3. Vol 1 Sect 1 Executive Summary – Gainwell

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3. Vol 1 Sect 1 Executive Summary – Gainwell

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| The Executive Summary shall condense and highlight the contents of the Business Proposal in such a way as to provide a broad understanding of the Business Proposal. The primary objective of this summary is to provide an overview of the key points in the Proposal. While no specific format need be followed, it should include salient and significant points and minimize highly technical terms. It should be brief and concise, not to exceed ten (10) pages.  **The Executive Summary must not contain price information.** |

A person holding a baby

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The Counties and the CalSAWS Consortium play a vital role in the lives of many Californians. BenefitsCal is an integral part of providing necessary services to many of our most vulnerable population. BenefitsCal is the public face of CalSAWS, designed to ease the burden on customers and reduce County workload.

Though our work on CalWIN, C-IV, and now CalSAWS, we have been privileged to help the Counties serve vulnerable Californians. It has been our great honor to assist through the trying times of the pandemic and wildfires, implementing changes to help Californians overcome the challenges they faced.

Gainwell is committed to providing innovative technology and business process solutions for human services. As the leading Medicaid technology provider, we bring our **product experience with user centered design, marketing and communications, and data analytics** to the BenefitsCal M&O Services project.

We also bring our **extensive Maintenance and Operations experience** - over 50 years in the health and human services industry and over 40 years with the CalSAWS Consortium.

We provide **business solutions to reach customers directly** such as call centers, outreach services, and public-facing webinar training.

**This triad of experience makes Gainwell uniquely qualified to provide the full suite of services needed for the BenefitsCal M&O Services project.**

We are already well versed in CalSAWS processes and integrating systems with the CalSAWS application. We have extensive experience with California human services and have demonstrated our ability to work cooperatively with the other CalSAWS contractors in the best interest of the Consortium and Counties. We have a long history of working collaboratively with the Consortium, Counties, State and Federal partners, and other stakeholders.

In the following subsections, we summarize our approach to the four Understanding and Approach areas.

1.1 Integrated Multi-Contractor Environment

The CalSAWS multi-contractor environment requires proactive collaboration, coordination, and communication to function as a unified team in support of better outcomes for clients, Counties, and stakeholders. We exhibit these important cultural characteristics in our service delivery today and will continue to provide leadership in cross-contractor collaboration and problem-solving as your BenefitsCal M&O Contractor. With Gainwell, the Consortium gains a dedicated partner with extensive experience in the multi-contractor environment of CalSAWS.

We commit to fully implementing the CalSAWS Delivery Integration process. Our Project Manager has years of experience successfully coordinating our service delivery with the other affected contractors and serves as the first escalation point to resolve concerns between Gainwell and another contractor. In addition to our proven ability to successfully deliver services in coordination with the other contractors in the CalSAWS multi-contractor environment, following are highlights of our approach to multi-contractor service delivery:

A diagram of multi-contractor collaboration techniques

Description automatically generated**Project Management Expertise.** Our project managers make a difference by applying industry best practice project management techniques in collaboration with the CalSAWS Project Management Office (PMO), CalSAWS Delivery Integration Team, and other contractors.

**Cooperative Culture.** We employ understanding, leadership, and communication to align on the success factors for each contractor. The result is greater cooperation and accelerated success.

**Collaboration Techniques.** As the diagram on the left indicates, we perform several collaboration techniques including defining roles and responsibilities, establishing clear communication lines, and using standardized processes.

With Gainwell the Consortium gains a dedicated partner with extensive experience in the multi-contractor environment of CalSAWS. We focus on understanding the position and concerns of the other involved contractors, communicating information in a timely manner, and providing collaborative leadership.

The CalSAWS multi-contractor environment requires proactive collaboration, coordination, and communication to function as a unified team in support of better outcomes for customers, Counties, and stakeholders. Gainwell exhibits these important cultural characteristics in our service delivery today and will continue to provide leadership in cross-contractor collaboration and problem-solving as your BenefitsCal M&O Services provider.

1.2 Software Development

The delivery of system changes to BenefitsCal users is paramount to increasing adoption and customer satisfaction. Successful maintenance and enhancement of BenefitsCal is also important to the success of the County human services mission.

Gainwell Technologies is the leading provider of digital and cloud-enabled solutions vital to the administration and operations of health and human services programs. We offer clients scalable and flexible solutions for their most complex challenges. **Gainwell provides and maintains government health and human services portals in 27 states and territories**. The Consortium benefits from that experience along with the expertise of our corporate product team.

**Development Approach**. Our approach incorporates **two software development teams, our Product Team and our Application Maintenance Team**. Our Application Maintenance Team under the leadership of our Application Manager focuses on System Change Requests (SCRs).

Our BenefitsCal Product Team under the leadership of our Product Manager focuses on continuous improvement to the BenefitsCal product for the benefit of the users.

Our Product Team and our Application Maintenance Team execute using an Agile SDLC. Both teams are also well versed in the Hybrid Agile methodology for enhancements that are better coordinated through this methodology.

**User Centered Design Approach**. We fully integrate UCD into our SDLC methodology as shown on the figure below.

1. UCD Integration in the SDLC

A screenshot of a computer

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Several enhancements to the current BenefitsCal UCD techniques are included in our proposal:

* We will **more tightly integrate with the BenefitsCal Technical Service Desk**. Beyond the tickets routed to our Tier 3 Service Desk Analysts, we will engage in regular discussions with BenefitsCal Technical Service Desk staff to obtain their insights and analyze the data they have gathered regarding pain points.

Based on feedback received by the BenefitsCal Technical Service Desk from County staff related to unusable document uploads, we have partnered with Hyland to formulate a point-of-capture proof of concept (POC). **Our proposal includes completion of the point-of-capture POC** including building the prototype and evaluating the results of the POC.

* **Client outreach** is a rich source of information on how a portal is used, what the barriers are to adoption and where individuals become frustrated with portal usage. During a client outreach interaction, many individuals naturally provide this information. We are **proposing to coordinate with the Consortium to identify Counties interested in allowing Gainwell to conduct one or more outreach campaigns**. The Gainwell team will work with the identified Counties to conduct outreach activities. These outreach activities **serve the double duty of assisting volunteer Counties with outreach while providing invaluable BenefitsCal information** to the BenefitsCal Product Team, Consortium, Counties, and other stakeholders.
* We are proposing the introduction of **advanced user research techniques** to increase our pool of data and help identify “why” customers engage in particular usage patterns or drop off. These techniques include:
  + **Ethnographic Studies**: Provide rich, contextual insights into user behavior and cultural influences, leading to more user-centric designs, example ways to incorporate this is through the **client outreach** previously mentioned and providing **portal assistance in County offices** that offer the online option in their lobbies
  + **Longitudinal Studies**: Offer a comprehensive understanding of how user needs and portal interactions change over time, allowing for continuous improvement.
* Product analytics techniques are focused on BenefitsCal usage patterns. **With access to CalSAWS data we can conduct analytics research not only on the usage of BenefitsCal, but also the outcome of that usage.** In the Software Development section of our proposal, we present examples of the types of questions that could be posed for analytics research studies across BenefitsCal and CalSAWS. These business analytics studies expand our understanding of the impact and outcomes achieved by BenefitsCal as well as identifying areas for BenefitsCal enhancement. We recommend the **addition of a focus group** comprised of Consortium and Gainwell staff, County management staff and other stakeholders to **identify and vet the business analytics research questions that will be pursued**.

1.3 Application Evolution and Innovation

Gainwell’s approach to application/architecture evolution is based on proven practices, both industry best practices and our experience with performing modernization activities. Our approach includes:

* An industry-standard approach to evolving the architecture through The Open Group Architecture Framework (TOGAF)
* An assessment to establish the baseline architecture
* A modernization roadmap for both application and architecture including:

Target application and technology architectures

Security

* AI and increased automation
* An organizational structure that includes a separate Gainwell Product Team and a Product Manager and architect to oversee application/architecture evolution proof-of-concept (POC) projects
* Expansion of Infrastructure as Code and DevSecOps
* Implementing event correlation by adopting the processes and tools in use by the CalSAWS Infrastructure contractor to correlate alerts from the various monitoring tools in place for BenefitsCal
* Enhance the CalSAWS software maintenance upgrade and patching process enhanced with a Software Roadmap

In the area of innovation, we bring established processes to prove out and implement innovation, including **proven methods to accelerate and staff innovation projects**. We bring an extensive corporate innovation program that includes Results Accelerators and Buildathons to enhance the CalSAWS Innovation program.

Our Product Team will **implement our Product Lifecycle Management framework** to provide structure in gathering ideas, researching, conducting POCs and moving selected ideas forward to implementation.

We place a **unique emphasis on using analytics, consulting techniques, and direct interactions with BenefitsCal users** to identify both pain points and improvement suggestions. Much of this interaction occurs as part of our UCD process.

We coordinate with the existing **CalSAWS Innovation Team** and recommend that the team:

* Expand the CalSAWS Innovation Team members to include representatives from other areas of the Consortium or Counties
* Establish Innovation program goals and objectives that are tied to the organization's goals
* Identify training for all staff members to “market” the Innovation program and create a culture of innovation at the staff level
* Participate in visits to County offices and CBO locations that have implemented innovative business practices or who have identified pain points that are roadblocks to productivity
* Conduct analytics research into outcome questions such as the described churn example

1.4 User Experience, Marketing, and Public Communications

We begin with enhancing **the integration of the BenefitsCal application with the County processes**. This goal is dependent on increasing communication between the CalSAWS BenefitsCal project and the Counties. County staff who experience the benefits of successfully integrating BenefitsCal into County processes become **champions of BenefitsCal customer adoption naturally**.

Our approach to integrating BenefitsCal with County processes results in:

* Identifying pain points with the existing BenefitsCal/County process integration as part of a Gainwell facilitated process discovery session
* Capturing suggestions to enhance BenefitsCal to improve the BenefitsCal customer’s experience and/or reduce County workload
* Capturing suggestions to modify County processes to improve the BenefitsCal customer’s experience and/or reduce County workload
* Identification of County best practices
* Development of a sample County workflow incorporating best practices for distribution to the Counties to use and/or modify to their unique business processes
* Presentation of the findings and sample workflow to Counties and other Stakeholders as determined in consultation with the Consortium
* Familiarizing Regional Managers with the findings and sample workflow to emphasize best practices in their conversations with County staff

Gainwell has significant experience in coordinating with Counties and other Stakeholders to enhance County processes.

**Marketing and Communications**. To increase user adoption, Gainwell will lead the development and implementation of **a comprehensive marketing and communications program** designed to communicate BenefitsCal services and programs, promote the services of BenefitsCal, and foster community relationships through BenefitsCal initiatives.

We will use **digital marketing** to increase BenefitsCal brand exposure and enhance its image. We will **include County feedback when evaluating the results of a marketing campaign** to identify any unintended consequences. This information can be used when developing future campaigns to avoid unintended consequences or to work with the Counties to pre-plan for the impact.

Our marketing plan goes beyond monitoring and observing social media content related to BenefitsCal. We recommend influencing the BenefitsCal social media content and image through **influencer marketing** and effective digital marketing.

Other suggestions to increase inclusion in the design process and/or increase BenefitsCal exposure and adoption are listed below.

* We will work with the Consortium, Counties, and other stakeholders to **identify under-represented cohorts** such as individuals with disabilities or persons experiencing language barriers for inclusion in focus groups and other User research activities.
* Expanding on BenefitsCal’s stakeholder engagement, Gainwell will **involve a broader range of stakeholders** throughout the product lifecycle, including State partners, community leaders which may include CWDA, advocates or union representatives as appropriate, and, of course, end-users. This inclusivity considers all perspectives in the design and development process
* **Increased use of targeted marketing campaigns informed by analytics.** Given access to the CalSAWS data warehouse, Gainwell will collaborate with the Consortium and other stakeholders to identify campaigns that have a high potential for success. For example, by identifying individuals receiving Medi-Cal, but not CalFresh a campaign can be designed that provides a specific action for the individual to take in BenefitsCal. Effective use of data analytics combined with program knowledge can identify candidates for a more effective campaign.
* **Increased BenefitsCal education webinars for the public.** Gainwell collaborated with Los Angeles County to conduct public webinars on BenefitsCal functionality that users were experiencing difficulties with. We will expand this successful series to include additional sessions to cover more participants, both individual BenefitsCal users and CBOs.

**Stakeholder Engagement**. We recommend documenting a plan that directly aligns BenefitsCal activities, when applicable, to the CalSAWS Advocates Group’s five goals. This is not a deviation from the Collaboration Model, but rather an expansion of it. This **joint success plan** explicitly documents how BenefitsCal enhancements or activities assist the advocates in meeting their stated strategic goals.

Gainwell is currently working with DHCS to design a member portal for recipients of Medi-Cal as part of our Population Health Management (PHM) contract. The vision for this member portal is one of an improved healthcare experience for Medi-Cal members that revolutionizes healthcare in the state of California. Discovery sessions are underway with the DHCS. While the Medi-Cal member portal and BenefitsCal serve different populations, there is also tremendous overlap in the clients each portal currently serves or will serve in the future. **Gainwell provides a unique opportunity to increase collaboration with our DHCS state partner to consider the full User experience.**

Working with the Consortium, other Contractors, State partners and other Stakeholders, we will **identify additional public and private organizations** that could be instrumental in raising awareness about BenefitsCal such as school districts or libraries.

These opportunities incorporate product methodologies for improved BenefitsCal exposure and adoption, enhance maintenance and operations services and provide public facing services. Additional information is included in the corresponding subsections of our proposal.

1.5 Why Gainwell?

**Mission Aligned**. We focus on the needs of the clients and County staff. We understand your objectives and priorities, not just the scope of work. Our key staff have 79 total years of experience supporting California and its Counties and 126 total years of experience relevant to their positions.

**Enhance Your Success**. We enhance your success through technical and business process innovations and through our understanding of the complexities of your program, the workstyles of your people, and the uniqueness of the culture.

**Reliable.** We are reliable, capable partners who deliver on our commitments.

**Change Leader**. We embrace change and bring leadership to visualize and actualize the change. We have a clear vision and plan to maintain BenefitsCal while implementing innovative change.

**Collaborative**. We are easy to work with. We are collaborative in our approach, inclusive in gathering ideas, and transparent with our progress in terms of sharing program status and overall project analytics.

Gainwell is honored to help you to serve California’s most vulnerable population for over 40 years. Our relationship with California is all about partnership and commitment. **Your priorities are Gainwell’s priorities.** And we’re fully aligned.

We have worked alongside you to support you in connecting Californians with public assistance. We have built cooperative relationships with your people and the contractor staff who support you. We recognize that BenefitsCal M&O Services are not only a technical service but also represents someone’s ability to access food, shelter, healthcare, and other critical services.

As you choose a contractor for BenefitsCal M&O Services, know that you can rely on us to remember your greater mission. We commit to working with you to discover new capabilities, drive value, and manage costs effectively. The work you do sets the standard for our country and changes people’s lives for the better. **As CalSAWS continues its journey to enhance BenefitsCal, know that Gainwell will always be by your side**.

That’s what partners do. And we are proud to be yours.