WELLSKY CORPORATION
Exhibit D - EOHHS ORDER FORM

This Order Form ("**Order**") is dated as of _____ ("**Effective Date**") between **Rhode Island Executive Office of Health and Human Services** with offices at 3 W. Road Cranston, RI 02920 ("**Client**") and **WellSky Corporation**, with offices at 11300 Switzer Road, Overland Park, Kansas 66210 ("**WellSky**") for the products and services set forth herein. This Order is subject to and hereby incorporates the terms and conditions of the NASPO Master Agreement # AR3110 and NASPO ValuePoint Participating Addendum _____ between the parties, dated _____ ("**Agreement**"), except to the extent explicitly identified in this Order. The terms and conditions contained in the Participating Addendum apply to this purchase and take precedence over all other conflicting terms and conditions, express or implied. There are no understandings, agreements or representations, oral or written, not specified herein.

This Order consists of the following Exhibits:

- Exhibit 1 – Scope of Use, Term, and Payment Terms
- Exhibit 2 – Pricing
- Exhibit 3a – WellSky Statement of Work: EOHHS - Provider Export/Import
- Exhibit 3b – WellSky Statement of Work: EOHHS - Super User Training and Managed Services
- Exhibit 3c – WellSky Statement of Work: EOHHS - Phase 1 eLTSS Assessment*
- Exhibit 3d – WellSky Statement of Work: OHA - APS Case Management Implementation
- Exhibit 3e – WellSky Statement of Work: OHA - APS Screening Assessment Update
- Exhibit 3f – WellSky Statement of Work: OHA Managed Services

*Information on Phases 2-6 is included herein for informational purposes only to maintain a view of the long-term solution. The Order, including this Statement of Work is specific to Phase 1 only, and the Parties will execute a separate order form for Phases 2 through 6, if agreed upon by the Parties.

Any questions or changes to this Order, please contact Patrick Lynch at Patrick.Lynch@WellSky.com

Ordering Procedure:

Scan and email this signed Order to Patrick.Lynch@WellSky.com

RHODE ISLAND EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES:		**WELLSKY CORPORATION:**
Signature:		Signature:
Name: Womazetta Jones		Name: Stephen Greenberg
Title: Secretary		Title: SVP Human and Social Services
Date:		Date:

EXHIBIT 1
SCOPE OF USE, TERM, AND PAYMENT TERMS

1. Scope of Use: The Cloud Services is subject to the scope of use/qty. set forth in the PRICING TABLE below. In the event Client's scope of use exceeds these amounts set forth in EXHIBIT 2, Client shall be invoiced for any unlicensed use (and related support if applicable), and the unpaid license and support fees shall be immediately due and payable.

2. Term:

   a. Cloud Services Term: The Cloud Services as outlined in the Pricing Table beginning on July 01, 2021 are provided for an initial one-year term (the "**Initial Term**"). CLOUD SERVICES WILL AUTO-RENEW FOR SUCCESSIVE ONE-YEAR TERMS UNLESS WRITTEN INSTRUCTION CANCELLING AUTO-RENEWAL IS PROVIDED BY CLIENT TO WELLSKY thirty (30) DAYS IN ADVANCE OF THE END OF THE THEN CURRENT TERM.

   b. Cloud Services Term: The Cloud Services as outlined in the Pricing Table as "PRO-RATED" shall have a term beginning on February 01, 2022 and shall run coterminous with the existing Cloud Services Term and renew according to the existing Cloud Services Term.

   c. Recurring Professional Services Term: The Recurring Professional Services term shall begin on the Effective Date of this Order and shall run coterminous with the existing Term and renew according to the existing Cloud Services Term.

3. Payment Terms. All fees due under this Order shall be paid as follows:

   a. Cloud Services: Client shall pay the annual Cloud Services Due as outlined in the pricing table, upon execution of the agreement and annually thereafter.

   b. Fixed Fee One-Time Professional Services: Client shall pay for fixed fee professional services on the following schedule:
      - i 50% due upon execution of this Order.
      - ii 50% due upon acceptance of the completed work – Once WellSky has notified client of a project completion, Client will have seven (7) days to protest completed status of the project at the fault of WellSky or it will be assumed to be accepted. Upon acceptance of the completed project status, payment is due net thirty (30) days.

   c. Annually Recurring Professional Services: Client shall pay for annual recurring professional services on a Time and Material basis, billed monthly as incurred, with payment due on net thirty (30) days.

   d. Increases: All annual fees will be increased by WellSky once annually commencing one (1) year following the Effective Date of the Order at a rate of 5%. Cloud Services fees may further be increased upon prior written notice to Client in the event WellSky's third party supplier increases such fees.

EXHIBIT 1
SCOPE OF USE, TERM, AND PAYMENT TERMS

Please provide your accounts payable or billing contact information.

Name: Michelle Nicotero
Title: Principal Human Services Business Officer
E-mail: Michelle.Nicotero@ohhs.ri.gov
Phone: 401-462-6850

EXHIBIT 2
PRICING

	CLOUD SERVICES			
Quantity	**Item**	**Annual Price**	**Total**	**Invoice Amount Due for Cloud Services with Pro-Rated Rates (2/1/2022 - 6/30/2022) As Applicable**
	EOHHS Cloud Services - Term: 7/1/2021 - 6/30/2022			
10	WELLSKY HUMAN SERVICES NAMED USER LICENSE	$1,000	$10,000	$10,000
1	WELLSKY HUMAN SERVICES PCOC	$50,000	$50,000	$50,000
1	WELLSKY HUMAN SERVICES ONLINE SELF ASSESSMENT	$5,000	$5,000	$5,000
1	WELLSKY ADVANCED REPORTING BASE LICENSE	$15,000	$15,000	$15,000
2	WELLSKY ADVANCED REPORTING WRITER LICENSE	$250	$500	$500
	Sub-total		**$80,500**	**$80,500**
	PRO-RATED EOHHS Cloud Services - Term: 2/1/22-6/30/22			
40	WELLSKY HUMAN SERVICES NAMED USER LICENSE	$1,000	$40,000	$16,666.67
5	WELLSKY ADVANCED REPORTING WRITER LICENSE	$250	$1,250	$520.83
3	WELLSKY ADVANCED REPORTING RUNNER LICENSE	$150	$450	$187.50
	Sub-total		**$41,700**	**$17,375**
	OHA Cloud Services - Term: 7/1/21-6/30/22			
1	WELLSKY AGING & DISABILITY STATE LICENSE	$11,000	$11,000	$11,000
22	WELLSKY AGING & DISABILITY USER LICENSE	$700	$15,400	$15,400
1	WELLSKY ASSESSMENT DESIGNER AGENCY LICENSE	$1,500	$1,500	$1,500
1	WELLSKY AGING & DISABILITY FILE ATTACHMENTS	$1,500	$1,500	$1,500
100	WELLSKY AGING & DISABILITY USER STATE SHARE	$315	$31,500	$31,500
1	WELLSKY PROTECTIVE SERVICES BASE LICENSE	$25,000	$25,000	$25,000
15	WELLSKY PROTECTIVE SERVICES USER LICENSE	$1,000	$15,000	$15,000
1	WELLSKY PROTECTIVE SERVICES WEB INTAKE FORM	$5,000	$5,000	$5,000
	Sub - Total		**$105,900**	**105,900**
	PRO-RATED OHA Cloud Services - Term: 2/1/22-6/30/22			
1	WellSky Advanced Reporting - Report Runner License	$150	$150	$62.50
18	WellSky HS Named User License*	$1,000	$18,000	$7,500.00
	Sub - Total		**$18,150**	**$7,562.50**
	FIXED FEE PROFESSIONAL SERVICES			
	EOHHS Fixed Fee Professional Services			
1	Professional Services – Provider Data Export/ Import – Exhibit 3a	$25,000	$25,000	
1	Professional Services - Super User Training and Managed Services – Exhibit 3b	$12,770	$12,770	

EXHIBIT 2
PRICING

1	Professional Services - Phase 1 eLTSS - Assessment – Exhibit 3c	$55,250	$55,250	
	Sub – Total		**$93,020**	
	OHA Fixed Fee Professional Services			
1	Professional Services – APS Case Management Implementation – Exhibit 3d	$190,225	$190,225	
1	Professional Services – Assessment Updates – Exhibit 3e	$1,500	$1,500	
	Sub - Total		**$191,725**	
	ANNUALLY RECURRING PROFESSIONAL SERVICES			
	EOHHS Annually Recurring Professional Services			
1	Managed Services – 100 Hours Annually – Exhibit 3b	$18,750	$18,750	
	Sub - Total		**$18,750**	
	OHA Annually Recurring Professional Services			
1	Managed Services – 25 Hours Annually – Exhibit 3f	$4,687	$4,687	
	Sub - Total		**$4,687**	

Total Cloud Services		**$246,250**	**$211,337.50**
Total Professional Services		**$308,182**	

EXHIBIT 3a
WELLSKY STATEMENT OF WORK: EOHHS - PROVIDER EXPORT/IMPORT

Client has requested that WellSky Corporation ("WellSky") perform the following services ("Services") as set forth in this Order Form.

Purpose

WellSky will provide professional services to manually key provider records from WellSky Community Services into WellSky Human Services.

Data from WellSky Community Services

- Data Elements included in manually keyed into Provider records:
    - Provider Demographic Data
        - Name of Provider
        - Address of Provider
        - Contact, phone, and email address
        - List of services provided (AIRS taxonomy codes)
        - Agency Description - this is a text field in CS/ServicePoint

Assumptions and Limitations

- All work will take place remotely, if on-site time is requested, a scope change will need to be provided.
- WellSky will provide 2 resources for an estimated timeline of 5 weeks to manually key the data from Community Services into WellSky Human Services.
- WellSky will create 5 sample provider records in the client Sandbox environment prior to creating records in the production environment.
- Client will be responsible for validating the 5 records created in the Sandbox environment prior to providing approval to continue manual data entry within the Production environment.
- WellSky assumes this SOW covers the efforts required through delivery of the solution. Once the solution has been delivered, assuming no critical defects are open, the Services provided under this SOW shall end no more than five (5) weeks after delivery. Any Services required past this timeframe are not covered by the scope in this SOW.
- Any additional work needed due to scope changes, new requirements, or additional requests, if agreed to by WellSky, will be performed on a time and materials basis using a standard hourly rate of $187.50.
- The Scope contained within this order form is related to a one time import of Provider Data into WellSky Human Services. Ongoing migrations of data is not included.

EXHIBIT 3b
WELLSKY STATEMENT OF WORK: EOHHS - SUPER USER TRAINING AND MANAGED SERVICES

Engagement Specifics: Super User Training

Engagement Overview

WellSky will render Professional Services for Client aligned with the Client's direction as described in this Statement of Work (SOW).

Super User Training

- Kick Off Call and Preparation
- Up to four (4) days of onsite Super User Training within one (1) week of onsite time.
- Necessary training documentation

Super User Training Topics include:

- Human Services Basics
- Human Services Utilities
    - Lookups, Places
    - Workflow Wizards
    - Word Merges
    - Screen Designs
    - System Set Up
    - Plans Utility
    - Service Codes
    - Rate Change Utility
- Providers and Worker/ User Management
- Case Load Transfer, Merge & Purge
- PCOC Process
    - Online Self-Assessment
    - Online Self-Assessment Submission
    - Add Call
    - Call Record
    - Intake and Screening
    - PCOC Referral Form

WellSky Responsibilities

- Engage with the Client to schedule resources based on availability for onsite travel.
- Providing best practice solution recommendations.
- Working with Client to configure the WellSky solution.
- Training Client to enable system administration and use of the system.

Client Responsibilities

- Client is responsible for confirming the SOW meets project expectations.
- Client is responsible for scheduling resources at least two (2) weeks in advance with the WellSky project manager.
- Client is responsible for the work focus direction, testing, and results of the engagement. The WellSky deliverable under this statement of work consists only of Professional Services resource(s) to assist with Client objectives.
- Client is responsible for communicating all timeline restrictions, deadlines, resource constraints and other requirements to the WellSky project team.
- Client will be responsible for scheduling necessary resources and attending all scheduled meetings. Client will also be responsible for working independent of scheduled calls to complete deliverables and tasks as necessary during the engagement.

Engagement Assumptions

These assumptions are specific to this engagement and express WellSky's understanding of the scope of work to be performed.

- WellSky assumes the Client is responsible for the work focus direction, testing, and results of the project.
- WellSky assumes the deliverable under this SOW consists only of Professional Services hours and relevant, necessary training documentation.
- WellSky assumes that any change requested by Client for additional days of services shall be estimated and itemized in a Change Request that will identify the incremental cost for additional services requested.
- All onsite activities must be scheduled a minimum of two weeks in advance. Any Client initiated travel cancellation requests two weeks prior to the engagement will be honored by WellSky without any charges or fees. Any travel cancellation request initiated by the Client within two weeks of the engagement may incur charges or fees that are the responsibility of the Client.
- Onsite time will be scheduled in one (1) week increments.
- WellSky assumes that cancellation requests, made by the Client, received ten (10) or more business days prior to the first scheduled day onsite are accepted at no charge. Cancellation requests, made by the Client, received nine (9) or fewer business days prior to the first scheduled day onsite will incur a charge equal to 100 percent of the original scheduled time onsite. Any additional travel expenses resulting from the cancellation will be billed to Client.
- In case of integration with other applications, WellSky assumes the Client's applications with which the solution is integrating are in production and not in a state of flux (ex. application upgrades, system migrations, etc.).
- WellSky assumes that software and services not outlined above which are necessary to satisfy business requirements not yet discovered or outside the functionality or capabilities of the currently installed software are excluded from scope. Additional such services may be represented in the form of a Change Request.
- Onsite Training includes up to 8 attendees during sessions. If additional attendees are required a scope change may be necessary for additional sessions or additional implementation consultants may be required.
- WellSky assumes that the services and support within the scope of this SOW are to be performed Monday through Friday during standard business hours unless otherwise stated in this SOW. Standard business hours are defined as 8:00am – 5:00pm local time excluding weekends and observed National Holidays.

Engagement Specifics: WellSky Managed Services for Human Services

Overview

WellSky and Client will work together on WellSky Managed Services for Human Services to regularly review and maintain the Client's installed WellSky Human Services solution as described in this Statement of Work ("SOW").

Client will work with WellSky's Professional Services team to schedule any of the following activities for WellSky Human Services:

- **Managed Content Consulting Services ("MCCS"):** WellSky will update existing configuration with changes requested by Client.

- **Application Management Services:** WellSky will assist Client's with application administration activities such as user clean-up/ provisioning, system administration, custom specific tasks (interface modifications, etc.).
- **Optimization & Readiness Services:** WellSky will perform an Operational Assessment to assess the Client's current business processes in order to identify opportunities for solution improvements and business process efficiencies.
- **Learning Services**: WellSky will provide Learning Services to assist Client with resource onboarding efforts and/or continual learning.

This SOW describes responsibilities, deliverables, and services to be performed for the following solutions delivered by WellSky's Professional Services team:

- WellSky Human Services

The scope includes:

- 100 hours for use annually.

All activities performed by WellSky resource in support of the Managed Services engagement are considered billable under the Fixed Fee agreement. This includes, but is not limited to, researching and evaluating requirements, producing estimated levels of effort, performing configuration tasks, testing, preparing documentation, coordinating and attending meetings, answering emails and phone calls and preparing status reports.

WellSky will work with Client to provide any of the following listed below as a part of this engagement. The services shall be subject to the following:

1. Up to identified hours above per annually shall be allotted for any of the services defined herein. Requests submitted in excess of this number may require additional time for services to be delivered and may result in an increase in fees for the subsequent term.
2. Client must submit a request to engage with WellSky via identified point of contact.
3. WellSky will review the request and provide Services based on Client and WellSky resource availability.

Managed Consulting Services

Configuration within WellSky Human Services is subject to the changes of Client's business needs. While it is critical that clients diligently maintain and update their content, they may require additional resources or expertise to perform the required activities. WellSky will provide the following Services to assist clients with maintaining their content:

1. Regulatory update configuration
2. Content configurations and/or modifications (new screen designs, programs)
3. Application configuration and/or modifications (data maintenance, dictionaries)
4. Newly released features requiring configuration.
5. WellSky Advanced Reporting Consultation.

Application Management Services

Configuration within WellSky Human Services may need periodic updates based on changes in the client resources. Utilize the assistance of WellSky to make updates including the following:

1. General Application Administration updates based on client requests.
2. Creation of Users.
3. Update User Permissions.
4. System Administrator and End User assistance as requested by client.
5. Creation of Report Specifications and Configuration of Custom Reports as requested.

Optimization & Readiness Services

WellSky can perform Operational Assessments of the solutions in order to identify opportunities for solution improvements and business process efficiencies as part of the scope of this SOW. The WellSky assessment may include the following:

6. Conduct application and workflow reviews
7. Review workflow and recommend new features
8. Review workflow and recommend content changes
9. Review content releases and recommend changes
10. Consult on data and reporting needs
11. Lead formal change control board meetings

Learning Services

WellSky will provide Client with Learning Services to assist with Client resource onboarding or continual learning efforts. The Learning Services may include the following:

12. Refresher training
13. Advanced user training
14. Workflow training
15. Super user refresher training
16. WellSky Advanced Reporting training

Engagement Assumptions

These assumptions are specific to this engagement and express WellSky's understanding of the scope of work to be performed.

17. WellSky will function primarily as a subject matter expert consultant. Each party agrees to perform the functions as set forth herein.
18. Client has primary responsibility for executing all validation activities, including all user acceptance testing prior to moving it to production. WellSky will provide guidance and assistance.
19. Services within the scope of this document are to be performed Monday through Friday during standard business hours unless otherwise stated. Standard business hours are defined as 8:00am – 5:00pm local time excluding weekends and observed National Holidays unless planned in advance and approved by the WellSky assigned resources.
20. Services within the scope of this document are to be provided remotely. A change request can be presented for onsite services requests.
21. Any services requiring activity by WellSky team members other than the project lead (for example, technical services tasks) will be scheduled based on availability of resources.

Responsibilities

WellSky Responsibilities

22. Assign a dedicated Point of Contact to Client to ensure continuity and provide for a single point of reference for Client to manage and assign work related to this scope of work. Additional resources (analyst, technical resource, implementation consultant and/or trainer) may be involved as necessary.
23. WellSky Account Manager will work with Client for any scope changes.
24. Review and assign Services requests based on:
    a. Client's goal/desired outcome for the request.
    b. Priority of request based on patient safety, regulatory/audit compliance

   c. Impact of request on other templates and reports
   d. Client timelines/ needs
25. Configuration in Client's staging environment and notify Client to start testing and validation activities.
26. Transfer Client validated changes from staging to production.
27. WellSky resources will set up calls as necessary for clarification and scheduling of various activities under this SOW.

Client Responsibilities

1. Establish a change management team that meets quarterly to discuss desired changes. This team should consider the following for all requests:
   a. The end goal (e.g., improved documentation, improved usability, regulatory requirements) when requesting changes.
   b. Impact of changes on other teams/providers.
   c. Priority for changes requested.
2. Entering a service request with the assigned Point of Contact at WellSky
3. Meet with WellSky team as needed for clarification and planning.
4. Review, test and validate configured content in Client's staging environment.
5. Communicate any changes to WellSky via the assigned Point of Contact.
6. Review final staging build and approve changes via the case.
7. Train Client staff on the changes.
8. Perform resource scheduling for any Learning Services sessions.

Change Management

Changes to the SOW

Either party may elect to submit written change requests to the other party proposing changes to the SOW. All changes to the requirements and SOW will be made using agreed-to project change control procedures.

Change Order Procedure

If either of the parties wishes to alter the approved design document, or this SOW, the person who request the change (the "Originator") will forward to the other party (the "Recipient") a change order, which will include the following:

- Project identification
- Originator's name and title
- The date of the change order
- Priority level of the request as either Priority 1 (Urgent) or Priority 2 (Ordinary)
- A description of the proposed change
- The reason for the proposed change
- A description of the proposed change's impact on the project's scope, schedule, and/or budget.

Software for Realizing Care's Potential

Rhode Island Executive Office of Health and Human Services

Statement of Work:
Enterprise eLTSS Solution

February 1, 2022

WellSky Contact

Patrick Lynch, Senior Account Executive

318.751.1749

Patrick.Lynch@WellSky.com

EXHIBIT 3c
WELLSKY STATEMENT OF WORK: EOHHS - PHASE 1 ELTSS ASSESSMENT

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EXHIBIT 3c
WELLSKY STATEMENT OF WORK: EOHHS - PHASE 1 ELTSS ASSESSMENT

1 Executive Summary

Rhode Island's process of determining LTSS eligibility, regardless of setting, is a model for other states as it allows a client, once qualified, to move seamlessly between community-based and facility-based services as their needs change and keeps the focus on the client by eliminating redundant, unnecessary redetermination paperwork. The Rhode Island Executive Office of Health and Human Services (RI EOHHS) would like to extend this philosophy and approach to all of its functional policies and processes, making them more person-centered and eliminating redundancies and inefficiencies. RI EOHHS, partnering with WellSky, will implement an integrated eLTSS record designed to:

- Incorporate person-centered practices throughout LTSS process, including with respect to cultural diversity and racial equity
- Track clients through all interactions with RI EOHHS
- Streamline and modernization of IT & business processes
- Retain and reuse of existing experience and expertise

The Right Partner

WellSky understands that clients that require LTSS and their support network of families and informal supports must be the focal point around which a system is built. Understanding and identifying the client's needs in a timely, efficient, minimally intrusive manner is essential. Working with each client to address those needs with services delivered in the manner, at the time, and in the location, they want them is what leads to success. At the same time, there is a need at the state division level to be able to ensure that nothing is "falling through the cracks" and to manage, monitor, and report on the overall program.

WellSky staff has extensive experience working with state LTSS agencies and with the *WellSky Human Services* solution. Members of the Solution Architecture and Solutions Management teams, responsible for the long-term vision, proactive identification of emerging needs, enhancements, maintenance of the product, have an average tenure at of more than 10 years and include one of *WellSky Human and Services*' founders. Members of the Professional Services and WellSky *Social* team, responsible for working side-by-side with clients during implementation, have an average tenure of 6.5 years specifically with *WellSky Human Services*.

Experienced Staff

- Solution Architecture / Solution Management
  - Average tenure > 10 years
- Professional Services
  - Average tenure of 6.5 years

The experience and expertise of the WellSky staff is supported by significant investments from two of the world's largest private equity firms, TPG Capital and Leonard Green and Partners, L.P. (LGP). TPG is a leading global alternative asset firm founded in 1992 with more than $74 billion of assets under management and offices in Austin, Texas and globally. LGP was founded in 1989 and is based in Los Angeles. LGP has invested in over 90 services companies, including consumer, business, and healthcare services, as well as retail, distribution, and industrials, raising over $40 billion since inception. TPG and LGP are strongly aligned with WellSky's vision of delivering the best and most comprehensive suite of solutions to advance care, drive ongoing innovation, and deliver new technology and services to help clients grow their businesses and improve outcomes for their communities. This level of financial strength benefits WellSky's clients.

With WellSky, RI EOHHS has a partner that understands the demands and high expectations that are placed on state LTSS agencies, the mature, specialized, proven technology and people required to perform and deliver to this standard, and the financial backing needed to meet its commitments. WellSky has over 14 years of successful support of state LTSS agencies in this capacity and will be a reliable, consultative, long-term partner to RI EOHHS.

State LTSS Agencies & Payers Using *WellSky Human Services*

- ✓ Florida Agency for Persons with Disabilities
- ✓ Nevada Aging and Disability Services Division
- ✓ Alabama Division of Developmental Disabilities
- ✓ Alaska Senior and Disabilities Division
- ✓ Delaware Division of Developmental Disabilities
- ✓ 4 MCOs in the Texas STAR Kids Program (MLTSS for I/DD)

The Right Solution

RI EOHHS and WellSky have spent nearly 6 months reviewing and discussing RI EOHHS's current challenges, LTSS process redesign goals, and future vision. Collaboratively, WellSky and RI EOHHS have identified a solution that will address the unique technical, political, and resource challenges that currently exist. These challenges include:

- Multiple, unconnected, or partially connected, systems
- "Blurry" view of clients and interactions
    - Individually and in aggregate
- Duplication of efforts/data entry
- Splintered and disparate assessment tools
- No holistic view of clients
- Clients telling "story" multiple times
- Difficult to perform meaningful data and trend analysis
- Case and service planning is not sufficiently person-centered or conflict-free

While the details and nuance of these challenges are certainly unique to Rhode Island, the overall themes are common across the WellSky client base. WellSky uses a proven implementation methodology designed specifically for the deployment of WellSky solutions and used successfully in over 30 active statewide deployments with state-level Human Services agencies. The WellSky Professional Services team will lead RI EOHHS staff through requirements gathering, mapping RI EOHHS' business processes to LTSS-specific capabilities that already exist in the solution. *WellSky Human Services* has been designed to accommodate the wide variety of human services business and financial requirements of organizations like RI EOHHS and has well-considered, robust configuration points that create flexibility for clients to be able to change and adapt the solution to meet evolving business and program requirements.

RI EOHHS and WellSky will work together to configure *WellSky Human Services* as a comprehensive eLTSS record to address the challenges identified by RI EOHHS. The solution will feature:

- Central client record
- Comprehensive assessment system
- Integrated person-centered, conflict-free, case management
- Robust standard and custom reporting tools

Success Together

WellSky is uniquely positioned to help RI EOHSS achieve its goals of making its LTSS program more person-centered while eliminating redundancies and inefficiencies. WellSky has deep experience and expertise in the unique needs of state LTSS programs. WellSky's flagship human and social services solution, *WellSky Human*

Services, is in use by state agencies across the nation, including Rhode Island, which uses it to manage its adult protective services and person-centered options counseling programs. RI EOHHS and WellSky have leveraged this strong existing partnership to collaboratively to craft a vision of *WellSky Human Services* configured as a comprehensive eLTSS record as the right solution to address the challenges the RI LTSS program faces – a solution that give RI EOHHS and its partner agencies better oversight and management capabilities while improving the client's LTSS experience. WellSky looks forward to helping RI EOHHS bring this vision to life to help provide Rhode Islanders better, easier, and more efficient access to critical LTSS services.

2 Solution Overview

Rhode Island is unique in that eligibility and access to LTSS is not split across multiple waivers or based on whether services will be delivered in an institutional or community-based setting. A single 1115 waiver is used to administer all community-based LTSS services. Once a consumer is determined to be eligible for LTSS, they may move between institutional and community-based settings as their needs change with the need to redetermine their eligibility. The use of a single waiver and a universal LTSS eligibility determination keeps the focus on the person that needs services and eliminates unnecessary, redundant eligibility determination. RI EOHHS would like to extend this philosophy and approach to all of its functional policies and processes, making them more person-centered and eliminating redundancies and inefficiencies. Specific goals include:

- Person-centered practices throughout LTSS process, including with respect to cultural diversity and racial equality
- Ability to track clients through all interactions with RI EOHHS
- Streamline and modernization of IT & business processes
- Retain and reuse of existing experience and expertise

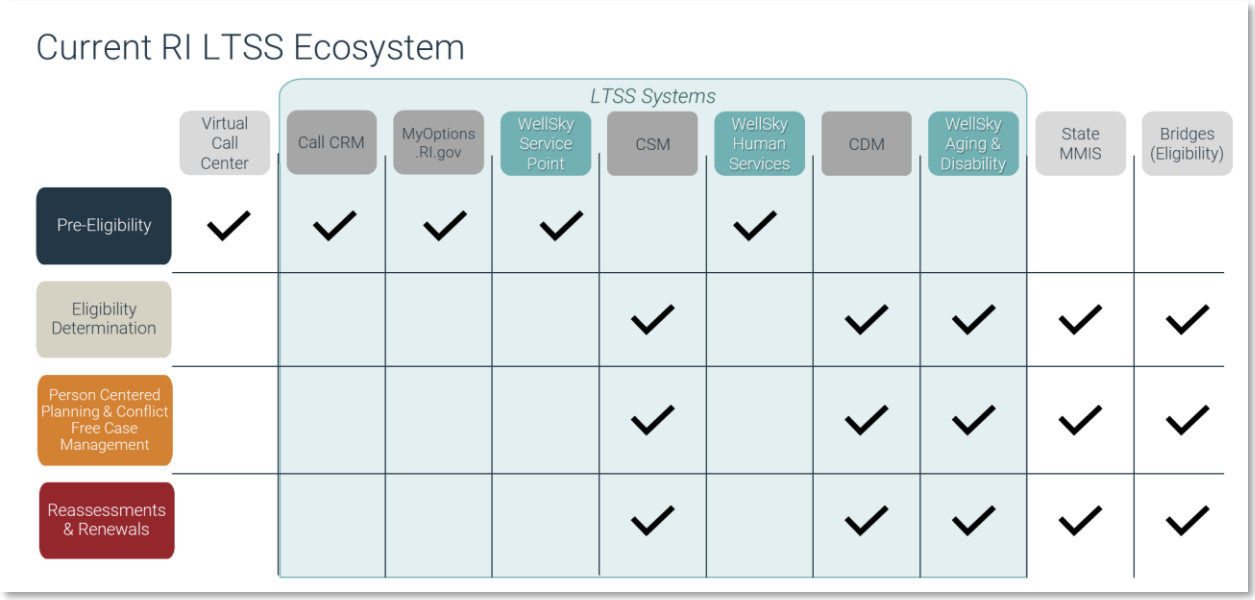
The LTSS workflow in Rhode Island is broken into 4 functional areas:

- Pre-eligibility
    - Includes Person-Centered Options Counseling (PCOC) and No Wrong Door (NWD) functions
- Eligibility determination
- Person-centered planning (PCP) and conflict free case management (CFCM)
- Reassessments and renewals

RI EOHHS and its partners are responsible for ancillary functions related to eligibility determination, planning, case management, reassessments, and renewals. Bridges and the RI Medicaid Management Information System (MMIS) are the systems of record with regards to eligibility, but RI EOHHS and its partners rely on access to the data in those systems in order to provide appropriate services to consumers.

3 Current RI EOHHS Ecosystem

The current RI EOHHS ecosystem is comprised of at least 6 distinct LTSS systems in addition to several state systems that serve multiple agencies (e.g., Bridges, RI MMIS, RI Virtual Call Center). Business processes are fractured and inconsistent based on how they have been implemented by various partners and the features and functions available in each system. Some processes are still paper based, and some are not currently being done by any LTSS partner (e.g., CFCM). Integrations between systems is limited and functionally insufficient. As a result, it takes an average of 60 days for a consumer to receive services from the point at which they initially contact the state.



As shown in the table below, tasks within each functional area are further fractured and disconnected. This slows the time to the onset of services, forces a consumer to "tell their story" multiple times as they move through the system, and inhibits RI LTSS staff from cross-coordinating to ensure the consumer is receiving the most appropriate services.

Table 2-1. Current RI LTSS Functional Areas and Tasks by System

Functional Area	Task	# Systems in Use	Systems Integrated?	Notes
Pre-Eligibility	Marketing & Outreach	1	Partial	Consumers can submit electronic intake form
	Information Gathering, Referral, Awareness	4	No	
	Intake/Screening & Decision Support	3	No	
	Person-Centered Options Counseling (PCOC)	1	No	
	Application Assistance I: Guidance	Unknown	n/a	Process is ambiguous and, if being tracked, is being done so informally
Eligibility Determination	Application Assistance II: Access	1	No	Isolated in Bridges
	Clinical Assessment & Level of Need/Care	4	No	Manual rekeying of data into Bridges
	Eligibility	1	Partial	

Functional Area	Task	# Systems in Use	Systems Integrated?	Notes
	Financial Assessment	2	Partial	State systems are integrated with each other but not with rest of LTSS systems
Person-Centered Planning & Conflict-Free Case Management	Person-Centered Planning	1	No	
	Conflict-Free Case Management	4	Partial	Case management is still done on paper by a number of agencies; RI MMIS receives some data via select integrations
Reassessments & Renewals	Clinical Assessment & Level of Need/Care	4	No	Manual rekeying of data into Bridges
	Eligibility	1	Partial	
	Financial Assessment	2	Partial	State systems are integrated with each other but not with rest of LTSS systems

4 Proposed Solution – Integrated eLTSS Record

WellSky and RI EOHHS will partner to implement an integrated solution that will enable RI EOHHS to implement processes RI EOHSS believes will shorten the time between initial contact and the start of services. The solution will be centered on the implementation of a comprehensive eLTSS record that can be used by RI EOHHS and its partners to provider a single, enterprise-wide view of all interactions with a consumer from initial contact through the end of services, integrating with external systems to minimize redundant data entry, redundant business processes, and to make data available to LTSS workers when and where they need it.

Beyond a reduction in time to service, this solution reduces the number of core LTSS systems from 6 to 1, eliminates duplicative and/or conflicting data entry and business processes, reduces operating costs, and improves RI EOHHS and its partner agencies' ability to administer, manage, analyze, and report on LTSS services.

The eLTSS record will be implemented using the *WellSky Human Services* solution. *WellSky Human Services* is a proven, highly configurable, COTS solution **already used** by Rhode Island for its PCOC and Adult Protective Services (APS) programs. For a full description of the benefits and differentiators of *WellSky Human Services* solution, please see Attachment 2. Overview of WellSky and WellSky Human Services. The diagram and table below show the proposed ecosystem, functional areas, and tasks by system.

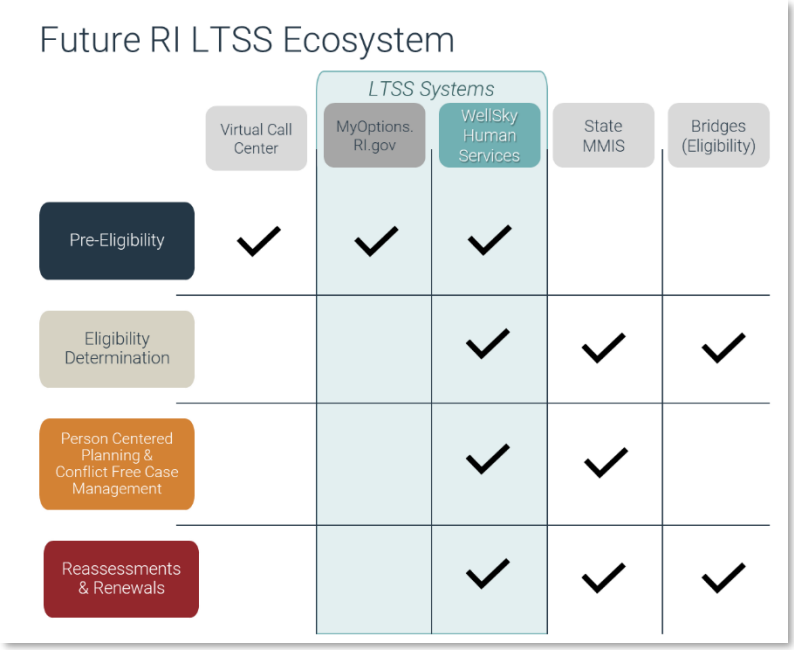


Table 2-2. Proposed RI LTSS Functional Areas and Tasks by System.

Functional Area	Task	# Systems in Use[1]	Planned Integrations	Notes
Pre-Eligibility	Marketing & Outreach	1	WellSky Resource Directory	Existing integration using *WellSky Web Intake* will remain
	Information Gathering, Referral, Awareness	3	RI Virtual Call Center	These systems represent multiple "doors" through which consumer can initiate contact
	Intake/Screening & Decision Support	1		
	Person-Centered Options Counseling (PCOC)	1		
	Application Assistance I: Guidance	1		Implement standard process and begin collecting reportable data
Eligibility Determination	Application Assistance II: Access	2	Bridges	Integration with Bridges to give LTSS staff visibility in the context of their workflow
	Clinical Assessment & Level of Need/Care	2	Bridges	Level of Need/Care determined by OMR staff "pushed" to Bridges
	Eligibility	1	Bridges	Integration with Bridges to give LTSS staff visibility in the context of their workflow
	Financial Assessment	3	Bridges RI MMIS	Exchange data between 3 primary systems managing RI LTSS so that each can retain primary authority over its area of responsibility while granting visibility to users in other systems
Person-Centered Planning & Conflict-Free Case Management	Person-Centered Planning	1		
	Conflict-Free Case Management	2	RI MMIS	
Reassessments & Renewals	Clinical Assessment & Level of Need/Care	2	Bridges	Level of Need/Care determined by OMR staff "pushed" to Bridges
	Eligibility	1	Bridges	Integration with Bridges to give LTSS staff visibility in the context of their workflow

[1] "# of Systems" includes *WellSky Human Services* PLUS any additional systems with which it is integrated. In RI, responsibility for some LTSS functions, including those related to eligibility, are shared between systems. Ancillary agencies and/or programs are responsible for collecting data that is then used by state systems to authoritatively determine eligibility.

Functional Area	Task	# Systems in Use[1]	Planned Integrations	Notes
	Financial Assessment	3	Bridges RI MMIS	Exchange data between 3 primary systems managing RI LTSS so that each can retain primary authority over its area of responsibility while granting visibility to users in other systems

The transition from the current ecosystem and processes will be done in phases, with each phase delivering a significant advance in business processes and system consolidation. This Statement of Work is specific to Phase 1, implementation of a single, standard assessment. The next section, Solution Components, describes the components which will be included in this Statement of Work and is followed by Solution Implementation which describes the goal and scope of Phase 1.

Components that will be included in future Statements of Work and the goal and scope of Phases 2-6 are described in Attachment 9. Solution Overview: Phases 2 - 6.

5 Solution Components

The RI eLTSS solution will use several modules and products in the *WellSky Human Services* portfolio. Below is a brief description of each component in the solution needed to implement Phase 1, a single, standard assessment.

Components Phases 2-6 are described in Attachment 9. Solution Overview: Phases 2 - 6

6 *WellSky Human Services*

WellSky Human Services is WellSky's flagship solution for state agencies that administer complex LTSS services that include multiple cross-coordinated LTSS programs with multiple points of entry and will be used to manage the following LTSS functions and/or LTSS ancillary functions outside of those managed in Bridges[2] and the RI MMIS:

- Pre-eligibility
- Eligibility determination
- Person-centered planning
- Conflict-free case management
- Reassessments and renewals

WellSky Human Services will be the system of record for all LTSS interactions in Rhode Island.

[2] Bridges is the Rhode Island statewide eligibility system currently supported by Deloitte.

7 *WellSky Advanced Reporting*

WellSky Advanced Reporting is a powerful self-service reporting tool that allows the creation of custom and ad hoc reports to meet the operational, strategic, legislative, and analytical needs of RI EOHHS and their stakeholders (e.g., OHA, DHS, OMR, CM agencies, The Point, RIPIN). Reports created using *WellSky Advanced Reporting* can be published to *WellSky Human Services* where they are available for use by end users and/or can be scheduled to automatically run and be made available to specific users. All data captured in *WellSky Human Services* is accessible for reporting within *WellSky Advanced Reporting*, as new phases of the solution go live.

RI EOHHS is **already using** *WellSky Advanced Reporting* in conjunction with its PCOC and APS programs.

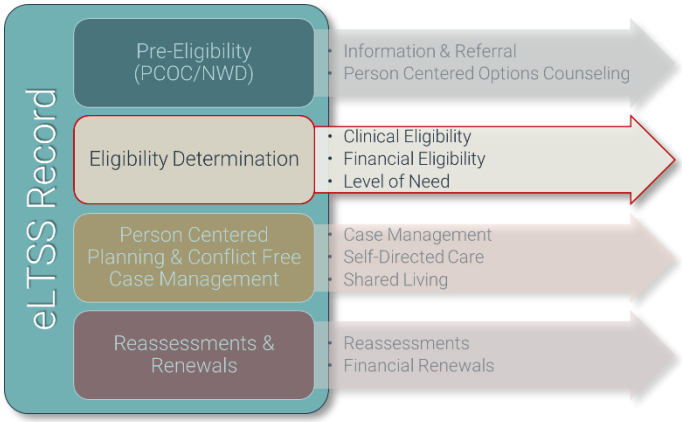
8 Solution Implementation

9 Overview

Based on the priorities identified by RI EOHHS staff, WellSky proposes to implement Rhode Island's eLTSS solution in 6 phases. This minimizes transitional pain for individual user groups while delivering functionality in an order that aligns to RI EOHHS's preferences and priorities.

This statement of work is specific to Phase 1, implementing a single, standard assessment. Details regarding Phases 2-6 are described in Attachment 9. Solution Overview: Phases 2 - 6.

10 Phase 1: Single, Standard Assessment



RI EOHSS and its partners currently use 6 different assessment instruments when determining clinical and financial eligibility for LTSS. Questions are not fully overlapping and use different service calculators. It is not always conflict-free, and RI EOHSS has evidence that the agency or individual who administers the assessment may affect the scope of services that are authorized. Data is often captured manually on paper and re-keyed into a system. This sets up the possibility for inequitable access and inconsistent consumer experiences based on the agency with whom the consumer first makes contact. It also creates barriers for data and trend analysis and

reporting. Implementing a single, standard assessment used to determine LTSS eligibility across all RI agencies is RI EOHHS's highest priority.

This phase will begin to address these concerns by implementing a single, standard assessment to be used across all partners.

11 User Experience[3]

12 DHS and RI EOHHS Users

DHS and RI EOHHS staff that conduct assessments will login to *WellSky Human Services* and search for the consumer. If the consumer is in the system, they will navigate to the consumer record and perform the assessment. If the consumer is not in the system, they will add the consumer and then perform the assessment. Alternatively, if assessors receive their assignments from intake staff, they will identify the assessments they need to complete from their queue on their My Work dashboard (Pending Assessments queue or Consumers > Assessments pane).

When the assessment is complete, the user will change the status to "Ready for OMR" and/or assign the assessment to the appropriate OMR reviewer. The OMR reviewer will login to *WellSky Human Services* and will identify the assessments that are ready for review and Level of Need/Care (LON/LOC) assignment from their My Work dashboard (Pending Assessments queue or ticklers assigned to OMR role or Consumers > Assessment pane). The OMR reviewer will complete their review and affirm or override any suggested LON/LOC. The OMR reviewer will then manually enter the appropriate LON/LOC information into Bridges[4].

13 OHA Users[5]

OHA staff that conduct assessments will login to *WellSky Aging & Disability* and search for the consumer. If the consumer is in the system, they will navigate to the consumer record and perform the assessment. If the consumer is not in the system, they will add the consumer and then perform the assessment. Alternatively, if assessors receive their assignments from intake staff, they will identify the assessments they need to complete from their dashboard (saved search or Assessments Due widget).

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[3] The user experiences described in this document are meant to give RI EOHHS one possible workflow. *WellSky Human Services* is highly configurable and the specific workflow that will be implemented will be determined collaboratively by RI EOHHS and the WellSky project team during implementation.

[4] An interface that would electronically send LON/LOC information to Bridges is proposed in Phase 2. All manual entry of LON/LOC data into Bridges by OMR reviewers would end with the completion of Phase 4. While technically an interface could be created to move LON/LOC assessment data into *WellSky Human Services* from *WellSky Aging & Disability* during Phase 1, it would be a temporary, "throw away" interface as OHA users will stop using *WellSky Aging & Disability* in Phase 3. WellSky suggests that funds that might be allocated for this interface would be better used in other areas of the project.

[5] During solution design discussions, the idea of having OHA users key assessments in to *WellSky Human Services* was discussed as much of this portion of the assessment process is currently done on paper forms. While that workflow can be implemented if desired, WellSky recommends having OHA users complete assessments in *WellSky Aging & Disability* and then migrating the assessment data in Phase 3 as it provides a better user experience for OHA users (e.g., will be able to work in a single system and will not have to manually recreate consumer records in *WellSky Human Services* that already exist in *WellSky Aging & Disability* simply to enter assessment).

The intake or case management staff will create an activity and assign to the appropriate OMR reviewer. The OMR reviewer will login to *WellSky Aging & Disability* and will identify the assessments that are ready for review and Level of Need/Care (LON/LOC) assignment from their dashboard (saved search or Assessments Due widget). The OMR reviewer will complete their review and affirm or override any suggested LON/LOC. The OMR user will then manually enter the appropriate LON/LOC information into Bridges.

14 Scope of Phase 1

The components and/or workflow to be implemented in this phase are listed below. Please see Phase 1 Assumptions for implementation assumptions.

Item	Notes
Implement	
WellSky Human Services	• Single, standard assessment
WellSky Advanced Reporting	• Already implemented; extend use
WellSky Aging & Disability	• Single, standard assessment • Additional licenses for OMR
Custom Reports	
2 custom reports for OMR Appeals	• In the event that standard reports do not meet OMR's needs
Interfaces	
n/a	•
Data Migration	
n/a	•
Retire/Sunset	
Legacy assessments	•

15 Configuration of New Standard Assessment

Once RI EOHHS and its partners identify the new standard assessment instrument, WellSky will assist in configuring the assessment in both *WellSky Human Services* and *WellSky Aging & Disability*.

- The new assessment will be configured to share question IDs and use the same control types to facilitate data migration in Phase 3: PCP/CFCM for Consumers Over 65.
- The assessment may contain indicators (algorithms) that suggest the appropriate LON/LOC.
- Fields will be included on the assessment that allow a reviewer to override the suggested LON/LOC and document the reason for the override.

16 WellSky Aging & Disability Licenses for OMR Staff

OMR staff will be given short-term licenses to access *WellSky Aging & Disability* in order to review assessments conducted by OHA staff for consumers older than 65 until OHA users and data is moved to *WellSky Human Services* in Phase 3: PCP/CFCM for Consumers Over 65.

17 Custom Report for OMR Appeals

OMR staff need to be able print assessments in support of consumer appeals. Both *WellSky Human Services* and *WellSky Aging & Disability* allow users to print completed assessments. However, if OMR staff need the output to be formatted in a particular layout, a custom report(s) can be created in either or both systems.

18 Project Timeline

WellSky proposes a 2-month project for the delivery of Phase 1. The scope of phase 1 reflects the delivery of meaningful progress to meet RI EOHHS goals and is based on the functional and business priorities identified by RI EOHSS. Underlying assumptions are detailed in Attachment 1. Assumptions.

19 Travel Considerations

WellSky's fixed fee implementation includes potential travel activities. WellSky will work collaboratively with the Department in accordance with Rhode Island Department of Health and Federal Centers for Disease Control guidance to determine when and the conditions under which onsite visits will occur.

WellSky has included a total of 1 onsite trip to RI EOHHS as shown in the following table:

Table 8-1. Onsite Trips for Phase 1.

Project Phase	Anticipated Trips to RI EOHHS	WellSky Staff Per Trip
Phase 1: Single, Standard Assessment	1	1

20 Implementing During COVID-19

Because WellSky's implementation leverages a purpose-built COTS solution and a proven methodology to deploy the solution, WellSky can shift all project activities that were planned to occur onsite at RI EOHHS to occur remotely (e.g., using online meetings, working sessions, etc.), minimizing the impact ofCOVID-19 restrictions on WellSky's proposed implementation timeline. WellSky has successfully implemented multiple projects completely remotely during the COVID-19 pandemic, including the RI EOHHS PCOC implementation, a Vocational Rehabilitation implementation for Montana Department of Public Health and Human Services, and an Adult Protective Services implementation for the Arizona Department of Economic Security.

This shift from onsite to remote project work will not impact the amount of time required for RI EOHHS project staff to dedicate to the project beyond what is in this Statement of Work. Should those RI EOHHS staff become unable to participate or dedicate the required time needed to complete their assigned tasks, the project timeline may come under risk.

21 Cost Proposal

22 Description of Fees

23 One-time Implementation Fees

Includes all fees associated with implementing and deploying the *WellSky Human Services* software. Key deliverables include requirements gathering/business analysis, solution mapping, configuration services, user acceptance testing, training, Go-Live support, and technical services such as data migration and system interface deployment.

24 Annual Cloud Services Fees

Annual Cloud Services Fees include the annual subscription fee to the RI eLTSS solution, comprised of the specific modules/components listed in the Software and Interfaces Included in Solution section, configured specifically to meet the needs of RI EOHHS, delivered as Software as a Service (SaaS). Cloud Services also include WellSky hosting services, disaster recovery, client support, and ongoing software enhancements. Cloud Services include one production environment and one non-production (e.g., "sandbox") environment[6].

[6] If desired, an additional non-production environment specifically for ongoing training can be included.

25 Software and Interfaces Included in Phase 1 Solution

The table below shows the software modules/components included Phase 1 of the RI eLTSS solution. Phase 1 does not include any interfaces.

A list of software modules/components and interfaces for Phases 1-6 is provided in Attachment 9. Solution Overview: Phases 2 – 6.

	Phase 1
Software Module/Component	
WellSky Human Services	x
WellSky Advanced Reporting	x
WellSky Aging & Disability	x

26 Fee Summary

Fees are detailed in Exhibit 2 of this Order.

27 Payment Terms

Payment terms are detailed in Exhibit 1 of this Order.

28 Attachment 1. Assumptions

29 Assumptions for All Phases

- The WellSky project manager is responsible for development of the project charter as well as providing updates to the Client project team.
- The schedule and project effort detailed in the project charter must be accepted by Client before configuration work begins. Any change requested by Client to the schedule or to the scope may be estimated and itemized in a Change Request that will identify the incremental cost if applicable.
- WellSky project manager will be responsible for creating a project schedule during the plan phase, outlining the timeline for specific events and milestones of the project. The project schedule will include forecasted dates for delivery.
- WellSky will document design meeting minutes and identify outstanding issues and/or decisions.
- WellSky will provide best practice recommendations and document all requirements in the requirements document.
- After Client has approved the requirements document, all subsequent changes or additions to scope mutually agreed upon in the requirements document may be addressed through a Change Request, and the effect of these changes on the agreed schedule will need to be evaluated and agreed to by both parties, prior to accepting.
- The standard project estimate presupposes that project status meetings will be conducted no more frequently than weekly. A scope change may be presented if more frequent status meetings are requested.

- During the plan phase of the project, the WellSky project manager will work with Client to identify specific requirements that will determine successful project completion and closure.
- Upon successful deployment and completion of agreed upon milestones, the WellSky Professional Services team will transition Client and the solution to the WellSky Support Services team.
- The scope defined in this SOW assumes that WellSky adheres to its standard project methodology and that all project management artifacts are assumed to follow WellSky's standards. It is understood that deviation from these standards upon request from the Client may result in an adjustment of the estimated level of effort.
- In phases that require data migration, a standard data migration and standard data migration responsibilities, as defined in Data Migration, will be provided. Migration of data that are outside of a standard data migration and/or changes to standard responsibilities are noted in the assumptions for the affected phase.

30 Phase 1 Assumptions

31 Implementation Assumptions

- WellSky assumes a single, standard eligibility assessment will be implemented
- The assessment will be implemented in 2 modules of the solution
  - 1 assessment in *WellSky Human Services*
  - 1 assessment in *WellSky Aging & Disability*
- The assessment will use the same question IDs and response options in both modules in order to facilitate data migration in Phase 3
- The assessment may contain indicators (algorithms) needed to suggest the appropriate LON/LOC

32 Custom Report Assumptions

- WellSky has included 2 optional custom reports, 1 in *WellSky Human Services* and 1 in *WellSky Aging & Disability*, of average complexity in the event that standard reports do not meet OMR's appeal needs.

33 Interface Assumptions

- n/a

34 Data Migration Assumptions

- WellSky will not migrate legacy assessments into *WellSky Human Services*

35 Assumptions for Phases 2 – 6

Phases 2 – 6 are not included in this Statement of Work, but the assumptions for each phase have been included in Assumptions for Phases 2 – 6 in order to maintain a view of the overall solution.

36 Attachment 2. Overview of WellSky and *WellSky Human Services*

37 WellSky Mission

Since 1980, WellSky (formerly Mediware) has been a leading supplier of software solutions for healthcare and human services providers and payers. Mediware strategically expanded its suite of software offerings by acquiring the best performing and most innovative software companies in health and human services. In 2014, Mediware acquired Harmony Information Systems, an Aging Services software company with the strongest client base, highest retention rate and most innovative technology on the market. By 2017, Mediware had become the leading solution provider for the home health and hospice, adult day care, and memory care markets. In 2018, Mediware re-branded (no change of ownership) to WellSky to better reflect its identity as a single company, focused on interoperability, an "intelligent care management" platform, and data analytics. Since 2018, WellSky has demonstrated its commitment to innovation by investing over $55 million dollars into its solutions.

WellSky is supported by significant investments from two of the world's largest private equity firms, TPG Capital and Leonard Green and Partners, L.P. (LGP). TPG is a leading global alternative asset firm founded in 1992 with more than $74 billion of assets under management and offices in Austin, Texas and globally. LGP was founded in 1989 and is based in Los Angeles. LGP has invested in over 90 services companies, including consumer, business, and healthcare services, as well as retail, distribution, and industrials, raising over $40 billion since inception. TPG and LGP are strongly aligned with WellSky's vision of delivering the best and most comprehensive suite of solutions to advance care, drive ongoing innovation, and deliver new technology and services to help clients grow their businesses and improve outcomes for their communities. This level of financial strength benefits WellSky's clients.

38 WellSky Goals

WellSky delivers software and services to transform an ever-growing range of care services worldwide. WellSky anticipates the needs of LTSS agencies/networks, care providers, and communities, empowering them with insights and solutions. Building on a history of excellence and a reputation for quality, WellSky enables agencies to deliver exceptional care, improve operational efficiency, reduce cost, and meet the challenges of their rapidly changing industries.

WellSky believes that we have come to a pivotal point in the history of the health care and human services industries. Increased regulation, provider consolidation, and value-based reimbursement are rapidly changing industry landscapes. Agencies are seeking a partner who can bridge the gaps in the continuum of care, make seamless care transitions, and develop solutions that enable LTSS agencies/networks and care providers to impact their consumers' well-being.

The populations that WellSky's clients serve rely on them for their health and welfare, and as their partner, WellSky has a responsibility to support their efforts. With a rich history and comprehensive services, WellSky is uniquely positioned to help shape what care means across communities with a desire to do the right thing for every individual or patient, every time. Because of this unique position, WellSky has fundamentally changed to better enable care everywhere. To communicate this substantive change – a new era – WellSky has articulated a new vision and is demonstrating it through the way WellSky looks, speaks, sounds, and behaves.

WellSky's clients and their communities are driving forces for the shift, and because of that, they can expect:

- A change in the way WellSky thinks about care, with focused attention on clients and the communities they serve. Clients' success is what gives WellSky's work greater impact and meaning.
- A responsive partnership, as WellSky works beside clients to understand their needs and those of the communities that they serve.
- A deeper focus on the challenges that each client's respective community presents, so that WellSky can address those needs with more specificity and precision.
- A proactive approach, using data intelligently, to recognize greater benefits across all clients' communities.
- Technologies designed to seamlessly enable clients to better manage costs so that they can expand the reach of their care and focus their impact on the communities they serve.

39 Software-as-a-Service

WellSky Human Services is delivered over the internet to RI EOHHS and its users. WellSky is responsible for all hosting, security, recovery, and performance of the software. This benefits RI EOHHS as it allows RI EOHHS IT to focus on other critical tasks instead of maintaining a hosted environment, thereby maximizing RI EOHHS IT resources. WellSky will host RI EOHHS's data in state-of-the-art, secure cloud environments. These cloud

environments have full redundancy to support scalability and stability, and data recovery in separate data centers. All data, primary and redundant, is hosted in the U.S.

40 Purpose-built, Commercial-off-the-Shelf (COTS) Software

WellSky Human Services is a purpose-built solution for state-level, multi-program client management, fiscal control, and quality oversight. This benefits RI EOHHS by mitigating the risk of a problematic implementation by leveraging features that already have proven successful with other LTSS implementations of similar size and scope. Guided by feedback from WellSky's large human services client base, coupled with an understanding and anticipation of future needs, WellSky continually enhances its software with new features at no additional cost, working to meet RI EOHHS' unique and evolving needs while enjoying predictable annual costs.

41 Central Client Record for ALL Client Information Management and Standardized Data Collection

WellSky Human Services' client-centric model supports the use of a comprehensive, central client record, balancing a holistic view of crucial information with enforcement of the minimum necessary rule. Through this central client record, clients can be managed across multiple programs, each program with its own workflow, documents, user roles, data collection screens, and terminology. Workers can use *WellSky Human Services*' functionality to capture demographic and family information, conduct detailed assessments, record medications and diagnoses, record progress notes, and build multi-level care plans, including goals, objectives, interventions, and planned services. Plans are driven by assessment information and can be configured to facilitate compliance with agency and program policies, regulations, and budgetary constraints. Planned Services and detailed service schedules are created from the care plan, which can also automate the creation of service authorizations to providers who will then record service delivery against those authorizations. This benefits RI EOHHS by solving a long-standing pain point in that assessments, care plans, client notes, and other important information are not always consistently collected by various programs and agencies, preventing meaningful quality oversight. *WellSky Human Services* will empower RI EOHHS to organize, define, and standardize its client management processes across its user base, enabling all users of the WellSky solution to efficiently perform the variety of tasks required to provide and manage services to their clients, while tracking against program-specific federal/state/local budgets and funding streams.

42 A Comprehensive Assessment System

One of the strongest features of *WellSky Human Services* is its ability to easily create data collection forms and make those forms available electronically to specific user groups. These forms may come from existing paper or electronic assessments and may be created or revised by RI EOHHS.

Nationally, WellSky clients have designed and created over 650 unique assessments, conducted over 10 million assessment sessions, and captured almost 1 billion assessment question responses, all of which can be tracked longitudinally. This level of experience and proven effectiveness in automating assessments is unmatched in the marketplace. For organizations where assessments play a key role in their business processes, WellSky represents the most qualified solution to ensure that their assessment capabilities are best-in-breed and continually enhanced to reflect best practices in LTSS programs.

43 Work Anywhere, With or Without Connectivity

Users can conduct assessments at their desk, directly in the main *WellSky Human Services* application, or in the field using the *WellSky Mobile Assessments* app. *WellSky Mobile Assessments* is compatible with all mobile devices and can be used with or without an internet connection (online or full offline mode), empowering workers to cover their entire service area without the need for paper forms and duplicate data entry. Data collected while in offline mode is automatically synced and transferred into *WellSky Human Services* when an internet connection becomes available.

44 Smart Assessments

Not all forms are created equal. WellSky has noted the trend in the last decade toward large, universal assessment tools containing hundreds of questions intended to collect as much data as possible. Unfortunately, an unintended consequence of this trend is that the size of the assessment can become a barrier to services. Individuals that may need services become frustrated with the sheer volume of information they need to provide, especially when they have provided it in the past. Moreover, assessors can become focused on the mechanics of

managing the assessment tool rather than conversation with the individual. WellSky takes a "smart assessment" approach, designed to integrate the assessment into a person-centered workflow rather than becoming its focal point.

WellSky Human Services supports assessments that:

- Automatically populate responses where data already exists in the client's record and update the client record if responses change (e.g., new address)
- Include "skip logic" when questions do not need to be answered based on earlier responses
- Conditionally hide or show questions or groups of questions as needed
- Mark individual questions always or conditionally required
- Provide in-line guidance or help text
- Apply simple formulas and/or complex business rules engine driven calculations to suggest or determine program eligibility in real-time
- "Pull" responses from existing assessments
- Display longitudinal history of a client's response to a question across multiple assessments
- Can be saved prior to completion but ignored by workflow triggers (e.g., sending an assessment for supervisory review or forwarding to a support planner) cannot be initiated until all required data is collected

These features will allow assessors in the field to enjoy an intuitive assessment experience, in the office and in the field, as they conduct assessments for any and all programs, and will reduce data entry time. Most importantly, WellSky's assessment technology will empower assessors to focus on the person and changes in their clinical and functional needs rather than the mechanics of data collection.

45 Online Self-Assessment Form/Web Intake

RI EOHHS system administrators and program managers can use the features described above to create, edit, and update a form that can be published as a link on any website(s). As part of the comprehensive NWD approach used in RI, any Rhode Islander can request assistance or information by completing and submitting the form. Submitted forms are visible as call records in *WellSky Human Services* where a NWD partner user can take appropriate next steps and build upon the information already created.

46 Integrating Assessments with Support Planning

Question

When I'm working with a client, how can I make sure that all of the needs that are identified in an assessment are considered during service and support planning?

Two decades ago, this simple, but critical, question was posed by the co-founder of *WellSky Human Services,* and it has remained a guiding principle in the evolution and growth of *WellSky Human Services*. The answer has led to the development of a world-class solution designed to ensure that from the time a consumer makes initial contact with an agency to the time they no longer receive services, an unbroken, auditable chain is created, linking assessments, needs, plans, services, authorizations payments, and reassessments while minimizing the opportunity for a need to be "dropped," a service "missed," or a consumer "lost" in the system.

Answer

Assessment questions can be configured to automatically propose needs on a plan based on specific responses. Proposed needs can be excluded or included on the plan during person-centered planning while retaining a direct link to the assessment and question that suggested the need and tracking the decision to include or exclude it on the plan. Suggested needs included on the plan, plus any added directly to the plan by the support planner, can be tailored to the individual during person-centered planning while retaining a link to the generalized need; this allows program staff to do aggregate reporting on high-level needs while retaining the specificity needed for a given individual. Similarly, specific services may be suggested for inclusion on plan based on responses to assessment questions, creating a direct link between the assessment, the care plan, and the service plan.

The answer above illustrates how *WellSky Human Services* optimizes the client's and assessor's experience at each step in the process by enabling data to follow the person through the workflow, reducing data duplication, and improving data integrity.

47 Reporting Capabilities

Experience has shown that every client has unique reporting needs specific to their programs, regulatory/legislative requirements, and/or business processes and that no single approach will fill all needs. Tactical and "day to day" reports need to present actionable data that augments the daily work of specific end users. Higher level operational and program level reports need to provide managers and supervisors with quick visibility to the overall health and status of programs. Data needs to be available for business analysts to look for trends, to respond to legislative and regulatory requests, audits, and other ad hoc requests. Executive level reports are needed for funding requests, boards of directors, and an aggregated view of the RI EOHHS ecosystem. The format of reports also varies based on need; depending on the data and the intended audience, the most appropriate format may be a spreadsheet, a table, or a graph or chart.

WellSky proposes a suite of reporting options that combine to ensure that these diverse needs can be met, that data can be presented as fully aggregated, partially aggregated, or as granularly as a single individual, and that both RI EOHHS and its partners can view and create reports to meet state and agency needs, respectively:

- *WellSky Human Services* standard reports
- *WellSky Advanced Reporting*
- *WellSky Managed Services*

48 Standard Reports

WellSky Human Services includes nearly 200 standard operational reports to support core business processes. Standard reports can be published in "packets" available only to users with the appropriate role-based privileges. The standard reports cover all data areas, providing detailed reports at the client level and aggregate reports with filtering and grouping available as applicable, for example, by case manager, provider, program, or statewide. Standard reports include a "face sheet" report for the individual record, including demographics and emergency data, individual service plan reports, intake and enrollment reports, and case management notes. WellSky provides a library of report files and the stored procedures that populate the standard *WellSky Human Services* reports to serve as templates for the creation of similar reports using *WellSky Advanced Reporting*.

49 WellSky Advanced Reporting Module

Fully integrated platform for self-service report creation that pairs a copy of the transactional database, refreshed nightly, with easy-to-use reporting tools to allow RI EOHHS report developers to:

- Dynamically query and extract data <u>without assistance from WellSky</u>
- Create, publish, schedule, and distribute ad hoc and custom reports for unprecedented access to data

- Reports created in *WellSky Advanced Reporting* can be made available to run within *WellSky Human Services*
- Meet unique agency data requirements
- Respond to "last minute" stakeholder requests for data such as from the Legislature or Governor's Office

Powered by industry-standard applications, including Microsoft SQL Server and Microsoft SQL Report Builder, *WellSky Advanced Reporting*:

- Features a user-friendly, Microsoft Office-style interface for "drag & drop" report development
- Includes "wizards" to guide novice report writers while allowing experts to work unimpeded
- Allows for consolidated State-level view of data, as well as agency-specific views of data

WellSky is confident these reporting and data access capabilities will meet RI EOHHS' needs for critical operational reporting and data sharing with other state partners.

50 WellSky Managed Services

WellSky's implementation will include up to 500 hours WellSky Managed Services. WellSky Managed Services hours can, among other things, be used to develop custom reports at RI EOHHS direction. RI EOHHS and its designated report writers will receive comprehensive training on *WellSky Advanced Reporting* and will be able to supplement and augment *WellSky Managed Services* in the creation of desired custom reports. A full description of WellSky Managed Services is available in Attachment 3. WellSky Managed Services Overview.

51 Attachment 3. WellSky Managed Services Overview

WellSky's Professional Services team will work with RI EOHHS' team for continual optimization efforts of *WellSky Human Services* post-Go-Live. Services such as updates to configuration, assistance with custom report development, ongoing training and/or consultation as needed for *WellSky Human Services* are provided under the WellSky Managed Support Services portion of this contract.

Managed Support Services allows RI EOHHS flexibility to use budgeted hours in a manner most beneficial to them post initial implementation. It allows these hours to be planned for in advance and budgeted on a yearly basis.

- **Managed Consulting Services (MCS):** WellSky can update existing content and make configuration updates as requested by RI EOHHS.
- **Application Management Services:** WellSky can assist RI EOHHS with application administration activities such as user clean-up / provisioning, system administration, custom specific tasks (e.g., interface modifications, custom reports).
- **Optimization & Readiness Services:** WellSky can perform Operational Assessments to assess current RI EOHHS business processes to identify opportunities for solution improvements and business process efficiencies.
- **Learning Services**: WellSky can provide Learning Services to assist RI EOHHS with resource onboarding efforts and/or continual learning.

52 Managed Consulting Services

Configuration within *WellSky Human Services* can be updated as RI EOHHS' business needs change. While it is critical for clients to diligently maintain and update their content, they may require additional resources or expertise to perform the required activities. WellSky can provide the following services to assist with maintaining their content:

- Regulatory update configuration
- Content configurations and/or modifications (e.g., new templates, programs, etc.)
- Application configuration and/or modifications (e.g., roles, data maintenance, dictionaries, etc.)
- Newly released features requiring configuration
- Creation of Custom Reports

53 Application Management Services

Configuration within *WellSky Human Services* may need periodic updates based on changes in the client requirements. RI EOHHS can use the assistance of WellSky to make updates, including the following:

- General Application Administration updates based on RI EOHHS requests
- Creation of Users
- Update User Permissions
- System Administrator and End User assistance as requested by RI EOHHS

54 Optimization & Readiness Services

WellSky can perform Operational Assessments of the solutions in order to identify opportunities for solution improvements and business process efficiencies as part of these services. The WellSky assessment may include the following:

- Conduct application and workflow reviews
- Review workflow and recommend new features
- Review workflow and recommend content changes
- Review content releases and recommend changes
- Consult on data and reporting needs
- Lead formal change control board meetings

55 Learning Services

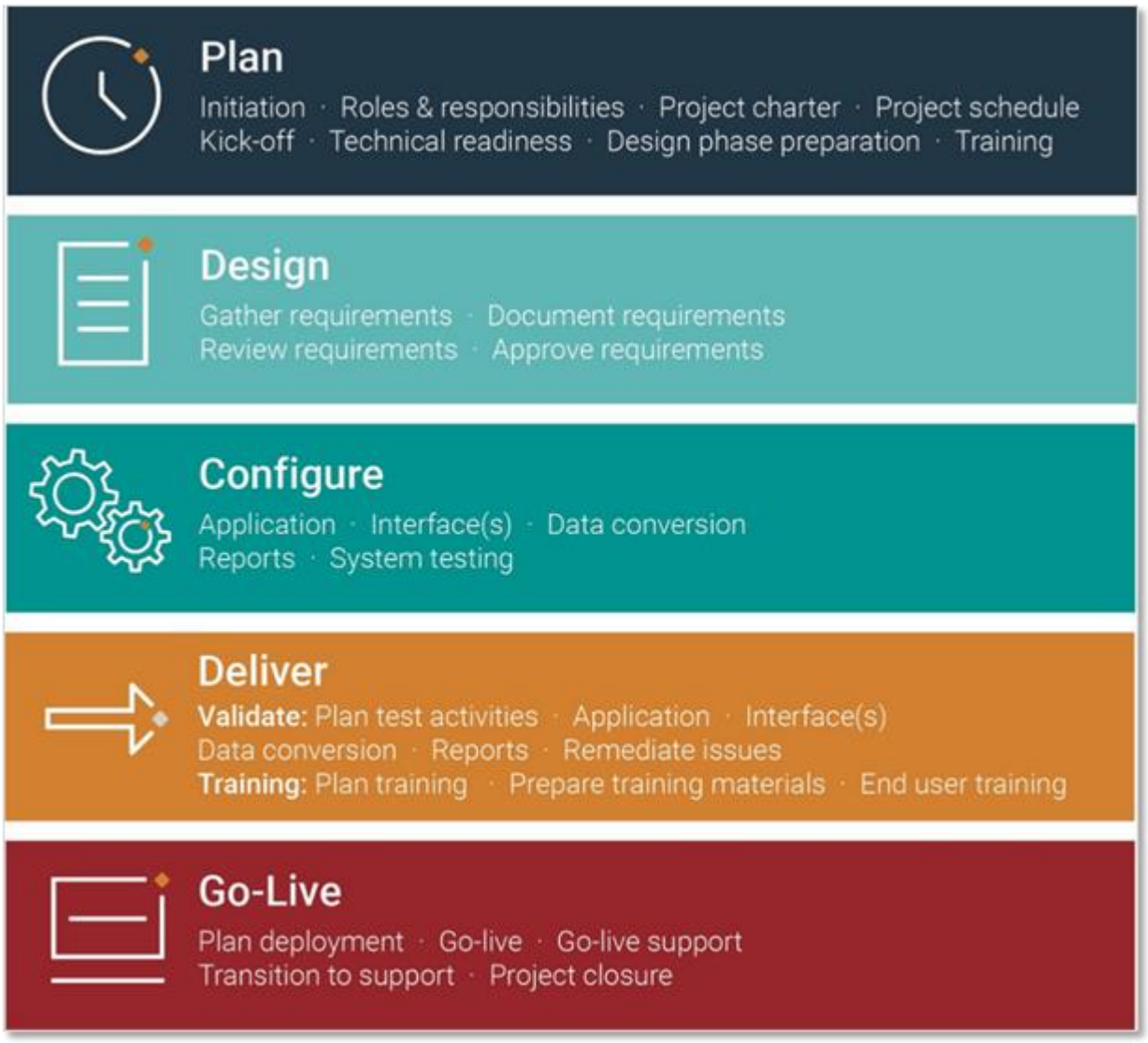
WellSky can provide RI EOHHS with Learning Services to assist with resource onboarding or continual learning efforts. The Learning Services may include the following:

- Refresher training
- Advanced user training
- Workflow training
- Super-user refresher training

WellSky Professional Services will assign a specific point of contact to the account to coordinate these activities.

56 Attachment 4. WellSky Implementation Methodology

57 WellSky's Implementation Approach



WellSky offers mature solutions that are continually improved and enhanced by Product Management and Engineering teams using standard Software Development Life Cycle and Agile processes designed to ensure solutions keep pace with changing industry needs and standards. This includes dedicated teams working on system design, development, testing, and versioning. As such, WellSky's implementation process is not focused on software development, but is focused on configuring the solution and managing the project so that RI EOHHS is successful in achieving project objectives and realizing expected benefits from the solution.
WellSky's implementation approach includes the following:

- Comprehensive, deliverable-oriented project management
- Requirements gathering, documentation, and validation
- System setup and configuration
- Data Conversion, as necessary, to import operational data from external systems
- Comprehensive change management and communications strategy
- Stakeholder understanding and commitment
- Execution of approved strategy

- Comprehensive training, including train-the-trainer and on-demand training components, as well as assistance with development of training resources
- Current and complete operations, technical, and user documentation
- Readiness review, planning, and execution
- Post-implementation review and sign-off period
- Ongoing post-implementation support relative to maintenance and enhancement of the system

The proposed solution is centered on the use of the *WellSky Human Services* solution deployed in a SaaS environment. The solution modules are built within a flexible product that is adapted through configuration, using built-in configuration tools to meet a variety of programs and workflows without the need to write custom code. The *WellSky Human Services* solution has evolved over years of meeting the needs of HHS organizations across the country. Modularity within the solution suite allows for extensive variation in solution design to support each organization's unique needs for data integrity, ease of use, and business workflows.

Configurations may be modified by authorized RI EOHHS users, with or without WellSky's assistance, to address changing requirements and business processes after the initial deployment is complete.

The main advantage of this approach is that as the solution is continually improved based on emerging trends in long-term services and supports and the input of hundreds of client organization, RI EOHHS will have access to those improvements at no additional cost. Unlike many COTS product implementation models, and in contrast to generic CRM solutions adapted to an individual client's workflow, WellSky's solution deployed for RI EOHHS will continue to improve by anticipating care trends and changes in regulations and funding specific to HCBS LTSS.

The modules in the solution are versioned as part of their development, but RI EOHHS' specific implementation is not dependent on version, as configuration is completed through built-in administrative configuration tools – not changes to software code. Any updates to the solution (e.g., new features and/or defect corrections) are coordinated and collaborated through a change control process that WellSky will establish with the team of RI EOHHS System Administrators that defines how solution upgrades are deployed in the non-production and production environments.

WellSky's approach to configuration requires close collaboration within the combined project team, which includes selected members from WellSky, as well as RI EOHHS. Experience has proven this approach to be an effective way to minimize project risks and ensure a positive outcome. This approach is also an effective means of knowledge sharing and creating "shoulder-to-shoulder" experiences that enable selected client personnel to develop a deep understanding of the solution's configuration and options. Mapping sessions during the Design phase lead to configuration, which allows RI EOHHS to become intimately familiar with the *WellSky Human Services* solution. This positions RI EOHHS System Administrators to remain self-sufficient long after the project has been launched.

Configuration and validation are iterative steps at the heart of WellSky's Agile methodology, allowing the teams to adjust configuration and workflow in manageable pieces. During the Configuration phase, the configuration of the solution is tracked in a Configuration Workbook. These templated documents are used by WellSky in all product implementations, and validation occurs against those project document artifacts. WellSky also conducts the initial data conversion exercise as defined on the Data Conversion Plan. As the project transitions from the Configuration phase to the Validation phase, changes are tracked and approved by the RI EOHHS Project Team.

While the specific goals, tasks, and deadlines around each client's implementation are unique, the standard structure of the WellSky Implementation Methodology aligns expectations and helps drive solutions through a series of five phases developed to ensure high quality and predictable delivery. Through all phases, WellSky's goal is to educate and empower clients, producing greater independence and positioning the client for ongoing success.

WellSky's collaborative implementation approach involves strong client participation throughout all project phases. Benefits of this approach include:

- Developing client project management and training capacity
- Integrating the WellSky solution workflow into the client business process workflow
- Hands-on application of system administration skills through client participation in configuration work
- Building a foundation for client organization post-Go-Live support through hands-on validation and end-user training
- Measuring client satisfaction against project success criteria shaped by client input

As WellSky and RI EOHHS progress through the project, WellSky will request written acceptance of deliverables and milestones by RI EOHHS to verify that WellSky's solutions and services meet expectations and satisfy requirements.

WellSky has included a draft project schedule outlining the phases and tasks proposed for this project in this proposal. Upon contract execution, WellSky would anticipate finalizing this schedule with RI EOHHS in the Plan phase of the project.

58 Plan Phase

Project Management Approach

WellSky's implementation approach combines its project management methodology with best practices gained through experience delivering statewide solutions for home-and community-based long-term services and supports. WellSky understands the many responsibilities and stakeholder relationships that state human services departments must balance in meeting the needs of members, managing networks of providers, maintaining compliance with state and federal requirements, managing state and federal funding, and serving the public. WellSky is poised to staff, manage, control, and execute this project to move RI EOHHS toward its transformation goals with software delivered on time, with quality, and within budget.

WellSky emphasizes the following keys to success:

- **Strategy**: Implementing a comprehensive project management methodology that is tuned to deliver successful large-scale projects
- **Expertise**: Engaging skilled project management professionals, LTSS and Medicaid subject matter experts, and implementation specialists
- **Leadership**: Prioritizing efforts and expediting decisions
- **Jobs to be Done**: Insightful analysis of business needs to identify effective solutions

- **Best practice solutions**: Delivering a proven set of methods, tools, and procedures, configured to meet the need of each project
- **Risk mitigation**: Identifying, assessing, and mitigating risks before they can adversely affect projects
- **Partnership**: Establishing shared project success criteria and standing with the client throughout the project

WellSky's project management team is Project Management Professional (PMP) certified and fluent in the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®) standards and practices. WellSky will prepare a comprehensive project management plan to define plans and approaches to manage all the pertinent project dimensions and disciplines. Operating to this plan and seasoned by experience, WellSky will apply a solution-focused approach to help RI EOHHS successfully navigate challenges common to these projects, such as scope expansion during requirements analysis, change requests from business stakeholders, resource turnover, policy changes, resistance to organizational change, friction in business transition, and disruption from external factors.

The WellSky project management office promotes the core skills of leadership, communication, and task-oriented planning as the engine that drives effective project management. Regardless of the size or complexity of a project, project progress is dependent on identifying the right tasks, understanding task interdependencies, proposing a feasible schedule, assigning responsible resources, and holding resources accountable through to task completion.

WellSky emphasizes a thorough, accurate, and current work plan as the key tool for forecasting project activity and tracking progress. WellSky's work plan schedule integrates implementation activities in phases with required deliverables, accounting for interdependencies, estimated duration, and resourcing.

WellSky embraces a business partnership approach with its clients. WellSky measures project success in terms of client success and satisfaction. At project initiation, the project team will articulate and affirm a project vision oriented around RI EOHHS' strategic business goals and objectives, which will guide implementation decisions and drive project evaluation success criteria.

59 Communications Plan

Developed during the planning phase of implementation, the Communications Plan identifies the project stakeholders, communication needs, goals and objectives, communication tools and mechanisms, responsible resources, audiences, and flow of information. The project team and stakeholders are kept up to date on project progress, milestone completion, upcoming tasks, risks, and success criteria through regular project status meetings, project status reports, and project plan reviews. Based on this information, the team is empowered to easily monitor and adapt strategies, as needed, to continue to drive toward successful project completion.

Key components of the Communications Plan:

- Project Kickoff Meeting
  - Project launch
  - Introduction of the project team to key stakeholders
  - Enables the project teams to "match faces with names" and learn about the activities that will accomplished during the project
  - High-level discussion about the project plan and implementation approach
- Project Status Meetings
  - Weekly project management team discussion of project status
  - Project managers and participating decision makers review task progress and identify potential variances to scope or schedule
  - If necessary, the project team identifies change request items for escalation to the steering committee and/or executive leadership
  - Project managers address any significant risks, emerging or open issues, and corresponding resolution plans

- Minutes and Notes
  - Minutes of all meetings are recorded to document attendance and any discussions or decisions
  - Distribution determined on a case-by-case basis; however, the team will promote openness and transparency to enhance general awareness of the project's progress
- Steering Committee Meetings
- Key component to project governance
  - Scheduled monthly, attendees, including Project Sponsors, review project progress, and address any key issues that are beyond the scope of the project team, including discussion of program or organizational policy issues that impact the project
  - Led by the WellSky Project Manager, the team presents a summary of the preceding month's activities and future planned activities
- Collaboration Sites
  - A dedicated project SharePoint site is used as an electronic document repository for all project deliverables and documentation; includes version control, tracking of action items, and change requests
  - WellSky will also contribute project artifacts and documentation to RI EOHHS' designated collaboration site
- Email
  - Email is the primary channel for communication and scheduling of meetings

60 Risk Management

WellSky takes a proactive and open approach to dealing with project risks and issues. The Risk Management Plan will be finalized and submitted to the RI EOHHS Project Team during the planning phase of the implementation. The Risk Management Plan identifies strategies for identifying, monitoring, and responding to potential project issues and opportunities.

The WellSky project manager will create and maintain a Risk Register that documents, gauges, and tracks risks of variance to the project scope, schedule, resources, and budget, as well as the potential impact if those risks are realized. The Risk Register will include the typical range of risks for software system implementation projects based on WellSky's experience along with specific risks unique to the current project.

Typical risk categories:

- Budget risks: Tracked for material variances where actual progress is measured against estimates.
- Work progress risks: Tracked when work products are delayed, or time expended exceeds estimates for work completion.
- External risks: Tracked when the provision of hardware, software, or other technical obstacles provided by 3rd-party vendors hinder project completion. These risks are largely transparent to clients in a hosted solution such as the one planned for RI EOHHS.
- Internal risks: Tracked when factors such as overallocation or loss of key personnel affect the project or the assigned resources.

Identified project risks will be monitored through project meetings and status reports, and the project team will plan and implement responses as appropriate. Response options include:

- Avoidance: Eliminate the risk by eliminating the cause
- Acceptance: Take no action, allowing any impact to occur
- Mitigation: Find a way to reduce the possibility or impact of the risk. Mitigation strategies may include:
  - Identify, quantify, and develop a risk response
  - Develop workarounds
  - Implement contingency plans for risks that were anticipated

61 Issue Management

WellSky's approach to Issue Management is to work collaboratively with the RI EOHHS project team to identify, communicate, and resolve issues efficiently to minimize impact to the project value dimensions of cost, scope, schedule, quality, and stakeholder satisfaction. Issues that arise vary by type and may be managed differently according to the situation. Whether it is a software, process, resource, change request, or schedule issue, the key stakeholders for both RI EOHHS and WellSky will address the issue together.

62 Issue Identification

The identification of project-related issues is key to preventing an impact to project success. The WellSky project team's experience allows for early issue identification and assessment of issue severity to mitigate issue impact. Issue severity and priority are important aspects of issue identification and management. Issue severity is a measure of the business impact and driver for target resolution timeframe.

The Issue Log will track identified issues and will be maintained by the WellSky Project Manager. The log details the issue, the person reporting the issue, the issue type (e.g., software, process, resource, change request), resolution plan and status, and any related information that supports decision making. The Issue Log will be discussed during weekly project meetings, and the WellSky and RI EOHHS project managers will be jointly responsible for monitoring and communicating issue status and holding issue owners accountable for progress toward resolution. Progress on issue resolution is tracked, updates communicated to issue reporters, and issue escalation procedures implemented, if warranted.

63 Resolution Planning

The project team will assess issue severity and priority and coordinate the resolution plan and timeline. The team will consider possible resolution strategies, which could include change requests to project components such as scope, schedule, resources, software fixes, business process changes, and requirements revisions. Individuals will present ideas within the group for consideration. The team will agree upon a resolution, timeline, and owner. Issue resolution plans will be communicated to appropriate stakeholders.

64 Quality Management

Quality management is focused on process outputs and includes oversight of solution content (system and deliverables), development, deployment, environment, technology, and maintainability. The Quality Management Plan will document the approach and plan for quality management practices and activities.

WellSky's Quality Management methodology is comprised of three processes:

- Quality Assurance
- Quality Control
- Continuous Process Improvement

65 Quality Assurance

WellSky's quality assurance (QA) processes incorporate standards derived from external industry associations and internal best practices. QA processes include process verification audits, periodic assessment, performance management using metrics to measure performance, test results, and conformance to requirements.

66 Quality Control

Quality control is rooted in the concept of project deliverables achieving their intended purpose. To make appropriate use of time for reviewers, deliverables adhere to baseline quality standards. This enables the project team to obtain meaningful feedback from draft deliverables that can be more easily finalized and approved. Several levels of review are employed and carried out at key times:

- **Self-Review**: WellSky members review their own work relative to objectives and standards set by their manager.

- **Peer Review**: WellSky team members present their work to other members of their team to receive constructive feedback.
- **Quality Assessment Reviews**: WellSky, and if appropriate, RI EOHHS, subject matter experts (SMEs) review deliverables/activity milestones for accuracy, consistency, and completeness prior to delivery.
- **Client Review**: Contractual deliverables undergo formal review and approval. Written deliverables are circulated ahead of a scheduled walkthrough at which time stakeholder feedback is gathered, reviewed, and tracked. Software deliverables are demonstrated. Though part of a formal process, this format is designed to be more interactive and iterative to engage stakeholder feedback as early in the review process as possible after initial self-, peer, and QA reviews.

67 Continuous Process Improvement

Continuous process improvement involves continual adjustments to correct defects in deliverables or processes and tuning of process objectives and measures to increase quality and productivity. The Project Manager monitors execution of the project with an eye on quality and makes recommendations for improvements and corrections.

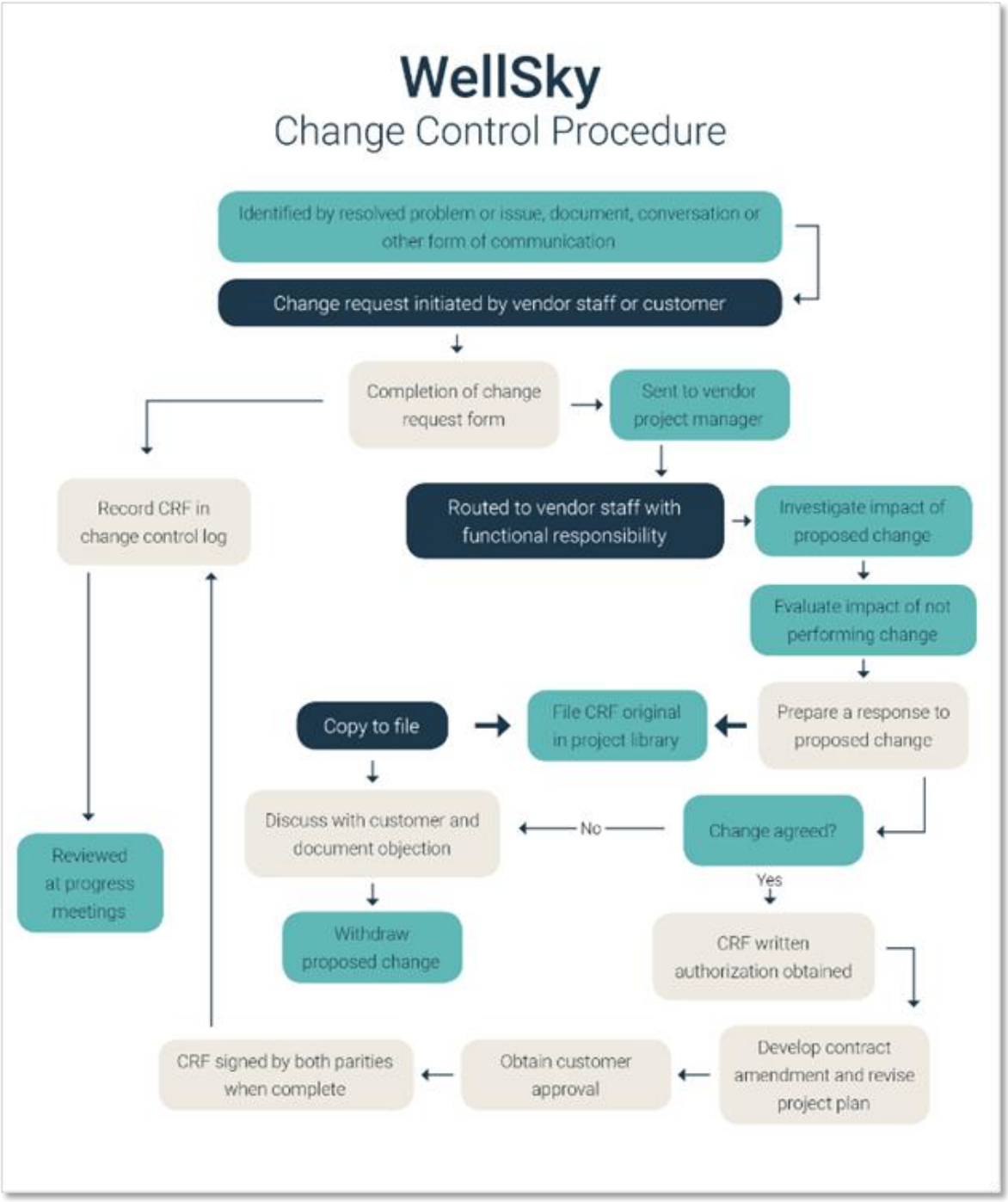
The project team will regularly seek feedback from stakeholders on process improvement suggestions, particularly at the conclusion of an activity in which the stakeholders participated. Suggestions for improvements to efficiency and effectiveness will be reviewed as change requests and implemented as part of the integrated change control process.

Project execution quality issues identified through QA processes will be reviewed by the project team and the steering committee and, where appropriate, handled using risk and issue management processes to ensure that action is taken to revise and improve project processes and standards. Project QA results will be summarized to document lessons learned and to update the Quality Management Plan to ensure continuous improvement in processes.

68 Change Management

The Change Management Plan will be delivered at project initiation. Significant changes to project scope, schedule, or costs will be managed through a change control process. Change requests may be initiated by the WellSky team or RI EOHHS whenever there is a perceived need for a change that will affect the contract of work, such as schedules, functionality, or cost. Change requests will be documented via Change Request Form (CRF) and added to the Change Control Log. Change requests must be approved by the steering committee. Where applicable, changes request that impact contract terms will invoke a contract amendment.

Once the change request has been approved, WellSky and RI EOHHS will amend the contract, if needed, and revise the project plan to incorporate the agreed-upon changes. Once the contract amendment and revised project plan are approved, WellSky will begin work to implement the changes. Progress on the change request will be reported at progress meetings. Change request completion will be formally documented. The change request log will be reviewed at progress meetings to monitor changes that have not yet been completed.



69 Design Phase

70 Solution Analysis and Design Approach

WellSky's solution analysis and design approach involves the following strategies:

Perform solution analysis and design incrementally by business process scope area

- Leverage the functionality and configurability of the *WellSky Human Services* solution
- Design *WellSky Human Services* user workflows based on identified use cases
- Conduct map/gap analysis between functional requirements and the *WellSky Human Services* solution in the context of business process workflows and user activities
- Gather requirements for configuration settings that drive solution appearance, functionality, and user role security
- Conduct map/gap analysis on reporting requirements using *WellSky Human Services* standard reports, identifying proposed custom reports to be delivered by WellSky and reports to be created by RI EOHHS using *WellSky Advanced Reporting*
- Gather requirements for technical solution deliverables for system interfaces, custom reports, and data migration in with the context of workflow and configuration requirements
- Utilize prototypes and mockups
- Document requirements and design specifications incrementally
- Obtain RI EOHHS approval on requirements and design documentation
- Target prompt deliverable turnaround to minimize the duration from finalizing design to validating deliverables

71 Solution Mapping

The WellSky Solution Mapping process encompasses discovery, requirements definition, design, configuration, presentation, and validation in an incremental and agile work process. The WellSky Solution Mapping process involves the following steps:

1. Initial Discovery
2. Requirements Analysis and Documentation
3. Solution Design
4. Design Approval
5. Configuration
6. WellSky Testing
7. Delivery
8. Demonstration
9. Review and Validation
10. Remediation

During project kickoff meetings, the Project Manager and Lead Implementation Consultant will work with the RI EOHHS team to review the business and system requirements in the initial Requirements Traceability Matrix and the Functional Specification mapping of requirements to solution deliverables. The team will affirm the analysis and design work plan and set the Solution Mapping agenda and schedule.

WellSky and RI EOHHS will then proceed to Solution Mapping. WellSky's Lead Implementation Consultant and Lead Technical Consultant will lead Solution Mapping.

In Solution Mapping Cycles, WellSky and RI EOHHS stakeholders will review business requirements and needs for map/gap analysis and solution configuration design. The team will first address to-be business process workflows as use cases, identifying preceding activities/triggering events, business procedures, system tasks,

user tasks, responsible actors, process tangents, process outcomes, and transition points. The team will prioritize "happy path" scenarios first, and then identify related exceptions, alternate workflows, and unsuccessful scenarios. As the WellSky team clarifies the business process requirements in dialog with RI EOHHS stakeholders, WellSky will provide business process reengineering consultation and recommendations toward the objectives of standardizing processes, increasing process efficiency, and aligning workflows with *WellSky Human Services* solution capabilities and best practices. WellSky also will define workflow automation and business rule requirements in the context of business process analysis and design.

WellSky will capture solution configuration requirements. *WellSky Human Services* configuration points include, but are not limited to, system presentation such as page, screen, and field attributes, data sets, user role security profiles, and selection options such as chart of account codes, programs, services, and numerous dropdown lists.

Also, in Solution Mapping, the Lead Technical Consultant will collaborate with the Lead Implementation Consultant to address requirements for system integrations, data conversion, reporting, and business intelligence. Report requirements will include map/gap analyses to *WellSky Human Services* standard reports and design for new custom reports. WellSky will layer technical deliverable requirements and design onto the process and configuration requirements from the first two cycles, defining interface use cases in conjunction with user workflows, analyzing reporting and data output needs in conjunction with data input and collection requirements, and mapping data for conversion in alignment with the system configuration design.

The Solution Mapping process is a highly collaborative process between WellSky and RI EOHHS stakeholders. Solution Mapping involves meetings with detailed agendas for requirements review, analysis, design, documentation, and design approval. Stakeholder participation should include subject matter experts on the business process and requirements scope as well as individuals with decision-making authority to address decisions such as recommended revisions to business processes and resolution of conflicts across requirements.

During requirements definition and design, WellSky will educate RI EOHHS on the *WellSky Human Services* toolset to help RI EOHHS understand the proposed solution mapping fit to the requirements and contribute to the project knowledge transfer objectives.

As requirements are clarified and configuration and design approaches identified, WellSky will produce requirements and design documentation. Design documentation will include visual diagrams and mockups. WellSky will prepare and demonstrate solution prototypes, as needed. Requirements and design documentation will be stored in the project document repository with versioning for drafts, revisions, and final approvals.

As design specifications are reviewed and approved by RI EOHHS, WellSky will place these items in the configuration work queue for assignment. Building on the design inputs from requirements discovery, WellSky will configure the non-production site. The WellSky team will actively manage the scope backlog to queue configuration tasks and assign tasks. Implementation Consultants and Technical Consultants will configure system and technical deliverables and perform unit testing in preparation for demonstration to RI EOHHS and validation by RI EOHHS in preparation for User Acceptance Testing.

At the end of each cycle, WellSky will demonstrate and hand off configuration deliverables to RI EOHHS for review and validation based on the requirements and design documentation. When expedient, WellSky will provide detailed instructions for review and validation and will facilitate the review and validation with RI EOHHS. WellSky's delivery strategy aims to close the loop between finalizing requirements and reviewing and confirming the resulting deliverable as efficiently as possible. The primary objectives are to deliver while requirements are still fresh in stakeholders' minds and to reduce risk of requirements drift.

72 Requirements Management

WellSky will maintain the Requirements Traceability Matrix (RTM) as a master list of functional requirements defined in the contract and specific business requirements gathered during discovery. WellSky will update the RTM to track the solution mapping approach and status through the design, configuration, and validation stages, as well as any change requests during the implementation cycle. The RTM will be reviewed during Evaluation Checkpoints as an indicator of project progress and health.

The WellSky Team will produce a variety of functional and technical design documentation based on the requirement types. Design documentation will cross-reference requirement IDs from the RTM, where applicable.

Category	Requirements Type	Design Documentation
Functional	User Workflows	Use Cases, Workflow Diagrams
Functional	Data Sets	Configuration Workbooks (e.g., group setup, lookup codes, metadata)
Technical	Business Rules	Business Rules Configuration Workbook
Technical	Custom Reports	Report Specifications
Technical	System Integrations	Use Cases, Specifications
Functional	User Security Profiles	Role Setup Workbook
Technical	Data Conversion	Conversion Schema Workbook
Development	Enhancements	Functional Requirements

73 Workflow Requirements

WellSky will document to-be business process workflows in the form of use cases, user workflows, and workflow diagrams. Use cases and user workflows will serve as the basis for process validation during User Acceptance Testing, as well as training guide content for user training and deployment support.

74 Configuration Requirements

WellSky's Configuration Workbook templates document the standard, default solution configuration settings. The WellSky Team will update the Configuration Workbooks to capture RI EOHHS' specific configuration requirements and metadata. The Configuration Workbooks include:

- **Groups**: Presentation settings, including chapter, tab, page, and field labels and visibility
- **Roles**: User security permissions and privileges
- **Lookup Codes**: Drop down list selection options
- **Places**: Location data containing valid combinations of city, state, zip code, county, and region to drive dynamic population of address information
- **Users and Workers**: Lists of the first-person system users and third-person worker entities for import
- **Providers**: List of organization entities for import
- **Services**: Lists of system service codes, services offered by providers, and other related information to support service-dependent functionality
- **Workflow Wizards**: Triggers and ticklers for workflow-based prompts and notifications

- Additional system settings

75 Document Repository

WellSky will manage all project documentation, including requirements and design artifacts, in a SharePoint project site provided by WellSky. WellSky will post all formal documentation deliverables to the SharePoint site, including drafts, revisions, and final approval versions.

76 Requirements Approval

During the Solution Mapping process, WellSky will deliver incremental draft requirements and design documentation for RI EOHHS review and approval prior to configuration. Upon completion of Solution Mapping, WellSky will compile the final requirements and design documentation for formal deliverable review and acceptance prior to User Acceptance Testing.

77 Scope Backlog

WellSky will manage a scope backlog tool, tracking tasks and deliverable items. Backlog items will be assigned for configuration and delivery based on several variables: business priority, estimated complexity, dependencies on other scope items, and readiness status in the Solution Mapping workflow. The backlog will be updated on an ongoing basis and reviewed regularly to evaluate progress and adjust priority and assignment as appropriate.

Phase	Step	Status	Description
Design	1	Not Started	Item is in the backlog waiting to be scheduled for requirements definition
	2	Requirements	Requirements definition and design are in progress
	3	Requirements Review	Requirements are defined and design is under client review
	4	Requirements Complete	Requirements are approved and ready for configuration
Configuration	5	Configuration	Configuration is in progress
	6	Configuration Complete	Ready for testing
Validation	7	WellSky Testing	Unit testing is in progress
	8	Testing Complete	Ready for demonstration
	9	Demonstration	Scheduled for demonstration/orientation
	10	Client Validation	Client validation is in progress

	11	Ready for UAT	Item passed client validation

78 Configure Phase

79 Application Configuration and Development Strategy

WellSky will utilize sound and secure methodologies for configuration and development activities successfully used in multiple state-level implementations including Florida APD and DOEA, Georgia DAS, Oklahoma DHS, Nevada ADSD, and Alabama DSS. WellSky will meet RI EOHHS requirements through configuration of the *WellSky Human Services* COTS solution, rather than through development of a custom product. *WellSky Human Services*' flexible framework is adapted through configuration to meet a variety of programs and workflows without the need to write custom code. The modularity of the solution suite allows for extensive variation in solution design to support each organization's unique needs for data integrity, ease of use, and business workflows.

RI EOHHS shall have the ability to modify and augment configuration of *WellSky Human Services* using system utilities after the initial implementation, with or without WellSky assistance. Configuration may be modified by RI EOHHS to address changing requirements and business processes long after the initial deployment is finished.

Enhancements to the *WellSky Human Services* solution are managed by WellSky Product Management. Planned features are scheduled on a product roadmap that documents the sequencing of enhancements and new features. As necessary, WellSky Product Management will collaborate with RI EOHHS and other clients via discussion, demonstration, wire-frame prototyping, and formal focus groups to define and document functional requirements, success criteria, and a testing approach before each enhancement enters the development queue.

Development of *WellSky Human Services* solutions follows Agile methodology. Agile development uses small, cross-functional "scrum" teams, which include product management, engineering, and quality assurance staff. Work is broken into short cycles or "sprints." By developing in small, focused bursts, WellSky delivers new features, enhancements, and defect corrections quickly, allowing RI EOHHS to track progress. Each new item is developed with accompanying automated testing to ensure high quality.

As new functionality is incorporated into releases of the COTS solution, WellSky will coordinate with RI EOHHS to upgrade their implementation to the current release. New versions of *WellSky Human Services* with continually enhanced functionality will be available to RI EOHHS at no additional cost as long as RI EOHHS remains licensed to use the solution – an added benefit of using a COTS solution.

80 Application Documentation

WellSky will provide comprehensive standard application documentation in the form of *WellSky Human Services* User and System Administration Guides and documentation of the data model, including a data dictionary and entity relationship diagrams (ERDs).

WellSky also will deliver complete configuration documentation for the RI EOHHS system, training guides reflecting RI EOHHS-specific business processes, and specifications for technical services deliverables, including:

- Custom report design specifications
- Web Service Description Language (WSDL) and XML Schema Definition (XSD) for interfaces, including documentation of when/how these processes will run and what will happen in the event of error or aborted process
- Companion guides for standard HIPAA electronic data interchange (EDI)
- Data migration templates with source and destination mapping
- Job aids documenting complex tasks or processes

81 Application Release Support and Maintenance

WellSky's version release program for the WellSky solution provides clients with the opportunity to upgrade to a new release on a quarterly basis. New releases contain fixes to resolve defects, enhancements to existing features, and new features. WellSky determines the scope of items in a release based on issues reported to client support, client contract deliverables, client enhancement suggestions, and product roadmap features and enhancements to continually improve the solution. WellSky publishes comprehensive, detailed release notes for each general availability release. For a high severity defect, WellSky expedites the resolution.

The *WellSky Human Services* Technical Support team member assigned to each case will be responsible for tracking the case through to resolution, no matter where it may lie within the WellSky organization. This includes regular issue status updates at predictable intervals based on the severity, type, and status of the issue. The Help Desk team will also be able to stay informed on the status of issues and enhancement requests directly through the WellSky Client Support Portal powered by Salesforce.

Once RI EOHHS has gone live with the WellSky solution in production, application upgrades will be applied to the non-production sandbox environment for release testing and regression testing. RI EOHHS's system administrators will test the release to evaluate and enable key changes that RI EOHHS intends to utilize and to perform regression testing to validate key workflows and configuration. Through this process, RI EOHHS will also identify, plan, and test any configuration changes specific to the solution for deployment to production with the upgrade. RI EOHHS team testing and review of new releases, hands-on in the non-production environment, is an important activity for ongoing knowledge transfer.

After RI EOHHS has tested and approved the release for production deployment, WellSky will schedule the production site upgrade. System administrators will communicate the pending changes to the user community, and RI EOHHS will address any related user education needs through appropriate training materials and content.

WellSky's Professional Services team also offers optional Upgrade Services to assist clients like RI EOHHS with release upgrade tasks. Upgrade Services allow clients the opportunity to assign the work involved in an application version upgrade to the WellSky team. WellSky upgrade experts will manage the upgrade plan and the upgrade of the test and production environments while providing testing support and issue management. Additionally, the WellSky team will conduct a system wellness check to assess RI EOHHS' current business processes and identify opportunities for solution improvements and business process efficiencies.

82 Configurations and Customizations

83 Application Configuration Methodology

WellSky will closely collaborate with RI EOHHS subject matter experts in the configuration of *WellSky Human Services* to meet business process, workflow, functional, technical, and security requirements. In WellSky's configuration methodology, consultants involved in requirements analysis and solution design will leverage their solution expertise to configure a non-production "sandbox" environment using built-in application utilities. Requirements will be incrementally configured, demonstrated, refined, and validated in segments as they emerge during the solution mapping process. The goal of this approach is to allow RI EOHHS to interact with the actual configured application early in the implementation process for faster and better decision-making. Using this approach, the entire RI EOHHS configuration will be reviewed and validated prior to User Acceptance Testing. Once this configured environment is accepted, WellSky will deploy it to the production environment for Go-Live.

WellSky employs the following configuration strategies and best practices:

- Leverage a baseline configuration modeled on previous successful implementations as a template
- Create prototypes and proofs-of-concept, including workflow automation, to illustrate alternative configuration approaches
- Deliver configuration incrementally for targeted review and validation
- Iterate configuration based on validation feedback
- Demonstrate configuration at delivery for validation
- Leverage solution flexibility to optimize fit to requirements/preferences while adhering to the intended use of the system
- Work within system rules and constraints
- Consider usability, consistency, and ease of reporting in configuration decisions
- Present pro/con analysis for informed decision making when ramifications of a configuration decision are material
- Document and maintain all configuration settings as they are made throughout the project as living documentation
- Document reasoning behind difficult configuration decisions for future reference
- Demonstrate end-to-end workflows for solution delivery of final standardized business processes in the non-production environment

The majority of the WellSky solution functionality can be configured through utilities accessible through administrator roles. This provides an opportunity for knowledge transfer to RI EOHHS resources through shadowing and review of configuration performed by WellSky. The following utilities manage the core configuration settings:

- **Group Setup**: Presentation settings, including chapter, tab, page, and field labels and visibility
- **Role Setup**: User security permissions and privileges
- **Screen Designs**: Custom data entry forms
- **Workflow Wizards**: Workflow automation through triggers and ticklers for workflow-based prompts and notifications
- **Word Merges**: Output tools for notification letters and simple reports
- **Lookup Codes**: Drop down list selection options
- **Places**: Location data containing valid combinations of city, state, zip code, county, and region to drive dynamic population of address information
- **Services**: Lists of system service codes, services offered by providers, and other related information to support service-dependent functionality
- **ISO Codes**: Chart of account codes
- **Plan Codes**: Need, goal, objective, and intervention options for client plans
- **Users and Workers**: Lists of the first-person system users and third-person worker entities for import

84 Application Customization Methodology

Whenever possible, WellSky limits customization of its products to interfaces, some of which are inherently custom. In general, WellSky designs new features and functionality so that they can be activated/deactivated through configuration settings in utilities accessed by an administrator. In so doing, functionality that otherwise would be custom is made available to all WellSky clients as part of the core solution.

WellSky's technical lead and technical consultant will collaborate with the implementation lead and functional consultants during Solution Mapping to gather requirements and design solutions for custom interfaces. Interfaces and data migration deliverables will have dedicated delivery and test cycles after Solution Mapping.

85 Ongoing Support Impact Methodology

To respond to evolving user preferences and business needs over time, RI EOHHS will need a methodology for systematically evaluating user requests for changes for cumulative impact before making a configuration change or requesting an enhancement. Although making configuration changes to the application is generally straight-forward, the process of ensuring that a requested change is acceptable to all stakeholders, and that the full impact of the change is understood can be challenging. WellSky recommends an Ongoing Support Impact Methodology in which RI EOHHS will regularly convene a Change Control Board to review and approve requested changes to configuration (e.g., forms, workflow, reports, rules, menu options), to review release notes to identify enhancements and new features that may enhance the RI EOHHS workflow and to decide when to request an enhancement to the application. WellSky will deliver new releases with enhancements and new features inactive by default, so RI EOHHS administrators will manually activate new functionality in a non-production environment for evaluation before activation in production.

86 Reports, Queries, and Forms Development

87 Standard and Custom Reports

WellSky Human Services includes an array of nearly 200 standard reports. WellSky can create custom reports when RI EOHHS requirements are not met by a standard report. Standard and custom reports are developed and tested prior to release following the same processes and controls used for new features and enhancements. Report deployment is integrated into WellSky's normal release process and includes support for standard and client-specific reports.

88 Advanced Reporting

RI EOHHS can create self-service custom reports in *WellSky Advanced Reporting* using standard report queries and layout files as templates or can start "from scratch." Reports created in *WellSky Advanced Reporting* can be moved into the RI EOHHS production environment, if so desired.

89 Forms

Letters and correspondence are handled as Microsoft© Word merge documents. The solution includes many standard queries, which meet most clients' needs. Custom queries can be created if necessary. Standard and custom queries created for use with word merges are developed and tested prior to release following the same processes and controls used for new features and enhancements.

Word merge templates are managed by the client (or during implementation, jointly by the services team and the client) using the Word Merge Setup utility. As with reports, query deployment is integrated into WellSky's normal release process and includes support for standard and client-specific queries.

Assessments, surveys, and questionnaires are created and managed by the client (or during implementation, jointly by the services team and the client) using the Screen Design utility. In this context, queries manifest as indicators of formulas used to score or calculate a result based on other questions or information in the form. Indicators are generally created and managed by the services team and/or client, but custom indicators can be created by WellSky Technical Services staff if desired. The deployment of assessments and embedded indicators is managed by the client.

90 Queries

Queries can be used to drive workflow automation in the form of workflow wizards and ticklers. Standard and custom queries created in support of workflow automation are developed and tested prior to release following the same processes and controls used for new features and enhancements. Workflow wizard query deployment is integrated into WellSky's normal release process and includes support for standard and client-specific reports.

91 Data Warehouse

WellSky Advanced Reporting includes a full copy of the client's production database. The reporting database is refreshed nightly and serves as a data warehouse for most WellSky clients. For clients requiring an additional copy of their database, data warehouse and/or extract services are available.

92 Workflow Configuration

Workflow is managed in *WellSky Human Services* through the several key solution features:

- **Workflow Wizards:** On-demand workflow task sequence automation based on specific trigger conditions
- **Ticklers:** Task prompts and notification messages routed to to-do lists for specific users or roles based on trigger conditions
- **Business Rules:** Orchestration of workflow automation based on more complex business criteria, trigger conditions, and resulting system actions
- **Queues:** Lists of items in need of review, approval, or other next-step actions, filtered for relevance by status, assignment, and other key characteristics

During the Design and Configure phases, WellSky Implementation Consultants will capture RI EOHHS design requirements and configure Workflow Wizards, Ticklers, and Business Rules using system utilities. After Go-Live, RI EOHHS can adjust, add, and remove workflow wizards and/or ticklers as business needs evolve without any assistance from WellSky.

Standard management and approval queues are used by RI EOHHS and/or supervisory staff to oversee employees and to monitor/manage items requiring review and approval. All queues allow users to filter by multiple criteria, ensuring that the end user only can see data relevant to their job. Queue approval rules, rights, and permissions are configured in the Role Setup utility by WellSky during implementation. RI EOHHS can adjust queue configuration as business needs evolve without any assistance from WellSky. RI EOHHS workflow configuration will be documented as part of the Configuration Specifications deliverable.

93 Release Management

WellSky's application version release program for *WellSky Human Services* provides clients with the opportunity to upgrade to a new release on a quarterly basis. New releases contain fixes to resolve defects, enhancements to existing features, and new features. WellSky determines the scope of items in a release based on issues reported to client support, client contract deliverables, client enhancement suggestions, and product roadmap features and enhancements to continually improve the solution. WellSky publishes comprehensive, detailed release notes for each general availability release. For a high severity defect, WellSky expedites the resolution.

Once RI EOHHS has gone live with the WellSky solution in production, application upgrades will be applied to the non-production sandbox environment for release testing and regression testing. RI EOHHS' system administrators

will test the release to evaluate and enable key changes that RI EOHHS intends to utilize and to perform regression testing to validate key workflows and configuration. Through this process, RI EOHHS will also identify, plan, and test any configuration changes specific to the solution for deployment to production with the upgrade. RI EOHHS team testing and review of new releases, hands-on in the non-production environment, is an important activity for ongoing knowledge transfer.

94 Deliver Phase

95 Testing

WellSky will leverage a best practice approach to the design and development of a Test Plan as part of this scope of work, pulling key lessons learned from previous statewide deployments for an efficient, successful testing process. The WellSky team shall define and develop the Test Plan during the design phase outlined in the work plan with RI EOHHS to ensure alignment to the overall approach and inclusion of all key and suggested test events prior to Go-Live. The Test Plan will contain the overall approach recommended by WellSky for successful validation of the solution by all parties. The Test Plan will cover system testing, integration testing, regression testing, and user acceptance testing.

WellSky recommends system testing be performed by the project team throughout the implementation lifecycle as configuration is being done on *WellSky Human Services*. System testing verifies that the solution performs in accordance with the jointly approved specifications and design documents for the solution. System testing begins during the Solution Mapping process within each phase of the implementation within the stage-based work plan and consists of WellSky and RI EOHHS team members reviewing and validating incremental configuration updates as defined. After all configuration changes are made, a final system test is performed on the system by the project team. WellSky recommends this final round of system testing to ensure all configured parts of the system function as documented and no unexpected behaviors exist prior to training and Go-Live. This approach to testing has been used by WellSky on many projects, including recent initiatives with Georgia Division of Aging Services, Florida Agency for Persons with Disabilities, and Delaware Division of Developmental Disabilities, and, in each case, has delivered repeatable and predictable results.

WellSky regularly tests its SaaS solutions for sufficient scalability and performance. WellSky will design the solution architecture based on estimated post-implementation peak user counts and annual anticipated user growth rates to ensure optimal performance and response times are achieved. WellSky conducts performance testing for each implementation using simulated load profiles based on expected post implementation peaks to ensure adequate sizing and environmental specifications are in place to handle the anticipated user load on the system. These tests are conducted using automated testing tools and associated monitoring tools based on WellSky best practices to meet RI EOHHS processing demands.

WellSky will perform integration testing between the *WellSky Human Services* system and all 3rd-party integration points as outlined in the scope of work of this engagement. During the design phase of the project, WellSky will work with RI EOHHS to define and complete the integration specifications for each of these external integration points. These specifications will be used to perform detailed, extensive integration tests and live data exchange tests prior to Go-Live in a production-like environment so that full interoperability can be achieved at Go-Live. The WellSky team will perform analysis and create documentation that captures not only the functional requirements

but requirements around performance, volume, and proper error handling (including retry logic where applicable) of interfaces with other 3rd-party systems. WellSky has extensive experience building integration points and is well suited for handling implementations from ranging from file import/exports to web service interfaces; WellSky's recent project with the Florida Agency for People with Disabilities included 16 successful interface solutions and demonstrates WellSky's competence in this area.

WellSky will work with RI EOHHS to define and execute a User Acceptance Testing (UAT) event to confirm RI EOHHS' business process workflows and configuration function as defined by the jointly developed and approved solution documentation. As part of the UAT event, WellSky will prepare test cases and test scenarios and provide orientation for UAT participants to ensure participants are knowledgeable and aware of agreed-upon functionality prior to the start of test activity. In addition to validating workflow processes and configuration settings, testing activities in the UAT event will also include validating user role security, reports and outputs, data conversion, and interface data exchange. The goal of this event is to confirm to the user base and stakeholders that the solution is ready for production use, meets all the requirements, and conforms to the specifications.

RI EOHHS UAT participants will document findings and communicate results to the project team as the UAT tests are executed. The project team will review and address UAT validation findings and test results and define action plans to resolve any issues and remediate any defects to confirm all functions are ready for productive use at the close of the UAT event. WellSky needs active engagement from RI EOHHS during UAT to ensure a comprehensive vetting of the system from the perspective of RI EOHHS, system users, and stakeholders.

96 Training

Effective end user training is a key success factor for user adoption and successful use of the application. WellSky Professional Services delivers comprehensive, cost-effective, and flexible training, using a blended learning approach.

WellSky works with RI EOHHS to create a customized training plan that considers key training needs by role, based on information gathered during the planning, testing, and implementation phases.

WellSky's proven training methodology follows a model where, along with system administrators, RI EOHHS power users are trained in the application. After formal training, WellSky will work closely with the power users to ensure they are equipped to train others.

WellSky training benefits:

- A custom, role-based training program that is developed in partnership with RI EOHHS. Courses are designed around user roles within the application to ensure content is relevant for each participant.
- Flexible training options, including instructor-led training at RI EOHHS, sending users to the WellSky world headquarters in Overland Park, KS, webinars, and a library of training resources.
- A "Train the Trainer" approach whereby RI EOHHS power users receive extensive training so they can train others and serve as a local resource.
- Optional custom training and videos designed by WellSky's Learning Services team.

97 Cost Effectiveness

Cost effectiveness is in the forefront when designing RI EOHHS' training program. WellSky offers several training modalities, including instructor-led, live, and recorded webinars, a library of learning resources and the option of custom videos. The organization can choose the method that is the best fit for the budget.

98 Training Planning

WellSky recommends that the training team include both WellSky trainers, as well as Subject Matter Experts (SMEs) from the organization's business and project teams. SME participation is also encouraged in the training planning, training material design and review, and training delivery. Team members who have participated in the Solution Mapping process are also encouraged to participate in training team activities.

The Training Plan includes:

- Curriculum
  - The proposed path to learning includes a list of role-based training offerings for system administrators, power users and users.
  - A hands-on learning approach is used, and learning activities use representative test data, allowing learners to replicate test scenarios and course exercises that are specific to their role.
  - After Go-Live, WellSky offers additional training for new user onboarding, refresher training, and training around new application features.
  - In addition, WellSky's Learning Services team offers custom solutions, such as application bootcamps, video production and ongoing, regularly scheduled trainings.
- Schedule
  - Typically, training occurs around the time of the application deployment so users can retain the new concepts and put them to use as soon as possible.
  - WellSky works with RI EOHHS' staff to create a training schedule that minimizes business disruptions whenever possible.
  - Scheduling provides flexibility for workers to attend training in consideration of their work schedule.
- Logistics
  - WellSky works with RI EOHHS' staff to identify the components that are required for successful training, such as classrooms, access to workstations for practice activities, Internet connectivity, and audio/visual needs.
  - WellSky's training materials cover standard functionality that is specific to RI EOHHS' configuration but common across user roles. Training materials and resources can be customized to include the new business process workflows that were created through the Solution Mapping process.

Evaluation

  - Training effectiveness is measured using course evaluations and feedback from power users and management. WellSky analyzes this data and uses it to identify opportunities for improvement. During the initial training period, content can be adjusted on the fly, based on class feedback.
  - WellSky can work with RI EOHHS staff to create custom evaluations.

99 Training Curriculum

WellSky's client-centered approach to training curriculum is based on deep experience in successfully transitioning power users and system administrators to successful users of the WellSky application. The training curriculum is based on the learner's role within the application and the workflows they will use. Learners who have multiple roles will be able to attend all sessions that are applicable to them.

In the development of training curriculum, WellSky answers the key questions users bring to a new system, including:

- **How can the new application make my job easier?** What is the simplest path to getting my work done efficiently?
- **What are the benefits?** How will the new system benefit me, RI EOHHS, and my clients?
- **What is different?** How does the new application and workflow compare to what I have been doing?
- **What is new?** What will I need to do that I have not been doing before and how is this accomplished in the application?

From the Training Plan, WellSky will recommend a curriculum based on user roles and business needs. This customized curriculum can include a variety of training methodologies, including instructor-led classroom training, live webinars, or webinar recordings.

Interactive workflows between different user roles can be distilled into role-specific course content. Training guides and resources can be tailored to specific user role audiences, focused on priority workflows and day-to-day user tasks, and augmented with content on alternate workflows and exception scenarios.

100 Training Delivery

An application training environment and database is created for training activities. The database contains a variety of setup data and allows learners to explore the system through hands-on exercises, including data entry that is pertinent to their respective business processes.

WellSky will take the lead in the first wave of training. RI EOHHS' SMEs will provide supplemental information to learners on RI EOHHS' workflows and policies. After the first wave of training, WellSky will gradually transfer basic training responsibilities to RI EOHHS' trainers.

Consistent with WellSky's standard approach, WellSky will train RI EOHHS' power users to assist with end user training during the implementation process. In the training classroom setting, WellSky trainers lead the training and power users may cofacilitate, and provide individualized learner support, as needed. After implementation, these SMEs serve as a resource for basic end-user questions and interact with WellSky's support team for more involved questions and issues.

WellSky will design and deliver training materials and resources that include:

- Brief business process background for context
- Step-by-step workflows that include application screenshots
- Workflow diagrams
- Callouts for key points and tips
- Practice exercises

RI EOHHS will be responsible for providing additional training material content to address topics such as policies and procedures, processes outside of the system, and messaging to promote user adoption and champion the system transition.

101 Ongoing Training

WellSky offers a range of options for ongoing training, including refreshers on specific topics, and webinars that explain new features. In addition, WellSky's Learning Services team offers custom solutions, such as application bootcamps, video production and ongoing, regularly scheduled trainings.

102 Go-Live Phase

103 Deployment

WellSky will develop a Go-Live Plan that addresses topics such as Go-Live readiness criteria, deployment logistics, escalation and contingency plans, system and business cutover plans, and final production site deployment and validation.

Upon completion of training, the project team will hold the first Go-Live checkpoint meeting to review Go-Live criteria and confirm the scheduled Go-Live event. Upon completion of deployment and validation, the second Go-Live checkpoint will confirm readiness for user access and system usage. On the scheduled Go-Live date, end users will begin using the WellSky solution, at which point the solution will be considered live. For the first month after Go-Live, the WellSky project team will remain engaged to monitor the business transition and user experience and will serve as the first line of support with responsibility for triaging and managing any necessary corrective actions. After a month, the project team will transition support responsibilities to WellSky's Client Care team.

Ongoing Optimization

WellSky has the unique ability to offer ongoing access to our team of experts through an optional managed services option. This offering will include yearly hours to work at the direction of the RI EOHHS team on an assortment of items, not limited to the following:

- Engaging waitlist applicants to understand and access supports and services
- Recommendations on validated assessment tools for determining services and supports
- Assistance in developing an algorithm for priority-driven waiting list placement
- Recommendations for management strategies for use of waiting list functionality (i.e., reports, dashboards, standard operating procedures)
- Assistance with data mining using a Business Intelligence Tool
- Assistance in maximizing efficiencies, streamlining operations, allocating resources and support, expediting services support, and enhancing workforce development opportunities.

104 Managed Services for Report Configuration

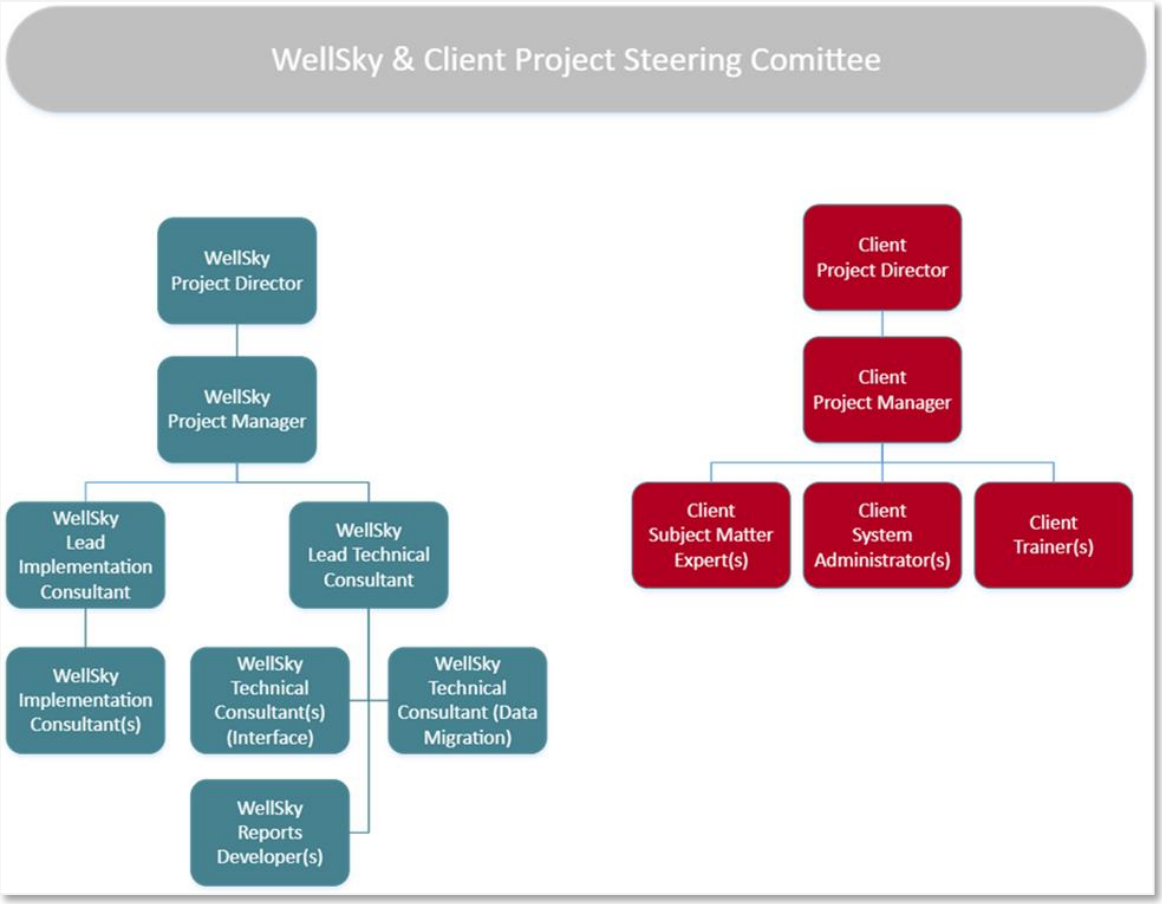
WellSky has included an optional offering allowing RI EOHHS access to *WellSky Human Services* Report experts and Implementation Consultants for the following tasks:

- Identification and consultation on reports to augment the implemented solution
- Requirements documentation of custom reports

- Custom Report Configuration based on agreed upon requirements
- Initial testing of custom report configuration
- Migration of custom report configuration to Live environment

105 Staffing

The WellSky team will include a core team of experienced professionals to work with the RI EOHHS Project Team. To move RI EOHHS toward its transformation goals with great software delivered on time and within budget, the WellSky team is fully prepared to staff, manage, control, and execute the project in accordance with the proven implementation methodology. Our staffing model focuses on bringing resources to bear only when required, managing time "on the ground" at the client site, which reduces costs and improves efficiency. The management and leadership structure are lighter than custom Design-Develop-Install teams, relying on proven tools and processes to quickly gather configuration requirements and configure, validate, and deploy the solution.



RI EOHHS project team members would fill similar roles to those staffed by WellSky. For a project of this size and scope, WellSky would anticipate that RI EOHHS would provide a Project Manager, subject matter experts, and technical personnel who could be available at least part time during the project. The precise project staffing needs will be defined during development of the preliminary project plan.

The Project Manager has ultimate responsibility for completion of the project and is the key point of contact between the RI EOHHS project team and the WellSky team. Leveraging their deep experience and strong leadership, WellSky's Project Manager will help RI EOHHS navigate the project opportunities and challenges to achieve successful outcomes.

The proposed structure includes an escalation path for executive oversight of the team, allowing critical issues to be raised to the executive level for immediate attention. The model also includes a dedicated Account Manager who, while not a formal member of the project team, will be an advocate for the client, particularly during deployment and post-implementation support, to monitor support issues and ensure good communication between RI EOHHS and the WellSky project team.

106 WellSky's Team

WellSky's key project team members will be skilled personnel bringing a range of talents to support staffing continuity throughout the project. The key members are the Project Manager, the Lead Implementation Consultant, and the Lead Technical Consultant who are augmented by additional Implementation Consultants and Technical Consultants. All WellSky resources are experienced in their assigned project roles, have all have served on multiple implementation teams, and have an average tenure of 6.5 year implementing WellSky Human & Social Services (HSS) solutions. WellSky's proposed team also brings extensive relevant experience and knowledge from other assignments involving the HSS network that can be leveraged to optimize the WellSky solution and to help achieve the initiative's goals and objectives.

WellSky's **Project Manager** will lead the project with the assistance of a RI EOHHS Project Manager, involving project resources when appropriate during each phase of the project. In addition, the WellSky Project Manager performs typical project control and execution oversight tasks including issue management, communications management, status reporting, and project planning and scheduling. The Project Manager also provides special consulting to the RI EOHHS Project Team to help ensure successful business integration and an appropriate functional design for the system.

WellSky's **Lead Implementation Consultant** is responsible for guiding the analysis and design work through WellSky's Solution Mapping process, mapping the requirements to solution functionality and configuration, and designing the to-be business process workflows. The Implementation Consultant is responsible for process analysis, configuration, validation, training, and deployment of the proposed solution. The Lead Implementation Consultant will contribute advanced expertise and assistance to address any issues that may arise during the Go-Live transition and subsequent support period.

The **Lead Technical Consultant** is accountable for designing and guiding the technical service deliverables on the project and leading the technical team. The technical team will perform data conversion and deliver system integrations and reports.

The **Account Manager** is a member of the services organization and assists with the transition from Go-Live to ongoing (regular) support and maintenance operations. The Account Manager will coordinate handoffs between vendor groups to ensure a smooth transition from the project's implementation team to the Client Care Analysts. In addition to the WellSky Support team, an Account Manager will be assigned to RI EOHHS to assist with the overall client relationship, serving as the voice of the client to WellSky's line of business teams. WellSky Client Care Analysts (CCAs), WellSky Support Management, and/or the Account Manager will be escalation points of contacts for escalated issues, questions or suggestions related to support for the WellSky solution functionality that has been deployed to production.

107 Other Roles

108 Project Director (Executive escalation path; not a project resource)

The WellSky **Project Director** will participate in checkpoint meetings, monitor the quality of the project, and help ensure that WellSky resources are made available to the project, as needed, on the required timelines. Having extensive experience, the Project Director also will provide mentoring and specialized assistance to help the Project Manager and the project team in solving complex problems and achieving all in-scope objectives.

109 Client Resources

WellSky recommends RI EOHHS assign project roles and resource assignments as outlined below.

110 Executive Sponsor

RI EOHHS' recommended staffing plan includes this role. The Executive Sponsor is the key link between the project team and the organization's executive management. An effective sponsor "owns" the project and has the ultimate responsibility for seeing that the intended benefits are realized to create the value forecast in the business case.

The role of the Executive Sponsor includes the following:

- Create alignment by articulating a vision for the project that is aligned with business and cultural goals
- Communicate on behalf of the project, particularly with other stakeholder groups in senior management
- Gain commitment by advocating for the project and communicating his/her personal commitment to the project's success
- Arrange resources, ensuring that the project's objectives are fully realized by authorizing the resources necessary to initiate and sustain the change within the organization
- Facilitate problem-solving to ensure that escalated issues are solved effectively at the organizational level. This includes decisions on changes, risks, conflicting objectives, and any other issue that is outside of the designated authority of the Project Manager, project team, or executive steering committee
- Support the project manager by mentoring, coaching, and providing leadership in business and operational matters
- Build durability, ensuring that people and processes are in place to maintain and sustain the Project's outputs once the project is completed

<u>Time Commitment</u>

- The Executive Sponsor participates in the project kickoff meeting (4 to 6 hours) and attends Executive Steering Committee meetings (1 to 2 hours per month). Involvement in issue escalation and change requests will vary depending on criticality and complexity of the matter under consideration.

111 Project Director

As a member of the Executive Steering Committee, the Project Director will monitor the status of the Project and management of Project Risks.

The role of the Project Director includes the following:

- Oversee Project Manager work

- Own escalated issues

In projects where the Executive Sponsor opts for a greater degree of direct involvement, the same individual may serve as both Executive Sponsor and Project Director.

Time Commitment

- The Project Director will participate in the project kickoff, as well as executive steering committee meetings (1 to 2 hours per month). Involvement in issue escalation and change requests will vary depending on criticality and complexity of the matter under consideration.

112 Project Manager

RI EOHHS' recommended staffing plan includes this role. The role of the Project Manager includes the following:

- Collaborate closely to ensure the project is completed on time, within budget, within scope, and with the highest quality of satisfaction
- Ensure appropriate resources are assigned and available per the agreed-to work plan
- Coordinate communication with internal and external stakeholders as defined in the communications plan
- Assist in administrative, logistical, and technical arrangements for on-site meetings, remote meetings, and working sessions, as needed
- Collaborate on project documentation requirements and reviews
- Manage deliverable acceptance processes in a timely manner
- Provide feedback on project quality and satisfaction in an ongoing manner
- Responsible for all tasks assigned to client per the agreed-to work plan
- Communicate and manage day-to-day activities to the RI EOHHS project staff
- Participate in weekly meetings
- Receive weekly status reports and provide timely feedback

Time Commitment

- The project requires a full-time Project Manager. The Project Manager can expect to be in daily communication by phone or email and will also communicate with stakeholders daily. The Project Manager will participate in the project kickoff, executive steering committee meetings (1 to 2 hours per month, including agenda prep), project team meetings (2 to 4 hours per month, including agenda prep and action item follow-up), and other ad-hoc meetings, as necessary.
- During the design phase of the project, the Project Manager should plan to attend or designate a substitute for all sessions, technical requirements definition meetings, and other design meetings. In addition, the Project Manager should attend or designate a substitute for all content validation sessions, user acceptance testing sessions, and training sessions.

113 Executive Steering Committee

RI EOHHS' recommended staffing plan includes this role. The Role of the Executive Steering Committee includes the following:

- Responsible for overall strategic direction of the project
- Monitor project risks and issues

- Remove barriers, negotiate compromises, and resolve internal and external issues to reduce project risk levels

With support and input from the Executive Sponsor, the executive steering committee is responsible for the overall strategic direction of the project. Monthly executive steering committee meetings will focus primarily on monitoring project risks to anticipate and minimize potential adverse impacts to project success criteria.

Effective and timely intervention by individual members of the executive steering committee is essential to successful risk management. When appropriate due to the critical nature of a risk, a member of the executive steering committee may be assigned as risk owner to direct the risk response strategy for that risk.

Time Commitment

Members of the executive steering committee will participate in the project kickoff and executive steering committee meetings (1 to 2 hours per month). Involvement in risk management, issue escalation, and change requests will vary depending on criticality and complexity of the matter under consideration.

114 Project Team

RI EOHHS' recommended staffing plan includes this role. WellSky recommends a dedicated project team consisting of 5 – 8 key personnel from RI EOHHS. The project team is a working team, not an advisory body.

The role of the project team includes the following:

- Responsible to make day-to-day decisions regarding planning, monitoring, and controlling the project work
- Accountable, active participation, and fostering a constructive approach to conflict resolution

The project team should include representation from all essential business functions and stakeholders.

Time Commitment

Project team members will participate in the project kickoff. Project team members will participate in status meetings and work sessions throughout the life of the project, up to 8 hours per day during onsite meetings, up to 2 hours per week in Solution Mapping cycles, and up to 5 hours per week during testing, training, and deployment. Project team members will also participate in ad hoc work groups (estimated up to 5 hours per week during specified activities).

When project team members are selected for their deep and thorough understanding of the agency's business processes, they are often asked to participate as workgroup leaders, Subject Matter Experts, testers, and trainers for the project. The responsibilities for these additional roles must be taken into consideration in calculating each individual's overall time commitment to the project.

115 Business Process Subject Matter Experts

RI EOHHS' recommended staffing plan includes this role to be filled by various Subject Matter Experts (SMEs) led by the RI EOHHS Business Functional Sponsor. The role of the Subject Matter Experts includes the following:

- Provide information to be used in system configuration
- Provide information and insight into business process workflows and data flows during Solution Mapping Sessions
- Participate in the review and approval of business analysis (BA) documents

- Participate in form analysis and report specifications
- Participate in content validation, workflow validation, and UAT
- Test configuration and participate in UAT and system sign-off

Time Commitment

Design sessions are completed early in each stage during the Solution Mapping phase. WellSky suggests four to six primary SMEs for each subject area participate in design sessions and strongly suggests that these primary subject matter experts attend every day of design for their subject area. This provides continuity across all stages of the subject area workflow and facilitates decision-making. Specialized SMEs may be added for identified topics within each subject area (e.g., Intake Specialists to attend the Intake portion of the Case Management sessions).

After design sessions are completed, WellSky Implementation Consultants will configure the system and schedule demonstrations and validation sessions to review each screen design, workflow, and output document with the appropriate subject matter experts and business function owners. The level of effort for these activities will vary depending on the number and complexity of configuration elements that need to be reviewed.

SMEs are ideal candidates to serve as testers and trainers in their areas of expertise. The responsibilities for these additional roles must be taken into consideration in calculating each individual's overall time commitment to the project.

116 Information Technologist

The Role of the Information Technologist includes the following:

- Responsible for end user/desktop system requirements and support
- Participate in technical discussion and training throughout the implementation
- Interface specifications and management to ensure effective and efficient system integration is accomplished
- Data conversion and validation
- Report writing

Time Commitment

Information Technology members will participate in the Project Kickoff, followed by a 1-day hands-on introductory WellSky Training. Information Technology members will participate in status meetings and work sessions throughout the life of the project (up to 2 hours per week in discovery and configuration phases, up to 5 hours per week during testing, training, and deployment) and will participate in ad hoc work groups (estimated up to 5 hours per week during specified activities).

117 Testers

RI EOHHS' recommended staffing plan includes a team of Business Functional SMEs. These staff will serve as the testers. WellSky facilitates structured UAT of core system workflows after configuration and content validation have been completed. Testers will participate in tester training and time commitments for these tasks vary depending on the scope and complexity. Re-testing may be necessary during the testing remediation process.

The role of the testers includes the following:

- Complete system and workflow training delivered by WellSky

- Test core system workflows after configuration & content validation have been completed
- Testing of conversion and interfaces
- Promote mutual support among colleagues and emphasizes knowledge-sharing and success of the team
- Support end user training and assist trainers as needed
- Maintain a positive attitude toward change
- Staff members with additional system and procedure training who provide the first line of user assistance during and after Go-Live.

Time Commitment

Varies in the level of effort and duration, depending on responsibilities.

118 Trainers

WellSky will provide a combination of on-site and web-based training for this project. As part of the training plan, WellSky will offer train-the-trainer session such that the RI EOHHS' power users and trainers will be able to provide ongoing end user training and over-the-shoulder support.

The role of the trainers includes the following:

- Complete system and workflow training delivered by WellSky.
- Responsible to deliver end user training using train-the-trainer approach
- Responsible for the management and oversight of the training domain, including database refresh strategies, populating the database with test records, and setting security roles and groups.
- Maintain training materials after Go-Live.

Time Commitment

Varies depending on the number of users to be trained for each role.

119 Attachment 5. Training Services Overview

120 System Administration Training

WellSky's standard implementation approach includes the concept of real time knowledge transfer throughout the project. WellSky recommends that RI EOHHS identify and have in place system administrators prior to the start of design. By doing this, these system administrators can take part in these activities and start to learn the system functionality and capability. WellSky also recommends that RI EOHHS system administrators be heavily involved in all testing and pre-Go-Live events. It is WellSky's best practice that by leveraging a model that heavily involves RI EOHHS' administrator staff, these individuals will gain an awareness and knowledge capability that will allow them to successfully own and manage the system post Go-Live. WellSky also will accompany this hands-on learning and ongoing knowledge transfer with prepared, structured, super-user training documentation and sessions during testing and training events to ensure a thorough knowledge transfer has occurred. Further knowledge transfer and or training can be provided as needed based on feedback between RI EOHHS and WellSky as needed during the project. WellSky's goal is to fully enable RI EOHHS to own and manage the *WellSky Human Services* solution upon Go-Live.

WellSky's solution mapping approach is interactive and requires RI EOHHS' participation. This provides an opportunity for RI EOHHS to observe and participate in the solution mapping analysis to understand how the WellSky solution functionality and workflows align to RI EOHHS' overall business needs.

WellSky's standard implementation will allow for processes and work to be completed within manageable timelines. As part of the implementation approach, WellSky proposes that the implementation consist of 5 "stages." Each stage will be organized by customer business needs and priority and focus on a set of specific workflow processes. As part of each stage, the WellSky project team will provide knowledge sharing with the RI EOHHS team and designated Subject Matter Experts on a weekly basis.

Prior to Go-Live and during the Deliver Phase, WellSky will conduct a System Administrator Training that will focus on the Utilities within the solution. The System Administrator Training will contain curriculum that includes best practice recommendations and practice exercises. WellSky follows the Train the Trainer methodology, which will allow for the System Administrators to be trained prior to End User Training. The RI EOHHS System Administrators would then take an active role in completing the End User Training with WellSky providing support to ensure the System Administrators and RI EOHHS Trainers are trained and ready to lead a successful End User Training.

WellSky's post implementation support involves a gradual transition for RI EOHHS. During post implementation support, the WellSky team will help bridge the transition between Go-Live and handoff to operations support. WellSky's goal is to have RI EOHHS' administrative team ready to fully support the *WellSky Human Services* system prior to Go-Live. It is anticipated that during this post implementation window, WellSky will serve as a backstop to any unplanned issues, help overcome any identified training gaps, and help to ensure further knowledge transfer to the RI EOHHS team. The number one goal of the post-implementation support window is ensuring transition to production happens successfully with minimal issues and no major issues. The WellSky experience has been that this additional support often is the difference between a successful roll out and one littered with challenges.

121 End User Training

Effective end user training is a key success factor for user adoption, complete and accurate data entry early in the business transition, and overall project success for new system implementation projects. WellSky will provide a comprehensive training program for end users informed by organizational readiness assessments, built upon validated solution workflows and functionality, incorporating the train-the-trainer model, and integrating training delivery with the progressive rollout across three deployment waves.

122 Training Planning

WellSky will work with RI EOHHS to conduct a Training Needs Assessment that builds upon the Organizational Readiness Assessment process. The Training Needs Assessment will identify user roles, define key training needs by role, estimate volume of users to be trained by role and agency, gauge the user community's computer literacy and proficiency with web-based applications, and consider anticipated business transition learning objectives, challenges, and risks. The Training Needs Assessment will inform WellSky's Training Strategy.

In the Training Strategy, WellSky will propose a specific approach to training delivery that addresses the identified needs and uses a variety of training delivery methods, such as classroom, live webinar, and on-demand access to training videos, webinar recordings, and a practice application environment.

WellSky's project manager and organizational change management lead will prepare a detailed Training Plan that elaborates on the accepted Training Strategy and addresses:

- Schedule
  - An end-user training schedule of facilitated classroom and webinar training sessions across deployment waves and agencies
  - A train-the-trainer approach and schedule that prepares RI EOHHS and partner trainers
- Curriculum
  - A proposed course catalog of training topics and sessions
  - An approach for training beyond Go-Live for new user onboarding, refresher training, and training for existing users on system changes and additions

    - An approach to distributing training materials and updating training materials over time
    - Approach for a centralized repository of online training content, such as a learning management system like Blackboard or Moodle
- Logistics
    - A delineation of roles and responsibilities for executing the Training Plan
    - An approach to training facility and travel logistics
    - Recommendations for tracking user registration, attendance, participation, and feedback
- Evaluation
    - Training success criteria
    - An approach for collecting evaluation data
    - An approach to analyzing evaluation data to measure training quality and effectiveness and identify opportunities for improvement

WellSky recommends that RI EOHHS' training team include both professional trainers as well as subject matter experts (SMEs) from business and the project team who have participated in Solution Mapping. SME knowledge of RI EOHHS business processes and the workflows provides insight into the user perspective, and their awareness of, and familiarity with, the *WellSky Human Services* solution configuration and functionality for the to-be workflows. SME participation in end-user training planning, training material design and review, and training delivery will enhance the training program's effectiveness in addressing user needs and concerns.

123 Training Curriculum

WellSky's user-centered approach to training curriculum and training material development is based on deep experience in successfully transitioning users to the *WellSky Human Services* solution. Training content must be relevant to the user's job responsibilities, accessible, and easy-to-understand. In the development and delivery of training curriculum, WellSky seeks to answer the key questions users bring to new system training, including:

- What is required: What is the simplest path to getting my work done?
- What has changed: How does the new system and workflow compare to what I've been doing before?
- What is new: What will I need to start doing what I haven't been doing before?
- What is better: How will the new system benefit me, my organization, and my clients?

WellSky will deliver training course agendas, training guides, and quick reference training materials. WellSky's introductory training guide will cover system login access, layout, navigation, and standard functionality specific to *WellSky Human Services* configuration but generic across user roles. Beyond the introductory content, WellSky's training guides will be built around the body of business process workflows produced through Solution Mapping and validated through User Acceptance Testing. Training guides will be tailored to specific user role audiences, focused on priority workflows and day-to-day user tasks, and augmented with content on alternate workflows and exception scenarios. Interactive workflows between different user roles will be distilled into role-specific content. Training guides will employ plain language and provide definitions for any jargon or special terms.

WellSky will design and deliver training materials that include:

- Business process background for context
- Targeted learning objectives
- Step-by-step user workflows
- Instructions at the level of pages, fields, and clicks
- Application screenshots

- Visual diagrams
- Callouts for key points and tips
- Practice exercises
- Self-directed quizzes

RI EOHHS will be responsible for providing any relevant additional training material content to address topics including policies and procedures, processes outside *WellSky Human Services*, and messaging to promote user adoption and champion the system transition. WellSky and RI EOHHS will collaborate to create any online videos and content included in the Training Plan.

124 Training Delivery

Consistent with WellSky's standard approach, WellSky will train RI EOHHS' trainers to facilitate end user training. Train-the-trainer curriculum will include content on the *WellSky Human Services* solution and RI EOHHS workflows as well as general training, skill-building content: best-practice strategies for working with adult learners, tips on facilitating webinar training, and practice facilitation activities.

WellSky will co-facilitate end user training with RI EOHHS' trainers. WellSky will take the lead in the first wave as RI EOHHS' trainers navigate the learning curve, gradually increasing responsibility for leadership to RI EOHHS trainers.

WellSky estimates 1-3 training teams delivering training courses of 2-4 days through classroom and webinar training in parallel during the three, one-month training windows during each of the three deployment waves. WellSky recommends 4-6 RI EOHHS trainers to staff end user training, with additional support of 1-3 SMEs.

End user training will be scheduled in close coordination with deployment waves so users can "use it" before they "lose it." Users will be given access to a nonproduction environment for practice and review after training and before Go-Live to maintain and reinforce their recent learning.

WellSky uses a "see/do" approach to end user training where users first watch the presenter demonstrate a workflow segment and then repeat those steps to practice the workflow. Users will need access to a workstation that meets the hardware, software, and configuration requirements for the *WellSky Human Services* solution and a high-speed internet connection. Users will be logged into a non-production environment seeded with representative test data allowing them to run through a scenario at the initiation point of the workflow for that training. Users can then carry their test case data through the remainder of the workflow process segments in that training course. Users will be trained to access context-specific online help content customized to RI EOHHS configuration and aligned with training materials. In the training classroom setting, the co-facilitators provide individualized support as needed to keep the class moving and on schedule.

125 Attachment 6. Technical Services Overview (Data Migration and Interfaces)

WellSky Technical Services is a WellSky team within Professional Services that focuses on the technical development and implementation of custom interfaces, custom reports, and data migration. WellSky Technical Services work is planned and managed by the WellSky Professional Services Project Manager with tasks and dates in the implementation project plan.

126 Interfaces

127 Integration Capabilities

WellSky Human Services can send and receive data using different standards and provides rich interface capabilities that can support a broad range of system integration options for both large batch data exchanges and

small, lightweight transactional data exchanges. Typically, WellSky utilizes secure FTP (batch file transfer), FTPS (batch file transfer), or HTTPS (web services) options for data transport, and HIPAA-compliant X12 EDI, XML, JSON or character delimited (e.g., .CSV) data formats. WellSky is also able to consume external real-time web services using both the SOAP and REST protocols. WellSky will work with other transfer mechanisms, as required.

Requirements will be addressed through a collaborative process in which WellSky works closely with RI EOHHS with requirements discovery, design, construction, validation, and delivery. WellSky's experience has proven this to be an effective way to minimize project risks and ensure a positive outcome. This approach is also an effective means of knowledge sharing and creating "shoulder-to-shoulder" experiences that enable the selected RI EOHHS personnel to develop a deep understanding of the WellSky solution's configuration and options. This process requires discussions with team members from RI EOHHS who are familiar with the systems that require integration. These discussions involve designing the most effective integration technique based on the nature of the integration requirements, such as data volume, frequency of request, and capabilities of the systems being integrated.

The integration technique considerations include:

- Data Transport (e.g., HTTPS, sFTP)
- Data Format (e.g., XML, formatted flat file, X12 EDI)
- Catalyst (e.g., event driven, time driven)
- Call flow (e.g., inbound, outbound, bi-directional)

Design decisions will be made to determine what changes are required in either the WellSky solution or the external system to support the integration. Error and exception handling also are defined to address how each system will deal with abnormal situations such as the target system being unavailable for periods of time or data validation errors. This will address any required "retry" logic, notifications, and data synchronization that may need to occur as a result.

These and other design details are documented in interface specification documents for each interface. The specification documents consist of an Interface Design Document and an Interface Mapping Document. The Interface Design Document describes the overall approach, including method of transport, frequency, import/export scenarios, business requirements, and error handling. The Interface Mapping Document details the specific data fields involved including sources, destinations, translations, and defaults on a field-by-field basis. These documents will be presented to RI EOHHS for review and feedback. Iterative cycles of review and modification to the documents will continue until they are ultimately approved by RI EOHHS. Time limits for review feedback will be established at project kickoff. This formal approval serves as a gate to moving to the configuration phase for the integrations.

As stated previously, there is value in reusing existing integration strategies where possible. Parameters are available that allow data to be filtered in different ways, allowing for results that can return specific data elements or larger data sets. Industry standards, such as National Information Exchange Model (NIEM) and National Institute of Standards and Technology (NIST), are included in API design considerations.

An integration layer interacts with the application's workflow engine, allowing data to be reviewed prior to being formally saved to the database as a means of preventing validation errors. This interaction also allows the data to initiate other downstream automated workflows, as needed.

The integration layer is comprised of a set of micro-service components that are separate from the core application and allows updates to be made quickly and independently from other parts of the solution. WellSky will communicate with RI EOHHS to schedule updates and include release notes that contain information about changes to the integration layer.

Each interface will contain appropriate error handling so that system administrators at both WellSky and RI EOHHS are notified of any issues. If data cannot be processed, error information is returned to the calling object or system. It is important that both sides of the interface are designed to expect that errors may occur and to handle them appropriately.

Interfaces that utilize web services for sending data typically do not contain physical files, and the data will be stored directly into the application database. This information can be viewed using the WellSky solution user interface. Data that is sent via physical files (such as X12 EDI files) will be stored on AES-256-bit encrypted storage and processed accordingly. Data files will be retained per RI EOHHS requirements and can be viewed the WellSky solution user interface or via a separate user interface mechanism available to system administrators.

128 Data Migration

129 Methodology

WellSky performs data conversion in almost every system implementation and, therefore, has experience in hundreds of successful data conversion efforts. The methodology and processes outlined below have been honed and refined to align specifically with the implementation of the WellSky solution.

The data conversion methodology refers to the specific set of procedures and tasks used to manage and control conversion of data into the application's SQL database using SQL scripts. The data conversion process is vital to the success of an implementation and should be planned carefully with committed data conversion team members from both WellSky and the client. This methodology helps ensure that the entire data conversion task results in an accurate migration, ultimately resulting in a more comfortable user group and a more manageable end user learning curve. WellSky's Data Conversion Plan comprises an orientation phase, a review and test phase, and a final live conversion phase.

To facilitate conversion, WellSky relies upon a standard, prescribed data conversion schema submission file for data conversions. This standardized single file format, and its data elements are a product of lessons learned through years of data conversions. Use of the conversion template provides the following benefits:

- **Predictability**: A single file format with prescribed data elements naturally lends itself to an increased success rate for live conversion because it helps ensure data consistency across disparate systems. WellSky takes a sample of client data, test converts it, works through possible data source issues, and, through this process, provides predictable results with a high likelihood of a successful live conversion.
- **Cost Efficiency**: A single file format and prescribed data set reduces the risk of incomplete data submissions or multiple data source conflicts, which can result in unplanned data cleanup or multiple data conversions. The single file also permits easy mapping of client data to the WellSky software schema through a data crosswalk exercise.
- **Time Efficiency**: Use of the conversion template eliminates the need for custom scripting to import the data to the new system.

WellSky's approach is predicated on close collaboration with client resources to complete data conversions. In order to minimize time and cost of data migration efforts, WellSky's standard approach relies on client resources who are expert in their legacy systems to assist with mapping, to perform data clean-up, and to test conversion

results. If needed, WellSky's role in conversion may be expanded, with WellSky taking on tasks that are usually completed by the client.

Approach

- Solution mapping sessions (SMS) are conducted to determine how the client will use the WellSky solution and, therefore, the critical data elements that are needed.
- Based on the data gathered in the SMS, WellSky's implementation services and data conversion specialists work with the client to identify the subset of data elements available for conversion in the current implementation.
    - This is documented in the WellSky Data Conversion Schema Data Dictionary.
- The client populates the Data Schema provided by WellSky with the information agreed upon in the Data Dictionary. The client will be responsible for the following before providing the populated Data Schema back to WellSky:
    - Remove or merge duplicate records.
    - Remove records that are no longer needed based on client retention policies.
    - Remove inappropriate values or special characters.
    - Mapping of legacy data values to WellSky values for static or reference data where required.
    - Ensuring data types for legacy values match data types for destination fields.
- The data is imported into a data conversion site and reviewed by WellSky before access is provided to the client.
- Test results are documented in the Data Conversion Validation Report.
- WellSky will create the report after the first test import to track conversion issues, including, but not limited to, date found, reporter, field/value, description, explanation, resolution, resolution owner, status, and whether it must be resolved before Go-Live or can be adjusted after Go-Live.
- WellSky will make the data conversion site available for client review and go over any Validation Report entries already in progress by WellSky.
- The client will review the data conversion site and test their day-forward workstreams to ensure the converted data appears as if it was originally entered into the WellSky solution.
- The client will make note of any issues so they can be investigated and tracked on the Validation Report.
- WellSky expects multiple test conversion iterations before the final import into production. WellSky has found that in most implementations, three test conversions are sufficient, however, additional test conversions may be performed if the project implementation timeline will not be otherwise impacted.
- Prior to Go-Live, data is imported into the client's production site, and a final review and test cycle is completed.

In the table below, WellSky has identified the roles and responsibilities of WellSky, and RI EOHHS team members engaged in data migration using the standard approach proposed. As noted previously, WellSky can assume some or all of these tasks if required by RI EOHHS.

Role	Responsibilities
WellSky Technical Lead	Manage the data conversion process; create, maintain, and execute data conversion scripts that import data from Conversion Schema into the WellSky Production Schema
WellSky Analyst	Maintain schema templates and instructions, provide consultation on mapping and data issues, perform data quality analysis on submitted data, provide data quality feedback to RI EOHHS, prepare data

	conversion test results, track, and manage identified conversion issues with RI EOHHS Analyst
RI EOHHS Analyst(s)	Map source data, identify needed source data cleanup after extraction and population as needed, submit source data to WellSky for conversion, repeat as needed, track and manage identified conversion issues with RI EOHHS Analyst, track and manage identified conversion issues with WellSky Analyst
RI EOHHS DBA	Extract source data from legacy system(s), populate the Schema database, address source data clean-up issues
RI EOHHS Tester(s)	Validate test data conversion through Go-Live conversion

130 Standard Data Elements

WellSky performs data migration in almost every system implementation and, therefore, has experience in hundreds of successful data migration efforts. WellSky's implementation will include data migration services. WellSky's data conversion methodology is described in more detail in Data Conversion Methodology.

WellSky's data migration services for *WellSky Human Services* include the data sets below:

- Setup/General
  - Places data (state, region, county, city, zip code)
  - ICD-10 CM Diagnosis Codes
  - Service Codes
  - Users
  - Roles
- Core Consumer Demographics
  - Name
  - Address(es)
  - Phone Number(s) / Email Address(es)
  - IDs (e.g., SSN, Medicaid #, legacy system ID)
  - Misc. (e.g., race, ethnicity, gender, DOB)
  - Diagnoses
  - Program/Provider Enrollments
- Core Provider (Vendor) Demographics
  - Name
  - Address(es)
  - Phone Number(s) / Email Address(es)
  - IDs (e.g., EIN, Medicaid #s, NPI, legacy system ID)
  - Service Codes
- Core Worker Demographics
  - Name
  - Address
  - Phone Number/Email Address
  - Misc. (e.g., SSN, race, ethnicity, gender)
  - Supervisor

131 Standard Responsibilities

Standard data migration responsibilities are listed below and apply to each phase where a data migration is in scope unless otherwise noted in phase-specific assumptions.

- The client will provide data in the format proscribed by WellSky
- The client will cleanup data prior to submission to ensure a clean conversion. This includes, but is not limited to:
    - Removing/merging duplicate records
    - Removing or editing data that contains inappropriate values and/or special characters
    - Removing records that should not be imported
    - Aligning or mapping values in legacy data to allowable values in the WellSky solution
    - Editing records/values to match destination data types in WellSky (e.g., cannot import alphabetic characters into a numeric field)
- WellSky will provide up to 3 rounds of import testing and 1 go-live import

132 Attachment 7. *WellSky Human Services* Standard Authorization Interface

Please see included PDF document "WSHS_Authorization Data Exchange using 278 file.pdf" at the end of EXHIBIT 3c.

133 Attachment 8. *WellSky Human Services* Standard Eligibility Interface

Please see included PDF document "WSHS_Eligibility Data Exchange using 270 271 Files.pdf" at the end of EXHIBIT 3c.

134 Attachment 9. Solution Overview: Phases 2 – 6

Information on Phases 2-6 is included herein for informational purposes only in order to maintain a view of the long-term solution. The Order, including this Statement of Work, is specific to Phase 1 only, and the Parties will execute a separate order form for Phases 2 through 6.

135 Components included in Phases 2 – 6

136 WellSky Resource Directory

WellSky Resource Directory is a public-facing website that allows the general public to search for LTSS services and resources. Individuals can search for services or resources using pre-defined searches launched by clicking an icon or by creating their own searches using a variety of available search criteria including specific services and service areas. Search results can be printed or sent to an individual via text message or email. Individuals can also create accounts that allow them to save their searches.

WellSky Resource Directory is integrated with *WellSky Human Services*. Resource specialists can, from within *WellSky Human Services*, configure which resources will be available in *WellSky Resource Directory* and the type of information that will be available (e.g., hours of operation, accessibility, services, service area).

137 WellSky Web Intake

The *WellSky Web Intake* form allows RI EOHHS to create online screening and/or referral forms. The *WellSky Web Intake* form is published as a link (URL) that can be made available on any website. Once published, RI EOHHS staff can edit and update the form in real-time using utilities within *WellSky Human Services*. When an individual clicks on the link, they are presented with the electronic form. When complete, the individual can submit the form, which then appears in the Intake/Referrals/Calls area of *WellSky Human Services*.

RI EOHHS is **already using** the *WellSky Web Intake* form in conjunction with the state MyOptions.RI.gov site for its PCOC program.

138 WellSky Mobile Assessments

WellSky Mobile Assessments allows users to work with consumers in their homes or in the community, with or without connectivity. Users can conduct assessments in the field using the *WellSky Mobile Assessments* app. *WellSky Mobile Assessments* is compatible with all mobile devices, with or without an internet connection (online or full offline mode), empowering workers to cover their entire service area without the need for paper forms and duplicate data entry. Data collected while in offline mode is automatically synced and transferred into *WellSky Human Services* when an internet connection becomes available.

139 WellSky Managed Services

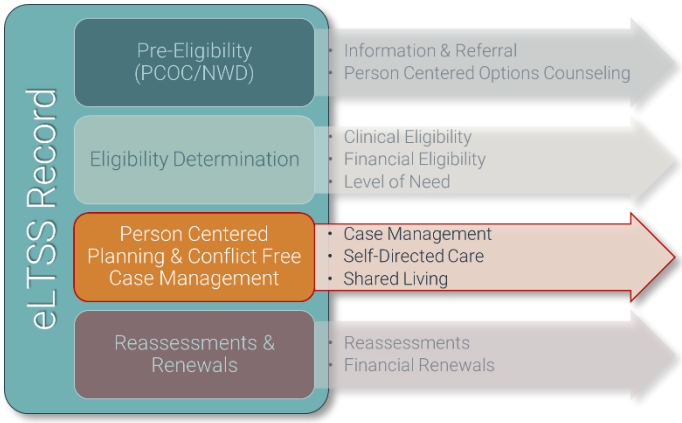
WellSky's experience is that state agencies with large, complex implementations that span multiple phases benefit from having the ability to augment their resources on an as-needed basis. Services include:

- **Managed Consulting Services (MCS):** WellSky can update existing content and make configuration updates as requested by RI EOHHS.
- **Application Management Services:** WellSky can assist RI EOHHS with application administration activities such as user clean-up / provisioning, system administration, custom specific tasks (e.g., interface modifications, custom reports).
- **Optimization & Readiness Services:** WellSky can perform Operational Assessments to assess current RI EOHHS business processes to identify opportunities for solution improvements and business process efficiencies.
- **Learning Services**: WellSky can provide Learning Services to assist RI EOHHS with resource onboarding efforts and/or continual learning.

WellSky's Managed Support Services allows RI EOHHS flexibility to use budgeted hours in a manner most beneficial to them. It allows these hours to be planned for in advance and budgeted on a yearly basis.

140 Solution Implementation for Phases 2 – 6

141 Phase 2: PCP/CFCM for Consumers Under 65



Care/service planning and case management for LTSS recipients under 65 is currently done by DHS staff in the legacy CSM system and/or on paper and case management is not person-centered and is not consistently conflict-free.

In this proposed phase, DHS staff will transition out of CSM and will begin using *WellSky Human Services* for person-centered case/service planning and conflict-free case management[7]. This will enable seamless handoffs from intake/PCOC staff to service planners and case managers. This phase will also include an interface to exchange LON/LOC and eligibility data with Bridges and to exchange service authorization data with the RI MMIS.

142 User Experience

DHS care/service planning and case management staff will login to *WellSky Human Services* and identify consumers that need case/service planning via their My Work dashboard. The My Work dashboard will show new consumers being passed to case managers/care planners from intake staff (e.g., PCOC) as well as their current, active caseload. The dashboard also has queues that remind users of time sensitive tasks such as consumers that are due for reassessment and renewals.

When receiving a new consumer, DHS staff will navigate to the consumer's record from their My Work dashboard, review the information from the intake staff, and begin care/service planning. This workflow may include, but may not be limited to, review of existing assessments, administering additional assessments, review of eligibility and LON/LOC data, interviews and discussions with consumers and their informal caregivers, identification of needs/goals/objectives/interventions, service planning, and service authorization. Users may be guided through critical steps of the workflow by the use of workflow wizards and ticklers (electronic reminders).

When working with an existing consumer, DHS staff will navigate to the consumer's record from their My Work dashboard and will perform the appropriate task. This may include, but is not limited to, recording the activity/progress notes (billable and non-billable), administering assessments, interviews, and discussions with the consumer and/or their information caregivers, utilization review, eligibility review, identification of additional needs, and updates to service plans and associated authorizations. Workflow wizards and ticklers may be used to guide users through critical processes.

LON/LOC determination will automatically be sent to Bridges[8], eliminating the need for a manual transfer by OMR staff, LTSS eligibility data will automatically be received from Bridges and made visible to appropriate users, and authorization data will automatically be exchanged with the RI MMIS.

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[7] The implementation of conflict-free case management will require RI EOHHS and its partners to define appropriate business processes and potentially build out a network. If desired, the implementation of conflict-free case management can be deferred until such processes and network are established. Should that be the case, a standard case management workflow will be implemented in this phase.

[8] For OMR staff, this will mean that they will no longer need to key LON/LOC data into Bridges when they complete their review of DHS assessments in *WellSky Human Services* but will need to continue to key the LON/LOC data into Bridges for the OHA assessments they review in *WellSky Aging & Disability*. When OHA transitions to *WellSky Human Services* in Phase 3, OMR will no longer have to manually key in any LON/LOC data into Bridges. If desired, the LON/LOC interface can be deferred to Phase 3 if OMR staff prefer a single cutover.

143 Scope of Phase 2

The components and/or workflow to be implemented in this phase are listed below. Please see Phase 2 Assumptions for implementation assumptions.

Item	Notes
Implement	
WellSky Human Services	• Add LTSS workflow for LTSS consumers < 65 • Includes plan validation
WellSky Advanced Reporting	• Already implemented; extend use
WellSky Mobile Assessments	•
Custom Reports	
5 Reports	• Up to 5 custom reports of average complexity or 250 hours of report work, whichever is less
Interfaces	
Bidirectional LTSS LON/LOC Eligibility with Bridges	•
Bidirectional Service Authorization with RI MMIS	•
(Optional) Receive Medicaid and Other Eligibility Data from Bridges	•
Data Migration	
CSM to *WellSky Human Services*	•
Retire/Sunset	
CSM	•

144 LTSS Care/Service Planning and Case Management Workflow for Consumers Under 65

WellSky will implement a care/service planning and case management workflow for LTSS consumers under 65 (consumers currently managed in the CSM system) using existing features and functionality in *WellSky Human Services*.

145 Implementation of WellSky Mobile Assessments

WellSky will enable *WellSky Mobile Assessments*, which will allow assessor and case managers to perform assessments, with or without internet connectivity, in the field. Assessments completed without internet connectivity can be synced/uploaded to *WellSky Human Services* when connectivity is available.

146 Data Migration from CSM to WellSky Human Services

A standard data migration will move critical consumer data from CSM to *WellSky Human Services*. Please see Data Migration for more information about data migration.

147 Retire/Sunset use of CSM

RI EOHSS will stop using CSM to manage LTSS consumers under 65.

148 Interface: Bidirectional LTSS LON/LOC Eligibility with Bridges

A bidirectional interface will be established with Bridges that allows *WellSky Human Services* to send LOC/LON data needed for Bridges to authoritatively establish LTSS eligibility. Bridges will send a *WellSky Human Services* a response file that defines the consumer's eligibility, LOC/LON, and effective dates, which will automatically create appropriate eligibility records in each consumer's record.

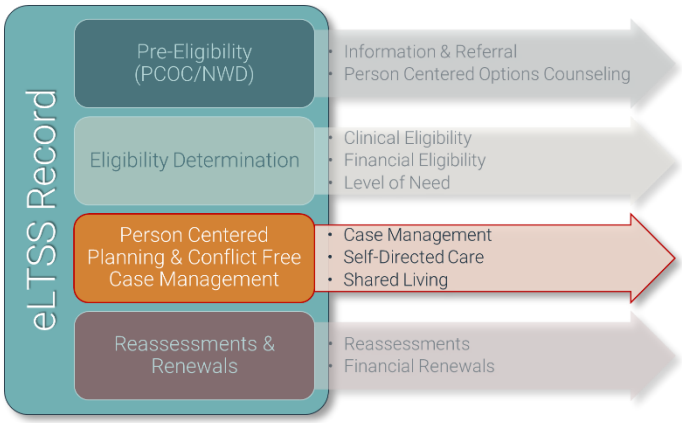
149 Interface: Bidirectional Service Authorization with RI MMIS

A bidirectional interface, using a standard 278 EDI file, will be established with the RI MMIS that allows *WellSky Human Services* to send service authorizations (new, updated, terminations) to RI MMIS. RI MMIS will respond confirming receipt of the authorization data. If providers must include an authorization ID when billing, WellSky can support assigning and sending the authorization ID or having RI MMIS assign an authorization ID which is returned in the response file.

150 Optional Interface: Receive Medicaid and Other Eligibility Data from Bridges

An interface can, if desired, be established to query Bridges for consumer Medicaid and other eligibility data and post the results in *WellSky Human Services*. A standard 270 EDI file would be used to query Bridges; the typical schedule is to query weekly for new consumers and monthly for existing consumers. Queries are usually made using the consumer's Medicaid ID but can be made using alternate criteria. Queries are typically made retrospectively for 3-4 rolling months (e.g., eligibility for January is queried in February, March, and April) to ensure that retrospective changes in eligibility are identified. Bridges would respond using a standard 271 EDI file, which would be imported in to *WellSky Human Services* as eligibility records in each consumer's respective record.

151 Phase 3: PCP/CFCM for Consumers Over 65



Care/service planning and case management for LTSS recipients over 65 is currently done by OHA staff in *WellSky Aging & Disability*, is not person-centered, and is not consistently conflict-free.

In this phase, OHA staff will transition out of *WellSky Aging & Disability* and will begin using *WellSky Human Services* for person-centered case/service planning and conflict-free case management[9]. Based on RI EOHHS's desire to standardize processes, the LTSS workflow for consumers over 65 will be the same as the one implemented in Phase 2: PCP/CFCM for Consumers Under 65, with minor variances to accommodate needs specific to elder LTSS recipients.

OHA staff will also manage Older Americans Act (OAA) funds, programs, and services. This will be accommodated by implementing the standard WellSky Aging workflow. The WellSky Aging workflow begins with a pre-configured solution that is based on successful client implementations and WellSky's experience working with State Units on Aging (SUAs) and their associated Area Agencies on Aging (AAAs) for more than 20 years. The workflow, which can be adjusted to meet each client's unique business processes, seamlessly and naturally collects Older Americans Act Performance System (OAAPS) data as AAAs and their service provider networks provision and provider case management and direct services to consumers.

[9] As identified in Phase 2, the implementation of conflict-free case management will require RI EOHHS and its partners to define appropriate business processes and potentially build out a network. If desired, the implementation of conflict-free case management can be deferred until such processes and network are established. Should that be the case, a standard case management workflow will be implemented in this phase.

152 User Experience

OHA staff, when providing LTSS or OAA services, will have the same user experience as described in Phase 2: PCP/CFCM for Consumers Under 65 with small variances specific to the population they serve. Examples of possible workflow variations between Phase 2 and Phase 3:

- OAA services, unlike LTSS services, often do not require a service authorization and, in some cases, may not require a service plan
- OAA requires the collection of OAAPS-specific data, including, but not limited to caregiver and care recipient information
- Some OAA services can be delivered to groups and/or anonymous consumers rather than named consumers (e.g., congregate meals and I&R services)

OMR staff will transition their review of OHA LTSS LON/LOC assessments to *WellSky Human Services*, as well, reducing the number of systems in which they are doing reviews (*WellSky Human Services* and CDM).

153 Scope of Phase 3

The components and/or workflow to be implemented in this phase are listed below. Please see Phase 3 Assumptions for implementation assumptions.

Item	Notes
Implement	
WellSky Human Services	• Extend LTSS workflow to include LTSS consumers > 65 • OAA program • Includes plan validation
WellSky Advanced Reporting	• Already implemented; extend use
WellSky Mobile Assessments	• Already implemented; extend use
Custom Reports	
10 Reports	• Up to 10 custom reports of average complexity or 500 hours of report work, whichever is less
Interfaces	
Bidirectional LTSS LON/LOC Eligibility with Bridges	• Already implemented; extend use
Bidirectional Service Authorization with RI MMIS	• Already implemented; extend use
(Optional) Receive Medicaid and Other Eligibility Data from Bridges	• Already implemented; extend use
Data Migration	
WellSky Aging & Disability to *WellSky Human Services*	• Will include migration of new standard assessments implemented in Phase 1
Retire/Sunset	
WellSky Aging & Disability	• Convert licenses to *WellSky Human Services* licenses

154 LTSS Care/Service Planning and Case Management Workflow for Consumers Over 65

WellSky will implement an LTSS care/service planning and case management workflow for LTSS consumers over 65 (consumers currently managed in the *WellSky Aging & Disability* system) using existing features and functionality in *WellSky Human Services*. The workflow will be based on the workflow implemented in Phase 2: PCP/CFCM for Consumers Under 65 with adjustments to meet the specific needs of serving consumers over 65.

155 OAA Care/Service Planning and Case Management Workflow for Consumers Over 65

WellSky will the standard WellSky Aging workflow. Since Rhode Island uses a single state-level agency in lieu of AAAs, the OAA workflow could be configured to be nearly identical to the LTSS workflow save for the collection of OAA-specific data; this will be determined in collaboration with RI EOHHS and OHA during implementation

156 Data Migration from WellSky Aging & Disability to WellSky Human Services

A standard data migration will move critical consumer data from *WellSky Aging & Disability* to *WellSky Human Services*.

157 Retire/Sunset use of WellSky Aging & Disability

RI OHA will stop using *WellSky Aging & Disability*. Licenses will be converted to *WellSky Human Services* licenses and, where appropriate, redundant licenses will be eliminated (e.g., OMR reviewer licenses).

158 Interface: Bidirectional LTSS LON/LOC Eligibility with Bridges

If needed, the criteria for sending LON/LOC eligibility data to Bridges will be expanded to include OHA consumers.

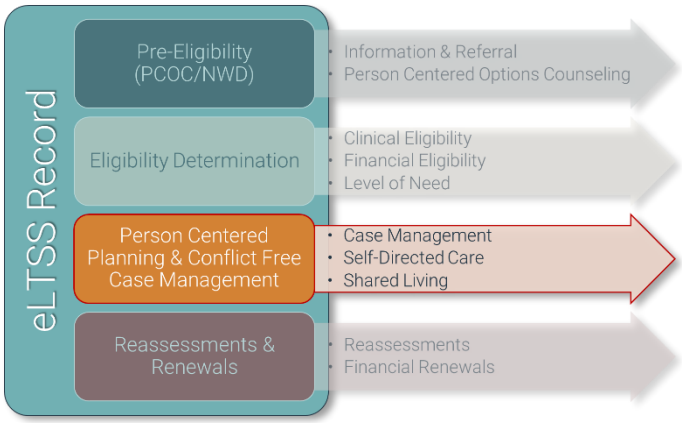
159 Interface: Bidirectional Service Authorization with RI MMIS

If needed, the criteria for sending authorization data to Bridges will be expanded to include OHA consumers.

160 Optional Interface: Receive Medicaid and Other Eligibility Data from Bridges

If this interface was implemented in Phase 2: PCP/CFCM for Consumers Under 65 and if needed, the criteria for exchanging Medicaid and other eligibility data with Bridges will be expanded to include OHA consumers.

161 Phase 4: PCP/CFCM for Self-Directed Consumers



Care/service planning and case management for self-directed LTSS recipients is currently done by RI EOHHS staff in CDM, is not person-centered, and is not consistently conflict-free.

In this phase, RI EOHHS staff will transition out of CDM and will begin using *WellSky Human Services* for person-centered case/service planning and conflict-free case management[10]. Based on RI EOHHS's desire to standardize processes, the LTSS workflow for self-directed consumers will be the same as the one implemented in Phase 2:

[10] As identified in Phases 2 and 3, the implementation of conflict-free case management will require RI EOHHS and its partners to define appropriate business processes and potentially build out a network. If desired, the implementation of conflict-free case management can be deferred until such processes and network are established. Should that be the case, a standard case management workflow will be implemented in this phase.

PCP/CFCM for Consumers Under 65 and Phase 3: PCP/CFCM for Consumers Over 65, allowing for minor variances to accommodate needs specific to self-directed LTSS recipients.

162 User Experience

RI EOHHS staff, when providing LTSS or OAA services, will have the same user experience as described in Phase 2: PCP/CFCM for Consumers Under 65 and in Phase 3: PCP/CFCM for Consumers Over 65 with small variances specific to the population they serve. Examples of possible workflow variations between Phases 2 & 3 and Phase 4:

- Broader choice of service providers, including providers identified by the consumer
- Reduced or no case management

OMR staff will transition their review of self-directed LTSS LON/LOC assessments to *WellSky Human Services*, consolidating their work into a single system and eliminating the need to manually rekey any data into Bridges.

163 Scope of Phase 4

The components and/or workflow to be implemented in this phase are listed below. Please see Phase 4 Assumptions for implementation assumptions.

Item	Notes
Implement	
WellSky Human Services	• Extend LTSS workflow to include LTSS self-directed consumers • Includes plan validation
WellSky Advanced Reporting	• Already implemented; extend use
WellSky Mobile Assessments	• Already implemented; extend use
Custom Reports	
5 Reports	• Up to 5 custom reports of average complexity or 250 hours of report work, whichever is less
Interfaces	
Bidirectional LTSS LON/LOC Eligibility with Bridges	• Already implemented; extend use
Bidirectional Service Authorization with RI MMIS	• Already implemented; extend use
(Optional) Receive Medicaid and Other Eligibility Data from Bridges	• Already implemented; extend use
Data Migration	
CDM to *WellSky Human Services*	•
Retire/Sunset	
CDM	•

164 LTSS Care/Service Planning and Case Management Workflow for Self-Directed Consumers

WellSky will implement an LTSS care/service planning and case management workflow for self-directed LTSS consumers (consumers currently managed in the CDM system) using existing features and functionality in *WellSky Human Services*. The workflow will be based on the workflows implemented Phase 2: PCP/CFCM for Consumers Under 65 and Phase 3: PCP/CFCM for Consumers Over 65 with adjustments to meet the specific needs of self-directed consumers which may include the use of consumer budgets.

165 Data Migration from CDM to WellSky Human Services

A standard data migration will move critical consumer data from *CDM* to *WellSky Human Services*.

166 Retire/Sunset use of CDM

RI EOHSS will stop using CDM to manage self-directed LTSS consumers.

167 Interface: Bidirectional LTSS LON/LOC Eligibility with Bridges

If needed, the criteria for sending LON/LOC eligibility data to Bridges will be expanded to include self-directed consumers.

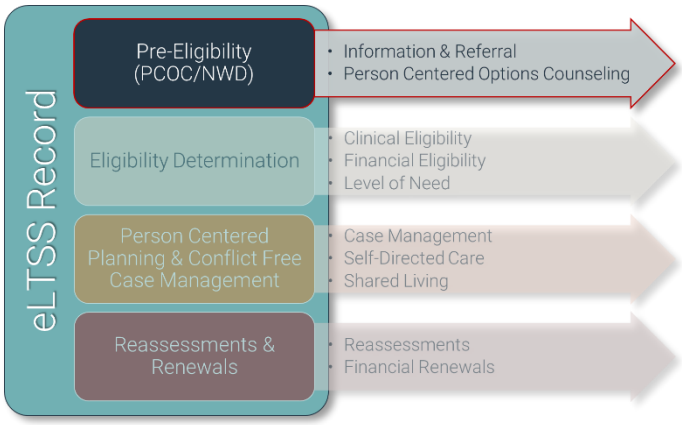
168 Interface: Bidirectional Service Authorization with RI MMIS

If needed, the criteria for sending authorization data to Bridges will be expanded to include self-directed consumers.

169 Optional Interface: Receive Medicaid and Other Eligibility Data from Bridges

If this interface was implemented in Phase 2: PCP/CFCM for Consumers Under 65 and Phase 3: PCP/CFCM for Consumers Over 65 and if needed, the criteria for exchanging Medicaid and other eligibility data with Bridges will be expanded to include self-directed consumers.

170 Phase 5: Centralized Intake and Referral



Intake and referral (I&R) functions are currently managed in *WellSky ServicePoint* (The Point users) and CSM (DHS users).

Consumers can initiate contact for LTSS services by calling the statewide virtual call center (VCC); the call center is not specific to LTSS services. When a caller needs LTSS services, call center workers enter information into a spreadsheet that is sent to DHS or EOHSS staff who key the information into a CRM system.

In this phase, I&R functions will be centralized in *WellSky Human Services*, creating a single internal I&R pathway will retaining multiple consumer-facing "doors" in support of NWD and PCOC options.

171 User Experience

I&R workers (The Point and DHS) will login to *WellSky Human Services* and will be able to view referrals that have been assigned to them on their My Work dashboard. New referrals not yet assigned to a worker or role will be visible in the Inquiries (Calls, I&R) chapter. The general public can make electronic self-referrals using the *WellSky Web Intake* form, from a link that can be placed on any public-facing web site. These self-referrals will be visible on the I&R workers' listview, clearly marked with their source. Assuming the VCC can support an interface with *WellSky Human Services*, calls received by the VCC will also appear on the I&R workers' listview. If the VCC cannot support an interface, DHS or EOHSS staff will enter referrals from the VCC spreadsheet into *WellSky Human Services* where they will be visible on the I&R workers' listview. If a new call, email, or other type of contact is received, the I&R worker will enter the data as an inquiry/call record in *WellSky Human Services*.

Based on the workflow configured during implementation, I&R workers will open referrals from their My Work dashboard and/or from the Inquiries listview and work with the individual to route them to the appropriate resource (e.g., PCOC, LTSS application, another agency).

When working with an individual, tasks may include referring the individual to non-agency resources. *WellSky Human Services* allows the I&R worker to search all providers and resources in the system using free text, service, advanced, and AIRS taxonomy searches. Referrals can be added to the inquiry record with a single click and then shared with the individual.

When the referral is to an agency or program that is within *WellSky Human Services*, the I&R worker will be able to "push" the call to automatically create a consumer record, which can be assigned to the appropriate individual. This ensures that the data follows the person, and that the consumer does not need to tell their story more than once.

Should an individual initiate a subsequent contact, the new inquiry record can be linked to the any previous records.

Though not part of this Statement of Work, *WellSky Human Services* can be integrated with external resource databases and/or external/sister agencies to allow for the electronic exchange of closed loop referrals.

172 Scope of Phase 5

The components and/or workflow to be implemented in this phase are listed below. Please see Phase 5 Assumptions for implementation assumptions.

Item	Notes
Implement	
WellSky Human Services	• Extend existing PCOC workflow to include I&R workflow
WellSky Advanced Reporting	• Already implemented; extend use
(Optional) WellSky Web Intake	• Can extend user of existing PCOC web intake or, if desired, implement distinct web intake specific to LTSS and/or HCBS
Custom Reports	
5 Reports	• Up to 5 custom reports of average complexity or 250 hours of report work, whichever is less
Interfaces	
Unidirectional Receipt of Referrals from VCC	• Assumes VCC can support interface
Data Migration	
WellSky Service Point to *WellSky Human Services*	•
CRM to *WellSky Human Services*	•
Retire/Sunset	
WellSky Service Point	• Need to convert licenses
CRM	•

173 I&R Workflow

WellSky will implement a standard I&R workflow using existing *WellSky Human Services* features and functionality, configured to align with RI EOHHS, DHS, and The Point's processes. The workflow will be configured to complement and enhance the PCOC workflow already established, standardizing processes and procedures to the extent possible and appropriate. If desired, the existing *WellSky Web Intake* form currently in use for PCOC can be updated to include additional information or a distinct form can be implemented to allow the submission of LTSS and/or HCBS specific information.

174 Retire/Sunset use of WellSky Service Point

DHS and The Point will stop using *WellSky Service Point* to perform LTSS I&R tasks. Licenses will be converted to *WellSky Human Services* licenses, and, where appropriate, redundant licenses will be eliminated.

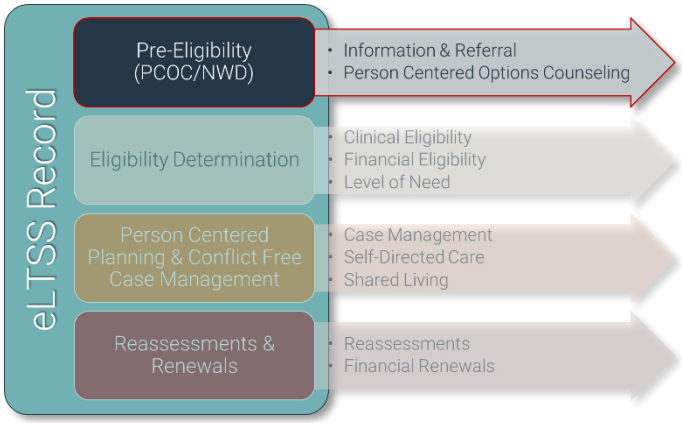
175 Retire/Sunset use of CRM

DHS/EOHHS will stop entering VCC calls into the CRM. If the VCC can support an interface with *WellSky Human Services*, the calls/referrals will automatically be presented on the I&R listview. If the VCC cannot support an interface, DHS/EOHHS workers will enter the VCC information as a referral/call in *WellSky Human Services*.

176 Interface: Unidirectional Receipt of Referrals from VCC

A unidirectional interface will be established with the VCC that allows the VCC to send LTSS referrals/calls to *WellSky Human Services*. The referral will contain basic contact information for the individual needing LTSS services (e.g., name, address, phone, email) and potentially a comment or textual description of services needed.

177 Phase 6: Public-Facing Resource Directory



RI launched MyOptions.RI.gov in August of 2021 as part of their PCOC program. This website is a new "door" in the state's No Wrong Door program, which allows individuals to see and download information about LTSS services. It also allows individuals to, using the *WellSky Web Intake* form, submit an electronic self-referral for services. However, the site does not currently allow individuals to do any self-service searching for resources or services.

In this phase, RI EOHHS will augment the current MyOptions.RI.gov site to allow individuals to self-service search for resources and services by implementing *WellSky Resource Directory*.

178 User Experience

179 General Public

Using marketing and public awareness campaigns, the general public will be directed to WellSky Resource Directory (which can be rebranded with RI-specific logos and content). Individuals can search for services or resources using pre-defined searches launched by clicking an icon or by creating their own searches using a variety of available search criteria including specific services and service areas. Search results can be printed or sent to an individual via text message or email. Individuals can also create accounts that allow them to save their searches.

WellSky Resource Directory and MyOptions.RI.gov can remain as 2 distinct web sites with links that allow individuals to navigate from one site to the other or can be integrated into a single site. If left as distinct sites, the *WellSky Web Intake* form can be used with both sites.

180 RI EOHHS Staff

WellSky Resource Directory is integrated with *WellSky Human Services*. Appropriate RI staff can control, in real-time, which resources/providers are available for individuals to search against in WellSky Resource Directory by checking a single box. If a resource/provider is available for searching, RI staff can configure what information is visible. This includes, but is not limited to:

- Services
- Hours of Operation
- Address
- Phone
- Email
- Special Conditions (e.g., accessibility, accepts Medicaid, gender/age restrictions)
- Service Area
- Description

As changes are made to a resource/provider record in WellSky, the updated information is automatically visible in WellSky Resource Directory.

181 Scope of Phase 6

The components and/or workflow to be implemented in this phase are listed below. Please see Phase 6 Implementation Assumptions for implementation assumptions.

Item	Notes
Implement	
WellSky Resource Directory	• Includes integration with *WellSky Human Services* • Includes linking to MyOptions.RI.gov OR including current MyOptions.RI.gov web pages in RI deployment of *WellSky Resource Directory*
Custom Reports	
n/a	•
Interfaces	
n/a	•
Data Migration	
n/a	•
Retire/Sunset	
n/a	•

182 WellSky Resource Directory Implementation

WellSky will perform a standard implementation of *WellSky Resource Directory*. During implementation, WellSky will include link(s) to the existing MyOptions.RI.gov website page(s) from within the *WellSky Resource Directory* site. If desired, WellSky can provide link(s) to the *WellSky Resource Directory* that can be added to the MyOptions.RI.gov site.

183 Software and Interface Included in All Phases

	Phase					
	1	2	3	4	5	6
Software Module/Component						
WellSky Human Services	x	x	x	x		
WellSky Advanced Reporting	x	x	x	x	x	
WellSky Aging & Disability	x					
WellSky Mobile Assessments		x	x			
WellSky Web Intake					x	
WellSky Resource Directory						x
Interface						
Bidirectional LTSS LON/LOC Eligibility with Bridges		x	x	x		
Bidirectional Service Authorization with RI MMIS		x	x	x		
(Optional) Receive Medicaid and Other Eligibility Data from Bridges		x	x	x		
Unidirectional Receipt of Referrals from VCC					x	

184 Assumptions for Phases 2 – 6

185 Phase 2 Assumptions

186 Implementation Assumptions

- Proposed Solution includes the following:
  - Solution includes up to one (1) program
    - PCP/CFCM for Consumers Under 65
  - Solution includes up to ten (10) forms (screen designs)
  - Solution includes up to five (5) workflow wizards utilizing standard product functionality
  - Solution includes up to five (5) custom workflow wizards
  - Solution includes up to fifteen (15) word merge letters utilizing standard product views
  - Solution includes up to five (5) custom plan validation rules[11]

187 Custom Report Assumptions

- WellSky will provide up to 5 average complexity custom reports as part of the implementation or 250 reporting hours, whichever is less

188 Interface Assumptions

- WellSky assumes client will provide resources with technical knowledge regarding the interfaces included in scope in this Phase

189 Bidirectional LTSS LON/LOC Eligibility with Bridges

- Data will be exchanged via batch process through SFTP

[11] WellSky has included a total of 10 custom plan validation rules across phases 2-4 and allocated them to each phase based on experience and current understanding of RI EOHSS' business needs. RI EOHHS may redistribute the allocation of the rules between phases 2-4 if needed.

- Data will be exchanged in CSV, XML, or JSON file format
- A single outbound file format will be sent to Bridges
- A single inbound file format will be received from Bridges

190 Bidirectional Service Authorization with RI MMIS

- Data will be exchanged using a standard 278 EDI file as described in Attachment 7. WellSky Human Services Standard Authorization Interface

191 (Optional) Receive Medicaid and Other Eligibility Data from Bridges

- Data will be exchanged using standard 270/271 EDI files as described in Attachment 8. WellSky Human Services Standard Eligibility Interface.

192 Data Migration Assumptions

- A standard data migration, as described in Data Migration, from the legacy CSM system to *WellSky Human Services* will be provided with the following additions/changes:
  - Plans and Planned Services will be migrated
    - Authorizations will be generated from Plan/Planned Service data
  - Up to three assessments per consumer with up to 75 fields each will be migrated[12]
    - The three assessments will be the same across all consumers

193 Phase 3 Assumptions

194 Implementation Assumptions

- Proposed Solution includes the following:
  - Solution includes up to two (2) programs
    - PCP/CFCM for Consumer Over 65
    - Older Americans Act
  - PCP/CFCM for Consumers Over 65 program
    - WellSky assumes workflows based on those defined in Phase 2. Phase 3 workflows may include:
      - Modifications of existing or creation of up to five (5) new screen designs
      - Modifications of existing or creation of up to five (5) new workflow wizards utilizing standard product functionality
      - Modifications of existing or creation of up to five (5) custom workflow wizards
      - Modifications of existing or creation of up to ten (10) word merge letters utilizing standard product views
      - Addition of up to two (2) custom plan validation rules[13]
  - Older Americans Act program
    - Solution includes up to ten (10) forms (screen designs)
    - Solution includes up to five (5) workflow wizards utilizing standard product functionality
    - Solution includes up to five (5) custom workflow wizards
    - Solution includes up to fifteen (15) word merge letters utilizing standard product views
    - Solution does not include

[12] This is a baseline assumption which can be updated once RI EOHHS provides additional detail about the number of consumers in CSM, the number of assessments per consumer that need to be migrated for each consumer, and an estimate of the number of questions per assessment.

[13] WellSky has included a total of 10 custom plan validation rules across phases 2-4 and allocated them to each phase based on experience and current understanding of RI EOHSS' business needs. RI EOHHS may redistribute the allocation of the rules between phases 2-4 if needed.

- Custom plan validation rules
- Area Plans module

195 Custom Report Assumptions

- WellSky will provide up to 10 average complexity custom reports as part of the implementation or 500 reporting hours, whichever is less

196 Interface Assumptions

197 Bidirectional LTSS LON/LOC Eligibility with Bridges

- Interface established in Phase 2 will be used
- Changes will be limited to updating the interface to include Phase 3 consumers in the interface

198 Bidirectional Service Authorization with RI MMIS

- Interface established in Phase 2 will be used
- Changes will be limited to updating the interface to include Phase 3 consumers in the interface

199 (Optional) Receive Medicaid and Other Eligibility Data from Bridges

- Interface established in Phase 2 will be used
- Changes will be limited to updating the interface to include Phase 3 consumers in the interface

200 Data Migration Assumptions

- A standard data migration, as described in Data Migration, from *WellSky Aging & Disability* to *WellSky Human Services* will be provided with the following additions/changes:
    - Care and service plan data will be included in the migration
        - Authorizations will be created based on care and service plan and/or service order data, if needed
    - Up to three assessments per consumer with up to 75 fields each will be migrated[14]
        - The three assessments will be the same across all consumers
    - WellSky Technical Services resources will perform extraction, transformation and import between the two WellSky solutions
        - RI OHA and/or EOHHS staff will need to assist with data mapping at a business level

201 Phase 4 Assumptions

202 Implementation Assumptions

- Proposed Solution includes the following:
    - Solution includes up to one (1) program
        - PCP/CFCM for Self-Directed Consumers
- WellSky assumes workflows based on those defined in Phases 2 and 3. Phase 4 workflows may include:
    - Modifications of existing or creation of up to five (5) new screen designs
    - Modifications of existing or creation of up to five (5) new workflow wizards utilizing standard product functionality
    - Modifications of existing or creation of up to five (5) custom workflow wizards
    - Modifications of existing or creation of up to ten (10) word merge letters utilizing standard product views

[14] This is a baseline assumption which can be updated once RI EOHHS provides additional detail about the number of consumers in *WellSky Aging & Disability*, the number of assessments per consumer that need to be migrated for each consumer, and an estimate of the number of questions per assessment.

- Addition of up to three (3) custom plan validation rules[15]
  - Custom rules can include custom consumer budget validation rules if needed
- Implementation of Consumer Budgets feature
  - Include standard consumer budget validation rules

203 Custom Report Assumptions

- WellSky will provide up to 5 average complexity custom reports as part of the implementation or 250 reporting hours, whichever is less

204 Interface Assumptions

205 Bidirectional LTSS LON/LOC Eligibility with Bridges

- Interface established in Phase 2 will be used
- Changes will be limited to updating the interface to include Phase 4 consumers in the interface

206 Bidirectional Service Authorization with RI MMIS

- Interface established in Phase 2 will be used
- Changes will be limited to updating the interface to include Phase 4 consumers in the interface

207 (Optional) Receive Medicaid and Other Eligibility Data from Bridges

- Interface established in Phase 2 will be used
- Changes will be limited to updating the interface to include Phase 4 consumers in the interface

208 Data Migration Assumptions

- A standard data migration, as described in Data Migration, from the legacy CDM system to *WellSky Human Services* will be provided with the following additions/changes:
  - Plans and Planned Services will be migrated
    - Authorizations will be generated from Plan/Planned Service data
  - Up to three assessments per consumer with up to 75 fields each will be migrated[16]
    - The three assessments will be the same across all consumers

209 Phase 5 Assumptions

210 Implementation Assumptions

- WellSky assumes updates to the current PCOC workflow as well as the implementation of an additional intake form, if needed, as part of this phase
- Configuration of Best Practice I&R Workflows within *WellSky Human Services*
  - Solution includes up to five (5) forms (screen designs)
  - Solution includes up to five (5) workflow wizards utilizing standard product functionality
  - Solution includes up to five (5) word merge letters utilizing standard product views
  - Solution does not include
    - Custom workflow wizards

211 Custom Report Assumptions

- WellSky will provide up to 5 average complexity custom reports as part of the implementation or 250 reporting hours, whichever is less

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[15] WellSky has included a total of 10 custom plan validation rules across phases 2-4 and allocated them to each phase based on experience and current understanding of RI EOHSS' business needs. RI EOHHS may redistribute the allocation of the rules between phases 2-4 if needed.

[16] This is a baseline assumption which can be updated once RI EOHHS provides additional detail about the number of consumers in CDM, the number of assessments per consumer that need to be migrated for each consumer, and an estimate of the number of questions per assessment.

212 Interface Assumptions

213 Unidirectional Receipt of Referrals from VCC

- Data will be exchanged via batch process through SFTP
- Data will be exchanged in CSV, XML, or JSON file format
- A single inbound file will be received from VCC containing contact and call information
- A single response file may be generated indicating success/failure, if needed

214 Data Migration Assumptions

- A standard data migration, as described in Data Migration, from *WellSky Service Point* to *WellSky Human Services* will be provided with the following additions/changes:
    - Call/inquiry records will be migrated from *WellSky Service Point* to WellSky *Human Services* in addition to standard data elements
        - Migration of call/inquiry records will be limited to active/open calls/inquiries and/or calls within the past year
    - WellSky Technical Services resources will perform extraction, transformation and import between the two WellSky solutions
        - The Point and/or EOHHS staff will need to assist with data mapping at a business level
- A standard data migration, as described in Data Migration, from the legacy CRM system to *WellSky Human Services* will be provided
    - The migration will not include any care/service plans or assessments

215 Phase 6 Assumptions

216 Implementation Assumptions

- WellSky assumes MyOptions.RI.gov will remain as a distinct web site.
    - WellSky will include links to MyOption.RI.gov from within the WellSky Resource Directory site
    - WellSky will provide links to the WellSky Resource Directory that can be added to the MyOptions.RI.gov site
- WellSky shall configure the *WellSky Resource Directory* site to integrate with the client's existing *WellSky Human Services* Solution
    - Configuration includes the below:
        - Single resource directory site
        - Customizable colors
        - Customized pictures for the carousel banner
        - Icon pictures
        - Logo Image if requested
        - Configuration of up to 12 categories
            - Examples of categories:
                - Food
                - Transportation
                - Housing & Utilities
        - Configuration of up to 5 topics per category
            - Example of topics
                - Category = Housing & Utilities
                - Topics
                - Homeless Shelters and Drop-In Centers
                - Runaway and Domestic Violence Shelters
    - Up to a 2-hour training for client system administrator
        - Includes training on how to create customizable keywords

217 Custom Report Assumptions

- n/a

218 Interface Assumptions

- The standard *WellSky Resource Directory* / *WellSky Human Services* integration will be implemented

219 Data Migration Assumptions

- n/a

WellSky
Human Services

Authorization Data Exchange Using a Standard 278 File

Standard Implementation

EXHIBIT 3c
WELLSKY STATEMENT OF WORK: EOHHS - PHASE 1 ELTSS ASSESSMENT

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1. Preface

1.1 History

Date	Version	Initials	Notes
11/12/14	0.1	BC	Initial document creation
11/13/14	0.2	JS	Technology additions
7/22/16	1.1	BC	Branding update
9/2/21	1.2	BC	Branding update

1.2 Related Documentation/Specifications

1. ASC x12N/005010X217 TR3 "Health Care Services Review – Request for Review and Response (278)"
2. State and/or MMIS specific companion guide(s)

2. Introduction

2.1 High-level Overview

Harmony for Medicaid Waivers includes the ability exchange prior authorization / service authorization information with the state MMIS or other payer system. This file exchange will only be implemented when the customer has the authority to and is responsible for creating and approving prior/service authorizations which must be used by the payer system during adjudication of claims. In most cases, the prior/service authorization ID will need to be included in any claim filed against the authorization.

2.2 Scope

- The business process of creating and internal approval of authorizations uses Harmony's standard planned services, authorizations, and/or authorization approval queue.
- An approved authorization is sent to the external payer, identifying
  - Auth ID (conditional)
    - Auth ID will only be sent in instances where Harmony/the customer has the authority to assign the ID the external payer system will use during adjudication
    - In many cases, this value will be received from the external payer system in response to the initial 278 submission.
  - Consumer
  - Rendering/Service Provider
  - Service
  - Effective date range
  - Maximum authorized units
  - Maximum authorized dollar amount
- The external payer system responds with
  - 997 or 999 acknowledgement file
  - 278 response file containing
    - Auth ID (conditional)
      - If the external payer system assigns the Auth ID, Harmony will automatically post this value to the authorization

        - Sufficient information in standard response fields to identify and link responseinformation to the original request

- Updating, end dating, or terminating an authorization in Harmony results in an update to the external payer system

2.3 Assumptions

- Assumes that the external payer system uses a standard 278 file
- Assumes that the external payer system responds using
    - 997 or 999 acknowledgement file
    - 278 file
    - *Note*: Support of an 824 response file is **not** supported in a standard implementation.
- Assumes that use of the 278 file is standard
    - E.g., transmission or request and subsequent mapping of response data does not require elaborate transformations
- Assumes that a single type/format of authorization data will be exchanged
    - E.g., authorizations will not have to be routed into different file formats based on type
- Assumes that external system supports receipt of initial requests, modifications/updates, andterminations
- Assumes that a single unique Auth ID will be associated with each unique consumer/provider/service/date combination
- Assumes exchange of data in scheduled batches, not real-time
- Assumes that external eligibility system supports automated file exchange
    - If not, customer will be responsible for manually transferring files

3. Technology

- File generation
    - SQL scheduled job
- File Transfer (999 and 278)
    - BizTalk, SFTP, or web service
- Response file processing (999 and 278)
    - BizTalk or comparable technology
- Authorization updates
    - BizTalk or comparable technology

4. Associated Reports

- Active Authorizations by Provider
- Active Authorizations by Provider Summary
- Authorizations and Claims for Select Provider
- Authorized Units Paid and Remaining

WellSky
Human Services

Eligibility Data Exchange Using Standard 270/271 Files

Standard Implementation

EXHIBIT 3c
WELLSKY STATEMENT OF WORK: EOHHS - PHASE 1 ELTSS ASSESSMENT

1. Preface 3
   1.1 History 3
   1.2 Related Documentation/Specifications 3
2. Introduction 3
   2.1 High-level Overview 3
   2.2 Scope 3
   2.3 Assumptions 4
3. Technology 4
4. Associated Reports 4

1. Preface

1.1 History

Date	Version	Initials	Notes
11/11/14	0.1	BC	Initial document creation
11/12/14	0.2	JS	Technology additions
9/3/21	1	BC	Branding updates

1.2 Related Documentation/Specifications

1. ASC x12N/005010X279 TR3 "Health Care Eligibility Benefit Inquiry and Response (270/271)"
2. State and/or MMIS specific companion guide(s)

2. Introduction

2.1 High-level Overview

Harmony for Medicaid Waivers includes the ability to query an external eligibility system for consumers' Medicaid eligibility using standard 270/271 files. The external system will be queried on a scheduled basis for each consumer's Medicaid eligibility. The response for each query will be automatically posted to the consumer's eligibility record for use during claims processing and program activities.

2.2 Scope

- An initial eligibility query will be made quickly for each newly enrolled consumer (usually within a week of enrollment)
- Ongoing eligibility queries will be made for all active consumers on a monthly basis
  - Each query will be a retroactive query for the previous 3 months on a rolling basis (e.g., April query would ask for eligibility in January, February, March; May query would ask for eligibility in February, March, April).
  - Results for each month queried will be updated to reflect the most current response received.
- Queries will be made using two sets of criteria
  - If a consumer has a Medicaid ID, then Medicaid ID will be used as the primary query criteria
  - If a consumer does not have a Medicaid ID
    - Secondary/alternate criteria (e.g., name, DOB, SSN) will be used as the query criteria
    - If results are returned from a query using secondary/alternate criteria, the Medicaid ID will be populated in the consumer's record using the value returned in the response.
- Queries will be made at discrete, fixed time intervals (e.g., monthly queries will all be made within a day or two of each other)
  - From a business perspective, this allows case managers and fiscal staff to run reports at fixedpoints during the month instead of having to run them on a rolling basis throughout the month.
- Medicaid eligibility records will be created in Harmony based on the information received in the 271 response file
- Files will be exchanged using an automated SFTP or web service

2.3 Assumptions

- Assumes that the external eligibility system uses standard 270/271 files
- Assumes that use of 270/271 files is standard
  - E.g., transmission and subsequent mapping of eligibility data does not require elaboratetransformations
- Assumes customer can articulate or identify eligibility responses that are of interest
  - 271 responses are usually very verbose and often contain information that is not meaningful oruseful in the context of the implementation.
- Assumes that primary and secondary search options are supported by external eligibility system.
  - If not, scope will be reduced to primary search only.
- Assumes that external eligibility system can support and respond to large and/or multiple batch queriesagainst the entire set of consumers that need to be checked within a specific time frame (usually within24-48 hours)
  - If not, Harmony and the customer will determine the timing of queries and updates based on theoptions supported by the external eligibility system
- Assumes that eligibility data will be recorded in the consumer's eligibility record with one record permonth of eligibility
- Assumes that external eligibility system supports automated file exchange
  - If not, customer will be responsible for manually transferring files

3. Technology

- File generation
  - SQL scheduled job
- File Transfer
  - BizTalk, SFTP, or web service
- Eligibility record creation/update
  - BizTalk or comparable technology

4. Associated Reports

- Change in Eligibility by 271 Response
- Change in Eligibility by Eligibility Month
- Change in Eligibility by Case Worker Agency
- Change in Eligibility by Enrolled Provider

EXHIBIT 3d
WELLSKY STATEMENT OF WORK: OHA - APS CASE MANAGEMENT IMPLEMENTATION

Client has requested that WellSky Corporation ("WellSky") perform the following services ("Services") as set forth in this Order Form.

Purpose

WellSky will provide professional services to update the WellSky Human Services configuration to make the following modifications:

- Addition of the Case Management Module to the WellSky Adult Protective Services solution that is in place today.
    - Additional workflow which allows the Consumer to be created within the Consumer Module.
    - Workflow includes:
        - Documentation of Care Plan
        - Assessment Creation
        - Service Activities Tracking
    - Solution will include:
        - Up to 5 Forms (Screen Designs)
        - Up to 5 Basic Workflow Wizards utilizing Standard Product Functionality
        - Up to 3 Custom Workflow Wizards
        - Updates to the Intake Chapter/ Screening to allow for streamlined Case Management
        - Updates to the Investigations Chapter to allow for streamlined Case Management
        - System Administrator and End User Training for the Case Management Solution.
            - WellSky follows the Train the Trainer Methodology and will train power users at the client.
        - Up to 150 hours for Custom Reports
        - Up to two (2) 2-hour training sessions on HAR for APS
        - Migration of up to ten (10) years of Cases from WellSky Aging and Disability limited to the following data elements:
            - Users and Roles
            - Client Demographics
            - Assessments
                - Rhode Island Uniform Client Assessment Tool
            - Care Plans including Journals.
            - Client record attachments
            - Services Deliveries
            - Service Orders
            - Service Plans

Assumptions and Limitations

- All work will take place remotely, if on-site time is requested, a scope change will need to be provided.
- Project Manager will be assigned upon execution of order as a point of contact to work with client. During the Plan phase of the project, the Project Manager will work jointly with the client to create a project plan detailing the tasks required to complete the project.
- WellSky will assign a Project Manager, Implementation Consultant and Technical Consultant for this project.
- Interfaces with any outside system (WellSky or other) is excluded from the scope of this project.

- Any additional work needed due to scope changes, new requirements, or additional requests, if agreed to by WellSky, will be performed on a time and materials basis using a standard hourly rate of $187.50.

EXHIBIT 3e
WELLSKY STATEMENT OF WORK: OHA - APS SCREENING ASSESSMENT UPDATE

Client has requested that WellSky Corporation ("WellSky") perform the following services ("Services") as set forth in this Order Form.

Purpose

WellSky will provide professional services to implement the following functionality within the client's solution:

- WellSky will add the following section to the RI Screening Assessment
    - Neglect
        - Section will be after the Physical Abuse section and have additional drop-down choices added.
        - Each drop down will correlate to a score and the score will update the Immediacy Rating as part of the "Abuse Overall Rating"

Assumptions and Limitations

- All work will take place remotely, if on-site time is requested, a scope change will need to be provided.
- Implementation Consultant will be assigned upon execution of order as a point of contact to work with client.
- Client is responsible for validating configuration within a non-production environment prior to migration to the production environment.
- Any additional work needed due to scope changes, new requirements, or additional requests, if agreed to by WellSky, will be performed on a time and materials basis using a standard hourly rate of $187.50.
- Professional Services pricing, included in this Order Form, is valid for 60 days or until 11/8/2021, whichever is greater.

EXHIBIT 3f
WELLSKY STATEMENT OF WORK: OHA MANAGED SERVICES

Client has requested that WellSky Corporation ("WellSky") perform the following services ("Services") as set forth in this Order Form.

Purpose

WellSky will provide professional services to provide an amount of annual managed services hours to be utilized for Administrator Assistance.

- Up to 25 hours of Annual Managed Services to include the following activities:
    - Discovery and requirements-gathering in order to understand the agency's ongoing use of the WellSky solution.
    - System administrator and end-user training and webinars covering topics that increase administrator end-user knowledge and confidence using the solution.
    - Support to System Administrator and Senior Leadership for optimal system utilization, assessment updates, and ongoing Administrator assistance
    - Engage WellSky staff members whose subject matter expertise, product knowledge, and problem-solving skills contribute to the success of the system use.
    - General Assistance with Reporting and developing custom reports.
    - Individual WellSky Advanced Reporting training and consultation.

Assumptions and Limitations

- All work will take place remotely, if on-site time is requested, a scope change will need to be provided.
- Implementation Consultant will be assigned upon execution of order as a point of contact to work with client.
- Project work will be scheduled after this Order Form is fully executed.
- Any services requiring activity by WellSky team members other than the project lead (for example, technical services tasks) will be scheduled based on availability of resources.
- All services described in this statement of work shall be exclusively delivered during normal business hours unless after hours or weekend support has been requested by the customer and included in scope above or are approved in advance by the WellSky project lead.
- Normal business hours are defined as 8:00am – 5:00pm Eastern Time Monday through Friday except for observed national and corporate holidays.
- Managed Services hours under this agreement expire one year from execution of this order form. Any unused hours are forfeited and do not roll over or carry forward.
- Managed Services automatically renew at the end of the term unless client notifies WellSky 30 days prior to the renewal of the term.