

maximus



PROPOSAL TO PROVIDE

Eligibility Support Services



PREPARED FOR:

State of Arkansas, Department of Human
Services, Division of County Operations
Solicitation #: 710-23-074

REDACTED TECHNICAL PROPOSAL PACKET

DUE DATE:

May 8, 2024 | 1:00 pm CST

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Sections 1-7: Signed Forms and Required Documents



1.0 RESPONSE SIGNATURE PAGE

Our completed and signed Response Signature Page is provided on the following page.



RESPONSE SIGNATURE PAGE

Type or print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION

Company:	Maximus US Services, Inc.		
Address:	1600 Tysons Blvd., Suite 1400		
City:	McLean	State:	VA
		Zip Code:	22102
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit		
Minority and Women Owned Designation*:	<input checked="" type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Service-Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input type="checkbox"/> Women-Owned <input type="checkbox"/> Asian American <input type="checkbox"/> Pacific Islander American		
	AR Certification #: _____ * See Minority and Women-Owned Business Policy		

PROSPECTIVE CONTRACTOR CONTACT INFORMATION

Provide contact information to be used for solicitation related matters.

Contact Person:	Kyle Gregory	Title:	Counsel - Contracts
Phone:	703.251.8500	Alternate Phone:	
Email:	USproposals@maximus.com		

CONFIRMATION OF REDACTED COPY

- ☒ YES, a redacted copy of submission documents is enclosed.
- ☐ NO, a redacted copy of submission documents is not enclosed. I understand a full copy of non-redacted submission documents will be released if requested.

Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Solicitation Terms and Conditions for additional information.

ILLEGAL IMMIGRANT CONFIRMATION

By signing and submitting a response to this *Solicitation*, a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants and **shall not** employ or contract with illegal immigrants during the term of a contract awarded as a result of this solicitation.

ISRAEL BOYCOTT RESTRICTION CONFIRMATION

By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel and **shall not** boycott Israel during the term of a contract awarded as a result of this solicitation.

- ☒ Prospective Contractor does not and **shall not** boycott Israel.

An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Solicitation* **may** cause the Prospective Contractor's response to be rejected.

Authorized Signature: Kyle Gregory Title: Counsel - Contracts

Printed/Typed Name: Kyle Gregory Date: 5/6/2024

2.0 AGREEMENT AND COMPLIANCE PAGE

Our completed and signed Agreement and Compliance Form is provided on the following page.



SECTIONS 1 – 4: VENDOR AGREEMENT AND COMPLIANCE

- Any requested exceptions to items in this section which are NON-mandatory **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.

In response to bidders' questions in Attachment B: Written Questions, DHS indicated its willingness to negotiate:

Question ID: 11; 57

Reference: Attachment C - Arkansas Department of Human Services Performance Based Contracting

Term: Capping Damages for Insufficient Performance on Service Criteria

Question ID: 12

Reference: Attachment C

Term: Excused performance /waiver of damages

Question ID: 56


Reference: RFP Section 4.5, page 22; Attachment C - Performance Bonding - pages 11-12

Term: Waiving the Performance Bond requirement

Maximus respectfully requests the opportunity to negotiate mutually acceptable final terms, including those referenced above. Maximus understands and accepts that the final contract language must be acceptable to DHS and comply with applicable laws and regulations. Maximus does not condition DHS's acceptance of its proposal on agreement to alter any terms Maximus requests to negotiate.

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Authorized Signature: _____


Use Ink Only.

Printed/Typed Name: _____

Kyle Gregory, Counsel - Contracts

Date: _____

5/6/2024

3.0 SIGNED ADDENDA

Our signed copy of Addendum 1, released April 25, 2024, is provided on the following page.



State of Arkansas
DEPARTMENT OF HUMAN SERVICES
700 South Main Street
P.O. Box 1437 / Slot W345
Little Rock, AR 72203

ADDENDUM 1

TO: All Addressed Vendors
FROM: Office of Procurement
DATE: April 25, 2024
SUBJECT: 710-24-074 Eligibility Support Services

The following change(s) to the above referenced RFP have been made as designated below:

- ☐ Change of specification(s)
☒ Additional specification(s)
☐ Change of bid opening date and time
☐ Cancellation of bid
☒ Other

OTHER

- Attachment K – Remove and replace with 710-23-074 Attachment K Revised
- Attachment J – Remove and replace with 710-23-074 Attachment J Revised

ADDITIONAL SPECIFICATION(S)

- Section 4.1 Payment and Invoice Provisions – add the following language:
This could refer to Attachment C, Page 7 - After satisfactory presentation and review of the monthly status report by the Contractor, the deliverable will be signed off and the invoice can be submitted.
- Or for a shorter version – Contractor will invoice for monthly services. [710-19-1023 Attachment H Invoice Procedures.pdf \(arkansas.gov\)](#)

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: Karrie Goodnight, DHS.OP.Solicitations@dhs.arkansas.gov (501) 320-3903


Vendor Signature

5/6/2024
Date

Maximus US Services, Inc.
Company

4.0 E.O 98-04 – CONTRACT GRANT AND DISCLOSURE FORM

Our completed and signed E.O. 98-04 – Contract Grant and Disclosure Form is provided on the following page.



Contract Number _____
Attachment Number _____
Action Number _____

CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR: SUBCONTRACTOR NAME:

☐ Yes ☒ No

IS THIS FOR:

TAXPAYER ID NAME: Maximus US Services, Inc.

Goods? ☐ Services? ☒ Both? ☐

YOUR LAST NAME: Gregory

FIRST NAME: Kyle

M.I.:

ADDRESS: 1600 Tysons Blvd., Suite 1400

CITY: McLean

STATE: VA

ZIP CODE: 22102

COUNTRY: USA

AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:

FOR INDIVIDUALS *

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse is a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (✓)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Relation
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee							

☒ None of the above applies

FOR AN ENTITY (BUSINESS) *

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (✓)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?		
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)	Position of Control
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								

☒ None of the above applies

Contract Number _____
Attachment Number _____
Action Number _____

Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.
2. I will include the following language as a part of any agreement with a subcontractor:

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.
3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.

Signature Kyle Gregory Title Counsel - Contracts Date 5/6/2024
Vendor Contact Person Kyle Gregory Title Counsel - Contracts Phone No. (703) 251-8500

Agency use only

Agency Number 0710 Agency Name Department of Human Services Agency Contact Person _____ Contact Phone No. _____ Contract or Grant No. _____

5.0 EQUAL OPPORTUNITY POLICY

Maximus is an equal opportunity employer and has an EO Policy in compliance with the Federal Government's Equal Employment Opportunity (EEO) Program.

A copy of our latest Affirmative Action and Equal Employment Opportunity Policy Statement is included on the following page. It includes our policies, practices, procedures, and action-oriented programs and confirms that qualified applicants receive EEO for recruitment, selection, and advancement.



Affirmative Action and Equal Employment Opportunity Policy Statement

It is the policy of Maximus to employ qualified persons of the greatest ability without discrimination against any employee or applicant for employment because of age, ancestry, color, gender, gender identity, gender expression, genetic information, marital status, medical condition, mental or physical disability, U.S. military or veteran status, national origin (including language use), race, religious creed (including religious dress and grooming practices), sex (including pregnancy, childbirth, breastfeeding), sexual orientation, citizenship status, or any other status protected by law, except where gender is a bona fide occupational requirement.

Maximus is committed to this policy and takes affirmative action to employ and advance in employment all qualified minorities, women, individuals with disabilities, and protected U.S. veterans.

As President and Chief Executive Officer, I am committed to the principles of Affirmative Action and Equal Employment Opportunity (EEO). In order to ensure dissemination and implementation of EEO and affirmative action throughout all levels of the company, I have designated Melissa Boozer, Director of Human Resources, as the EEO Officer for Maximus. One of the EEO Officer's duties is to establish and maintain an internal audit and reporting system to allow for the effective measurement of Maximus programs. In furtherance of Maximus policy regarding EEO and affirmative action, Maximus has developed written Affirmative Action Programs which sets forth the policies, practices, and procedures that Maximus is committed to in order to ensure that its policy of nondiscrimination and affirmative action for qualified minorities, qualified females, qualified individuals with disabilities, and qualified protected veterans are accomplished.

To implement this policy, Maximus has established Affirmative Action Programs by which we will undertake that we will:

- (1) Recruit, hire, train and promote qualified persons in all job titles, without regard to age, ancestry, color, gender, gender identity and gender expression, genetic information, marital status, medical condition, mental or physical disability, U.S. military or veteran status, national origin (including language use), race, religious creed (including religious dress and grooming practices), sex (including pregnancy, childbirth, breastfeeding), sexual orientation, citizenship status, or any other status protected by law, except where gender is a bona fide occupational requirement;
- (2) Base decisions on employment to further the principle of equal employment opportunity;
- (3) Ensure that employment decisions are in accord with principles of equal employment opportunity by imposing only valid job requirements;
- (4) Ensure that all personnel actions such as compensation, benefits, transfer, layoff, return from layoff, company sponsored training, education, tuition assistance, and social and recreation programs will be administered without regard to age, ancestry, color, gender, gender identity, gender expression, genetic information, marital status, medical condition, mental or physical disability, U.S. military or veteran status, national origin (including language use), race, religious creed (including religious dress and grooming practices), sex (including pregnancy,

childbirth, breastfeeding), sexual orientation, citizenship status, or any other status protected by law, except where gender is a bona fide occupational requirement, or where disability is a bona fide occupational disqualification.

The successful achievement of a nondiscriminatory employment program requires maximum cooperation between management and employees. In fulfilling its part in this cooperative effort, management is obliged to lead the way by establishing and implementing affirmative procedures and practices which will ensure our objective, namely, equitable employment opportunities for all.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have: (1) filed a complaint; (2) assisted or participated in an investigation, compliance review hearing, or any other activity related to the administration of any federal, state, or local law requiring equal employment opportunity; (3) opposed any act or practice made unlawful by any federal, state, or local law requiring equal opportunity or (4) exercised any other right protected by federal, state, or local law requiring equal opportunity.

Maximus is dedicated to responding promptly and appropriately to any acts of harassment, discrimination, or retaliation; maintaining a disciplinary system that is designed to deter acts of harassment, discrimination, or retaliation; and maintaining a work environment for its workers that encourages respect and dignity. Any employee found to have engaged in conduct inconsistent with this policy will be subject to discipline, up to and including termination.

If you, as one of our employees or as an applicant for employment, have any questions about this policy or would like to be considered under our Affirmative Action Plan, or would like to view the Affirmative Action Program for Individuals with Disabilities and Protected Veterans, please contact the EEO Officer during regular business hours.

I have reviewed and fully endorse our Affirmative Action and Equal Employment Opportunity program. In closing, I ask for the continued assistance and support of all Maximus personnel to attain our objective of equal employment opportunity for all.



Bruce L. Caswell
President and Chief Executive Officer

Date: June 9, 2022

6.0 PROPOSED SUBCONTRACTORS FORM

As shown on our completed Proposed Subcontractors Form, provided on the following page, Maximus does not propose to use subcontractors to perform services for this project.



PROPOSED SUBCONTRACTORS FORM

• **Do not** include additional information relating to subcontractors on this form or as an attachment to this form.

PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.

Type or print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP

☒ **PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.**

7.0 OTHER REQUIRED DOCUMENTS AND INFORMATION

7.1 Voluntary Product Accessibility Template (VPAT)

The Voluntary Product Accessibility Template (VPAT) is not applicable to our solution for this procurement. If at any time the circumstances are such that you believe the form applies, we will provide it.

7.2 Licensure and Certification Documents

Maximus is registered to do business in the State of Arkansas. A copy of our Certificate of Good Standing, dated April 15, 2024, is provided on the following page.





Arkansas Secretary of State John Thurston

State Capitol Building ♦ Little Rock, Arkansas 72201-1094 ♦ 501-682-3409

Certificate of Good Standing

I, John Thurston, Secretary of State of the State of Arkansas, and as such, keeper of the records of domestic and foreign corporations, do hereby certify that the records of this office show


MAXIMUS US SERVICES, INC.

formed under the laws of the state of Indiana, and authorized to transact business in the State of Arkansas as a Foreign For Profit Corporation, was granted a Application for Certificate of Authority by this office August 12, 2008.

Our records reflect that said entity, having complied with all statutory requirements in the State of Arkansas, is qualified to transact business in this State.

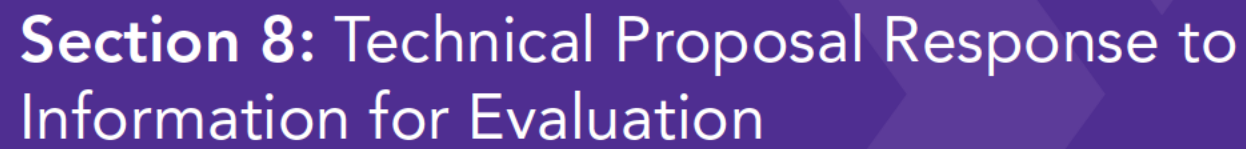


In Testimony Whereof, I have hereunto set my hand and affixed my official Seal. Done at my office in the City of Little Rock, this 15th day of April 2024.


John Thurston
Secretary of State

Online Certificate Authorization Code: 03b61003c91b1b1

To verify the Authorization Code, visit sos.arkansas.gov



8.0 TECHNICAL PROPOSAL RESPONSE TO INFORMATION FOR EVALUATION

With an effective Arkansas Eligibility Support Services vendor, DHS gains accurate, timely resolution of eligibility tasks and flexible staffing support to address the need to respond to rising and shrinking workloads.

With Maximus, DHS continues to have a partner with:

- **Unique Arkansas program insight:** Selecting a vendor with Arkansas-based experience providing eligibility support not only for Medicaid, but also TEFRA, LTSS, and clerical services, provides additional staffing flexibility for DHS. Our in-place leadership team and eligibility specialists are trained and currently providing high-quality Medicaid eligibility support services today. We have proven the ability to flex our staffing levels up and down in response to DHS workloads. Choosing Maximus reduces the impact of change on program stakeholders and accelerates the onboarding and training of additional qualified eligibility specialists as needed.
- **Eligibility industry leadership:** DHS gains the benefit of eligibility best practices applied to their operations. Our best practices were developed through the support of 34 eligibility projects nationwide—20 of them active today. Additionally, we exceed baseline staffing requirements by providing access to national experts in an Advisory Board to support Project Director [REDACTED] and this DHS project. As a result, DHS gains additional program advisory support to address regulatory change or innovation.
- **Proven dependability:** DHS can rely on Maximus for stable, reliable services. Today, we serve as a seamless extension of DHS staff, collaborating closely in training our people to execute eligibility tasks in alignment with DHS practices. DHS can count on our experienced team to be dependable, transparent, and flexible in collaborating to meet program objectives.
- **Mission-aligned:** Our focus as a business is to connect governments with those they serve. Like DHS, we hire people who are committed to public service. Our shared passion for service unites our workforce and keeps us focused on the DHS mission to protect vulnerable Arkansans, foster independence, and promote better health. Project Director [REDACTED] likes to remind our Arkansas eligibility team members that “We make a difference every day” and “Being consistent and reliable is key.” Our team culture centers around the vulnerable Arkansas residents we serve by doing our work well. Furthermore, our mission-aligned company emphasizes making Maximus a great place to work for the highly skilled teams who support eligibility work. We retain qualified staff when they are



Arkansas Program Insight

Flexible Staffing Support

DHS gains flexible staffing support from the following Maximus sources:

- More than 200 highly skilled staff currently supporting DHS in a variety of roles, trained to serve as eligibility specialists, if needed
- Existing DHS team members cross-trained to support TEFRA, LTSS, and clerical tasks
- Ability to source qualified Maximus eligibility staff nation-wide and to recruit new specialists in Arkansas



released from one project to assign to other projects. This better enables us to bring experienced staff to fulfill your mission.

We have provided responses to the questions asked in the Response Packet Information for Evaluation form and the pertinent information from the Scope of Work under the following subheadings:

- 8.1: Technical Approach and Solutions (E.1)
- 8.2: Background, Experience and Qualifications (E.2)
- 8.3: Project Management, Organization and Staffing (E.3)



8.1 Technical Approach and Solutions



8.1 Technical Approach and Solutions (E.1)

E.1 Technical Approach and Solutions

With Maximus, DHS will continue to experience efficiency and accuracy in application processing. Utilizing broad experience and knowledge of your existing solution and operations, we offer a seamless contract-to-contract transition without disruption. Our in-place eligibility support services organization, tools, and state-approved policies and procedures significantly streamline the work required during startup of the new contract. DHS, its vendors, partners, and other valued stakeholders will save time and resources by not needing to train and onboard new staff to support the base program requirements.

We currently have more than 200 staff, including eligibility specialists, who are trained and available to support DHS programs. This includes 17 bilingual specialists and specialists trained to process LTSS, TEFRA and clerical tasks.

Because of our familiarity with your programs, we can provide flexibility and transparency as we work in partnership with your teams without shifting their primary focus away from program execution. Maximus understands DHS' expectations. Our in-place staff can assist with processing applications, changes, and renewals on day one of the contract without the offered training period. Industry standards prescribe that, on average, it takes nine to 12 months to reach independence as a skilled eligibility worker. With Maximus, DHS will have an entire staff operating independently and professionally upon contract execution. We have DHS-approved and Arkansas-proven processes in place to identify, hire, train, and onboard additional eligibility staff, if needed, to successfully meet supplemental staffing needs within an accelerated timeframe.

During the implementation phase of a new contract, an experienced implementation manager from Maximus' Program Management Organization (PMO) collaborates with DHS and other vendors supporting the project. The implementation manager and team incorporate best practices and lessons learned into specific functional groups designed to improve project operations for health and human services clients across the country, giving us the ability and capacity to deploy a diverse team of experts who can be called upon to assist and guide the outcomes for each project's unique needs.

Due to our current experience providing eligibility support services for DHS, implementation efforts for this contract will focus on continuous improvement efforts rather than startup tasks. We will review program milestones and established key performance indicators to determine if any changes are needed. We will evaluate if our in-place reports continue to meet DHS needs and make changes, as necessary, to meet DHS priorities. We will collaborate with DHS to review



Proven Dependability

A Low-Risk Contract Transition

DHS avoids service disruption by selecting a proven, in-place vendor with:

- More than 200 in-place staff trained to support DHS
- Staff experienced in Medicaid, TEFRA, LTSS, and clerical services for additional flexibility
- No need to spend 9 to 12 months training a large number of new hires to be skilled eligibility workers
- Proactive support for flexing staff to address eligibility workload changes
- Ability to leverage a large national eligibility workforce from 19 additional active projects to support DHS

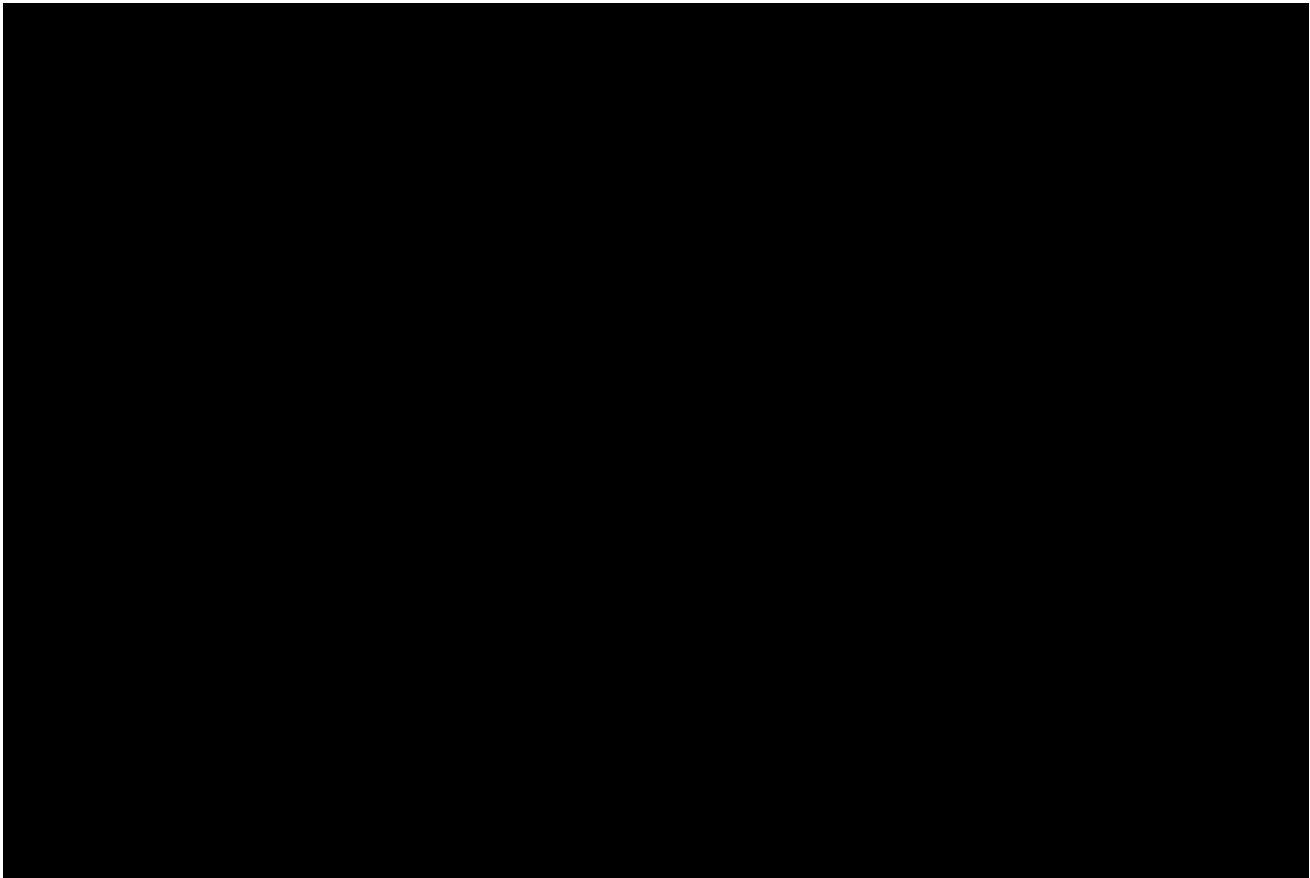


and approve updated plans for security, training, and quality. The implementation effort required from DHS will be minimal because we have invested nearly three years with the DHS team to design effective processes and support continuous process improvement to enhance service to Arkansans.

8.1.1 Timeline and Milestones for Meeting Requirements (E.1.A)

A. Provide a timeline and milestones for meeting requirements outlined in the solicitation.

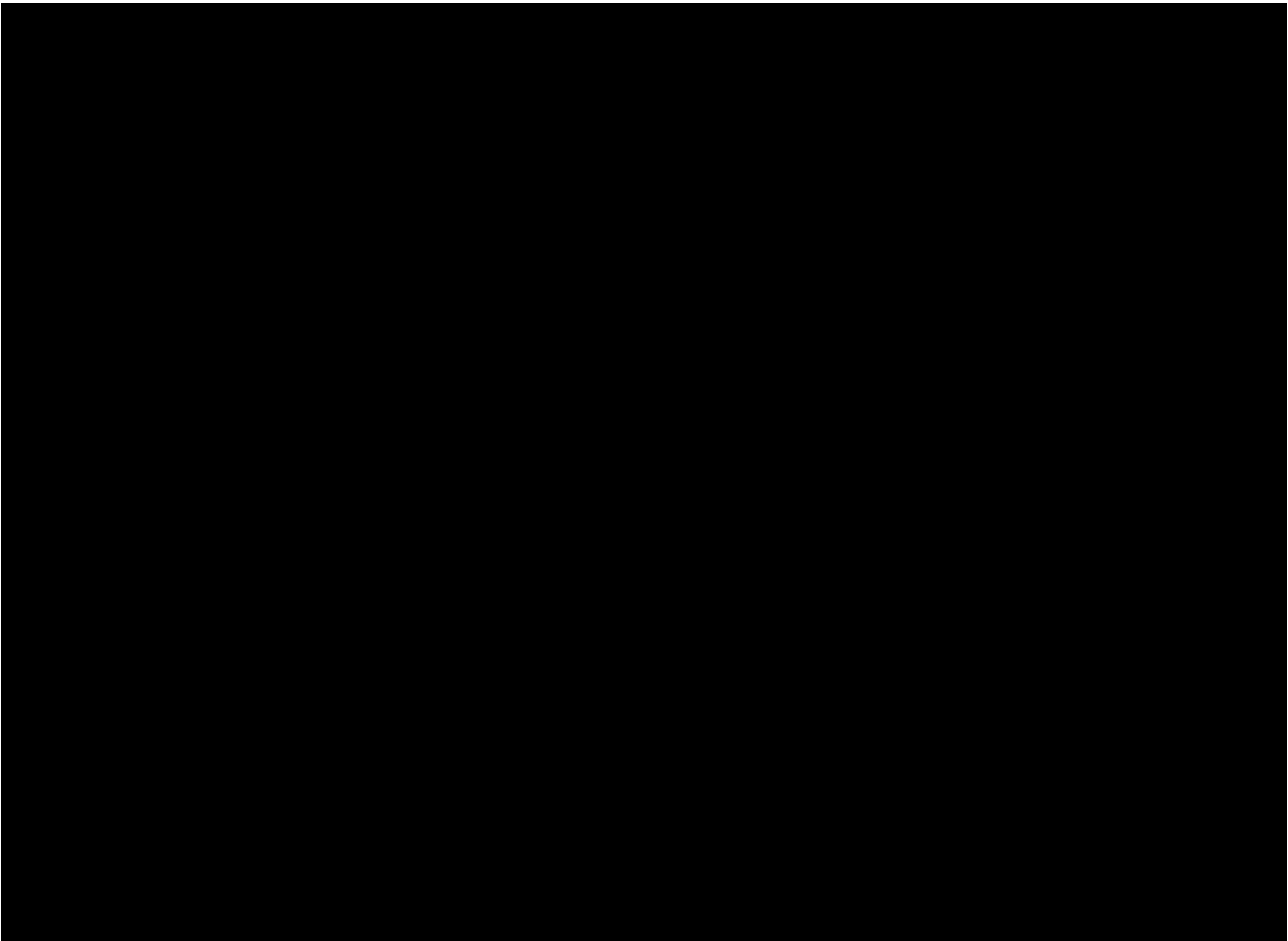
Exhibit 8.1.1-1: Summary Project Timeline and Milestones summarizes our plan for meeting the requirements outlined in the solicitation. DHS benefits from continuity of operational eligibility support services on day one. Our focus during the implementation phase will be working with DHS to review and enhance existing DHS-approved reports and plans to validate continued relevance. While Maximus does not believe that there will be a need to increase staffing to meet day one requirements, we have included an implementation item below in the event additional eligibility specialists are needed. Training will only be required if additional staff are needed.



The following narrative provides a high-level overview of our approach to the timeline and milestones for meeting project requirements. We will collaborate with DHS adjust our planned timeline, if appropriate, to meet DHS needs.



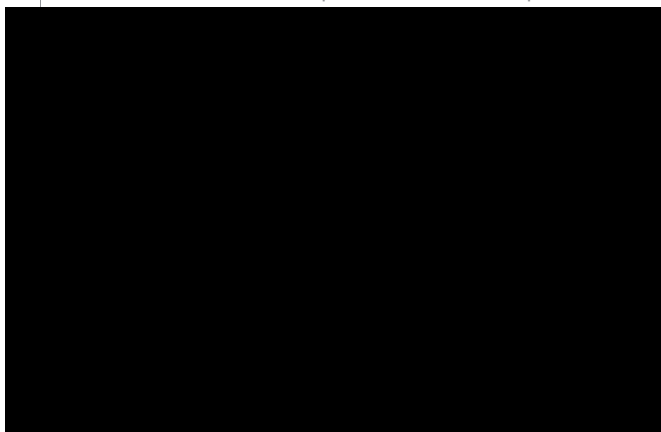
As indicated, contract award is June 21, 2024, with a contract start of August 1, 2024. Because our team is already in place and established, we already have met the requirements for, and have received, technology access, so no work is required to meet that milestone.



This summary timeline is based on the full Project Plan provided in the Appendix as *Section A.1: Project Plan*.

8.1.2 Implement Services (E.1.B)

B. Provide a detailed description of how the Prospective Contractor will implement services when the contract is signed.



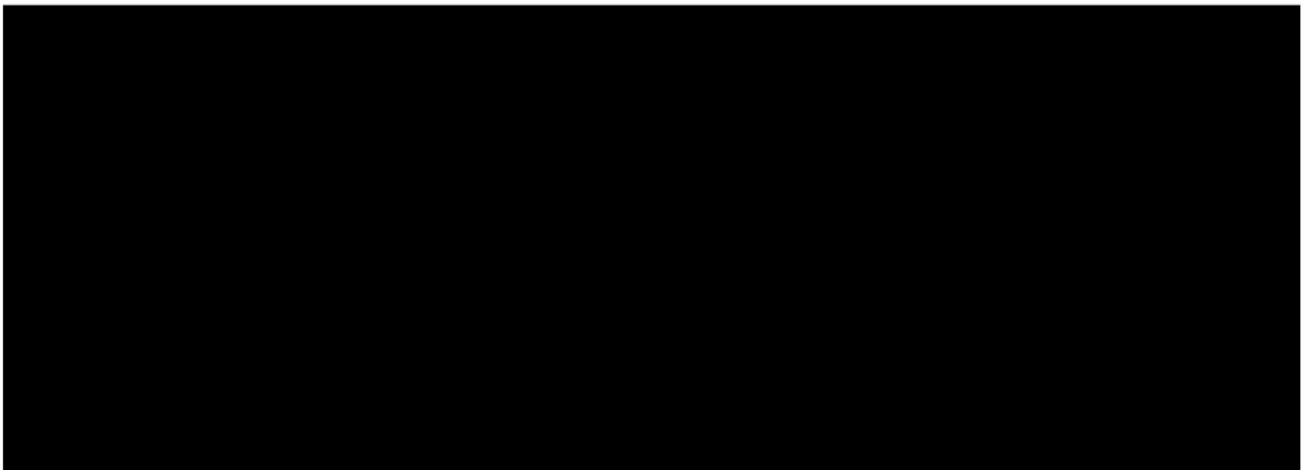
Proven Dependability

Service Continuity for Arkansans

DHS benefits from:

- Eligibility support service continuity
- No risk of transition-related program disruption
- The ability to focus on higher-priority program initiatives instead of a disruptive transition





A new vendor would need to build out and train a team, learn DHS' preferences for a working relationship, and get significant support from DHS to establish its operations. Our current experience and knowledge streamlines the effort for DHS. *Exhibit 8.1.2-1: Comparison of Maximus and New Vendor Implementation Tasks* shows how our approach simplifies the implementation effort.

Exhibit 8.1.2-1: Comparison of Maximus and New Vendor Implementation Tasks. *As the incumbent, Maximus can cut down on the length and complexity of implementation tasks so DHS can focus on program execution.*

Maximus Implementation Tasks	New Vendor Implementation Tasks
<ul style="list-style-type: none"> ■ Update existing project governance documents with DHS ■ Review in-place reports with DHS for potential enhancements ■ Provide updated list of reporting deliverables ■ Receive signoff on updated plans for training, quality, and security ■ Refresh the program's standard operating procedures to reflect any changes ■ Execute updates to in-place procedures ■ Conduct status meetings with DHS on implementation progress ■ Hire, recruit, onboard and train new staff if needed 	<ul style="list-style-type: none"> ■ Work with DHS to understand project task requirements, process workflow, and State priorities ■ Establish SLAs and Performance Standards, as well as monitoring criteria to evaluate issues with performance ■ Develop standard operating procedures ■ Develop plans for training, quality, and security ■ Source, select, perform background checks, hire, and onboard and train staff ■ Create new training program and materials in adherence to all DHS training requirements ■ Provide all new-hire training, including LMS-specific training and pre-requisites for performing certain tasks or roles ■ Establish IT technical solutions ■ Distribute equipment to new employees ■ Establish new employee system access ■ Establish project governance approach with DHS ■ Establish project reporting to meet DHS requirements ■ Operationalize all aspects of the planned services



Exhibit 8.1.2-2: Project Implementation Lifecycle depicts the key steps we will use to execute our streamlined implementation tasks.

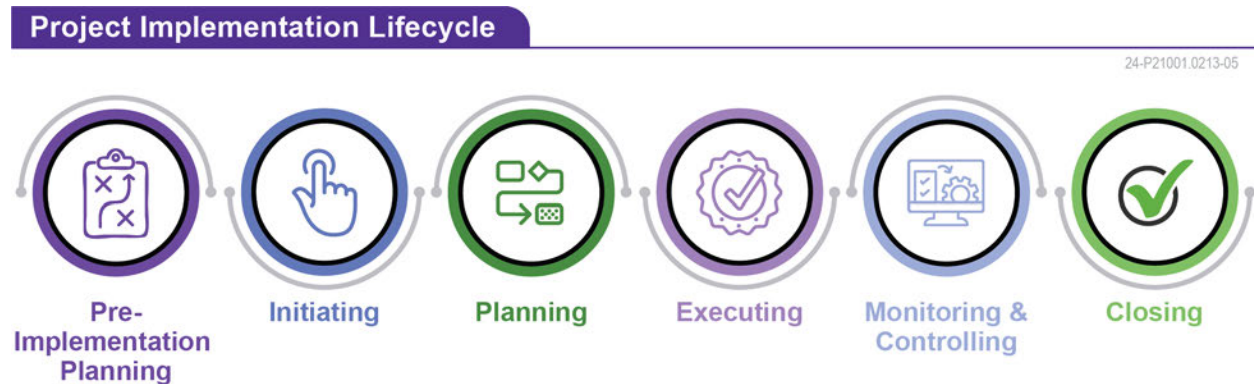


Exhibit 8.1.2-2: Project Implementation Lifecycle. Our repeatable implementation methodology supports on time delivery of high-quality outcomes for DHS.

The following narrative describes each key element in our implementation lifecycle:

- **Pre-Implementation Planning:** In this step, the implementation manager prepares for and conducts the project kickoff meeting with DHS and Maximus staff. This meeting will introduce the project objective, deliverables, roles and responsibilities, and high-level timeline. The implementation manager introduces how the project will be managed, what tools will be used, and sets expectations for DHS and Maximus participation.

To support the project, we supplement our proven programmatic leadership team with experts from our centralized teams for HR, finance, security, privacy, training, and quality. We will collaborate with our DHS counterparts to confirm that our efforts meet the project objectives.

- **Initiating:** Based on initial planning work, the implementation manager updates the requirements traceability matrix (RTM) to reflect the requirements and deliverables agreed to in the proposal and executed contract. The RTM is a dynamic, living document that we update as contract amendments occur. We also collaborate with DHS to update the project plan to accommodate DHS schedules and priorities, when necessary.
- **Planning:** During this phase, the implementation manager reviews existing project governance practices and confirms with DHS whether any changes should be made to enhance our service. Any changes are documented in our standard operating procedures. The implementation manager also creates a Project Management Plan that addresses our approach to:



Eligibility Industry Leadership

Bringing Implementation Artifacts

Our centralized library of implementation best practice artifacts supports successful eligibility project delivery by offering:

- Baseline plans and tools designed for eligibility services
- Checklists of key tasks
- How-to guides for training, onboarding staff and conducting project meetings
- Sample and reusable project materials



- Project communications
 - Change management
 - Risk and issue management
 - Billing integrity/invoice management
 - Quality management
 - Performance management
- **Executing:** In this phase, the implementation manager oversees the efforts of workstream participants in completing project tasks. Maximus' responsibilities to DHS include:
- Submitting client deliverables for review and approval within designated timeframes
 - Identifying and completing workstream tasks
 - Reviewing governance plans
 - Developing project reports based on evolving DHS business needs
 - Confirming reporting delivery schedule and other critical details to provide contract compliance
 - Providing a Deliverable Expectations Document within one week of the project start date for the Monthly Status Report
- **Monitoring and Controlling:** In this phase, the implementation manager evaluates and monitors project performance and mitigates risks and issues. Activities include:
- Conducting status meetings and capturing meeting minutes
 - Managing risks
 - Reporting project health and next steps to stakeholders
 - Managing project scope
- **Closing:** In this phase, the implementation manager transitions services to the steady-state operations team. Final tasks on the work plan have been completed, and deliverables have been accepted by DHS and delivered to the project repository. The implementation manager transitions implementation artifacts to the ongoing project director, [REDACTED], using our Operations Closeout Checklist to confirm that activities are complete and ready for operations. The implementation manager also captures lessons learned in our centralized PMO library.

To provide DHS with highly skilled, fully trained eligibility specialists efficiently, Maximus' primary staffing strategy will be to identify qualified candidates from within our internal candidate pool. Our people are in place today, fully trained and prepared to partner with DHS on the continuation of Eligibility Support Services. If DHS encounters unanticipated demands in terms of task volume or complexity, Maximus addresses immediate staffing surges by leveraging our internal employee network and extensive external candidate pool. These highly skilled candidates have been identified for future placement as part of Maximus' continuous recruitment and pre-qualification processes to expedite our onboarding process for new employees.



Continuous Recruitment: Continuous recruitment mitigates the lengthy hiring process. In recruitment and pre-qualification selection process, we consider a candidate's skillset and experience, culture fit, diversity, enthusiasm to serve, team-oriented outlook, and quality-driven motivation. This includes appropriate language skills and cultural awareness to accommodate the needs of the program and fill any vacancies to maintain compliance with the requisite 10% Spanish-speaking eligibility specialists.



Arkansas Program Insight

Recruiting Continuously

Our continuous recruitment efforts open the candidate pool to a wider variety of sources and increase the likelihood of identifying fluent Spanish-speakers and other multilingual candidates to meet DHS' 10% bilingual requirement.

Pre-Qualification Process: By identifying and pre-qualifying eligible candidates in advance, we continue to maintain a robust database of pre-qualified candidates. This allows us to deliver highly skilled and experienced employees to meet DHS staffing needs, without the extended delays that are typically experienced in an "as needed" hiring process. Maximus frequently analyzes our pool of pre-qualified candidates to verify that we have sufficient volume based on labor forecasts, as well as DHS needs and priorities.

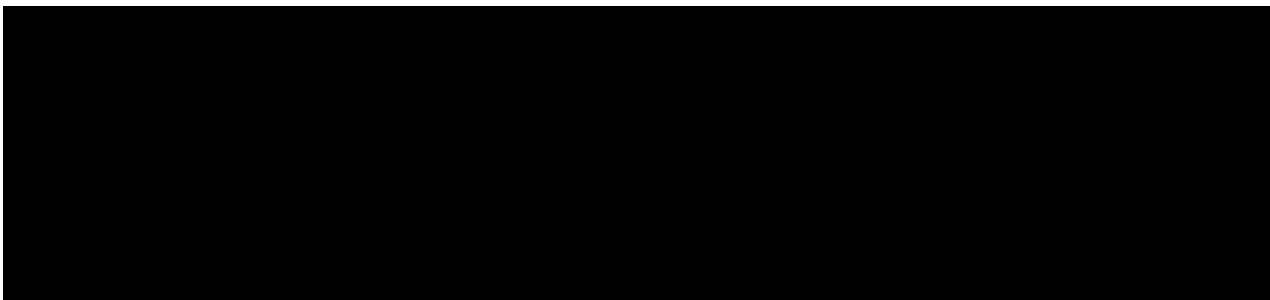
On-Boarding Approach: Our pre-qualified pool of candidates has completed an extensive background check, reference checks, and other employee screening processes described in detail in *Section 8.3.3.1: Screening and Selection Process for Meeting Staffing Requirements*. As soon as additional staff complete the Maximus hiring process, our virtual onboarding and training process provides the most effect effective, expedient delivery of the tools and knowledge employees need to perform high-quality work in adherence with AR DHS-specific, Maximus, federal, and other compliance standards, as required.

8.1.3 Reports (E.1.C)

C. Provide a list and description of reports provided in a previous project of similar size and scope such as staffing level reports, quality control reports, case and task processing, productivity monitoring and status reports.

In each of our projects, we must provide reporting for staffing levels, quality control, case and task processing, productivity, and status. We make sure our reporting is clear, concise, and quickly tells the story of the benefit our client receives through our service. To meet the DHS request for providing reports from a previous project of similar size and scope, we have chosen to share our reporting work in Mississippi. Our reporting solution for the Mississippi PHE Unwinding project includes a high level, end of day reporting packet for caseload breakdown. The packet consists of the reports listed and described in *Exhibit 8.1.3-1: High Level Daily Caseload Breakdown*.

Exhibit 8.1.3-1: High Level Daily Caseload Breakdown.





Samples of these reports are provided in *Exhibits 8.1.3-2* through *8.1.3-8*.

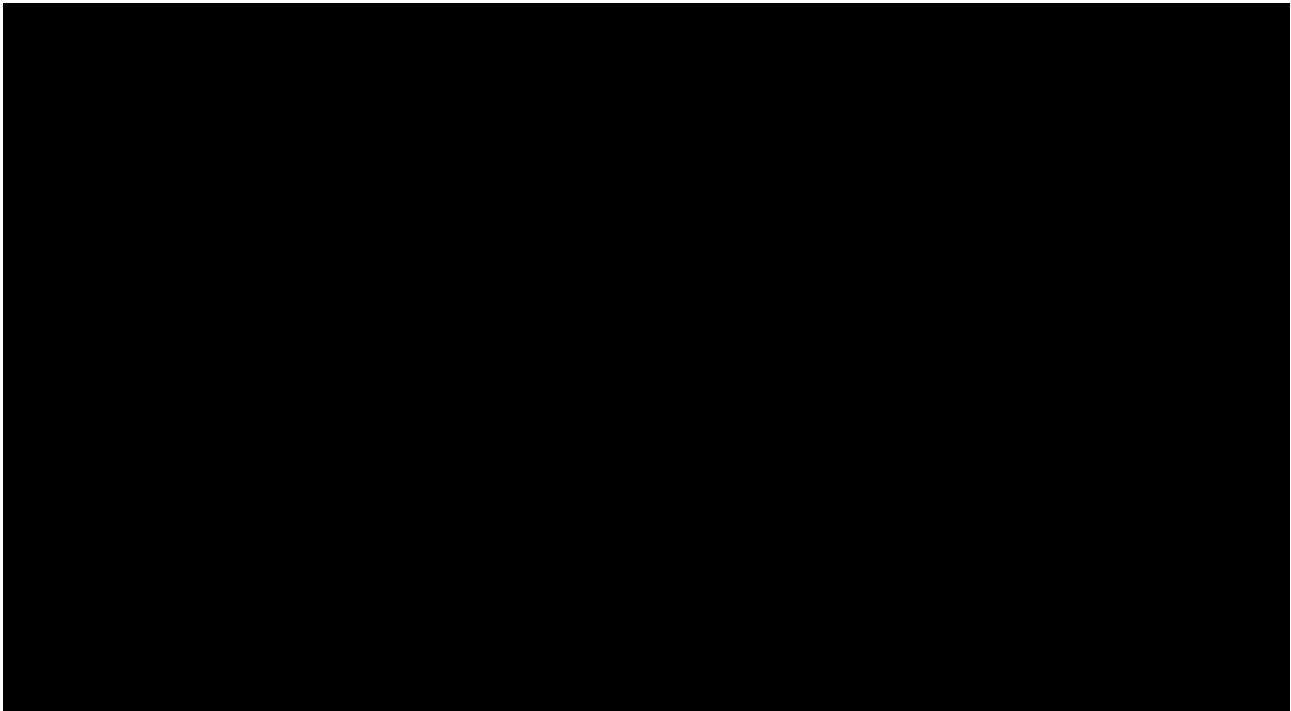


Exhibit 8.1.3-2: Total Casework Breakdown Report.



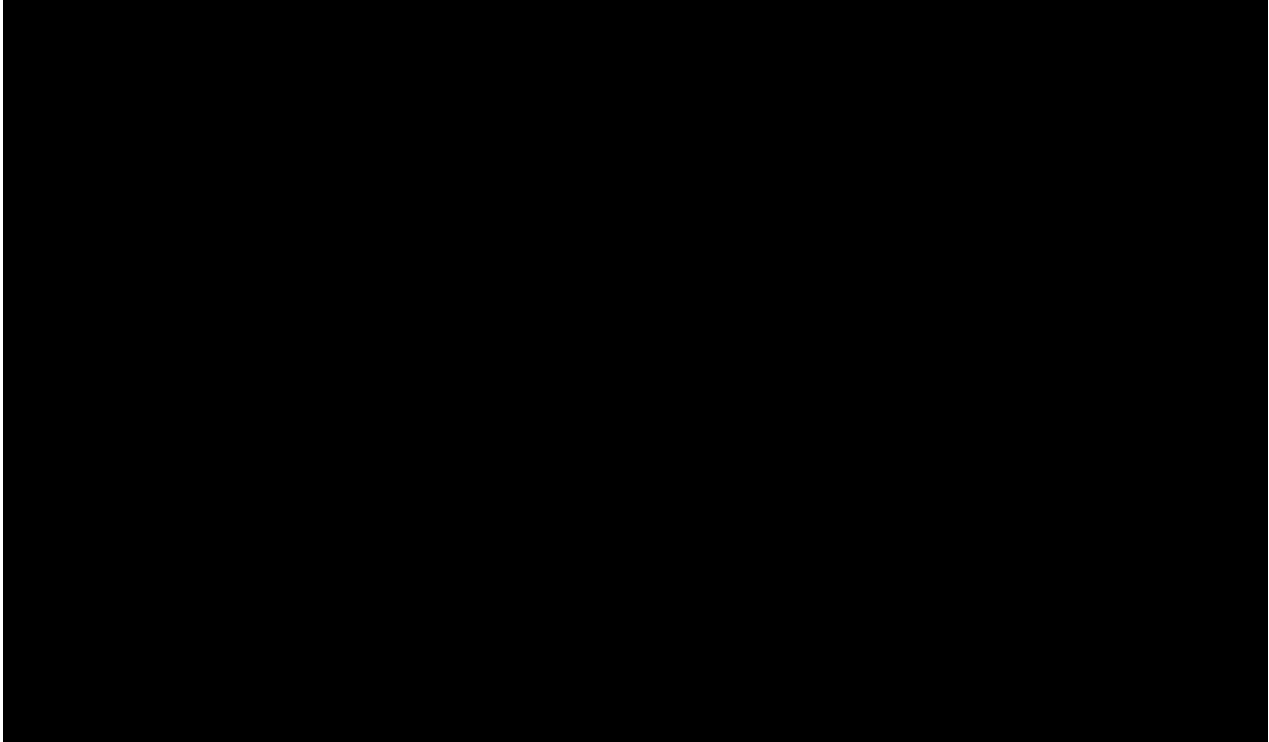


Exhibit 8.1.3-3: Electronic Applications Breakdown.

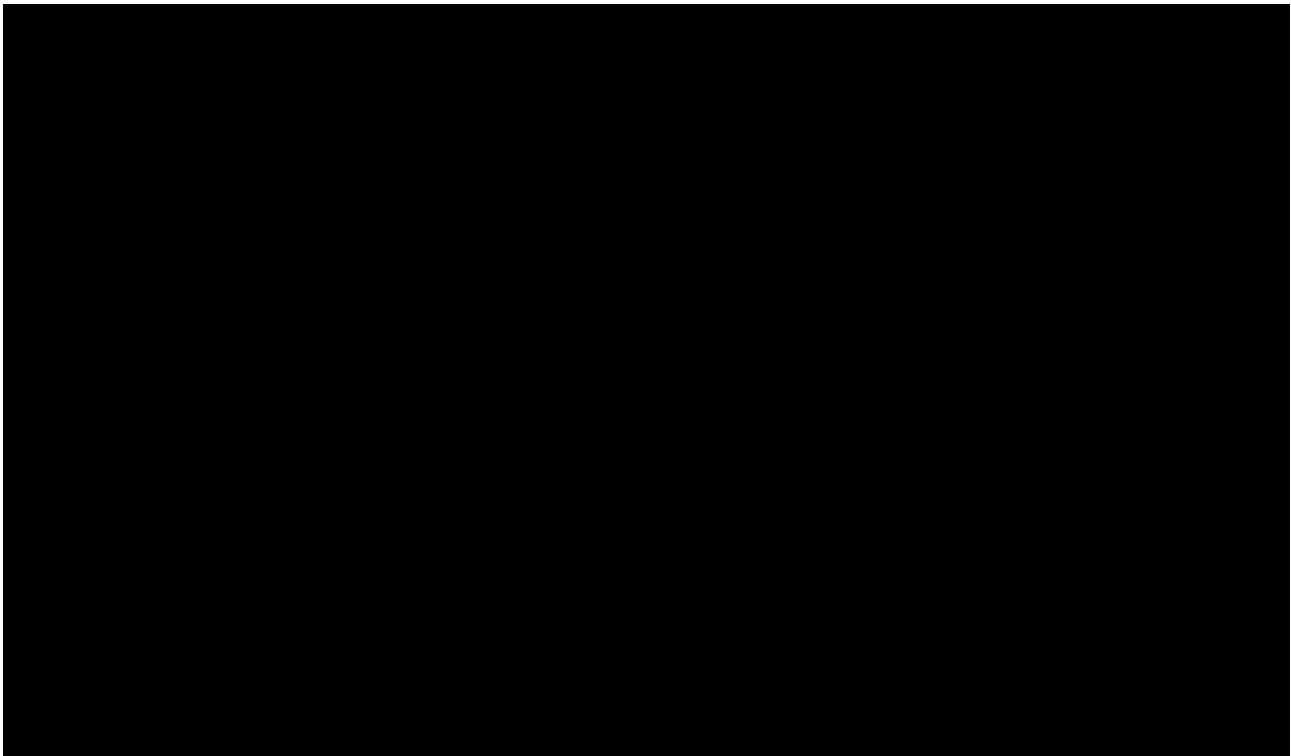


Exhibit 8.1.3-4: Electronic Applications Pending Caseload.



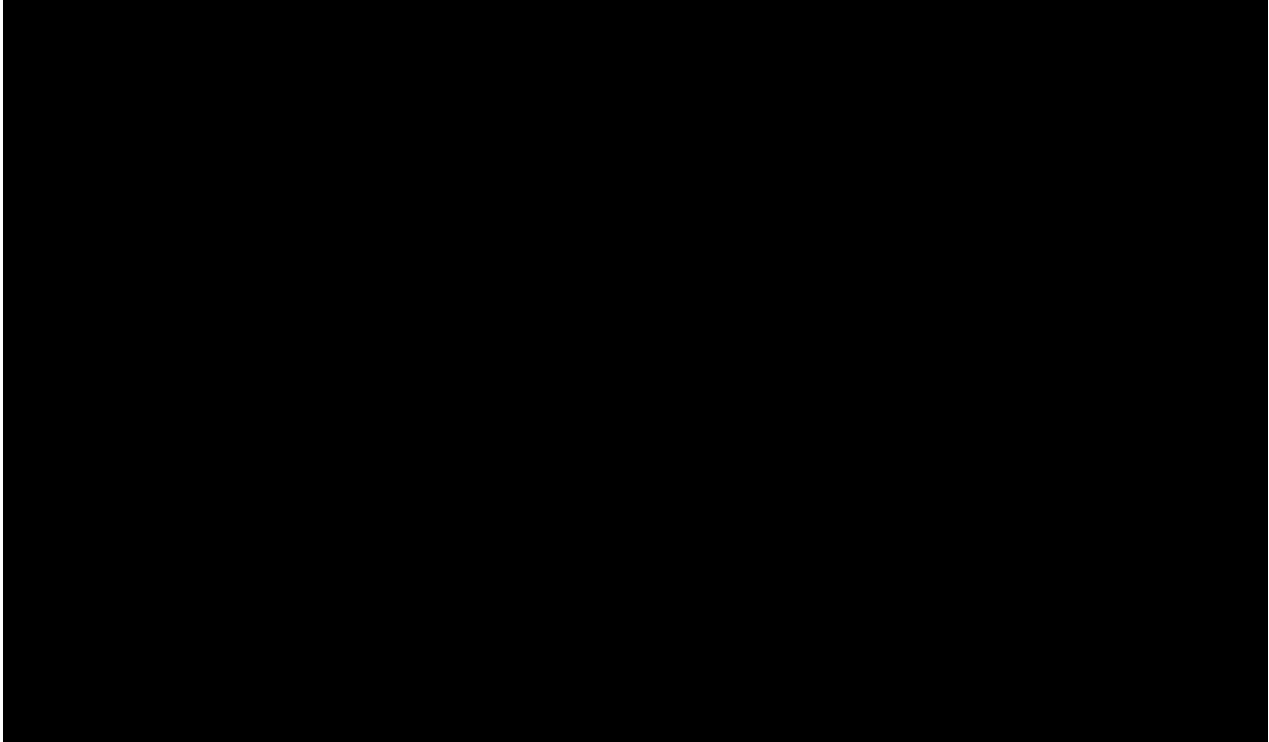


Exhibit 8.1.3-5: Electronic Applications Assigned Cases.

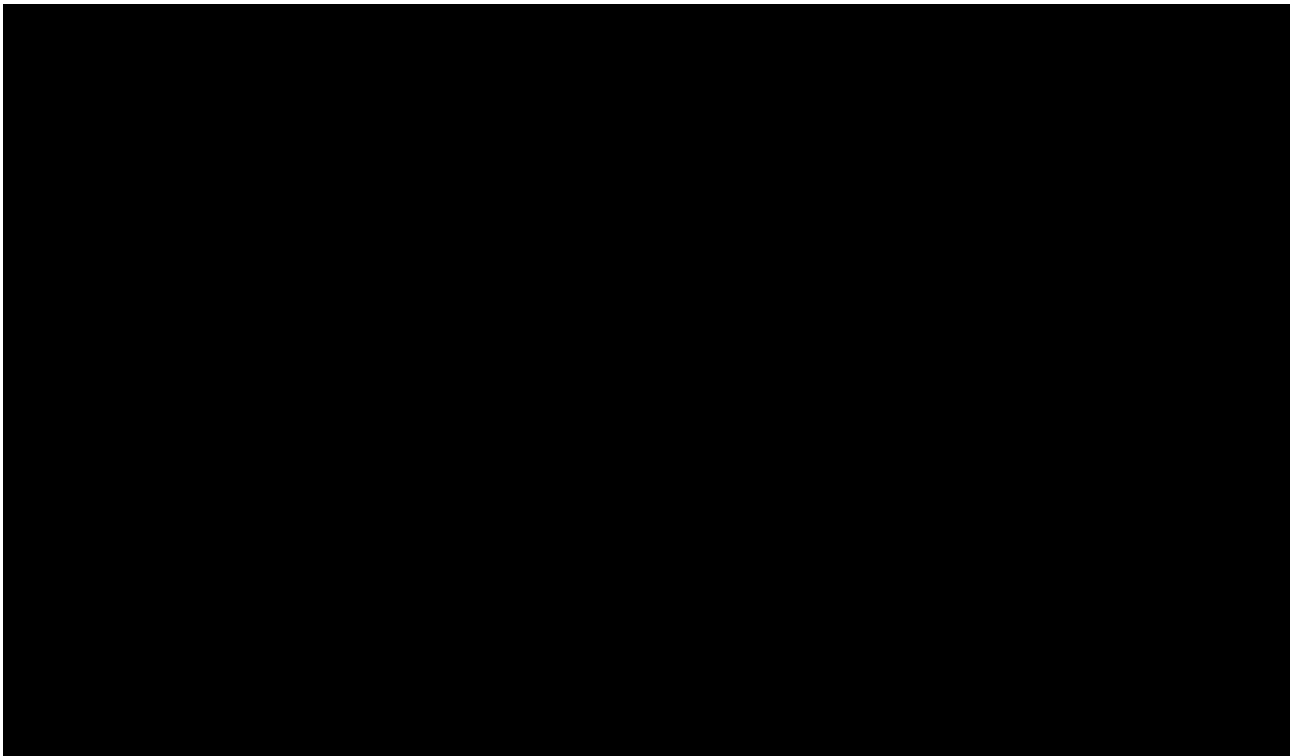


Exhibit 8.1.3-6: Electronic Applications Case Trending.



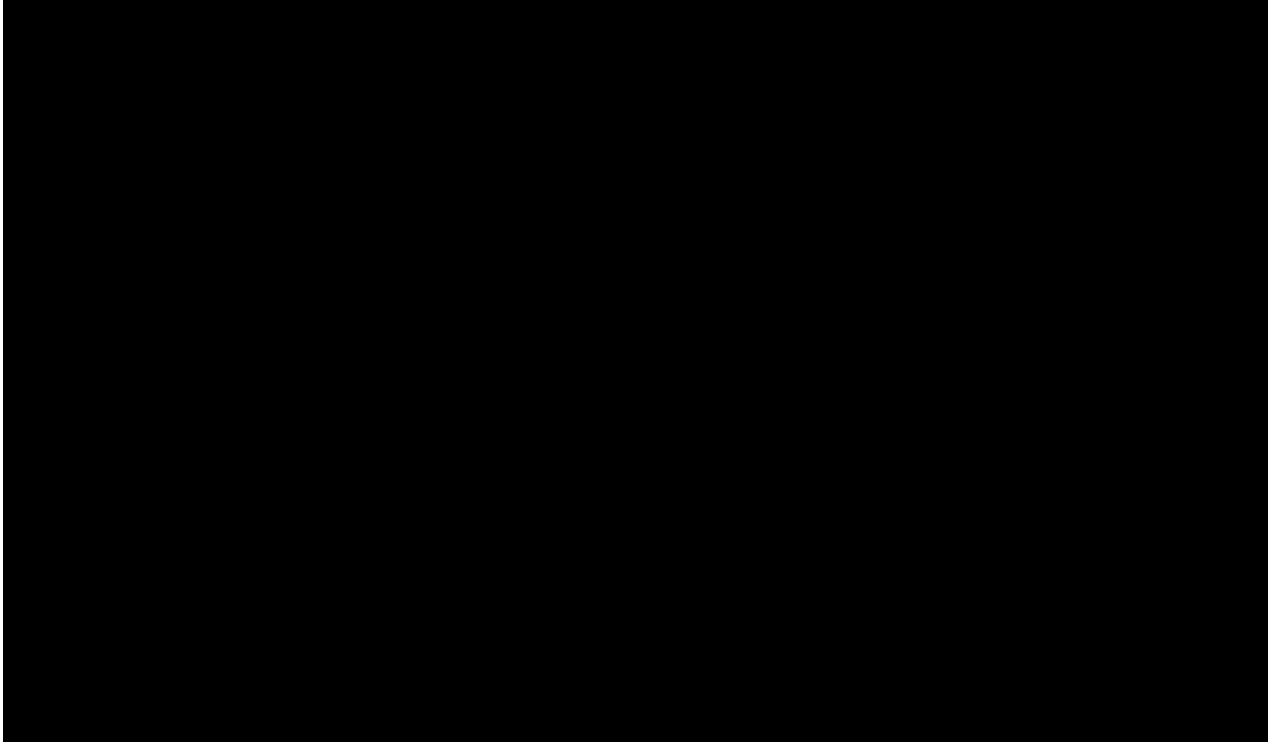


Exhibit 8.1.3-7: Ex Parte Breakdown.

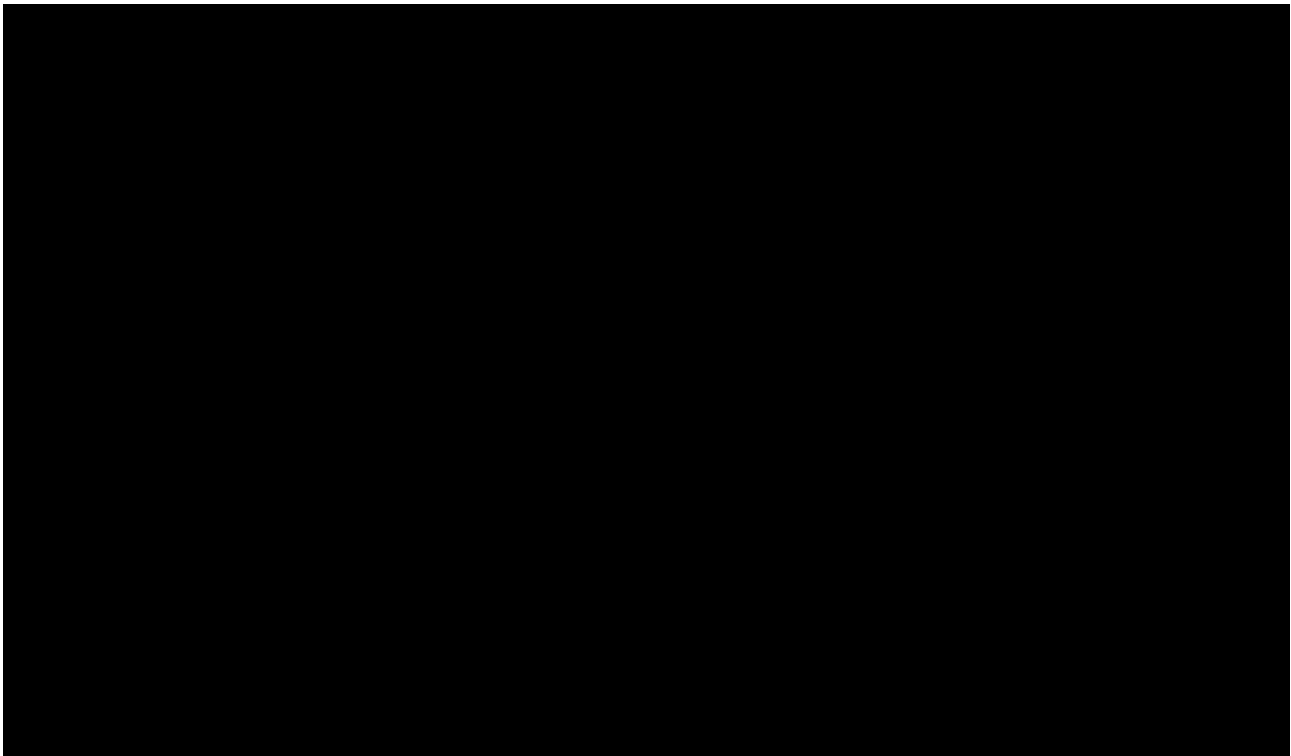
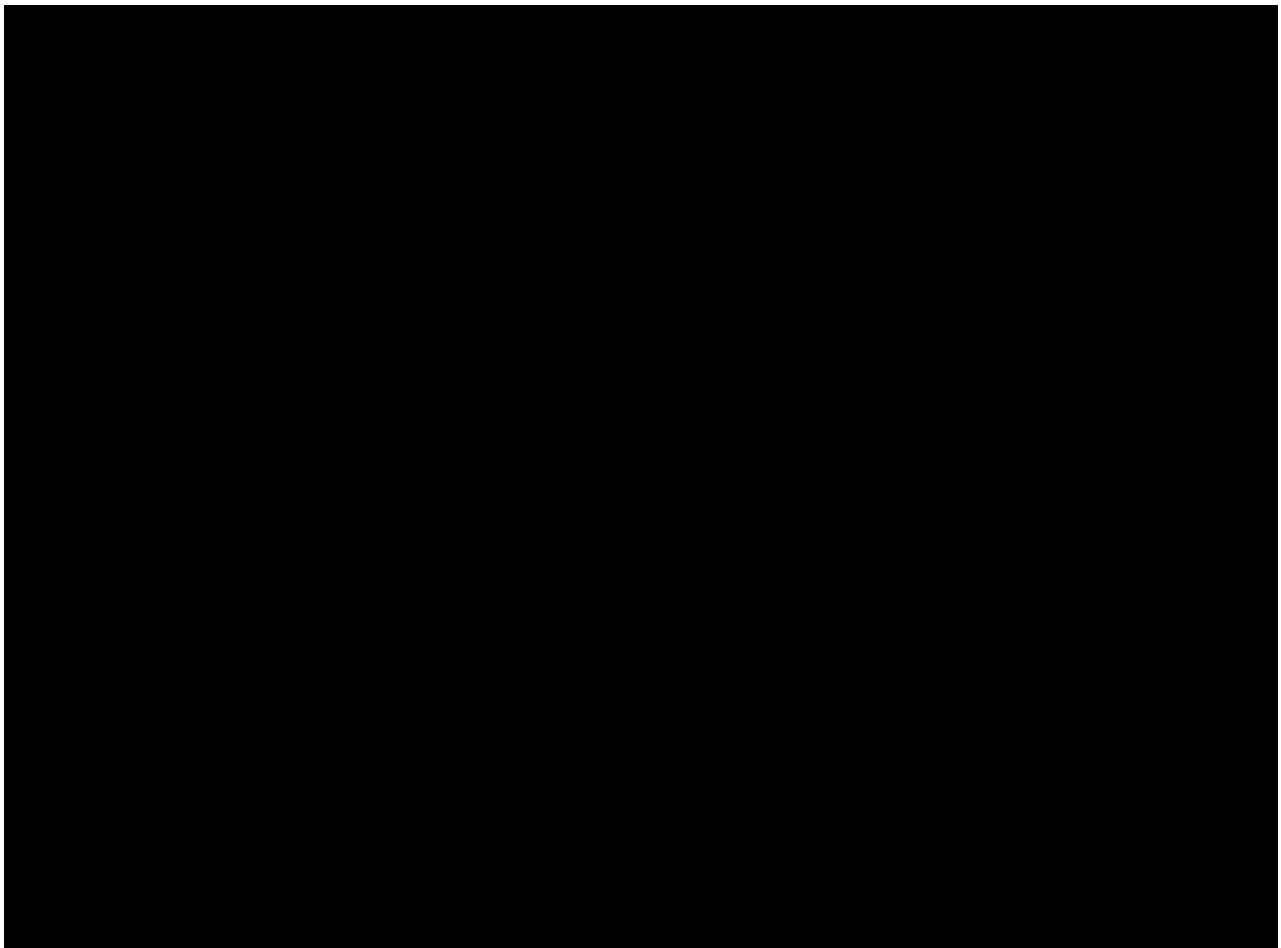


Exhibit 8.1.3-8: Out Of State Breakdown.





The following table, *Exhibit 8.1.3-10: Reports for Arkansas Eligibility Support Services*, lists and describes reports we will continue to provide DHS in support of the Eligibility Support Services project. These reports address staffing levels, quality control, case and task processing, productivity monitoring, and overall project status.

Reports are provided weekly and monthly as required. We submit monthly reports by the 12th of each month or next scheduled business day in compliance with RFP Section 2.6.B.1. In addition to the reports listed and the data that is specifically included based on the standard reporting requirements, Maximus provides supplemental information in DHS' Combined LTSS - Regular Weekly Eligibility Report. To meet DHS' request for additional reporting, Maximus created the Overdue Applications Summary described in the following table, which is included in the standard monthly report.



Exhibit 8.1.3-10: Reports for Arkansas Eligibility Support Services. *Maximus fulfills the State's weekly and monthly reporting requirements listed, as well as other reports upon request from data within ARIES.*

Report	Recipients	Data Provided	Brief Description / Value
Bi-weekly Project Status Report	AR DHS and Maximus teams	Overall Volume and Performance – Task Completions	Demonstrates team progress in completing eligibility support work tasks as a whole and supports Eligibility Specialist productivity
		Overall Volume and Performance – Tasks Pending	Shows tasks pending by day by category — regular Medicaid, long term supports and services (LTSS), Tax Equity and Fiscal Responsibility Act of 1982 (TEFRA), and clerical
		ARSL (ARIES Service Level) Tickets Summary	Maximus-identified ARIES issues escalated to the State or other stakeholders for resolution
		Staffing Overview	Identifies staffing levels by category. The following staff categories are used by Maximus on the project today: <ul style="list-style-type: none"> ■ Regular Medicaid Eligibility Specialists ■ Long Term Services and Support (LTSS) Eligibility Specialists ■ Tax Equity and Fiscal Responsibility Act (TEFRA) Eligibility Specialists ■ LTSS & TEFRA Quality Control (Second Party Review) ■ Regular Medicaid Quality Control (Second Party Review) ■ Clerical/Administrative Eligibility Specialists
		Quality Assurance	Reports quality assurance statistics against performance standard metrics. The performance standards are measured by evaluating the accuracy of randomly sampled work against standard operating procedures within ARIES and Maximus' Knowledge Management System
Combined LTSS - Regular Weekly Eligibility Report	AR DHS, Maximus, Deloitte, and NTT teams	ARIES Project Status - Maximus	<p>The report is provided in a presentation format. Maximus presents two slides that include the following information, as well as other information at the State's request:</p> <ul style="list-style-type: none"> ■ Overall Productivity: Table with statics related to productivity completing a variety of tasks in ARIES. The presentation of the data in the table format: <ul style="list-style-type: none"> – Compares current productivity against the two prior weekly reporting periods – Displays prior monthly and yearly totals by task productivity to identify any noticeable variations or trends ■ Staffing Overview: See Bi-Weekly Status Report description details above ■ Quality Assurance: Table showing quality score for the prior month (%) in a simpler format than the above quality data summarized in the Bi-Weekly Status Report ■ Overdue Application Summary: Maximus created this additional slide for the State's monthly report to address DHS' evolving reporting requirements. The data provided: <ul style="list-style-type: none"> – Summarizes overdue applications for DHS, illustrating the various types of and lengths for processing delays, as well as key information regarding next steps – Consolidates a variety of complex data points into a digestible layout – Encourages increased coordination among DHS, its vendors, and stakeholders to mitigate communication-related delays



Report	Recipients	Data Provided	Brief Description / Value
Monthly Service Level Agreement Report	AR DHS, Maximus, and other State-approved Recipients	SLA Performance Statistics for Prior Month	Reports monthly performance against the Service Level Agreements (SLAs) for the Arkansas Eligibility Support Services program. Extensive details are provided in the report related to the specific contractual documents associated with each SLA, noting the most recent changes in the revision history. In addition to the details and background provided with each SLA, monthly statistics elaborate on the circumstances which contributed to compliance issues or other explanatory remarks.

8.1.4 Security Plan (E.1.D, 2.8)

D. Provide a Security Plan as outlined in section 2.8 of the solicitation.

In response to this section, we have included our Security Plan in the Appendix as *Section A.2: Security Plan* in compliance with RFP Section 2.8 Privacy and Security.

The proposed Security Plan was developed by our shared services teams for Security and Privacy. These teams provide ongoing support to our Arkansas Eligibility Services project team in maintaining operations that comply with the security and privacy regulations required in RFP Section 2.8.

The Maximus security team supports our project team in maintaining operations that comply with security regulations and industry standards. Our privacy team supports us in maintaining operations that comply with privacy regulations, including the Health Insurance Portability and Accountability Act (HIPPA) and regulations related to personally identifiable information (PII) and personal health insurance (PHI).

8.1.5 Training Plan (E.1.E)

E. Provide a detailed training plan including the amount of time for a new worker to be fully trained, maximum number of students per class, list of classes each person will take, passing scores, number of attempts to pass, how new policies and procedures will be trained, and approach to training new workers.

DHS has a detailed training plan in place for preparing eligibility specialists to perform their role. In training our team, we use this plan and DHS training resources to onboard our eligibility specialists to work in the Arkansas Integrated Eligibility System (ARIES) and meet DHS expectations. Additionally, Maximus presently has a detailed training plan in place for Arkansas Eligibility Support Services specialists. Our plan adds the nuances appropriate to onboarding new Maximus employees and executing tasks in the context of our systems and work instructions. We present our detailed training plan in the following subsections.



8.1.5.1 Approach to Training New Workers

Our training plan for new Arkansas eligibility specialists is a 23-day program followed by a residency/nesting program where we provide intense support for new eligibility specialists. Supporting eligibility tasks is highly complex, and training staff to perform eligibility tasks accurately is a comprehensive effort.

Our training program prepares new employees to provide eligibility services with quality and expertise that meet and exceed DHS' quality standards. The program incorporates lessons learned as the program incumbent as well as best practices informed by our experience supporting eligibility processing in other states.

The program begins with 13 days of Maximus instructor-led training that prepares our new hires for DHS' eligibility specialist training program.

Our trainers presenting this curriculum have participated in DHS' train-the-trainer sessions and are familiar with the course material and effective delivery. Employees must pass this training before beginning the 10-day DHS course that provides detailed instruction on the State eligibility system, ARIES. Recommended class size for instructor-led training is 25 people with a maximum of 30 participants.

Once a participant passes the two training courses, we provide a residency/nesting period where new employees begin supporting operations with extra support from a mentor and/or supervisor and the quality control (QC) team.

Elements of our established training for new Arkansas eligibility specialists are depicted in *Exhibit 8.1.5-1: Preparing New Employees to Deliver High-Quality Service*.



Proven Dependability

A Proven Training Approach

Our proven training program includes:

- Established eligibility specialist training plan—improved over almost three years supporting Arkansas DHS
- Extra support for new eligibility specialists as they transition from training to operations
- Ability to cross-train staff for tasks beyond Medicaid to meet additional DHS needs
- Supporting train-the-trainer sessions
- Collaborating with DHS to continuously improve training based on feedback



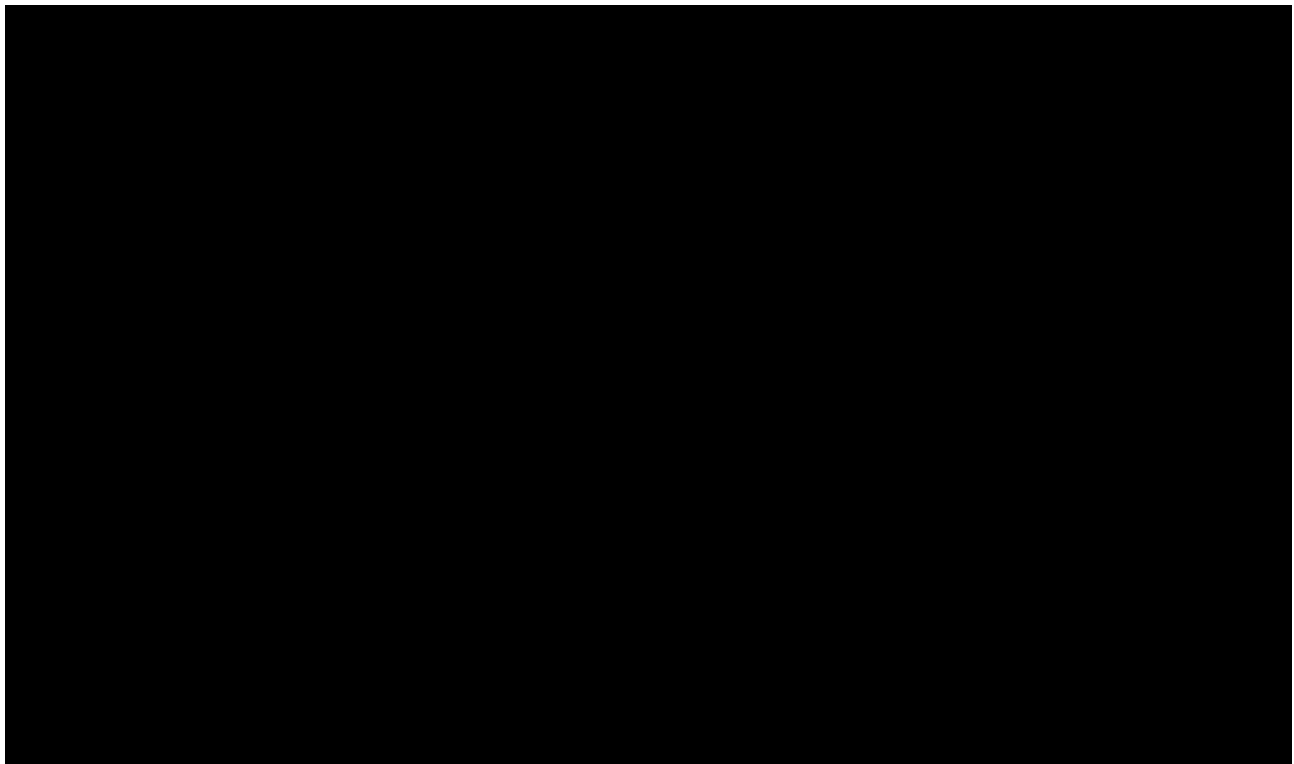


Exhibit 8.1.5-1: Preparing New Employees to Deliver High-Quality Service. Curriculum and materials in our proposed training plan are already customized to support efficient onboarding of Arkansas eligibility specialists.

Curriculum customized for Arkansas

eligibility specialists: We incorporate DHS' training into our overall curriculum so that our practices align with the practices of DHS eligibility specialists. The curriculum introduces new team members to the business processes and systems that support DHS in providing accurate eligibility support services. We also train personnel to deliver timely, accurate task management while complying with Health Insurance Portability and Accountability Act (HIPAA) regulations, privacy, and security. This enables a safe and secure exchange of data as we perform eligibility work tasks for enrollees.

Hands-on practice: New team members gain hands-on practice in a simulated system environment with realistic practice data and exercises to help them build skills. This enables them to practice performing operations tasks. As a result, they are better prepared to support operations when they complete training.

Flexible delivery methods: New team members access training in live webinars with chat functionality and other interactive features and take web-based self-paced training. DHS requires that eligibility specialists test their skills during training. Participants must pass a final exam to move to operational support.

Formal online assessments: Scored assessments measure new team member mastery of course content.



Arkansas Program Insight

Trainers Who Know ARIES

Training Manager [REDACTED] and her team of trainers have already received train-the-trainer support from DHS to effectively deliver training to our team members in the use of ARIES.



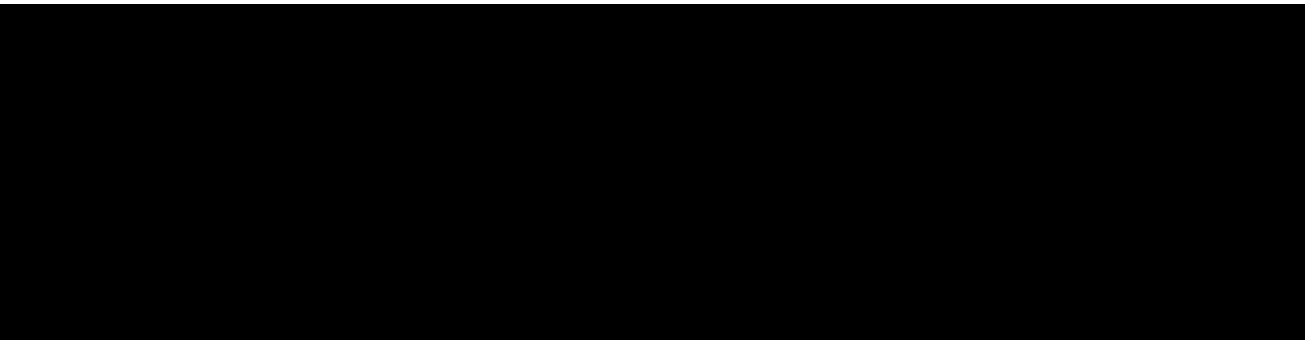
Skill certifications: As team members complete DHS computer-based training and pass the final exams, DHS' learning management system tracks their successful course completion and certification to support operations. New employees must pass all required training before moving to operations.

Performance support: Just-in-time help resources, quick guides, and demonstrations/simulations focused on business and task steps support new team members as they transition from training to executing their job responsibilities.

Residency/nesting program: As new team members begin supporting operations, we offer a residency/nesting program that surrounds the new team member with extra support from mentors, supervisors, and quality analysts. This support team answers the new eligibility specialists' questions and provides quality review of 100% of their activities for a 12-week period. Team members who are new to operations receive coaching or re-training as appropriate. Before graduating from the residency program, new team members demonstrate the ability to perform at a minimum of 95% of program quality standards.

24/7 access to refresher training: Team members have 24/7 access to refresher training and support through DHS' learning management system. This approach provides continuous improvement through experience and innovation and allows team members to enhance their skills. We monitor results and apply lessons learned while improving the employee experience and satisfaction as they interact and provide services to members.

The following example demonstrates the value of selecting a vendor with an established training program for Arkansas eligibility specialists.



We are prepared to effectively onboard new team members who meet DHS expectations for timeliness and quality. In doing so, we have developed a team with expertise to accurately process applications and determine Medicaid eligibility. Our well-trained, effective staff make few errors, reduce the burden on state eligibility workers, and provide the right decision the first time for Arkansans.

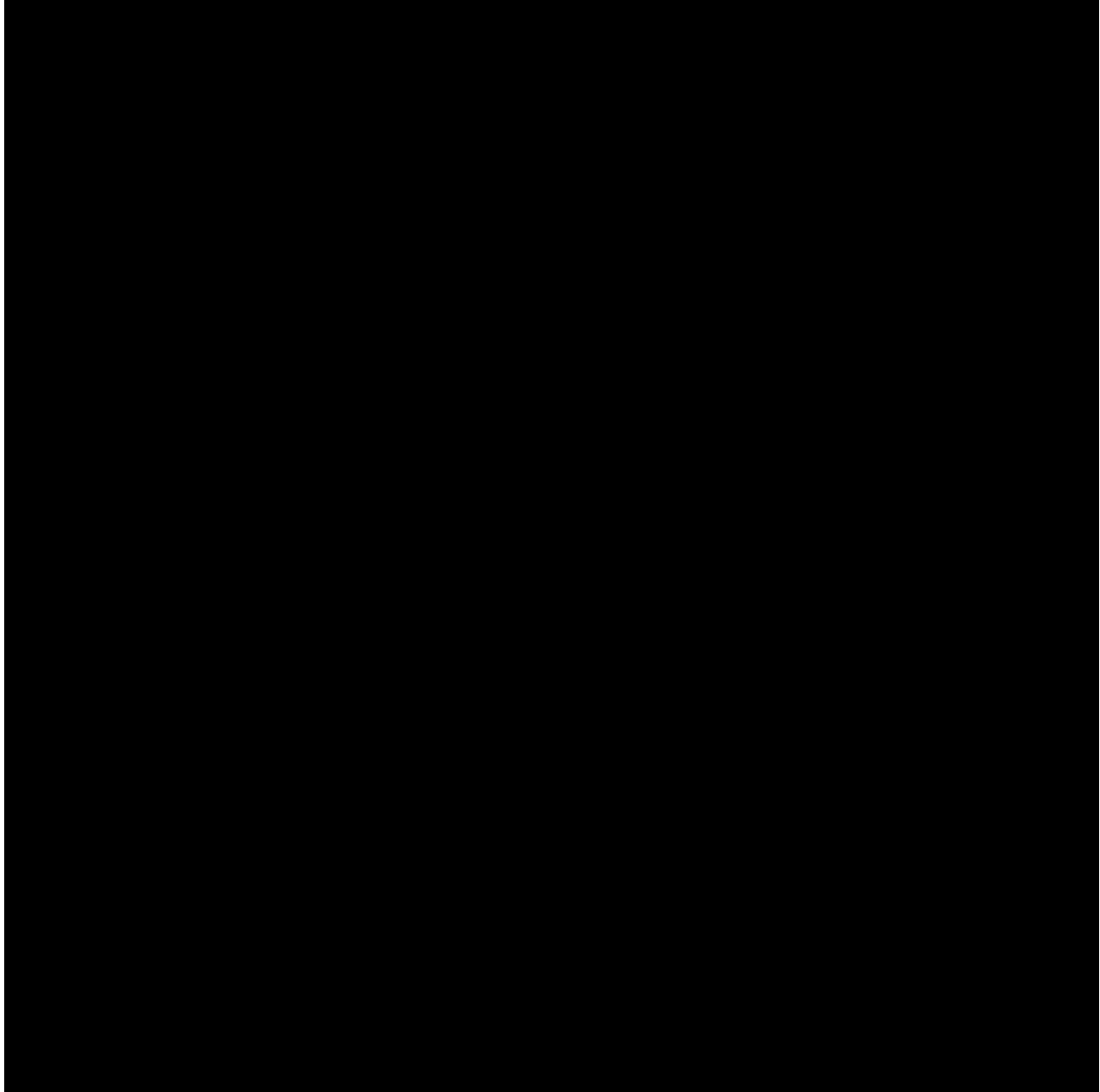
8.1.5.2 Training Program for New Eligibility Specialists

Our approach to mandatory training for Arkansas eligibility specialists uses DHS' training program, learning management system, and knowledge management system. Over the nearly three years we have supported DHS, we have customized the training to fit the operational processes unique to Maximus and DHS.



As shown in *Exhibit 8.1.5-2: Training Program for New Eligibility Specialists*, the rigorous and comprehensive program all eligibility specialists go through includes required DHS courses and indicates our general approach to training, day by day. As indicated, the passing score for the final assessment and for the computer-based training for Maximus and DHS-led ARIES courses is 80%. New employees have two chances to pass each class. Team members who cannot pass the class after two attempts are released.

Exhibit 8.1.5-2: Training Program for New Eligibility Specialists.



Another key feature of our training program is our commitment to cross-training eligibility specialists to perform various tasks in ARIES, as described in the following example from our current DHS Eligibility Support Services project.

Improving Staff Flexibility to Meet Workload Demands

To improve our flexibility in addressing a changing workload, we look for opportunities to cross-train our Arkansas eligibility specialists. In the past, DHS selected specialists based on class participation and test scores to be cross-trained in long-term support services (LTSS) and Tax Equity and Fiscal Responsibility Act (TEFRA) tasks. As a result, our LTSS and TEFRA specialists can back up their Medicaid colleagues when needed.



8.1.5.3 How New Policies and Procedures Will Be Trained

As changes occur to project scope, policy, process, or technology, our trainers coordinate with DHS and program stakeholders, including the operations and policy teams. They assess impacts and recommend appropriate communication and training for the staff. With DHS approval, our trainers implement the new training and communication programs to support program changes, in conjunction with any DHS-provided materials or training.



Proven Dependability

Up-to-Date Training

We continually collaborate with DHS to update our training to align with program changes.



In developing new training, we apply our standard instructional design methodology. The key steps in new training are:

- Define training resources, roles, and responsibilities
- Define training environment requirements
- Identify training audience groups
- Identify training needs for each user profile/group
- Develop a training curriculum to address training needs for each user profile/group
- Finalize schedule for training each audience group and confirm instructors
- Create training materials (participant and instructor guides, quick guides/job aids, scenarios/use cases, assessments/evaluations) and seek DHS approval prior to delivery
- Identify and train coaches through train-the-trainer sessions and walkthroughs
- Conduct pilot sessions
- Conduct training and complete post-tests
- Complete on-the-job assessment of readiness
- Compile training evaluations
- Identify and implement improvements to training based on evaluations

The following example shows our commitment to ongoing updates to eligibility specialist training for DHS.



Ongoing Updates to Eligibility Specialist Training

We partner with DHS to keep our training courses up to date. We also evaluate training outcomes through quality control reviews and update content to address identified gaps.



8.1.5.4 New Skills Training

Maximus has existing established training to support employees in upskilling so that they are able to support multiple programs.

Like new hire training, these upskilling courses, require a passing score of 80% for an eligibility specialist to move into production on a different program.

In addition to the core training materials developed for DHS Eligibility Support Services roles, we have an extensive library of online training to help people advance their professional skills. This library is available to Maximus employees 24/7 through our corporate learning management system.

Supported by our Center for Employee Development, our learning management system provides DHS project personnel with resources to enhance their skills in written communication, project management, IT/digital skills, clinical evolution, and supervisor management. Our centralized training team also provides training resources on performance management, leadership development, and organizational development to support our people in improving their skillsets. This continuous training program increases employee satisfaction by promoting opportunities for growth and skillset advancement. Our approach provides DHS with a skilled team and a workforce who is experienced in providing improved outcomes for Arkansas members.



Eligibility Industry Leadership

Support for Enhancing Capabilities

Eligibility specialists can refresh skills 24/7 through the learning management system. Employees also have access to a broad array of content to support ongoing professional development.

8.1.6 Quality Improvement Plan (E.1.F)

F. Provide a quality improvement plan that describes the Prospective Contractor's approach to quality assurance to meet 95% accuracy including quality control processes for monitoring the quality of performance, communicating deficiencies, and obtaining feedback.

Our approach to quality centers on remembering that our work affects people's lives and the benefits they can access. As a result, we offer a two-prong approach to quality:

- Quality control (QC) activities in real-time in ARIES
- Quality assurance (QA) activities after task completion to evaluate outcomes-based quality findings



Eligibility Industry Leadership

Supporting High-Quality Service in Arkansas

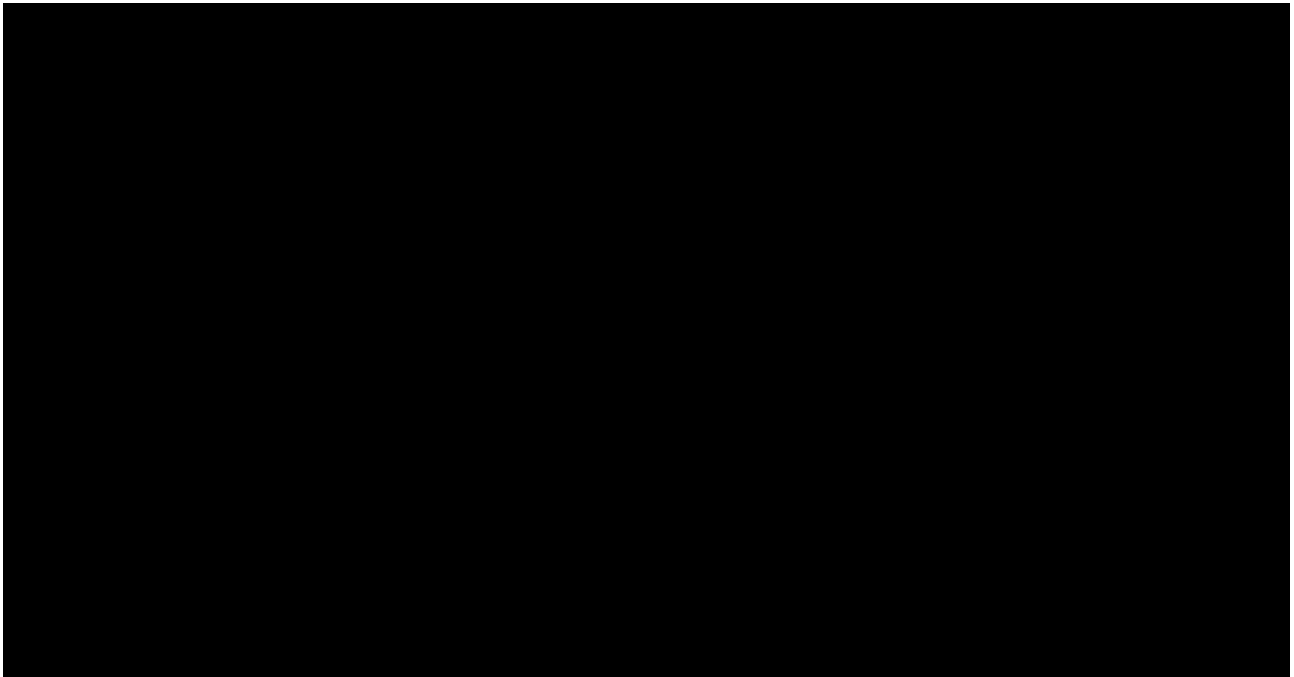
Our centralized Quality Center of Excellence supports Arkansas DHS by providing:

- A quality program proven to support us in exceeding quality performance standards
- Independent quality support, ISO 9001:2015-certified quality processes
- Real-time reporting



In the new contract, the QC and QA specialist teams will continue to divide the work to support our performance standard to meet at least 95% accuracy of the monthly quality measurement. This involves randomly reviewing 10% of tasks for each eligibility specialist each month. Our proactive and detailed approach to quality makes sure the percent of tasks returned for correction for each eligibility specialists will not exceed 5% of the tasks reviewed.

In the last year, we have demonstrated our ability to exceed the current quality standard of 90% percent accuracy in both QC and QA review, as shown in *Exhibit 8.1.6-1: Meeting Quality Performance Requirements*. Note that our QA results over the last year indicate overall achievement of the new, higher 95% quality standard.



We will review and update our quality improvement plan with DHS upon contract execution to meet the higher standard requirement in the new contract.

As shown in *Exhibit 8.1.6-2: Approach to Quality*, our proposed quality improvement approach and processes have proven effective and reflect industry best practices to support continuous service improvement for DHS.



In the following narrative, we describe the key components of our quality improvement plan.

8.1.6.1 Quality Control

Operations Manager [REDACTED] has a team of QC specialists who focus 100% on performing secondary, real-time review of our work through ARIES. While supervisors might be responsible for this task in other organizations, our experience has demonstrated that a dedicated quality control team is more effective, and delivers better results for our clients, than having a supervisor divide time between staff management and quality control activities. Any errors identified by our QC specialists are returned to eligibility specialists for rework.

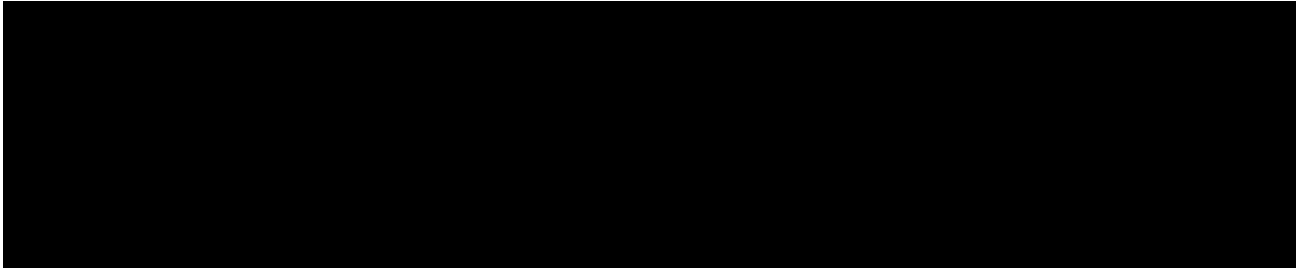
Our established standard is for QC specialists to review every fifth task through ARIES. They review 100% of tasks performed by newer specialists until they meet an established quality score threshold.

8.1.6.2 Quality Assurance

Quality Manager [REDACTED] has a team of QA specialists who enhance our approach to quality by reviewing tasks after completion to make sure we are providing high-quality results. The team performs outcomes-driven reviews of the work performed by eligibility specialists, after completion. Based on QA findings, [REDACTED] confirms that errors are reviewed and adjusts training processes as needed in support of continuous quality improvement.

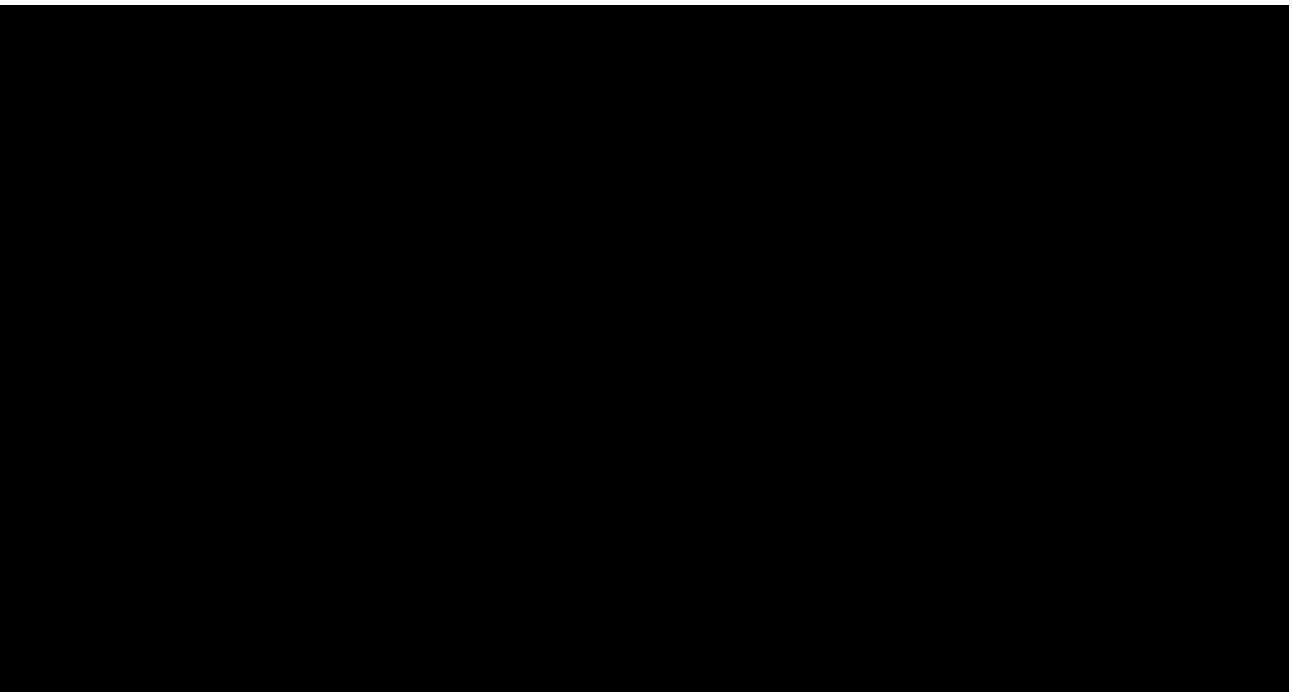


Our QA process is performed by our Quality Center of Excellence (COE). Our Quality COE provides quality-as-a-service support and business process modeling services for our project teams. The quality processes in place for DHS apply COE standards and principles for the Quality Management System.



QA specialists personnel use checklists to evaluate tasks. Examples of tasks in this checklist are illustrated in *Exhibit 8.1.6-3: Sample Medicaid QA Checklist Tasks*.

Exhibit 8.1.6-3: Sample Medicaid QA Checklist Tasks.



Findings of QC and QA activities are tracked and reported to the Maximus project team and to DHS. Our programmatic leaders use these findings to identify quality trends and to pursue root causes of quality issues. Based on their findings, they coach and train eligibility specialists to support continuous improvement of our operations.

Additionally, we communicate our findings to DHS in the monthly SLA report. We also discuss these findings bi-weekly during our Project Status Meetings.

Our detailed, in-place quality processes support us in maintaining high levels of quality performance for DHS.



8.1.6.3 Quality Monitoring

Our focused team of QC quality specialists monitor the work of eligibility specialists within ARIES in real time. If the QC of a task identifies any quality issues, the QC specialist notes the errors in the system and returns the task to the original eligibility specialist for rework. In the new contract, our QC specialists will review 10% of tasks for each eligibility specialist. This real-time review supports a quality correction process.

Real-time correction enables eligibility specialists to correct errors before finalization of task work in ARIES. Our goal is to improve both operational efficiency and quality by training eligibility specialists to meet quality standards the first time. This approach supports us seeing that the percentage of tasks returned for correction for each eligibility specialist does not exceed 5% each month.

QA monitoring occurs after the ARIES task is completed to review overall performance outcomes. QA specialists track the results of quality-related activities across Maximus in the Quality COE's Quality Control and Audit Tool (QCAT) system. Access to the QCAT system is role-based and restricted to authorized users.

The combination of real-time monitoring and quality monitoring of final work tasks as submitted supports our programmatic leadership team in identifying performance issues in a timely manner.

8.1.6.4 Communicating Deficiencies

We communicate quality deficiencies to stakeholders responsible for the work and to DHS.

Real-time feedback to eligibility specialists: QC specialists reviewing tasks in ARIES provide real-time notification of deficiencies to staff. Eligibility specialists receive a notice through ARIES workflow when they need to rework a task. These notices include clear instructions on how to resolve the issue. Prompt identification of issues and the opportunity to learn from mistakes supports our eligibility specialists in improving quality outcomes.

Critical alerts based on QA findings: Critical Alerts Trackers in Maximus' quality assurance system report critical errors in real-time via email, so the project leadership team can address these issues immediately. Critical alerts identify:

- Potential privacy infractions
- Inaccurate case documentation
- Potential work avoidance
- Final outcome findings

Weekly and monthly QA reporting: Based on Maximus quality assurance system data, we develop weekly and monthly quality executive summary reports that detail conformance to standards and the overall quality score with the project leadership team.



Arkansas Program Insight

Improving Quality Outcomes

Our proven quality program for Arkansas eligibility support has consistently supported QA outcomes above 95% and supports us in meeting the increased quality standards in this contract.



Supervisors and managers use critical alerts and ongoing quality reports to identify operational deficiencies that need to be addressed. They work to identify the root causes of deficiencies and identify plans to improve service quality. Their findings might identify the need to work with a particular employee, to provide refresher training, or to revise program processes to improve quality. Our leaders take prompt action to improve operations and service to Arkansans.

Operational transparency regarding quality: DHS personnel receive monthly quality reporting outcomes as part of the monthly SLA report, and we discuss these findings with DHS in bi-weekly Project Status Meetings.

8.1.6.5 Obtaining Feedback

We provide timely quality feedback and supportive training and coaching to empower eligibility specialists to provide high-quality services. We provide this feedback to program leaders, to the eligibility specialists performing the work, and to DHS.

Immediate quality feedback: QC specialists provide immediate feedback to eligibility specialists in cases where they find errors by routing tasks to the originally-assigned eligibility specialist with instructions for correction. This fast feedback supports eligibility specialists by raising awareness of quality issues and giving them the opportunity to learn by correcting their own errors.



Proven Dependability

Fast Resolution of Issues

Real-time alerts and regular reports support leaders in quickly addressing identifying quality issues and trends to improve performance quality.

Weekly and monthly QA reports: Based on reports of QA findings, project leaders address substandard performance with general re-training, one-on-one counseling, and/or corrective action plans as appropriate.





Obtaining DHS feedback: We discuss findings in quality reporting in bi-weekly Project Status Meetings. These meetings provide DHS the opportunity to hear our plans to address any quality issues. DHS may also request additional information about our quality reports in these meetings.

As outlined, Maximus delivers a robust and multi-faceted quality program to support our eligibility specialists in meeting DHS quality performance expectations. Our goal is to support accurate eligibility determination for Arkansans.



8.1.7 Value of Technical Approach and Solutions

The following table depicts the key values of our technical approach and solutions for DHS.

Differentiators	Value to Arkansas DHS
 Arkansas Program Insight	<p>Selecting a vendor with an existing and successful operational program for recruiting, onboarding, training, and monitoring performance quality reduces the impact of change on program stakeholders and accelerates achievement of additional qualified eligibility specialists that meet this contract's enhanced quality standards.</p>
 Eligibility Industry Leadership	<p>Our team brings eligibility program advisory services based on our experience supporting active state eligibility projects in 18 states. Our shared services support staff supplement our Arkansas DHS team with expertise in project management, security, privacy, ISO 9001:2015-compliant quality services, compliance, and training.</p>
 Proven Dependability	<p>While a new vendor struggles to stabilize operational performance, DHS can rely on us for consistent staffing. We serve as a seamless extension of DHS' staff. We are dependable, transparent, and flexible in collaborating to meet DHS objectives.</p>
 Mission-Aligned Company	<p>Our mission-aligned company connects governments and the individuals they serve, helping DHS protect vulnerable Arkansans, foster independence, and promote better health.</p>



8.2 Background, Experience, and Qualifications



8.2 Background, Experience and Qualifications (E.2)

E.2 Background, Experience and Qualifications

Maximus provides eligibility support services to 18 states including Arkansas DHS.

Our direct and relevant experience providing eligibility specialists for DHS means we have in-place, trained staff available to deliver the excellent service that Arkansas members deserve and need. Additionally, we have established processes for sourcing, hiring, onboarding, and training new staff in the event DHS needs to expand staffing levels.

Our broader, multi-state eligibility experience provides access to experienced personnel who can be cross-trained to support DHS. Our significant nationwide population of qualified eligibility specialists also includes a bench of staff who are available to provide eligibility support services expertise with a focus on efficiency and accuracy. This approach helps us retain high-quality expertise that can be assigned to eligibility support projects, as needed.

Our Advisory Board delivers advice and support for eligibility services projects assisting with ongoing program success. Further information regarding our Advisory Board, its members, and their credentials is provided in *Section 8.3: Project Management, Organization and Staffing*. Our programmatic services also receive direct support from our experts in HR, security, privacy, IT services, quality, training, and project management.

Our mission-aligned company serves as a seamless extension of government agencies in each of the 50 states and the District of Columbia. Our corporate commitment to support the missions of our government clients further promotes DHS' objective to protect vulnerable Arkansans, foster independence, and promote better health.



Eligibility Industry Leadership

Dependability and Quality

Selecting an eligibility industry leader with DHS-specific experience means:

- Reliable ongoing service delivery already customized to DHS needs
- Ability to quickly onboard additional staff that meet DHS requirements
- Access to eligibility-related program advisory services
- Standard best practices for high-quality support

8.2.1 Company Background (E.2.A, Att I Q#1)

A. Complete Attachment Client History Form (Question #1).

Attachment I, #1. Provide a company background summary including the date established, location, type of ownership, and the total number of employees that provide eligibility support services.

We have provided the information for Question #1 on Attachment I, as required. Please refer to *Section 8.2.4: Attachment I Client History Form*. For ease of review, we have repeated the information here, and included an additional graphic showing a list of Maximus projects supporting Eligibility Services.



Maximus US Services, Inc. (Maximus) is a wholly owned subsidiary of Maximus, Inc. with which we share resources and expertise. Maximus, Inc. was incorporated in the Commonwealth of Virginia on September 18, 1975. It is a public company with stockholders as owners and is governed by a Board of Directors. Maximus' stock is traded on the New York Stock Exchange, (NYSE: MMS). Our corporate headquarters is located at 1600 Tysons Blvd., Suite 1400, McLean, Virginia, 22102.

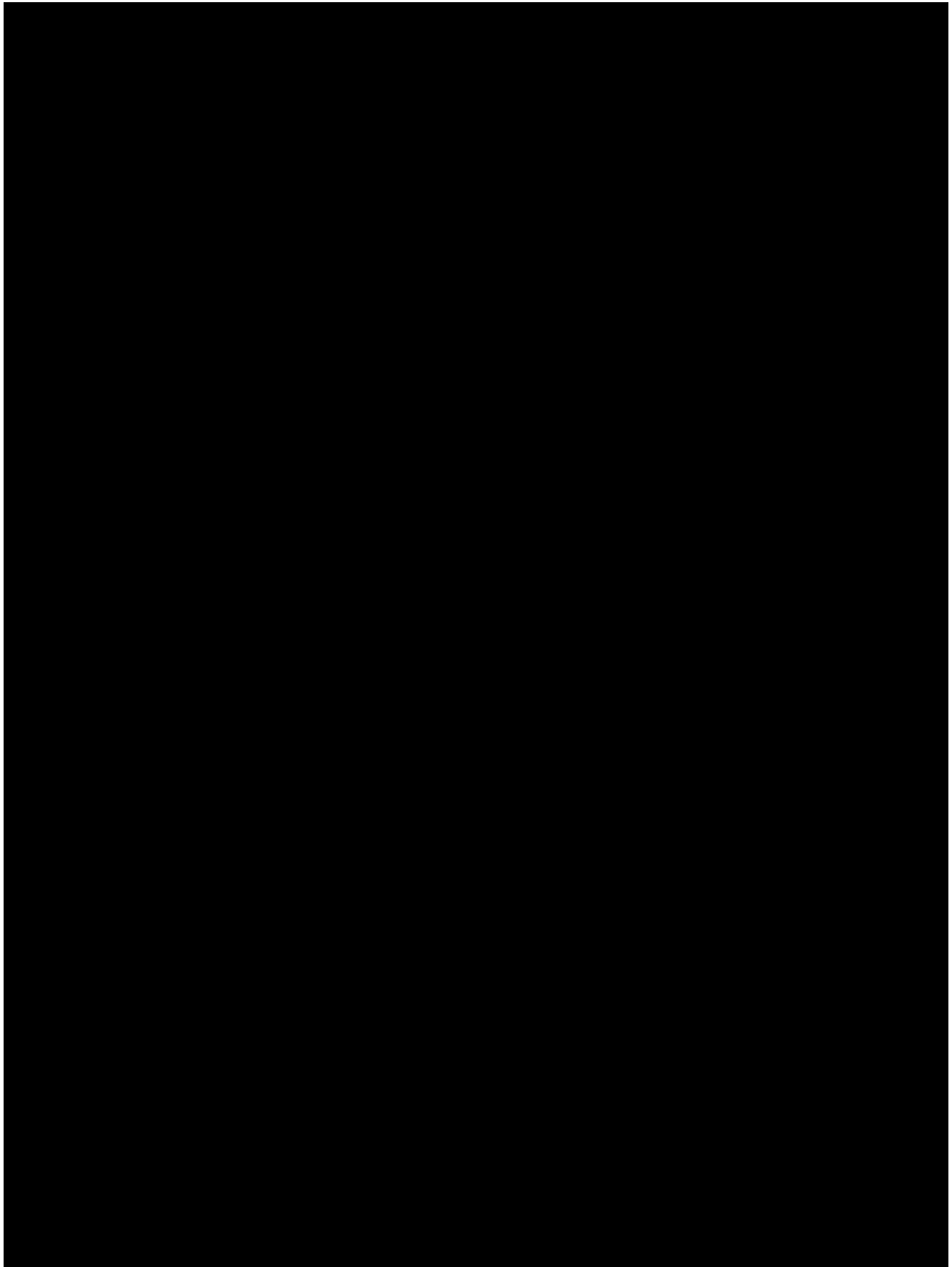
For more than 40 years, Maximus has been a trusted partner to state and federal governments, providing critical health and human services programs to a diverse array of communities. We are the market leader supporting Medicaid programs across the country, serving one out of every two Medicaid managed care beneficiaries nationwide, with 10,859 employees providing eligibility support services.

Maximus US Services, Inc. provides transformative technology services, digitally enabled customer experiences, and clinical health services that change lives in 50 states and the District of Columbia. As the nation's leading eligibility and enrollment vendor, we deliver eligibility services to 18 states, including Arkansas, where we have provided Medicaid eligibility support for nearly three years. We have also collaborated with various Arkansas government agencies to support them in achieving their program objectives since 1997.

We offer considerable experience collaborating with state agencies across the health and human services spectrum, as shown in *Exhibit 8.2.1-1: Maximus Projects Supporting Eligibility Services*. This list includes a sample of current and completed projects with similarities to the DHS Eligibility Support Services project. Our wide range of experience in supporting state Medicaid programs across a variety of health and human service areas uniquely distinguishes us from other contractors. The projects we highlight demonstrate our capability and experience relative to the requirements of the DHS Eligibility Support Services project in the following areas:

- Similar scope
- Similar size and complexity
- Demonstration of our eligibility-specific expertise
- Breadth of our health and human services program knowledge





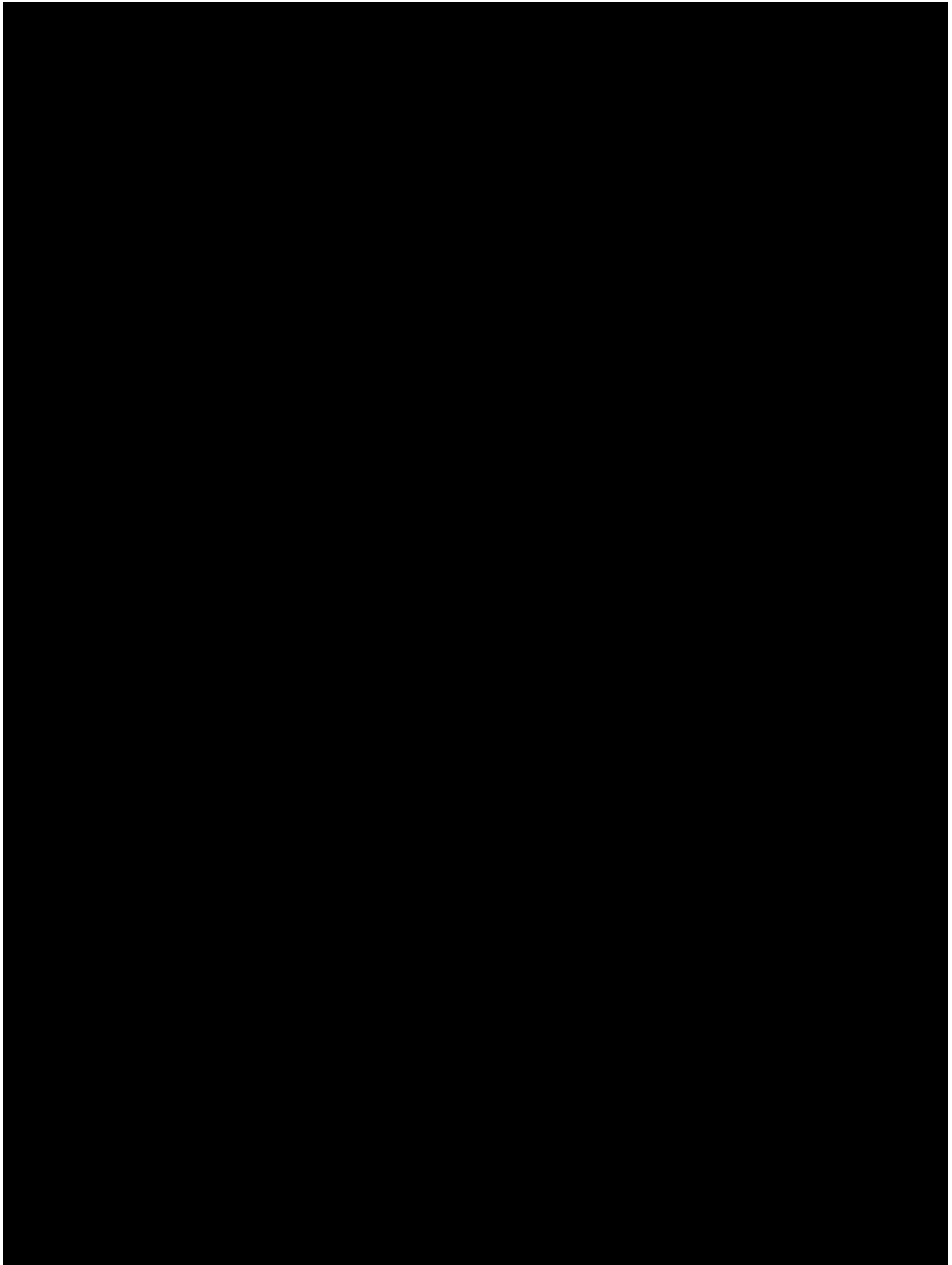
8.2.2 Resumes of Proposed Key Personnel (E.2.B)

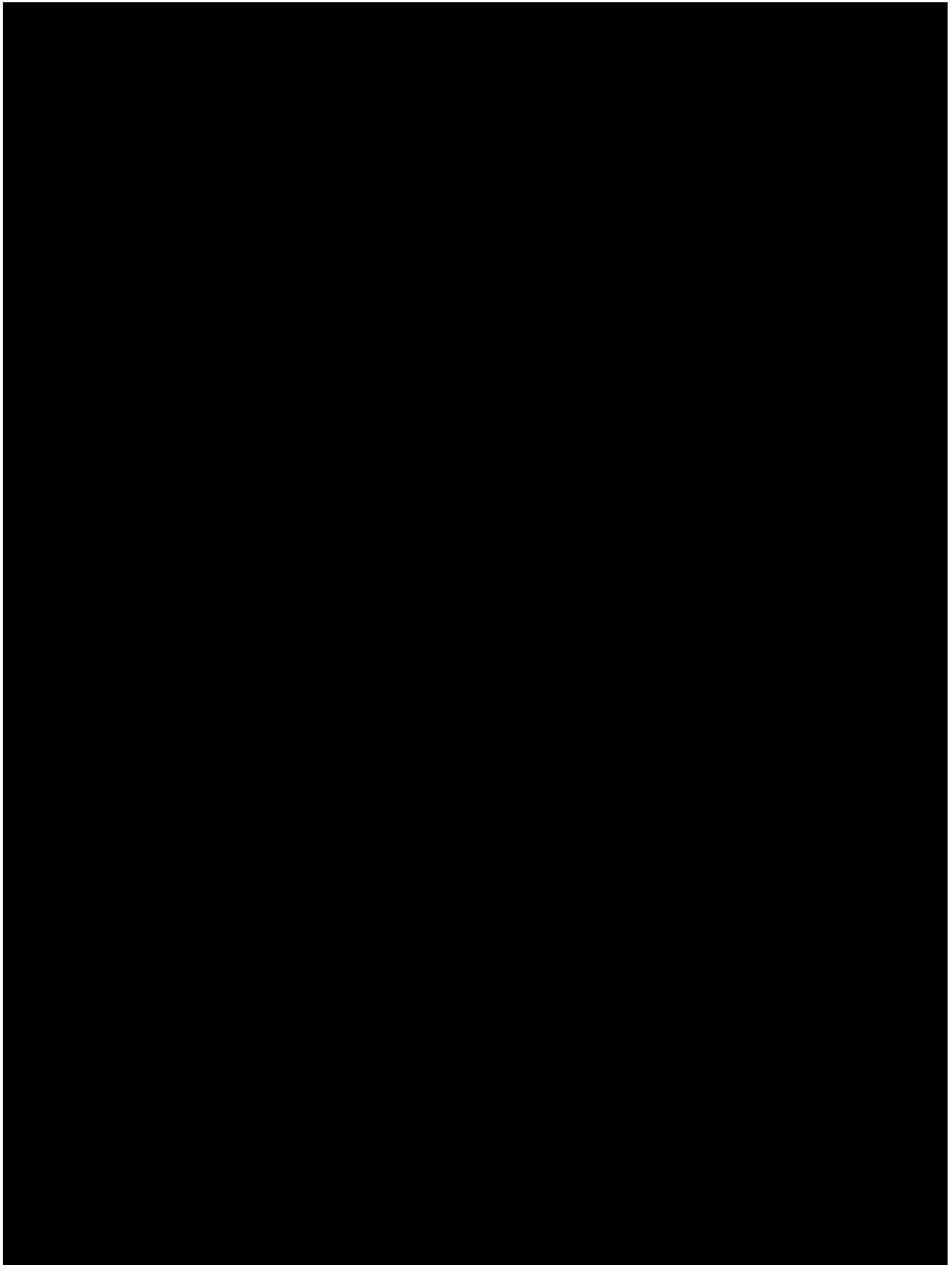
B. Provide resumes for all proposed key personnel which shall include relevant projects (past and current) that each individual has supported for state human service programs such as Medicaid, CHIP, SNAP, and TANF. Resumes shall not exceed four (4) pages and must demonstrate past eligibility support services work on at least one (1) eligibility system that supported multiple benefit programs. Resumes shall include the following information:

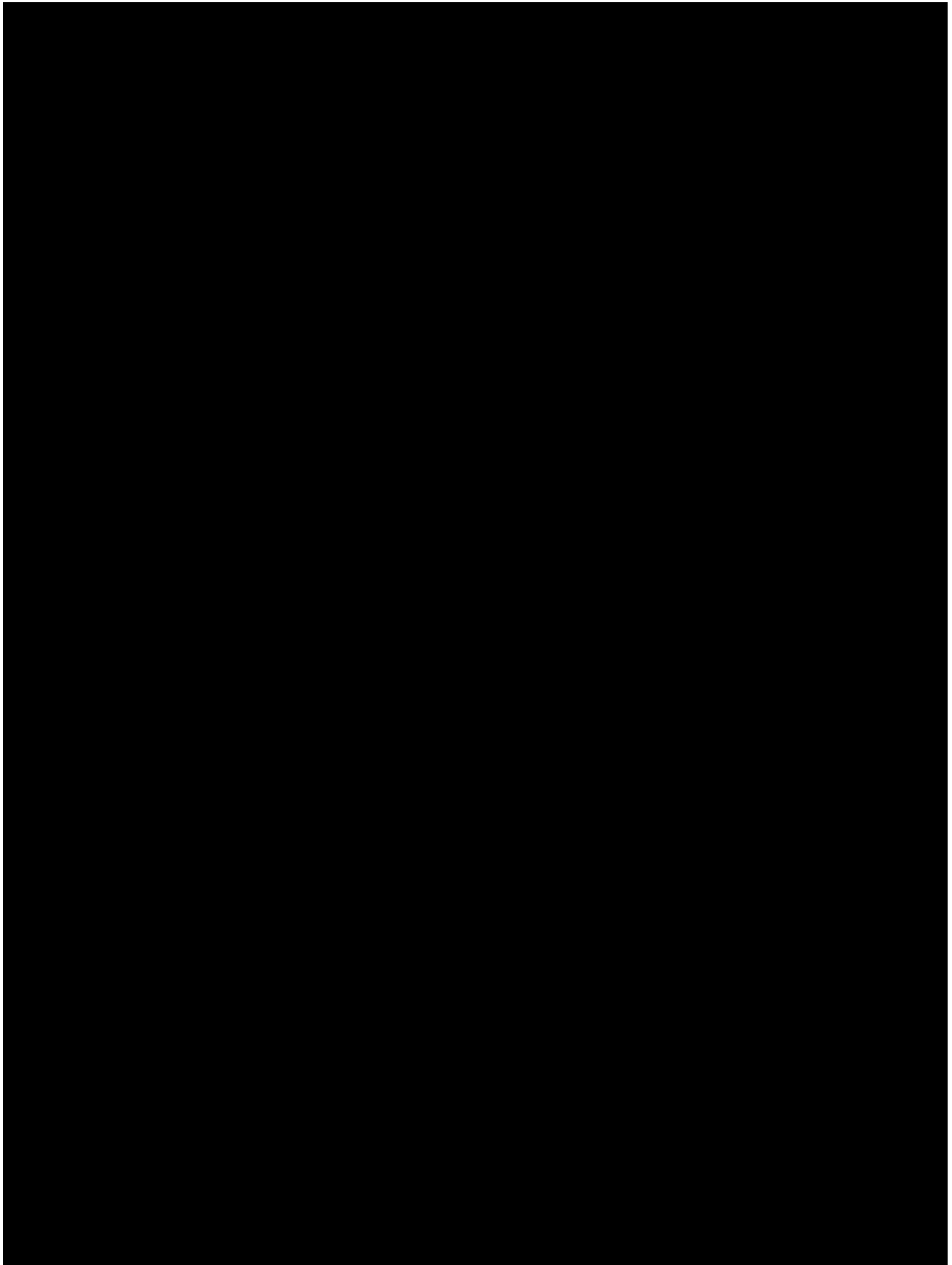
1. Client organization names.
2. Time periods worked.
3. Role of the proposed individual within each project.
4. Brief summary of the project scope.
5. Names, positions, and current telephone numbers of persons who can provide information on the proposed individuals' performance on at least two (2) projects.
6. Years of experience working with eligibility systems for state human services programs.
7. Formal education including degrees completed (Note: Formal education will not be substituted for experience).
8. Any technical certifications relevant to this project.

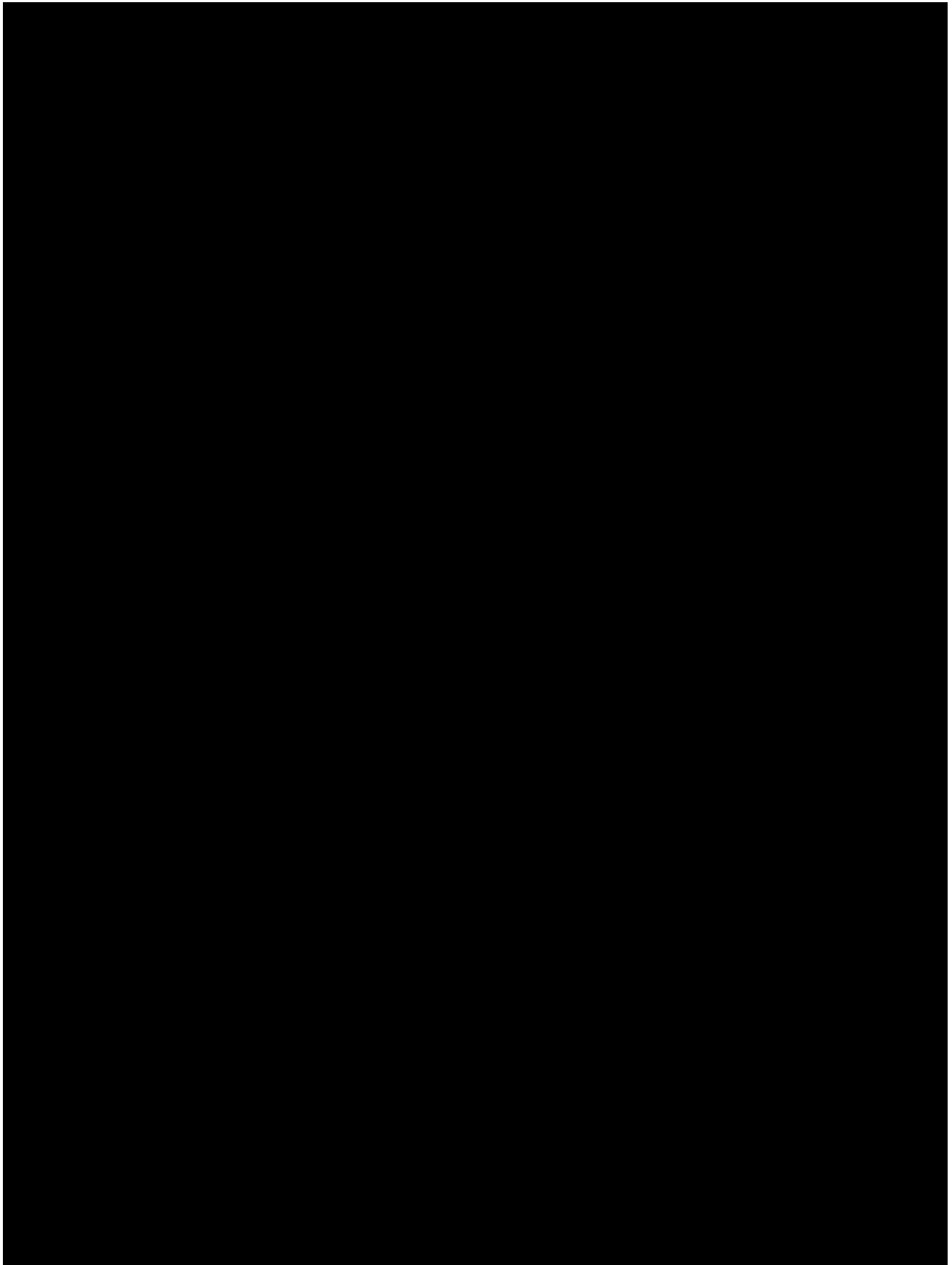
Resumes for our proposed key personnel are provided on the following pages.

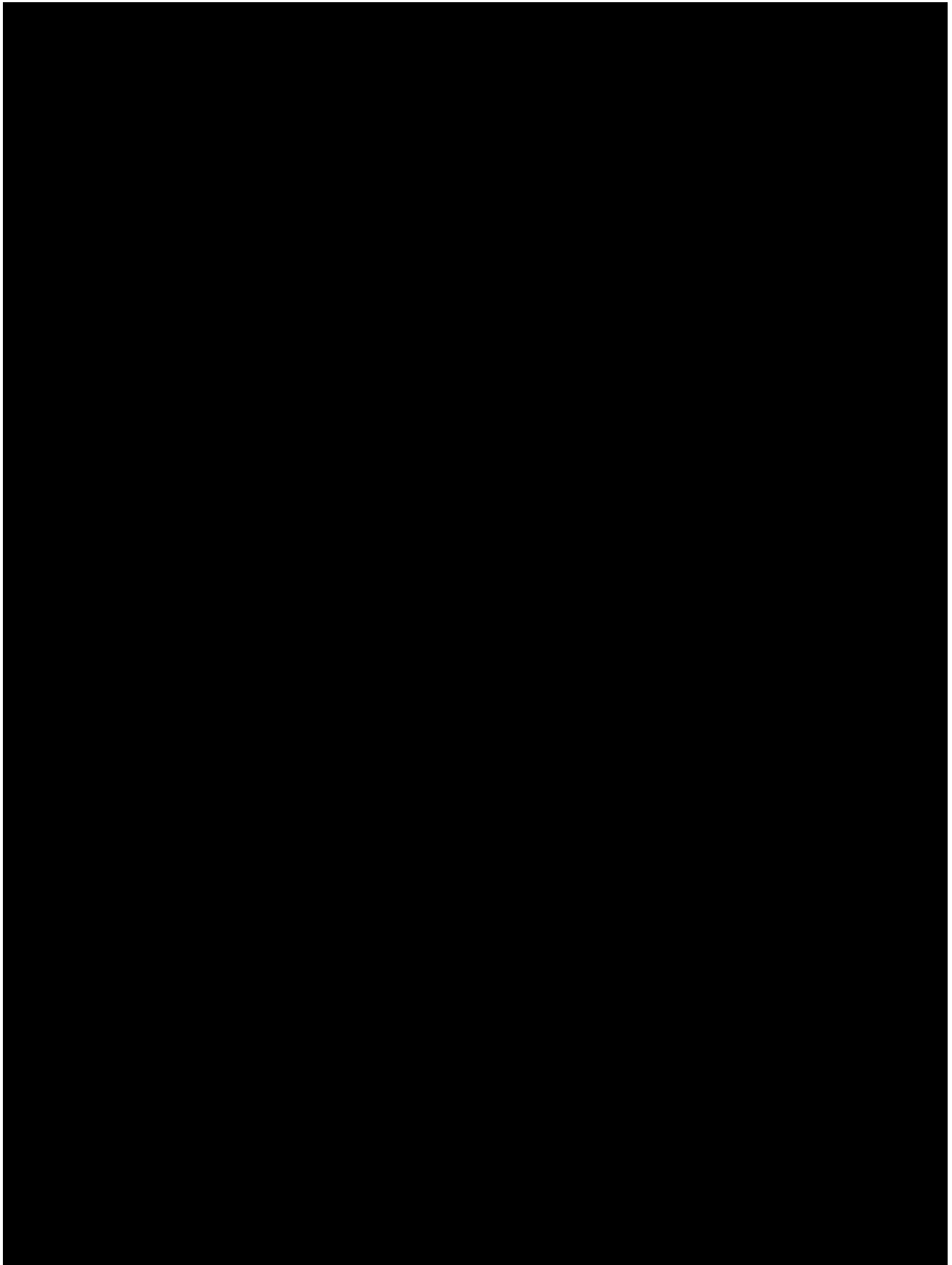


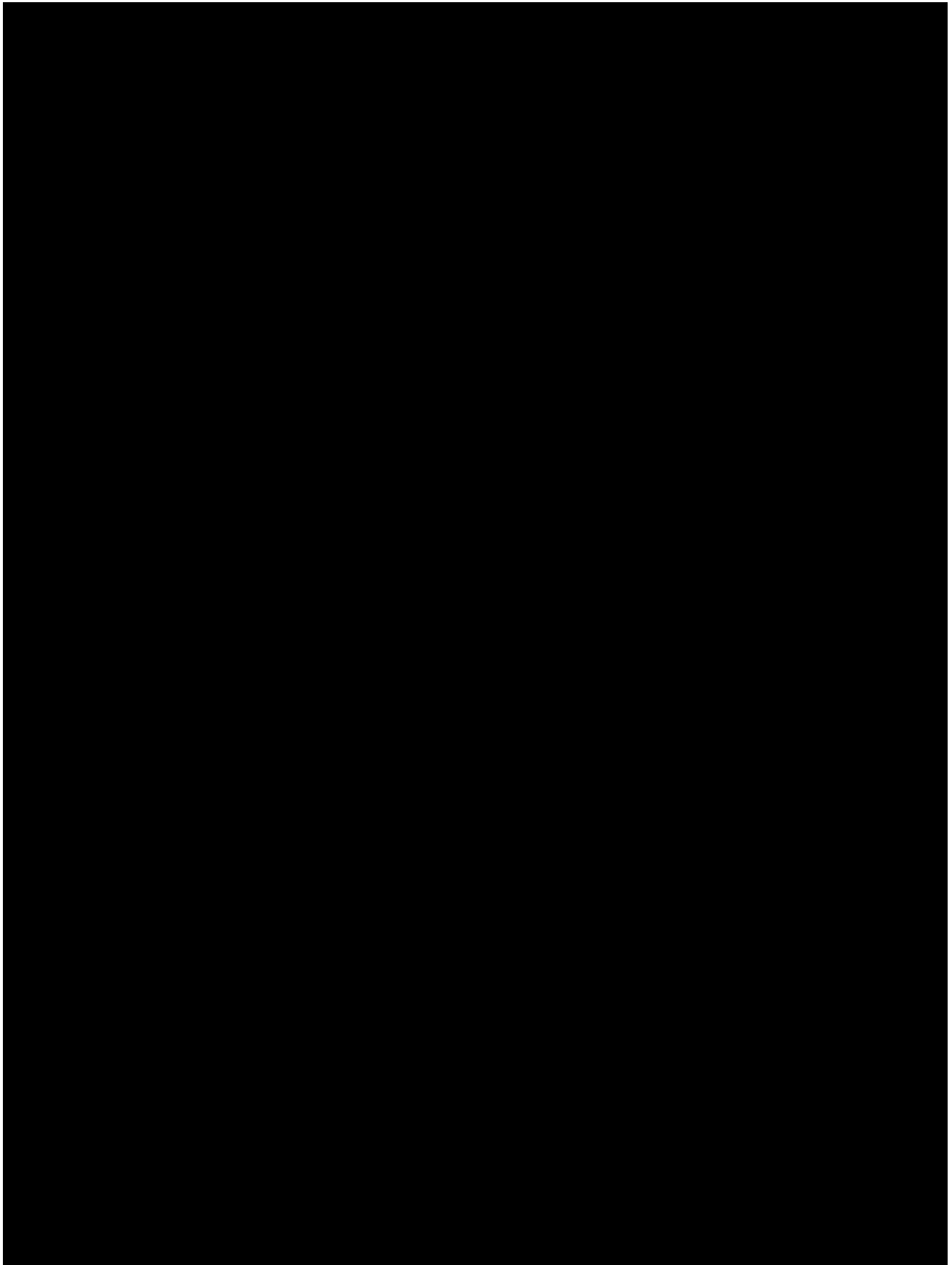


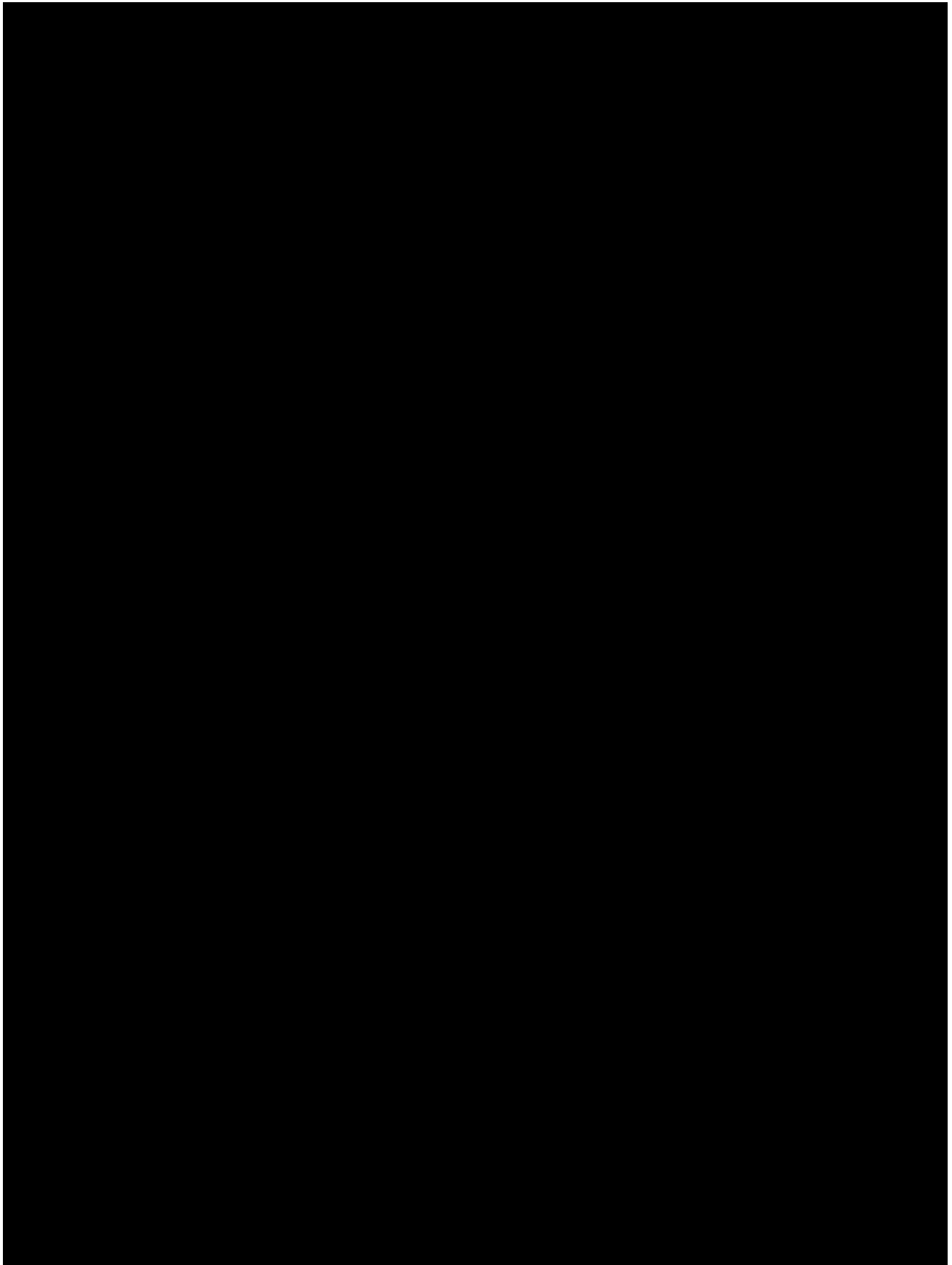












8.2.3 Examples of Projects Similar in Size, Complexity, and Scope (E.2.C, Att I Q#2)

C. Complete Attachment I Client History Form (Question #2)

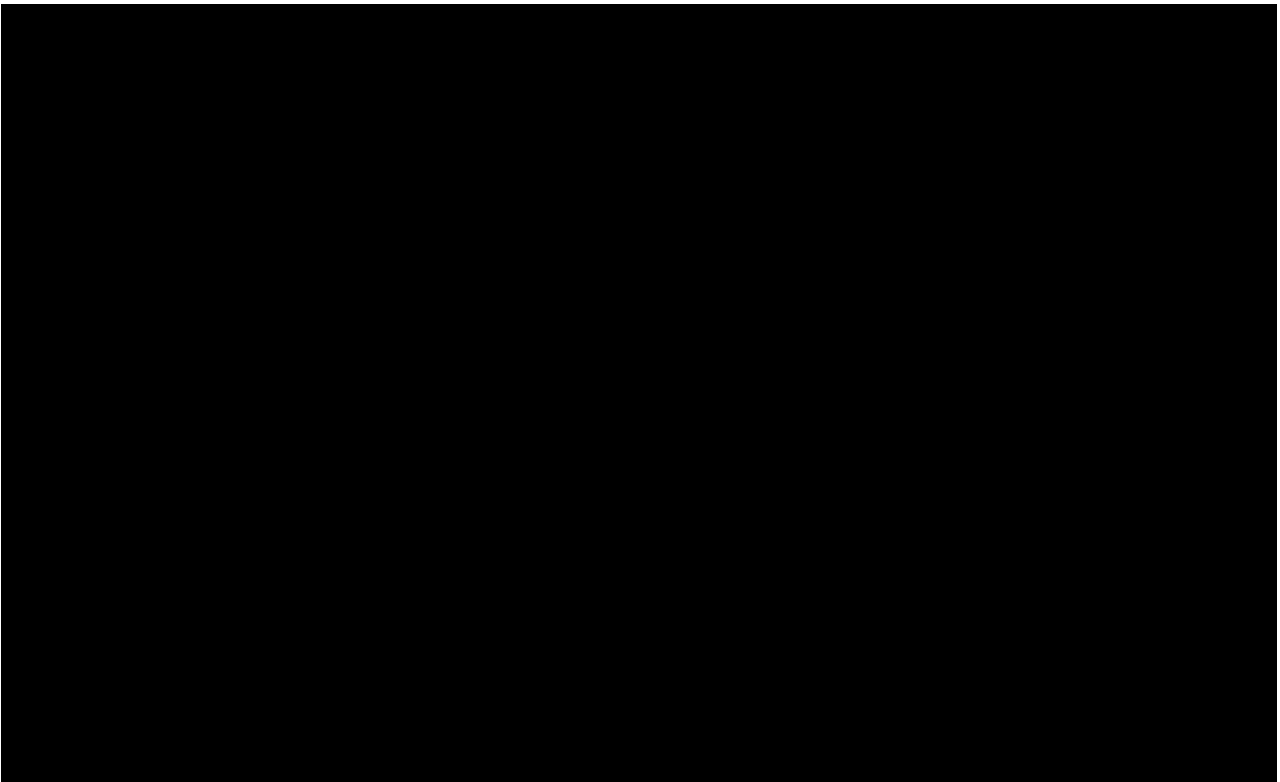
Attachment I, #2. Please list three (3) examples where you served as the prime contractor for a project similar in size, complexity, and scope in the past five (5) years for a state government entity. Provide the following for each example: A description of work performed including experience with eligibility determinations for Medicaid applications, renewals, and changes of circumstance, the contract period, contract amount, staff FTE count, names, positions, and client contact information.

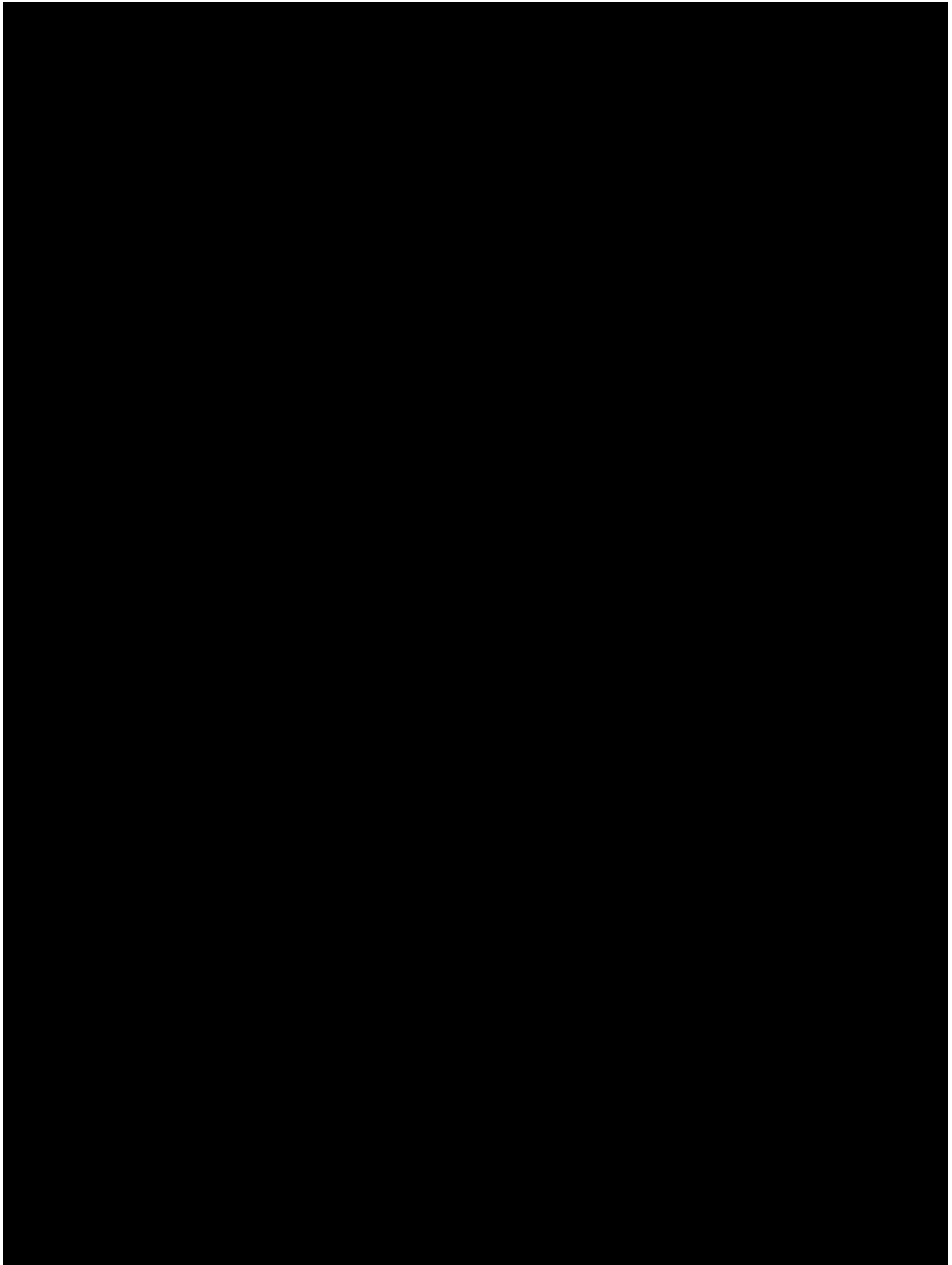
We have provided the information for Question #2 on Attachment I, as required. Please refer to **Section 8.2.4: Attachment I Client History Form**. For ease of review, we have repeated the information here in table format and included additional details regarding the work performed.

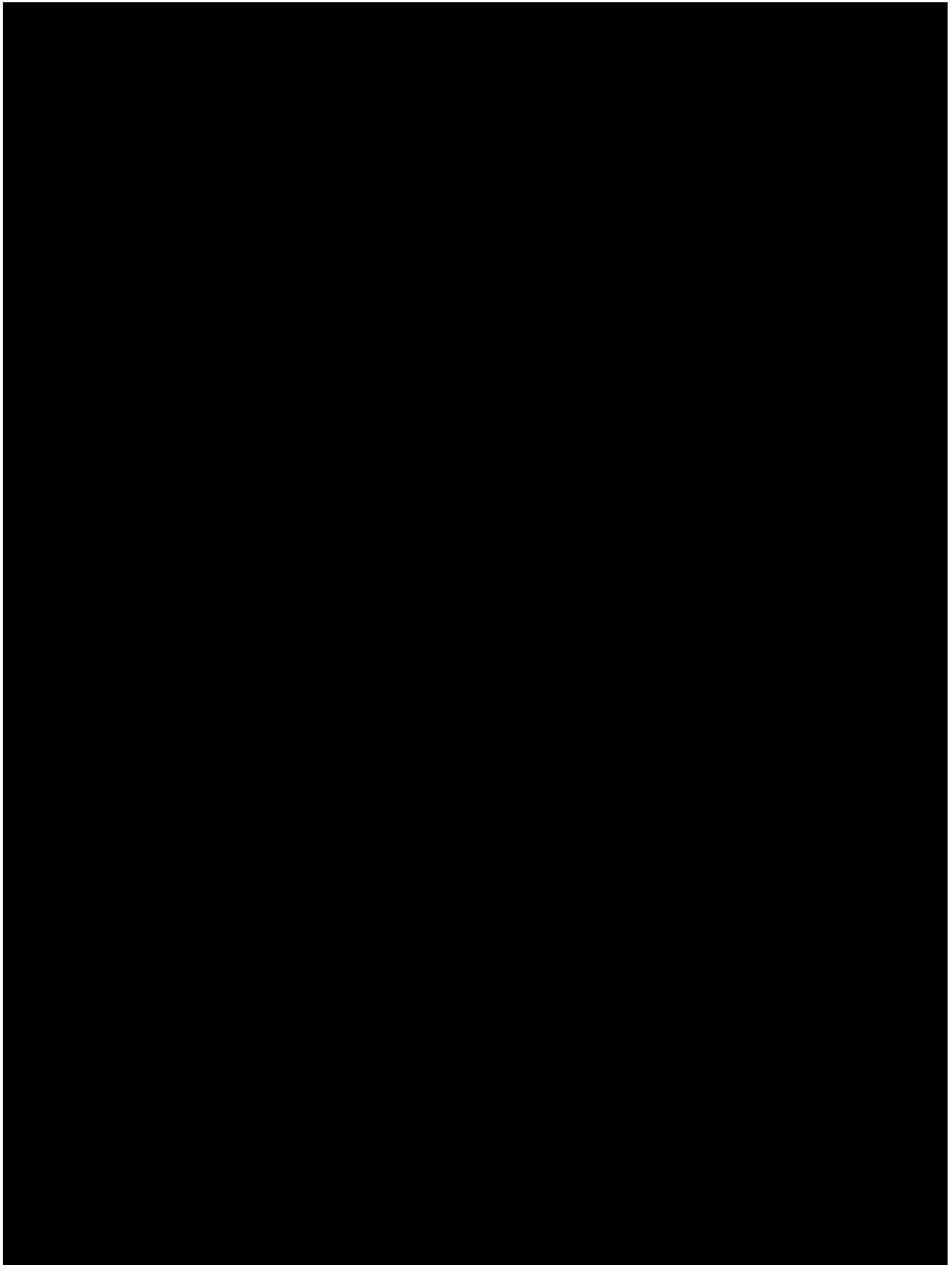
Maximus draws upon extensive experience providing eligibility support services to support DHS. As requested in the solicitation, we have provided information about three relevant eligibility projects in the following tables.

Our references confirm our capabilities and showcase our leadership providing eligibility support services. We bring the proven ability to provide eligibility support services to assist DHS in processing Medicaid applications, changes, renewals, and case processing. Our references represent a cross-section of our current customers and were chosen for their relevancy to the objectives outlined by DHS. *Exhibit 8.2.3-1: Maximus Experience Providing Eligibility Services for Similar Contracts and Clients* demonstrates the expertise and qualifications we bring to deliver continued success for the DHS Eligibility Support Services project.

Exhibit 8.2.3-1: Maximus Experience Providing Eligibility Services for Similar Contracts and Clients.







8.2.4 Attachment I Client History Form

Our completed and signed Attachment I Client History Form is provided on the following page.

For a complete list of Maximus projects supporting eligibility services, please refer to *Exhibit 8.2.1-1* in *Section 8.2.1: Company Background*.

For additional details on the work performed for the three example projects listed, please refer to *Exhibit 8.2.3-1* in *Section 8.2.3: Examples of Projects Similar in Size, Complexity, and Scope*.



Attachment I

Client History Form

RFP # 710-23-074

Client History Form

Instructions: This form is intended to help the State gain a full understanding of each Respondent's background and experience in eligibility determinations for Medicaid. This form **must** be accurately completed and signed by the same signatory who signed the Proposal Signature Page (please see final page below).

The State reserves the right to verify the accuracy of responses by contacting any of the listed clients; therefore, all applicable clients **must** be listed. For purposes of this form, the "client" is not an individual, but the entity which held the contract. By way of explanation, in the Contract resulting from this RFP, Arkansas's DHS will be the client. For each listed client, Respondents **must** include the client entity's name, address, and phone number. Additionally, Respondents are encouraged to provide an individual's contact information for a person at the client entity who is knowledgeable of the named project. If the State contacts the clients listed, the State reserves the right to either contact the listed individual and/or another person at the client entity. Omission of a relevant client will constitute a failure of form completion.

The boxes below each prompt will expand if necessary. If there are no contracts which meet the definition, Respondent **must** state "none."

1. Provide a company background summary including the date established, location, type of ownership, and the total number of employees that provide eligibility support services.

Maximus US Services, Inc. (Maximus) is a wholly owned subsidiary of Maximus, Inc. with which we share resources and expertise. Maximus, Inc. was incorporated in the Commonwealth of Virginia on September 18, 1975. It is a public company with stockholders as owners and is governed by a Board of Directors. Maximus' stock is traded on the New York Stock Exchange, (NYSE: MMS). Our corporate headquarters is located at 1600 Tysons Blvd., Suite 1400, McLean, Virginia, 22102.

For more than 40 years, Maximus has been a trusted partner to state and federal governments, providing critical health and human services programs to a diverse array of communities. We are the market leader supporting Medicaid programs across the country, serving one out of every two Medicaid managed care beneficiaries nationwide, with 10,859 employees providing eligibility support services.

Maximus US Services, Inc. provides transformative technology services, digitally enabled customer experiences, and clinical health services that change lives in 50 states and the District of Columbia. Our focus is working with governments to "move people forward." As the nation's leading eligibility and enrollment vendor, we deliver eligibility services to 18 states, including Arkansas, where we have provided Medicaid eligibility support for nearly three years. We have collaborated with various Arkansas government agencies to support them in achieving their program objectives since 1997.

For a complete list of Maximus projects supporting eligibility services, please refer to Exhibit 8.2.1-1 in Section 8.2.1 Company Background.

2. Please list three (3) examples where you served as the **prime contractor** for a project similar in size, complexity, and scope in the past five (5) years for a state government entity. Provide the following for each example: A description of work performed including experience with eligibility determinations for Medicaid applications, renewals, and changes of circumstance, the contract period, contract amount, staff FTE count, names, positions, and client contact information.

[Redacted area]

Authorized Signature: Kyle Gregory Title: Counsel - Contracts
Printed/Typed Name: Kyle Gregory Date: 5/6/2024

8.3 Project Management, Organization and Staffing



8.3 Project Management, Organization and Staffing (E.3)

E.3 Project Management, Organization and Staffing

Key attributes that differentiate Maximus' approach to project management, organization, and staffing include:

- Strong, in-place programmatic leadership with Arkansas Eligibility Support Services experience
- Project Management Professional (PMP)-certified project managers with eligibility services experience
- Established governance and operational reporting processes that fulfill DHS needs
- Accelerated staffing due to established recruiting and hiring processes for DHS eligibility specialists
- A track record of employee satisfaction that supports high retention — our average monthly turnover in 2023 was [REDACTED]
- A national bench of qualified eligibility specialists who help us quickly expand or contract staffing levels for DHS
- Willingness to work cooperatively with DHS, the IV&V vendor, and other vendors to support enterprise-wide DHS projects



Eligibility Industry Leadership

Better Services to Arkansans

- Direct experience with DHS providing eligibility specialists to support this work
- Vast experience in training eligibility specialists to support 20 active eligibility-related services projects nationwide
- Familiarity with Arkansas DHS programs beyond Medicaid and CHIP, including LTSS, TEFRA, SNAP, child support, and child welfare

8.3.1 Organizational Chart (E.3.A)

A. Provide an organizational chart that displays the overall business structure including proposed personnel job titles and lines of supervision.

Exhibit 8.3.1-1: Organizational Chart displays the overall business structure, including proposed personnel job titles and lines of supervision.



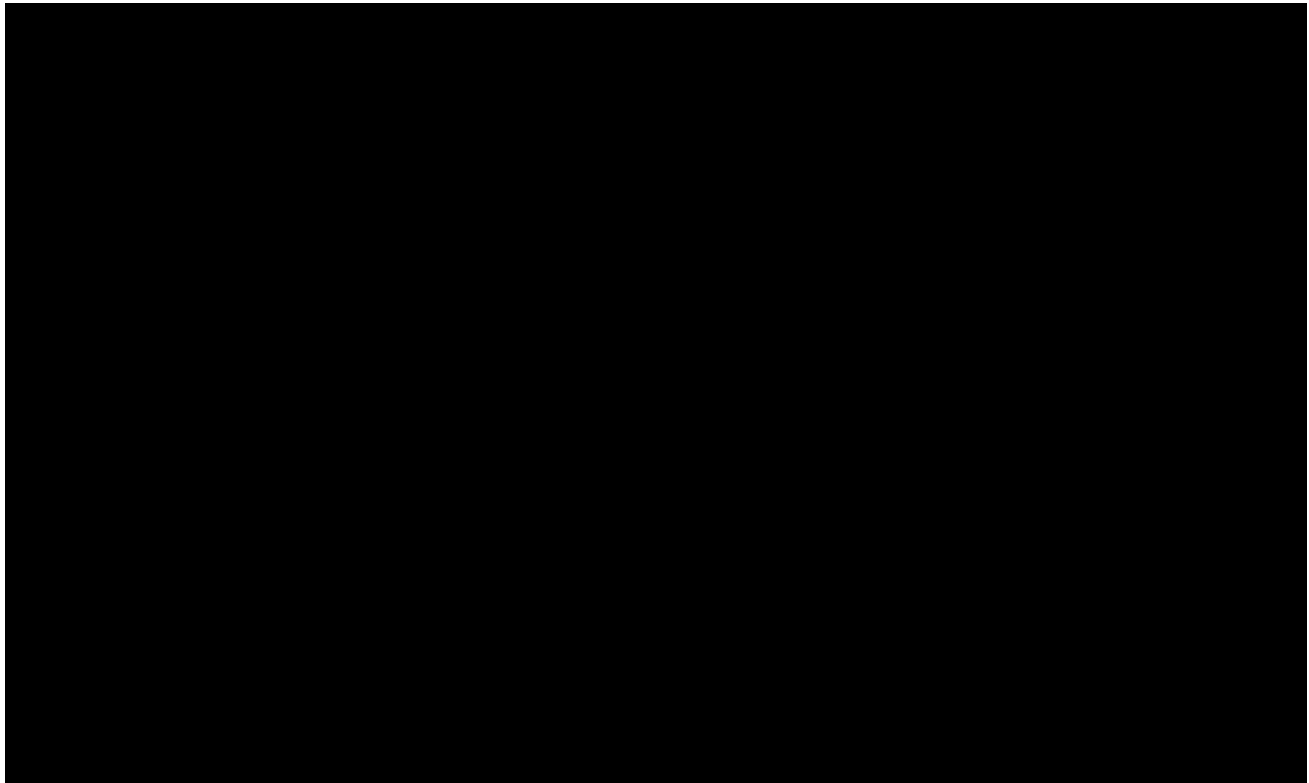


Exhibit 8.3.1-1: Organizational Chart. DHS gains an in-place, experienced team for Arkansas Eligibility Support Services. The Arkansas team is further supported from eligibility experts in our Advisory Board and shared support organizations.

The following narratives describe the roles and responsibilities in our organizational design:

- **Project Director** [REDACTED] has served as DHS' primary point of contact for the Eligibility Support Services project for nearly three years. She brings 25 years of industry experience and a commitment to mission-focused leadership that aligns with DHS objectives and inspires our staff to serve vulnerable Arkansans with a commitment to excellence. Under her leadership, our team of leaders and operational staff is stable and effective. [REDACTED] has also managed new implementations for health and human services projects for state and federal clients and is well-prepared to address any staffing fluctuations that may occur throughout the life of this project. She has demonstrated her ability to ramp staffing levels up, as well as scale down; to partner with DHS to address backlogs in non-Medicaid areas by hiring people to support TEFRA, LTSS, and clerical tasks. Similarly, she has shown her ability to monitor workload trends and suggest staffing adjustments to DHS.



Arkansas Program Insight

Proven Arkansas Leadership

Our experienced, in-place leadership team provides service continuity and reduces the impact of change.

- Each leader has direct experience supporting the Arkansas Eligibility Support Services project.
- Our leadership team averages 12 years of relevant eligibility services experience.



- **Operations Manager** [REDACTED] has overseen Eligibility Support Services for Arkansas DHS since project initiation. She brings 25 years of industry experience and a commitment to continuous quality improvement that continues to elevate our performance for DHS. She has been instrumental in building the team that supports Arkansas DHS and has an extensive background in cultivating positive working environments and encouraging employee growth and development. [REDACTED] is a champion for cohesive teamwork, and builds solid rapport with peers, leaders, and other key stakeholders. Her staff includes a dedicated team of quality control specialists.
- **Project Manager** [REDACTED] serves as backup to [REDACTED] and runs the weekly project status meetings with DHS. She focuses on confirming that we meet our contractual requirements, performs data analysis, and makes recommendations on workload, throughput, and work capacity. She brings six years of relevant industry experience. Her achievements and contributions include devising and implementing plans and procedures to continuously improve processes for the project. As a result, we have met monthly service level agreement (SLA) targets, and achieved quality target goals at over 95%, month over month. [REDACTED] manages the team's reporting analyst.
- **Quality Manager** [REDACTED] has overseen the quality assurance of our eligibility services for nearly three years. [REDACTED] focus on innovation, strategy, planning, communication, and effective implementation drives her commitment to quality assurance. Her team of quality assurance specialists support outcomes-driven reviews. She confirms that quality errors are reviewed and partners with Desirae to adjust training processes as needed in support of continuous quality improvement.
- **Training Manager** [REDACTED] has overseen the training of eligibility specialists for DHS for two years and worked as a lead training specialist during the implementation of ARIES. She brings four years of relevant experience in training. She manages a team of trainers and works with Operations Manager [REDACTED] and DHS to keep training materials up to date and enhance and expand our training program to support successful onboarding of eligibility specialists. As a result, our team is ready to provide high-quality training support for the onboarding of additional personnel as needed, as well as any cross-training of the internal Maximus employees from our preferred candidate pool.
- **Program Management Office:** Our Program Management Office (PMO) team supports the on-time, high-quality startup of new contract services for DHS. Our PMO supplies key staff to the Arkansas DHS team and serves as a resource for additional PMP-certified project managers, as necessary. The team maintains a library of baseline deliverables relevant to the eligibility industry and lessons learned from similar projects to improve project outcomes.
- **Security:** This team supports us in maintaining operations that comply with security regulations and industry standards.
- **Privacy:** This team supports us in maintaining operations that comply with privacy regulations, including the Health Insurance Portability and Accountability Act (HIPAA) and regulations related to personally identifiable information (PII) and personal health insurance (PHI).




Additional critical support for operations comes from Maximus shared support services, which are designed to support operational efficiency for our government clients by providing mission-aligned support for:

- **Human Resources:** This team establishes policies and procedures that make Maximus a great place to work for our qualified eligibility specialists and leaders. They also support [REDACTED] in applying best practices to support sourcing and hiring of qualified staff to support ongoing project needs.
- **Work Force Optimization:** This team provides analytics to support [REDACTED] in proactively flexing staff levels to meet project demand. These insights support [REDACTED] in assigning staff to our various task workloads for maximum efficiency. They also support us in identifying the need to add or release project staff to optimize operational efficiency for DHS.
- **Finance:** This team supports accurate invoicing for project services.

Advisory Board

Our proposed Advisory Board exceeds RFP staffing requirements by providing eligibility industry experts who provide advisory support to our programmatic team and to DHS. The Advisory Board offers additional access to experts to support the DHS team and overall program objectives. Advisory Board members monitor evolving regulatory requirements, best practices, and lessons learned, and help apply this insight to solve client challenges. Following are biographies of our Advisory Board members:

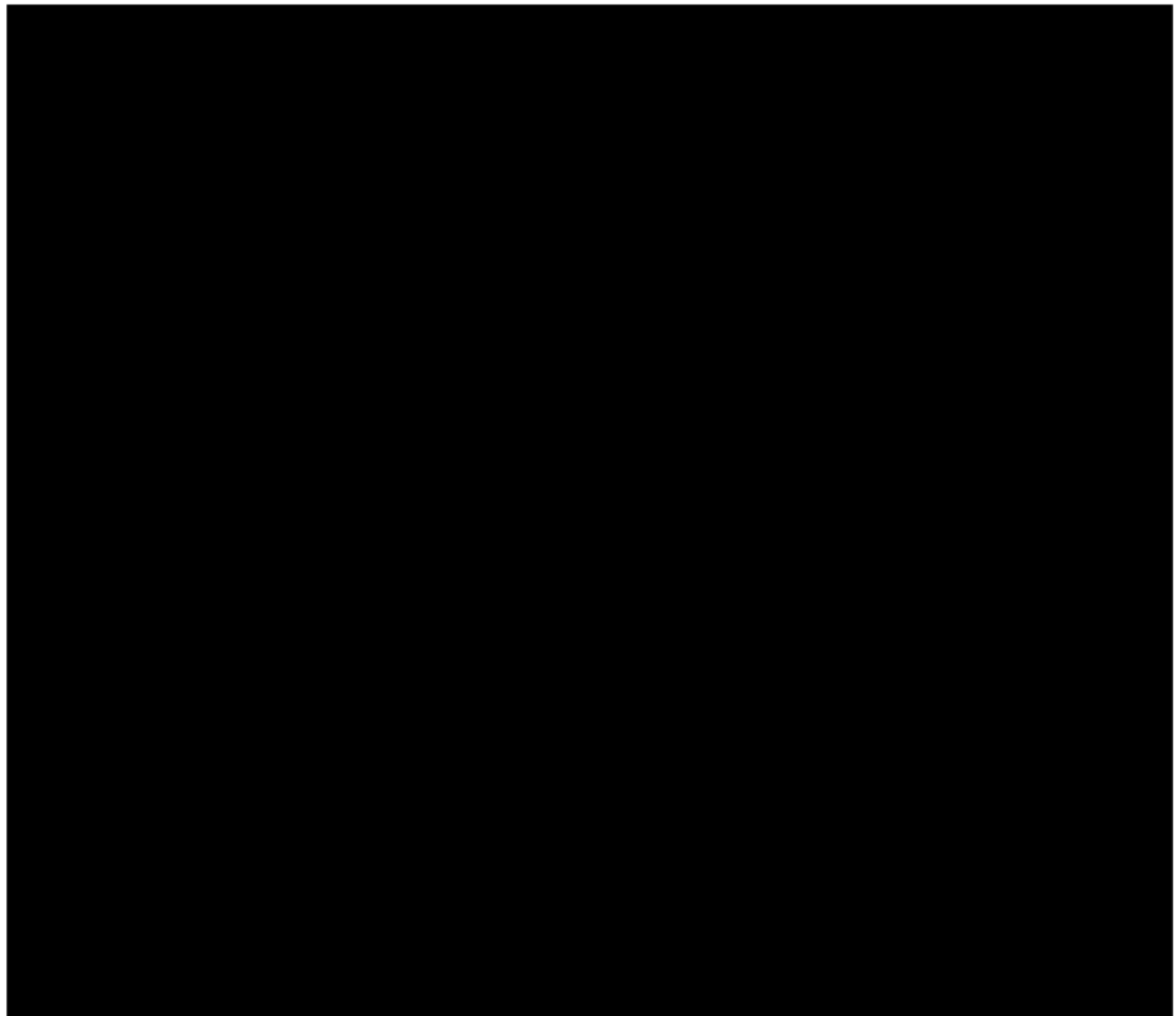


Eligibility Industry Leadership

Accessing National Experts

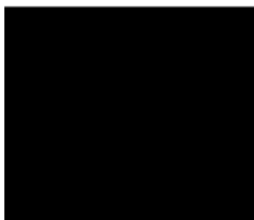
Our Advisory Board connects our programmatic leadership and DHS with national eligibility experts.





The Advisory Board will meet regularly with the project team throughout the life of the contract. At DHS' request, we can periodically add an Advisory Board call to the project governance cadence to allow for a dynamic conversation around the operation of the DHS project.

Executive Oversight



Senior Managing Director [REDACTED] will support Project Director [REDACTED] for the full scope of the DHS Eligibility Support Services project. [REDACTED] will serve as an escalation point of contact for DHS. [REDACTED] brings more than 20 years of experience in health services, with specific expertise in Medicaid eligibility, enrollment, and beneficiary services. Her proven executive leadership and project management skills — including overseeing staff, financial planning, key performance reporting, and process improvement — bring stability and continuity to the project. [REDACTED] is a PMP-certified project manager.



8.3.2 Approach to Project Management and Project Control Methods (E.3.B)

B. Describe the approach to project management and project control methods including the following:

Our approach to project management and project control methods includes the application of industry standard Project Management Body of Knowledge (PMBOK® Guide) processes in the management of our organization.

The following example introduces our PMO organization.

Enhancing Project Management and Controls

Project Director [REDACTED] has support from our centralized PMO team in establishing project management practices for the DHS Eligibility Support Services project. Our PMO includes PMP-certified project managers who provide implementation, transition, and organizational change management services for our clients.

The PMO also maintains a library of best practice deliverables to support project governance, change control, and program deliverables that will be a resource for improved project management.



We provide additional information about our approach to project management and project control in the following subsections.

8.3.2.1 Contract Management (E.3.B.1)

1. How the contract will be managed

As the Maximus' primary point of contact for DHS Eligibility Support Services, Project Director [REDACTED] is responsible for fulfilling the requirements of the executed contract and will work with DHS to support any required changes throughout the life of the contract.

[REDACTED] works with her DHS counterparts and our team to deliver eligibility support services that meet contractual requirements and address emerging program needs. She leads the assigned Maximus team and collaborates with her leader, Senior Managing Director [REDACTED]; our corporate shared support services team; and the proposed Advisory Board to provide high-quality eligibility support.

We bring several key practices that support DHS' eligibility support services contract management, as indicated in the following subsections.



8.3.2.1.1 Maintain Clear Record of Contract Requirements

We use our comprehensive Requirements Traceability Matrix as a baseline record of contractual obligations and update it as project requirements change. This record supports us in providing dependable service by clarifying our contractual accountability. It also serves as a baseline for change control activities when DHS wishes to amend services or service levels.

8.3.2.1.2 Collaborate with DHS and Other Vendors to Achieve Program Objectives

Collaboration with DHS and other vendors is key to aligning our work with the objectives of DHS' enterprise program. We meet regularly with DHS team members, DHS leadership, and other eligibility program vendors, currently including Deloitte and NTT Data, to provide required reporting data and share information in support of DHS program objectives.

In these meetings, participants provide project status information. We report on tasks received, tasks processed, total cases escalated to DHS for review, the number of fully skilled staff who are processing cases, cases that need additional attention, and quality control review results. This forum gives Maximus insight into larger enterprise operations, helps us manage our responsibilities in support of enterprise objectives, and provides an opportunity to collaborate with DHS and its vendors to solve enterprise-level challenges on behalf of Arkansans.

8.3.2.1.3 Provide Operational Transparency to DHS Regarding Performance and Quality

We provide operational transparency to DHS by monitoring and reporting on the following:

- Status of task completions and other key project metrics
- Performance against quality metrics
- Performance against contract service level agreements

These efforts are further detailed in *Exhibit 8.3.2-2: Reports Monitoring Operational Effectiveness, Quality and Performance*.

Additionally, this operational reporting serves as the basis of our internal efforts for continuous quality improvement and transparency. Investigation into root causes of issues identified in quality or SLA reporting drives our development of follow-up training for individuals or teams, potential changes to work instructions or processes for DHS approval, or other recommendations to improve overall program quality.



Mission-aligned Company

Supporting the DHS Mission

Our mission-aligned company is committed to helping DHS protect vulnerable Arkansans, foster independence, and promote better health. In practical terms, our mission alignment means:

- Commitment to accurate eligibility support services
- Flexibility to adjust staffing levels or scope of work to meet program needs
- Commitment to work collaboratively with DHS and its other vendors to meet overall program goals
- Operational transparency in sharing workforce planning insights and operational metrics



Exhibit 8.3.2-2: Reports Monitoring Operational Effectiveness, Quality and Performance.

Report	Recipients	Data Provided	Brief Description / Value
Bi-weekly Project Status Report	DHS and Maximus teams	Overall Volume and Performance – Task Completions	Demonstrates team progress in completing eligibility support services work tasks, as a whole, and supports Eligibility Specialist productivity
		Overall Volume and Performance – Tasks Pending	Shows tasks pending by day by category—regular Medicaid, long term supports and services (LTSS), Tax Equity and Fiscal Responsibility Act of 1982 (TEFRA), and clerical
		ARSL (ARIES Service Level) Tickets Summary	Maximus-identified ARIES issues escalated to DHS or other stakeholders for resolution
		Staffing Overview	Identifies staffing levels by category: <ul style="list-style-type: none"> ■ Regular Medicaid Eligibility Specialists ■ Long Term Services and Support (LTSS) Eligibility Specialists ■ Tax Equity and Fiscal Responsibility Act (TEFRA) Eligibility Specialists ■ LTSS & TEFRA Quality Control (Second Party Review) ■ Regular Medicaid Quality Control (Second Party Review)) ■ Clerical/Administrative Eligibility Specialists
		Quality Assurance	Reports quality assurance statistics against performance standard metrics. The performance standards are measured by evaluating the accuracy of randomly sampled work against standard operating procedures within ARIES and Maximus' Knowledge Management System
Combined LTSS - Regular Weekly Eligibility Report	AR DHS, Maximus, Deloitte, and NTT teams)	ARIES Project Status - Maximus	<p>The report is provided in a presentation format. Maximus presents two slides that include the following information, as well other information at DHS' request:</p> <ul style="list-style-type: none"> ■ Overall Productivity: Table with statistics related to productivity for the completion of a variety of tasks in ARIES. <ul style="list-style-type: none"> – Compares current productivity against the two prior weekly reporting periods – Displays prior monthly and yearly totals by task productivity to identify variations or trends. ■ Staffing Overview: See Bi-Weekly Status Report description details, above. ■ Quality Assurance: Table showing quality score for the prior month (%) in a simple format ■ Overdue Application Summary: Maximus created this addition to the monthly report to address DHS' evolving reporting requirements. <ul style="list-style-type: none"> – Summarizes overdue applications for DHS, illustrating the duration and various types of processing delays, as well as key information regarding next steps – Consolidates a variety of complex data points into a digestible layout – Encourages increased coordination among DHS, its vendors, and stakeholders to mitigate communication-related delays



Report	Recipients	Data Provided	Brief Description / Value
Monthly Service Level Agreement Report	AR DHS, Maximus, and other State-approved recipients	SLA Performance Statistics for Prior Month	Reports monthly performance against the SLAs for the DHS Eligibility Support Services project. Extensive details are provided in the report related to the specific contractual documents associated with each SLA, noting the most recent changes in the revision history. In addition to the details and background provided with each SLA, monthly statistics elaborate on the circumstances which contributed to compliance issues or other explanatory remarks.

8.3.2.1.4 Adjust Project Staffing Levels to Support Operational Efficiency

Based on project metrics and workload projections, our workforce management and workforce optimization analysts recommend future staffing levels, and we work with DHS to establish optimal staffing levels. This approach enables our project director to add or remove staff from the project at DHS' direction to maximize operational efficiency.

We have several assets and advantages that support us in providing flexible staffing for DHS:

- Sourcing relationships to identify qualified eligibility staff in Arkansas and nationwide
- A flexible program that retains qualified staff released from Maximus projects for redeployment to another client
- A significant national network of eligibility personnel supporting similar work for other state programs who can serve as resources to support a hiring surge in another state
- Over 200 highly skilled staff currently supporting DHS in a variety of roles, trained to serve as eligibility specialists. The Maximus team members providing DHS services are shown in *Exhibit 8.3.2-3: Staffing Overview*



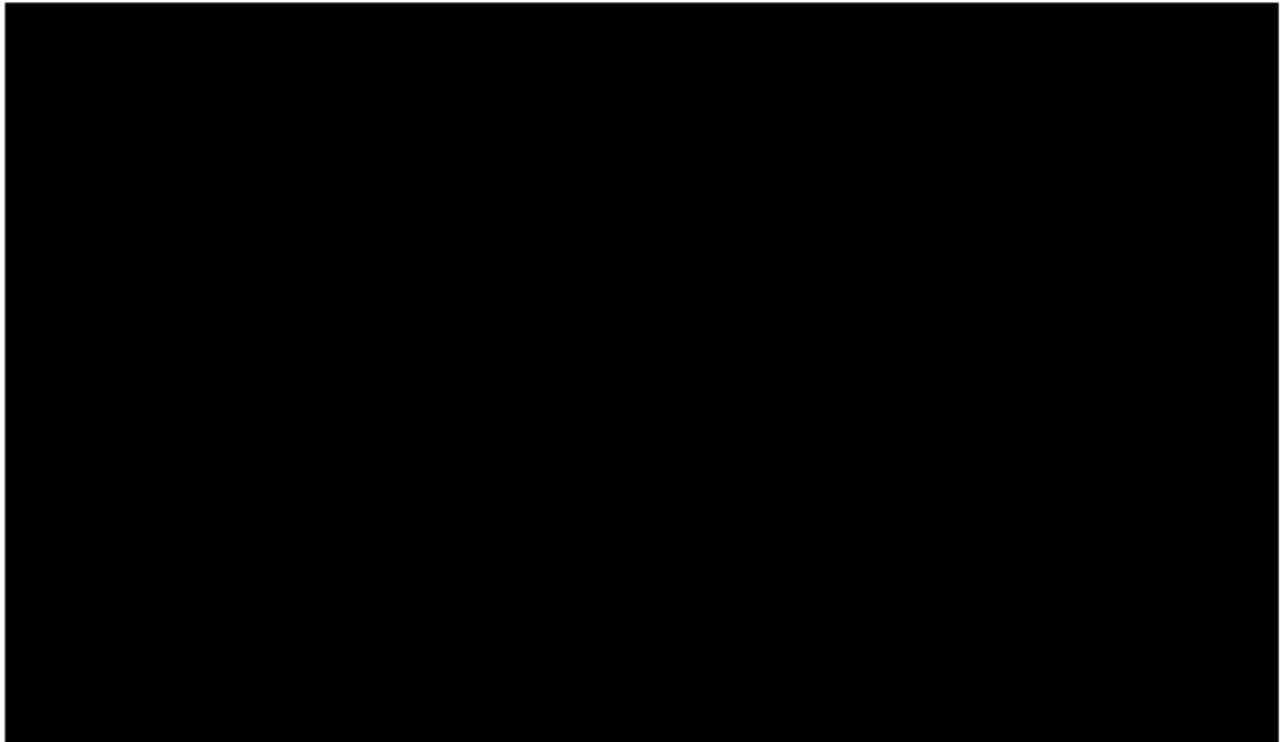
Eligibility Industry Leadership

Flexible Staffing Support

DHS gains flexible staffing support from the following Maximus sources:

- Over 200 highly skilled staff currently supporting DHS in a variety of roles, trained to serve as eligibility specialists, if needed
- Existing DHS team members serving as cross-trained specialists for TEFRA, LTSS, and clerical tasks who can also support Medicaid eligibility tasks
- Ability to retain released staff on our bench of existing resources for future projects
- Ability to source qualified Maximus staff from our existing national pool of fully trained eligibility specialists, with a focus on identifying Arkansas residents, when available
- Established sourcing programs with local and national staffing agencies





The following example demonstrates our ability to flex staffing levels up, as well as scale down, based on need.

Flexing Staff Levels Up and Down to Meet Arkansas Objectives

In 2022, DHS asked Maximus to add staff to address a backlog of work that needed to be complete by the summer of 2022.

We completed the backlog of work faster than expected, in April 2022, and informed DHS that we would be able to release staff ahead of schedule and reduce the overall cost for the special project.

DHS responded by offering additional work related to TEFRA, LTSS, and Clerical tasks, which allowed us to retain a small number of the added staffing pool.



For more information about our approach to adjusting staff levels, see *Section 8.3.4: Staff Continuity Plan*.

Our in-place staff, proven staff leveling practices, and access to resources to support the transition of staff in and out of a project provides DHS with high-quality, flexible staffing support.



8.3.2.1.5 Recommend Program Changes to Improve Service Quality or Address Regulatory Change

We offer recommendations to DHS based on opportunities we identify to improve service quality or to complete our daily work tasks more effectively. These suggestions may involve:

- Enhancing the way tasks are routed to our staff (when unable to select them from the queue directly),
- Additional training to address a known issue
- Improving the way our team collaborates with DHS to achieve program objectives

For example, when we first began working with DHS, tasks were assigned in the ARIES system to individual team members. Our team consisted of 400 staff, so reassigning tasks when people were out unexpectedly or on vacation became a daily challenge. Maximus requested that DHS assign tasks directly to our management team so the management team could assign tasks to staff scheduled to work. As a result, our supervisors and managers can now assign tasks based on their knowledge of staff availability. This allows for reduced task re-assignment, improved operational efficiency, and makes sure tasks are completed timely.

As discussed in *Section 8.3.1* of this response, we leverage our Advisory Board to provide program advisory support and expertise to our project team and DHS. These resources advise our project director and may also consult with DHS directly regarding innovative solutions to program challenges.

8.3.2.1.6 Apply Project Management Best Practices

Our corporate commitment to applying project management best practices to our day-to-day operations supports and enhances our contract management services.

We apply proven best practices and principles foundationally during project design and initiation, and when establishing our ongoing governance processes. [REDACTED] has ongoing, overall responsibility for executing in alignment with these best practices and project management principles.

Additionally, our project director has the support of Project Manager [REDACTED], who brings best practice PMBOK-aligned processes and expertise to support special projects during the operations phase of the contract.



Arkansas Program Insight

Collaborating to Share Insights

When the new eligibility system, ARIES, was implemented, we began escalating any issues to the ARIES IT Help Desk. Our proactive approach continues to support DHS and other eligibility vendors to sustain high-quality service to Arkansans.



Eligibility Industry Leadership

Managing Projects for DHS Success

The State gains on-time delivery of projects aligned to DHS priorities and effective project communication as a result of our commitment to industry best practices for project management. Project Manager [REDACTED] brings support from our PMO and best practices for eligibility support services project management.



Our approach to project management is based in industry best practices for program management controls and principles, and PMBOK methodology for a systematic delivery approach using proven tools and techniques. The PMBOK Guide is published by the industry-proven Project Management Institute (PMI), and offers a guide for implementation, transition, and operation of our projects.

This methodology promotes effective ongoing project management and successful special projects. Our project management design includes regularly scheduled, transparent communication with DHS to receive feedback, and allows for the proactive adjustment of our approach as project needs evolve.

Exhibit 8.3.2-4: Maximus Project Management Approach demonstrates the key processes in our PMBOK-aligned project management approach.

Maximus Project Management Approach

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Exhibit 8.3.2-4: Maximus Project Management Approach. Our approach to project management incorporates PMBOK best practices and lessons learned from other eligibility services projects to support DHS.



Exhibit 8.3.2-5: Value of Project Management Practices describes each of Maximus project management practices in more detail and their value to DHS.

Exhibit 8.3.2-5: Value of Project Management Practices.

Practice	Description	Value
Communication Management	Processes to support timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information	<ul style="list-style-type: none"> Aligns our services with DHS program objectives Resolves issues quickly
Human Resource Management	Processes to acquire, develop, train, and manage best personnel to staff a project	<ul style="list-style-type: none"> Supports efficient onboarding and offboarding of eligibility specialists Supports job satisfaction to reduce staff turnover
Cost Management	Processes to address the tasks involved in determining the monetary resources for project activities	<ul style="list-style-type: none"> Supports DHS in adjusting staffing levels to maximize operational efficiency
Scope Management	Processes to make sure the required work (and <u>only</u> the required work) is included in the project	<ul style="list-style-type: none"> Supports timely delivery of services Reduces project change requests
Quality Management	Processes that determine the quality standards that govern the project deliverables and how the project will achieve compliance to those standards	<ul style="list-style-type: none"> Supports quality, timeliness, and accuracy on project work tasks Improves service to Arkansans
Stakeholders Management	Identifies major project stakeholders, based on factors such as level of interest and influence the stakeholder has in the project	<ul style="list-style-type: none"> Promotes collaboration among stakeholders Streamlines communication for increased transparency
Procurement Management	Evaluates subcontracting needs to complete the work required	<ul style="list-style-type: none"> Supports the project in onboarding subcontractor support, if necessary
Time Management	Facilitates the ability of a project team to plan and finish project tasks on schedule	<ul style="list-style-type: none"> Manages high-priority objectives in accordance with DHS' schedule Provides progress tracking and early warning of potential issues
Risk Management	Identifies the risk management approach to be used on the program and the program-specific assessment criteria	<ul style="list-style-type: none"> Manages project risk to reduce impact Supports rapid resolution of identified issues to prevent project delays
Integration Management	Defines the project objectives and efforts to identify, define, combine, unify, and coordinate various processes and project management activities	<ul style="list-style-type: none"> Supports effective integration of processes and systems with DHS or other vendors to achieve project objectives

8.3.2.2 Control of Contract Activities (E.3.B.2)

2. How contract activities will be controlled.

To control contract activities, we employ several methods to support transparency in reporting of operational results, a strong quality management program, and effective change control processes. These methods include project review meetings, structured key performance indicator (KPI) review meetings, and promoting multi-vendor communication, among others. Effective control of contract activities benefits DHS by providing:



Proven Dependability

Supporting Dependable Service

Our programmatic leadership team brings a strong focus on developing consistent, repeatable processes to provide dependable results.



- Faster resolution of issues to minimize impact
- Robust quality management to keep us accountable for high levels of performance and drive continuous quality improvement
- Mature and proven change management discipline to verify that program changes align with DHS expectations, and that any changes are applied consistently across program operations

Our record of dependable services to DHS is due in part to our significant commitment to quality management processes and operational transparency in reporting project status and challenges to DHS.

8.3.2.2.1 Quality Monitoring

Our ongoing quality monitoring provides detailed feedback on the performance of our staff in meeting DHS requirements.

Our quality assurance findings are provided using randomly sampled work against standard operating procedures within ARIES and our knowledge management system. Our quality program is supported by a dedicated team who are discrete from our operations team to maintain unbiased evaluation and reporting of project quality measures.

Our quality team proactively monitors quality outcomes and identifies root causes of any issues. To get to a root cause we:

- Define the problem
- Determine the cause
- Generate ideas
- Select the best solution
- Take action
- Monitor the solution to deliver continued efficacy

An action can include providing training or recommending process updates to improve future outcomes.

Real-time alerts from our quality system notify operations leaders in the case of a critical issue that requires immediate response, such as a potential privacy infraction, potential work avoidance, inaccurate case documentation, or final outcome findings.

We support oversight of our work quality by reporting quality assurance findings to DHS in the Quality Assurance report. For more information on our approach to quality, see *Section 8.1.6: Quality Improvement Plan*.

8.3.2.2.2 Performance Monitoring

We provide a monthly report of our performance against SLAs. This report supports DHS in contract monitoring and provides operational transparency regarding our success in meeting program performance standards.

Our report structure supports a multi-vendor approach to facilitate transparency and collaboration. The structure provides visibility to improvements or enhancements and promotes review and discussion of account performance and upcoming changes as a unified team.



Our performance management program has supported us in meeting 96% of Eligibility Support Services SLAs over the last three years.

8.3.2.2.3 Change Control Processes

Project changes may arise from multiple triggers, including:

- Regulatory change
- DHS program changes
- Opportunities to improve service by incorporating innovations or changes to work instructions and processes

Regardless of the reason for a change, we bring strong change control processes to maintain alignment between DHS objectives and our approach. The formal change control process begins with the Change Request Template as shown in *Exhibit 8.3.2-6: Change Request Template*.

Change Request Form

Section 1: Requestor

Requestor:	ID:
Date Submitted to Maximus:	Requested/Required Implementation Date:
Priority: (Urgent, High, Normal, Low)	

Brief Description of the Change:

Detailed Description of Change Request (please include not only system considerations but operational considerations such as letters, IVR, and call scripts):

Important Notes:

Reason: Policy Change ☐ System Maintenance ☐ Enhancement ☐

Reporting Change ☐ Baseline ☐

Implications of Not Making this Change:

Attachments/References:

Initial Information Sent to Maximus

Requestor(s)

<Name> _____ Date _____

<Name> _____ Date _____

Customer Approval

<Name> _____ Date _____

<Name> _____ Date _____

Maximus Approval

<Name> _____ Date _____

<Name> _____ Date _____

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Exhibit 8.3.2-6: Change Request Template. *This template allows us to capture the details of the needed change.*

The template and change control process provide documentation of a change, including its impact to operations; any policies, procedures, or work instructions affected by the potential change, and any impact to contract terms. We also make sure the KMS is updated to reflect the change.

Maximus receives a Change Request from DHS and begins the following process steps:

- Maximus clarifies details of the Change Request with DHS, if needed, including time sensitivity, prioritization, and other factors
- Maximus logs the request in the Change Request Log



- Maximus PMO drafts the change documentation and impacted teams add pertinent details about the change
- The Maximus team estimates costs, if applicable
- Costs are reviewed by Maximus Finance, if applicable
- The Change Request is sent to senior leadership for final review/approval
- Maximus responds to DHS with timeline and other details for completing the Change Request

Our change control processes include a formal DHS signoff process on the plan for the change and the associated deliverables to confirm that proposed project changes meet DHS expectations.

Before any change is put into place, we collaborate with DHS on the criteria and receive signoff, as appropriate, on any affected deliverables. Our disciplined approach to change control reduces re-work, promotes transparency, and helps us implement change effectively. For example, we would plan appropriate change management activities, such as communication and training to affected stakeholders, before implementing a new operational procedure or other innovation.

The change control process also supports us in mutually identifying when contract changes are required to support new DHS requirements.

8.3.3 Approach to Project Staffing (E.3.C)

C. Describe the approach to project staffing:

We will maintain optimal staffing levels by leveraging our continuous recruitment plan for support of DHS' evolving needs. We reliably forecast staffing schedules and new hire training classes for a full year, with a critical eye to the ensuing 90 days. We analyze predictive calculations for staff shrinkage due to illness, training, or vacation, as well as attrition. For some companies, this would mean reactive and continuous engagement in time-consuming recruiting initiatives to attract new workers. However, our predictive recruitment methodology and tools allow us to access a qualified bench of available candidates who can be fully and successfully trained before working on a DHS project in a short period of time.

With many concurrent eligibility support projects, we regularly shift personnel resources from projects that are winding down and move them to active and new projects. Our strategy promotes flexibility and reduces project risk, avoiding time lost during hiring, onboarding, and training new workers.

The following subsections provide detail of our successful approach to project staffing.



Proven Dependability

Flexing Staff Up and Down for DHS

As DHS staffing needs have increased and decreased, we have adjusted our staffing levels to deliver optimal operational efficiency and customer service for DHS. Our workforce management analytics support Project Director [REDACTED] in suggesting staffing level changes to DHS.



8.3.3.1 Screening and Selection Process for Meeting Staffing Requirements (E.3.C.1)

1. The screening and selection process for meeting staffing requirements.

Our screening and selection process for meeting DHS staffing requirements is established and has been proven through our successful staffing efforts for the DHS Eligibility Support Services project over the past three years. As outlined in the RFP, we understand the new contract would begin with 100 eligibility specialists present every day, excluding staff that is dedicated to project management and oversight activities. Our typical screening and selection process begins with collaboration with DHS on project task workloads. Based on analytics provided by our Workforce Optimization team, our Project Director would work with DHS to determine the staffing requirement. With DHS' agreement, we would then plan efforts to increase or decrease staffing levels to optimize operational efficiency. Given that the staffing level is established and fixed in the RFP, we would bypass this typical process for startup and have 100 FTEs of experienced and trained staff ready upon contract execution.

As staffing needs change over the course of the project, we will use the following key steps in screening and selecting staff to meet DHS requirements:

Identifying Experienced Internal Staff: Our first source of additional staffing for DHS, if needed, will be to leverage the trained and successful resources presently deployed at DHS for eligibility support services. To meet the required 100 FTEs at startup we will move some of our current 138 staff to our bench. These individuals will work on other accounts and remain available to return to the Arkansas DHS project as trained, experienced staff when needed. In the event more than 38 additional staff are ever needed, Maximus will draw from our large national resource pool of specialists with eligibility services experience. We can rapidly train these specialists on DHS-specific policies and processes and deploy them rapidly.

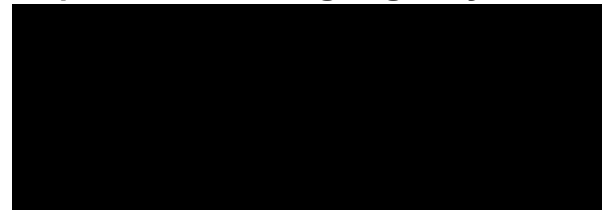
Working With Staffing Partners: For times when we cannot use internal staff, we have established relationships with staffing partners to source the most qualified candidates throughout the country. When using these partners for the DHS project, we request that they identify Arkansas-based candidates as our highest-priority to staff the maximum number of positions with Arkansas residents. Because these staffing organizations have supported our requirements in the past, they have a clear understanding of programmatic requirements to recommend strong candidates. Candidates complete an assessment and interview with questions that have been provided by Maximus and have proven over time to be effective in identifying eligibility specialists for this project.

Sourcing Bilingual Staff: To address the requirement to maintain 10% bilingual eligibility specialists, we partner with suppliers with dedicated bilingual recruiters for these opportunities. They identify specific localities in Arkansas where there are large Spanish-speaking populations as initial targets for sourcing efforts. The recruitment teams will continue to interview and pipeline bilingual candidates to provide backfill resources.



Eligibility Industry Leadership

Experience Selecting Eligibility Staff



The following example demonstrates our past success in quickly standing up a team to address a backlog of eligibility cases in Arkansas.



Providing Fast Project Startup for Arkansas

In 2016, DHS had a backlog of 140,000 overdue Medicaid and Modified Adjusted Gross Income (MAGI) eligibility cases. DHS turned to Maximus for additional staffing support. Within one week of the initial assessment, we presented a detailed transition plan to address the backlog by hiring up to 300 eligibility specialists, QA reviewers, supervisors, and management staff. Within three weeks of contract signing and legislative approval, we processed our first case. DHS can count on Maximus to provide dependable eligibility support services.



Background Checks: Maximus will perform employee background checks in accordance with DHS' requirements as outlined in RFP Section 2.7: Criminal Background Checks.

Upon completion of our interview process and testing, we run national criminal background checks for successful candidates. We acknowledge background checks are conducted at our expense. Maximus uses Orange Tree Employment Screening, a market leader in U.S. employment screening solutions.

A standard background check includes the following:

- County/Statewide Criminal Search
- MedScan (OIS/GSA)
- Social Security Trace
- National Criminal Record Search
- National Sex Offender Registry Search
- Employment verification
- Education verification

Additional checks can include any combination of the following if a unique situation requires:

- Professional references
- Credit record
- Professional licenses
- Driving record

No Maximus staff member will be staffed on this project if they have committed an offense that would preclude State employment as outlined in the RFP section referenced above.



8.3.3.2 Staff Management and Support to Ensure High Retention Rates (E.3.C.2)

2. Staff management and support to ensure high retention rates.

Following are strategies we employ to manage employee turnover for the Eligibility Support Services project. **Our average monthly attrition for the last year is very low —** [REDACTED]

[REDACTED] This stability of personnel supports high-quality service for DHS.

Shared Mission: We hire qualified people who share our passion for service because our team culture centers around helping others, which makes challenging work meaningful.

Strong Leadership: The mission-oriented leadership of Project Director [REDACTED] strongly influences the satisfaction of our team and keeps staff turnover low. The following example highlights [REDACTED] leadership philosophy.

Mission-Centered Leadership

[REDACTED]



- Take time to listen instead of jumping to conclusions. Everyone has a different perspective.
- Build consistency in operations with simple solutions that are easily repeated.
- Consider our client's perspective to find the right answer more quickly.
- Remember our mission.

Established Team: Our reliable and effective team is already in place in Arkansas, serving DHS and Arkansas residents today. Other Contractors will experience natural attrition when bringing in new leaders and establishing a new team to support the services.

Remote Work Opportunities: In January, Virtual Vocations, Inc. named **Maximus 5th of the Top 100 Companies for Fully Remote Jobs in 2024**. We will continue to attract and retain personnel by offering most of our employees a remote work environment for optimal flexibility.

Career Opportunities: By building advancement and promotion opportunities into our staffing model, we motivate skilled staff to stay, reduce learning curves, and increase project performance. Promoting excellent internal staff means our customers have the advantage of working with staff members who have a comprehensive knowledge of project operations and, specifically, the needs of DHS' customers. The opportunity to receive career training and advancement motivates employees to stay.



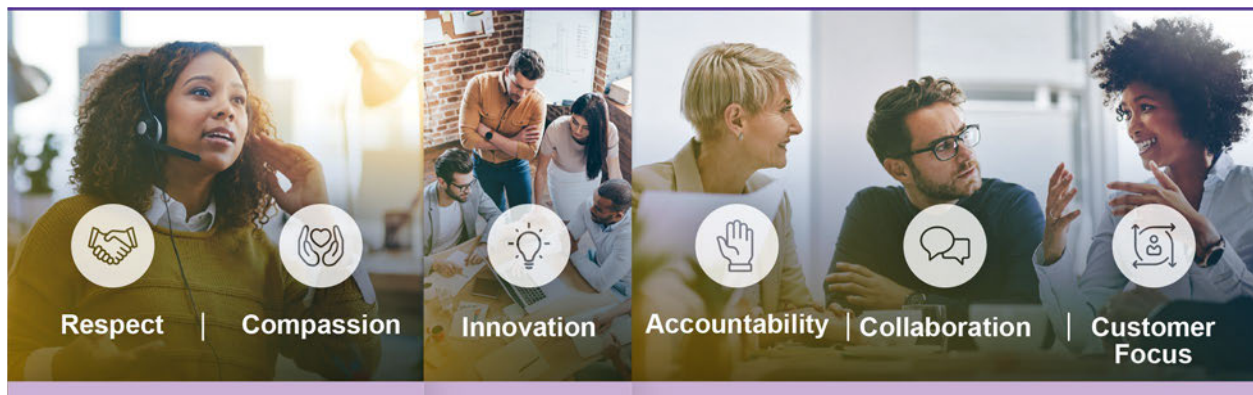
Competitive Salary and Benefits: We offer our staff a competitive salary and an industry-standard benefits package with health and wellness plans, financial protection and services, and work-life balance options. Other benefits include a tuition reimbursement program and an Employee Assistance Program that provides free services to employees.

Corporate Policies to Manage Turnover

Maximus employees benefit from consistent policies and values that permeate each level of our organization from the top down.

Maximus Values: Our mission-oriented company values enable our teams to fulfill our vision to help governments move people forward. Our highly qualified, well-trained team members have a sense of compassion, a desire to help others, and a sense of empathy for those facing challenges.

Our corporate values are demonstrated through our eligibility support services teams in alignment with DHS program goals to deliver enhanced outcomes for Arkansans, as indicated in *Exhibit 8.3.3-1: Our Values*.



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Exhibit 8.3.3-1: Our Values. When an organization shares a value system with employees, customers, and clients, we find that everyone benefits.

Employee Engagement Surveys: Frequent employee engagement surveys help leaders better understand the sentiment and experiences among employees, provide leaders with insight, and give employees a voice.

Diversity, Equity, and Inclusion (DE&I) Program: We have an active DE&I program with measurable employee engagement and results.

Updating our Global Compensation Framework: We regularly update our global compensation framework, monitor both internal and external pay trends, and prioritize our commitment to the well-being of our employees.



Enhancing our Employee Value Proposition:

This helps us remain competitive and positions the company as a top place to work within our market.

Professional Growth Opportunities:

Employees create individual development plans and pursue training based on competencies for current or future roles. Our Learning Management System offers 24/7 access to courses, books, and more, for self-driven learning to support career goals.

Employee Assistance Fund: This fund helps employees facing natural disasters and encountering extreme personal hardships.

Maximus Foundation Grants: Our company supports the communities where our people live and work by providing grants to organizations nominated by our employees. In 2023, the Maximus Foundation awarded more than \$2.2 million in grant awards to 191 nonprofits across 31 states and the District of Columbia.



Mission-aligned Company

National Recognition

In 2022, Fast Company identified Maximus as No. 2 on its list of American Enterprise employers who seem immune to the “Great Resignation.” The article cites three commonalities among top companies:

- Prioritizing and recruiting underrepresented candidates
- Extending offers to successful candidates more quickly
- Greater transparency about compensation

8.3.4 Staffing Continuity Plan (E.3.D)

D. Provide a staffing continuity plan that allows for staffing need changes throughout the contract, including the ability to scale up or down quickly.

We will provide a formal Business Staffing Continuity Plan for DHS approval within 30 calendar days of the Contract Start date. The plan will include our policies, organization charts, contingency plans, and backup plan for key staff. The plan will also include details of our four-week training session for new staff. We understand this plan must include a timeline on how we will be fully staffed within 60 days of contract start. Maximus has full staffing currently in place, eliminating the need for the entire 60 day ramp up period allotted for staffing.

We are familiar with the fluctuations in DHS’ day-to-day and long-term staffing needs. We were able to scale up staffing quickly in the summer of 2022 to address significant program backlog. Once the backlog of work was completed, we released staff ahead of schedule and scaled down staffing appropriately. After nearly three years of working with the DHS team, we understand the value DHS places in having a partner that works in tandem with the agency to deliver its mission.

Maximus’ dynamic and proactive Business Staffing Continuity Plan anticipates potential risks, plans for contingencies, and supports prompt resolution of personnel issues. In the following subsections, we provide an overview of our general staffing continuity plan.



8.3.4.1 Maintaining Continuity of Personnel Assignments

The stability and reliability of our staff currently in place at DHS offers us a significant advantage in maintaining continuity of personnel assignments in a new contract.

We bring established processes for sourcing, hiring, onboarding, and training staff. We do not use a simple formula to identify staffing needs; rather, we consider the factors that drive the task volume and arrival patterns to inform future estimates. We examine historical operational performance and planned innovations to develop proactive, achievable staffing targets, using the following approaches:

- **Process modeling and statistical methods:**

We use information from this model to forecast spikes in workload and to address attrition factors. With this predictive model, we can scale up or down to optimize resources according to project needs. This model promotes operational flexibility, scalability, and stability to meet DHS-approved performance metrics.

- **Key metrics:** We use data to adjust staffing levels to reduce wait times by focusing on data such as the number of applications pending and how long processing an application takes.

- **Analytical tools:** We analyze data, including member volume trends and activity, to manage staff continuity.

- **Staffing adjustments:** Because we work closely with our staffing vendor, we can quickly adjust staffing levels up or down depending on the fluctuating task volumes. We are able to leverage our staffing vendor tools and expertise to recruit and screen job candidates to onboard quickly when we need to accommodate spikes. We will proactively work with DHS to identify when anticipated or unanticipated events increase or decrease volumes.

Employee retention creates a stable, skilled environment, high staff morale, and increased client satisfaction. We employ several methods to encourage, reward, and retain our talented staff. In our experience, employees who are valued, empowered, and compensated fairly are more likely to remain with the project. Wellness offerings, diversity webinars, on-the-job training, and career advancement opportunities help Maximus employees know they are part of a forward-thinking company that values what everyone has to offer. Employee satisfaction surveys show we listen and care about employee feedback. We also provide multiple company incentives including:

- Medical benefits
- Employee recognition
- Tuition reimbursement
- Diversity, Equity, and Inclusion (DE&I) activities
- Wellness offerings
- Career advancement opportunities

Our DHS-specific experience and staffing best practices will support us in meeting DHS' requirements for continuity of personnel.



Proven Dependability

Retention Results

- Corporate prioritization of the well-being of our employees
- Our supervisor-staff ratio at DHS
- Our overall management structure
- Shared team commitment to making a difference for Arkansans



8.3.4.2 Contingency Plans to Avoid and Minimize the Risk and Impact of Staffing Interruptions

We bring multiple assets to support DHS in avoiding and minimizing the risk and impact of staffing interruptions, including:

In-Place, Trained Staff: A powerful advantage for DHS is our team of in-place, trained eligibility specialists. In sourcing, onboarding, hiring, and training these staff, we have honed our efficiency in onboarding new staff for DHS. Our experienced personnel serve as the core of our operational success and can also help mentor and onboard additional staff to meet future DHS needs.

Cross-Training: While LTSS, TEFRA, and Clerical services are not in scope for this proposal, our ability to cross-train staff to support programs beyond basic Medicaid could be of value to DHS in the future. Additionally, we have experience supporting Arkansas CHIP and SNAP programs. Cross-training staff for other operational functions gives DHS and our programmatic leadership options to reassign staff to new projects in the future if desired.

Sourcing Staff: We have established relationships with staffing partners who source qualified candidates with a preference for Arkansas residents. Because these staffing organizations have supported our staffing needs in the past, they have a clear understanding of our requirements and recommend strong candidates quickly.

Moving Our Talent Forward: Our recently developed Moving Our Talent Forward program initiative improves our ability to provide our clients with flexible staffing. This program retains qualified staff who have been released from a client project on a bench of available staff. When another client needs to increase staffing levels, these personnel are available and provide higher quality support and a shorter ramp-up time than a new hire.

The following example depicts an example of the value of being able to redeploy personnel from our bench to support new projects or support surges in staffing needs.



Proven Dependability

Avoiding Staffing Interruptions

DHS can rely on us to manage the impact of staffing changes. In addition to our large, in-place staff of eligibility specialists, we have several options to increase or reduce staff with the support of our significant eligibility project infrastructure nationwide.



Redeploying Staff from Our Bench to Support Staffing Surge Requirements

Other Qualified Staff: Another resource for supporting major surges in staffing requirements is our broader population of qualified eligibility specialists who perform eligibility work each day for other states. With the ability to support DHS from other locations, we can redeploy experienced personnel from multiple other projects and backfill for them on their teams. The scale of our eligibility operations nationwide offers value to our clients because we are able to redeploy a subset of employees from multiple projects without impacting ongoing operations.

As noted, Maximus brings multiple approaches to provide qualified eligibility support specialists and minimize the risk and impact of staffing interruptions.

8.3.4.3 Planned Backup Resources for Key Personnel

In the normal course of program operations, our key personnel identify backup resources who know their responsibilities and can cover for them during vacations or times of illness. Project Director [REDACTED], for example, proactively notifies DHS if she is going to be out and provides a backup contact.





Our corporate commitment to succession planning supports us in seeing that DHS and stakeholders do not experience gaps in service during periods of planned or unplanned absence. We actively identify people within the project who might be next in line for a particular position. We work with them to support focused career development and develop action plans to prepare staff to attain the knowledge, skills, and abilities to step into the next role.

Succession planning increases retention by providing individuals with focused career development and tailored advancement opportunities. This assures DHS that we can have staff ready to step into key roles at a moment's notice. In situations where key personnel must leave their roles, these backup personnel can cover for them until a permanent replacement is identified and approved by DHS.



8.3.5 Value of Project Management, Organization and Staffing

The following table depicts the key value of our approach to project management, organization, and staffing.

Differentiators	Value to Arkansas DHS
 Arkansas Program Insight	<p>Selecting a vendor with Arkansas DHS experience providing eligibility support services reduces the impact of change on program stakeholders and accelerates the onboarding and training of additional qualified eligibility specialists. Our leadership team brings direct experience overseeing eligibility support for DHS and an average of more than 12 years of industry experience.</p>
 Eligibility Industry Leadership	<p>DHS gains program insights and best practices from our proven Arkansas leadership team and our Advisory Board. Our shared services support staff have significant and relevant eligibility services experience in project management, security, privacy, quality services, compliance, and training.</p>
 Proven Dependability	<p>While a new vendor struggles to stabilize operational performance, DHS can rely on us for consistent outcomes and flexibility in providing eligibility support specialists. We serve as a seamless extension of DHS' staff and have met 96% of program SLAs since July 2022. We are dependable, transparent, and flexible in collaborating to meet DHS objectives.</p>
 Mission-Aligned Company	<p>Our mission-aligned company will provide eligibility specialists committed to helping DHS protect vulnerable Arkansans, foster independence, and promote better health. Compassion is one of our corporate values, and we share your passion for service.</p>



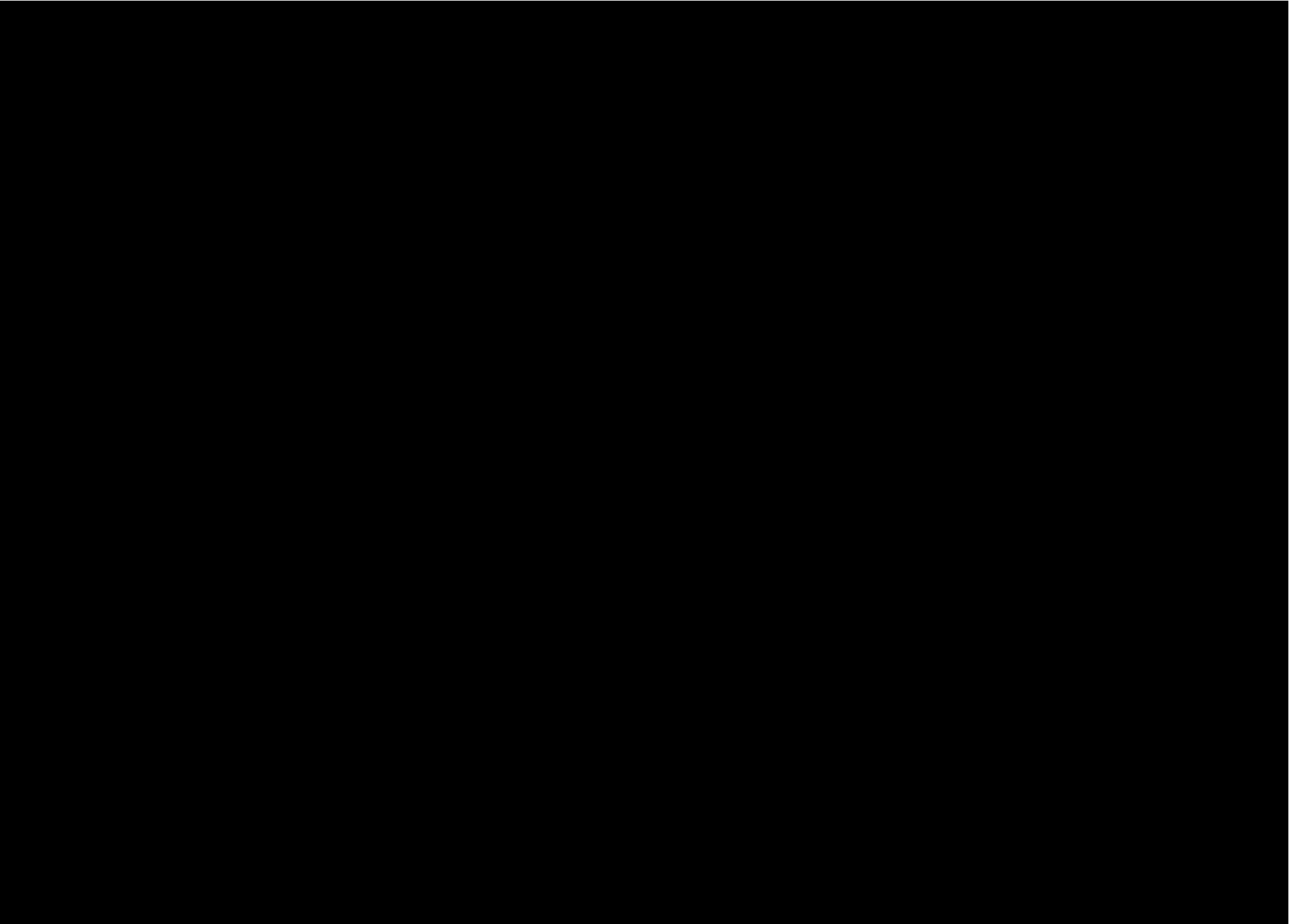
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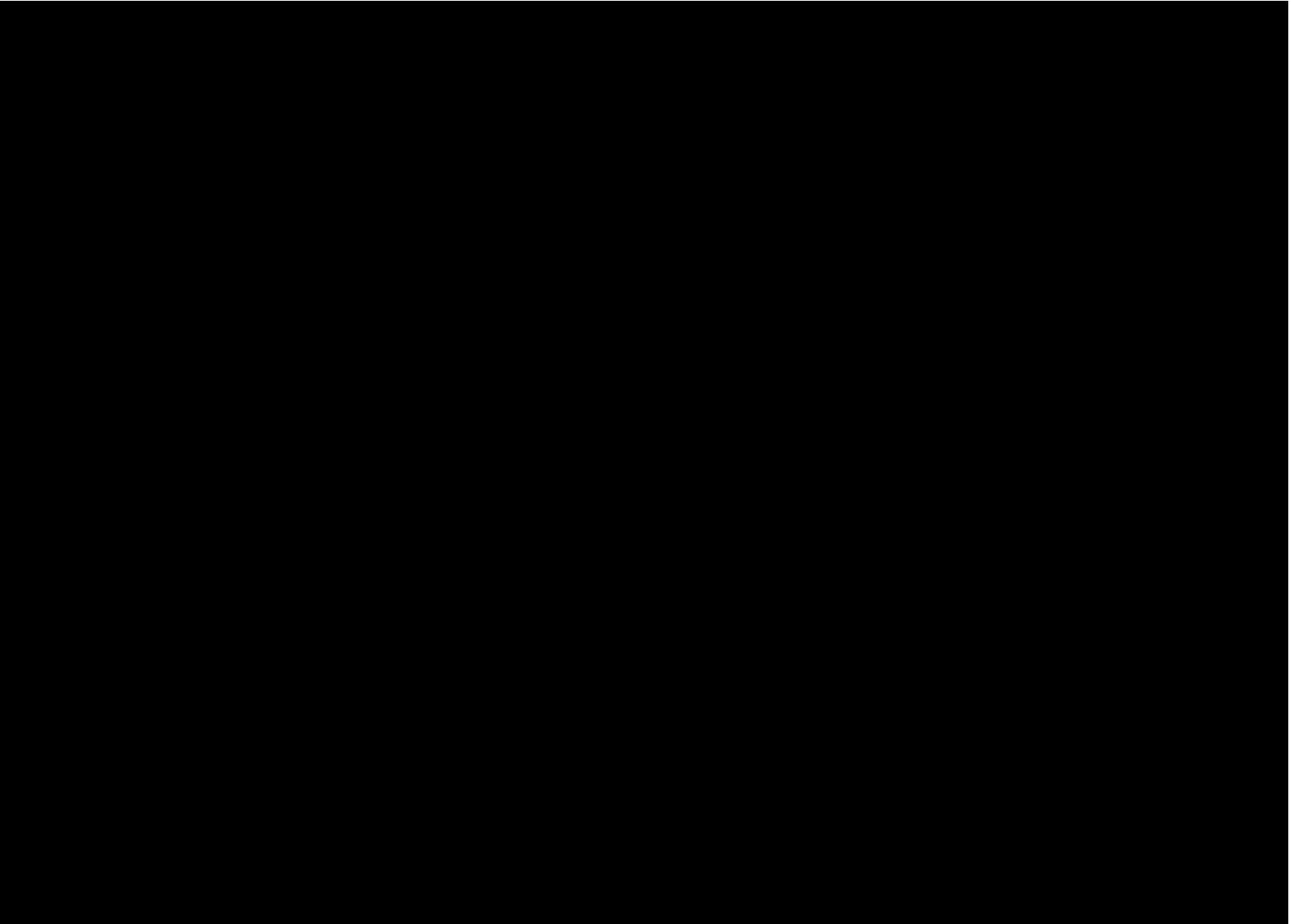
Appendices

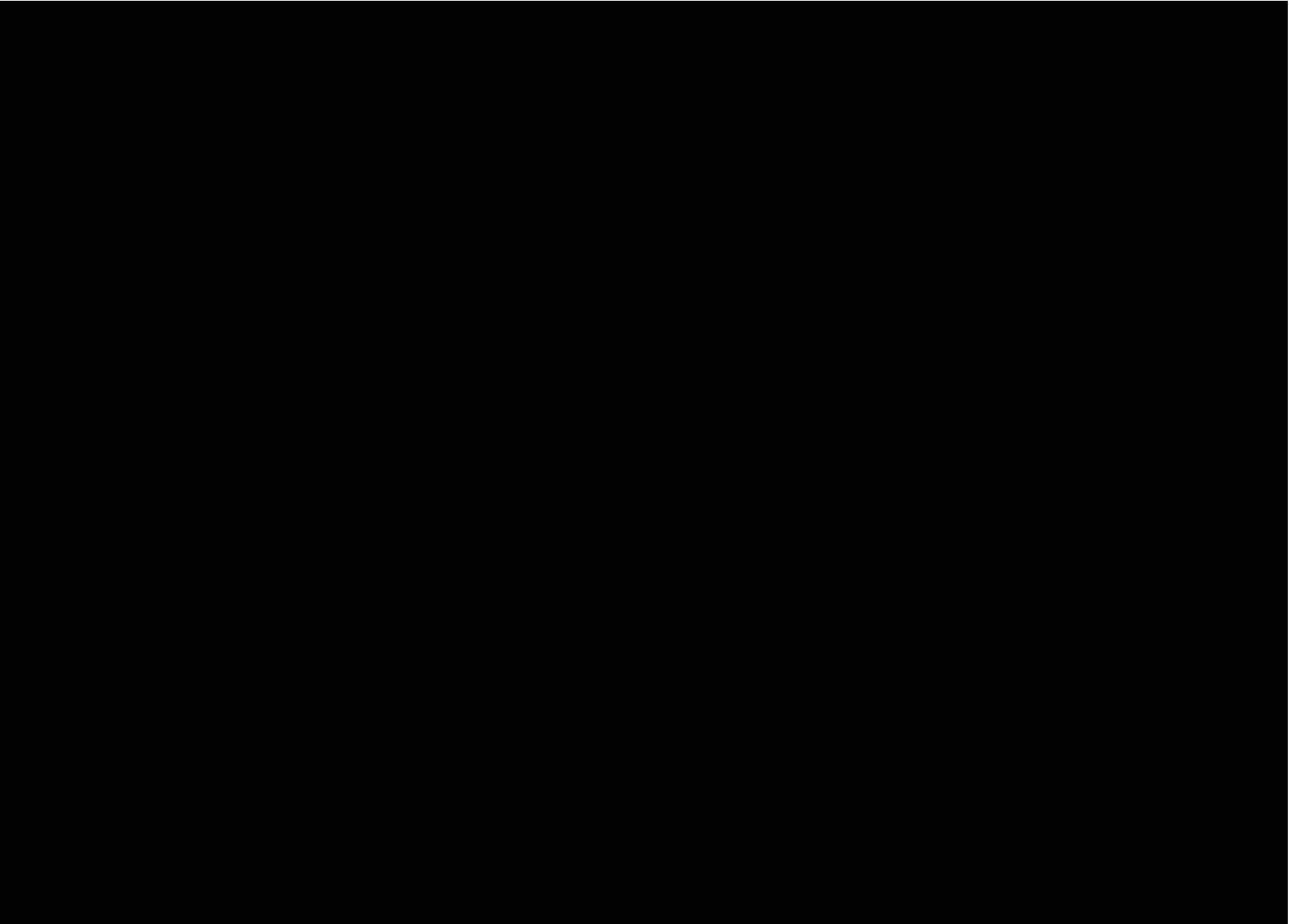


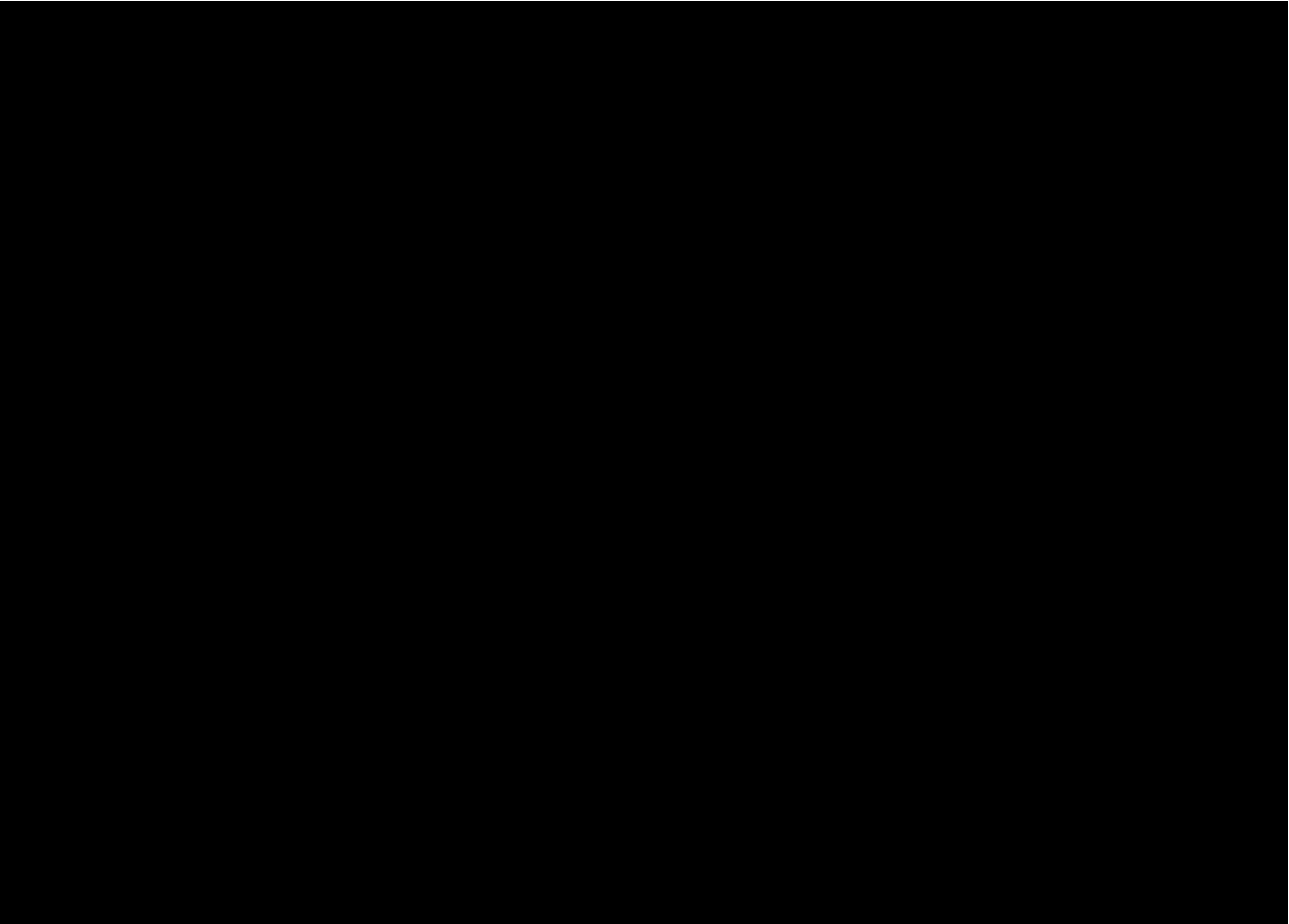
A.1 Project Plan

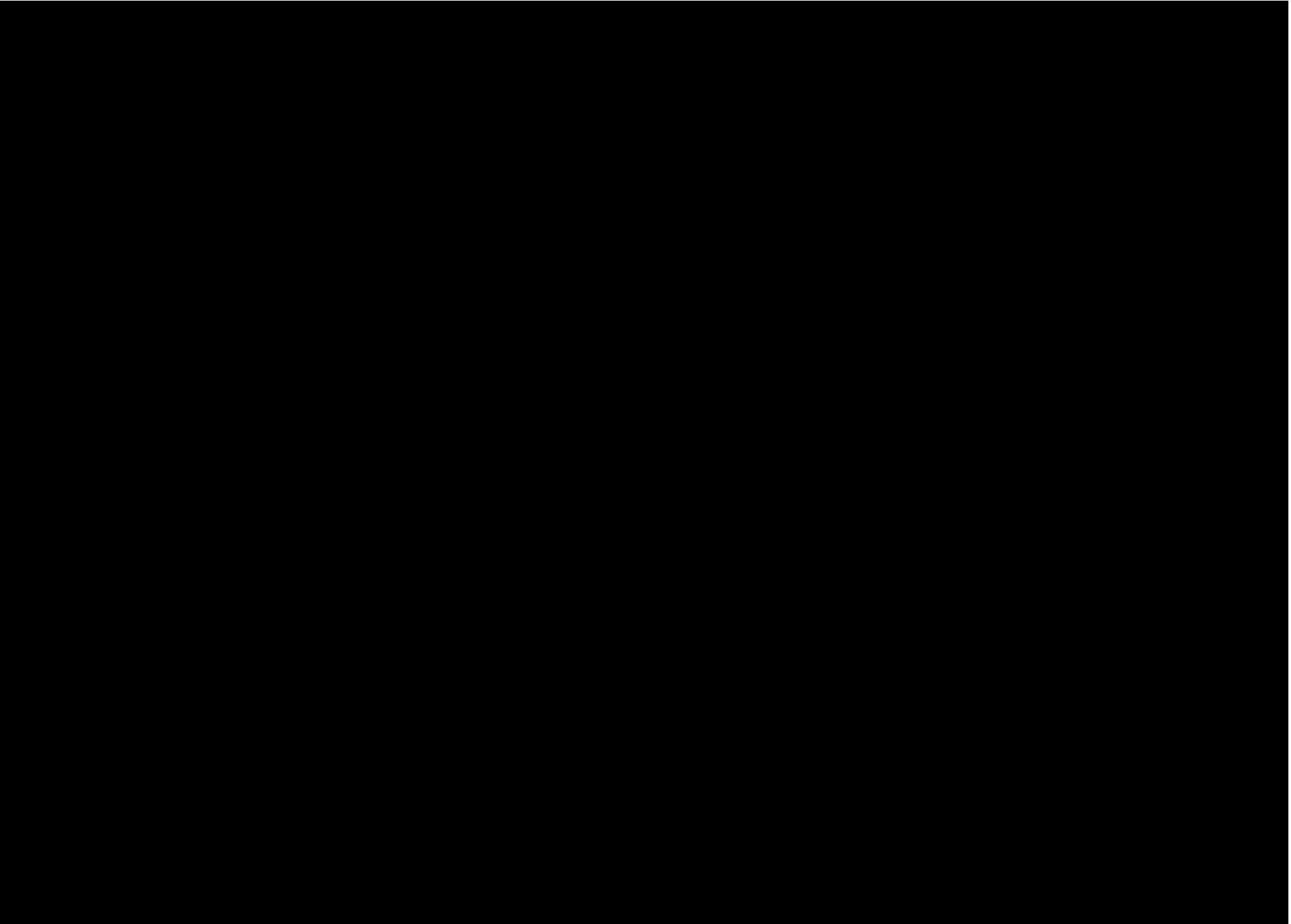


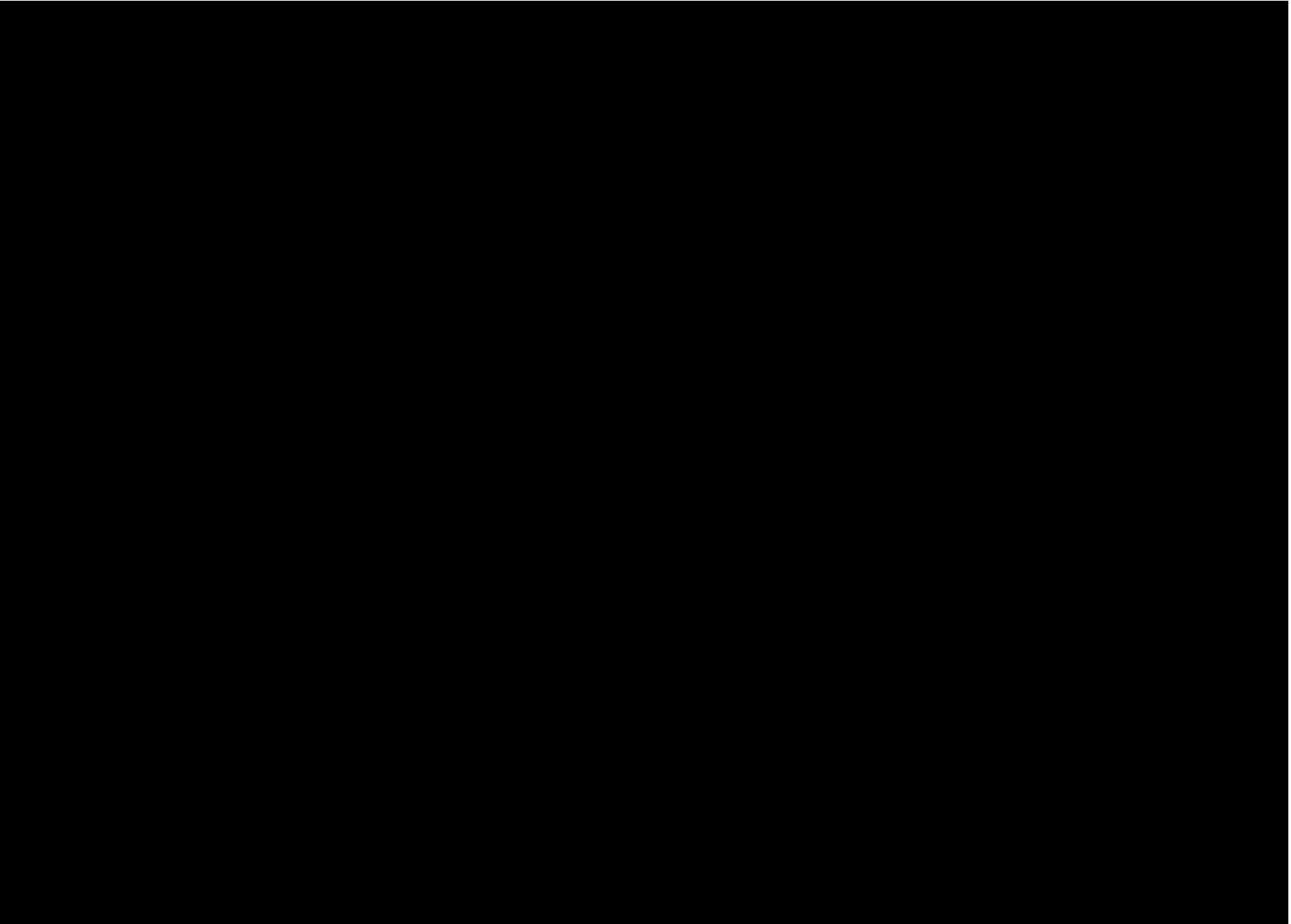












A.2 Security Plan





















