verification Period tasks will be completed within one (1) year of the Agreement start date and all Appeal and Reinstatement Period(s) tasks will be completed within fifteen (15) months of Agreement start date.

(b) Credit Amount: For each month or partial month that all Amnesty Period and Eligibility Verification Period tasks are not completed within one (1) year of the Agreement start date and all Appeal and Reinstatement Period(s) tasks that are not completed within fifteen (15) months of the Agreement start date, the Contractor shall credit four percent (4%) of the total Project Fees charged under the Agreement for all DEA Project Services.

HMS agrees to meet the performance requirement, per the statement above, and to credit the Department accordingly should we fail to meet the criteria specifications. See **Exhibit A11-7.**

Exhibit A11-7 ▸ *Telephone Abandonment Rate Guarantee and Credit Amount*

Metric	Measurement	Credit Amount/Fees at Risk
Amnesty Period	Complete within 12 months	**4% per month**
Eligibility Period	Complete within 12 months	**4% per month**
Appeal and Reinstatement Period	Complete within 15 months	**4% per month**

A.11.h Reporting Guarantee and Credit Amount

(a) Guarantee: The Contractor must guarantee that accurate management reports as specified in Section IV.A.9.a of this IFB will be delivered to the Department no later than their respective due dates inclusive of the date of receipt and supply the reports in an electronic format (Microsoft Access, Excel, Word) as determined by the Department.

(b) Credit Amount: For each management report that is not received by its respective due date, the Contractor shall credit against the Project Fees $1,250 per report per each Business Day between the due date and the date the management report is received by the Department inclusive of the date of receipt.

HMS agrees to meet the performance and reporting requirement, in the statement above, and to credit the Department accordingly should we fail to meet the criteria specifications. See **Exhibit A11-8.**

Exhibit A11-8 ▸ Reporting *Guarantee and Credit Amount*

Metric	Measurement	Credit Amount/Fees at Risk
Reporting Accuracy	Meeting agreement due date	**$1,250 per day**

A.11.i Return on Investment Guarantee and Credit Amount

(a) Guarantee: The Contractor must guarantee a ROI of at least 3:1 for the administration of the Amnesty Period and the Eligibility Verification Period: Total savings of at least three (3) times the total DEA Project cost. Total savings shall be calculated by the Department, as outlined in IV.10.b of this IFB, and shall be based on the Plan (Empire, SEHP or HMO) the member is enrolled in at the time of the audit.

(b) Credit Amount: If total savings calculated by the Department is less than three (3) times the total DEA Project cost charged under the Agreement, the Contractor shall credit against the total Project Fees the difference between three (3) times the total DEA Project cost and actual total savings as calculated by the Department, not to exceed the total Project Fees charged under the Agreement.

HMS agrees to guarantee an ROI of 3:1 according to the Department's savings determination for provision within sixty (60) days of audit completion. HMS will credit to the Department the difference between three (3) times the total project cost and the actual savings, not to exceed the total project fees. See **Exhibit A11-9.**

Exhibit A11-9 ▶ *Performance Guarantees and Fees at Risk*

Metric	Measurement	Fees at Risk
Return on Investment (ROI)	We guarantee the project ROI to be 3:1. We will refund any financial shortfall in full such that the project is cost-neutral.	**Any Shortfall**

HMS will routinely monitor the metrics in **Exhibits A11-1 through A11-9** to ensure that those participating in the audit program have a positive experience.

B.1 Executive Summary

The Offeror must submit an Executive Summary that describes its capacity to administer the NYSHIP Dependent Eligibility Project. The Offeror must have the experience, reliability and integrity to ensure that the Department's needs are addressed in a cost effective manner consistent with the terms of the Offeror's Proposal.

Health Management Systems, Inc. (HMS) is pleased to provide information regarding our proposed approach to conducting a successful Dependent Eligibility Audit Services (DEAS) project for the New York State Health Insurance Program (NYSHIP/Department) as requested in the Invitation for Bid (IFB) released by the New York State Department of Civil Service. A well-executed Dependent Eligibility Audit (DEA) is an excellent tool for any organization to meet financial and compliance goals and manage healthcare costs. To be successful, this type of audit requires seasoned experience with projects of similar size and scope, proper planning, flexible approaches to communication, focused execution, and an appropriate timeline for maximum Enrollee responsiveness. In addition, because a DEA will require interaction with the valued Enrollees of NYSHIP and access to their confidential data, selecting a service provider with decades of experience in handling sensitive and confidential information is critical to the acceptance of the project by participants, which ultimately contributes to the program's success.

HMS is the leader in healthcare cost containment for public and private organizations nationwide. Our Employer Solutions Division focuses on creating measurable value for employers through an array of consultative benefit cost containment services. Since 2004, we have conducted more than 1,000 DEAs covering more than 3 million dependents, resulting in $14 billion in savings for our clients and their benefit programs. These credentials make us one of the most qualified auditors of dependent eligibility in the industry.

Our services have been delivered to public and private, self-insured employers of all sizes, including State Employee Health Benefits Plans (SEHBPs), unions, school districts, municipalities, Fortune 500 companies, and mid-sized corporations. We have detailed knowledge of, and experience surrounding, pertinent insurance guidelines, healthcare reform initiatives, and industry trends. As a trusted steward of private and confidential information, we know how to secure and manage huge volumes of Enrollee health data. Our integrated technology platform powers all of our solution components and supports our web-based application suite. We have received Health Information Trust Alliance (HITRUST) certification, which provides assurance to the Department that we have the necessary structure, detail, and clarity relating to information security tailored to the healthcare industry. Such a HITRUST certification should be an important requirement for a successful Offeror of the solicited services.

Our focus on service, innovation, and technology aligns with the Department's objectives in this procurement and meets or exceeds all requirements outlined in the IFB. Our philosophy is that a DEA initiative should not focus on removing the maximum number of dependents in the shortest length of time. Rather, we design our processes to achieve high response rates and accuracy, ensuring that removals only occur when **dependents are ineligible** for coverage. We equally focus on providing an experience that is both simple to understand and convenient for Enrollees to complete. The effectiveness of our distinctive philosophy, careful planning, customizable communication package, and sensitivity to

Enrollees throughout the audit is evidenced by the high rate of "first attempt completion" we achieve during these audits—[redacted]

Unique features of our approach include the following components, which we believe are essential to certify a successful audit while minimizing the time spent by State personnel and Enrollees throughout the audit process:

- [redacted]
- **Convenient ways for Enrollees to participate in the audit.** We provide multiple methods for Enrollees to obtain information, gather and provide verification documentation, and track the status of the documents submitted, including mobile applications; a secure, customized web portal; mail; and fax.
- [redacted]
- **Proprietary Secure Web Portal, AuditOS.** Enrollees can access AuditOS to review documentation requirements for verification, upload these documents securely, monitor their status, and access resources to locate not only the documents required to comply with the audit, but also local, state, and federal benefit options available for dependents determined ineligible. [redacted]
- **Domestic service centers.** Our Call Centers and Audit Operations Centers are located in the United States, and DEA services are provided onshore. The call center is staffed from 8:00 am to 11:00 pm eastern time, and includes team members fluent in Spanish.
- **Interactive Voice Response (IVR) system.** Our IVR telephone technology is available 24 hours per day, 7 days per week (24/7), and supports more than 150 languages.
- [redacted]
- **Flexibility.** We can customize every component of the process, including comprehensive project workflows and timelines, communication documentation and delivery, web portal information, and project timelines, to meet client requirements.
- **Effective communications.** Our communications package includes templates for letters, emails, social media, and web portal communications that we can tailor to meet client specifications. We also offer a website (www.hmsprints.com) that features a variety of other items, such as posters and postcards, for use to promote internal meetings and events.

B.1.a Consistent Results and Substantial Returns on Investment

With HMS, the Department will partner with a company that has a demonstrated record of excellent performance and results with dependent audits. We will help NYSHIP save dollars, help preserve relationships with Enrollees, and help improve the overall effectiveness of the benefit program. Our ability to guarantee a minimum ROI of 3:1 has its basis in the results we have achieved for some of the most complex organizations in the United States, including the following:

- SEHBPs, including those for California, Colorado, Idaho, Illinois, Iowa, Kentucky, Maine, and Minnesota
- Major state universities, including the Universities of Georgia, Michigan, and Nebraska
- Large private employers, including Microsoft®, Fidelity™, the Disney Corporation, T-Mobile®, and General Motors

We have conducted DEAs in New York State for several clients, including the New York State Nurse Association, County of Monroe, Non-Monroe counties, and 1199 SEIU® UnitedHealthcare® Workers East (1199) with first-year savings that range from $2.9 million to $67.9 million, and ROIs that range from 2497% to 6863%. The audit we are performing for 1199 is still in progress, and through it, we have already identified more than 22,000 ineligible dependents, resulting in more than $67 million in savings.

We are trusted, as evidenced by our endorsement by the Greater New York Hospital Association. Further, we are exclusively endorsed by the American Association of School Administrators, the American Hospital Association, and the Employers Health Coalition for our DEA services. Each of these high-profile entities has put its stamp of approval on our well-established model of excellence for conducting DEAs.

B.1.b Business Information

The name and address of the Offeror's main and branch offices and the name of the senior officer who will be responsible for this account;

HMS corporate headquarters are located in New York, NY, and our local office in Albany, NY, will serve as the main office for this project, as described in **Exhibit B1-1.**

Exhibit B1-1 ▸ *HMS Business Information*

Invitation to Bid Requirement	HMS Response
Headquarters	Health Management Systems, Inc.(HMS) 360 Park Avenue South, 17th Floor New York, NY 10010-1725 Telephone: 212.857.5000
Branch Offices	**Local Office** 2 Winners Circle, Suite 202 Albany, NY 12211 Telephone: 518.465.4395 **Operations Center** 5615 High Point Drive Irving, TX 75038 Telephone: 214.453.3000

Invitation to Bid Requirement	HMS Response
Senior Officers	**Project Advisor** Jeffrey Mullins, Senior Vice President 5615 High Point Drive Irving, TX 75038 Telephone: 415.361.0900 Email: jeffrey.mullins@hms.com **Account Executive** Donna Price, Vice President 2 Winners Circle, Suite 202 Albany, NY 12211 Telephone: 845.657.2274 Email: donna.price@hms.com **Local Liaison** Deborah (Deb) Grier, Vice President 2 Winners Circle, Suite 202 Albany, NY 12211 Telephone: 518.724.7855 Email: dgrier@hms.com **Project Manager** Kelly Ruiz, Project Manager Jeffersonville, IN Telephone: 502.704.5766 Email: kelly.ruiz@hms.com

B.1.c Understanding of the Department's Requirements

A description demonstrating its understanding of the requirements presented in the IFB, and how the Offeror can assist the Department in accomplishing its objectives and will meet the requirements set forth in the IFB;

HMS exceeds the minimum requirements mandated by the Department to fulfill the DEAS project for NYSHIP. We will leverage our extensive, scope-specific experience to leverage customized tools that will support the integrity of the healthcare offering. As indicated by **Exhibit B1-2,** we fulfill the service requirements described in IFB Section III.B and fully understand how to meet all DEAS contract requirements so that we can best assist the Department in fulfilling its objectives.

Exhibit B1-2 ▶ *HMS Meets Minimum Service Requirements and Understands the Needs of the Department*

Offeror Requirement	Requirement Met by HMS?	Note
Possesses, as of the Proposal due date, the legal capacity to enter into a Contract with the President of the New York State Civil Service Commission ("Commissioner")	Yes	HMS has the legal capacity to enter into a contract with the Commissioner. Please see our completion of Invitation to Bid (IFB) Exhibit I.T, Offeror Attestations Form, for detailed information.
Attests that it understands and agrees to comply with all specific duties and responsibilities set forth in Section IV of this IFB	Yes	HMS attests that we understand and agree to comply with all specific duties and responsibilities set forth in Section IV of the IFB. Please see our completion of IFB Exhibit I.T, Offeror Attestations Form, for detailed information.
Attests that it has provided dependent eligibility verification services for a minimum of five (5) years	Yes	We have 11 years of experience providing eligibility verification services. Please see our completion of IFB Exhibit I.T, Offeror Attestations Form, for detailed information.
Attests that it has provided dependent eligibility verification services comparable to the services outlined in this IFB for at least one (1) client in the past three (3) years with a size of at least one hundred fifty thousand Dependent lives subject to audit verification services	Yes	In the past 3 years, we have provided dependent eligibility verification services for clients with a size of at least 150,000 dependent lives. Please see our completion of IFB Exhibit I.T, Offeror Attestations Form, for detailed information.
Attests that it can complete the Implementation Period within 60 Days from the date the Department notifies the Contractor that the Agreement has been approved by OSC, complete the Amnesty Period and Eligibility Verification Period within twelve (12) months and complete the entire DEA Project, including the Appeal and Reinstatement Period(s) within fifteen (15) months	Yes	HMS attests that we can complete the Implementation period within 60 days, the Amnesty Period and Eligibility Verification Period within 12 months, and the entire Dependent Eligibility Audit Services project within 15 months. Please see our completion of IFB Exhibit I.T, Offeror Attestations Form, for detailed information, as well as Section B.3 of the Technical Volume.

Offeror Requirement	Requirement Met by HMS?	Note
Attests that its entire DEA Project is fully HIPAA compliant	Yes	HMS attests that the entire DEA project fully complies with the Health Insurance Portability and Accountability Act (HIPAA). We have implemented, and currently maintain, our services to meet standards mandated by the HIPAA Privacy Rule. Our HIPAA security–compliance methodology goes beyond the requirements of the HIPAA Security Rule; it serves as a roadmap to safeguard not just electronic Protected Health Information but HMS information assets as a whole. Our integrated technology platform allows us to use a single, comprehensive security framework that extends to all program data. We provide an Enterprise Security Architecture that underlies our strategic plan for maintaining security across our organization, ensuring that our processes align with all internal and external security requirements. This architecture details key components of information security and provides systematic processes on how to analyze, develop, and implement a logical and effective program that achieves security objectives. HMS is a 2015 winner at the CSO50 Security Confab + Awards (CSO50), which recognizes organizations for security projects and initiatives that demonstrate outstanding business value. Our two awards in the CSO50's three-year history demonstrate our commitment to information security. We have certification under the Health Information Trust Alliance (HITRUST) Common Security Framework (CSF), which provides a prescriptive framework for complying with security requirements that affect the healthcare industry, including those of HIPAA, ISO, and National Institute of Standards and Technology. Developed by security professionals in the healthcare industry, the HITRUST CSF integrates a diverse set of control requirements by eliminating inconsistent and duplicate requirements among various compliance frameworks.

Offeror Requirement	Requirement Met by HMS?	Note
Guarantees a return on investment, as defined in Sections IV.A.10 of this IFB, of at least three to one (3:1) for the Project including administration of the Amnesty Period; the Eligibility Verification Period and the Appeal and Reinstatement Period(s)	Yes	HMS will prove to the Department that we believe in our processes, people, and services. We guarantee at least a 3:1 ROI for this audit. Our results will meet and exceed the Department's stated objectives, and we assure the State that we understand the project goals and objectives and that we stand behind our services. Please see proposal **Section A.10, Project Return on Investment,** for more details on NYSHIP-specific return on investment.
Will maintain a complete and accurate set of records as may be required by the State to be produced for review by the State pursuant to Appendix A of the draft Agreement, contained in Section VII of this IFB, including any and all financial records as deemed necessary by the State to discharge its fiduciary responsibilities to NYSHIP participants and to ensure that public dollars are spent appropriately	Yes	We will maintain detailed records, including project documentation (e.g., training material), transactional records (e.g., Case Records, requests and responses, user notes), and any correspondence for audit and evaluation purposes.
Acknowledges and agrees that: **a. all enrollment data provided by the Department is being provided to the Offeror (Contractor) solely for the purposes of allowing the Contractor to fulfill its duties and responsibilities under the Agreement;** **b. said materials are the sole property of the State; and** **c. it will not share, sell, release, or make the data available to third parties in any manner without the written consent of the Department, except as directed by a court of competent jurisdiction, or as necessary to comply with applicable New York State or federal law**	Yes	HMS acknowledges and agrees that all enrollment data provided by the Department is for the sole purpose of allowing us to fulfill our duties and responsibilities under the contract, such materials are the sole property of the State, and we will not share, sell, release, or make the data available to third parties in any manner without the written consent of the Department, except as directed by a court of competent jurisdiction or as necessary to comply with applicable New York State or federal law.
Attests that it will agree to provide minimum service levels for performance guarantees and credits, as defined in Section IV.A.11 of this IFB	Yes	We are confident that our audit services will exceed the State's expectations. Please see proposal **Section A.11, Performance Guarantees,** for more details.

Offeror Requirement	Requirement Met by HMS?	Note
Attests that it will provide a customizable: **a. secure online web portal (online reporting access) for DEA services, as defined in Section IV.A.5 of this IFB that, at a minimum:** **(1) allows Enrollees to upload scanned documents;** **(2) allows Enrollees to view the status of their current compliance with the current audit;** **(3) allows Enrollees to view all documents sent to the Enrollee by the Contractor;** **(4) allows the Department to compile periodic management reports documenting the progress and outcomes of the Project; and** **b. DEA Project that utilizes NYSHIP eligibility criteria, as defined in Section IV.B of this IFB.**	Yes	HMS attests that we will provide a customizable, secure online web portal (with online reporting access) for DEA services, as defined in IFB Section IV.A.5. We offer our clients a powerful, customized, and secure online web portal that supports both the client, with real-time information about the results of the audit, and the Enrollees, with online tools to assist them with completing the audit process, resources to request required documentation, and descriptions of alternative benefit options for dependents determined deemed to be ineligible. We are privileged to serve the needs of government and public healthcare entities nationwide, and we recognize the importance of protecting the program eligibility information with which we are entrusted. We are nationally recognized as a trusted steward of healthcare data for government healthcare programs, and we routinely handle enormous volumes of data, including Medicaid eligibility data and healthcare program eligibility data from third-party payers and government sources.
Attests that it will provide a Call Center as defined in Section IV.A.4 of this IFB that, at a minimum: **a. Is located in the United States;** **b. Fully staffed with trained Call Center representatives and supervisors from 8 am to 8 pm ET from the start of the 60-Day Amnesty Period through the end of the Appeal and Reinstatement Period(s), except for Business Holiday(s) observed by the State and have management reporting capability to provide information on the quality and effectiveness of the Call Center;** **c. Is staffed appropriately based on anticipated peak call times (i.e., after Enrollee mailings);and** **d. Uses an integrated system to log and track all Enrollee calls. The system must create a record of the Enrollee contacting the call center, the call type, and all customer service actions and resolutions.**	Yes	No part of the audit will be handled outside of the United States. HMS manages call volumes, client needs, seasonality, and workflow management to provide staffing appropriately at all times. We fully staff our Call Center on Monday through Friday from 8:00 a.m. to 11:00 p.m. ET. We close for all major government-recognized holidays. Based on our significant experience in conducting audits since 2004, we are able to predict call volumes for large projects accurately. We stagger our various projects so that peak call volumes occur on different days for different projects. We crosstrain numerous team members on Call Center procedures and processes in case an unforeseen spike in call volume occurs. Typically, this only happens when a client sends out an internal communication to participants concerning the audit without informing HMS.

B.1.d Experience

A statement explaining the Offeror's and the Offeror' s Key Subcontractor's previous experience managing Dependent eligibility audits for large complex clients (complex client is defined as having more than one hundred fifty thousand Dependent lives subject to audit with various distinct Employee groups offering eligibility to members other than the Enrollee, the Enrollee's Spouse and their natural or adopted Dependent children (for example Domestic Partners, disabled Dependents or Dependent Survivors).

As indicated by **Exhibits B1-3** through **B1-5,** HMS has extensive experience in providing DEAS of a scope similar to the one required for NYSHIP as described in the Department's IFB. Based on our experience, we have acquired and developed the specialized resources required to fulfill complex contract requirements for clients having more than 150,000 dependent lives and of various distinct employee groups. [redacted] Our experience and success demonstrate that we can fulfill all service requirements and support the ongoing viability of the healthcare program.

We understand that NYSHIP covers multiple employee groups, including State Employees (NYS), Participating Agency Employees (PAs), and Participating Employer Employees (PEs). We have experience with other State Employee Benefit Plans that similarly include multiple employee groups, such as Illinois (four groups – Active State Employees, Local Government Employees, Retired Teachers, and College Retirees) and California (four groups – Active State Employees, Retired State Employees, Public Agency Employees, and School District Employees). As such, we understand how to effectively stage and sequence our audit to ensure appropriate handling of each group of enrollees.

In addition, we have extensive experience auditing non-traditional types of dependents. [redacted] Our team is well-versed in supporting employees as they provide appropriate documentation for these covered individuals.

Exhibit B1-3 summarizes our experience conducting DEAs in New York State.

Exhibit B1-3 ► *HMS's Dependent Eligibility Audit Services Experience: New York State*

HMS Dependent Eligibility Audit Services New York State Client	Dependents Reviewed	Enrollee Response Rate	Ineligible Dependent Rate	Dependents Found Ineligible	Return on Investment	First-Year Savings
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Exhibit B1-4 provides details of HMS's DEAS experience for other state agencies.

Exhibit B1-4 ► *HMS's Dependent Eligibility Audit Services Experience: Other State Agencies*

HMS Dependent Eligibility Audit Services State Client	Dependents Reviewed	Enrollee Response Rate	Ineligible Dependent Rate	Dependents Found Ineligible	Return on Investment	First-Year Savings
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted] t System	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Exhibit B1-5 provides details of HMS's non-government DEAS experience.

Exhibit B1-5 ▸ *HMS's Dependent Eligibility Audit Services Experience: Non-Government*

HMS Dependent Eligibility Audit Services Non-Government Client	Dependents Reviewed	Enrollee Response Rate	Ineligible Dependent Rate	Dependents Found Ineligible	Return on Investment	First-Year Savings
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Unlike other vendors, HMS does not provide employee benefits or offer enrollment systems to employers. Instead, we focus primarily on performing DEAs. This is the team's core business, not a sideline, which is why our clients choose us over enrollment companies, human resources (HR)-outsourcing companies, business process–outsourcing service providers, and large consulting firms.

As one of the first companies to create an electronic audit solution, our experienced verification audit specialists, highly efficient and accurate processes will help NYSHIP achieve superior results with minimal impact on its valued Enrollees.

As a trusted partner to hundreds of employers in both the private and government sectors, we offer the infrastructure, experience, and capabilities of a large, financially stable company to deliver a high-quality Enrollee and client experience with leading processes related to service, responsiveness, and sensitivity. Our dependent, medical bill, and claim audits have manifested successful results for employers of all types and sizes, including Fortune 500 corporations, state health benefit plans, school districts, municipalities, hospitals, and unions.

HMS stays on the forefront of information pertaining to healthcare legislation and is an active participant in regulatory discussions and activities that guide the processes and procedures that affect the industry. We recently published white papers on the impact of the Patient Protection and Affordable Care Act and Health Care and Education Reconciliation Act (ACA) of 2010. These white papers on ACA included topics such as:

- The importance of organizations maintaining a plan's grandfathered status
- Critical employment provisions for adult dependents
- Perception of dependent eligibility under healthcare reform
- Ways status quo bias will affect the organizational cost for dependents over the next few years
- Specific plan strategies for upcoming time periods

Our specialists have also authored numerous articles and white papers for publication in newspapers and industry journals, such as:

- *Employee Benefit News*
- *Pittsburgh Post-Gazette*®
- *Business First*
- *Employee Benefit Adviser*
- *Benefits Selling*
- *The Washington Post*
- *The School Administrator*
- *The Henry J. Kaiser Family Foundation*

As an informed healthcare leader, we know NYSHIP paid $63 per member this year, as the ACA requires self-funded group health plans to fund the Transitional Reinsurance Program in place from 2014 to 2016. HMS understands this burden of cost, and our proven DEA solution will help remove ineligible dependents, thus offsetting the required fees due in 2016.

Our uniquely combined, in-depth healthcare program–administration knowledge and technology sets us apart from other auditing organizations and consultants:

- **Team member experience.** HMS has fully qualified specialists with extensive experience in healthcare and expertise encompassing claim payment, provider contracting, customer service, enrollment, and internal audits.

- **Advanced technology.** Our AuditOS™ eligibility verification platform is the most advanced in the industry, offering real-time status updates and reporting functionality for the client as well as individualized information and secure, web-based document handling for the Enrollee. [redacted]

- **Methodology.** We have developed a proven process of communications and data management that results in measurable results and a guaranteed positive ROI for our clients with minimal abrasion on valued Enrollees. We continually seek ways to improve or enhance our process to achieve maximum results for our clients. We integrate our well-documented process and workflow into our technology platform and provide support from a senior Project Management team, ensuring that completion of each project is accurate, consistent, and performed in a timely manner.
- **Outstanding service.** Our team is available throughout the duration of an audit to answer any questions our clients or their employees might have. Each client has a dedicated Project Manager, and our well-trained, multilingual EVSs are readily available through a toll-free telephone number. All our team members assigned to work on our DEAS projects, and the secured facilities in which they work are within the United States. We provide written and regularly scheduled Status Reports and are available at the client's discretion to present scheduled or ad hoc verbal status updates.

B.1.d.1 HMS Capacity and Capability

At any given time, HMS provides audit services for over 200,000 dependents, and we have the capacity to audit over one million dependents at any time. Our DEAS experience stretches nationwide, touching most industries, public-employer types, plan designs, and eligibility types. We acknowledge the significant size of the NYSHIP project and further acknowledge that we have the staffing resources, processes, and protocols in place to make this a successful engagement. To demonstrate our success with other State Employee Plans, we have included as **Exhibit B1-6** our Case Study project for the California Public Employees' Retirement System (CalPERS) and as **Exhibit B1-7** our Case Study project for the Commonwealth of Kentucky.

Exhibit B1-6 ▶ *California Public Employees' Retirement System Dependent Eligibility Review Case Study*

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CASE STUDY: DEPENDENT ELIGIBILITY REVIEW

California Public Employees Retirement System

THE FACTS Health benefits are among the largest expenditures for state and local governments. The California Public Employees Retirement System (CalPERS) elected to perform a dependent verification review that will conclude in 2015. This review, performed by HMS, was part of an effort to reduce overall healthcare costs, ensure appropriate administration of the health plan, and meet obligations to taxpayers.

To date, HMS has helped save CalPERS an estimated $106 million through its dependent eligibility verification project: $41 million during the amnesty phase and $65 million though the HMS verification phase. The verification phase alone generated an estimated 3,200% return on investment. Additional savings are expected when the project is completed.

During the initial phase, CalPERS removed 8,940 ineligible dependents from the plan, representing more than 2% of dependents enrolled.

THE NEED After Medicaid, government employee health plans represent the next major category of healthcare spending by state and local governments.

Many states and localities are experiencing double-digit annual growth rates in premiums, with the average annual cost per employee at $8,804.

States and localities are aggressively seeking fiscal savings to make up for increasing costs and revenue shortfalls.

PROVEN SUCCESS As the nation's leader in health plan cost containment solutions, HMS provides best-in-market solutions for containing costs without shifting cost to plan members, sacrificing quality of care, or compromising plan integrity. We recover more billions for our clients and save them billions more through the prevention of erroneous payments.

HMS recognizes that some states and localities already work with a third party administrator on components of their health plan's functions. We are confident that, with a depth of resources unmatched in the industry, we can identify and augment cost containment solutions for states and localities and deliver the best results.

Calculate your potential savings with a dependent review at employeraudits.com/calculate today.

HMS powers healthcare with integrity through payment integrity, eligibility, and coordination of benefits solutions. HMS's clients include health and human services programs in 45 states and the District of Columbia; commercial payers, including group health plans, Medicare Advantage Plans, and more than 160 Medicaid managed care plans; employers; the Centers for Medicare and Medicaid Services; and the Veterans Administration. As a result of the company's services, clients recover billions of dollars every year and save billions more through the prevention of erroneous payments.

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Exhibit B1-7 ▶ *The Commonwealth of Kentucky Dependent Eligibility Review Case Study*

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CASE STUDY: DEPENDENT ELIGIBILITY AUDIT

The Commonwealth of Kentucky

THE NEED Dependent Eligibility Audits (DE Audits) are proven to reduce healthcare costs and control wasteful spending through the verification of all enrolled dependents on an employer's health and welfare plan to ensure they meet the plan's criteria for coverage. HMS is the industry leader in DE Audits, with experience in serving government and private clients ranging in size from 100 dependents to well over 100,000 employees, including large State Employee Health Benefit Plans and Fortune 500 companies. Employers typically find that between 4%-8% of enrolled dependents are ineligible for coverage.

The Commonwealth of Kentucky elected to perform a DE Audit in 2010 as part of its efforts to reduce overall healthcare costs, ensure appropriate administration of the healthcare plan, and meet obligations to taxpayers.

Through HMS's DE Audit, the Commonwealth learned that over 10% of dependents enrolled in the healthcare plan were incorrectly covered according to the Summary Plan Documents. Subsequent cancellations of ineligible dependents saved the Commonwealth over $8 million annually, with a return on investment of more than 8,000%.

THE HMS APPROACH HMS's sensitive employee communications and our flexible audit process accommodated the Commonwealth's employees who are covered through a variety of health plans. Some Commonwealth employees do not work year round or do not have daily access to email.

Emphasis on Clear, Comprehensive Employee Communications

Together, HMS and the Commonwealth communicated with employees to ensure a high response rate, meaning employees understood the process.

First, all employees with enrolled dependents received an amnesty communication in the mail. This explained the process of verifying dependents for coverage. It encouraged employees to audit the eligibility of their dependents and to remove any ineligible dependents with no repercussions.

Following the end of the amnesty period, a series of verification communications provided employees with additional program details, including the documents necessary to prove eligibility for their dependents.

Verification communications included:

- "Completed" postcards sent to employees who provided all the necessary documents
- Custom responses listing outstanding documents for employees who still had some documentation missing
- Termination communications to confirm involuntary and voluntary termination of ineligible dependents

Exhibit B1-7 ▶ *The Commonwealth of Kentucky Dependent Eligibility Review Case Study (continued)*

Non-responders received follow-up letters including:

- Final notice of adverse actions, sent to employees who did not respond or only partially responded to the audit, outlining the consequences of non-compliance including information about appeals, and extended deadlines for providing documentation
- Final termination notice, sent to non- and partial-responders alerting them that their dependent's benefits had been canceled

Document Submission

To make it easier for employees to submit the necessary documentation, HMS's Online Portal was available 24/7 for quick, easy and secure document uploading, real-time reporting, and full online access to information of importance to employees (i.e., communication letters, dependent eligibility definition, status updates, and resources to obtain required documents).

95+% Response Rate

Kentucky did not want to remove dependents simply because an employee did not respond. Because of our combined efforts, the Commonwealth achieved a 95.95% response rate, the highest seen by a state, and less than 1% of employees appealed the audit, requesting dependent reinstatement.

CONTINUED SAVINGS The Commonwealth of Kentucky elected to have HMS continue services by performing ongoing audits of:

- Dependents who may have been enrolled after the initial audit; and
- Employees who changed or added dependent coverage in Q3 of 2010.

Learn more about Dependent Eligibility Audits at employeraudits.com.

HMS powers healthcare with integrity through payment integrity, eligibility, and coordination of benefits solutions. HMS's clients include health and human services programs in 45 states and the District of Columbia; commercial payers, including group health plans, Medicare Advantage Plans, and more than 160 Medicaid managed care plans; employers; the Centers for Medicare and Medicaid Services; and the Veterans Administration. As a result of the company's services, clients recover billions of dollars every year and save billions more through the prevention of erroneous payments.

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B.1.d.2 Subcontractor Experience

[redacted]

[redacted]

[redacted]

[redacted]

B.1.d.3 Timetables

Timetables for conducting the Dependent eligibility audits, and adherence to schedule (e.g. was it implemented and completed on time?);

We are an experienced provider of DEAS in all industries, and we are proud of our success in implementing and conducting our audits in adherence to the intended schedule. During the 60 day Planning period and audit launch, HMS and client Project Managers establish a detailed timeline for the complete audit and three proposed cycles to ensure deadlines for each of the three audits are met.

B.1.d.4 Issues and Resolution

Any issues that arose during the audits and an explanation of how those issues were resolved; and

Our experience and execution of best practices help minimize any issues that may arise during audits for HMS staff, NYSHIP staff, and Enrollees. Our Web Portal provides [redacted]. Our project team and experienced EVSs and respond quickly and efficiently to address these types of concerns.

Our web portal provides our clients with [redacted]. Our processing system allows [redacted]. During the planning process, we discuss [redacted]

The HMS Issues log [redacted].

We provide the utmost flexibility in our approach, including the ability to determine in real-time if additional outreach might be necessary to fulfill overall participation goals. One of the only significant issues we have ever encountered when conducting an audit occurred when [redacted]

[redacted]

B.1.d.5 References

At this part of its Administrative Section, for the purpose of reference checks, the Offeror must list two (2) references of current clients and one (1) reference of a former client for a total of three (3) references for which the Offeror has supplied DEA Project Services similar to those required in this IFB. At least one (1) of the referenced clients must be an entity with at least one hundred fifty thousand or more Dependent lives subject to audit. If the Offeror has no former clients to include as references, the Offeror must include a statement attesting to that fact. Otherwise, the Offeror must include, at minimum, one (1) former client as a reference for which the Offeror has supplied services similar in nature to those required in this IFB. If the Offeror is proposing any Key Subcontractors or Affiliates, the references should be with clients for whom the Offeror and Key Subcontractor or Affiliate have jointly supplied services similar to those described in this IFB. For each Reference provided the Offeror must complete and submit Exhibit I.V, entitled "Program References." The Offeror shall be solely responsible for providing contact names and phone numbers that are readily available to be contacted by the State. The Offeror must also indicate what participation, if any, the project manager and each key staff person proposed for this Project had in the referenced services.

We welcome the Department's verification of the value of our DEAs, and encourage it to contact the individuals provided as references, each of whom can attest to our audit process, consistency of results, and customer service approach. Based on our experience, we apply our best practices to produce valuable results and satisfied clients. We have included four client references, three of these references satisfy the requirement to provide a reference for one entity with at least 150,000 dependent lives subject to audit. One of our referenced clients meets the requirement for one former client. See **Exhibit I.V**. for complete description of Program References. Our clients will confirm that we have demonstrated or developed:

- An understanding of and experience in performing comprehensive audit services for large clients
- Deployment of dedicated and knowledgeable team members, including experienced auditors qualified to fulfill contract requirements
- Comprehensive reporting abilities
- Ongoing, reliable compliance with security and privacy regulations
- Provision of excellent customer service with minimal participant abrasion
- Results-oriented performance that meets objectives and exceeds expectations
- A sound DEA process that has provided an ROI exceeding client expectations

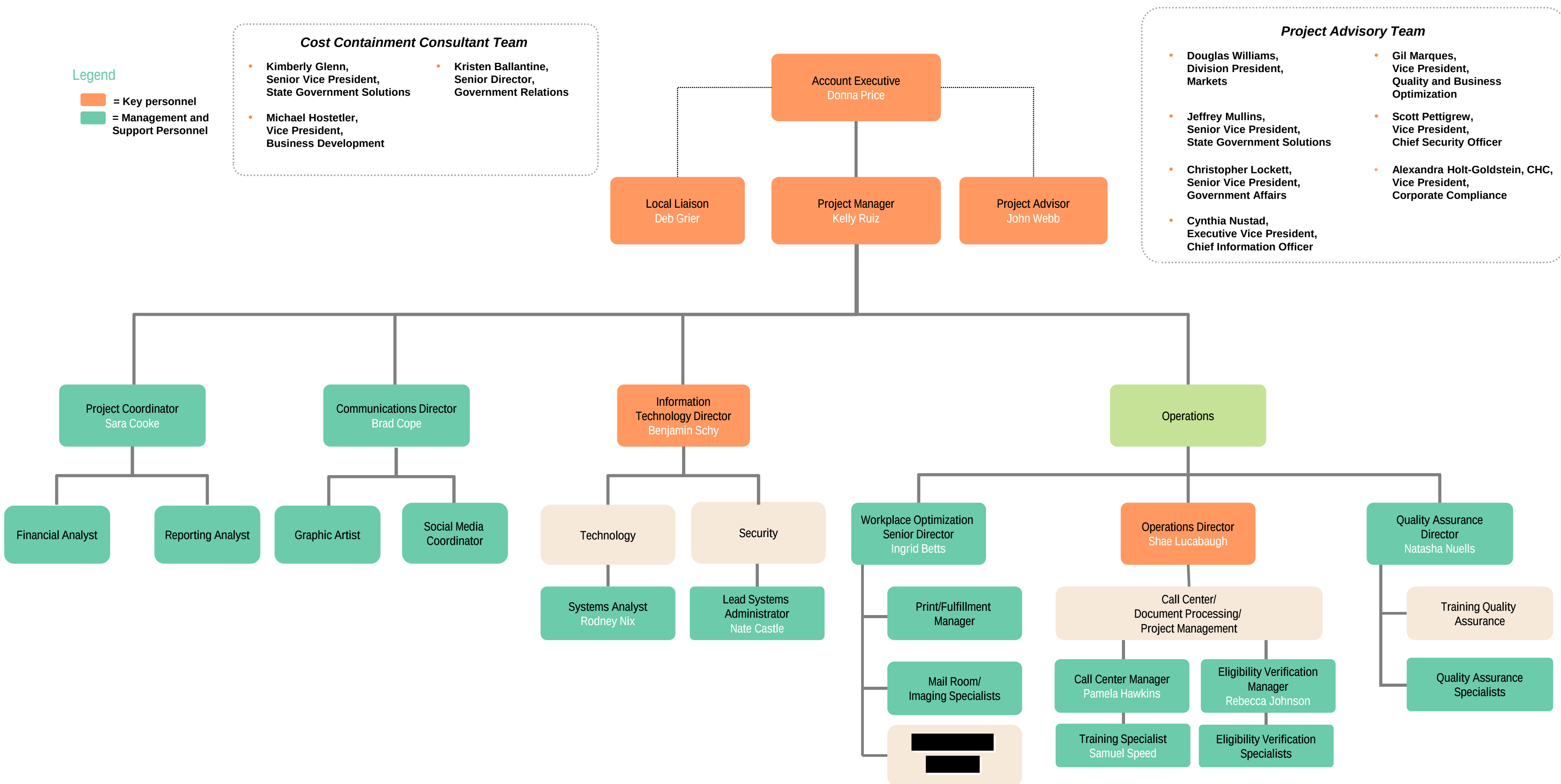
B.1.e Administrative and Operational Components

An explanation of how the following administrative and operational components will be performed by the Offeror. Include an organizational chart and description explicitly detailing responsibility for the following functions:

In this section, we provide a brief description of how HMS will perform the administrative and operational components of the DEAS project, along with an overview of our Project team. Additional detailed responses are in proposal **Section A.1 and B.2 Project Team.**

We provide an Organizational Chart of the Project team in **Exhibit B1-9.**

Exhibit B1-9 ▸ *HMS Project Team*



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B.1.e.1 Project Team

Project Team;

While HMS has made considerable investments in technology and processes throughout our history, we recognize that the most valuable resources that we offer are the qualified personnel whom we assign to fulfill each engagement. We understand the unique challenges facing private and public self-insured employers of all sizes, including state health benefit plans, unions, school districts, municipalities, Fortune 500 companies, and mid-sized corporations. Our flexible, scalable service delivery model ensures that the right resources are available at the right time to support the program-specific requirements of our clients and maximize healthcare costs by identifying ineligible dependents on their healthcare plans.

A key element of our success in conducting eligibility audit initiatives is our ability to support the process and findings with the utmost respect for and sensitivity toward individual Enrollees. We provide objective DEAS through an experienced, qualified team of professionals, and we are engaging the most qualified professionals to support the three Audit cycles that we propose to provide for NYSHIP.

Our team members have expert knowledge of associated business processes and rules, best practices, and State, federal, and NYSHIP regulations that pertain to the DEAS services that the Department requires. We provide résumés for the following proposed key personnel in proposal **Section A.1**:

- Kelly Ruiz, Project Manager
- John Webb, Project Advisor
- Deborah (Deb) Grier, Local Liaison
- Donna Price, Accountable Executive
- Shae Lucabaugh, Operations Director
- Benjamin (Ben) K. Schy, IT Director

The following are support personnel who will engage with the Project Manager:

- Nathan (Nate) Castle, Lead Systems Administrator
- Rodney Nix, Systems Analyst
- Sarah Cook, Project Coordinator

Our proposed Cost Containment Consultant team comprises the following personnel:

- Kimberly (Kim) Glenn, Senior Vice President, State Government Solutions
- Kristen Ballantine, Senior Director, Government Relations
- Michael (Mike) Hostetler, Vice President, Business Development

Project Advisors

In addition to the direct-service personnel and managers previously listed, we will designate executive-level advisors who will lend their unique expertise to this engagement. They possess the efficient and effective ability to deploy resources on an as-needed basis to ensure that we resolve client needs. The Project Advisory team includes members specializing in corporate compliance (including HIPAA compliance), client service needs, privacy and security controls, information systems, specialized-service technology, process engineering, and quality assurance (QA). The team applies decades of experience and knowledge of industry-best practices and innovation to maximize the value of our services delivered for a range of clients with a variety of complex needs.

We provide the proposed Project Advisory team members in **Exhibit B1-10.**

Exhibit B1-10 ▸ *HMS's Project Advisors*

HMS Executive Team Member	HMS Title	Years of Related Experience
Douglas Williams	Division President, Markets	27
Jeffrey Mullins	Senior Vice President, State Government Solutions	11
Christopher Lockett	Senior Vice President, Government Affairs	20
Cynthia Nustad	Executive Vice President, Chief Information Officer	20
Gil Marques	Vice President, Quality and Business Optimization	10
Scott Pettigrew	Vice President, Chief Security Officer	22
Alexandra Holt-Goldstein	Vice President, Corporate Compliance	25

B.1.e.2 Administration of an Amnesty Period and the Eligibility Verification Period

Administration of an Amnesty Period, the Eligibility Verification Period;

We employ experts who are responsible for the day-to-day management of clients' service goals and deliverables. Our project team understands the State's service and delivery requirements for this audit, and they will be continuously educated and updated on the all aspects of this audit, developed with NYSHIP during the planning phase, and work to achieve goals and objectives.

[redacted]

Administration of the Amnesty Period

During the Amnesty period, HMS will offer NYSHIP Enrollees who realize that they have ineligible dependents the opportunity to remove those dependents from coverage without any penalty. When Enrollees voluntarily notify us of ineligible dependents, we will update the overall system files, which might modify the quantity of letters we must mail during the subsequent Verification period. Activity Reports, which will include the number of Enrollees who remove dependents, will be available at the Department's request. Our Project Management team will closely work with the Call Center team during this time to monitor the types of incoming calls, which will provide an opportunity to adjust messaging, as needed, to address any new concerns.

Verification/Grace Period

We will closely work with NYSHIP to draft all notices sent (e.g., letters, email correspondence) and/or telephone follow-ups made to Enrollees, and we will gain State approval of all notices before using them. Our DEA platform includes many exclusive features that improve the convenience factor for the Enrollee, which ultimately increases the return rate and minimizes the level of burden on the Enrollee. We offer the following conveniences:

- A multi-touch set of letters customized to address response or incompleteness of response
- Multiple documentation-return options, including the smartphone capability of capturing documentation images for uploading and emailing in addition to U.S. mail, fax, upload to our customized web portal, or response through in-person drop-off
- [redacted]
- [redacted]

- [redacted]
- Employment of social media platforms (e.g., Facebook℠, Twitter™, LinkedIn℠) to augment traditional email and postal methods of communicating deadlines, answers to frequently asked questions (FAQs), and documentation information
- A toll-free Call Center available to provide assistance to Enrollees via multilingual personnel from 8:00 a.m. to 11:00 p.m. ET and via IVR technology 24/7

Grace Period: Final Notice

Clients that follow our best practice approach and recommendations throughout the process can expect a high response rate. Due to our communications approach, we expect that all persons contacted will respond in the early stages of the process. We recognize, however, that some individuals will fail to respond and that others will wait until the last minute only to realize that they do not possess the required documentation.

To accommodate these situations successfully and provide a final opportunity to avoid negative impact on the status of eligible dependents of the Enrollee, [redacted]

[redacted]

Enrollees who respond during this period receive the same level of support as did those who previously responded, provided that we receive their completed verification by the Grace period deadline.

Throughout the audit process, we will make available to the State easy-to-use, online administrative tools that provide real-time audit status for all NYSHIP Enrollees, information on the eligibility status of dependents, an estimated ROI, and other comprehensive reporting capabilities. With our experience in simultaneously managing multiple audits, we can competently manage this entire process with minimal disruption to the day-to-day activities of Enrollees and HR personnel.

B.1.e.3 Call Center Services

Call Center Services;

HMS's Call Center for Enrollees will operate from 8:00 a.m. to 11:00 p.m. ET, Monday through Friday. Also, 24/7/356 access to a custom IVR system will be available through the same toll-free line and will provide the status for each Enrollee. We describe our Call Center services in response **Section B.5.**

Our Call Center associates are 100% dedicated to assisting callers participating in a DEAS program and do not service any other line of business. These EVSs receive training to provide answers to questions related to the audit, ease Enrollee anxieties, and provide the needed direction for the successful completion of the program. They focus first on call resolution; EVSs internally elevate calls when necessary but do not directly forward calls to the Department. Setup of the call queues allows transfers of calls without interruption. When a caller needs internal escalation from an EVS to a supervisor or manager, we accomplish the escalation in real-time to enhance the Enrollee experience and resolve questions during the initial call.

We record 100% of all incoming calls for the purpose of quality control (QC), training, and support during escalations. We maintain a complete list of all communications, including telephone calls, in AuditOS, which will allow the State access to transaction details pertaining to a particular Enrollee.

For calls that require attention from NYSHIP, EVSs will escalate them to the Project Manager. When needed, we will direct further escalation of these calls directed to the State via the AuditOS

There are times when an Enrollee has questions not related to the DEAS program, such as on how to enroll a new dependent or regarding specific benefits. During the Planning period, we will procure from NYSHIP the needed contact information, which we will use in these instances.

B.1.e.4 Secure Online Web Portal Services

Secure Online Web Portal Services;

HMS has designed our entire process to minimize frustration for participants, with the goal of offering a user-friendly process for state plan Enrollees. NYSHIP Enrollees will be able to access real-time dependent eligibility information and status updates through our secure, auditor-supported Enrollee Web Portal.

This integrated portal will be available 24/7 to Enrollees and provide:

- An overview of the DEA program
- The definition of each type of eligible dependent
- The required documentation by dependent type
- An extensive and customizable list of answers to FAQs
- Tools and resources to assist Enrollees in obtaining required documents that might not be in their possession
- A state-by-state resource guide to state, federal, and commercial healthcare coverage benefits that might be available to any dependents deemed ineligible
- Registration for email notifications sent when key status changes occur based on submission and processing of documentation
- An option to switch to paperless communications if desired
- The ability to change the text in the portal from English to Spanish
- An easy, secure document-upload feature for the electronic submission of required dependent information; there will not be any special file-naming requirements
- The current status of dependents (i.e., verified or unverified) during the audit process
- A CONTACT US section for Enrollees who wish to submit a written question rather than contact the Call Center

We summarize functionality of the portal in **Exhibit B1-11.** Please see proposal **Section A.5** for a detailed description of the portal we propose.

Exhibit B1-11 ▶ *HMS's Secure Web Portal Can Perform All Functions for Enrollees and the Department*

[redacted]

B.1.e.5 Communication Material

Communication Material; and

HMS very closely collaborates with our clients during Planning periods, especially to develop, and receive approval for, the client-specific communication package used throughout the DEA. Our communication strategy begins before the audit starts and is evident throughout the audit process. Plan Enrollees should receive notification of the upcoming audit early and often. We suggest a variety of channels, including print (e.g., letters, postcards, posters in break rooms) and electronic (e.g., the Department's website, emails with links) means of broadcasting this information.

The best Communication Plans commit to goals that are Specific, Measurable, Attainable, Realistic, and Time Bound (SMART). For the NYSHIP DEA, we recommend the following three SMART goals:

- Inform and educate the Department's team through overviews with executives, Dependent Audit Communication Kit downloads, and training webinars with HR personnel upon completion of the Planning period
- Inform Enrollees of the DEA by Notification Letters, electronic communications, and toll-free calls to the Customer Service Call Center
- Generate a response rate of 95% or higher for NYSHIP Enrollees by the end of the project

We provide detailed information on and samples of communications in proposal **Section B.8.**

B.1.e.6 Reporting

Reporting

HMS offers the Department a flexible reporting platform. The reporting suite measures our efficiency, effectiveness, and adherence to the agreed-upon timeline. To secure high quality, efficiency, and the highest level of open communication possible, we will determine reporting needs and the frequency of reporting during the Planning period. Our flexibility includes the ability to revise the data and format of any report as requested at no additional charge and requiring no contract amendment.

Our Administrative Web Portal, powered by AuditOS, will enable State personnel to obtain **real-time** statistics regarding processing statuses, call volumes, website hits, the project calendar, issues and their resolutions, and various meaningful Status Reports. The Administrative Portal will also provide the ability to determine a real-time status for any individual by name. All reporting will focus on meaningful and useful data. We designed the reporting modules within both AuditOS and the Administrative Portal to have extensive flexibility. Custom and ad hoc reports are available upon request at no additional cost.

During the Planning period, we will discuss with the Department various ways to customize the information contained in the Administrative Web Portal based on indicators provided as part of the Enrollment File. For example, if the Enrollment File contains specific plans or office locations for each Enrollee, we will customize the portal to provide results by plan or location. Please note that a user's log-in credentials determine the statistics, reports, and Enrollee data available to him/her

Section B.6 provides details about our portal, and login information to view a demonstration of the portals Please see proposal **Section B.9** for sample reports and more detailed information.

B.1.e.7 Experience in Providing Similar Services

If the proposed organizational structure has been used in administering the program of another client, provide the client's name and include the client as a reference as required in Exhibit I.V.

A key advantage that HMS brings to this engagement is the fact that our broad base of DEA clients has allowed us to develop significant subject matter expertise; a cross-contract Advisory team, and substantial audit, technical, and operational resources. Regarding the work we have performed for the clients provided as references in **Exhibit I.V**, we followed our best practice approach that includes the systems, processes, and resources we deploy for all clients. In the course of the past 11 years, we have continually refined our systems and processes; however, we have essentially used the same organizational structure set forth in **Section B.2.Project Team**, to support the audits that we propose for this team.

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B.2 Project Team

B.2.a Project Team

a. Provide an organizational chart and description illustrating how you propose to administer, manage, and oversee all aspects of the DEA Project. Include the following:

(1) Reporting relationships and the responsibilities of each key position of the Project Team and how the team will interact with other departments or functional areas within your organization and with any subcontractors for this Project. Describe how the Project Team interfaces with the organization's senior management and ultimate decision makers within your organization;

and;

(2) Where will your Project Team, document verification and call center be located and approximately how many staff members will work in each functional area?

HMS's structure supports our corporate goal of maintaining our leadership position as a provider of best practices and innovation that fulfill the evolving service needs of our clients. Our organization enables us to interact effectively with NYSHIP as well as the legislative and regulatory processes that influence its operations. Our executives will ensure that all necessary business units within HMS cooperate to support this engagement.

While the State of New York has the full support of and access to the entire HMS Executive team, we have assigned an Account Executive, Ms. Donna Price, for this project. The Account Executive has direct access to our CEO concerning project operations and financials. Ms. Price will be fully available to the State of New York for any escalation issues/concerns arising during the course of the project.

Ms. Price will work directly with the Project Manager, Kelly Ruiz, to oversee all staffing and operations monitoring. We commit to delivering excellent client-account management, including responding to general inquiries from NYSHIP to our Account team within 24 hours and to urgent requests within four hours of the initial call or email. Account and Operations team members, led by Ms. Ruiz, will participate in scheduled calls with New York State personnel on a weekly basis to discuss results and next steps to ensure achievement of all of NYSHIP's requirements. During the Operational phase of the project, each team will adhere to an escalation process that defines the procedures for escalation service issues, persons responsible for managing escalations, and mandatory time frames by which to report issues, action steps, and resolutions. Ms. Ruiz will serve as the primary contact, with direct escalation to our Local Liaison, Deb Grier, and Account Executive, Donna Price. As Ms. Grier's work base is in Albany, she will serve as the local liaison for this engagement and will be available for onsite meetings and to communicate any project updates face to face.

Our communication processes will comply with all NYSHIP requirements. In the event that NYSHIP or our team members identify an issue or concern, the Project Manager will serve as the Department's primary point of contact. She will take appropriate actions to notify NYSHIP's Contract Manager of any contract issues and work with our Operational team to resolve the problem. As necessary, Ms. Ruiz will also collaborate with the Department to resolve project issues and concerns to ensure continuity of services and deliverables.

Our project management approach includes thoughtfully managing issue resolutions. First, we seek to understand the underlying root cause of problems that arise, and then we mitigate the ongoing effects and initiate effective corrective actions accordingly. Our team members have been working closely with the State of New York for many years, and they are extremely accustomed to accommodating requests with short turnaround times. We often address stakeholder questions or concerns, which we can present in person, as directed by the Department.

There is absolutely no substitute for a proven solution delivered by an established local team and supported by DEVA experts with 11 years of experience in the DEVA industry.

To ensure the success of our work on the Department's behalf, we will use a variety of communications methods to relay our results, discuss potential challenges and solutions, and present other topics of importance to NYSHIP and any appropriate stakeholders. These methods will include the following:

- **Formal and informal meetings.** Through both formal and informal meetings held either in person at a NYSHIP or HMS office or via teleconference, we will ensure that we meet project timelines, provide high-quality deliverables of the greatest value to New York, address any potential issues or challenges, and resolve these issues to mutual satisfaction.
- **Implementation meetings.** During the Implementation phase, we strongly recommend that key HMS and NYSHIP personnel have a status call at least weekly to discuss the project's ongoing progress and to assure adherence to the Department's schedule requirements.
- **Ongoing Status meetings.** We will continue to meet with NYSHIP team members, as necessary, to review results, discuss operational progress, and provide our recommendations for additional improvements that will further increase value to NYSHIP.
- **Rapid response to inquiries.** Kelly Ruiz will serve as the single point of contact for this engagement as Project Manager. She will facilitate the need for any action that NYSHIP may require for this contract. Our Project Management team will work with all appropriate internal teams (such as the Operations, IT, Human Resources, and Training teams) to allocate the resources necessary to resolve challenges and respond to the Department's inquiries and requests.

Exhibit B2-1 provides descriptions of HMS's Project Management and Operations teams.

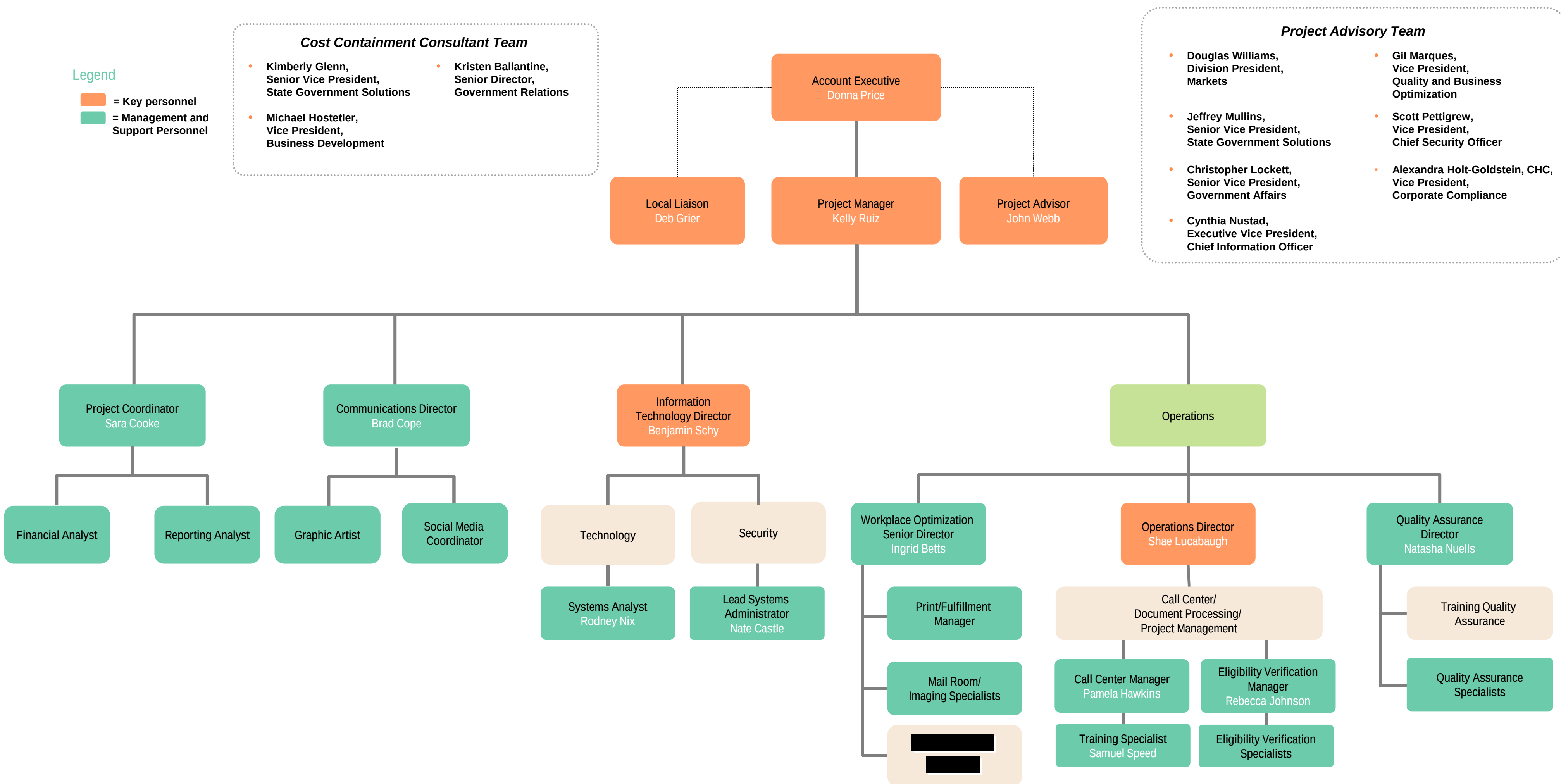
Exhibit B2-1 ▸ *HMS Project Management and Operations for NYSHIP*

HMS Team	Description
Project Management	We will employ experts who are responsible for the day-to-day management of clients' service goals and deliverables. Our supervisors and managers will understand the State's service and delivery requirements, and they will manage Operations team members to achieve NYSHIP's goals. Our Supervisory team will be educated and updated continuously on the broader DEAS engagement work plan, timeline, and project goals to ensure effective teamwork.
Project Advisory	Our team members serve as educators, advisors, and trusted thought leaders to our clients, helping them stay abreast of and adapt to policy trends that affect them. We will leverage our leadership's experience-based knowledge to work with NYSHIP to develop a program that benefits both the State and program participants.
Executive	Each of our Leadership team members is a recognized expert in his/her field and routinely provides consulting guidance, applies national best practices, shares relevant expertise, and provides program direction to our personnel and to clients, as appropriate.
Operations	Our Operations team is staffed with fully trained and experienced Eligibility Verification Specialists who are familiar with all aspects of dependent audits. They are focused on making the audit process as simple and friendly as possible for NYSIP Enrollees.
Technology	We have developed protocols and processes to receive DEAS project data through multiple interfaces. Each of our Technology team members will use HIPAA-compliant transfer protocols to transmit, synthesize, analyze, and process data from NYSHIP, ensuring accurate loading to our AuditOS system.
Security	In February 2015, the HMS IT Security team received the national CSO50 award. The team's Security Information and Event Management (SIEM) Security Project for advanced cyber-security alerting was named one of the top 50 security projects in the United States. The CSO50 Awards recognizes organizations for specific projects, completed within a set timeframe. Honorees were chosen based on value delivered to the business by that project. Nominations for the CSO50 Awards were scored on a uniform set of criteria by a panel of judges—including security leaders, industry experts, and academics. The CSO50 award is one of several other awards and recognitions our IT team has received over the past several years.

Reporting Relationships

Exhibit B2-2 provides HMS's organizational chart and illustrates the functional flow between the different business segments that we intend to commit for this engagement.

Exhibit B2-2 ▸ *HMS Project Team*



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Document Verification and Call Center Location and Staff Members

HMS will provide a significant level of resources for this engagement, including an Albany regional based Executive team (2 individuals) as well as a Louisville based project manager, project coordinator, and dedicated daily administrative support (6 individuals). Our 20 person dedicated call support and document verification team is housed in Irving, Texas, the corporate home of HMS. An additional 25 individuals in Irving are cross-trained to provide DEA support during peak hours or heavy response periods.

Based on our extensive experience in providing dependent audits to of similar size, scope, and complexity, we believe this team will support a comprehensive process that not only drives very high participation rates, but simultaneously maintains a very low level of member abrasion and irritation.

B.2.b Executive Support

b. What executive resources are available to the Project Team to manage the DEA Project and ensure that any issues identified by the Department will be corrected to the satisfaction of the Department? How will you ensure the Project management Team will meet the Department's accessibility and timely response requirements?

In addition to the direct service personnel and managers listed above, we will designate executive-level project advisors who will lend their unique expertise to this engagement (**Exhibit B2-3**). They possess the ability to deploy resources efficiently and effectively to ensure that we meet the Department's needs, and have ultimate responsibility for ensuring that any issues identified are resolved to the Department's satisfaction. The Project Advisory team members focus on corporate compliance (including HIPAA), client service needs, privacy and security controls, information systems and specialized service technology, process engineering, and QA. The team applies decades of experience and knowledge of industry best practices and innovation to maximize the value of our services delivery for a range of clients with a variety of complex needs.

Exhibit B2-3 ▸ *HMS's Project Advisors*

HMS Executive Team Member	HMS Title	Years of Related Experience
Douglas Williams	Division President, Markets	27
Jeffrey Mullins	Senior Vice President, State Government Solutions	11
Christopher Lockett	Senior Vice President, Government Affairs	20
Cynthia Nustad	Executive Vice President, Chief Information Officer	20
Gil Marques	Vice President, Quality and Business Optimization	10
Scott Pettigrew	Vice President, Chief Security Officer	22
Alexandra Holt-Goldstein	Vice President, Corporate Compliance	25

Cynthia Nustad

Title	Project Position	Education
Executive Vice President, Chief Information Officer	Project Advisor	Master of Business Administration, University of Oregon Master of Public Health, University of California

Project Role Serves as an advisor for project-related IT enhancements

Professional Experience

- Nearly 20 years of leadership and strategic experience in all facets of healthcare IT, including:
  - Formulated and executed technology, business, and project-delivery strategies for healthcare insurance operations covering 7,000 employees at 41 sites across 4 states
  - Managed, from research and development inception to commercialization, the strategic development of next-generation Java®/J2EE-developed managed care benefits and claims processing system, Resolution™, designed for healthcare plans, self-insured employer groups, government agencies, Medical Service Organizations (MSOs), and Third Party Administrators (TPAs)
  - Comanaged, with the Chief Technology Officer, the product development for a new Java/Oracle®-based Internet portal application for MSOs, TPAs, and medical groups; included capitation-management, telemedicine, laboratory, and pharmacy features
- Assembled and developed a high-functioning team of IT managers and supervisors for a large Fortune 500 for-profit health plan
  - Managed an up-to-$24 million budget and 58 employees, providing services to more than 650 employees at 12 sites, which represented 700,000 Medi-Cal/Medicaid and 80,000 Healthy Families members

Qualifications

- Directs all IT efforts and serves as HMS Accountable Senior Executive for them
- Plans and executes the IT vision, goals, and initiatives that support the company's long-term objectives, mission, and vision
- Provides vision and leadership for developing and implementing IT initiatives, and receives recognition as an industry expert
- Establishes and maintains a service-orientated, client-focused IT function that supports ongoing operations and drives efficiency, quality, customer service, and growth
- Develops Service Level Agreements and manages to agreed-upon performance levels for application availability, response time, and network performance

Douglas Williams

Title	Project Position	Education
Division President, Markets	Project Advisor	Bachelor of Science in Computer Science, California State University at Chico

Project Role Provides project guidance and executive-management support to all project phases

Professional Experience

- 27 years of experience in healthcare consulting, strategic planning and IT
- Responsible for all state and federal markets, including business development, account management, product development, marketing, and corporate strategy.
- Serves as President of the Commercial Division

Qualifications

- Develops strategy and product roadmaps for the commercial sector
- Leverages experience to aid in product development and growth strategy
- Assists project teams and clients with strategic planning
- Provides executive oversight for the State Government Solutions Division
- Holds responsibility for all state and federal markets, including for business development, account management, product development, marketing, and corporate strategy

Scott Pettigrew, CISSP

Title	Project Position	Education
Vice President, Chief Security Officer	Project Advisor	Bachelor of Business Administration in Accounting, Management Information Systems, Texas Tech University Certified Information Systems Security Professional Certified Health Information Trust Alliance Practitioner

Project Role Ensures the confidentiality, integrity, and availability of all project-related data

Professional Experience

- 22 years of information-security experience
- 8 years of healthcare industry experience
- Developed and managed all physical and logical security initiatives in accordance with all state and federal regulations
- Performed ongoing information risk assessments and audits to confirm the adequate protection of information systems and processes and their compliance with regulatory requirements
- Led internal Security Departments for companies such as Baylor Health Care System, American Airlines, and Tandy Corporation
- Served as a security consultant for Ernst & Young and Price Waterhouse

Qualifications

- Applies expert knowledge of healthcare laws and regulations
- Provides oversight and management of all activities related to the maintenance of and compliance with policies, procedures, and standards governing the privacy, confidentiality, and security of all individually identifiable health information in compliance with HIPAA
- Leverages knowledge gained by planning, coordinating, and conducting formal audits and technical reviews for clients in healthcare, banking, manufacturing, retail, financial-services, utility, high-tech, and data-processing industries

Jeffrey Mullins

Title	Project Position	Education
Senior Vice President, State Government Solutions	Project Advisor	Bachelor of Science in Accounting, Wilmington College Master of Business Administration in Leadership and Change Management, DePaul University

Project Role Provides project guidance and executive-management support to all project phases

Professional Experience

- More than 11 years of experience in healthcare
- Significant healthcare systems and management experience, including operations management, transformational leadership strategic/business planning, innovative process improvement, contract management, corporate accounting, and Generally Accepted Accounting Principles
- Extensive experience in both accounting/finance and business operations, with verifiable results in building excellent relationships and delivering on customer commitments
- Current responsibilities include oversight of national State Government Solutions division, with focus on providing cost containment to Medicaid and state health and human service agencies

Qualifications

- Directs complex and strategic client project implementations and ongoing operations in local offices * Assists state clients in implementing best practices and program strategy
- Leverages experience gained by leading and motivating business units comprised of more than 1,500 employees, building high-performing teams to provide excellent results to clients

Chris Lockett

Title	Project Position	Education
Senior Vice President, Government Affairs	Project Advisor	Bachelor of Arts in Political Science, University of Oklahoma Master of Arts in Strategic Studies/Military History, University of New Brunswick Centre for Conflict Studies

Project Role Advises the company on healthcare-related rules and regulations impacting our client

Professional Experience

- More than 20 years of state and federal government affairs experience
- Focus on advocacy, strategic reimbursement, access, and healthcare policy
- Continually monitors and stays abreast of existing and new regulatory requirements associated with HMS lines of business
- Operated as strategic advisor for executive and commercial teams for domestic and international business lines

Qualifications

- Experience acting as liaison between government entities, commercial interests, and medical trade associations
- Experience with regulatory legislation and legal challenges
- Experience advocating for health care policies and consumer access
- Experience responding to regulatory requests for comments and providing feedback to government agencies

Gil Marques

Title	Project Position	Education
Vice President, Quality and Business Optimization	Project Advisor	Bachelor of Science in Mechanical Engineering, University of Massachusetts at Dartmouth Master of Science in Industrial and Manufacturing Systems Engineering Management, University of Texas at Arlington Graduate Certificate in Operations Leadership and Organizational Management, Drexel University

Project Role Provides quality guidance and executive-management support to all project phases

Professional Experience

- Expert in Lean/Six Sigma theories, methodologies, tools, and applications
- Accomplished Lean/Six Sigma leader, instructor, and change agent, helping to achieve over $75 million in cost savings
- 10 years of experience in quality review/QA

Qualifications

- Leads all QA and business-optimization activities by utilizing Lean/Six Sigma sciences throughout all areas of operation
- Provides project-specific QA guidance as necessary across all product lines
- Monitors QA metrics, and develops feedback for improvement

Alexandra Holt-Goldstein, CHC

Title	Project Position	Education
Vice President, Corporate Compliance	Project Advisor	Bachelor of Arts in English and History of Art, Oberlin College Master of Arts in History of Art, Cornell University

Project Role	Advises the Project team regarding application of corporate compliance processes and resources

Professional Experience

- Possesses 25 years of tenure at HMS
- Maintains responsibility for the management, inventory, and audit of compliance requirements and practices
- Serves on the Corporate Compliance Committee
- Monitors contract Statements of Requirements
- Develops and implements quality-review techniques and practices across the organization
- Develops and maintains TPL Standard Operating Procedures and technical documentation for all project types

Qualifications

- Monitors and ensures the company's regulatory and contract compliance
- Develops and implements quality assurance (QA) controls within Operations Units to help ensure that business results comply with requirements and goals
- Received recognition as an instrumental player in creating human resources as well as technical documentation and training infrastructures
- Leads operational initiatives for HMS and our affiliated organizations
- Advises personnel on application of corporate compliance processes and resources, including Health Insurance Portability and Accountability Act (HIPAA), Health Information Technology for Economic and Clinical Health, and other security mandates

Meeting NYSHIP's Accessibility and Timely Response Requirements

The HMS team possesses deep experience with clients that share the same complexities and size as NYSHIP. This experience with eight other state entities along with numerous large private employers has prepared us for the demands that intrinsically come from supporting a project like this.

HMS has developed and refined an industry leading technology platform that when coupled with our dynamic staff will ensure ease of accessibility and timely response to all inquiries from the Department.

HMS is committed to providing excellent service and support and understands that significant portions or our overall fee have been placed at risk in order to demonstrate our confidence.

HMS's Proven Project Team Resources for NYSHIP

HMS understands that NYSHIP requires a qualified and experienced project team, led by a dedicated Project Manager, to implement and administer industry-best DEAS. Throughout our plan, we highlight the Service specialists that we propose to fulfill contract requirements, whom have demonstrated experience fulfilling DEAS requirements and other program integrity and cost containment service requirements for a range of clients, including state agencies. Our Project team understands the needs of NYSHIP, and we will leverage our expertise to ensure that adherence to industry standards is a key focus throughout all contract phases. They will also respond quickly to any issues that may arise to ensure an efficient and effective audit. Unlike other vendors, HMS's Project team members have proven scope-specific experience that they are able to apply on behalf of the Department beginning on Day One of the contract term.

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B.3 Project Implementation

HMS's project management approach supports our ability to help the Department achieve its goals of verifying the eligibility of dependents currently enrolled in its benefit plans, removing any ineligible dependents from an Enrollee's coverage, and educating NYSHIP and its Enrollees on the DEA process, informing them about the documents required so we can verify their eligibility on the Department's behalf.

With the ultimate goal of reducing future claims and contribution costs by removing ineligible dependents from an insured population that is estimated at more than 1.2 million total covered lives, it is essential that the Department selects a partner that:

- Has a demonstrated ability to manage a large project of this size that will extend over a 15-month period
- Has a record of success in implementing large-scale audits on schedule without delays
- Uses an approach that minimizes the "noise" that can sometimes accompany such audits if Enrollees do not have a clear understanding of the importance of the audit and the long-term positive effect that will result from the preservation of future benefits by eliminating ineligible individuals from coverage
- Has demonstrated the ability to provide flexibility, which is critical for projects of this scope

B.3.a Implementation Plan

a. Provide an implementation plan (via a detailed narrative, diagram, and timeline) that results in the implementation of all DEA Project Services by the Implementation Date, including but not limited to: roles, responsibilities, estimated timeframes for individual task completion, testing dates and objectives, and areas where complications may be expected. For all tasks that require Department review and approval, a minimum review period of five (5) Business Days must be built into the implementation plan. Include key activities such as administration of Amnesty Period, evaluation of Dependent eligibility, processing of eligibility documentation submitted by the Enrollee, electronic reporting of final eligibility determinations and eligibility documentation to the Department, processing of returned mail and the following:

In this section, we describe how we will develop, schedule, deploy, manage, control, and evaluate the Audit cycles that we propose in order to accomplish all audits within the 15-month time frame provided while achieving minimal impact to the Department—particularly to NYSHIP's HR personnel—and preserving positive Enrollee relationships throughout the Audit period. Key elements covered in this section include the following:

- Our project management approach, and a description of the way we effectively deploy and manage large-scale, complex projects similar to that for NYSHIP for clients across the country
- A preliminary Work Plan that identifies the key tasks and planned start and end dates for all project tasks and subtasks associated with the Audit cycles we recommend, including estimated time frames and responsible parties

Key project-start-up tasks:

- Sign contract
- Prepare and schedule Kickoff meeting for implementation
- Create project timeline
- Create Communication and Risk Mitigation Plans
- Conduct Kickoff meeting
- Update and publish project schedule
- Establish weekly calls between the Department and HMS
- Establish communication schedule
- Establish internal status reporting and reviews
- Finalize and publish Project Charter document
- Finalize and publish Audit cycle schedule and Work Plan
- Finalize and publish Communication and Risk Mitigation Plans

For ease of review, HMS provides Work Plans that correspond with each distinct period of an individual Audit cycle and describes the tasks, time frame, and level of involvement by all stakeholders to ensure that each Enrollee actively participates in the audits during his/her prescribed time frames. Our recommendation for an audit timeline for this project is as follows:

- Period 1: Implementation period: 60 days (1)
- Period 2: Amnesty period: 60 days (2)
- Period 3: Verification period: 45 days
  Grace period: 20 days
- Period 4: Appeal/Reinstatement period: 90 days (3)

(1) Implementation period of 60 days prior to the Amnesty period
(2) Amnesty period conducted in a single cycle prior to the start of the Verification cycles so we can detect all voluntary identified ineligible dependents
(3) 90-day Appeal/Reinstatement period to start after the Department notifies us of the dates of termination of ineligible dependents in a specific Audit cycle or approximately 10 days after we submit the Final Termination File to the Department

B.3.a.1 Period 1: Implementation Period

HMS will closely work with the Department to review, discuss, and finalize the timeline, Work Plan, and schedule for each period of the project to identify the scope of work (SOW), detailed steps, time frames for all work performance, and the Department's involvement level. **We are scheduling the Implementation period to accommodate an August 2015 start date.**

During implementation, we will focus on the following critical components to achieve successful audit results with minimal Department resource requirements:

- Program design
- Customization of NYSHIP and Enrollee communications
- Review of verification processes
- Assessment of operational readiness
- Data transmission requirements
- Thorough review of Summary Plan Description
- Department-specific website development and customization

During implementation, HMS will address tasks relating to each component previously outlined, such as:

- Creating the detailed Project Plan
- Finalizing the number of Audit cycles, and adjusting the schedule accordingly
- Identifying technical/data requirements
- Developing the NYSHIP audit guidelines
- Customizing State and Enrollee communications
- Preparing Call Center training (and scripting, if requested)
- Configuring telephone and fax lines
- Developing AuditOS

We propose a multiphase project schedule in order to complete the comprehensive program within a 15-month period with minimal disruption to the Department, NYSHIP, and Enrollees. [redacted]

[redacted]

We recommend [redacted] for the following reasons:

- The staggered approach will assist both the Department and HMS in better managing peak volumes, including Enrollee escalations:
  - [redacted]
- Staggering the approach will align with efforts to communicate, train, and educate NYSHIP Management and HR personnel about the process and timeline for the audit.
- [redacted]:
  - To handle the call spikes, we ensure that we achieve consistent high-quality services and agreed-upon response times to commit to performance guarantees throughout the audit.
  - It is our experience that whenever a mass mailing occurs, we will see a dramatic call spike within five business days.
  - We have modeled our staffing requirements based on lessons learned about the projected peaks and valleys based on the three Audit cycles that will encompass the full Audit period.

- Although we will diligently work with the Department, NYSHIP, and Enrollees during the audit, we understand the sensitivities that some may have:
  - We will conduct the DEA on a politically visible population. There might be press, management, and political affairs to address.
  - Staggering the Audit cycles ensures that we will have the best resources available to address these concerns. By spreading the audit across three cycles, we can better align our resources with those of the Department to address any issues that might surface.

Exhibit B3-1 depicts the proposed rolling schedule for the three Audit cycles.

Exhibit B3-1 ▶ [redacted]

[redacted]

Development of the Project Timeline

We will closely work with the Department to identify and document its needs so we can ensure that our Project Management Plan reflects the requirements important to the Department. This plan will address management of communication, quality, risk, and time, and we will employ a full suite of tools to anticipate, monitor, and verify our operations.

Once the Department and HMS reach agreement and approval, we will establish time frames for the completion of tasks according to the formal Project Work Plan, agree to technical details, and then work to establish communications and review our proposed plans against the Department's expectations.

During the Implementation period, we will identify issues that need addressing before contract implementation, establish time frames, and assign responsible parties to each task and/or issue. This period will uncover any potential issues or roadblocks to the success of the project, and the project timeline will serve as the roadmap to raise and address issues.
Discussion topics will include the following:

- Roles and responsibilities
- Overview of our standard processes and requirements from end to end for each period of the Audit cycle
- IT, including system requirements, system access, data file transmissions, Electronic Data Interchange protocols, and coordination of data transfer
- General business requirements, including the Department's policies, invoicing procedures, and portal access by Enrollees

HMS follows formal implementation processes, and we will refine operational processes with the Department throughout the contract to certify the completion of all tasks, deadlines, and associated deliverables.

We will assign responsibilities for the next steps of project implementation and requirements for communications, meeting frequency, and reporting. We will also finalize audit activity timelines and select Enrollees for each Audit cycle.

HMS's Project Manager, Accountable Executive, and other key team members will be available to the Department on a daily basis during the first several months of the project to focus on implementing and refining the Work Plan. The Project Manager will also coordinate the schedules of our team members to ensure that they are available for face-to-face meetings as required. Our Management team members and other personnel will be available to respond to inquiries from the Department personnel within one business day.

Involvement of the Department

The Department has the flexibility to be involved with the planning and deployment of the audit to the extent it chooses. We will design our eligibility audits for this engagement with processes that will minimize the need for the Department's involvement, but this participation will be adjustable based on the Department's preferences. HMS has developed a preliminary Work Plan for this engagement that identifies the key tasks associated with each period of the audit. The tasks outlined are not a comprehensive list of implementation and operational tasks for performance but, rather, provide a general understanding of the types of tasks and corresponding time frames in which we will engage during the contract. We expect that changes and additions will be necessary to the original baseline Work Plan. This flexibility sets us apart. When we make changes, we will follow the agreed-upon change-management procedure, update the Work Plan, save a new baseline, and republish the Work Plan.

The preliminary Work Plans and estimated hours allocated to tasks provided in each project period description require minimal involvement by the Department. In general, we request that the Department participate in the following areas:

- Providing current enrollment data
- Establishing and approving project parameters and process decisions
- Delivering supplementary communications to Enrollees through existing channels
- Participating in scheduled planning and status conference calls
- Assisting in resolving unusual circumstances
- Dealing with nonresponders and incomplete responses

Timeline for the Implementation Period

[redacted]. We are prepared to further expand or condense the Implementation period to meet the Department's needs. During this time, the dedicated Project Manager will use a proprietary project-planning workbook to define all of the aspects of the project and document them accordingly. During this period, we will develop and test a Webinar Communication Plan; then, the Department will provide final data files as well as review and approve communications. **Exhibit B3-2** summarizes the tasks relating to the Implementation period and provides an estimate of the level of effort by all stakeholders.

Exhibit B3-2 ▸ [redacted]

Task Number	Task Description	Target Date
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

B.3.a.2 Period 2: Amnesty Period

HMS will send an Amnesty Letter to all selected plan participants with enrolled dependents at the beginning of the Amnesty period that will give Enrollees the opportunity to remove ineligible dependents voluntarily with no repercussions. Enrollees can provide responses to us via mail, fax, AuditOS, or a customized smartphone AuditOS website upload. [redacted]. **Exhibit B3-3** illustrates the process flow for communications and information during this period.

Exhibit B3-3 ▸ *Amnesty Period Process Flow*

[redacted]

During this time, HMS will take calls and review any responses received. Results from the Amnesty period will determine which Enrollees and dependents we will include during the Verification period. **Exhibit B3-4** summarizes the tasks relating to the Amnesty period and provides an estimate of the level of effort by all stakeholders.

Exhibit B3-4 ▶ *Preliminary Work Plan for the Amnesty Period*

Task Number	Task	Target Date
1	[redacted]	August 19, 2015
2	[redacted]	August 20, 2015
3	[redacted]	August 26, 2015
4	[redacted]	August 31, 2015
5	[redacted]	September 1, 2015
6	[redacted]	September 3, 2015
7	[redacted]	September 4, 2015
8	[redacted]	September 8, 2015
9	[redacted]	September 10, 2015
10	[redacted]	September 11, 2015
11	[redacted]	September 15, 2015
12	[redacted]	September 21, 2015
13	[redacted]	November 13, 2015

B.3.a.3 Period 3: Verification Period

HMS will conduct a thorough process to confirm eligibility for the dependents on NYSHIP, as described throughout our proposal. The Verification period requires the Enrollee to submit appropriate documents verifying the familial relationship and eligibility of his/her dependent under NYSHIP rules, as requested in IFB Section IV (page 4-19) and Exhibit II.C. Enrollees can provide responses to us via mail, fax, online upload, and our smartphone upload process. **Exhibit B3-5** illustrates the Verification/Grace period process flow.

Exhibit B3-5 ▶ [redacted]

[redacted]

Exhibit B3-6 summarizes the tasks relating to the Verification/Grace period and provides an estimate of the level of effort by all stakeholders.

Exhibit B3-6 ▶ *Preliminary Work Plan for the Verification/Grace Period*

Task Number	Task Description	Target Date
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
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[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Establishing a Grace Period

Ideally, all persons contacted will respond during the Verification period. **HMS achieves highly successful Enrollee response rates, averaging 95%.** However, we recognize that there will always be individuals who fail to respond and others who wait until the last minute only to realize that they do not possess the required documentation. [redacted]

[redacted]

If the Department follows our best practice approach and recommendations throughout the Audit cycles, we anticipate the number of Enrollees who do not respond to be low. Multiple options for methods for reaching out to those who are not complying with the audit are available. We will consult with the Department at the conclusion of the Verification period to determine the best approach. Our mission is to achieve the highest response rate possible with every audit.

B.3.a.4 Period 4: Appeal/Reinstatement Period

HMS recommends adding a 90-day Appeal/Reinstatement period after the final verification deadline.

During this period, we will support the Department by providing Call Center assistance from the time the audit closes until the Appeal/Reinstatement period ends. **Exhibit B3-7** highlights the Appeal/Reinstatement process flow.

Exhibit B3-7 ▸ [redacted]

[redacted]

[redacted] On a weekly basis, we will provide a file of recommended reinstatements to the Department.

B.3.a.5 Final Results

Upon completion of each Audit cycle as well as the end of the initial project, HMS will provide a comprehensive Audit Report. These reports will outline the overall process, the results achieved, the ROI, and recommendations for the future.

At a minimum, the final Audit Report will include:

- Objectives of the audit
- Procedures taken to complete the audit
- Number of Enrollee Records examined, by dependent type
- Comparison of audit results with industry standards
- A description of the errors found during the audit
- Recommendations to improve overall administration and membership processing accuracy and training of HR personnel

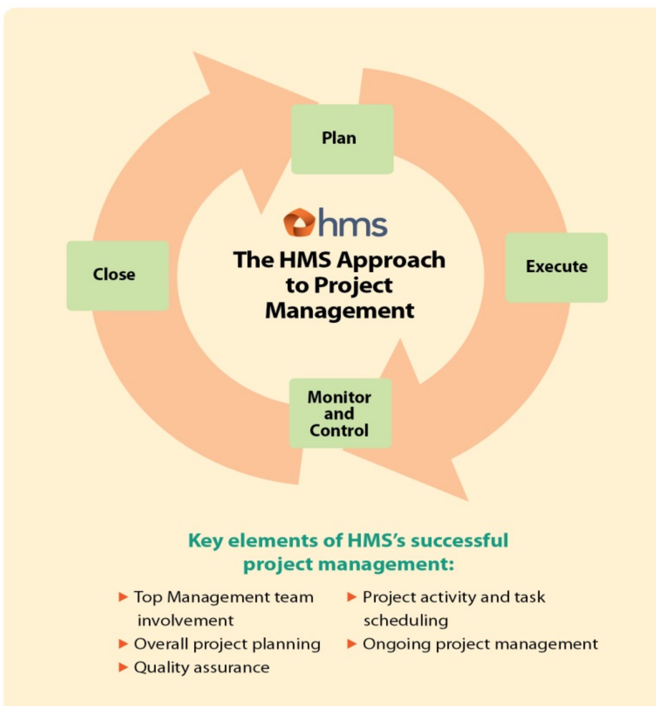
We will also supply the Department with a file, complying with the format agreement, of dependents for removal from the plans, which will enable the seamless upload of data into the Department's system. We do not charge extra fees for data conversion or formatting.

B.3.b Project Management Approach

HMS adheres to the Project Management Institute's project management methodology. We combine performance, communication, quality, risk-management, and time-management practices with comprehensive reporting capabilities and deliver a full suite of management tools to anticipate, monitor, and verify our operations.

A key component of our success is the approach that we deploy to ensure that the highest standards of service quality and risk management apply throughout each engagement. Integral to our approach is top Management team member involvement. The individuals who serve on our Management and Advisory teams are among the most experienced in the healthcare, audit, and IT industries, and their collective years of experience offer expertise unmatched by other contractors. These personnel have had thorough involvement in the preparation of this proposal, and they will have direct involvement in the delivery of services within this SOW. **Exhibit B3-8** illustrates our project management approach.

Exhibit B3-8 ▶ *HMS's Project Management Methodology Secures Project Success*



Our approach to project management involves several key components that, when fully integrated, support the efficient operations of each project. HMS is committed to implementing each of the three proposed Audit cycles continually and consistently, ensuring that all tasks are appropriate for the services requested in NYSHIP's IFB, measuring results, evaluating Enrollee performance, and refining tasks where needed.

Key elements of our ability to deploy and deliver successfully large projects similar to those proposed for the Department include the following:

- Deployment of the optimal organizational structure, with refinement as needed to meet the client's unique requirements
- Adherence to best practices and protocols, which we tailor to the client
- Use of state-of-the-art systems and tools, with a focus on constant innovation, as displayed in the mobile application that we provide so Enrollees can easily upload eligibility documentation
- Provision of information via formal and informal meetings, reports, and other vehicles to certify clear, concise communications, as demonstrated by the portal, which delivers real-time, Enrollee-specific status reports so that the client can evaluate performance and results on a 24/7 basis
- Assignment of key personnel who have deep experience in all facets of the audit services we are providing
- Structured supervision and management in accordance with our project management methodology

The combination of these factors provides a strong foundation for consistently achieving results.

HMS's overall project planning incorporates:

- The use of detailed Work Plans that specify analysis, resources, and task assignments
- Project activity and task scheduling that employ project timetables that outline steps for accomplishing goals
- QA reviews of project progress and results by expert technical advisors
- Ongoing monitoring of task performance using Status Reports and automated tracking
- Plans and processes that provide the highest levels of adherence to security currently required by law and contemplated for next-generation technologies

Our commitment is to maintain a sound project-control structure and a compliant operation for every project we undertake, and our engagement for the NYSHIP DEAS project will be no exception. Our Project team stands ready to serve the Department with a proven approach and a commitment to the highest standards of performance and conduct.

B.3.b.1 Project-Control Approach

Our approach relies on interaction between the HMS Project team and the Department. For this engagement, we will closely work with State personnel and solicit feedback, particularly input that concerns the acceptance of project deliverables or milestones. Our Project Manager will consistently monitor contract requirements and detailed Project Work Plans to confirm ongoing compliance with the contract and the Department's goals. When we identify issues during these reviews, we will develop an Action Plan to resolve them quickly and efficiently.

By constantly referring to contractual requirements and benchmarks, we review the status of every process—either to confirm contract compliance (in the case of a contract deliverable) or to confirm that it meets the established quality standards. We will establish New York–specific QA documents and benchmarks for the services we provide.

Upon identification of inconsistencies regarding performance of the SOW, we will investigate and document the issues. It is our practice to resolve any inconsistencies within three business days of receipt. We log all issues using a form specifically designed for the purpose that outlines the details, work steps, and proposed solution to the problem and includes the key contacts for HMS and the State. We also produce and provide Exception Reports indicating the type, number, and resolution of issues. These reports, which we can generate on a daily, weekly, monthly, or annual basis, provide historical documentation of past performance and of the Work Plans designed and implemented to resolve identified issues.

B.3.b.2 Communications Management

HMS is committed to communicating regularly with the Department on quality and performance—working in partnership to gather feedback as well as to provide creative and cost-effective ideas to improve quality and service over time.

We will establish a Communication Plan to comply with all of the Department's requirements. We will provide updates on the status of all tasks in association with ongoing projects. These projects will undergo review during Status Update meetings, which will include information on completed tasks, tasks in process, and tasks that have encountered unanticipated problems that require attention. In addition, we will participate in regularly scheduled meetings to review progress.

We will provide specific reports and give the Department the ability to produce ad hoc reports on a real-time basis via AuditOS.

For review and approval by the State prior to deployment or use, we will present all written communications, including letters, forms, brochures, web page content, and procedure manuals. We will follow Department guidelines and policies as they relate to the issuance of statements, press releases, and other documents describing our projects.

B.3.b.3 Quality Management

To certify the accuracy, reliability, and validity of the results that we achieve for our clients, HMS uses rigorous, standardized, and detailed reviews. We monitor the results of QA reviews in all areas, and they are an integral part of our continuous process-improvement commitment

Our commitment to excellence is companywide—we believe that in order to achieve and sustain the highest levels of quality, security, and results for our clients, a Culture of Excellence must prevail throughout our organization and reflect in every interaction and transaction that we have with client personnel and stakeholders. We support our commitment to quality by three platforms of excellence:

- **Organizational excellence,** supported by a companywide management system, enables us to plan and execute high-value solutions for our clients while maintaining a rewarding culture to attract and retain top talent.
- **Process excellence** provides the rigor and discipline needed to execute flawlessly. Our robust process excellence system integrates repeatable, systematic methods with cutting-edge process management as well as improvement in tools and techniques.
- **Outcome excellence** ensures that all deliverables for clients are correct and secure throughout the development and application of controls and standards that serve as the foundation for all quality reviews.

HMS Systems Support Quality Measures

HMS employs sophisticated, integrated systems and applications to support high-quality results and generate high-quality deliverables. Our capabilities include the following features:

- We can track all work events and deliverables so the quality of services is measurable on several levels, including accuracy, timeliness, and completeness
- Workflow customization abilities include programming customized system edits, alerts, reference information, and alarms
- Oversight of process and quality review enables supervisors, the Management team, and the QA team to link to scanned support documents and databases as needed for verification review
- Direct access to Be Sure checklists and Quality Scorecards for each work product/deliverable allows rapid review and online updates, which we can immediately published for use by all Project team members

B.3.b.4 Risk Management

During the Implementation period of the DEAS project, HMS and the Department will develop and agree upon a Risk and Issue Management Plan. The plan will include procedural requirements for identifying risks, identifying issues, and using quantitative/qualitative methods to assess impact and develop mitigation steps for all identified items.

During operations (Periods 2, 3, and 4), team members will focus on managing the project input and output deliverables, guided by the QC methodology in place. We will monitor quality to certify the highest level of service. The Risk and Issue Management Plan will guide risk identification.

We seek to provide the Department with superior results that instill confidence in our service capabilities. Upon review of the requirements of the State's IFB, we have identified the following specific areas in which our QC processes add value, as our experience with other offerors has enabled us to plan for and mitigate the risks that the NYSHIP DEAS project might also encounter. We can provide the Department with the following QC features:

- Data integrity and system workflow:
  - We successfully use fully scalable technology to manage populations similar in size to that of NYSHIP, which ensures that we can accommodate NYSHIP's data.
  - Our technology offers secure transaction processing, reporting, and account history.
  - Our direct data feeds significantly increase efficiency, accuracy, and quality.
  - Dedicated application developers and software design specialists rapidly incorporate change requirements and test application processing in a model office environment.
  - Nightly data back-ups to remote servers safeguard the safety and security of our data.
  - An annual external Statement on Standards for Attestation Engagements (SSAE) 16 audit validates that our processes meet or exceed industry standards.
  - Strict internal change-control procedures guarantee that access to both application code and workflow management encounter revoke from all but senior Product Managers. We confirm the log, completion, and approval of system request forms before change modeling. Before full deployment of changes, full model office cycle testing occurs.
- Process management:
  - As a process management services company, we have more than three decades of experience in developing and managing outsourced operations for our clients. Proposed processes first undergo a Design and Testing period in which all inputs into the process undergo documentation before the attainment of sample files and reports.
  - We develop detailed specifications for all deliverables and establish timelines for the development, training, and deployment for match against the client's desired schedule. At each crucial period in the Audit cycle, we will consult the Department for input.

- Managing personnel and technical resources:
  - We believe that our employees are our greatest asset, and we have assembled a committed team dedicated to helping safeguard the information that NYSHIP and its Enrollees entrust to us.
  - Cross-training and redundancy among our team of Audit and Technology specialists mitigates any loss of key personnel (technical, operational, or otherwise).

B.3.b.5 Timeline Management

HMS recognizes that to manage the large-scale NYSHIP audits successfully, we must have an established Project Plan in place that identifies key project tasks, anticipated deliverables, and estimated durations to secure a seamless implementation. We have extensive experience in conducting eligibility audits for more than 1,000 public and private clients. This experience enables us to forecast time and resource requirements accurately. Our labor and time-estimating methods occur according to a three-point estimating approach in response to the federal government–accepted standard for project estimating, known as Program Evaluation and Review Technique (PERT).

PERT is a method used to measure and analyze the scheduled tasks to complete a project—specifically, the time required to complete each task—and identify the minimum amount of time needed to complete the total project. Developed to simplify the planning and scheduling of large and complex projects, PERT identifies the essential services that need to occur to complete a project. We use this method to help us set the critical path of the project lifecycle and determine the total number of resources needed as well as the estimated required time. Additionally, the Project Management team has flexibility in assigning additional corporate resources upon anticipation of critical deadlines or deliverables slippage.

B.3.b.6 Resource Management

To ensure that HMS meets the Department's needs, we will use a strategic workload management and allocation system that gives a project the size of the NYSHIP DEAS project the highest priority. We have procedures and resources in place to make certain that we maintain the required number of qualified team members, including the auditors and EVSs who staff our Call Center. We have the capacity to staff all of our Project Services teams sufficiently for our many contracts, and we will provide adequate resources to fulfill all project requirements and maintain an appropriate staffing level throughout each of the three Audit cycles and the duration of this contract.

B.3.c Transmission of Data

(1) A plan to test the transmission of data to/from the Department as outlined in Section IV.A.3.a of this IFB;

HMS has extensive experience in accepting, validating, and integrating client data into our AuditOS platform. Our time-rested protocols ensure the highest levels of transmission accuracy and security During the implementation process, those transmission protocols will be confirmed and tested prior to data being loaded to AuditOS. Compete details about our electronic data transfer are included in **Section B.4** of this proposal.

B.3.d Call Center

(2) Establishment and maintenance of a fully trained call center as outlined in Section IV.A.4 of this IFB;

HMS has a fully staffed and trained call center with experienced eligibility verification specialists ready to begin work on the NYSHIP audit immediately. Audits can be stressful for employees, and these specialists understand both the intricacies of dependent audits and the importance of being sensitive to employee concerns. Full details about our call center are provided in **Section B.5** of this proposal.

B.3.e Online Web Portal

(3) Establishment and maintenance of a secure online web portal as outlined in Section IV.A.5 of this IFB; and

AuditOS, HMS's proprietary, purpose-built web portal for dependent audits, has been used in hundreds of audits for employers of all sizes across the nation. The portal is specifically designed to make the audit experience as user-friendly as possible. A full description of our portal is included in Section B.6 of this proposal.

B.3.f Transmission of Data

(4) Development of Enrollee communications for review and approval by the Department as outlined in Section IV.A.7 of this IFB;

HMS has extensive experience in developing co-branded communications which are specific to the needs of each client. Our best practices communication templates will be reviewed with NYSHIP staff during the implementation phase and customized to meet your plan requirements and communication preferences. Further details about our employee communications are provided in Section B.8 of this proposal.

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B.4 Electronic Transfer of Data

HMS's data transmission resources are compatible with NYSHIP systems as described in the Department's Middleware File Transport Services (External) document. A key differentiator of our DEAS process is that we support our technology platform with AuditOS™, a custom-developed, proprietary technology system built and supported by internal IT resources. Many other vendors rely on manual processes to complete their dependent audits. We leverage our online environment to assist in automating much of the process. We offer our clients a powerful online web portal that supports the employer with real-time information about the results of the audit, supports the enrollee with online tools to assist him/her with completing the audit process, provides resources for the request of required documentation, and describes alternative benefit options for dependents of ineligible status. We describe the Web Portal we offer in proposal **Section B.6.**

HMS's proprietary system, AuditOS, houses all dependent and enrollee data in a secure database. We will provide web portals for enrollee and NYSHIP staff throughout the entire Audit project.

[redacted] Throughout this contract, we will immediately report any issues or discrepancies to the Department.

[redacted]

Throughout the audit, our dedicated Project Manager will work closely with the NYSHIP Project team to ensure that we appropriately coordinate the integration as well as all phases of the audit. We will provide customized reports to meet NYSHIP needs as described in IFB Section I. We anticipate that the Department will complete the following work steps to confirm a successful implementation:

- Submission of initial data file
- Data file review and approval
- Weekly updates review to identify the project timeline and milestones
- Termination reporting review/receipt processing
- End of audit review and termination processing

HMS will be responsible for any project-related costs in association with the following:

- System integration with the HR system used for NYSHIP
- System programming (i.e., development, design, coding, and testing) to load/process the information/images transmitted from and to the Department

[redacted]

[redacted]

We can work with nearly any file format. We would prefer to receive the data in a flat file, delimited format with enrollee and associated dependent references on separate lines within the data file. For any fields that contain a code, we require a legend to interpret the code properly.

Ideally, the file will contain, at a minimum, the data described in **Exhibit B4-1.**

Exhibit B4-1 ▶ [redacted]

[redacted]

HMS is fully capable of using the protocols and processes defined in the NYSHIP Middleware File Transport Service (External) specification for both inbound and outbound data transmissions.

B.4.a Receiving and Transmitting Data

a. Describe your capabilities for receiving and transmitting data in a secure environment and on a schedule mutually agreed upon by the Offeror and the Department;

We use ShareFile®, a secure, Health Insurance Portability and Accountability Act (HIPAA)-compliant third-party service, for data transmissions. ShareFile provides an easy-to-use web interface (SSL-encrypted) as well as FTP and secure FTP services for file transfer and receipt. HMS also supports Pretty Good Privacy program encryption either as a standalone encryption method for use in transferring data over unsecured connections or in conjunction with ShareFile or any other client-specified services. In any instance that favors the Department, we affirm that we will receive this data in a secure and electronic format on a mutually agreed-upon schedule.

B.4.b Health Insurance Portability and Accountability Act Information Security Management

b. Complete Appendix C, Attachment 2, Part 1D to describe the HIPAA compliant level of security to be used to protect the confidentiality of Enrollee/Dependent information, including access controls, audit controls; working procedures for handling printed materials, method of disposal of media and paper, user account management and physical security; and

We have certification under the Health Information Trust Alliance (HITRUST) CSF, which provides a prescriptive framework for complying with security requirements that affect the healthcare industry, including those of HIPAA, ISO, and National Institute of Standards and Technology (NIST). Developed by security professionals in the healthcare industry, the HITRUST CSF integrates a diverse set of control requirements by eliminating inconsistent and duplicate requirements among various compliance frameworks. Section B.4.d below describes where in our proposal we provide our response to the IFB requirement per Appendix C, Attachment 2.

As an industry leader in the healthcare information services field, HMS recognizes our clients' need for the highest level of data/system integrity and security. We offer full protection against physical damage and prevent unauthorized access to data and systems through use of a multilevel security system.

We modify our approach as necessary to meet or exceed all applicable State and federal statutes concerning data security and confidentiality, including any client-specific requirements pertaining to data security in general and patient/clinical data in particular.

Our comprehensive Data Security program includes data management and storage procedures that safeguard all information in whatever format we receive it (i.e., electronic transmission, tape, cartridge, CD, or hard copy). When we receive NYSHIP data, we will identify, log, and route it to the access-controlled library appropriate for the data's storage medium. Our team members will access this data only for processing activities under the contract and only through an access-controlled data interface.

To safeguard data privacy and security, HIPAA specifies administrative procedures, physical safeguards, technical-security services and mechanisms, management controls, training, and mandatory documentation that each covered entity must have and/or provide. We continually ensure that our contract work complies with HIPAA and ARRA standards concerning transfer of data, billing-submission and -remittance formats (e.g., health identifiers), data confidentiality, and other requirements. We have established a Security Review Committee, an internal team that reviews and audits our compliance with security, ARRA, and HIPAA policies and procedures. Chaired by our CCO and CSO, this committee includes senior technical managers and representatives from each business area. Under the leadership of our CSO, we fully comply with the HIPAA Security Rule. Upon request, we will provide for review a copy of our HIPAA security policies and procedures.

We comply with all HIPAA regulations concerning the electronic transfer of covered transactions, privacy, and security. Our internal Security Review Committee reviews and audits our compliance with security and HIPAA policies and procedures.

HMS specifically affirms the following:

- We understand that the term PHI is synonymous with ePHI.
- We have stringent processes in place to safeguard the PHI we receive from the State or create on its behalf.
- We execute BAAs with all clients and vendors.
- We implement policies to safeguard PHI further in all of our office locations. Any visitor who might have incidental access to confidential health information (e.g., employees from cleaning companies, photocopier repair services, and refreshment suppliers that support HMS offices) must sign a Confidentiality Agreement with us.
- All our employees undergo extensive background checks prior to joining our team.
- We provide written privacy policies and procedures as well as associated employee training, and we document the successful completion of such training. All new employees, contractors, and third parties (when allowable by contract) must receive this training before they can work with PHI.
- We control our physical environment with badge-entry systems that allow us to grant access to only the areas of our buildings relevant to each employee's position. We review the physical security of our offices and make ongoing security improvements when appropriate.
- We do not outsource any component of our Information Security program.

In addition, individual workstations used by Call Center associates and auditors have restricted capabilities. These workstations cannot print, send external email, or view external websites.

B.4.b.1 Handling of Sensitive Information

All methods for submitting verification documentation to HMS are safe and secure. We vigorously guard the confidentiality of the data we obtain and process when performing our services. We maintain the security and confidentiality of all project-related data, files, and records in accordance with State, federal, and agency requirements, including those of the following:

- HIPAA Security Rule
- Computer Security Act of 1987
- Privacy Act of 1974, Public Law 93-579 (4 USC 552a)
- HITECH provisions of ARRA in Title XIII

Our HIPAA security-compliance methodology goes beyond the requirements of the HIPAA Security Rule—it is a roadmap to safeguard not just ePHI but all HMS information assets. The domains defined in the ISO 17799 and BS 7799 security standards as well as the COBIT security frameworks have influenced our methodology.

We comply with all HIPAA regulations concerning the electronic transfer of covered transactions, privacy, and security. Our Security Review Committee, chaired by our CCO and CSO, reviews and audits our compliance with security and HIPAA policies and procedures.

Additionally, our Project team members understand privacy and confidentiality laws, comprehend and adhere to the requirements of the contractual relationships we have with our clients, and follow all applicable State and federal laws, without exception.

B.4.c Ability to Image Enrollee Documentation

c. Describe your ability to image Enrollee documentation in a standard format (i.e. Multi- Page TIFF) and transmit an indexed file to the Department.

HMS will receive and securely house documentation evidencing compliance with the requirements set forth in the State's eligibility policy. We will receive all documentation submitted by fax and upload it in a digital format. We will provide these imaged documents back to the Department at the end of the audit in an indexed PDF format on a password-protected disc.

We will scan and securely store all verification documentation in an electronic format as soon as we receive it. We will also associate all imaged verification documentation with the correct participant record. Our system is secure and HIPAA compliant to ensure that we maintain the integrity of client data. A state-of-the-art firewall, segmented computer network, as well as stringent password policies fully protect our system from malicious external attacks. We store all physical data back-ups offsite with Iron Mountain®, the country's premier secure data storage company. If a file needs restoration, we can access the tapes within two hours and begin the process. To provide additional protection, we encrypt all back-up volumes that we send offsite.

B.4.d Appendix C

Complete Appendix C, Attachment 2, Part 1D to describe the HIPAA compliant level of security to be used to protect the confidentiality of Enrollee/Dependent information, including access controls, audit controls; working procedures for handling printed materials, method of disposal of media and paper, user account management and physical security;

Per IFB requirements, HMS has completed Appendix C, Attachment 2, Part 1D. It is included behind the tab entitled "**Other Required Document**s."

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B.5 Call Center Services

A successful DEAS project for the Department will rely on a positive experience for each NYSHIP enrollee. Throughout the Amnesty and Verification periods, enrollees may contact HMS through multiple channels, including a custom Enrollee Web Portal with email capabilities, a customized mobile AuditOS website, a dedicated toll-free telephone number, toll-free fax machines, and/or U.S. mail. In addition, we will provide onsite visits for the top 10% of public employers (by size) to speak face-to-face with management, accept eligibility documents, and answer any questions their enrollees may have. It is a high priority for us to handle all communications promptly, efficiently, and professionally.

We have a Call Center located in Irving, TX, exclusively handling calls related to DEAs. The Irving Call Center will be the primary center for this project, but overflow during high call volumes and escalations to management will happen between offices to provide low call-abandonment rates, fast call answering, and accurate resolution to complex, customer-service issues on a timely basis.

B.5.a Call Center Operations

a. Describe the call center operations that will be used for the project. Include a description of the technology that will be used including sample IVR scripts that will be used to route calls or permit self-service by callers. Describe how the call center will handle peak call volumes (for example, right after a letter is mailed). Describe the training call center staff will receive, including HIPAA training. Explain the process call center staff will use to provide responses to Enrollee questions and what procedures will be used to escalate difficult or complex calls;

HMS will provide toll-free telephone numbers (with Text Telephone) dedicated to the NYSHIP audit available from 8:00 a.m. to 11:00 p.m. ET for enrollees. At the conclusion of the Audit period, the Department may take complete control and ownership of these toll-free numbers. There will be no additional cost to the Department to obtain full ownership rights to the telephone numbers or for the transition process.

[redacted]

[redacted]

[redacted]

B.5.a.1 Telephone System Technology

[redacted] This exceeds today's most stringent enterprise IT requirements and is just one example of our best-in-class call center–management tools.

It is very unlikely that callers will receive a busy signal because we can simultaneously handle 144 calls (nearly 3,000 calls per hour). We are confident our system has the capacity to handle the expected volume for the Department's DEAS project.

B.5.a.2 Call Center

Unlike some offerors, HMS solely dedicates a Call Center to our DEA business. Our EVSs are not generalists in a shared corporate center who handle calls for multiple lines of business; therefore, they do not use scripts unless specifically requested by a client. Instead, we staff our Call Center with highly experienced representatives who receive specific training on the details of each client's unique audit requirements and who exclusively respond to DEA calls.

We are experts in dealing with callers with limited English proficiency and have bilingual representatives available as well as a language line to handle more than 200 different languages. Our EVSs receive training to provide answers to questions related to the audit, ease member anxieties, and provide direction, as required, for the successful completion of the program. They focus first on call resolution and internally elevate calls when necessary; they will not forward calls to the Department. Call queues enable call transfers without interruption.

When a caller has a situation that requires internal escalation from an EVS to a supervisor or manager, our personnel escalate the call in real-time to enhance the enrollee experience and resolve questions during the initial call. The rigorous and professional training of all EVSs ensures that only highly prepared and certified specialists handle calls for any account. Our careful training enables us to achieve industry-leading results and superior customer satisfaction

B.5.a.3 Peak Call Volumes

Based on our significant experience in conducting DEAS initiatives since 2004, we can accurately predict call volumes for large projects. We stagger our various projects so that peak call volumes occur on different days for different projects. [redacted]

B.5.a.4 Call Resolution

[redacted]

B.5.a.5 Call Center Metrics

HMS actively measures Call Center performance to certify a positive experience for all the enrollees who reach out for assistance.

The following are a sampling of the metrics we review on daily and weekly bases to confirm a consistent enrollee experience:

- Daily:
  - Call volume
  - Calls resolved in the IVR
  - Average time in IVR
  - Average response time
  - Average abandonment percentage
  - Average hold time
  - Average talk time
- Weekly—includes daily metrics plus:
  - Average call quality
  - Service level
  - Call interval
  - Accuracy

In addition, we monitor activities associated with processing inbound mail, auditing, and communications, such as:

- Inbound volume for mail, upload, and fax
- Cycle time for inbound document assignment
- Cycle time for Level 1 processing
- Cycle time for Level 2 processing
- Cycle time for audit to enrollee-communication generation
- Cycle time for escalation resolution
- Cycle time for email response

B.5.a.6 Call Center Training

Our EVSs must pass a thorough background screening prior to receiving an employment offer. Once hired, they receive extensive training to address general eligibility verification questions as well as elements specific to each client's audit prior to taking any calls from enrollees. Carefully taking these steps helps ensure that our EVSs have the demeanor and information necessary to provide the best possible experience during what might be a stressful time for enrollees.

New Employee Training

Proper training is essential to providing an excellent experience for our clients as well as preparing a successful EVS. At the time of hire, our EVSs receive formal training that includes classroom instruction and side-by-side coaching. During this time, new EVSs focus on understanding:

- Health Insurance Portability and Accountability Act (HIPAA), ethics, security, and compliance
- HMS's culture and procedures
- Schedule adherence, building of customer relationships, call-handling best practices, and call-etiquette excellence
- How to use HMS software/hardware
- Details of a DEAS program
- How to use AuditOS
- General benefit eligibility guidelines and best practices

At the conclusion of the first phase of training, each new EVS undergoes assessment to determine if he/she is ready to move to the next phase. The next phase of training allows the new EVS to collaborate, role-play, and observe side-by-side with a tenured EVS. The experienced associate works with the Training Department and the hiring manager to complete a host of assessments that identify when the new EVS is ready to work independently. Once this occurs, the new EVS receives coaching and feedback regarding the quality of his/her performance on a daily basis from the EVS's direct supervisor and on a weekly basis from the Training and Quality Development team.

Ongoing Training Efforts

On an ongoing basis, EVSs receive training on a host of topics—including new and changing aspects of the DEA industry, client updates, and soft-skill training targeted to their individual development needs. We facilitate ongoing training via classroom, one-on-one, and email activities. A series of quizzes, silent-monitoring calls, professional-development enhancement, and weekly Team Update meetings follow each training topic. Each EVS receives an average of three and a half hours of ongoing training coupled with two hours of quality development–focused coaching each month. AuditOS extensively supports our Call Center associates and allows each associate to access all necessary information quickly to handle all calls efficiently and with accuracy.

We closely monitor our EVSs to confirm accuracy and professionalism, and we record all telephone calls for continuous improvement. Our QA team works with all associates to certify proper call handling and audit processing. Additionally, our team leads provide coaching and feedback on a weekly one-on-one basis with each associate. We manage our Call Center using a high associate-to-lead ratio for effective management. The rigorous and professional training of all EVSs ensures that only highly prepared and certified agents handle calls for any account. This enables HMS to achieve industry-leading results and superior customer satisfaction.

The QA team holds periodic training meetings to address topics of general interest on soft skills, call control, and such topics as Qualified Medical Child Support Orders and legal guardianship. Our dedicated Call Centers only handle questions related to DEAs, and we staff them with specialists. They are not general centers accepting calls for multiple topics or services. **Having a fully dedicated DEA Call Center available to the Department ensures that we will answer all questions thoroughly, consistently, and correctly.**

Client-Specific Training

At the beginning of each new audit, the QA team develops client-specific training material to use in EVS training and makes that material easily accessible in our online help system. In addition, we provide EVSs with checklists of required information to cover in each audit-related call and, when necessary, scripts to use when dealing with particular issues. Scripting is available when specifically requested by a client.

When a NYSHIP enrollee calls, our EVSs will be familiar with the unique attributes of the Audit project. When a caller enters his/her unique audit identification number, AuditOS will bring up that person's information so the EVS answering the call will know the identity and location of the caller in preparation for immediate assistance with connection of the call. Because this can be an anxious time for some, these subtle elements within our process reduce stress and make the audit smoother for all participants.

It is important to note that every member of our proposed Project team will:

- Understand privacy and confidentiality, including HIPAA regulations as they relate to the eligibility verification process
- Comprehend and adhere to the requirements of the contractual relationship with the enrollee
- Follow applicable State and federal laws, without exception
- Understand the responsibilities of his/her position related to the eligibility verification services we propose to deliver
- Be knowledgeable regarding the relevant elements (e.g., dependent eligibility rules) of the enrollee's benefit plan

Health Insurance Portability and Accountability Act Compliance Training

HMS has implemented, and currently maintains, our services to meet standards mandated by the HIPAA Privacy Rule. Our HIPAA security–compliance methodology goes beyond the requirements of the HIPAA Security Rule; it serves as a roadmap to safeguard not just electronic Protected Health Information (ePHI) but HMS information assets as a whole. The domains defined in the International Organization for Standardization 17799 and British Standards 7799 security standards as well as the Control Objectives for Information and Related Technology security frameworks have influenced this methodology.

The Health Information Technology for Economic and Clinical Health (HITECH) Act, enacted on February 17, 2009, as part of the American Recovery and Reinvestment Act (ARRA), was created to stimulate the adoption of Electronic Health Records and supporting technology in the United States. We have adopted HITECH to ensure that our handling of all issues relating to PHI complies with the HIPAA Privacy Rule as well as the HIPAA provisions of ARRA. All our employees, consultants, and business associates must participate in appropriate training on policies and procedures and fully comply with these requirements in the performance of their duties.

Mandatory Compliance Training

We dedicate a Corporate Compliance program to maintaining the highest ethical and compliance standards in providing services to our clients. We have developed compliance guidance, including specific policies and procedures, over the years to provide specific information regarding the business conduct and practices expected of all our employees and business affiliates. All our employees must undergo corporate compliance training upon engagement and once each year. This ongoing training, assessed by quizzes and tests, works to demonstrate each employee's mastery of our compliance requirements and commitment to maintaining sufficient knowledge and awareness of our Corporate Compliance program policies and procedures.

B.5.a.7 United States–Based Services

Per the requirements of the Department's Invitation for Bid, we perform all services relating to all of our audits in the United States. The locations of all employees assigned to work on our DEAS projects and the secured facilities in which they work are also within the United States. We do not offer an overseas model as an option, unlike some of other offerors. We feel that refraining from outsourcing our Call Center activities, document processing, and document storage from outside the United States provides better security for our clients. In addition, it is easier to provide outstanding customer service and faster resolution of issues with our operations under one roof.

B.5.b Call Center Location

b. Where will the call center be located? During what hours will call center representatives be available to take calls from Enrollees? Will the toll free service have after hour's features? If so, describe the features. Describe the system capabilities and how the system will help call center staff address Enrollee inquiries and document calls and resolutions; and

HMS has Call Centers located in Irving, TX, and Las Vegas, NV, exclusively handling calls related to DEAs. The Irving Call Center will be the primary center for this project, but overflow and backup during high call volumes and escalations to management will happen between offices to provide low call-abandonment rates, fast call answering, and accurate resolution to complex, customer-service issues on a timely basis.

Our Call Centers for enrollees will operate from 8:00 a.m. to 11:00 p.m. ET, Monday through Friday, except for business holidays observed by the State. Also, 24/7/356 access to a custom IVR system will be available through the same toll-free line and will provide the status for each enrollee.

[redacted]

[redacted]

B.5.c Back-Up Call Center

c. What provisions will be in place if the call center system is not operational during the required time? For example, do you have a back-up call center where calls will be routed, an upfront message directing the Enrollee to call back, or an answering machine to take messages?

[redacted] We selected both of these companies for their excellent reputations, rigorous security standards, and proximity to our operations headquarters in Irving, TX. Our Irving headquarters serves as the main operational Call Center Support Center.

We employ an IVR solution that allows enrollees to hear their updated statuses using their unique reference numbers or to route their calls quickly to an agent who can effectively assist them. The IVR system provides after-hours support and provides updated status 24/7 throughout the audit.

Our fax system and web portals are also available to enrollees 24/7 throughout the audit. Both systems enable enrollees to complete certification and/or submit documentation as well as check their audit statuses at their convenience.

[redacted]

B.5.d Call Tracking and Reports

HMS tracks Call Center activity and volume. Real-time statistics on call volume for a project is one of the many pieces of data accessible 24/7 through the Administrative Web Portal. **Exhibit B5-1** is an example of one of the reports we provide that can include customer service statistics, such as number of calls, response time, and cases.

Exhibit B5-1 ▶ *Sample Customer Service Contact Center Statistics*

Call Center Stats

Call Stats	
Calls Offered	187016
Service Level %	93%
Service Level Goal	87%
Average Answer Time	0:00:24
Average Answer Goal	0:00:45
Average ACD Treatment Time	0:03:03
Avg ACD TT Goal	0:03:00
% Calls Not Answered	1%
Spanish Calls	40580
IVR Stats	
% IVR Avoided	34%
% IVR Avoided Goal	22%
Calls Presented to IVR	257844
Calls Terminated in IVR	76842
[illegible]	[illegible]
Average Time in IVR	0:01:39
Holds	
% Calls Held	5%
Average Hold Time	0:00:43
Issue Status	
Total	2088
Open	15
Pending	4
Resolved	2069

We will record all telephone calls for continuous improvement and make them accessible to the Project team. A summary of each call will be available if requested by the Department. As we receive calls, we will track and time-stamp them within the AuditOS database for easy recall. We strive for transparency and QA at every corner, and our Call Center customer service is no exception.

Our QA team reviews calls handled by each associate on a weekly basis. We grade and review calls with the Call Center associate on a biweekly basis. All agents must maintain a certain level of quality to be part of the HMS team. We can provide monthly call-quality results that summarize overall average scores.

B.5.e Call Center Responsiveness and Call-Abandonment Rate

HMS will review metrics on Call Center responsiveness and call-abandonment rate throughout the day, enabling us to assign the necessary resources to meet target goals. We directly pull reports on these metrics from our ShoreTel system for analysis and action **(Exhibit B5-2)**.

Exhibit B5-2 ▸ Call Center Responsiveness and Call-Abandonment Rate Reports

10/25/2012 **Contact Center Reports** 13:46

1.2 Group By Date Report

Date From : [redacted] **Date To :** [redacted]
Time From : **Time To :**
Group Name :
Requested By :

Date	ACD calls offered	ACD calls abandoned	Avg wait time before answered (hh:mm:ss)	[redacted]
Group Name		State of MN		
05/28/2012	0	0	0:00:00	
05/29/2012	537	26	0:00:41	
05/30/2012	416	11	0:00:23	
05/31/2012	339	5	0:00:14	
Group Total	**14016**	**585**	**0:00:43**	
Total:	**14016**	**585**	**0:00:43**	

Call Abandonment Measures

Call Responsivenes s Measure

B.6 Secure Online Web Portal

We offer our clients a powerful online web portal that supports both the Department with real-time information about the results of the audit, and the employees/retirees with online tools to assist them with completing the audit process, resources to request required documentation, and describes alternative benefit options for dependents that are determined deemed ineligible.

Employee Web Portal

HMS has designed our entire process to minimize frustration for participants. We want a user-friendly process for State plan participants.

Plan participants can access real-time DEA information, submit documents, and obtain status updates through our secure, AuditOS-supported Employee Web Portal. This integrated portal is available 24/7 and provides:

- An overview of the Audit program
- The definition of an eligible dependent
- The required documentation by dependent type
- An extensive list of FAQs
- Tools and resources to aid Enrollees in obtaining required documents that may not be in their possession and links to other insurance information, including international documents
- An option to switch to paperless communications if desired
- A toggle switch to change the text in the portal from English to Spanish
- The ability to enter an e-mail address that will allow them to receive an e-mail alert when certain key status changes occur according to their submission and processing of their documentation
- A secure document upload feature to supply the required information for the audit electronically; the document upload capability allows Enrollees to upload the required documents and receive a faster confirmation of compliance closing the audit loop for Enrollees and quickly completing their process
- The current status of dependents (i.e., verified or unverified) during the audit process
- Soft-Landing resources to help employee that lose their dependent coverage find other coverage through the Health Insurance Exchanges or other avenues (Call Center also provides this assistance)

For each submission by the employee, HMS will send a follow-up response. If the employee is in full compliance, a Confirmation Postcard will go out to close the loop. For incomplete submissions, a customized Response Letter will go out. This letter will highlight the area(s) of noncompliance and request that the individual provide additional information. For Enrollees that elect to remove one or more dependents, we will send a Termination Confirmation Letter. Additionally HMS will communicate the parameters of the appeals process to Enrollees that fall into this category.

AuditOS Web Portal Details

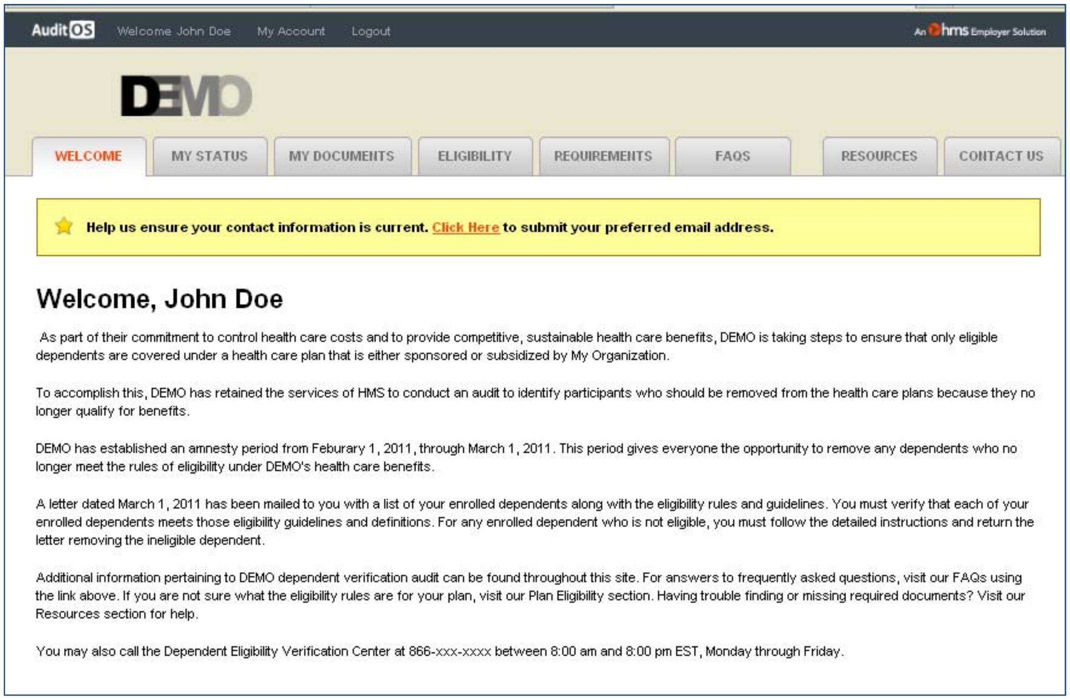
The Employee Web Portal includes the following navigation tabs that are available for Enrollees throughout the audit:

- **WELCOME.** This page informs the user about the audit. This page will be co-branded with the NYSHIP logo (in the spot that says DEMO) and customized to fit the State's needs. The page typically mirrors the introductory Verification Letter.
- **MY STATUS.** Employees/retirees may check the status of each dependent throughout the audit by clicking the "My Status" tab.
- **MY DOCUMENTS.** Members can upload documents and retrieve copies of their audit communications from this page.
- **ELIGIBILITY.** Members can easily review eligibility rules and requirements for dependents via this tab.
- **REQUIREMENTS.** On this page, employees/retirees can view the documentation required to complete the audit by dependent type.
- **FAQS.** Employees/retirees can view FAQs on this page.
- **RESOURCES.** This page assists participants in obtaining copies of the documentation necessary to complete the audit, including birth certificates, marriage licenses, and tax returns. It provides comprehensive information on a state-by-state basis. Users can also find links to other insurance coverage sources here.
- **CONTACT US.** This page allows employees/retirees to contact HMS through the portal.

We provide screenshots of the Employee Web Portal in **Exhibits B6-1 through B6-7**.

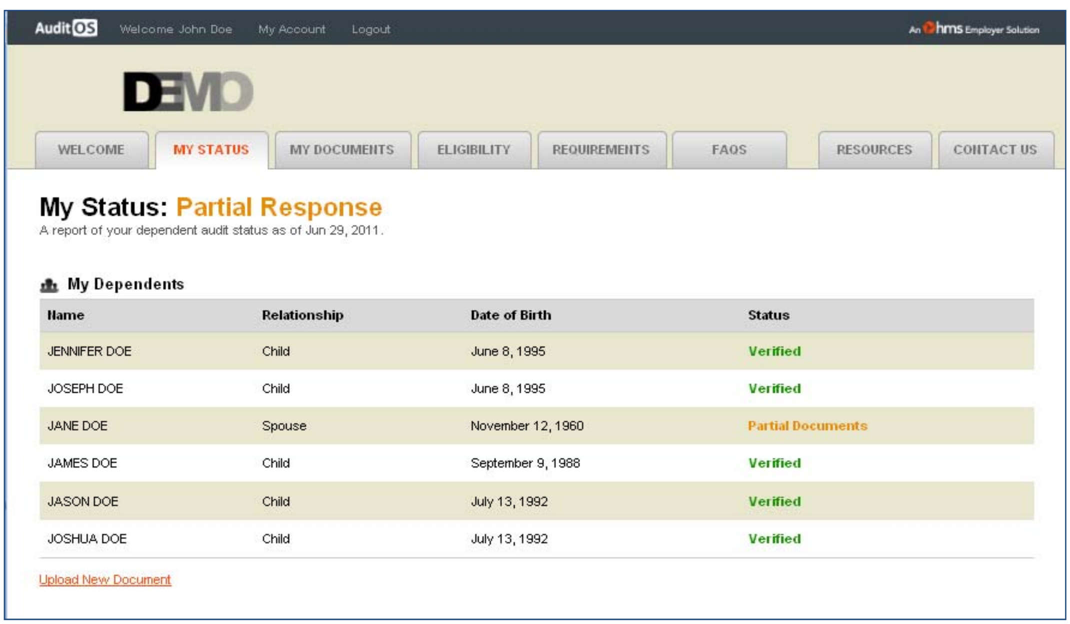
The Welcome page informs Enrollees about the audit. See **Exhibit B6-1.**

Exhibit B6-1 ▶ *AuditOS™ Employee Web Portal Screenshots: Welcome Page*



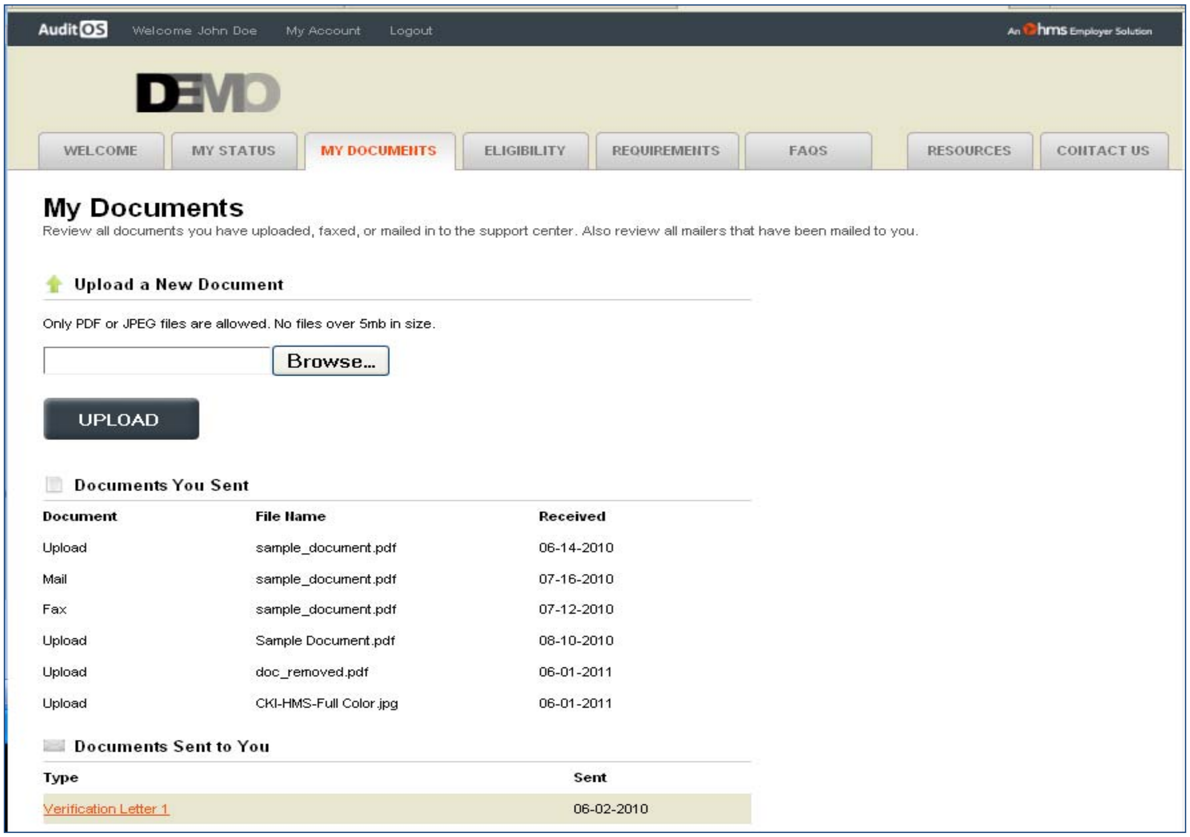
Enrollees can check their dependent-verification status during the audit. See **Exhibit B6-2.**

Exhibit B6-2 ▶ *AuditOS™ Employee Web Portal Screenshots: My Status*



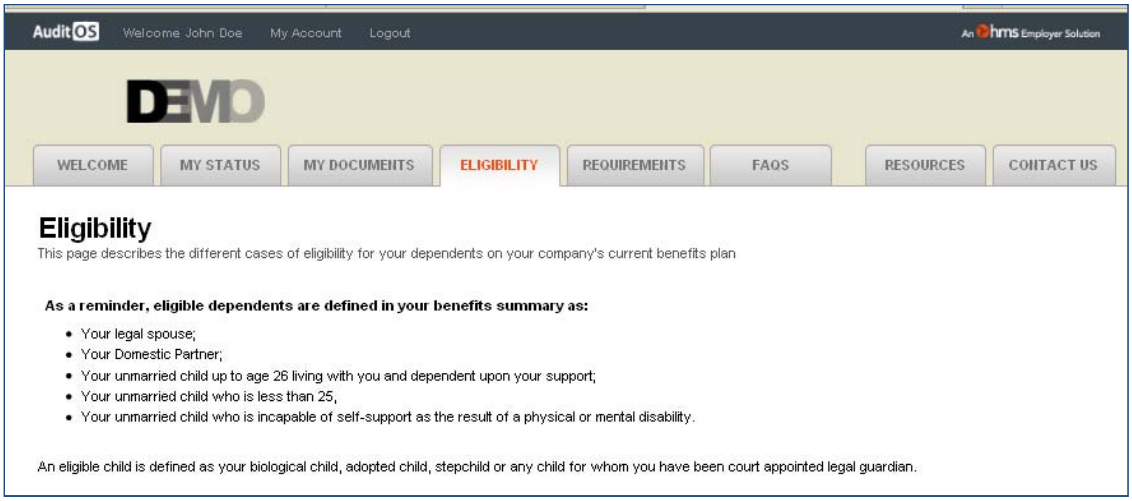
Enrollees can upload documents or review the documents already uploaded. They can also retrieve copies of their Audit Letters from this page. See **Exhibit B6-3.**

Exhibit B6-3 ▶ *AuditOS™ Employee Web Portal Screenshots: My Documents*



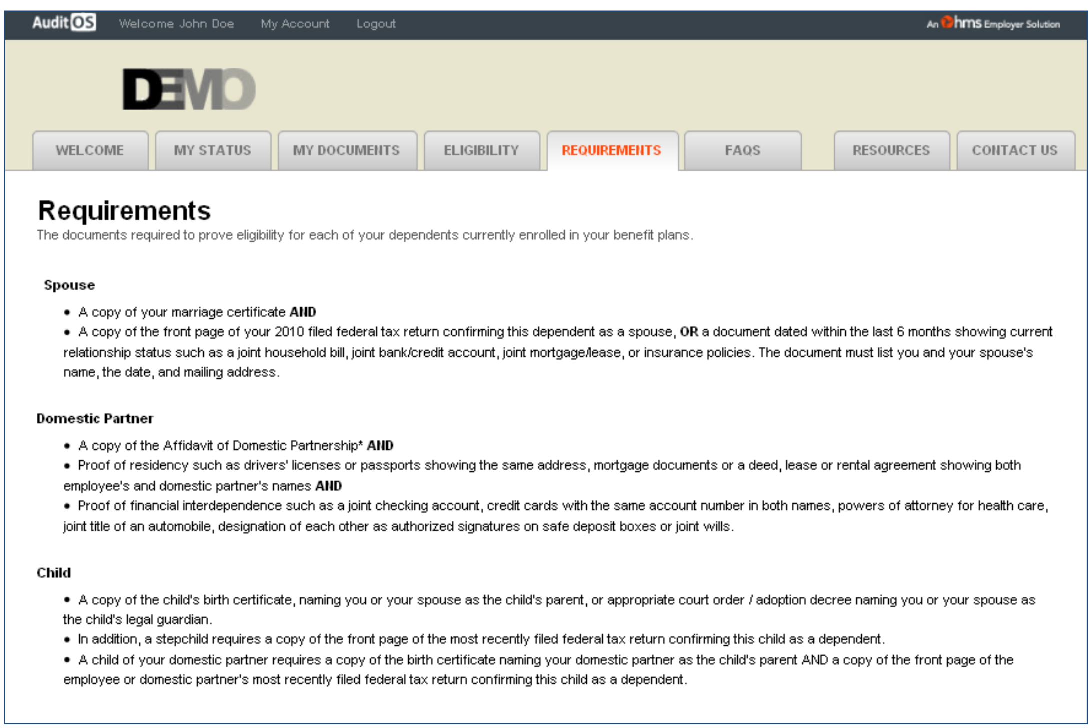
Enrollees can easily review eligibility rules and requirements found in the Summary Plan Descriptions. See **Exhibit B6-4.**

Exhibit B6-4 ▶ *AuditOS™ Employee Web Portal Screenshots: Eligibility*



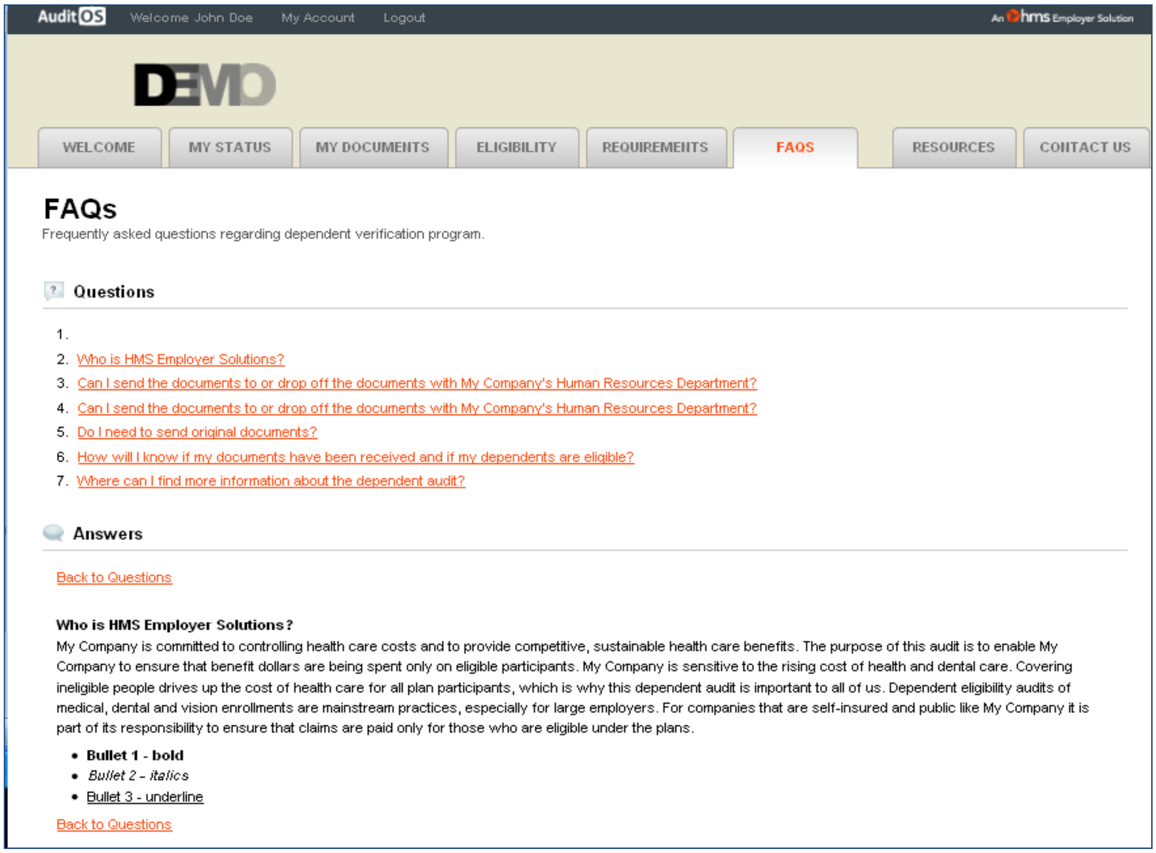
Enrollees can view the necessary documentation per dependent type. See **Exhibit B6-5.**

Exhibit B6-5 ▶ *AuditOS™ Employee Web Portal Screenshots: Welcome Page*



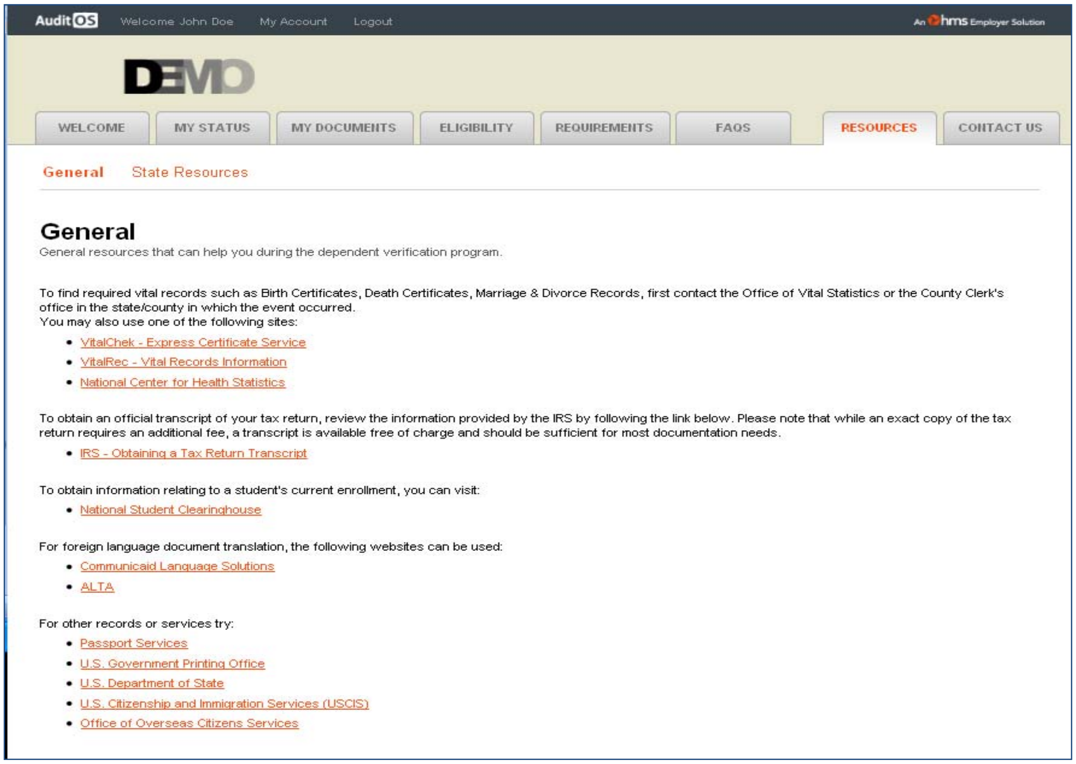
The FAQ page provides answers to frequently asked questions – this information is customizable by NYSHIP. See **Exhibit B6-6.**

Exhibit B6-6 ▶ *AuditOS™ Employee Web Portal Screenshots: FAQs*



The Resources page helps Enrollees locate difficult-to-find documentation necessary to complete the audit. See **Exhibit B6-7.**

Exhibit B6-7 ▶ *AuditOS™ Employee Web Portal Screenshots: Resources*



Mobile AuditOS Website

Information that is readily available, along with the ability to access and interface with online applications without a dedicated computer, is becoming increasingly important. HMS provides a mobile solution to assist the State's participants in the completion of the audit process. This functionality is especially valuable to those who do not have ready access to a scanner or fax machine for electronic transmission of verification documents.

Members with access to a smartphone or tablet will be able to use a mobile version of our AuditOS portal to view basic status information and, more importantly, capture digital images of verification documents and upload them securely to the audit platform. The functionality is not an "App" in the true sense of the word; there is no installation on the participant's phone or tablet. The unique password provided to the participant at the onset of the DEA process will ensure confidentiality of information, even if the participant is using a device that belongs to another individual. After uploading a document, the participant can instantly verify the correct upload of the document its link to the correct account.

B.6.a Web-Based Portal Demo Access

a. Provide a test ID for a sample secure online web portal so that the Department may view its functionality;

The [redacted] that HMS provides to both the Administrative team and the employee population are unique to HMS and have been integral in our successful partnership with eight different state employee health plans. These powerful resources also play a large part in our ability to help the vast majority of Enrollees complete the entire exercise in a single attempt, again leading to higher overall participation rates and minimal employee disruption.

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

B.6.b Document Process

b. Describe the process Enrollees will follow to submit and confirm submission of eligibility;

Your Enrollees' responses throughout the program will route to HMS for tracking and processing. The employee can provide their response as follows:

- Secure toll-free fax number
- Secure document upload via employee web portal
- Secure camera phone picture upload
- Via the US Mail (courtesy envelope provided)

Verification documents can vary from client to client based on the plan's eligibility definitions, but some of the more common (best practice) documents requested are:

- Marriage Certificate with supporting document validating marriage is still current (i.e. household bill within 60 days, bank statement, current tax-return, etc. with financial info redacted)
- Domestic Partner paperwork in where required by the state
- Birth Certificate
- Stepchild (birth certificate must match name of at least one parent on marriage certificate)
- Legal Guardianship Paperwork
- Legal Adoption Paperwork
- Appropriate Affidavits

HMS will scan and retain all documents that come in for rapid retrieval and documentation purposes.

[redacted]

B.6.c Web Portal Communication Function

c. What options will you provide to allow Enrollees to send/receive answers to questions through the secure online web portal (via secure e-mail, a chat function, or both)? Describe the chat function, if offered; and

HMS provides the ability for NYSHIP Enrollees to communicate via secure e-mail. The custom employee website houses this functionality. HMS does not support chat functionality at this time.

B.6.d Management Reports

d. Provide samples of the management reports that will be available for the Department to generate from the secure online web portal. Provide a test ID and URL for a sample secure online web portal so that the Department may view the reporting capabilities.

[redacted] Custom and ad hoc reports are available upon request and at no additional cost. **We can easily set up a live demonstration of our customized web portals at your request.**

- [redacted]

HMS will provide reports that measure the efficiency, effectiveness, and adherence to the timeline of the Dependent Eligibility Audit. Reporting frequency and data content will retain agreement by HMS and the Department and will meet the requirements set forth in the IFB. At a minimum, the reports will include:

- [redacted]

Screenshots of this Administrative Web Portal are shown in **Exhibits B6-8 through B6-13.** We have created a set of robust standard reports, listed below, that provide most customers with the information that they need to track their audit's progress.

Administrative personnel have real-time statistics available categorized by Member Status, Dependent Status, ROI, and Demographics. See **Exhibit B6-8.**

Exhibit B6-8 ▶ *Graphic Exhibit Quick Table: Overview*

[redacted]

Statistics can be further granulized to show status details by dependent type. See **Exhibit B6-9.**

Exhibit B6-9 ▶ *AuditOS Administrative Web Portal Screenshots: Statistics*

[redacted]

NYSHIP can easily see the number of terminations to date as well as the type of relationships that the terminated dependent had with the member. See **Exhibit B6-10.**

Exhibit B6-10 ▶ *AuditOS Administrative Web Portal Screenshots: Terminations*

[redacted]

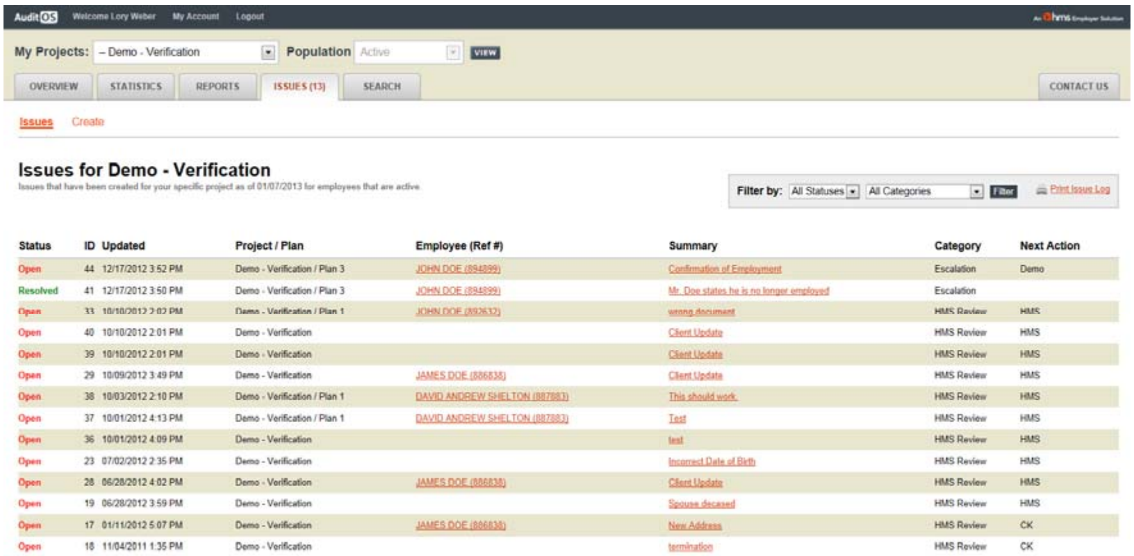
NYSHIP can view ad hoc reports, milestones when communications were sent, period closings, and more. See **Exhibit B6-11.**

Exhibit B6-11 ▶ *AuditOS Administrative Web Portal Screenshots: Reports and MIlestones*

[redacted]

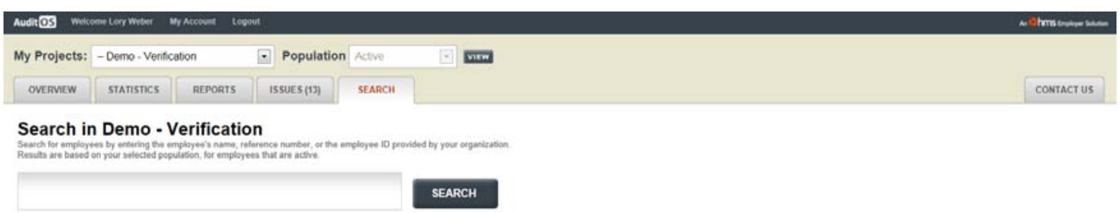
The Issues log can track any important issues from creation to resolution and will contain only data applicable to the individual who has logged on. See **Exhibit B6-12.**

Exhibit B6-12 ▶ *AuditOS Administrative Web Portal Screenshots: Issues*



The member search screen feature is used to view details and verification status for any member. See **Exhibit B6-13.**

Exhibit B6-13 ▶ *AuditOS Administrative Web Portal Screenshots: Search*



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B.7 Amnesty Period, Eligibility Verification Period, and Appeal and Reinstatement Period(s)

B.7.a HMS's Approach

HMS specializes in verifying the eligibility of enrolled dependents, delivering these services to more than 800 private and public self-insured employers of all sizes, including Fortune 500 companies, mid-sized corporations, unions, school districts, hospitals, health plans, and state health benefit plans.

We offer an integrated suite of services that provide both initial and ongoing savings. Our primary focus is on helping employers manage healthcare costs by identifying ineligible dependents on their healthcare plans. We have earned the trust and respect of many clients, including as General Motors, NCR, The Hartford, Dignity Health, Charter Communications, Ascension Health, Albertson's, Dunn & Bradstreet, and others that continue to use our dependent verification services.

As a trusted partner to hundreds of employers in both the private and government sectors, we offer the infrastructure, experience, and capabilities of a large, stable company to:

- Deliver a high-quality Enrollee experience in terms of service, responsiveness, and sensitivity
- Offer employers and Enrollees powerful and industry-leading web portals that are accessible 24/7
- Customize all information in accordance with NYSHIP specifications
- Create communications containing NYSHIP's unique footprint—from branded emails to a custom website
- Ensure the integrity and privacy of employer and Enrollee data
- Provide expert consultation on healthcare regulations and operational issues
- Provide an Enrollees-centric audit model to ensure that Enrollees receive education and resources through a single source to alleviate challenges that they might have in complying with the audit request

HMS has conducted eligibility audits for more than **3 million** dependents. We understand the importance of conducting these audits with utmost respect for and sensitivity toward individual Enrollees and believe that our process can assist NYSHIP in enhancing Enrollees relationships and maintaining competitive health benefits plans.

B.7.b Implementation Timeline

Our DEAS timeline is adjustable to meet NYSHIP's needs and objectives. However, a proper DEAS requires an appropriate allotment of time to enable effective communication and to give NYSHIP's covered Enrollees adequate time to locate and submit the required documentation. A rushed process will heighten the number of disgruntled Enrollees, generate a higher nonresponse rate, and likely force a number of dependents who are actually eligible for coverage off the plans, creating a high number of appeals and escalations. The following outlines our audit timeline recommendation for NYSHIP and the DEAS process flow:

- Planning period: 60 days
- Amnesty period: 60 days
- Verification period: 45 days
- Unpublished grace period: 20 days
- Appeal/reinstatement period: 90 days

We can modify the audit parameters in a variety of ways in order to meet aggressive timelines although we do not recommend an attempt to rush because Enrollees will need ample time to collect and submit the requested documentation.

B.7.c DEAS Process

Our approach to performing DEAS is unique: we design all aspects of the audit to minimize impact on Enrollees and NYSHIP staff while ensuring plan compliance. **Our Enrollee-centric audit plan reflects our knowledge, born of experience, that a majority of covered dependents are, indeed, eligible to receive NYSHIP plan benefits.** Thoughtful planning and communications foster a positive, supportive Enrollees experience rather than a process that appears accusatory or burdensome. Outstanding customer service in combination with state-of-the art technology ensures that NYSHIP Enrollees will receive the information that they require promptly and accurately during all phases of the audit.

HMS has developed a preliminary project plan that provides a detailed, systematic description of how we will fulfill all audit requirements in a timely manner. Our experienced Project team members will apply our established data transmission and management tools to implement and administer our proven audit process. Using NYSHIP-approved communications, we will solicit data from Enrollees, confirm that their dependents fulfill eligibility requirements, and submit our audit findings to NYSHIP. Throughout the audit, our highly qualified Eligibility Verification Specialists (EVSs), who will be knowledgeable of all NYSHIP plan specifications, will support Enrollees. Each EVS will respond to project-related questions and issues efficiently and effectively. Comprehensive management reporting will occur both during and at the conclusion of the audit. The reports will serve as a valuable tool, enabling NYSHIP representatives to make informed decisions regarding any disenrollment efforts.

[redacted]

Exhibit B7-1 ▶ *DEAS Process*

[redacted]

B.7.d DEAS Process (Post-Amnesty Period)

[redacted]

[redacted]. The planning period schedule accommodates an August 2015 implementation start date.

[redacted]

[redacted]

HMS will be able to work with NYSHIP's file format and file structure as long as all mandatory data elements are available.

[redacted]

[redacted]. HMS is flexible and will work closely with NYSHIP to ensure that we use the appropriate structure, tone, and messaging for all communications. We view this step as a high priority and worthy of immediate focus. Since large organizations usually have multiple internal approvers for this type of communication, if not careful this step may alter timelines if overlooked. Initial communications will contain definitions as well as a listing of the mandatory documentation to submit for each dependent type noted within the benefit plans. Additionally, we will send out Frequently Asked Questions (FAQs) concerning the audit, the process, and the timeline.

[redacted]

Upon receipt of a full response by an Enrollee for his/her dependents, we send a postcard to the Enrollee informing him/her that all of the necessary steps are complete. [redacted]

[redacted]

[redacted]

[redacted]

[redacted]. We process these responses by completing the work tasks described in Step 4, above.

[redacted]

[redacted]. We recognize that there will always be individuals who fail to respond and others who wait until the last minute only to realize that they do not possess the necessary documentation. Our grace period recommendation is an additional [redacted]

[redacted]

[redacted]. We process these responses by completing the work tasks described in Step 4, above.

[redacted]

If Enrollees do not respond in full (i.e., complete requirements for each dependent on the benefit plan), their information will move to the file in route to NYSHIP with a variable noting their status; status options include:

- [redacted]

[redacted]

[redacted]. Once we move into the appeal/reinstatement period, we will send NYSHIP a [redacted]

[redacted]

[redacted] If NYSHIP so chooses, we will work with them to finalize this document to include the appropriate COBRA information, or we can note that additional information will be forthcoming from NYSHIP. All termination confirmations will describe State, federal, and commercial resources for additional coverage options.

[redacted]

[redacted] HMS will then handle any appeals for reinstatement that may arise from this communication. If an appeal results in the verification of a dependent previously noted as not verified, HMS will note the change in the database. We will send a weekly file to NYSHIP with these results throughout the 90-day appeal/reinstatement period. **Exhibit B7-2** illustrates the appeal/reinstatement process**.**

Exhibit B7-2 ▸ *DEAS Appeals/Reinstatement Process Flow*

[redacted]

B.7.e Communications Process

It is important to understand that a well-planned and clearly communicated verification process takes an appropriate amount of time to conduct. HMS's high level of attention to communications and timeline use throughout the audit contributes to our ability to achieve a greater than 95% percent average Enrollee response rate, experiencing exceptional client satisfaction at the conclusion of the process.

The Commonwealth of Kentucky used HMS's standard communications plan and achieved a greater than 96% response rate.

Project team members from NYSHIP and HMS will work together during the planning period to agree upon the communications for delivery to Enrollees. HMS can customize all of these communications and modify them as necessary to ensure that the Enrollees understand the audit and are able respond to it efficiently and with timeliness. NYSHIP will give final approval of all communications prior to an agreement of specific mail dates.

HMS's DEAS process was built with flexibility in mind. Our standard communications package includes:

- One amnesty notice
- One verification notice
- One verification reminder
- One final notice announcing the grace period
- Custom response for those who submit complete, partial, or incomplete information:
    - Confirmation postcard upon successful submission of all documents
    - Customized partial response communication
    - Termination confirmation for those who request to remove dependents

[redacted]

[redacted]

The initial Verification Letter details the documentation that is necessary in order to verify the eligibility of enrolled dependents.

It is ultimately up to NYSHIP to decide which documents should be mandatory from covered Enrollees during the DEAS. We work with the Department to help determine the essential documents for request.

B.7.f Grace Period—Final Notice

To best respond to Enrollees who fail to respond to our requests for information and to those who wait until the last minute to respond only to realize that they do not possess the required documentation, HMS proposes that the Department establish [redacted]

Typically, during the grace period, [redacted]. The notice typically includes a description of an appeals process and/or COBRA options. Enrollees who respond during the grace period receive the same level of support as those who responded previously, if we receive their completed verification before the grace period ends.

B.7.g Response Messages

To ensure clear communication and to keep Enrollees aware of their audit status, [redacted] There will be a generation of a customized message in accordance with the response of the Enrollee. The messages will generate in the following manner:

- [redacted]
- [redacted]
- [redacted]
- [redacted]

B.7.h Amnesty Period

a. Describe how you will administer the Amnesty Period of the project for Enrollees to report ineligible Dependents. At a minimum, describe the proposed process to communicate the Amnesty Period to Enrollees, call center support, the processing of requests from Enrollees to terminate ineligible Dependents and the reporting of ineligible Dependents to the Department;

An amnesty period is to allow for the removal of ineligible dependents without penalty. We recommend that the Amnesty Letter be Department branded or co-branded with HMS to maximize open and read rates. The Department may also print the letter on Department stationery if preferable. The Amnesty Letter, like all communications throughout the process, may use HMS templates, with or without customizations, or use a letter developed by the Department. The process is collaborative such that we can ensure we meet your objectives, that the proper tone is set for the project, and that the volume of Enrollees concerns and questions remain minimal. The Letter will detail the audit objectives, clearly address the rules of eligibility, and list the enrolled dependents by name and relationship. The mailing package will include a postage paid return envelope and a double-sided FAQ page to address common questions and concerns. We will send all outbound mail first class.

Employees can provide responses to HMS via mail, fax, the Employee Web Portal, or a customizable smart phone AuditOS website upload. [redacted]. **Exhibit B7-3** illustrates the process flow for communications and information during this period.

Exhibit B7-3 ▸ *Amnesty Period Process Flow*

[redacted]

At the conclusion of the Amnesty Phase, HMS will supply the Department with a list of dependents for removal from the Plan in a preferable, specific format that will enable seamless upload of the data into your system and/or your carriers' system. [redacted]

B.7.i Verification Document Requirements

HMS's audit process can accommodate the plan eligibility requirements defined by NYSHIP. **Exhibit B7-4** is a sample of the discussion tool that we will use with NYSHIP to decide which documents should be mandatory and lists what we believe to be the best practice in each situation.

Exhibit B7-4 ▸ *Sample of Appropriate Documentation to Verify Eligibility*

Relationship	Definition	Document Requirements
Spouse	Spouse of an Enrollee as defined by New York law to whom the Enrollee is currently and legally married (excludes divorced spouses)	**Documentation to prove established relationship:** • Marriage certificate (common law spouses must provide proof of a common law marriage and a Common Law Marriage Questionnaire) **AND** **Documentation to prove current relationship:** • 2014 1040 tax return listing the spouse and the Enrollee **OR** • Financial document listing the Enrollee and spouse dated within 60 days of receipt
Domestic Partner	Adult recognized as a Domestic Partner by completing the Certificate of Domestic Partnership approved by the State of New York	**Documentation to prove relationship:** • Copy of the Certificate of Domestic Partnership **AND** • Financial document listing the Enrollee and domestic partner dated within 60 days of receipt
Same-Sex Domestic Partner	Adult recognized by the state as a Same Sex domestic partner	**Documentation to prove relationship:** Copy of Approved Registration as a Same Sex Domestic Partnership from the State's **AND** • Financial document listing the Enrollee and domestic partner dated within the 60 days of receipt
Natural or Adopted Child up to age 26	• The Enrollee's biological son or daughter • A child legally adopted by the Enrollee or his/her spouse • An Enrollee's stepchild • A foster child who is placed with the Enrollee by an authorized placement agency or by judgment, decree, or other order of any court of competent jurisdiction • Any other children such as grandchildren, who meet the same requirements as foster children and placed with the Enrollee by decree or other order of any court of competent jurisdiction	**Documentation to prove relationship:** • Birth certificate **OR** • Certificate of Adoption **OR** • Birth certificate **AND** marriage certificate **AND** proof of current marital status **OR** • Copy of legal custody or guardianship papers

Relationship	Definition	Document Requirements
Domestic Partner's Children	Child of a certified Opposite or Same Sex domestic partner	**Documentation to prove relationship:** • Birth certificate showing domestic partner as parent of child • Completion of validation of domestic partner above

Dependent in a Parent-Child Relationship	A child other than an adopted, step, or recognized natural child up to 26 meeting the following criteria:
	• Adult assumed a parent-child relationship
	• Adult is considered the primary care parent
	• An Affidavit of Parent-Child Relationship has been submitted to the State
		Documentation to prove relationship
		• Recertification of Affidavit of Parent-Child Relationship
		• Supporting documentation:
		  ▪ Court Record
		  ▪ School Records
		  ▪ Tax returns

Incapacitated child 26 years of age or older	A child who meets the following requirements: • Is unmarried • Is permanently incapable of self-sustaining employment because of a physical or mental handicap • Is chiefly dependent on the Enrollee for support • Has a handicap that existed prior to the time the child attained age 26 • Was covered as a dependent on the Enrollee's health benefit plan before reaching the limiting age There are two exceptions to this policy: • A new Enrollee requests coverage of an incapacitated child over the age of 26 within 30 days of employment • A current Enrollee requests coverage of an incapacitated child over the age of 26 within 45 days of the qualifying life event of loss of other group coverage If approved for coverage, a child covered on one of the above exceptions is not eligible to be covered on any other plan once he/she reaches the liming age of 26	**Documentation to prove relationship:** • Birth certificate **OR** • Certificate of Adoption **OR** • Birth certificate **AND** marriage certificate **AND** proof of current marital status **OR** • Court order **OR** • Copy of legal custody or guardianship papers

HMS will work with NYSHIP to determine the documents necessary for our verification during the project's planning period. The project manager completes an in-depth review of NYSHIP plan definitions of an eligible dependent and recommends the documents to verify the dependents on the plan.

HMS will conduct a thorough process to confirm eligibility for the dependents on the Department's health plans, as described throughout our proposal. This period requires the Enrollees to submit appropriate documents verifying his/her dependent's relationship and eligibility under the plan rules. Enrollees can provide responses to HMS via mail, fax, online upload, and our mobile phone upload process. Additionally, HMS staff are available to provide onsite presentations at which time we can accept verification documentation and answer questions regarding the audit. **Exhibit B7-5** illustrates the verification/grace period process flow.

Exhibit B7-5 ▸ *Verification/Grace Period Process Flow*

[redacted]

HMS's audit process can accommodate the plan eligibility requirements by definition of the Department. [redacted]. Any document that appears suspicious will escalate to a senior reviewer or supervisor. If the documents appear authentic, they will undergo checks for completeness and, then, we will properly associate these documents with the employee's file for record updates. If we receive incomplete information from an employee, they will receive a request to affirm that their enrollment information is accurate and the documents provided are authentic.

B.7.j Appeals/Reinstatement Period

c. Describe the process that will be implemented to review appeals and reinstate Dependents who were terminated because sufficient documentation was not provided on a timely basis and who subsequently are able to provide the documentation.

There will be an implementation of an appeals process to handle both formal and informal appeals from Enrollees who request reinstatement of dependents upon termination, i.e., because of the lack of provision of mandatory documentation in a timely manner and, yet, who subsequently provide that documentation. There may be the submission of many appeal requests to HMS during the unpublished grace period, and those will undergo processing by HMS.

Further, HMS recommends a 90-day appeal/reinstatement period to assist NYSHIP in handling the Enrollees who fail to comply during the designated audit time frame. Upon receipt of an appeal, HMS will report acceptable documentation in the same format as information received prior to the deadline. We will provide all documentation to NYSHIP within one business week of receipt or at a frequency preferable by NYSHIP. All information will be available to the Department in real-time via NYSHIP's Administrative Web Portal or by the agreement of another format.

During this period, HMS will support the Department by providing call center support from the time the audit closes until the appeals/reinstatement period begins. **Exhibit B7-6** highlights the appeals/reinstatement process flow.

Exhibit B7-6 ▶ *Appeals/Reinstatement Process Flow*

[redacted]

When the Department has notified Enrollees of the removal of individuals, because of the eligibility audit, previously listed as dependents on the plan and announces the 90-day appeals/reinstatement period, HMS will continue to provide call center support and continue to audit incoming documents for completeness. If all appeals/reinstatement criteria are met, HMS will flag the Enrollee's dependent for reinstatement. HMS will provide a file of reinstatements recommendations to the Department on a weekly basis.

B.8 Communication Material

As a trusted partner to hundreds of employers in both the government and private sectors, HMS has leveraged our best practices to develop communications that are comprehensive, engaging, and tailored to stakeholders. Using our Communication Plan as a guide, we will closely work with the Department to perform the following tasks:

- Deliver a high-quality enrollee experience that is second to none in terms of service, responsiveness, and sensitivity
- Customize all communications used throughout the audit
- Brand communications—from letters and emails to customized webcasts for personnel training—to reflect the unique footprint of NYSHIP
- Safeguard the integrity and privacy of employer and enrollee data
- Respond to Department personnel and individual enrollees through multiple channels
- Provide expert consultation on regulatory and operational issues

We understand the importance of conducting DEAs with utmost respect for and sensitivity toward individual enrollees and their dependents and believe that our approach will assist NYSHIP in maintaining competitive health benefits, which in turn enhances relationships with enrollees.

[redacted] We will also provide several methods by which enrollees can submit the required documentation to support our eligibility verification process and to contact our team with questions or requests for additional information.

[redacted]

By following our recommended approach to communicating with enrollees about the audit, our clients benefit from the high response rate that we achieve—greater than 95%—and the substantial savings that follow—ROIs range from 500% to more than 3,000%. We are confident that by deploying our proven approach, NYSHIP will achieve its objectives and experience both a high response rate and a substantial ROI as it realizes its goal of reducing future claims and contribution costs by removing ineligible dependents from its benefit plans.

B.8.a Clear Communications

a. Describe your ability to provide communications that clearly identify to the Enrollee all Dependents, (except Dependent children who were verified in the previous Dependent eligibility audit) for whom verification must be provided to confirm eligibility. Information identifying previously verified Dependent children would be obtained from a file provided by the Department during implementation. Provide a sample document showing how this will be communicated;

In this section, we include samples of HMS's recommended print and social media communications designed for use "as is" or with customization.

B.8.a.1 Rollout of HMS's Customized Approach

Our communications include pre-notification, notification, and follow-up communications that correspond with each of the key Audit phases. Enrollees will learn about the upcoming audit early and often through a variety of methods—some handled by NYSHIP, and others directly handled by HMS.

B.8.a.2 Pre-audit Communications

Every touchpoint with NYSHIP enrollees—including the initial notification of the audit, contact with experienced team members who are DEA specialists and can answer questions promptly and courteously, and communication of any issues with documents provided— should offer a good experience. In all cases, content, tone, and timeliness are critical success factors.

HMS will provide a customizable menu of materials that includes the following items:

- Pre-notification posters
- Postcards
- Sample email wording to enrollees
- Sample email wording to managers
- Sample intranet story wording
- Frequently Asked Questions (FAQs) and answers

Exhibit B8-1 includes a sample of the Pre-Notification poster, which we can further customize during the Planning period.

Exhibit B8-1 ▶ *Sample Pre-notification Poster*

Another important component of our communication approach is our offering of [redacted] By being up to speed on the objectives of the audit, HR personnel will be able to respond to enrollee questions directly, which will minimize enrollee frustration.

HMS will offer [redacted]

We will establish a toll-free telephone line staffed by trained Eligibility Verification Specialists (EVSs) who possess a thorough understanding of the audit process and are available to respond promptly to questions from personnel and enrollees during the Amnesty, Eligibility Verification, and Appeal/Reinstatement periods for their respective Audit cycles.

B.8.a.3 Notification of the Audit and Follow-Up Communications

HMS will work with the Department to customize the communications that enrollees will receive during the audit to ensure that they convey all pertinent information and describe the requirements so enrollees can understand the audit goals, their responsibilities, and how to respond in a timely manner. We recommend that all audit-related communications portray a respectful, professional, and friendly tone. We understand that the vast majority of dependents enrolled in benefit plans are eligible; therefore, our communications are not accusatory in nature. Instead, the tone aligns with other helpful, beneficial messages that NYSHIP may wish to relay, such as plan enrollment reminders, HR policy–related updates, and company news. [redacted]

Timely, effective communications to all enrollees is the number-one item that will drive satisfaction and responsiveness during the audit.

We will generate several different types of communications for delivery to an enrollee during the audit, depending on each enrollee's particular response. Specific items for development include the following:

- Amnesty Letter
- Verification Letter with FAQs
- Verification Reminder Letter
- Final Notice announcing the Grace period
- Custom response:
  - Confirmation communication upon successful submission of all documents
  - Customized partial response communication for those who submit partial or incomplete information
  - Termination confirmation for those who request to remove dependents (during Amnesty or Verification periods)
- Postcards for submission of data after the audit is complete to direct enrollees to their HR Departments

Exhibit B8-2 depicts the communication flow of the letters and postcards sent to enrollees.

Exhibit B8-2 ▶ *Communication Flow of Information to Enrollees*

[redacted]

We will develop the content of each of these documents with the Department's input and approval. The Amnesty and Verification documents will provide clear instructions on how to submit information to HMS, including information on using the Enrollee Web Portal, our mobile AuditOS website, the toll-free fax line, and the U.S. Postal Service to provide documentation conveniently and quickly. Subsequent communications will assist enrollees in identifying other insurance-coverage options for individuals who do not qualify for NYSHIP coverage.

We confirm that we sent all printed communications via first-class mail with an Address Service Requested designation to each enrollee. The Amnesty letter will include a company reply envelope for convenience. The initial verification notification will include a business reply envelope with paid postage.

[redacted]

[redacted] Electronically receiving verification requests and submitting verification documents is simple and efficient.

We consistently achieve an enrollee response rate that exceeds 95% for clients that embrace our communications strategy, from conducting pre-notification planning and activities to constructing of all letters, emails, and messages to enrollees carefully to agreeing on the frequency and timing for contacting enrollees throughout the audit process. Each detail affects the success of outreach efforts to all enrollees. Of equal importance are the communication channels that we provide for enrollees to respond quickly and conveniently to our requests for documentation for use in verifying the eligibility of their dependents. Enrollees can contact us during the Amnesty, Audit, and Appeal/Reinstatement periods to obtain answers to their questions. For the DEAS project, we will offer multiple ways for enrollees to contact us and/or submit required documentation, which includes access to trained EVSs via a toll-free number exclusively dedicated to the enrollees of NYSHIP, email, toll-free fax, and a customized mobile AuditOS website.

The **Enrollee Web Portal** is a critical component of our enormous success in completing accurate, timely audits with high response rates and maximum disenrollment of individuals who do not meet our clients' eligibility criteria. The portal streamlines the submission of eligibility documentation for verification by our verification auditors and provides easy access to important information, such as program definitions of eligible dependents, tools and resources that assist enrollees in obtaining copies of required documents to complete the audit (e.g., birth certificates, marriage certificates, and tax returns), and answers to FAQs.

Through the portal, enrollees can securely upload documents and receive confirmation that their documentation is in order and that they are compliant with the audit requirements. Enrollees can also elect to receive notifications via email when there is a change to their audit status. For example, upon review and acceptance of submitted documentation, the enrollee will receive an alert on the status of the dependent eligibility determination.

We provide more information about the robust functionality of the Enrollee Web Portal in **Section A.5**, including instructions for accessing a demonstration of the portal.

Similar to the advantages that the Enrollee Web Portal provides to enrollees, [redacted]. During the Planning period, we will discuss various ways to customize the information contained in the portal, which we describe in detail in **Section A.5.**

B.8.b Frequent Communications Enhance Enrollee Participation

HMS's approach includes the development of up to nine specific documents, as described in **Section A.7.** We create each document to ensure that enrollees understand the reason for the audit and its benefits.

[redacted] **Exhibit B8-3** outlines the proposed schedule and frequency of communications.

Exhibit B8-3 ▶ *Schedule of Communications*

Phase	Communication Type	Date/Timing
Planning Period	[redacted] [redacted] [redacted] [redacted]	[redacted]
Amnesty Period	[redacted] [redacted] [redacted]	[redacted]
Verification Period	[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]	[redacted]

Phase	Communication Type	Date/Timing
Grace Period	[redacted]	[redacted]
Appeal/ Reinstatement Period	[redacted]	[redacted]

B.8.b.1 Certifying Delivery of Communications to Enrollees

[redacted] We do not charge additional fees for postage or handling. We will provide NYSHIP with a list of the names and addresses of each enrollee whose address undergoes an update as part of this process.

[redacted] **Exhibit B8-4** illustrates the process that we use to confirm the accuracy of the mailing address of enrollees included in the audit.

Exhibit B8-4 ▶ *Mailing Process*

[redacted]

Additionally, we will verify contact information each time an enrollee calls our Call Center.

B.8.b.2 Monitoring and Evaluation

[redacted]. HMS and the Department can access a specific communication at any time throughout the process. [redacted] enables NYSHIP to evaluate the success of the program, including the key metrics of enrollee awareness and response.

B.8.c Social Media

We designed our communications approach with flexibility in mind. For instance, some HMS clients embrace social media, and some solely rely on email. Because NYSHIP uses Facebook, LinkedIn℠, and Twitter, we recommend making the most of those channels to communicate with enrollees.

Social media is an incredibly powerful tool that offers customers unprecedented (often publicly viewable) access to organizations and allowing organizations to build relationships with customers that were not previously possible.

We primarily see two ways of using of social media during the audit:

1. [redacted]
   Examples include the following:
   - "This year, we will conduct a health plan dependent eligibility audit to keep your premiums as low as possible."
   - "Look for information about the health plan dependent eligibility audit in the mail between [month] 1, 2015, and [month] 5, 2015."
2. [redacted]

B.8.d Samples of Recommended Communications

Exhibit B8-5 outlines the proposed communication we depict in this section. **Exhibits B8-6** through **B8-15** provides samples of the letters, notices, postcards, and emails we propose to use for the NYSHIP DEAS project.

Exhibit B8-5 ▶ *Communications*

Written Communication	Exhibit Number
Sample Initial Letter	B8-6
Sample Frequently Asked Questions	B8-7
Sample Verification Reminder Letter	B8-8
Sample Final Notice	B8-9
Sample Confirmation Postcard	B8-10
Sample Custom Partial Response Communication	B8-11
Sample Termination Confirmation Letter	B8-12
Sample Postcard for Post-audit Submissions	B8-13
Email Communication	**Exhibit Number**
Sample Status Change Email	B8-14
Sample Complete Email	B8-15

Exhibit B8-6 ▶ *Sample Initial Letter*

(Client logo)

HMS
PO Box 165308
Irving, TX 75016-9923

hms
Employer Solutions

DATE

PC or Mobile Upload: www.AuditOS.com

FAX: fax #

Go green at www.AuditOS.com!

Emp_Name
Street
Street2
City, St Zip

EID

REFERENCE NUMBER: EID
RESPOND BY: <<due date>>

Dear Emp_Name,

CLIENT has asked the independent firm, HMS Employer Solutions (HMS), to verify that dependents enrolled in the CLIENT health plans meet the eligibility guidelines. In order for your dependent(s) to continue to receive benefits under CLIENT health plans, **action is required by you to submit proof of their eligibility by <<due date>>.**

As a reminder, eligible dependents are defined in your benefits summary as:

- Your legal spouse of the opposite sex
- Your qualifying Domestic Partner
- Your child up to age 26, provided that he or she is not eligible for health benefits through his/her own employer; coverage may be extended to a child of any age who is incapable of self-support due to a mental or physical disability.

A child is defined as your natural biological child; stepchild; legally adopted child or child placed with you for adoption; a child for whom you or your spouse has been appointed the legal guardian, or a child for whom you are required to provide health insurance by a Qualified Medical Child Support Order.

If after reading the attached Frequently Asked Questions (FAQ) you still have questions, please feel free to call HMS Employer Solutions at (XXX) XXX-XXXX from XXa.m. to XXp.m. ET, Monday through Friday.

Thank you for your cooperation with this important effort to control healthcare plan costs.

¿Español?

Para asistencia en español, por favor comuníquese con HMS Employer Solutions al 888-888-8888.

(over) →

Exhibit B8-6 ▶ *Sample Initial Letter (Continued)*

EID

REQUIRED DOCUMENTS

All required documents MUST contain the date (including year), employee's name, and dependent's name. Personal information such as Social Security Numbers, account numbers, and financial information may be marked out for confidential purposes.

Please include a copy of the Verification Form signed and dated with all documentation submitted.

FOR SPOUSE:

- A copy of your marriage certificate
- **And one of the following:**
  - A copy of the front page of your 2013/2014 federal tax return confirming this dependent is your spouse
  - A document dated within the last 60 days showing current relationship status such as a recurring monthly household bill or statement of account. The document must list your spouse's name, the date and your mailing address. Healthcare bills will not be accepted as proof of eligibility as healthcare coverage is being verified.

FOR DOMESTIC PARTNER:

- A copy of your Declaration of Domestic Partnership **AND**
- A document dated within the last 60 days showing current relationship status such as a recurring household bill or statement of account. The document must list your partner's name, the date and your mailing address. Healthcare bills will not be accepted as proof of eligibility as healthcare coverage is being verified.

FOR CHILDREN UP TO AGE 26 AND DISABLED CHILDREN:

- A copy of the child's birth certificate/hospital birth record or adoption certificate naming you or your spouse as the child's parent. Please note the document must list the first and last names of the child and parent(s). **OR**
- A copy of the court order naming you or your spouse as the child's legal guardian.

Note for a stepchild: If you are covering a stepchild you must also provide documentation of your current relationship to your spouse as requested above.

Exhibit B8-6 ▸ *Sample Initial Letter (Continued)*

Verification Form

Return this form with the required documentation

EID

Name: Emp_name

PC or Mobile Upload: www.AuditOS.com

Reference Number: EID

FAX: fax #

According to our records, the following dependent(s) are currently enrolled on your health plan:

Enrolled Dependent Name | Relationship	Does this person meet the definition of an eligible dependent?		If not eligible, please indicate the date of ineligibility.
	YES	NO	
dep_1	☐	☐	
dep_2	☐	☐	
dep_3	☐	☐	
For dependents that do not meet the definition of an eligible dependent, no documentation is required and the ineligible dependent **will be removed from CLIENT health plan.**			

To complete the verification process for eligible dependents, simply follow these steps:

- Collect copies of all **required documents** (listed on page 2) for each enrolled dependent.
- **Sign** and **date** the signature box below.
- Submit **this form** and copies of all **required documents** to HMS Employer Solutions by **<<due date>>.** Please ensure a copy of this form is included with all documents submitted.
- For faster processing, please submit required documents by uploading them via the web portal, www.AuditOS.com, or by faxing them to (XXX) XXX-XXXX. If the web and fax are unavailable to you, documents may be mailed to HMS Employer Solutions, P.O. Box 165308, Irving, TX 75016-9923. Please do not mail original documents.

By my signature on this form, I certify and warrant to CLIENT that (1) all information on this form is true, correct, and current as of the date signed and (2) all **"REQUIRED DOCUMENTS"** that are submitted are authentic. I understand any attempt to maintain coverage for an ineligible dependent will be subject to appropriate disciplinary action.

Signature of Employee: ______________________________ **Date:** ______________

Exhibit B8-7 ▶ *Sample Frequently Asked Questions in the Initial Letter*

PLEASE RETAIN THIS FAQ FOR YOUR REFERENCE *EID*

Please submit **ALL REQUIRED DOCUMENTS *AND* SIGNED LETTER** by due_date using any of the following methods (we recommend the first two for faster processing):

- Visit www.AuditOS.com and upload your documents using a computer or mobile device
- Submit your documents 24 hours a day, 7 days a week via our toll-free fax at 1-877-223-8478
- Submit your documents (do not send original documents) via mail to HMS Employer Solutions, P.O. Box 165308, Irving, TX 75016-9923.

This checklist will help you complete the verification process:

- ☐ **Keep your reference number throughout the review in order to check your status online at www.AuditOS.com.**
- ☐ Include a **COPY** of the Verification Form with **ALL** documents submitted.
- ☐ Ensure each document is a **LEGIBLE BLACK and WHITE COPY** of the document. Please note: documents submitted to HMS will not be returned.
- ☐ **When mailing paper documents DO NOT STAPLE or HIGHLIGHT.**

FREQUENTLY ASKED QUESTIONS

1. **Why is CLIENT conducting a Dependent Eligibility Verification?**
CLIENT is sensitive to the rising costs of healthcare for its employees and feels this verification program is necessary to help make sure its health benefit plans are compliant with state law, competitive, and cost effective. This program also helps CLIENT manage overall plan costs, which benefits all employees.

2. **Who is HMS Employer Solutions (HMS)?**
HMS Employer Solutions is an independent third-party cost containment company with whom CLIENT has contracted to verify the eligibility of dependents covered under its health benefit plans. HMS specializes in verifying health plan eligibility and has reviewed verification documentation for millions of dependents for some of the largest employers in the United States. Experience and expertise are necessary to complete this program accurately and successfully, and to limit inconvenience to participants.

3. **The documentation required contains sensitive information. Is this process secure?**
Protecting personal information is a priority to CLIENT and HMS. In compliance with applicable U.S. (federal) and state regulations, information and documentation submitted to HMS for the Dependent Eligibility Verification program is stored, processed, and protected by physical, electronic, and procedural safeguards. **When submitting your tax documentation, only the top portion which includes the names of the employee, spouse, and any dependent child(ren) is required. Please mark out Social Security Numbers, as well as any income information.**

   All documents are securely stored for six months following completion of the verification program. Upon expiration of the retention period, all documents and electronic files will be securely destroyed by HMS, and a Certificate of Destruction will be supplied to CLIENT. ***Please note that documents provided will NOT be returned.*** HMS meets all of the professional and legal standards associated with providing service to employers, including the Health Insurance Portability and Accountability Act (HIPAA), Employee Retirement Income Security Act (ERISA), and disposal rules as enforced by the Federal Trade Commission. In addition, every employee of HMS submits to a thorough and multi-tiered background check. Only HMS employees directly involved in the CLIENT dependent verification program will have access to these documents.

Exhibit B8-7 ▶ *Sample Frequently Asked Question in the Initial Letter (Continued)*

4. **Do I need to send original documents?**
   Please do <u>not</u> send your original documents; a copy is sufficient. If the document is two-sided or has multiple pages, ensure you copy all pages and both sides of the paper.

5. **Where do I go for more information regarding the Dependent Eligibility Verification program or to find out where I can obtain copies of the documents I need?**
   Visit us online at ***www.AuditOS.com*** for details regarding the program, tools to assist you in locating and submitting your documentation, and more. This secure site is compatible with your mobile device.

6. **How will I know if my information has been accepted and my dependents are verified?**
   Once your documentation has been received by HMS, you may check the status of each of your dependents by logging on to ***www.AuditOS.com***. In addition, you will receive a written communication indicating that you have completed the dependent verification process or if additional information is needed. Ultimately, it is your responsibility to ensure that your documents were successfully received.

7. **What happens if I do not submit all required documents by the verification deadline?**
   If you do not submit complete documentation for your dependents by the deadline, or if you knowingly submit false information for enrolled dependents, one or all of the following actions may occur:
   - The effected dependent(s) for whom complete documentation has not been submitted will be removed from coverage.
   - CLIENT may seek to recover claims paid during the period that the ineligible dependent was covered.
   - You may be subject to disciplinary action.

   CLIENT is ultimately responsible for determining how best to handle each individual case.

8. **May I provide my documents to my Human Resources Department?**
   No. Human Resources will not be able to forward your documents to HMS or provide employees with copies of previously submitted documents. The only way to ensure that all documents are logged appropriately and eligibility of your dependents is verified is to submit your supporting documentation to HMS. Please do not call CLIENT Human Resources Department with questions or for assistance with the verification program, as this is an independent review. If you have questions, you should call (XXX) XXX-XXXX Monday – Friday, 8:00 a.m. – 8:00 pm.ET.

9. **Can an exception be granted to allow my ineligible dependent to stay covered?**
   No. Only dependents who currently satisfy the plan's eligibility definition can remain covered.

   If the dependent is no longer eligible because of a "qualifying event," (e.g., divorce, child reaches age limit), see your Human Resources representative for COBRA details. COBRA, or the Consolidated Omnibus Budget Reconciliation Act, gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances.

10. **I prefer email communications rather than mailed letters. Can I elect to receive follow up communications about the verification process through email instead?**
    Yes. To go green and receive all future communications electronically, please go to the "My Account" tab at **<u>www.AuditOS.com</u>** and enter your email address in the "My Information" section. Once you validate your email address as correct, you will be prompted to log back into the site where you may then click on the "Enable Paperless" button to activate electronic communications.

Exhibit B8-8 ▸ *Sample Verification Reminder Letter*

o(Client logo)

HMS
PO Box 165308
Irving, TX 75016-9923

hms
Employer Solutions

DATE

PC or Mobile Upload: www.AuditOS.com

FAX: fax #

Go green at www.AuditOS.com!

Emp_Name
Street
Street2
City, St Zip

EID

REFERENCE NUMBER: EID

RESPOND BY: <<due date>>

Dear Emp_Name,

In a previous communication, you were asked to send documentation showing that your dependent(s) covered under your health benefits plan meet the CLIENT. eligibility requirements. As of today, we have not received your documentation for the dependents listed in the table on the second page of this letter.

A detailed list of documents required to validate each dependent can be found on the reverse side of this letter. **You must provide all required documentation for *each* enrolled dependent to HMS Employer Solutions no later than <<due date>> to prevent the removal of your dependents from health coverage.**

It is your responsibility to verify that your documents were received. *If you have already submitted your documents, thank you*. You may check the status of your document submission, as well as the verification of your dependent(s), at any time online at ***www.AuditOS.com.***

As a reminder, eligible dependents are defined in your benefits summary as:

- Your spouse under a legally valid existing marriage.
- Your child up to age 26; coverage may be extended to a child of any age who is incapable of self-support due to a mental or physical disability.

A *child* is defined as your natural child, stepchild, legally adopted child from the date of placement in anticipation of adoption or foster child from date of placement in the foster home as defined by the laws applicable to the location of the home, or a child for whom health benefit coverage is required under a court or administrative order.

For further assistance, please feel free to call HMS Employer Solutions at (XXX) XXX-XXXX from XXa.m. to XXp.m. ET, Monday through Friday.

Thank you for your cooperation with this important effort to control healthcare plan costs.

¿Español?

Para asistencia en español, por favor comuníquese con HMS Employer Solutions al 888-888-8888.

(over) →

Exhibit B8-8 ▶ *Sample Verification Reminder Letter (Continued)*

EID

REQUIRED DOCUMENTS

All required documents MUST contain the date (including year), employee's name, and dependent's name. Personal information such as Social Security Numbers, account numbers, and financial information may be marked out for confidential purposes.

Please include a copy of the Verification Form signed and dated with all documentation submitted.

FOR SPOUSE:

- A copy of your marriage certificate
- **And one of the following:**
  - A copy of the front page of your 2013/2014 federal tax return confirming this dependent is your spouse
  - A document dated within the last 60 days showing current relationship status such as a recurring monthly household bill or statement of account. The document must list your spouse's name, the date and your mailing address. Healthcare bills will not be accepted as proof of eligibility as healthcare coverage is being verified.

FOR DOMESTIC PARTNER:

- A copy of your Declaration of Domestic Partnership **AND**
- A document dated within the last 60 days showing current relationship status such as a recurring household bill or statement of account. The document must list your partner's name, the date and your mailing address. Healthcare bills will not be accepted as proof of eligibility as healthcare coverage is being verified.

FOR CHILDREN UP TO AGE 26 AND DISABLED CHILDREN:

- A copy of the child's birth certificate/hospital birth record or adoption certificate naming you or your spouse as the child's parent. Please note the document must list the first and last names of the child and parent(s). **OR**
- A copy of the court order naming you or your spouse as the child's legal guardian.

Note for a stepchild: If you are covering a stepchild you must also provide documentation of your current relationship to your spouse as requested above.

Exhibit B8-8 ▶ *Sample Verification Reminder Letter (Continued)*

Verification Form

Return this form with the required documentation

EID

Name: Emp_name

Reference Number: EID

PC or Mobile Upload: www.AuditOS.com

FAX: fax #

According to our records, the following dependent(s) are currently enrolled on your health plan:

Enrolled Dependent Name | Relationship	Does this person meet the definition of an eligible dependent?		If not eligible, please indicate the date of ineligibility.
	YES	NO	
dep_1	☐	☐	
dep_2	☐	☐	
dep_3	☐	☐	
For dependents that do not meet the definition of an eligible dependent, no documentation is required and the ineligible dependent **will be removed from CLIENT health plan.**			

To complete the verification process for eligible dependents, simply follow these steps:

- Collect copies of all **required documents** (listed on page 2) for each enrolled dependent.
- **Sign** and **date** the signature box below.
- Submit **this form** and copies of all **required documents** to HMS Employer Solutions by **<<due date>>.** Please ensure a copy of this form is included with all documents submitted.
- For faster processing, please submit required documents by uploading them via the web portal, www.AuditOS.com, or by faxing them to (XXX) XXX-XXXX. If the web and fax are unavailable to you, documents may be mailed to HMS Employer Solutions, P.O. Box 165308, Irving, TX 75016-9923. Please do not mail original documents.

By my signature on this form, I certify and warrant to CLIENT that (1) all information on this form is true, correct, and current as of the date signed and (2) all **"REQUIRED DOCUMENTS"** that are submitted are authentic. I understand any attempt to maintain coverage for an ineligible dependent will be subject to appropriate disciplinary action.

Signature of Employee: ______________________________ **Date:** ______________

Exhibit B8-9 ▶ *Sample Final Notice*

(Final Notice DEVA Letter)

(Client logo) HMS
PO Box 165308
Irving, TX 75016-9923

hms Employer Solutions

DATE

Emp_Name
Street
Street2
City, St Zip

PC or Mobile Upload: www.AuditOS.com

FAX fax

Go green at www.AuditOS.com!

EID

REFERENCE NUMBER: EID

RESPOND BY: <<revised due date>>

Dear Emp_Name,

According to our records, we did not receive the documentation needed to complete CLIENT Dependent Eligibility Verification for your dependent(s) by the **<<due date>>** deadline.

The status of your dependent(s) is listed below:

Verified Dependent(s)
James Doe, Child

Non-Verified Dependent(s)
Johnny Doe, Child

Terminated Dependent(s)
Jane Doe, Spouse

Please submit the required documentation for the non-verified dependent(s) listed above by <<revised due date>>. If we do not receive the documents needed to verify eligibility your non-verified dependent(s) will be removed from your health plan. If you attempt to enroll or re-enroll the non-verified person(s) for coverage at a later date or during the Health Open Enrollment process you will be asked to provide the necessary documentation before the dependent can be enrolled.

If you have questions, please visit www.AuditOS.com. You may also contact HMS Employer Solutions at (XXX) XXX-XXXX from 8a.m. to 8p.m. ET Monday through Friday. We strongly encourage you to submit your documentation by electronic web upload at www.AuditOS.com or fax the documents to (XXX) XXX-XXXX. Documentation must be received by **<<revised due date>>**.

If your dependent(s) is removed from coverage you have the right to file an appeal with CLIENT. Please contact your Benefits Department immediately; if your dependent(s) is not eligible for your employer's health plan, you can apply for COBRA coverage.

Thank you for your cooperation with this important effort to control health plan costs.

Para asistencia en español, por favor comuníquese con HMS Employer Solutions al 888-888-8888.
¿Español?

Exhibit B8-10 ▶ *Sample Confirmation Postcard*

NO ACTION REQUIRED

hms
Employer Solutions
Box 1587
Jeffersonville, IN 47131

Dear Healthcare Plan Participant:

Thank you for providing the requested documents for the Dependent Eligibility Verification program. Your information was received and processed. No further action is necessary.

Regards,
HMS Employer Solutions

Please retain this postcard for your records

Exhibit B8-11 ▶ *Sample Custom Partial Response Communication*

(Partial Information DEVA Letter)

(Client logo) HMS
PO Box 165308
Irving, TX 75016-9923

hms Employer Solutions

DATE

PC or Mobile Upload: www.AuditOS.com

FAX: fax

Go green at www.AuditOS.com!
EID

Emp_Name
Street
Street2
City, St Zip

REFERENCE NUMBER: EID

RESPOND BY: <<due date>>

Dear Emp_Name,

Thank for you responding to CLIENT Dependent Eligibility Verification. Our records indicate we received the documentation you recently submitted; however, one or more of the documents we received was incomplete or a document was missing. We are unable to verify your dependent's eligibility status. In order for your dependent(s) to continue to receive benefits under CLIENT health plans, **action is required by you.**

Below is a list of your dependent(s), their current status, and the additional documentation you must send to verify eligibility:

Jane Doe, Spouse
We have received the following documents:

- [SYSTEM GENERATED INFORMATION INSERTED HERE]

Johnny Doe, Child

- [SYSTEM GENERATED INFORMATION INSERTED HERE]

James Doe, Parent-Child Relationship

- [SYSTEM GENERATED INFORMATION INSERTED HERE]

Please submit the additional required documentation to HMS Employer Solutions by **<<due date>>**.

EID

For faster processing, please submit required documents by uploading them via the web portal, www.AuditOS.com, or by faxing them to (XXX) XXX-XXXX. If the web and fax are unavailable to you, documents may be mailed to HMS Employer Solutions, P.O. Box 165308, Irving, TX 75016-9923. Please do not mail original documents.

If after reading the Frequently Asked Questions (FAQs) at www.AuditOS.com, you still have questions, please feel free to call HMS Employer Solutions at (XXX) XXX-XXXX from XXa.m. to XXp.m. ET Monday through Friday.

Thank you for your cooperation with this important effort to control healthcare plan costs.

¿Español? **Para asistencia en español, por favor comuníquese con HMS Employer Solutions al 888-888-8888.**

Exhibit B8-12 ▸ *Sample Termination Confirmation Letter*

(Termination Confirmation DEVA Letter)

(Client logo)

HMS
PO Box 165308
Irving, TX 75016-9923

hms Employer Solutions

PC or Mobile Upload: www.AuditOS.com

FAX fax

Go green at www.AuditOS.com!

EID

DATE

Emp_Name
Street
Street2
City, St Zip

Dear emp_name,

Thank you for responding to CLIENT Dependent Eligibility Verification being conducted by HMS Employer Solutions. We have reviewed the information you provided, and status of your dependent(s) is listed below:

Verified Dependents
Jane Doe, Child

Dependent(s) listed as "Verified" above have completed the verification process and no further action is required.

Terminated Dependents
John Doe, Spouse

Dependent(s) listed as "Terminated" above will be removed from coverage as you have indicated. Please note that providing this information does not satisfy your obligation to notify your employer for purposes of COBRA continuation of coverage. If you feel continuation of coverage could apply, please contact your Benefits Department immediately. If you did not intend to remove the above dependent(s), please contact HMS Employer Solutions at (XXX) XXX-XXXX immediately from XXa.m. to XXp.m. ET Monday through Friday to determine the appropriate document requirements.

Thank you for your cooperation with this important effort to control healthcare plan costs.

¿Español? Para asistencia en español, por favor comuníquese con HMS Employer Solutions al 888-888-8888.

Exhibit B8-13 ► *Sample Postcard for Post-audit Submissions*

LATE DOCUMENT SUBMISSION NOTICE

Employer Solutions
Box 1587
Jeffersonville, IN 47131

We received your documents after the final deadline of the Dependent Eligibility Verification Program. Your information will not be processed and the documents will be securely destroyed. Please contact your benefits department for further assistance.

HMS Employer Solutions

Exhibit B8-14 ► *Sample Status Change Email*

Subject: <Client Name> Dependent Eligibility Verification Review: Your Status Has Changed – ACTION MAY BE NEEDED [123456]

Body:

Dear <EMP NAME>,

Thank you for responding to our recent request to verify your dependent(s)'s eligibility for <Client Name>. Your status has changed. We recommend that you log into www.AuditOS.com to review your status as additional documentation may be needed to complete the review.

For questions regarding the Dependent Eligibility Verification Program, please contact a HMS Employer Solutions Eligibility Verification Specialist at <phone number>, from 5:00 a.m. – 8:00 p.m., PST

Thank you,

HMS Employer Solutions

Exhibit B8-15 ▸ *Sample Complete Email*

Subject: <Client Name> Dependent Eligibility Verification Review: Your Complete Response Has Been Received [123456]

Body:

Dear <Emp Name>,

This message confirms that you have completed the <Client Name> Dependent Eligibility Verification Process and your enrolled dependent(s) have been verified.

No further action is required.

Thank you for your time and assistance.

HMS Employer Solutions

B.8.e Experience with Customized Communications

HMS has considerable experience in working with our clients to develop customized communication, as our clientele represents organizations of many different types of cultures, industries, size, and demographics. As depicted by the non-highlighted areas in the previously provided exhibits, we will provide NYSHIP with considerable opportunity to insert customized language in these communications.

In addition, the Department will have full control over the language provided in the Enrollee Web Portal, outbound telephone calls, and any ancillary messaging that we might pursue with decisions made in the Planning phase.

B.8.f Communications for Nonresponders or Partial Responders

For the NYSHIP DEAS project, we will make multiple attempts to facilitate the completion of all audit responses for all possible dependents.

If we receive a full response by an enrollee for his/her dependents, HMS will send a postcard to the enrollee informing him/her of completion and verification of all necessary steps. If an enrollee sends partial information for a specific dependent or does not verify all dependents, we will send a custom Partial Response Letter that specifically outlines the requirements to verify the remaining dependents. It will also note that the enrollee has not yet completed the audit and that unverified dependents are at risk of ineligibility.

B.8.f.1 [redacted]

[redacted]

B.8.f.2 [redacted]

[redacted]

B.8.f.3 [redacted]

[redacted]

B.8.f.4 [redacted]

[redacted]

B.8.f.5 [redacted]

[redacted]s. It will also note that the enrollee has not yet completed the audit and that unverified dependents are at risk of ineligibility.

B.8.f.6 Nonresponder List/Termination File Updated

If enrollees do not respond in full (i.e., completing requirements for each dependent on the benefits plan), we will add their information to the file we send to the Department with a variable noting their statuses. Status options include:

- Dependent verified
- Dependent partially verified (i.e., not complete)
- Dependent voluntary terminated
- Dependent with no response (i.e., not verified)

B.8.f.7 File Submitted for Department Review and Process

We will send an initial file of those dependents with unverified eligibility to the Department at the end of the Grace period.

B.8.f.8 Termination Confirmation Sent

At all times during the Verification or Grace period, we will send any individual who voluntarily terminates a dependent's coverage a letter confirming that choice.

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B.9 Reporting

a. Describe the reports that you recommend for this DEA Project that conform to the minimum reporting requirements described in this section. Provide report samples for each report type.

HMS's Administrative Web Portal, powered by AuditOS, will enable State personnel to obtain **real-time** statistics regarding processing statuses, call volumes, website hits, the project calendar, issues and their resolutions, and various meaningful Status Reports. The Administrative Portal also provides the ability to determine a real-time status for any individual by name. All reporting focuses on meaningful and useful data. We design the reporting modules within both AuditOS and the Administrative Portal with extensive flexibility in mind. Custom and ad hoc reports are available upon request at no additional cost. We can easily set up a live demonstration of our customized web portals upon request.

During the planning process, we will discuss with the Department various ways to customize the information in the Administrative Web Portal based on provisional indicators as a part of the eligibility file. For example, if the census file contains specific plans or office locations for each enrollee, we will customize the portal to provide results by plan or location. Please note that an enrollee's log-in credentials determine the statistics, reports, and enrollee data that are available to him/her.

Additionally, HMS will train the Department Project team on how to use the portal's available tools prior to the audits.

HMS looks forward to demonstrating our DEA-specific Administrative Web Portal at any time for the Department.

[redacted]

[redacted]

- [redacted]
- [redacted]
- [redacted]

Features of the Administrative Web Portal include the following:

- [redacted]
- [redacted]
- [redacted]
- [redacted]

Administrative Web Portal Screenshots

Exhibits B9-1 through B9-6 illustrate screenshots of the Administrative Web Portal.

Administrative personnel have [redacted] See **Exhibit B9-1**.

Exhibit B9-1 ▸ [redacted]

[redacted]

Users can further granulize statistics to show status details by dependent type. See **Exhibit B9-2.**

Exhibit B9-2 ▶ *AuditOS Administrative Web Portal Screenshot: Status Illustration*

[redacted]

The State can easily see the number of terminations to date as well as the type of relationships that the terminated dependent had with the employee. See **Exhibit B9-3.**

Exhibit B9-3 ▶ *AuditOS Administrative Web Portal Screenshot: Terminations Illustration*

[redacted]

The State can view ad hoc reports and milestones when we send communications, period closings, and more. See **Exhibit B9-4.**

Exhibit B9-4 ▶ *AuditOS Administrative Web Portal Screenshot: Reports & Milestones Illustration*

[redacted]

The Issues log can track any important issue from creation to resolution and will contain only data applicable to the individual who has logged on. See **Exhibit B9-5.**

Exhibit B9-5 ▶ *AuditOS Administrative Web Portal Screenshot: Issues Illustration*

[redacted]

The Enrollee Search screen allows users to view the details and verification status for any enrollees. See **Exhibit B9-6.**

Exhibit B9-6 ▸ *AuditOS Administrative Web Portal Screenshot: Enrollee Search Illustration*

[redacted]

HMS looks forward to demonstrating our DEA-specific Administrative Web Portal for the NYSHIP Department. The Portal is a significant component of our value proposition and a major driver of our highly successful employee/retiree participation rates and single-visit completion performance levels.

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