

FIRM MANDATORY QUALIFICATIONS SUMMARY TABLE			
Bidder -	Accenture		
Minimum Experience - F1	At least three (3) years of Prime Contractor experience developing, implementing and/or supporting portal and/or mobile applications in the Health and Human Services arena. Experience must have been completed or ongoing within the last five (5) years.		
Project Name	Start Date	End Date	Duration in Months
Kansas Eligibility Enforcement System (KEES)	8/1/2011	7/30/2024	156.0
Arizona Health Care Cost Containment System (AHCCCS)	10/1/2020	7/30/2024	46.0
Ohio Benefits	2/1/2013	7/30/2024	138.0
HealthCare.gov (Federally Facilitated Exchange)	1/1/2014	7/30/2024	127.0
C-IV Project	3/1/2001	9/1/2021	246.0
California Statewide Automated Welfare System (CalSWS)	11/1/2012	7/30/2024	141.0
ACCESS HRA	1/20/2014	7/30/2024	126.3
CalVax Project	12/14/2020	6/30/2024	42.5
COVID-19 Pandemic Response: Case and Contact M	06/01/2020	05/31/2023	36.0
Totals			980

FIRM MANDATORY QUALIFICATIONS PROJECT DETAILS					
Minimum Experience F1	At least three (3) years of Prime Contractor experience developing, implementing and/or supporting portal and/or mobile applications in the Health and Human Services arena. Experience must have been completed or ongoing within the last five (5) years.				
Project #1				Contact	
Company Name:	State of Kansas, Department of Health and Environment (DHE)			Contact Name:	Elizabeth Wolff
Project Name:	Kansas Eligibility Enforcement System (KEES)			Contact Title:	Enterprise Systems Director
Contract Amount:	Greater than \$100 million			Address:	534 S Kansas Ave Suite 200 Topeka, KS 66603
Contract Start Date (MM/DD/YYYY):	8/1/2011	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:	
				Email:	

Health and Human Services Project Description

The Kansas Department of Health and Environment's (KDHE) Division of Health Care Finance and the Kansas Department for Children and Families administer human service and medical assistance (MA) programs that serve more than 700,000 Kansans annually. **Accenture was engaged to develop and implement the Kansas Eligibility Enforcement System (KEES) to administer the full suite of health and human services programs,** including Food Assistance (SNAP), Temporary Assistance for Needy Families (TANF), Child Care, Employment Services, Food Assistance Employment and Training (FAET and GOALS), Low Income Energy Assistance Program (LIEAP), Automated IV-E Eligibility, Medical assistance programs, including Medicaid (MAGI, E&D, and LTC), CHIP, KanCare, AIDS Drug Assistance Program (ADAP), and several other state-funded programs.

Project Objectives

The objective for the implementation of KEES was to provide Kansas with greater integration across its programs and help address resident needs by providing online access to eligibility information as an alternative to office visits. The system generates savings through more efficient eligibility processing and much-improved decision-making and compliance controls. KEES, through a flexible and modular technology approach, helps the state more readily and cost effectively update the eligibility system as resident needs and government policies change over time.

Accenture's Role

As the prime contractor, **Accenture implemented, delivered, and supported the system**. Kansas engaged Accenture to provide contract services including Application Design, Development, Testing, Change Management, Training, Conversion, Help Desk, Data Warehouse, and Business Intelligence along with transactional reporting, Portal Development, Automated Workflow (BPM), Master Person Index (MPI), and Eligibility Rules.

Accenture also serves as the prime M&O vendor, managing system maintenance, deployments, and enhancements, and supporting daily operations of the system.

Experience Developing, Implementing, and/or Supporting Portal Applications

To **implement the KEES integrated eligibility system, Accenture developed a web-based online application featuring the Accenture Citizen Self Service Portal**, the Presumptive Eligibility tool, and the Accenture Benefit Management System (ABMS) for case management. The web-based online application we implemented enables Kansas residents to collect application data and see their applications in an online portal. The Presumptive Eligibility tool allows qualified entities to collect application data, run eligibility rules, and issue Notices of Action. The case management tool, based on ABMS, provides a comprehensive, single tool for eligibility, and allows caseworkers to collect, assess, request, and execute eligibility determinations for the above programs.

Following rules, workflow design, and implementation, Accenture transferred KEES onto Google Cloud where it was deployed and managed by Accenture.

Describe the services provided:

Provide sufficient details to support the experience requirement details.

Following a nine-month design and implementation, Accenture transferred KES onto Oracle Cloud over a three-day holiday weekend in January 2020, providing greater scalability and flexibility for business and policy initiatives. While in Oracle cloud, Accenture uses PaaS (Platform as a Service) and SaaS (Software as a Service) services, but also core IaaS (Infrastructure as a Service) components running on Linux and Microsoft Windows.

After implementing KES, Accenture continues to provide support for system maintenance, deployments, and enhancements, and providing day-to-day operations of the system through effective governance and communication with the client. Accenture sees the M&O opportunity at KES to be much more than the traditional maintenance and operations of the system. We've chosen to support the State by proactively looking for opportunities to innovate and disrupt—enabling the client to be ready for the next step.

Through successful system enhancements and automated processes, the State has realized various cost benefits and significant business outcomes for workers and citizens. In addition, as the new KES cloud architecture rolled out, the State saw immediate performance improvements. Going forward, the State also expects to see substantial annual cost savings due to the elimination or reduction of licensing fees, patching costs, and hardware expenditures. Perhaps most importantly, the new cloud architecture provides the State with more dynamic and responsive services, and it didn't take long for those benefits to be put to the test. When the COVID-19 pandemic prompted a state lockdown and high numbers of job losses shortly after the new infrastructure launched, the State saw a dramatic rise in food, cash, and medical assistance applications. Because the new architecture provides the flexibility and scalability the State needs to react to new federal mandates, Kansas Health and Human Services (HHS) leaders issued an additional \$11 million in SNAP benefits to approximately 60,000 citizens throughout one night. Kansas was also able to re-open the LIHEAP season and issue mass supplemental childcare assistance benefits to families impacted by changes to school structure.

Most recently, Accenture evolved the business during the COVID-19 pandemic to make the system more readily available for the client to avoid processing backlogs.

Accenture's solution for KES includes **fully automated implementation** using advanced DevOps capabilities into an enterprise environment. Leveraging GitLab, source code and infrastructure configuration is stored and automatically deployed. Additionally, code is deployed into the integration layer created by Oracle WebLogic Oracle Service Bus that provides web service and batch integration to a variety of third-party systems. These third-party systems include many federal Centers for Medicare and Medicaid Services, state data integrations, and external private services like FIS (for EBT card integration) and TALX (for income verification).

Accenture's solution includes implementing, supporting, and operating the following technologies:

- Oracle Engineered Systems: Oracle Exadata is used to host KES' Oracle databases that supports approximately 27 environments. We use Oracle Exadata Artificial Engine to help in optimizing queries and providing an efficient SQL plan, resulting in improved SQL performances. It is also used to resolve any hardware/disk related complexities.
- Oracle Database and Middleware Products: KES uses approximately 350+ Linux servers to host various Fusion Middleware products that supports

over 27 environments. We currently use 12c Middleware products along with a 19c database version due to maintenance efficiency (easier to maintain). The new Opatch and Spbat utility which comes with the 12c version has made the overall patching activity much simpler and efficient.

- The introduction of Node Manager per domain makes the overall WebLogic server more robust regarding any server failure. SaaS services like OPA and AVCS help us get quick responses and improves performance for both rules run and address normalization features. PaaS products like Oracle Analytics Cloud Service (OACS) has elevated how reports and dashboards can be viewed and accessed. We built various customized dashboards (such as user reporting, number of sessions, etc.) which has been critical to our client's business and is used for reporting purposes.
- Adobe Experience Manager: KEES uses AEM to seamlessly generate large loads of various forms from templates (including Notice-of-Actions to the case members) through batch jobs. AEM is also used to create and update the forms and their templates in the forms repositories that are then accessible through the web applications.
- Windows Servers: KEES uses around 50+ Windows Servers, which are hosted on the Oracle Cloud Infrastructure platform. Most of these servers act as a remote desktop for our India and Philippines Delivery Center teams. Because these Windows machines are hosted on Oracle Cloud, the teams find no latency when accessing any non-PII environment, which helps the offshore teams in their testing effort and development work.

Project Outcomes and Value Delivered

- Maintains and often exceeds a 99.9% system uptime
- Issued \$80 million in pandemic-related benefits to residents
- Produces an average of 2,500 forms per day including those that help promote self-service
- Implemented numerous automated processes for system reliability and improved business outcomes for the State
- In one year, enabled KEES to issue almost \$22 million to LIHEAP recipients, with almost \$9.5 million directly to vendors through electronic fund transfer

Project #2				Contact	
Company Name:	State of Arizona			Contact Name:	Daniel Lippert
Project Name:	Arizona Health Care Cost Containment System (AHCCCS) HEAplus M&O			Contact Title:	Assistant Director/Chief Information Officer (CIO)
Contract Amount:	\$120 million			Address:	801 E. Jefferson St. Phoenix, AZ 85034
Contract Start Date (MM/DD/YYYY):	10/1/2020	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:	
				Email:	
	Health and Human Services Project Description				

Health-e-Arizona Plus (HEAplus) is the State of Arizona's eligibility determination and case management system that administers public assistance benefits for the Arizona Health Care Cost Containment System (AHCCCS) and the Arizona Department of Economic Security (ADES) agency. **HEAplus provides a web-based portal for consumers, eligibility workers, and community assistants and supports eligibility determinations and ongoing case management for Health and Human Services benefit programs, including the following:**

- Medicaid
- Children's Health Insurance Program (CHIP) (known as KidsCare in Arizona)
- Medicare Savings Program (MSP)
- Arizona Long-Term Care System (ALTCS)
- MyFamilyBenefits (Electronic Benefits Transfer [EBT] portal)
- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance for Needy Families (TANF)

Project Objectives

HEAplus is an existing eligibility determination and case management system that collaborates with county departments and non-county medical assistance (MA) sites to administer MA programs throughout the State of Arizona, as well as the SNAP and TANF programs. The objective of the project is to offer the most accurate, credible, real-time eligibility determinations for the State, which serves 3,900 internal state workers and 2.43 million Arizonans.

Accenture's Role

In October 2020, the AHCCCS, the Medicaid agency responsible for HEAplus, awarded Accenture an initial five-year Maintenance & Operations (M&O) contract to maintain the system by bringing transparency and efficiency to the overall operations. **HEAplus serves 1.75 million users including multiple user groups from the worker portal and self-service portal. Accenture supports end-to-end maintenance, operations, and enhancements of the portal and all system components.**

Experience Developing, Implementing, and/or Supporting Portal Applications

After the successful transition, Accenture began providing comprehensive services to **develop, implement, and support the HEAplus portal system** in Azure cloud with greater scalability and flexibility for business and policy initiatives. HEAplus is a fully automated Eligibility and Enrollment (E&E) portal system using advanced DevOps capabilities into an enterprise environment. Additionally, code is deployed into the integration layer, which provides web service and batch integration to various third-party systems. These third-party systems include federal hub, state data integrations, and external private services like the Asset Verification System.

Accenture performs the following services:

Describe the services provided:

Provide sufficient details to support the experience requirement details.

Accenture performs the following services.

- **Infrastructure Operations:** System engineering, business continuity, backups, infrastructure monitoring, autoscaling, and optimization
- **Application Operations:** System modifications, functional performance testing, ongoing system performance, operational monitoring, and batch processing
- **Security Operations:** Security operations, capacity planning, and business continuity

We continuously work to establish the automation foundation of the application with 400 reusable test step blocks/libraries that helped to automate more End-to-End Testing (E2E) scenarios and increased the automation coverage of multiple functionalities from the application. We successfully completed 168 automated tests and used for executions for every M&O sprint across multiple environments (QA and Preprod).

Project Outcomes and Value Delivered

Accenture continues to collaborate with AHCCCS to identify innovative opportunities to improve operations including the following:

- Implemented Tricentis Tosca, to provide a robust, stable, supported, and easy-to-use testing automation tool to expand regression testing coverage
- Executed a cumulative count of 900+ automation Tests using Tricentis Tosca on various sprints, expedites and SRs (across QA, SR QA and Preprod)
- Higher coverage and more frequent use of automation tests helped to identify 20 defects early during Test executions and avoid the production leakage
- Bi-Weekly Test Automation meetings include a demo of automated test cases to gather feedback from AHCCCS and DES
- Made improvements to the release management approach, including the SR testing environment and sprint cadence with an agile approach
- Harness the CAST tool that scans fixes findings related to defects
- Improved code quality, delivering 26% fewer defects with 50% less builds
- Monitor gap analysis using NewRelic configurations to monitor the HEAplus environment and identify improvement opportunities
- Identified 400 regression E2E manual scenarios
- Assessed risk-based priorities for each regression scenario based on technology agnostic risk assessment approach along with the State (completing 200 manual test cases)

Project #3				Contact	
Company Name:	State of Ohio, Department of Administrative Service (DAS)			Contact Name:	Kimberly Carmean
Project Name:	Ohio Benefits			Contact Title:	Deputy Director
Contract Amount:	\$530 million			Address:	Rhodes State Office Tower 30 E. Broad St. 39th Floor Columbus Ohio, 43215
Contract Start Date (MM/DD/YYYY):	2/1/2013	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:	
				Email:	
	Health and Human Services Project Description				

Ohio Benefits is a mature enterprise system that streamlines health and human services program delivery through standardized business processes to improve client outcomes. Initiated in 2012 as Integrated Eligibility and Health and Human Services Business Intelligence, the system was designed to replace the 30-year-old Client Registry Information System - Enhanced (CRIS-E). The primary function of CRIS-E was the adjudication of benefit eligibility determination for beneficiaries of Ohio Department of Job and Family Services (ODJFS) and Ohio Department of Medicaid (ODM) programs. After contract award, the Integrated Eligibility and Health and Human Services Business Intelligence system was re-branded as Ohio Benefits to better describe the objective of the system. Ohio Benefits currently supports adjudication of benefit eligibility determination for the State's Medicaid (including CHIP), SNAP (including P-EBT), Cash (including TANF and Refugee Cash Assistance), and Child Care programs.

Project Objectives

With Ohio Benefits and under the leadership of the Department of Administrative Services (DAS), the State of Ohio sought to establish a service-oriented architecture (SOA) health and human services (HHS) platform on which its Integrated Eligibility (IE) and Business Intelligence systems would be implemented. The platform needed to meet the needs of Ohio's Health and Human Service agencies by being adaptive to changing policies and business rules, interoperable with external systems, harness modern technologies, and use best practices for IE system implementation. Following realization of the original project objectives, the State has focused on continuous improvement of service delivery to Ohioans and improving their interactions with the State through customer-centric and data-driven approaches.

Accenture's Role

Since February 2013, Accenture has served as the prime DDI vendor, and since October 2013, as the prime maintenance and operations (M&O) vendor for the Ohio Benefits program. Accenture implemented the Medicaid, SNAP, TANF, and Child Care programs into Ohio Benefits and subsequent M&O services to support administration of those programs in the production environment. Accenture currently provides comprehensive Application Operations (AO) and Infrastructure Operations (IO) services for the program, including system deployments, maintenance, batch operations, Tier 1-3 Service Desk, security, and enhancement services. Accenture is responsible for all phases of the enhancement Software Development Lifecycle, including Analysis, Design, Development (Build) and Test, User Acceptance and Deployment, and Post-Deployment.

Experience Developing, Implementing, and/or Supporting Portal and/or Mobile Applications

In 2013, Accenture set out to implement Ohio Benefits using the Accenture Public Service Platform (APSP), a SOA-based platform. Over time, **Accenture implemented five key portals for the program:**

- A mobile-enabled **Self-Service Portal** used by Ohio residents to apply for and maintain benefit programs
- **Worker Portal** used by authorized staff, including counties, to administer benefit programs
- **Presumptive Eligibility and Deemed Newborn Portal** used by Qualified Entities for PE and Deemed Newborn eligibility determinations and authorizations

Describe the services provided:

Provide sufficient details to support the experience requirement details.

Customizations

- **Provider Portal** used by employment and training providers for the SNAP and TANF programs for time reporting and referral management
- **BI Portal and Self-Service Reporting (SSR)** used by authorized staff for reporting and data analysis

We implemented Ohio Benefits on a scalable on-premises infrastructure —designed for high availability, stability, and performance —using Oracle Engineered Systems (Exalogic and Exadata) as its cornerstone. The infrastructure was hosted in the State of Ohio Computer Center (SOCC) in Columbus as the primary site with a Disaster Recovery (DR) facility in Cincinnati. On this hardware platform, we implemented Oracle Linux virtual servers (version 5.x), Oracle databases, and a series of Oracle Middleware products, all of version 11g at the time.

As technologies were approaching critical upgrades (end of life), Accenture and the State initiated the Technology Refresh project in 2020 to replace all hardware and upgrade operating systems, databases, and middleware to current versions. Along the way, the State also asked Accenture to migrate the DR capability from Cincinnati to Cleveland, an additional effort that we accommodated in good partnership. This large and complex project completed in April 2021 with a successful go-live of the Ohio Benefits production environment. The Technology Refresh laid the foundation for the foreseeable future, with improved stability and performance, and all components under full vendor support.

More than 3 million Ohioans receive Medicaid, SNAP, Cash, and Child Care benefits through Ohio Benefits and have access to the modernized Self-Service Portal, a mobile-responsive tool with a human-centered design. The portal offers a consolidated service for Ohioans to apply for and maintain benefits. As a mobile-enabled portal, the Self-Service Portal may increase access to benefits by residents who need it most, including those with no access to a laptop or home computer. Because of our extensive knowledge of the Ohio Benefits systems and environment, we delivered enhancements like a mobile-enable Self-Service Portal at speed and scale.

Accenture's solution includes implementing, maintaining, and operating the following technologies:

- **Oracle Engineered Systems (E.g., Exadata, Private Cloud Appliance):** Ohio Benefits has three regions, each with its own pair of Exadata and Private Cloud Appliance (PCA): SOCC Non-Prod (for Development and Training environments), Cleveland (for DR and Test environments), and SOCC Production. The PCAs combined host around 580 virtual servers, which run on Oracle Linux, Red Hat Linux, and Windows. The Exadatas together host around 280 databases, counting both Container Databases (CDB) and Pluggable Databases (PDB). Additionally, Ohio Benefits has two Oracle Database Appliances (ODA) that run Oracle Enterprise Manager (OEM), our primary monitoring solution.
- **Oracle Database and Middleware Products:** Oracle Database is the primary solution for storing and accessing Ohio Benefits mission-critical data. All databases are set up with encryption for protection of PII and PHI with backups stored on the Exadata and external storage. Production databases are replicated in real time using DataGuard to the Cleveland DR data center. We also use several Oracle Middleware products, such as:
 - Oracle WebLogic Server: mainly used as the web front-end of the application portals, handling requests from online users and managing calls to

the database and other components

–Oracle Policy Automation: the heart of eligibility determination through automated rules that reflect benefits program policies

–Oracle API Gateway (OAG): known as Axway in its current version, this product handles all inbound and outbound interface traffic for online and batch interfaces, supporting interactions with 47 business partners

–Oracle SOA Suite (BPM, SOA, OSB): handles workflows, such as for case worker tasks and many interfaces, and interactions across components

–Oracle Identity Access Management (IAM) Suite (OAM, OIM, OID, OUD): monitors identity management and authentication of users to verify only authorized users can access the systems and perform the functions that are appropriate for their role

–Oracle WebCenter ECM: stores all generated documents, including Notice-of-Actions (NOAs), that are also printed and mailed to citizens, and makes them accessible online for case workers

Across 15 environments, we maintain and operate 600 instances of these middleware products:

- Adobe Experience Manager: Ohio Benefits uses AEM to generate large volumes of forms, such as Notice-of-Actions (NOA). The templates that these forms are based on are designed using the AEM Workbench. Generated forms are sent to the State's Central Print facility and stored electronically in Oracle WebCenter ECM.

- Windows Servers: Across the two data centers, Accenture manages 60 Windows virtual servers hosted on the PCAs. The Windows servers support various tools and capabilities, such as domain controllers, jump and tool servers, test automation, and Data Loss Prevention (DLP).

- BMC Control-M: Control-M is our batch scheduler, implemented in a clustered setup and run in each region. For production, we have implemented a batch monitoring framework within Control-M that monitors for batch failures and excessive runtimes.

- Informatica MDM: With about 25 instances across all environments, MDM provides the Master Client Index (MCI) and Master Provider Index (MPI) for Ohio Benefits. This is a key function to standardize and de-duplicate names that belong to the same citizen or provider.

Project Outcomes and Value Delivered

Through the successful implementation of Tech Refresh, Accenture delivered a robust platform that will support Ohio Benefits for years to come.

Performance improvements were seen from the day the new infrastructure went live and set the stage for additional improvements since then. The migration of the DR location from Cincinnati to Cleveland yielded the State substantial annual cost savings.

When the COVID-19 pandemic hit, the State had a need for extended online hours for county workers. Thanks to the processing power of our infrastructure, we were able to offer the extra hours each day, while still completing the batch schedule on time.

The infrastructure Accenture implemented, maintains, and operates continues to offer value to the State daily, as the following illustrates:

- The system supports roughly 3,500 unique users during peak hours without showing signs of stress or degradation.

- Resiliency is an integral part of our solution to promote continuity and maximize availability, for instance:

- The Production network is fully redundant.

- We can lose two out of 10 physical compute nodes of the Production PCA and continue business as usual.

- Losing one of our four Exadata nodes does not impact the application.

- We can accommodate all online users even if we lose half of our six Worker Portal JVMs.

- We typically exceed the expected 99.9% availability SLA each month.

- Annual DR exercises demonstrate that we can recover Ohio Benefits at the DR location well within the time targets set by the State and with no or minimal data loss.

- We have strong relationships with all hardware and software vendors allowing us to collaborate with them for support and maintenance and can escalate through our vendor channels when needed, without the State having to get involved.

Project #4				Contact	
Company Name:	Centers for Medicare & Medicaid Services			Contact Name:	Corey Lloyd
Project Name:	HealthCare.gov (Federally Facilitated Exchange)			Contact Title:	Contracts Specialist
Contract Amount:	\$1.24 billion			Address:	7500 Security Blvd. Baltimore, MD 21244-1850
Contract Start Date (MM/DD/YYYY):	1/1/2014	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:	

Health and Human Services Project Description

The Patient Protection and Affordable Care Act (ACA) created new health insurance exchanges at the state and federal level. These exchanges are public-private marketplaces where Americans can apply for a tax subsidy and shop for health insurance plans across insurance companies. HealthCare.gov, the website for the federal exchange, is the **health and human services** portal to the Federally Facilitated Marketplace (FFM). The FFM includes:

- A plan management system for loading healthcare plans onto the website
- Interfaces with state and federal systems, including Medicaid application referrals to state Medicaid agencies
- Interfaces with insurance companies for enrollment, premium payment, and reinsurance programs to support premium price stabilization and accurate payments
- Interfaces with the IRS for the tax subsidy
- The Small Business Health Options Program (SHOP)

Project Objectives

HealthCare.gov was launched in October 2013 to align with the ACA legislation's effective date of October 1, 2013 so that Americans could begin applying for tax subsidies and shopping for health insurance. The initial launch had many challenges, which received extensive coverage and political, media, and public scrutiny. A rescue of the HealthCare.gov website began in November 2013 with the objective of stabilizing it across all functional areas and improving the user experience.

Accenture's Role

Accenture manages a broad set of responsibilities related to the Federally Facilitated Marketplace (FFM), including:

- Development of new software (enhancements)
- Building of new environments
- Maintenance and operations for existing software and environments, including development, test, and production
- Batch operations
- Management of software licenses
- Data analysis and incident response
- Security compliance and monitoring and supporting security audits
- Technical architecture development and enhancements
- Management of a multi-tier service desk

Accenture performs these activities across eight functional areas: Eligibility and Enrollment, Standalone Eligibility Service, Financial Management, Plan Management, Plan Management Modernization, Document Storage and Retrieval System, Marketplace Customer Record, and Insurance

Describe the services provided:

Provide sufficient details to support the experience requirement details.

Plan management, Plan management modernization, document storage and retrieval system, marketplace customer record, and insurance Enrollment Services. We also oversee the full lifecycle of contract management responsibilities including management reporting, earned value management, risk and issue management, schedule management, resource management, and overall FFM program leadership.

As part of providing management of application operations, Accenture's services include:

- Executing incident, problem, and defect management
- Authoring functional and technical design documents
- Performing system testing and providing user acceptance test (UAT) support
- Executing batches, identifying issues, taking corrective actions, and creating batch execution statistics dashboard/reports
- Monitoring the application and the interfaces, identifying issues, and conducting error handling
- Providing domain knowledge and functional expertise (Medicaid)
- Conducting performance testing and tuning
- Managing communication with stakeholders and users
- Creating and maintaining runbooks for job aids/standard operating procedures (SOPs)
- Supporting ad-hoc data requests
- Upgrading third-party vendor software
- Conducting application lifecycle management

Experience Developing, Implementing, and/or Supporting Portal Applications

We took over M&O work during the peak period of the 2014 open enrollment. The team tackled defects and **implemented urgently needed fixes** ahead of schedule, thereby maintaining operations for the **portal applications** throughout the peak enrollment period. To keep the portal fully functioning, especially during peak enrollment, **Accenture provided continuous support** through monitoring and reporting for HealthCare.gov. Each week, the team **developed and delivered multiple software releases**, with significant enhancements.

These programs required gathering confidential claims information from 800 different insurance issuers and then performing complex, risk stabilization calculations and analytics. CMS needed to provide a solution where issuers maintained control of their confidential claims information, as input to the risk calculations, but CMS controlled the risk algorithms, software, and reference data.

Accenture developed an innovative, cloud-based portal solution that provides issuers a complete data processing environment, which each issuer owns and operates. The EDGE system uses Amazon Web Services (AWS) to connect with more than 800 issuers, to share and process claims information in the cloud according to the CMS analytical algorithms. Issuers maintain complete control of their proprietary claims and pricing data; CMS has visibility to the outputs, but not the inputs, of the algorithms. Additionally, 135 issuers elected to participate as AWS-deployed servers, using a fully automated environment provisioning process that has successfully and securely processed the issuers' data without requiring internal infrastructure investment. The other issuers used an on-premises deployment model, which still took advantage of the same software images and upgrade processes.

The EDGE system enables CMS to create a level playing field for all issuers. It provides consistent software and data version management across the universe of independent installations. EDGE simplifies and expedites deployment for issuers, reducing time from several days in a standard software distribution and configuration model to as little as 15 minutes, while enabling hands-free software upgrades and execution of remote commands.

Project Outcomes and Value Delivered

- Accenture has successfully operated seven Open Enrollment (OE) periods, along with Special Enrollment Periods, with CMS and other FFM stakeholders to support **45 million enrollments and \$200 billion in total payments since 2015**.
- **We mobilized more than 500 people with the requisite industry, functional, and technical skills in eight weeks.**
- We delivered 700 releases, 99.7% on time with the remainder delivered no more than seven days after the planned release.
- Our efforts generated more than 18 million notices, 2.9 million inbound account transfers, and 1.7 million outbound.
- **We improved the loading time for healthcare plans by 98% for small business consumers while load times went from 200 plans per day to 420 plans per hour.**
- We worked with CMS and issuers directly to successfully onboard and conduct outreach for more than 800 issuers for the Risk

Project #5				Contact	
Company Name:	California Statewide Automated Welfare System (CalSAWS) (FKA California Statewide			Contact Name:	Holly Murphy
Project Name:	C-IV Project			Contact Title:	CalSAWS PMO Director
Contract Amount:	\$1,978,880,464			Address:	620 Roseville Parkway Roseville, CA 95747
Contract Start Date (MM/DD/YYYY):	3/1/2001	Contract End Date (MM/DD/YYYY):	9/1/2021	Phone Number:	
				Email:	
<p>Health and Human Services Project Description</p> <p>The CalSAWS Consortium is a Joint Powers Authority comprising 58-member counties. The CalSAWS Consortium was established in June 2019 by unification of the former CalACES Consortium, which included 40 member counties, and the Welfare Client Data System (WCDS) Consortium, which comprised the remaining 18 counties in the State. The CalSAWS Consortium's C-IV Project was established in 2001 and is responsible for the design, development, implementation, maintenance and operations of the C-IV System for 39 member counties.</p> <p>The C-IV Project's four original counties (Merced, Riverside, Stanislaus and San Bernardino) represent approximately 16% of the statewide caseload. With the addition of the 35 ISAWS Counties, known as the C-IV "Migration" Project, the C-IV System served approximately 30% of the California caseload (over 5.4 million persons for State Fiscal Year 2018/19). This system includes more than 500 pages, 300 reports, 80 interfaces, 10,000 batch jobs, and 300 forms and data from 50 legacy systems that were converted to C-IV.</p> <p>Project Objectives</p> <p>The C-IV Project implemented, maintained, and operated a dynamic, outcome-oriented system. The C-IV System provided an integrated, user-friendly, automated system to manage the increasing complexity of public assistance and employment programs. The C-IV System is a web-based integrated eligibility system that supported key public assistance programs of TANF, SNAP, Medicaid, Child Care and Employment Services.</p> <p>Accenture's Role</p> <p>The CalSAWS Consortium (formerly the C-IV Consortium) contracted with Accenture to design, develop, implement, maintain and operate the C-IV System. The C-IV Project's original timeframes included 3.5 years in design, development, and implementation, and 10 years for maintenance and operations.</p> <p>The C-IV Project began development on March 5, 2001. We completed implementation in all four original counties by October 2004. Merced County became operational in March 2004; Stanislaus County in April 2004; Riverside County in August 2004; and San Bernardino County in September 2004. The Migration Project began in September 2007 and concluded on schedule in August 2010, with final implementation of 35 additional counties occurring in June 2010.</p> <p>In September 2013 the former C-IV Consortium approved a six-year contract extension with Accenture. With this extension, Accenture was to provide Maintenance and Operations services for the C-IV System through October 2019. In February 2019 the Consortium approved a subsequent one-year contract extension for Accenture to provide Maintenance and Operations services for the C-IV System through October 2020. In July 2020, the Consortium approved a subsequent 1-year contract extension through October 2021.</p> <p>Accenture delivered the following services for the C-IV Project:</p> <ul style="list-style-type: none"> • Project Management 					

Describe the services provided:

Provide sufficient details to support the experience requirement details.

- Project Management
- Design, Development, and Testing
- Infrastructure Design and Deployment
- Configuration Management
- Data Conversion
- Change Management and End-user Training
- Implementation
- Maintenance and Operations

Experience Developing, Implementing and/or Supporting Portal Applications

As part of the overall CalSAWS program, Accenture was responsible for the **implementation and the ongoing maintenance and operations of the C4Yourself portal and mobile application**. In 2007, the C-IV Consortium used USDA Food and Nutrition Service funds and ARRA stimulus funds to contract with Accenture to **design, build, and implement a web-based application called C4Yourself**. The C4Yourself portal allowed customers to apply for CalFresh, Medi-Cal, CMSP, and CalWORKs through the internet at www.c4yourself.com. This secure self-service, publicly accessible website provided customer-centric tools for simplified access to benefits. The e-applications were automatically uploaded in real-time into the C-IV System, where eligibility workers could review the data and transfer it directly into the C-IV system without re-typing. The C4Yourself Portal was live from October 2007 to September 2021. During that time, additional self-service functionality was added, such as providing recipients with the ability to complete re-certifications, report changes (e.g. address), electronically submit status, view benefit information, and display only those application questions specific to the programs the customer is applying for.

C4Yourself was later updated to include a separate application flow to allow households who had been impacted by a State disaster to apply for Disaster CalFresh (DCF). These applications were then routed to C-IV and designated separately so that workers could prioritize benefits to these disadvantaged applicants.

In December 2015, the C-IV Consortium approved a change order for Accenture to design, build, and implement the C4Yourself mobile application. With the launch of this in August 2016, **the C4Yourself mobile application included custom enhancements** that were built on Accenture's Accenture Citizen Self Service Portal (ACSSP) Mobile Application (now known as CitizenHub), which enables citizens to access benefits information and upload documents to support processing of their applications through smart phone devices. The C4Yourself mobile application was deployed to Google Play and Apple App stores.

The C-IV Consortium implemented the C4Yourself mobile application as a technical enhancement to the C4Yourself online application, to increase citizens' participation in self-service and provide recipients with greater access to their benefits through their smart phone devices.

In September 2021, the 39 counties that were on the C-IV system were migrated to the cloud-based CalSAWS system, marking the decommission of a legacy system as these counties migrated to CalSAWS (formerly LRS and the foundation of CalSAWS) and C4Yourself was migrated to the BenefitsCal portal mobile application (not maintained by Accenture).

Project Outcomes and Value Delivered

- The C4Yourself portal and mobile application (on Google Play and Apple App stores) allowed customers to apply for CalFresh, Medi-Cal, CMSP, and CalWORKs via the internet at www.c4yourself.com.
- This secure self-service, publicly accessible website provided customer-centric tools for simplified access to benefits and uploading of documents to support the processing of their applications.
- The e-applications were automatically uploaded in real-time into the C-IV System, where eligibility workers could review the data and transfer it directly into the C-IV system without re-typing.
- Provided recipients with the ability to complete re-certifications, report changes, electronically submit status, view benefit information, and display only those application questions specific to the programs the customer is applying for.
- Enabled C-IV to prioritize benefits to households impacted by State disasters (example, Disaster CalFresh (DCF)).

Project #6		Contact	
Company Name:	California Statewide Automated Welfare System (CalSAWS) Consortium	Contact Name:	Holly Murphy

Project Name:		California Statewide Automated Welfare System (CalSAWS) (FKA Leader Replacement)		Contact Title:	CalSAWS PMO Director
Contract Amount:		Original LRS Contract: 11/2012 - 03/2019: \$762,053,960 Current CalSAWS Contract (As of Amendment 32): 03/2019 - 7/2025: \$1.637B		Address:	620 Roseville Parkway Roseville, CA 95747
Contract Start Date (MM/DD/YYYY):	11/1/2012	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:	
				Email:	
Describe the services provided: Provide sufficient details to support the experience requirement details.		<p>Health and Human Services Project Description</p> <p>The California Statewide Automated Welfare System (CalSAWS) Project and Consortium is the State of California's integrated eligibility and case management system that supports key public assistance programs. It currently serves all 58 California counties for more than 15.7 million Californians. CalSAWS is the largest automated eligibility system in the nation used to administer the following health and human services programs:</p> <ul style="list-style-type: none">•Medicaid (Medi-Cal)•Supplemental Nutritional Assistance Program (SNAP) known as CalFresh in California•TANF (California Work Opportunity and Responsibility to Kids, or CalWORKs)•Foster Care•Refugee Assistance•County Medical Services•Child Care Assistance Provider Payments (excludes eligibility determination and benefit calculation) <p>The CalSAWS Consortium's LEADER Replacement System (LRS) Project was established in 2012 and is responsible for the design, development, implementation, maintenance and operations of the LRS for Los Angeles County. The LRS served as the baseline system for the statewide system (CalSAWS) which all counties successfully migrated to as of October 2023. CalSAWS encompasses the following functions: eligibility determination, benefit computation, benefit delivery, case management and information management. CalSAWS uses a multi-tiered architecture and is Medicaid Information Technology Architecture (MITA) compliant.</p> <p>Project Objectives</p> <p>In 2012, the Los Angeles County's Department of Public Social Services (DPSS) and Department of Children and Family Services (DCFS)'s goal for LRS was to provide an integrated, user-friendly, automated system to manage the increasing complexity of public assistance and employment programs.</p> <p>In 2019, the 58 California Counties came together as one Joint Powers Authority to initiate the California Statewide Automated Welfare System (CalSAWS) Project and Consortium, with the goal of creating a single statewide system serving 58 counties, including Los Angeles County – the second largest social services agency in the country – through the first statewide, unified solution for an agency this size in the United States. CalSAWS offers a consistent experience for Californians statewide and provides one system solution for the entire State.</p> <p>Accenture's Role</p> <p>Accenture has been working with CalSAWS Consortium for over two decades to serve the member counties' most vulnerable residents as the Prime System Integrator through the analysis, design, development, implementation, and ongoing maintenance and operations (M&O) phases across</p>			

system integrator through the analysis, design, development, implementation, and on-going maintenance and operations (M&O) phases across four of the Consortium's projects which have now been combined into **a single, seamless, cloud-based solution**. Accenture currently serves as the prime M&O vendor for the 58-County CalSAWS system and as the Prime System Integrator for having migrated all 58 counties.

Experience Developing, Implementing and/or Supporting Portal Applications

Accenture is responsible for the entire system development lifecycle (SDLC) for CalSAWS, including **Analysis, Design, Development (Build) and Testing, User Acceptance and Deployment, and Post Deployment** activities for the CalSAWS unified solution, including for the Design, Development, and Implementation (DD&I) project and system enhancements.

CalSAWS is based on the LEADER Replacement System (LRS), **a Java-based system that Accenture designed, developed, implemented, and maintained and operated** for Los Angeles County. In October 2016, Accenture assumed responsibilities for the **ongoing maintenance and operations of the Your Benefits Now (YBN) Portal and Mobile Applications**. In October 2019, Accenture successfully **deployed these applications to the Amazon Web Services (AWS) cloud**, along with the rest of the LRS, in five months as part of the CalSAWS DD&I Project. This helped the Consortium avoid the need to invest in one-time use development hardware, reduced complexity by taking advantage of cloud native services, ensured the system could scale for additional counties, and allowed for the decommissioning of multiple data centers. On April 25, 2022, YBN was sunset as LA County was migrated to the BenefitsCal portal mobile application (not maintained by Accenture).

Project Outcomes and Value Delivered

- The YBN portal application allowed customers to apply for programs such as CalWORKs, CalFresh, Medi-Cal, and General Relief.
- The YBN portal application allowed customers to view eNotices, schedule appointments, check case status, view worker information, and upload verification documents
- The YBN mobile application allowed customers to view EBT balances and submit supporting documents for QR/SAR forms
- This secure self-service, publicly accessible website provided customer-centric tools for simplified access to benefits and uploading of documents to support the processing of their applications.

Project #7				Contact	
Company Name:	New York City Department of Social Services			Contact Name:	Rebecca Kirchheimer
Project Name:	ACCESS HRA			Contact Title:	Deputy Commissioner, Office of Business Process Innovation
Contract Amount:	\$100 million			Address:	4 World Trade Center, 33rd Fl. New York, NY 10007
Contract Start Date (MM/DD/YYYY):	1/20/2014	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:	
				Email:	

Health and Human Services Project Description

The New York City Human Resources Administration (HRA)/Department of Social Services is the largest social services agency in the United States, serving millions of New Yorkers through management of 12 major social assistance programs. The HRA Office of Business Process Innovation sought to transform their service model for benefit delivery and empower clients through new self-service capabilities. **A Virtual Client Services Center transformation program (ACCESS HRA)** was launched to modernize the way HRA interacts with its **health and human services program clients**. At the heart of this transformation, the **new ACCESS HRA portal** would allow clients to apply for, renew, and manage their benefits online in seven languages. Since the delivery of the first major release of ACCESS HRA in 2015, Accenture's scope has included the **ongoing maintenance and operation** of the Access HRA platform (M&O).

Project Objectives

Through ACCESS HRA, benefit recipients and community-based organizations (CBOs) that work to help the City's most vulnerable populations, can determine their eligibility for, renew and manage their one time and/or recurring benefit payments available through the following social security benefit programs: Supplemental Nutrition Assistance Program (SNAP); Cash Assistance program (TANF); Medicaid; Fair Fares NYC; Rent Assistance Programs; Heating and Energy Assistance Programs (HEAP); Child Support Programs.

ACCESS HRA includes a Client Portal and mobile applications where clients can view hundreds of data points about their case, download their case notices and return verification documents using their own device and receive important notifications directly to their phone. ACCESS HRA also introduced the **ACCESS HRA Provider Portal**, which allows CBOs to have real time access to important benefit information for the clients they serve and helps to ensure that clients can apply for and keep the benefits they need.

Accenture's Role

Accenture has **met all of the project success measures** that were defined by NYC. Most importantly, Accenture has delivered each of their task orders **on schedule and within budget**. Accenture managed an integrated project plan to coordinate across all stakeholders and other systems required for successful deployment. Significant business success measures have been realized by the ACCESS HRA project, including a **dramatic increase in the percentage of client transactions handled through self-service channels**. Accenture delivered an **improved customer experience** for HRA's clients and freed up staff to work on **higher-value activities**.

Experience Developing, Implementing, and/or Supporting Portal and/or Mobile Applications

Accenture provides ongoing maintenance and operation of the Access HRA platform, which includes **production services for the ACCESS HRA portal and mobile applications as well as the applications that support it including service planning, service support, application support, issue prioritization, response, system enhancements, and the resolution of issues in the production application**. The continuous development and growth

Describe the services provided:

Provide sufficient details to support the experience requirement details.

of the ACCESS HRA ecosystem has been shaped by HCD principles over the last 10 years, using experiences gained during earlier releases and feedback obtained from users and stakeholders to drive new design. This evolution has occurred across all aspects of delivery, from A/B testing of the ACCESS HRA Document Upload Mobile App, to PC Bank user research of pre-release wireframe prototypes of the mobile responsive UI delivered in Release 5, to virtual interviews with CBO workers gathering feedback on Cash Assistance Case Change designs while centers were shut down during the Covid crisis. NYC DSS operates Benefit Access Centers across the city, each with a PC Bank dedicated to allowing users to manage their benefits using the ACCESS HRA portal. These centers provide a constant source of feedback following and preceding the release of new functionality. HCD principles are deeply embedded into the delivery of ACCESS HRA.

Project Outcomes and Value Delivered

Today, ACCESS HRA and its downstream legacy systems support 12,000 DSS caseworkers, 8.5 million citizens and 2,500 CBO personnel involved in delivering benefits to the needy. In terms of scale, the ACCESS HRA system will process 200,000 submissions per month (including applications and revision requests) across all Benefit Programs. **ACCESS HRA handles 8 million logins and 1 million pages of documentation are uploaded through the Mobile Apps each month.**

ACCESS HRA today processes 200,000 online portal application submissions each month across various City programs. **Over 54 million documents have been returned through the various mobile applications**, which has resulted in a 20% reduction in the rejection of cases for failure to return documents. This can be quantified as over 30,000 saved days of work to date. **The three mobile apps have been downloaded over 3.5 million times, with an average app store rating of 4.7**. New tools are allowing agencies to communicate with their clients in exciting ways, such as sending appointment notifications with embedded maps, **allowing on-demand interviews through the mobile application**, and sending reminders for important eligibility milestones that keep clients on track to receive their benefits. **Clients can make Child Support payments through the mobile app**. **Prepopulated applications and embedded identity verification services save processing time for agency workers. Verification documents that previously required manual matching are now automatically matched to the correct case from the mobile application at a 90 percent**

Project #8				Contact	
Company Name:	California Department of Public Health (CDPH)			Contact Name:	Maria Volk
Project Name:	CalVax Project			Contact Title:	Assistant Branch Chief, Immunization Branch at California Department of Health
Contract Amount:	\$344 million			Address:	980 9th St Ste 500, Sacramento, CA 95814
Contract Start Date (MM/DD/YYYY):	12/14/2020	Contract End Date (MM/DD/YYYY):	6/30/2024	Phone Number:	Please email to schedule an appointment
				Email:	

<div>Describe the services provided:</div> <div>Provide sufficient details to support the experience requirement details.</div>	<div><div>Health and Human Services Project Description</div><div>In late 2020, the State of California had an emergency need to establish a unified system for administering the vaccine rollout. The State partnered with Accenture to rapidly build and deploy a complex health and human services portal application/mobile application IT system. Originally called the California COVID-19 Vaccine Rollout but now known as CalVax, the project encompasses all System Development Life Cycle phases: Design, Development, Testing, User Acceptance Testing, and Go-Live. Accenture partnered with the California Department of Public Health (CDPH) to rapidly develop, implement, and support a comprehensive Vaccine Management, Tracking and Reporting portal application on the Salesforce SaaS platform to control the spread of the COVID-19 virus across the State of California. Accenture's consulting support and project leadership expertise assisted the State with the CDC-recommended creation of internal planning and vaccine implementation committees and business process requirements to achieve successful outcomes—at speed and scale during a time of crisis. Accenture successfully led the design, development, implementation, and training of the project.</div></div>
	<div><div>Project Objectives</div><div>The Vaccine Management program began in December 2020 under the COVID-19 executive order requiring daily turnarounds on complex system minimum viable products (MVPs). In partnership with the California Department of Public Health (CDPH), Accenture developed, implemented, configured, and supported a complex SaaS-based solution over a period of 3 years and expanded the solution and related systems to support an all-vaccine solution for the State of California.</div></div>
	<div><div>Accenture's Role</div><div>Accenture partnered with the CDPH to understand the business requirements to merge five legacy systems (PrepMod, COVID Readiness Registration & Ordering, CA Allocation System, CA Provider Microsite Profile & Waste, and CA Provider Microsite Ordering) into one upgraded, integrated software solution. The CalVax health and human services portal solution that Accenture developed, implemented, configured, and supported includes multiple, interconnected components that address each of the business requirements:</div><div><div><div></div><div>Vaccine management and Tracking Platform</div></div><div><div></div><div>Supply Management</div></div><div><div></div><div>Analytics and Reporting</div></div><div><div></div><div>Community Education and Engagement</div></div><div><div></div><div>Contact Management,</div></div><div><div></div><div>Organizational Support</div></div></div></div>
	<div><div>Experience Developing, Implementing, and/or Supporting Portal Applications</div><div>This complex cloud-based SaaS portal solution—developed, implemented, configured, and supported in production by Accenture—supports 112,000 internal users and 7 million external users. These external users include patients, clinics, supervisors, local health officers, health providers, mass vaccination clinics, and local health department personnel. The project includes multiple interconnected components—a Contact Center platform, a CRM/case management platform, two cloud platforms (Amazon Connect & Salesforce SaaS), an ESB, and integration with several Statewide systems that connect information to the 61 Local Health Jurisdictions across the State .</div></div>
	<div><div>Project Outcomes and Value Delivered</div><div><div><div></div><div>Since 2021, the CalVax portal solution has been used to process and manage an average of 4.3 million business transactions in the form of appointments.</div></div><div><div></div><div>Accenture processes and manages 3.2 million business transactions in the form of vaccine doses administered on the system annually, exceeding the minimum of 200,000 business transactions annually required by the State for this qualification.</div></div><div><div></div><div>More than 112,000 internal users and 7 million external users—including patients, clinics, supervisors, local health officers, health providers, mass vaccination clinics, and local health department personnel fighting the pandemic—used the health and human services portal system.</div></div></div></div>
<div><div>Project #9</div><div>Contact</div></div>	
<div>Company Name:</div>	<div>Ontario Ministry of Health (MOH)</div> <div>Contact Name:</div> <div>Lucinda Theodore</div>
<div>Project Name:</div>	<div>COVID-19 Pandemic Response: Case and Contact Management (CCM) and COVID-</div> <div>Contact Title:</div> <div>Senior Manager Business Solutions</div>

Contract Amount:		Greater than \$50 million CAD		Address:		5th Floor, 777 Bay St. Toronto, Ontario M5G 2C8		
Contract Start Date (MM/DD/YYYY):		06/01/2020	Contract End Date (MM/DD/YYYY):	05/31/2023	Phone Number:			
					Email:			
		Health and Human Services Project Description MOH is responsible for administering the provincial healthcare system for 14.5 million citizens across a network of hospitals, long-term care and assisted living facilities, health centers, and 34 public health units (PHUs). During the COVID-19 pandemic, MOH led the largest Canadian provincial response to protect and serve Ontarians by rapidly standing-up operations and a supporting technology infrastructure.						
		Project Objectives Accenture was the Prime Systems Integrator (SI) with overall responsibility to deliver Case and Contact Management (CCM) and Vaccine Management (COVaxON) for the Ontario Ministry of Health (MOH). Accenture successfully developed and implemented the Salesforce Platform as the SaaS Client Experience Platform for CCM and COVaxON, which included the integration of portals and mobile-friendly solutions. This project included supporting the implementation of multiple portal and mobile-friendly initiatives, including for scheduling and vaccine certificate issuing.						
		Accenture's Role As the Prime Systems Integrator (SI) for CCM and COVaxON, Accenture worked with MOH to deliver solutions to support the following: <ul style="list-style-type: none">• Tracing and managing COVID-19 cases across the province• Managing and distributing COVID-19 vaccines approved by Health Canada• Creating capacity to administer vaccinations to general and high-risk populations• Implementing public health measures based on regulations and public health advice• Establishing new and updating existing service channels to communicate with the public, provide information and resources• Creating portal and mobile solutions to offer appointment booking and provide vaccine certificates						
		As the province started to shift to priorities outside of the pandemic, the MOH launched the CCM Expansion initiative. This project sought to build on the solution implemented during the pandemic response to improve the province's capability to trace and manage the other 77 communicable diseases in one integrated solution and platform.						
		Experience Developing, Implementing, and/or Supporting Portal Applications Accenture developed and implemented the following services: <ul style="list-style-type: none">• Business transformation enablement: Provincial partners (Public Health Units, Public Health Ontario, hospitals, pharmacies, primary care, and others) underwent significant change at a rapid pace to respond to the pandemic. On the case management side, pandemic policy and public health guidelines were constantly changing. The solution needed to track and manage cases while balancing the public health requirements and needs. On the COVID-19 Vaccine Management side, the province needed to stand up vaccination clinics with new operations, new staff and new						

Describe the services provided:

Provide sufficient details to support the experience requirement details.

technologies. For each project, Accenture met with key MOH stakeholders and partners to identify pain points, policies, and processes to align on the project vision, objectives, and value drivers. **Accenture also worked with MOH to prioritize requirements and develop a product backlog to enable business transformation at speed.**

- **Solution design services:** **Accenture and MOH implemented a Minimum Viable Product (MVP) for the CCM and COVaxON initiatives** in less than two weeks and piloted the MVP in selected PHUs and two inaugural vaccination clinics. The MVP was based on inputs from collaborative co-design sessions and leading practices in other jurisdictions. Accenture implemented a similar MVP in the State of California and other states in the United States. The MVP formed the basis for the CCM and COVaxON design and was frequently updated at the outset to incorporate user feedback and project requirements with multiple releases per week. Accenture worked with MOH to make the front end of the solution more configurable based on the situation with the global COVID-19 pandemic.
- **Solution development:** **Accenture provided end-to-end development of the CCM and COVaxON initiatives, including discovery, requirements refinement, design configuration/development, system testing, functional testing, and regression testing.**
- **Data conversion and migration:** Accenture supported MOH with several data migration activities including but not limited to data model configuration, data mapping, development of data migration runbook, data migration dry runs to help with the data conversion and migration from MOH legacy systems to CCM and COVaxON for provincial reporting.
- **Change management and training:** Accenture provided end-user training and on-site and remote support for more than 86,000 internal users to learn how to use the CCM and COVaxON application and embed it as part of the vaccination clinics. Accenture was on site at over 100 vaccination clinics, including inaugural clinics in December 2020, providing training to users, and sharing leading practices and lessons learned to improve clinic operations.
- **Project management:** Accenture provides project management services for the delivery of CCM and COVaxON. Accenture and MOH followed agile delivery method with functional and technical enhancements prioritized as part of a backlog and delivered as part of regular release cycle.

Accenture developed and delivered the following products:

- Provincial COTS COVID-19 Case and Contact Management solution (CCM) built on the Salesforce platform to enable 35 Public Health Units (PHUs) to manage as many as 20,000 COVID-19 cases per month to support COVID-19 cases and close contacts and limit the spread of the virus.

Accenture led the end-to-end implementation of CCM.

- CCM Virtual Assistant (VA) solution built on AWS to augment the public health workforce's case management and contact tracing capabilities. **The CCM VA is a mobile-friendly solution** that facilitates initial contact to COVID-19 cases and close contacts through SMS and automated the workflow for tracking and managing cases. **Accenture led the end-to-end implementation of CCM Virtual Assistant.**

- Provincial COVID-19 Vaccine Management solution (COVaxON) built on Salesforce platform to enable PHUs, pharmacies, hospitals, and other partners to manage vaccine inventory and administration of doses across the province. **Accenture led the end-to-end implementation of COVaxON.**

- Provincial COVID-19 Vaccine Appointment Booking System built on Skedulo, a Salesforce product, to enable the public to book COVID-19 vaccine appointments offered by PHUs. **Accenture implemented and provided configuration support for the booking system for COVID-19 clinics across the province.**
- **Provincial COVID-19 Portal, built on modern, secure web frameworks, provides an online channel for the public to book vaccine appointments and obtain their vaccine certificates. Accenture provided development support to enhance the COVID-19 portal.**
- Client-facing workflows to aid physicians with administering vaccines and to enable citizen correspondence via notifications and alerts (e.g., testing positive for COVID-19, eligibility for getting vaccine doses, etc.)
- **Proof of Vaccination Mobile App that provided citizens with their proof of vaccination certificate**
- Integrations with existing internal and external systems using MuleSoft as middleware

Project Outcomes and Value Delivered

Accenture's involvement enabled many types of transformational change, including:

- **Digital Transformation:** MOH implemented new technologies and integrations to ensure a rapid response to the pandemic in a matter of days for what has historically taken years to achieve with legacy systems. Examples include the COVID-19 Provincial Portal for the public, vaccine appointment booking system, proof of vaccination mobile app, 24/7 provincial vaccine contact centers, a virtual assistant tool used for case and contact management, and extended communication channels for the public.
- **Operational transformation:** MOH rapidly integrated Agile delivery, through the team's collaboration and commitment. Agility was critical to MOH's approach to the pandemic response to adapt to changing public health conditions, newly approved vaccines, changes in clinical guidance, and adoption of new public health measures. MOH built capacity and used a data-driven approach to continually monitor pandemic conditions and adapt policies, operations, and technologies accordingly.
- **Management and Organizational Transformation:** MOH rapidly mobilized resources across the province to support the pandemic response as one unified team. Led by a new branch established for pandemic response and recovery, MOH brought together resources across public, private, and

FIRM MANDATORY QUALIFICATIONS SUMMARY TABLE

Bidder -	Accenture		
Minimum Experience - F2	At least three (3) years of Prime Contractor experience performing application maintenance and system modifications applying UCD processes and User Experience (UX) activities on IT Projects.		
Project Name	Start Date	End Date	Duration in Months
Arizona Health Care Cost Containment System	10/1/2020	7/30/2024	46.0
Ohio Benefits	2/1/2013	7/30/2024	138.0
Digital GI Bill	3/11/2021	7/30/2024	40.6
CalVax	12/14/2020	6/30/2024	42.5
ACCESS HRA	1/20/2014	7/30/2024	126.3
COVID-19 Pandemic Response: Case and Contact Tracing	06/01/2020	05/31/2023	36.0
		Totals	429

FIRM MANDATORY QUALIFICATIONS PROJECT DETAILS

Minimum Experience F2	At least three (3) years of Prime Contractor experience performing application maintenance and system modifications applying UCD processes and User Experience (UX) activities on IT Projects.		
Project #1			Contact
Company Name:	State of Arizona		Contact Name: Daniel Lippert
Project Name:	Arizona Health Care Cost Containment System (AHCCCS) HEAplus M&O		Contact Title: Assistant Director/Chief Information Officer (CIO)
Contract Amount:	\$120 million		Address: 801 E. Jefferson St.
Contract Start Date (MM/DD/YYYY):	10/1/2020	Contract End Date (MM/DD/YYYY): 7/30/2024	Phone Number:
			Email:

After taking over the Maintenance and Operations for the HEAplus system, Arizona's integrated eligibility system, Accenture collaborated with the Medicaid agency, AHCCCS, to **perform application maintenance and system modifications with innovative UCD processes and user experience (UX) initiatives** to improve HEAplus operations and prepare for the Public Health Emergency (PHE) Unwind effort. During the pandemic, enrollment increased by 30% in Arizona, presenting critical challenges to promote continuity in services. Our comprehensive solution introduced a social outreach initiative and proactive communications to Medicaid members, decreased agency workloads, and improved Arizonan outcomes.

To help AHCCCS reach its objectives, **we conducted multiple UCD/UX-focused workshops with Arizona** to meet the challenge of the unwind. Accenture harnessed the results of **these UCD/UX sessions** that delivered the following:

Social Awareness

- Strategic approach that involved **including and engaging with tribal communities as we created our social outreach campaign and used platforms such as Google, Facebook, and Instagram**, making sure our messaging and outreach mechanisms were inclusive of the various demographics within Arizona's diverse population while incorporating feedback directly from these populations
- **Rapid response communications outreach program** that delivered critical updates on the return to the regular renewals process to the State of Arizona's 2.5 million AHCCCS members
- Drove awareness to virtual chatbots and proactive communications—building public awareness and trust in the Accenture-delivered solution
- **Customer-centric campaign that was built around data-driven and insights-led communications strategy**
- Used quantitative and qualitative data inputs to understand AHCCCS member demographics and solve for pain points and informational barriers that could impact message resonance and required action
- Put inclusivity at the heart of the campaign—down to the imagery selected to demonstrate individuals, families, and communities
- Written, designed, and delivered with a health equity lens

Surge Call Center Support

- Stood up a call center of 50 agents in one month to support PHE Unwind-related spikes in call volumes
- Live agent chat support
- 34,124 Total Calls Handled English and Spanish (April 3rd to Dec 13th)
- 27,619 Total Chats Handled English and Spanish (May 31st to Dec 13th)
- 94.5% average client satisfaction scores
- 30-second average wait time

<p>Describe the services provided:</p> <p><i>Provide sufficient details to support the experience requirement details.</i></p>	<p>Sam (our Virtual Assistant)</p> <ul style="list-style-type: none"> • 100 trained responses to FAQs related to Medicaid Renewals and the PHE Unwind • 50,000 address changes completed using Sam, not requiring worker intervention by implementing Robotic Process Automation (RPA) • 1.5 million conversations <p>ProComm</p> <ul style="list-style-type: none"> • Co-created an application, change reporting, and renewal journey with 13 critical points designed for proactive engagement personalized for each individual/family journey • Reaching almost 2 million households through a combination of text, email, and voice calls with 7 million conversations • AI model that includes two-way communications so members can truly engage with the agency, not just receive updates • 89.4% customer satisfaction • Returned Mail solution that automatically triggers proactive engagement with a member via cell, email, or voice call encouraging them to update their contact information <p>National Change of Address (NCOA)</p> <ul style="list-style-type: none"> • Implemented an interface to regularly check for updated addresses through the NCOA • 457,949 addresses sent • 14,520 updated addresses (without worker intervention) • In combination with Proactive Communications, resulted in a 50% reduction in returned mail <p>Accenture implemented and delivered these solutions quickly, efficiently, on time, and on budget. With the up-front and continuous focus on UX/UCD, we helped AHCCCS realize its desired outcomes. Without careful consideration of our members, demographic research, communication with community groups, and our tribal partners, we could not have achieved the same level of success. Sample feedback from Arizonans engaging with our innovative solutions speaks for itself to demonstrate the success of our partnership with AHCCCS:</p> <ul style="list-style-type: none"> • "You had the info I needed right there! Normally the live chat is frustrating but yours was easy, thank you!" • "Sam helped me with updating and understanding what and what not to include." • "I didn't have to wait on the phone & it was very easy!!!" • "It's a great service for people that can't make it to a office can do everything online" • "I can't go to an office and this is an EXCELLENT way to communicate and be able to fix my coverage or update changes." translated from Spanish • "Reminder is much appreciated due to all the changes after COVID pandemic" • "It's an easier way of staying connected" • "Reminded me to do things that I would have otherwise forgotten to do"
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Project #2				Contact	
Company Name:	State of Ohio, Department of Administrative Service (DAS)			Contact Name:	Kimberly Carmean
Project Name:	Ohio Benefits			Contact Title:	Deputy Director
Contract Amount:	\$530 million			Address:	Rhodes State Office Tower 30 E. Broad St. 39th Floor Columbus Ohio, 43215
Contract Start Date (MM/DD/YYYY):	2/1/2013	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:	
				Email:	

<p>Describe the services provided:</p> <p>Provide sufficient details to support the experience requirement details.</p>	<p>Ohio Benefits is a mature enterprise system that streamlines health and human services program delivery through standardized business processes to improve client outcomes. Ohio Benefits currently supports adjudication of benefit eligibility determination for the State's Medicaid (including CHIP), SNAP (including P-EBT), Cash (including TANF and Refugee Cash Assistance), and Child Care programs.</p> <p>With Ohio Benefits, and under the leadership of the Department of Administrative Services (DAS), the State of Ohio sought to establish a service-oriented architecture (SOA) Health and Human Services (HHS) platform after which its Integrated Eligibility (IE) and Business Intelligence systems would be implemented. The platform needed to meet the needs of Ohio's Health and Human Service agencies by being adaptive to changing policies and business rules, interoperable with external systems, leverage modern technologies, and use best practices for IE system implementation. Following realization of the original project objectives, the State has focused on continuous improvement of service delivery to Ohioans and improving their interactions with the State through customer-centric and data-driven approaches.</p> <p>Recognizing the difficulty its residents were having in filling out benefits applications, the State of Ohio looked to Accenture (their prime M&O vendor since 2013) to enhance and improve the application process as one of those improvements.</p> <p>Applying UCD Processes and User Experience (UX) Activities</p> <p>Over eight months, the State of Ohio and Accenture collaborated with three agencies, 14 food bank representatives, three Medicaid assisting organizations, two county offices, and nearly 500 residents. This collaboration aimed to deliver a mobile-friendly, empathetic, Self-Service Portal (SSP) experience, infused with human-centered design (HCD).</p> <p>Since the project aimed to improve the user experience of the benefit application process, it was broken down into three phases: user research, design and development, and testing. During the user research phase, several research methods were used to gather input on key pain points from different stakeholder groups and gather feedback to inform recommendations for improvements.</p> <ul style="list-style-type: none"> • Using WEVO, an AI-enabled usability research tool: We collected qualitative and quantitative input around digital user experiences from 400 Ohio, Iowa, and Kansas residents. This enabled the team to better understand the benefits application journey flow and dive deeper into the experience of understanding eligibility, creating an account, adding additional users, and submitting applications. • Focus groups and diary studies: Design working sessions helped us build an understanding of the pain points in an organization's experience, as they assist residents in completing benefits applications. We sought recommendations to help organizations' application flow and experience to better integrate in their daily workflow. Through two two-hour-long focus groups with foodbanks, we better understood specific
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challenges support organizations face in supporting residents applying through the SSP.

- **Ohio county visits:** State and Accenture personnel observed applicants to witness the experience of applying in person, seeing in-office interactions and applicants applying online. We then had brief 5- to 10-minute conversations with applicants before and/or after their visits to gather contextual input on applicants' reasons for visiting and their experience. Afterward, we conducted 30-minute in-depth conversations with applicants and staff members to gain deeper an understanding of the applicant experience and staff responsibilities.

Application maintenance and system modifications

As a result of the research, key opportunity areas were identified. These included:

- **Language & UI:** Consistently supporting users with instructive, relatable language and an approachable interface.
- **Content:** Presenting clear, purposeful content that encourages users.
- **Technical Improvements:** Ensuring users can confidently complete and submit their applications.
- **New Functionality:** Addressing unmet user needs to make the process easier and more user-friendly.

The design team identified **132 product enhancements and 23 system improvements**, with 50% already implemented. The SSP was originally designed for English-speaking, technology-literate individuals applying for benefits for themselves, which made the experience confusing for other users. Insights from research helped build a more seamless and supportive experience, building trust and motivating users to complete the application process.

Since the initial WEVO was successful at identifying pain points, a WEVO 2 and WEVO 3 were conducted. We communicated with 300 Ohioans to validate improvements made to date and **identify further areas of improvement**. This additional phase produced a better understanding of the overall benefits application experience and an enhanced development of the application, including adding members of the household, tracking expenses, and submitting the application.

Overall, the project has sparked a culture of innovation and continuous improvement, prioritizing user needs and feedback to make the application process more efficient and effective, inspiring other initiatives to improve government services and citizen experiences.

Project #3				Contact	
Company Name:	Veterans Benefits Administration (VBA)			Contact Name:	Jeannie Daniel
Project Name:	Digital GI Bill			Contact Title:	Lead, EDU Program Management Office
Contract Amount:	\$453 million			Address:	1800 G Street NW, Washington, DC 20006
Contract Start Date (MM/DD/YYYY):	3/11/2021	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:	
				Email:	

<p>Describe the services provided:</p> <p>Provide sufficient details to support the experience requirement details.</p>	<p>Since 1944, the GI Bill has provided more than \$410 billion to help 25 million qualifying veterans and their family get money to cover all or some of the costs for school or training. Despite the GI Bill's enormous impact, the Veterans Benefit Administration's (VBA) Education Service used antiquated systems—many dating back decades—with many manual processes that led to delays in claims processing and benefits delivery, manual processing workarounds, communication breakdowns, and lack of confidence in current systems and data.</p> <p>As part of configuring the GI Bill Claims Processing and Management Service to address updates required by the Veterans Health Care and Benefits Improvement Act of 2020 for a modernized digital platform, VBA tapped Accenture to introduce the Digital GI Bill that offered the following:</p> <ul style="list-style-type: none"> • Human-centered design (HCD) • Digital service transformation • World-class communications • Cloud-native automation • Analytics and other important IT services <p>Since this partnership began, our team has configured our Accenture Financial Service Platform to implement a single managed service across the education ecosystem, thereby transforming VA's technology systems, improving GI Bill students' user experience, and optimizing benefits processes for millions of beneficiaries.</p> <p>Applying UCD Processes and User Experience (UX) Activities for VBA</p> <p>By integrating modernized technology, change management, communications, and human-centered design, we put end users at the center of the experience to modernize the service, not just the system. This holistic, research-based approach tapped into the experiences end users desire—including pain points and commercial experiences—to inform updates to the program roadmap from Day 1.</p> <p>VBA's education benefits delivery system had been in place for years and included numerous ancillary platforms where data sharing between these different systems caused significant delays in benefit delivery, made large-scale updates labor-intensive, and created a stressful experience for the individuals running the backend as well as the service members and veterans awaiting their benefits.</p> <p>Using Accenture's HCD approach, our team kicked off the project by conducting more than 75 user interviews to understand the end-to-end beneficiary experience and key organizational goals, gain a holistic view of long-standing problems, and surface actionable insights that would lead to solutions. Coupled with existing research provided by VBA, these insights directly informed the product roadmap and planning, elevating critical design opportunities to maximize use of benefits and improve the user experience.</p> <p>Our HCD approach engaged users and stakeholders from across the entire ecosystem, breaking teams out of their silos, facilitating cooperation, and promoting the formation of a shared vision and plan. To maintain momentum and maximize project output, short agile sprints focused on sequential improvements of critical components to the process. As features progress through design sprints, user testing will make sure design achieves the intent and feasibility before development.</p> <p>Our approach confirms the project is set up with the right insight and roadmap from Day 1, laying a foundation for a system that harnesses existing innovative platforms and configures them to the VBA's needs. This creates an updated, flexible architecture that can work with the systems in place today and deliver accelerated delivery of benefits, respond quickly to changes in legislation, and improve the experience all those involved in the process. By offering a commercial-like digital experience and convenient access, VBA can maximize the use of benefits and continue to have a massive positive impact on veterans and the national economy.</p>
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Project #4				Contact	
Company Name:	California Department of Public Health (CDPH)			Contact Name:	Maria Volk
Project Name:	CalVax			Contact Title:	Assistant Branch Chief, Immunization Branch at California Department of Health
Contract Amount:	\$344 million			Address:	980 9th St Ste 500, Sacramento, CA 95814
Contract Start Date (MM/DD/YYYY):	12/14/2020	Contract End Date (MM/DD/YYYY):	6/30/2024	Phone Number:	Please email to schedule an appointment
				Email:	
The California Vaccine Management system (CalVax) is a client-facing vaccine management solution. CalV					

<p>Describe the services provided:</p> <p>Provide sufficient details to support the experience requirement details.</p>	<p>mobile application systems for the public health sector —myCAvax, my Turn, and Digital Vaccine Record (DVR)—all of which have a focus on user and human-centered design for large, diverse audiences.</p> <p>my Turn emphasizes providing support to residents on their vaccine eligibility, appointment scheduling, dose administration, and reporting on clinics. myCAvax connects vaccine providers and local health departments with tools and functionality to manage and administer vaccines for their patients. DVR provides California residents a digital copy of their complete record of their vaccine doses and other shots.</p> <p>Applying UCD Processes and User Experience (UX) Activities for CDPH Accenture used the Agile Software Development Life Cycle (SDLC) approach to configure the system, running multiple development teams in parallel to incrementally deliver product features. After the initial go-live in January 2021 for this IT project, Accenture has continued to perform application maintenance and system modifications with innovative UCD processes and user experience (UX) initiative including enhancing the platform through Agile delivery every two weeks to continually improve the user experience and stabilize the platform. This approach brings the user story creation, design, and development functions together in a process that is applicable across the project and individually to each user story within a sprint. This effort resulted in frequent delivery of functionality and has accommodated accelerated delivery cycles while responding to changing State priorities.</p> <p>The collaborative effort led to the establishment of vaccination sites that delivered vaccines to 8,000 people a day at a single location, with 22 million people getting the COVID-19 vaccines within six months. Using Lean principles to simplify processes allowed providers to enroll with the State to deliver vaccines, order supplies, and report dose accountability, ultimately minimizing waste. At its peak, the solution reached 100,000 users, with 4 million public visitors recorded since its deployment in May 2021. Today, myCAvax is used by 26,000 case investigators, supervisors, local health officers, health providers, mass vaccination clinics, and local health department personnel across 58 local jurisdictions.</p>
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Project #5				Contact	
Company Name:		New York City Department of Social Services		Contact Name:	Rebecca Kirchheimer
Project Name:		ACCESS HRA		Contact Title:	Deputy Commissioner, Office of Business Process Innovation
Contract Amount:		\$100 million		Address:	4 World Trade Center, 33rd Fl. New York, NY 10007
Contract Start Date (MM/DD/YYYY):		1/20/2014	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:
					Email:

<p>Describe the services provided:</p> <p>Provide sufficient details to support the experience requirement details.</p>	<p>Since the delivery of the first major release of ACCESS HRA in 2015 for this IT project, Accenture's scope has included the ongoing maintenance and operation of the Access HRA platform (M&O) that includes production services for the ACCESS HRA portal and mobile applications as well as the applications that support it including service planning, service support, application support, issue prioritization, response, system enhancements, and the resolution of issues in the production application.</p> <p>Applying UCD Processes and User Experience (UX) Activities for New York City Department of Social Services Accenture performed application maintenance and system modifications with innovative UCD processes and user experience (UX) initiatives. The continuous development and growth of the ACCESS HRA ecosystem has been shaped by HCD principles over the last 10 years, using experiences gained during earlier releases and feedback obtained from users and stakeholders to drive new design. This evolution has occurred across all aspects of delivery, from A/B testing of the ACCESS HRA Document Upload Mobile App, to PC Bank user research of pre-release wireframe prototypes of the mobile responsive UI delivered in Release 5, to virtual interviews with CBO workers gathering feedback on Cash Assistance Case Change designs while centers were shut down during the COVID crisis. NYC DSS operates Benefit Access Centers across the city, each with a PC Bank dedicated to allowing users to manage their benefits using the ACCESS HRA portal. These centers provide a constant source of feedback following and preceding the release of new functionality. HCD principles are deeply embedded into the delivery of ACCESS HRA.</p>
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Project #6				Contact	
Company Name:		Ontario Ministry of Health (MOH)		Contact Name:	Lucinda Theodore
Project Name:		COVID-19 Pandemic Response: Case and Contact Management (CCM) and COVI		Contact Title:	Senior Manager Business Solutions

Contract Amount:	Greater than \$50 million CAD		Address:	5th Floor, 777 Bay St. Toronto, Ontario M5G 2C8
Contract Start Date (MM/DD/YYYY):	06/01/2020	Contract End Date (MM/DD/YYYY):	05/31/2023	Phone Number:
				Email:
<p>Accenture was a valued partner for the Province of Ontario, Ministry of Health (MOH) as it led the largest Canadian provincial response to protect and serve Ontarians from COVID-19 by rapidly standing-up operations and a supporting technology infrastructure. Accenture was the Systems Integrator (SI) for two major initiatives: Case and Contact Management (CCM) and Vaccine Management (COVaxON).</p> <p>Applying UCD Processes and User Experience (UX) Activities for the Ontario Ministry of Health (MOH) For the CCM initiative, Accenture delivered an innovative Virtual Assistant (VA) tool that enabled public health units (PHUs) to reach out to citizens as quickly as possible by sending a text message from CCM. The text contained a link to a conversation-based tool that provided key public health information, guidance, and a form to collect important case assessment and contact tracing details. With COVID-19 cases constantly surging, the VA was a crucial and needed channel of communication to the public, and critical tool for PHUs to gather information to manage their case load and activities effectively and efficiently in CCM.</p> <p>To enhance the user experience, we developed five VA flows in English and French: Case Outreach, Case Monitoring, Close Contacts Collection, Contact Outreach and Contact Monitoring. In developing the flows, Accenture relied heavily on user-centered design (UCD) principles by focusing on citizen/user-centricity, usability, continuous improvement, and establishing balance between business goals and user experience.</p> <p>VA design sessions were held throughout the pandemic to build and expand the flows. The design sessions included representation from the MOH, PHUs, Public Health Ontario, and on occasion, the Health Minister's Office. Accenture facilitated all sessions, which included UCD tools/activities such as journey mapping, business process design, card sorting and prototyping.</p> <p>For each VA flow, Accenture gathered the minimum actionable information needed by public health to support the case and contact management process. Flows were mapped and iterated on to ensure a smooth and unhindered conversation style. Working with content designers and editors, the team ensured that the VA used citizen-friendly, clear, and compelling language (in English and French) while collecting the required information for public health. In building the VAs, Accenture followed UI/UX design and accessibility standards, including the Province's Digital Design Standards and the Accessibility for Ontarians with Disabilities Act.</p> <p>Before launching the first VA, Accenture partnered with five PHUs to form a pilot group to simulate operations. This allowed the PHUs to understand the information flow from the VA into the CCM solution, and the ensuing case management activities. Accenture helped PHUs identify process improvement opportunities enabled by the VA, outlining how they could harness citizen responses collected through to prioritize cases and plan their outreach. The pilot period was successful, leading to continuous improvements, expansion of flows, and wider adoption across all PHUs in Ontario.</p> <p>Accenture worked with the Ministry to verify that all information in the VA aligned to current public health standards and legislation. We worked with government leadership to facilitate policy changes, such as the VA being included in pandemic policy support and recognizing the VA is an accepted public health case management and contact tracing measure. The implementation of the VA was transformative for the Ontario public health sector and the response to COVID-19. For the VA Case Outreach flow alone, approximately 591,000 texts were sent with the link, with a response rate of 40%. Business outcomes included the delivery of timely information to citizens about COVID-19 and about their own health; the ability for PHUs to keep up with contact tracing throughout the pandemic, the ability for PHUs to meet the contact tracing metrics set forth by government; and the ability to manage backlogs and bottlenecks.</p> <p>We applied user-centered design principles in designing and building the tool as well as in its operationalization. Accenture's engagement with stakeholders to weave the VA into the pandemic policy framework, the facilitation of sessions to make sure we optimized business processes and workflows, and the work to provide what the citizens, PHUs, and government needed was the key to its success.</p>				

FIRM MANDATORY QUALIFICATIONS SUMMARY TABLE

Bidder -	Accenture		
Minimum Experience - F3	At least three (3) years of Prime Contractor experience performing application maintenance and system modifications in an environment of similar size and complexity to the BenefitsCal application with: 1) Real-time web-based application experience in JAVA; and 2) AWS cloud architecture and/or deployment experience		
Project Name	Start Date	End Date	Duration in Months
Digital GI Bill	3/11/2021	7/30/2024	40.6
HealthCare.gov (Federally Facilitated Ex	1/1/2014	7/30/2024	127.0
California Statewide Automated Welfare S	11/1/2012	7/30/2024	141.0
			0.0
			0.0
			0.0
Totals			309

FIRM MANDATORY QUALIFICATIONS PROJECT DETAILS

Minimum Experience F3	At least three (3) years of Prime Contractor experience performing application maintenance and system modifications in an environment of similar size and complexity to the BenefitsCal application with: 1) Real-time web-based application experience in JAVA; and 2) AWS cloud architecture and/or deployment experience		
	Project #1	Contact	
Company Name:	Veterans Benefits Administration (VBA)	Contact Name:	Jeannie Daniel
Project Name:	Digital GI Bill	Contact Title:	Lead, EDU Program Management Office
Contract Amount:	\$453 million	Address:	1800 G Street NW,
Contract Start Date (MM/DD/YYYY):	3/11/2021	Contract End Date (MM/DD/YYYY):	7/30/2024
		Phone Number:	
		Email:	

<p>Describe the services provided:</p> <p>Provide sufficient details to support the experience requirement details.</p>	<p>An Environment of Similar Size and Complexity to the BenefitsCal Application</p> <p>Since 1944, the GI Bill has provided more than \$410 billion to help 25 million qualifying veterans and their family get money to cover all or some of the costs for school or training. Nearly 660,00 students use the benefit annually with the Veterans Administration (VA) receiving 184,398 applications each year. Additionally, the VA has approved more than 21,000 schools to participate in the program that is similar in size and complexity to BenefitsCal.</p> <p>Despite the GI Bill's enormous impact, the Veterans Benefit Administration's (VBA) Education Service used antiquated systems—many dating back decades—with many manual processes that led to delays in claims processing and benefits delivery, manual processing workarounds, communication breakdowns, and lack of confidence in current systems and data.</p> <p>VBA tapped Accenture to introduce the Digital GI Bill, a modernized digital platform, that offered the following:</p> <ul style="list-style-type: none"> • Digital service transformation • Human-centered design (HCD) • World-class communications • Cloud-native automation • Analytics and other important IT services <p>Since this partnership began three years ago, our team has configured through application maintenance and system modifications our Accenture Financial Service Platform to implement a single managed service across the education ecosystem, thereby transforming VA's technology systems, improving GI Bill students' user experience, and optimizing benefits processes for millions of beneficiaries.</p> <p>Performing application maintenance and system modifications with real-time web-based application experience in Java</p> <p>Accenture provides M&O support for The Image Management Systems (TIMS) application, a primarily centralized process that handles, stores, and processes documents through the VBA's education benefit adjudication process. Our application maintenance and system modification efforts enable the Regional Processing Offices (RPOs) to customize and validate that the workloads and processes can be distributed and handled effectively based on different types of benefits. Using tools such as Java EE, VB.net/VB 6, Classic ASP, Microsoft SQL Server, Microsoft Access, Oracle, and Jira, we support Managed Services teams, resolve applicable defects and enhancements, and manage the deployment of applicable defects. These efforts enabled the VA to offer automatic processing of web-based eligibility claims—the first time eligibility decisions occurred in real time.</p> <p>Performing application maintenance and system modifications with AWS cloud architecture and/or deployment experience</p> <p>As VA continued to modernize and replace legacy applications in their landscape, the client wanted to verify that connectivity to systems and data stores was integrated within the DGIB Managed Service. To make integrations easier to manage, scale, and control from a cloud environment, VA needed an APHed connectivity from the DGIB Managed Service to all the relevant external systems within the VA Network. Our approach for application maintenance and system modifications included using the MuleSoft Anypoint platform in the AWS GovCloud and used APIs to interface with external VA systems. To create a secure connection through TIC from Anypoint Platform to VA network, our team put in place API gateway policies to protect the API connection using mTLS, client ID/client secret, and JWT Tokens. To secure access to Mule APIs, an AWS VPC Peering connection was established between DGIB and AWS GovCloud. Our approach also included creating a Cloud Hub environment and deploying all services that require integration with VA systems to maximize efficiencies. Before production, a plan was put in place to test the services on the VA side in various lower and higher contexts.</p>																														
<table border="1"> <thead> <tr> <th colspan="2">Project #2</th> <th colspan="2">Contact</th> </tr> </thead> <tbody> <tr> <td>Company Name:</td> <td>Centers for Medicare & Medicaid Services</td> <td>Contact Name:</td> <td>Corey Lloyd</td> </tr> <tr> <td>Project Name:</td> <td>HealthCare.gov (Federally Facilitated Exchange)</td> <td>Contact Title:</td> <td>Contracts Specialist</td> </tr> <tr> <td>Contract Amount:</td> <td>\$1.24 billion</td> <td>Address:</td> <td>7500 Security Blvd. Baltimore, MD 21244-1850</td> </tr> <tr> <td>Contract Start Date (MM/DD/YYYY):</td> <td>1/1/2014</td> <td>Contract End Date (MM/DD/YYYY):</td> <td>7/30/2024</td> </tr> <tr> <td colspan="2"></td> <td>Phone Number:</td> <td></td> </tr> <tr> <td colspan="2"></td> <td>Email:</td> <td></td> </tr> </tbody> </table>				Project #2		Contact		Company Name:	Centers for Medicare & Medicaid Services	Contact Name:	Corey Lloyd	Project Name:	HealthCare.gov (Federally Facilitated Exchange)	Contact Title:	Contracts Specialist	Contract Amount:	\$1.24 billion	Address:	7500 Security Blvd. Baltimore, MD 21244-1850	Contract Start Date (MM/DD/YYYY):	1/1/2014	Contract End Date (MM/DD/YYYY):	7/30/2024			Phone Number:				Email:	
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An Environment of Similar Size and Complexity to the BenefitsCal Application

The HealthCare.gov portal was launched in October 2013 to align with the ACA legislation's effective date of October 1, 2013 so that Americans could begin applying for tax subsidies and shopping for health insurance. The initial launch had many challenges, which received extensive coverage and political, media, and public scrutiny. A rescue of the HealthCare.gov website began in November 2013 with the objective of stabilizing it across all functional areas and improving the user experience. Today, the portal helps more than 12 million Americans access affordable health insurance.

Performing application maintenance and system modifications with real-time web-based application experience in Java

Using multiple applications including **Java**, we perform application maintenance and system modifications across Federally Facilitated Exchange (FFE) business and technical areas. Working collaboratively with CMS, we established highly automated, reliable processes for high-quality system operations and system development, aligned with CMS' XLC SDLC. We developed Modernization Roadmaps with CMS for system functionality, architecture, infrastructure, and operations, aligning our efforts with CMS priorities. Our teams use **Java-based Spring Batch for the CMS Financial Management systems**. Additionally, the **FFE's Marketplace Plan Management System (MPMS)**, a **real-time transaction-based system** that allows insurers (plans) to submit and manage their marketplace plan information while enabling CMS to review and audit the plans submitted for use in the marketplace, runs on the **Java Virtual Machine (JVM)** platform.

Performing application maintenance and system modifications with AWS cloud architecture and/or deployment experience

In 2019, CMS embarked on a journey to the cloud to enhance the performance, stability, security, and scalability of HealthCare.gov. Accenture has become the model for cloud transformation at CMS, leading the migration of the FFM system to the **AWS Cloud** as part of the overall Marketplace cloud migration. Since the initial migration, Accenture continues to **perform application maintenance and system modifications** while optimizing cloud capabilities. Our cloud optimization roadmap included progressing FFE's cloud capabilities in five major focus areas:

- **Streamlined operations:** Identifying and automatically reacting to business-critical events such as Cloud Watch and Service Maps
- **Security:** Using cloud security and analytics services to enhance detection of suspicious user activity
- **Reliability:** Minimizing consumer impacts by using cloud capabilities to support features such as auto-healing and no downtime
- **Performance:** Faster consumer response time by enabling cloud dynamic scaling capabilities
- **Cost optimization:** Managing cost through leveraging services such as AWS Instance Scheduler, auto-scaling, and containers

We successfully migrated FFE to **AWS Cloud** environments while integrating with 40 highly complex systems, including the following:

- ~2 petabytes of data across three application areas
- Two data centers
- 20 applications
- 80 environments

Accenture used a combination of AWS Snowball devices and data migration tools over AWS Direct Connect to effectively move the data from NES data mounts to AWS S3 buckets.

Project #3				Contact	
Company Name:	California Statewide Automated Welfare System (CalSAWS) Consortium			Contact Name:	Holly Murphy
Project Name:	California Statewide Automated Welfare System (CalSAWS) (FKA Leader Replacement)			Contact Title:	CalSAWS PMO Director
Contract Amount:	Original LRS Contract: 11/2012 - 03/2019: \$762,053,960 Current CalSAWS Contract (As of Amendment 32): 03/2019 - 7/2025: \$1.637B			Address:	620 Roseville Parkway
Contract Start Date (MM/DD/YYYY):	11/1/2012	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:	
				Email:	

An Environment of Similar Size and Complexity to the BenefitsCal Application

The California Statewide Automated Welfare System (CalSAWS) Project and Consortium is the State of California's integrated eligibility and case management system that supports key public assistance programs and is **similar in size and complexity to BenefitsCal**. It currently serves all 58 California counties for more than 15.7 million Californians. CalSAWS is the largest automated eligibility system in the nation used to administer the following **health and human services programs**:

- Medicaid (Medi-Cal)
- Supplemental Nutritional Assistance Program (SNAP) known as CalFresh in California
- TANF (California Work Opportunity and Responsibility to Kids, or CalWORKs)
- Foster Care
- Refugee Assistance
- County Medical Services
- Child Care Assistance Provider Payments (excludes eligibility determination and benefit calculation)

In September 2021, the 39 counties that were on the C-IV system were migrated to the cloud-based CalSAWS system, marking the decommission of a legacy system as these counties migrated to CalSAWS (formerly LRS and the foundation of CalSAWS). The final legacy system, CalWIN, is to be decommissioned now that all 18 counties have been migrated over to the cloud-based CalSAWS in October 2023. CalSAWS encompasses the following functions: eligibility determination, benefit computation, benefit delivery, case management, and information management. CalSAWS uses a multi-tiered architecture and is Medicaid Information Technology Architecture (MITA) compliant.

CalSAWS serves 58 counties, including Los Angeles County—the second-largest social services agency in the country—through the first statewide, unified solution for an agency this size in the United States. CalSAWS offers a consistent experience for Californians statewide and provides one system solution for the entire State.

Performing application maintenance and system modifications with real-time web-based application experience in Java

Accenture has been working with CalSAWS Consortium for over two decades to serve the member counties' most vulnerable residents as the Prime System Integrator through the analysis, design, development, implementation, and **ongoing maintenance and operations (M&O) phases** across four of the Consortium's projects which have now been combined into a single, seamless, cloud-based solution. Accenture currently serves as the prime M&O vendor for the 58-county CalSAWS and as the Prime System Integrator for having migrated all 58 counties.

System Implementation:

<p>Describe the services provided:</p> <p>Provide sufficient details to support the experience requirement details.</p>	<p>Accenture is responsible for the entire system development lifecycle (SDLC) for CalSAWS, including Analysis, Design, Development (Build) and Testing, User Acceptance and Deployment, and Post Deployment Activities for the CalSAWS unified solution, including for the Design, Development, and Implementation (DD&I) project and system enhancements.</p> <p>CalSAWS is based on the LEADER Replacement System (LRS), a Java-based system that Accenture designed, developed, implemented, and maintained and operated for Los Angeles County. Accenture migrated the LRS to the AWS cloud in five months as part of the CalSAWS DD&I Project. This helped the Consortium avoid the need to invest in one-time use development hardware, reduced complexity by taking advantage of cloud native services, ensured the system could scale for additional counties, and allowed for the decommissioning of multiple data centers.</p> <p>The C-IV and LRS Systems, two of the Integrated Eligibility IT systems used in California, were consolidated as of September 2021 and the final CalWIN system (not currently maintained by Accenture) is on schedule for retirement in November 2023 now that all counties have been migrated.</p> <p>To migrate the solution to the cloud, CalSAWS and Accenture wanted to make sure AWS would be a viable platform for the short-term migration project of LRS and for long-term use powering the statewide CalSAWS application. Accenture quickly performed a cloud proof of concept to assess potential capacity bottlenecks. The tests confirmed that the AWS cloud could support migration and cloud-based use of the first of three legacy systems without significant changes.</p> <p>It also confirmed that while AWS could host CalSAWS, several changes would be required to deliver the needed capacity. To migrate LA County's system into the AWS cloud, the team:</p> <ul style="list-style-type: none"> • Created a scalable and secure infrastructure for the system • Migrated the primary 10-terabyte database and numerous ancillary databases • Migrated existing 15,000+ county users to the new location <p>Because LA County's legacy system went live in the cloud a full month ahead of schedule, the team had extra time for stabilization before the first release.</p> <p>Performing application maintenance and system modifications with AWS cloud architecture and/or deployment experience Accenture provides a tightly integrated M&O organization to support the application maintenance and system modifications for CalSAWS, the AWS cloud architecture, and is responsible for the following functions as the prime M&O vendor:</p> <p>• Infrastructure Operations: Environment Management, Capacity Management, Performance Tuning, Monitoring and Error Handling, Patching</p>
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- Infrastructure Operations: Environment management, Capacity management, Performance tuning, monitoring and Error handling, Patching and Upgrades, Asset & Configuration Management
- Application Operations: Batch Operations, Documentation & Runbooks, Integration with State, Agency or External Interface Partners/Systems, Incident/Problem & Defect Management
- Service Desk: Success implementing and operating a multi-tiered service desk; Accenture is responsible for CalSAWS Tier 1 and Tier 3 service desk, while the Consortium is responsible for Tier 2
- Security: Auditing, Disaster Recovery & Business Continuity, Security Monitoring and Error Handling, Security Incident Management

Before combining the various systems, Accenture served as the prime M&O vendor for C-IV and LRS. The scope of M&O services included:

- C-IV (now decommissioned): SLA-based management, common infrastructure and desktop, managed desktop and server configuration with remote control capability, bi-monthly release management, coordinated scheduling of maintenance and change deployment, use of a centralized service desk, integration of Consortium provided support resources, integrated enterprise monitoring and management framework, Level 3 C-IV Application Help Desk, technology refresh
- LRS (transformed into CalSAWS): Data center hosting and operations before migration to the cloud, batch operations and monitoring, print center and mail fulfillment operations, performance monitoring, measurement and maintenance, common infrastructure and desktop, managed desktop and server configuration with remote control capability, release management of a bi-monthly release schedule, coordinated scheduling of maintenance and change deployment, integrated enterprise monitoring and management framework, Tier 3 LRS Application Helpdesk, hardware and software procurement and maintenance.

For over two decades, Accenture has **demonstrated expertise with implementation, maintenance, and operation of the following technologies for CalSAWS and its predecessor systems**, C-IV and LRS:

- Oracle Database and Middleware Products
 - oOracle Database Enterprise Edition - 19c
 - oOracle WebLogic Server - 12.2.1.4.0
 - oOracle JDK and JVM - Java 1.8.0.333
 - o Oracle OEM (Oracle Enterprise Manager)
- Adobe Experience Manager (SaaS)
- Windows Servers: Windows Server 2016/2019
- BMC Control-M (used until January 2019, at which point CalSAWS migrated to BICsuite Professional)
- Informatica: CalSAWS uses Informatica 10.2 to provide person data search capabilities

System Enhancements:

Accenture currently serves as the prime enhancements vendor for CalSAWS and delivers approximately 180,000 hours of enhancement work annually adhering to the Accenture Delivery Methods (ADM) methodology across incremental releases that include the following phases:

- Analysis
- Design
- Development (Build) and Testing
- User Acceptance and Deployment
- Post-Deployment Activities

We continue to make changes to CalSAWS to support ongoing program needs to align with State and federal policy and regulatory changes and to continually enhance the system to build in efficiencies and automation to reduce manual workload. In addition to automation such as No Touch processing and passive renewal for Medicaid that we implemented as part of the ACA legislation, Accenture recently implemented an enhancement after identifying an opportunity to automate a county worker task completed in high volume each month—processing of Medicaid renewals and SNAP/TANF recertifications. Through the enhancement, Medicaid Renewal Notices, semi-annual reporting form and eligibility status report (for non-Medicaid programs) are automatically scanned, imaged, and evaluated to assess whether caseworker intervention is required. Where no action is required based on the outcome of the image analysis, we run the eligibility determination and benefit calculation process (EDBC) to update benefits.

Project Outcomes and Value Delivered

- Serves approximately 11.1 million beneficiaries of public assistance programs
- Meets 15 contract SLAs at 99% compliance
- Supports an integrated stack of technology including over 300 reports, 80 interfaces and 10,000 batch jobs
- Implemented and operates an integrated, self-service Interactive Voice Response (IVR) system handling about 36,000 inbound calls daily and 17,000 outbound calls monthly

Project #4				Contact	
Company Name:				Contact Name:	
Project Name:				Contact Title:	
Contract Amount:				Address:	
Contract Start Date (MM/DD/YYYY):		Contract End Date (MM/DD/YYYY):		Phone Number:	
				Email:	
Describe the services provided:					
Provide sufficient details to support the experience requirement details.					
Project #5				Contact	
Company Name:				Contact Name:	
Project Name:				Contact Title:	
Contract Amount:				Address:	
Contract Start Date (MM/DD/YYYY):		Contract End Date (MM/DD/YYYY):		Phone Number:	
				Email:	
Describe the services provided:					
Provide sufficient details to support the experience requirement details.					
Project #6				Contact	
Company Name:				Contact Name:	
Project Name:				Contact Title:	
Contract Amount:				Address:	
Contract Start Date (MM/DD/YYYY):		Contract End Date (MM/DD/YYYY):		Phone Number:	
				Email:	
Describe the services provided:					
Provide sufficient details to support the experience requirement details.					

FIRM MANDATORY QUALIFICATIONS SUMMARY TABLE			
Bidder -	Accenture		
Minimum Experience -F4	Prime Contractor experience with the transition of one IT System, from one company to another. The Project must have occurred within the last ten (10) years.		
Project Name	Start Date	End Date	Duration in Months
Arizona Health Care Cost Containment System (AHCCCS) HEAplus M&O	10/1/2020	7/30/2024	46.0
HealthCare.gov (Federally Facilitated Exchange)	1/1/2014	7/30/2024	127.0
			0.0
			0.0
			0.0
			0.0
Totals			173

FIRM MANDATORY QUALIFICATIONS PROJECT DETAILS			
Minimum Experience F4	Prime Contractor experience with the transition of one IT System, from one company to another. The Project must have occurred within the last ten (10) years.		
Project #1		Contact	
Company Name:	State of Arizona	Contact Name:	Daniel Lippert
Project Name:	Arizona Health Care Cost Containment System (AHCCCS) HEAplus M&O	Contact Title:	Assistant Director/Chief Information Officer (CIO)
Contract Amount:	\$120 million	Address:	801 E. Jefferson St. Phoenix, AZ 85034
Contract Start Date (MM/DD/YYYY):	10/1/2020	Contract End Date (MM/DD/YYYY):	7/30/2024
		Phone Number:	
		Email:	
Describe the services provided: Provide sufficient details to support the experience requirement details.	<p>Health-e-Arizona Plus (HEAplus) is the State of Arizona's eligibility determination and case management system assistance benefits for the Arizona Health Care Cost Containment System (AHCCCS) and the Arizona Department of Economic Security (ADES) agency. HEAplus provides a web-based portal for consumers, eligibility workers, and community assistants and supports eligibility determinations and ongoing case management for benefit programs, including the following:</p> <ul style="list-style-type: none"> •Medicaid •Children's Health Insurance Program (CHIP) (known as KidsCare in Arizona) •Medicare Savings Program (MSP) •Arizona Long-Term Care System (ALTCs) •MyFamilyBenefits (Electronic Benefits Transfer [EBT] portal) •SNAP •TANF <p>In October 2020, the AHCCCS, the Medicaid agency responsible for HEAplus, awarded Accenture an initial five-year Maintenance & Operations (M&O) contract to maintain the system by bringing transparency and efficiency to the overall operations. HEAplus serves 1.75 million users including multiple user groups from the worker portal and self-service portal. The contract includes the end-to-end maintenance, operations, and enhancements of all system components.</p> <p>Transitioning the IT System to Accenture Accenture completed the HEAplus transition from a previous vendor under challenging circumstances. With little technical or functional documentation to work with and unable to access the existing codebase/database, we were limited to only four hours of knowledge transfer meetings per week with the incumbent. Because of these challenges, AHCCCS requested Accenture build the Operational Readiness Test (ORT) environment, a task typically owned by the incumbent. Although the incumbent provided no usable scripts, Accenture's Infrastructure team built the environment and executed ORT without issue. This exceptional effort led AHCCCS to request that Accenture complete cutover activities earlier than planned and take over maintenance and operations as soon as possible. Despite numerous obstacles, our team met the new deadline and received praise from multiple stakeholders for the smooth transition.</p> <p>After taking over HEAplus, our team also performed a system "alert and monitoring" gap analysis. This analysis was based on our experience and lessons learned in maintaining numerous integrated eligibility systems of similar size and scope. The resulting HEAplus report identified several gaps in alert conditions, ranging from firewall monitoring to system security alerts. We reviewed the results with the Arizona team and followed up with a significant effort to close the discovered gaps.</p>		
Project #2		Contact	
Company Name:	Centers for Medicare & Medicaid Services	Contact Name:	Corey Lloyd
Project Name:	HealthCare.gov (Federally Facilitated Exchange)	Contact Title:	Contracts Specialist
Contract Amount:	\$1.24 billion	Address:	7500 Security Blvd. Baltimore, MD 21244-1850

Contract Start Date (MM/DD/YYYY):	1/1/2014	Contract End Date (MM/DD/YYYY):	7/30/2024	Phone Number:	
				Email:	
Describe the services provided: Provide sufficient details to support the experience requirement details.	<p>Project Objectives HealthCare.gov was launched in October 2013 to align with the ACA legislation's effective date of October 1, 2013 so that Americans could begin applying for tax subsidies and shopping for health insurance. The initial launch had many challenges, which received extensive coverage and political, media, and public scrutiny. A rescue of the HealthCare.gov website began in November 2013 with the objective of stabilizing it across all functional areas and improving the user experience.</p> <p>Accenture's Role in Transitioning the IT System In January 2014, CMS hired Accenture as the prime development contractor, with responsibility for stabilizing and improving the website while also finishing development of the additional systems and interfaces. We mobilized more than 500 skilled professionals to transition the project from the previous vendor at an unprecedented speed. Within eight weeks, Accenture delivered technical improvements to the website, stabilizing it during the peak of HealthCare.gov's initial enrollment period. We closed critical defects resulting in a significant reduction of error rates. This enabled millions of Americans to enroll in health insurance, many for the first time. We applied our Accenture Delivery Methods (ADM) to achieve CMS' objective to stabilize and enhance HealthCare.gov quickly while working with the original vendor. We created a collaborative and comprehensive transition plan that mitigated the transition risk and enabled Accenture to begin hands-on delivery immediately.</p>				
Project #3					
Company Name:				Contact Name:	
Project Name:				Contact Title:	
Contract Amount:				Address:	
Contract Start Date (MM/DD/YYYY):		Contract End Date (MM/DD/YYYY):		Phone Number:	
				Email:	
Describe the services provided: Provide sufficient details to support the experience requirement details.					
Project #4					
Company Name:				Contact Name:	
Project Name:				Contact Title:	
Contract Amount:				Address:	
Contract Start Date (MM/DD/YYYY):		Contract End Date (MM/DD/YYYY):		Phone Number:	
				Email:	
Describe the services provided: Provide sufficient details to support the experience requirement details.					
Project #5					
Company Name:				Contact Name:	
Project Name:				Contact Title:	
Contract Amount:				Address:	
Contract Start Date (MM/DD/YYYY):		Contract End Date (MM/DD/YYYY):		Phone Number:	
				Email:	
Describe the services provided: Provide sufficient details to support the experience requirement details.					
Project #6					
Company Name:				Contact Name:	
Project Name:				Contact Title:	
Contract Amount:				Address:	

Contract Start Date (MM/DD/YYYY):		Contract End Date (MM/DD/YYYY):		Phone Number:	
				Email:	
Describe the services provided: Provide sufficient details to support the experience requirement details.					