



State of Vermont Agency of Human Services

Department of Vermont Health Access

RFP: State of Vermont Medicaid Data Warehouse and Analytics Solution (MDWAS) Data Governance

Requisition #: 03410-125-24

State of Vermont Medicaid Data Warehouse and Analytics Solution (MDWAS) Data Governance

BIDDER QUESTIONS & DVHA RESPONSES

General Information:

Per Section 4.1.2 of the RFP, proposals are considered confidential during the bid review. Bidders should submit a redacted version of their proposal in the event we receive a public records request after the award has been made.

1. Is this a replacement solicitation to the previously issued Medicaid Analytics Data Warehouse Solution RFP on September 28, 2023?

Answer: No. The Medicaid Data Warehouse RFP was for a technical solution for a data warehouse. This RFP is for consulting services for data governance to support the Medicaid program for the MDWAS overall project.

2. Does it mean that the previous RFP was canceled? And if I'm correct, could I please confirm the reason why it was canceled?

Answer: Please see #1.

3. Can you please indicate if there will be a bidders conference that we can sign up to and attend?

Answer: Per section 1.4 of the RFP document, no bidders conference will be held.

4. What is the Place of Performance? Does this require onsite performance or can vendor personnel work remotely?

Answer: Work is expected to be performed remotely or at the vendor's business location and must be performed within the continental United States. Offshore work is not permitted. The working hours will be in line with EST working hours. The State will not work off hours if vendor employees are in different time zones.

5. Can the hand signed W9 be a separate document, or must it be inserted into the Technical Response?

Answer: You may include your W9 as a separate document within your response to this RFP.

6. Would the State allow for an extension for both the Questions and response submission dates. Would the state consider two-week extension beyond the February 8 response submission date?

Answer: The Q&A period has ended and cannot be extended. Bidders shall check the Vermont Business Registry website for any updates to the RFP schedule.



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7. Can the work be performed in the hybrid resource model (on-site/offshore/remote)?

Answer: Work is expected to be performed remotely or at the vendor's business location and must be performed within the continental United States. Offshore work is not permitted. The working hours will be in line with EST working hours. The State will not work off hours if vendor employees are in different time zones.

8. What is the overall budget associated with the project?

Answer: The budget for this work is around \$450-475K.

9. Are there any specific definitions or standards, technologies or methodologies that MDWAS is required to use or adhere to in the development of this Data Governance Framework? Are there any tools that you are considering using at this time?

Answer: The State utilizes Azure DevOps for risks and issues, requirements gathering, etc. No tools are being considered at this time, the State is open to recommendations.

- ~~10.~~ How many different groups of data consumers have been identified as in scope for MDWAS? Examples given below, but are there more? The purpose of the question is to help determine the extent of the groups that will need to be accommodated: Public health operations; Medicaid health plan operations; Medicaid-driven delivery system reform; Healthcare delivery and coordination; Population health management; T-MSIS; Program Analytics; State & Federal Reporting; Data Science; Federal and State Partners

Answer: That is a complete list known at this time.

11. "Who owns the following source datasets and integrations for MDWAS and what DG jurisdiction do they fall under?

VHIE Clinical Data; Money Follows the person; Pharmacy Benefits Management; Medicaid MIS System: Medical and pharmacy claims data, provider, client, financial data, managed care, other insurance, Third Party Liability (TPL), service authorization/prior authorization and other utilization management activities, reference data; Provider Management Module (PMM); Electronic Visit Verification (EVV); Pharmacy Benefits Management (PBM); Master Person Index – MPI; Terminology Services

Answer: These source datasets are all owned by the Agency of Human Services/Medicaid. MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it. The State will provide all applicable materials to the selected vendor related to existing source datasets.



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12. Which if these sources or integrations have Governance, integration or compliance requirements documented?

Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it. The State is seeking a vendor that will assist in developing data governance to support a future-state model. The State will provide all applicable materials to the selected vendor related to current state data and is seeking a vendor to develop new governance, integration, and requirements documentation.

13. Are the interoperability compliance requirements documented?

Answer: Full compliance of interoperability requirements is not applicable to this RFP.

14. Is the modular operational management / admin framework documented?

Answer: This question is not clear.

15. Are there any other distinct stakeholder groups in scope beyond those above and those listed here: Agency of Human Services (AHS); Agency of Digital Services (ADS); Deloitte; VITL; Gainwell; Federal Partners

Answer: No, the key stakeholders have been identified within the RFP. This data governance structure needs to complement and work with the existing data governance structure/framework of the Unified Health Data Space as noted in the RFP Section 1.

16. What are the current or future responsibilities of the following in regard to Data Governance?:

Agency of Human Services (AHS); Agency of Digital Services (ADS); Deloitte; VITL; Gainwell

Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it. It is the expectation the vendor would advise on this as part of the data governance framework. AHS and ADS are the main stakeholders for this work. Deloitte, VITL, and Gainwell are the main vendors who are engaging in the technical work.

17. How complete is the MDWAS system? Are any of the current components documented in terms of datasets, processes etc. as part of standard system documentation?

Answer: The MDWAS System is still in development. Several components are documented but this work is ongoing. The development of the governance process will influence the format and content of those deliverables. The estimated completion for the MDWAS project is 2027.



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18. Do any teams, groups or individuals aligned to the MDWAS program have data governance within their remit or role description? What role (if any) do you see them fulfilling within the project?

Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it. We do not have roles specifically responsible for data governance, but we do have a group of project staff responsible for making and recording data governance-related decisions. These staff will work with the data governance contractor, but the contractor is expected to lead the process.

19. Will the development of a Data Governance framework prevent us from bidding on any other future work relating to data governance (for example management or implementation of data governance)?

Answer: The development of the data governance framework should not prevent the vendor from bidding on future work relating to data governance. However, bidders are expected to do their own research as to their specific situation, including but not limited to ensuring they are aware of other policies that can impact bidding, such as Vermont Policy 004: <https://bgs.vermont.gov/commissioner/adminpolicies/0034>

20. Can you provide a list of the regulatory frameworks or legislation that will have a dependence on the data governance framework delivered by this program? I.e. what with the regulatory environment do we need to comply / align with?

Answer: It is the State's expectation the data governance vendor will assist on listing the regulatory frameworks and/or legislation that will impact data governance. Various data sources within scope for the MDWAS project are subject to various federal requirements for data protections, including HIPAA, 42 CFR Part 2, MARS-E 2.2 and NIST-800 compliance. Compliance should be in alignment with the State's security requirements and standards.

21. Does MDWAS have any existing Data Governance Initiatives?

Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it. However, The State will provide all applicable existing materials to the selected vendor

22. Are there any specific challenges or pain points the department has experienced with its current data governance efforts?

Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it. The State is seeking a cohesive, embedded data governance initiative attached to this project that can meet all stakeholder requirements.



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23. What is the expected timeline for the completion of this data governance framework project? Specifically, the milestone dates for the various components of MDWAS that require data governance to be ready.

Answer: The State expects the Data Governance vendor to help define milestones and a detailed schedule. Data Governance framework must be complete by October 2024.

24. The RFP states "The MDWAS data governance is a required component for CMS certification of the MDWAS system and must be operational well in advance of completion of DDI phase." Can you please provide dates for the completion of data governance to support CMS and DDI?

Answer: See #23

25. Can the State provide more details on the criteria used to decide whether to exercise the option to renew for the additional 12-month periods?

Answer: All decisions are made in the best interest of the State.

26. Does this RFP replace or is it in addition to the previous Department of Health Data Governance Framework RFP issued in October of 2023?

Answer: No, this RFP does not replace the Dept. of Health Data Governance RFP. The scope of this consulting for data governance RFP is to support the Medicaid Data Warehouse and Analytics Solution (MDWAS) project.

27. Is the current MDWAS vendor eligible to bid and win this RFP?

Answer: The State declines to express a preference for or against any one vendor. Bidders are expected to do their own research as to their specific situation, including but not limited to ensuring they are aware of other policies that can impact bidding, such as Vermont Policy 004: <https://bgs.vermont.gov/commissioner/adminpolicies/0034>

28. Are there any specific tools that need to be used for Data Governance currently or in the future? Please list any specific tools.

Answer: The State prefers that technical tools remain in the data management stack already in place within MDWAS but is open to recommendations. The primary focus of this RFP is on process, not on tools.

29. Do you have a data catalog or any tool to help facilitate the capture of metadata today? If so, what tool?

Answer: IBM InfoSphere Information Governance Catalog is part of the MDWAS solution, but not currently in use.



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30. Could you identify and elaborate on the specific challenges or gaps in data governance that led to the initiation of this Data Governance Framework project?

Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it. The State is seeking a cohesive, embedded data governance initiative attached to this project that can meet all stakeholder requirements

31. Is the department presently employing any informal practices or understandings related to data governance, such as a formal data stewardship structure, that should be acknowledged and considered in our proposal?

Answer: See answer to #18.

32. Do you have a governance or stewardship structure in place?

Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it. Current-state details are included within the RFP.

33. Have requirements gathering been conducted for this RFP, and if so by what entity or firm?

Answer: Yes. Requirements were gathered by the State of Vermont.

34. Can you provide more detail on the specific data governance requirements for the Medicaid Data Warehouse and Analytics Solution (MDWAS)?

Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it. The vendor shall assist the State to develop the data governance structure and framework for MDWAS in align with all federal and requirement detailed within the RFP.

35. How should the proposed solution integrate with Vermont's existing health data systems, including the Unified Health Data Space?

Answer: It should work seamlessly, meet all federal and state requirements, and complement it.

36. What are the primary data sources and types that the MDWAS will need to handle?

Answer: Primary data sources and types were listed in the RFP on page 4 called, Medicaid Data Sources.

37. What specific security standards and regulatory compliance requirements must the MDWAS meet?

Answer: It is the State's expectation the data governance vendor will assist on listing the regulatory frameworks and/or legislation that will impact data governance. Various data sources within scope for the MDWAS project are subject to various federal requirements for data protections, including HIPAA, 42



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CFR Part 2, MARS-E 2.2 and NIST-800 compliance. Compliance should be in alignment with the State's security requirements and standards.

38. Can you provide more details on the expected timeline and key milestones for the MDWAS project?

Answer: See answer to #23

39. What are the expectations around change management and staff training as part of the MDWAS implementation?

Answer: Change management and staff training will need to be part of the data governance structure and framework. The expectation is that the data governance framework and structure will be implementable by State of Vermont staff. This RFP does not include implementation in the scope.

40. What performance metrics and reporting requirements are expected from the MDWAS?

Answer: The creation of the reports will be handled by the Analytics vendor. The State expects the data governance vendor to provide recommendations on what KPI/metrics should be created and established for a strong and robust data governance program (page 7 Section 2 of the RFP).

41. Is there a specific budget range for this project, and what are the expectations regarding resource allocation?

Answer: Please see answer to question #8

42. How will collaboration and coordination between multiple vendors be managed for this project?

Answer: Data Governance for the MDWAS project will be coordinated through common project management strategies such as project meetings, integrated timelines and the use of Azure Dev Ops for document and decision management.

43. What are the expectations for post-implementation support and maintenance of the MDWAS?

Answer: For data governance, the expectation is the State will be able to maintain and manage the data governance aspects of MDWAS.

44. What are the anticipated challenges, and how should risks be managed in this project?

Answer: Risks and Issues will be managed in accordance with the State's Risk Management Plan and will be shared with the data governance vendor as a part of the onboarding process.



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45. Can you clarify the policies and guidelines around subcontracting parts of this project?
Answer: Requirements around subcontracting are located throughout the RFP in the Certificate of Compliance, Subcontractor Compliance Form, Attachment C, Attachment F, and Attachment G.
46. What specific criteria will be used to evaluate proposals?
Answer: Evaluation criteria is located in section 3.5.1 of the RFP. Specific information around these scoring categories is located in the subsection for each scoring category throughout the RFP document.
47. Does MDWAS Governance cover technical architecture, data design, and data development in addition to data Governance controls and oversight?
Answer: No, this RFP scope covers implementation of data governance controls and oversight. Details of the MDWAS technical solution and data design deliverables will be available to the Data Governance team so that they can inform creation of data governance processes.
48. Does the State of Vermont currently have data governance tools in place (e.g., Alation or Colibra)? Is the selection of a governance platform part of the engagement?
Answer: See answer to question 28.
49. Are there existing data standards outlined that require alignment by MDWAS? If so, please provide an overview.
Answer: Data standards need to align to federal standards (e.g. USCDI / FHIR).
50. Please summarize the charter and scope of responsibilities for VHIE Data Governance Council and Green and Mountain Care Board Data Governance Council. Have these councils defined standards and compliance criteria to be adopted by MDWAS governance?
Answer:
a. **VHIE Data Governance Council Charter:** [Data Governance Council Charter \(vermont.gov\)](https://www.vermont.gov/data-governance-council-charter).
b. **Green Mountain Care Board Data Governance Council:** [Data Governance Council Meetings | Green Mountain Care Board \(vermont.gov\)](https://www.vermont.gov/data-governance-council-meetings-green-mountain-care-board)
c. MDWAS will need to work in collaboration with the VHIE data governance council.
51. Please outline any current data quality tools (e.g., Informatica Data Quality, Talend DQ) and quality processes to be leveraged and in compliance with.
Answer: See answer to question 28.



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52. Please outline what is included in “existing materials and interviews” to be leveraged as outlined in the RFP.

Answer: Significant business analysis work was completed on the data sources and reporting requirements. The contractor is expected to leverage this analysis work, however, additional analysis and interviews will be required.

53. Please itemize available data modeling tools available to diagram “data or data streams”. Are there existing VHIE models in place to be aligned to for MDWAS?

Answer: The State has experience with various modeling tools and is open to recommendations. Current data modeling has been in Visio and PowerPoint. The VHIE has provided architecture and data diagrams to the State in a Visio file. The MDWAS will deliver physical, conceptual and logical models created in erwin.

54. Are AWS and Snowflake firmly decided as the solution platform? If so, what additional AWS services have been selected to be part of the solution framework?

Answer: This question is not written clear enough for state response.

55. What business intelligence and analytics tools are in place or anticipated?

Answer: The State has Microsoft PowerBI and Tableau available for analytical workloads.

56. Does the State of VT have existing Data Stewards in place in any departments or areas today?

Answer: There are numerous data analysts, data users, and data superusers; however, they are not formally named data stewards.

57. In addition to Terminology Services, what, if any, data dictionaries or metadata catalogs are in place and available to the MDWAS governance project?

Answer: Each MDWAS data source is providing a data dictionary for their data being sent to the Medicaid Data Lake (MDL). The MDL will include these data dictionaries in its planned metadata repository. The Analytics Data Warehouse and the Data Analytics Reporting modules in MDWAS plan to leverage and have input into the MDL metadata repository, in addition to having their own data dictionaries. These data dictionaries will be available to the MDWAS data governance project.

58. Are interfaces with local government Public Health agencies in scope for this initiative?

Answer: Not currently. The scope for this project is Medicaid for the MDWAS project.



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59. What, if any, public-facing health reporting is in scope for the initiative?
Answer: Our annual budget report is public as well as several other reports which are published here: <https://dvha.vermont.gov/budget-legislative-and-rules/reports-and-studies>
60. Who (individuals and departments) are the Business Intelligence consumers indicated in the MDWAS Conceptual Architecture? What is the approximate number of consumers?
Answer: Currently there are approximately 140 Business Intelligence tool licenses used by State of Vermont employees and vendors.
61. What is the reporting relationship of the Data Scientists indicated in the MDWAS Conceptual Architecture? How many Data Scientists are in place?
Answer: The State expects there will be fewer than six data scientists supporting this project. Some are internal State staff, and some are contractors or external stakeholders.
62. Are vendors required to register with the Secretary of State prior to bidding, or prior to being awarded the contract?
Answer: Per section 3.8.1, all bidders are required to register with the Secretary of State prior to being awarded a contract. It is not a requirement to place a bid.
63. Who are the primary stakeholders involved in this project?
Answer: Please see #16.
64. Are there specific user groups or departments that will heavily rely on the MDWAS data?
Answer: There are 6 Departments within the Agency of Human Services. Department of Aging and Independent Living (DAIL), Department of Corrections (DOC), Department of Mental Health (DMH), Department of Vermont Health Access (DVHA), Department of Children and Families (DCF), and the Department of Health (VDH). Authorized employees in each of these departments and at the Agency of Human Services will have access to MDWAS data.
65. Has there been any existing data governance framework in place for Medicaid data?
Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it.
66. Are there legacy systems or data governance practices that need to be considered or integrated into the new governance model?
Answer: There are legacy systems that will be contributors to the source data.



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67. Are there any specific technologies or platforms that need to be utilized or integrated into the data governance solution?

Answer: This project is being implemented on an AWS/Snowflake tech stack. The State has experience with a number of other interface technologies, though has no preference for the technology utilized and should meet the solution requirements. The solution needs to be designed to be scalable and flexible for future needs as they arise.

68. Could you provide more details on how data currently flows through the MDWAS and the desired state?

Answer: This is provided in Section 1 (Overview) of the RFP.

69. What is the lifecycle of data within the MDWAS, from collection to disposal?

Answer: CMS requires states to store 10 years of claim-related data.

70. Are there specific compliance requirements or regulations that the data governance model must adhere to?

Answer: It is the State's expectation the data governance vendor will assist on listing the regulatory frameworks and/or legislation that will impact data governance. Various data sources within scope for the MDWAS project are subject to various federal requirements for data protections, including HIPAA, 42 CFR Part 2, MARS-E 2.2 and NIST-800 compliance. Compliance should be in alignment with the State's security requirements and standards.

71. Could you specify the KPIs and metrics that are essential for evaluating the success of the data governance model?

Answer: It is expected the vendor will provide recommendations on KPIs and metrics as noted in the RFP on page 2 section 1 and page 7 section 2.

72. Is there a requirement for the data governance model to align with or integrate into Vermont's Unified Health Data Space governance structure?

Answer: Yes, this is provided in Section 1 of the RFP.

73. Are there specific requirements or considerations unique to Vermont's healthcare data landscape?

Answer: Yes, this is provided in Section 1 of the RFP.

74. What is the expected timeline for the development and implementation of the data governance model?

Answer: Please see #23

75. Are there key milestones or deadlines that need to be met?

Answer: Please see #23



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76. What is the budget allocated for this data governance project?
Answer: Please see #8.
77. Are there any constraints or limitations on resources that should be considered?
Answer: Please see #8.
78. How should progress and updates on the data governance model be communicated to stakeholders?
Answer: The State will look to the vendor to advise on this as noted in section 2 of the RFP.
79. Are there specific reporting requirements or formats?
Answer: Reporting requirements and formats will be determined at a future date on a case-by-case basis.
80. What are the primary sources of Medicaid health data that will be included in the MDWAS?
Answer: Please see #36.
81. Are there different types of data (e.g., claims data, patient records, financial data) that need distinct governance approaches?
Answer: Yes, please see #36.
82. How will data security and privacy be addressed within the data governance model?
Answer: Data Security guidelines and requirements are provided by ADS. It is expected the vendor will establish a data governance model aligned with data privacy protections.
83. Is there specific encryption, tokenization, access control, or data anonymization requirements?
Answer: Access Control requirements are based on the principle of least privilege. The details of roles and permissions are still being documented. At this time requirements have not been identified for encryption, tokenization, or anonymization. These must meet the State of Vermont's security requirements and align with any federal requirements.
84. What measures will be put in place to ensure data quality and accuracy within the MDWAS?
Answer: The State expects the vendor to advise on this as noted in Sections 1 and 2 of the RFP.



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85. Is there a need for data cleansing or data enrichment processes?
Answer: The data governance vendor will not be expected to perform any data cleaning or enrichment. The data cleansing and enrichment is the responsibility of the MDL and ADW vendor and is outside of the scope of this RFP.
86. Is there a requirement to provide change management and user training related to the data governance model?
Answer: Yes.
87. Are there existing methods in place to educate users that the governance model will need to comply with?
Answer: MDWAS is a new data modernization effort for the Medicaid program. Education and training on data governance policies and practices will be needed. The methods to provide that education can be determined in collaboration with the State of Vermont.
88. Is there a requirement for the governance model to accommodate future scalability and expansion of data sources or user groups?
Answer: Yes.
89. What current strategies are in place for handling growth in data volume and complexity?
Answer: MDWAS is a new data modernization effort for the Medicaid program. Technical strategies are being defined and implemented by the MDWAS project team.
90. Have specific risks related to data governance been identified?
Answer: Yes.
91. If yes, what mitigation strategies are in place?
Answer: Please see #90.
92. Will there be specific documentation requirements for the data governance model, policies, and procedures?
Answer: Documentation of data governance will be required.
93. Is there a requirement for existing documentation to be maintained and updated?
Answer: Not by the data governance vendor, this will be the responsibility of the state.



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94. Is there a mechanism for gathering feedback from users and stakeholders regarding the data governance model's effectiveness?

Answer: It is expected the vendor will provide recommendation and framework on communication approach as stated in Section 2 of the RFP.

95. How is feedback expected to be used to make improvements?

Answer: It is expected the vendor will provide recommendations on this.

96. Are there plans to share Medicaid data with external organizations or agencies?

Answer: Provided it is necessary and allowable under HIPAA, Federal, and State laws/regulations.

97. If so, are governance mechanisms for this external data sharing in scope?

Answer: Yes.

98. Are there any legal agreements, contracts, or vendor relationships that may impact data governance?

Answer: All known limitations have been described within the RFP.

99. How will contractual obligations be aligned with data governance requirements?

Answer: Future contracts for implementation of data governance will be designed to meet the data governance policies we develop through this project. CMS Data Governance requirements are found across both certification and the aligned MITA components.

100. What are the specific reporting and analytics needs of the MDWAS, and what is the expectation of data governance to support these requirements?

Answer: Data governance must support and provide the framework/guidance for reporting and analytic needs.

101. Are there specific tools or platforms for reporting and analytics?

Answer: See question #55.

102. Is there a requirement to provide data retention and archiving policies for the MDWAS?

Answer: Please see #69.

103. Is there a requirement for the governance model to address disaster recovery and business continuity planning for critical Medicaid data?

Answer: This is within the scope of state security responsibility. This will likely be input into the data governance framework.

104. How many Common Data Elements are in scope for the Data Governance Office?

Answer: This question is not clear enough for the State to provide a response.



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105. Does the State of Vermont have an existing Data Governance tool such as Collibra or Microsoft Purview?

Answer: The State would like to keep data governance tools in the same tech stack as the project implementation – AWS/Snowflake. IBM InfoSphere Information Governance Catalog is part of the MDWAS is part of the MDWAS solution, but not currently in use. The State is open to recommendations on specific tools.

106. How many systems are involved for Data Governance besides Snowflake? Is it an enterprise wide Data Governance office?

Answer: The scope for this project is specifically MDWAS not enterprise wide. Upstream systems of the MDWAS project will need to be noted as dependencies but not directly governed.

107. Are there existing data policies in place?

Answer: The State has policies and procedures around handling and sharing data. However, MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it.

108. Do they have existing Data Quality or Master Data Management tool?

Answer: The State would like to keep data governance tools in the same tech stack as the project implementation – AWS/Snowflake. IBM InfoSphere Information Governance Catalog is part of the MDWAS is part of the MDWAS solution, but not currently in use. The State is open to recommendations on specific tools.

109. Could you specify any additional technology requirements or preferences from the state, beyond the AWS and Snowflake services already used for Medicaid Data Lake and related components?

Answer: The State would like to keep technology products within the same stack as is being used in the MDWAS project but is open to recommendations. The State also uses Microsoft solutions, such as PowerBI.

110. Regarding the MDWAS Project's integration of the Medicaid Data Lake (MDL) with the Analytics Data Warehouse (ADW), could you specify any anticipated requirements or challenges in migrating Medicaid data to the MDL and ADW?

Answer: Data extract approaches and risks are being managed in the MDWAS project. This RFP is focused on governance, which will assist in the management of risks as they are identified. This project is not replacing the system of records, the data is an extract from data systems.



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111. The RFP's scope primarily emphasizes designing the governance model. We assume this excludes both the implementation and the support phases. Could you please confirm our understanding?

Answer: The implementation and support phases are not included in the RFP. Any future implementation work will be handled under a separate RFP and Contract.

112. Section 1.1 on Page 6 mentions a two-year contract period. Is this intended exclusively for the design of the governance model, or does this timeline and contract allow possibility for the same vendor to provide support in implementation and subsequent phases?

Answer: This contract is not for implementation work and therefore an extension will not be granted for the selected contractor to perform work beyond the scope of this RFP. Any future implementation work will be handled under a separate RFP and Contract.

113. What is the total allocated budget for this project? If this budget is not exclusively allocated to the model's design phase, please specify how it is distributed across the different project phases, namely the design of the governance model, its implementation, and the support phases.

Answer: Please see #8.

114. The RFP mentions timelines, but, in order for us to estimate resources and provide a timeline for activities required as per scope of this RFP, will the State provide actual date for the source system modules to be available to coordinate with?

Answer: Please see #23.

115. What are the roles or what kind of information we will be getting from AHS; ADS; Deloitte; VITL; Gainwell; and others?

Answer: This will depend on what the data governance vendor needs to support the data governance project. Both the selected vendor and the State's existing vendors and stakeholders shall work together in good faith.

116. For the scope of this RFP, roughly how many teams we may be required to work with to get the view of the current state, gap identification, solution validation, and key risks identification?

Answer: This will depend on what the data governance vendor needs to support the data governance project.



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117. Does the state already have "Policies and standards for managing data throughout its lifecycle." or is it in scope of this RFP?

Answer: This project is specific for MDWAS. MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it.

118. Is it in the scope of this RFP to develop "data security framework, data sharing framework, data steward framework"? If so, are there documented guidelines for providing particular information & access and for resolving security and privacy related issues?

Answer: Data Security framework is not in scope as that is determined by ADS. Data sharing and Data steward frameworks are in scope.

119. Is there a dedicated team handling security and privacy in your organization?

Answer: Yes, there is a security team at ADS that supports this project. Yes, there is a Data Privacy Officer and Legal counsel that support AHS on this project.

120. Are there any data governance tools including for Data quality, privacy and security already selected?

Answer: The State would like to keep data governance tools in the same tech stack as the project implementation – AWS/Snowflake. IBM InfoSphere Information Governance Catalog is part of the MDWAS is part of the MDWAS solution, but not currently in use. The State is open to recommendations on specific tools.

121. Do you currently use any cataloging tool to manage metadata, reference data, data lineage etc.? (For example tools like Colibra, Informatica data catalog)?

Answer: The State would like to keep data governance tools in the same tech stack as the project implementation – AWS/Snowflake. IBM InfoSphere Information Governance Catalog is part of the MDWAS is part of the MDWAS solution, but not currently in use. The State is open to recommendations on specific tools.

122. Since this is a consulting project to define data governance and no tool implementation, please elaborate on what kind of user training is required?

Answer: MDWAS is a new data modernization effort for the Medicaid program. Education and training on data governance policies and practices will be needed. The methods to provide that education can be determined in collaboration with the State of Vermont.



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123. We understand that the State will have accountability and will collaborate to design an approach, please elaborate on the various stakeholders from State who we need to work with?

Answer: Stakeholders will be shared with the vendor during the design phase of this effort.

124. Also, who will be providing the guidance, review and approval of the final deliverables?

Answer: The deliverable review and approval process will be outlined in the contract with the selected vendor.

125. What are the location constraints for working on this project? Should everyone staffed work out of VT only? OR US-Remote is allowed? Can we propose some resources who will 'offshore'?

Answer: Work is expected to be performed remotely or at the vendor's business location and must be performed within the continental United States. Offshore work is not permitted. The working hours will be in line with EST working hours. The State will not work off hours if vendor employees are in different time zones.

126. Since state has established go-live for MDWAS, when is the data governance (scope of this RFP) expected to be completed?

Answer: Please see #20.

127. What type of Support does the State expect from this RFP's vendor related to CMS Certification?

Answer: The State expects the data governance work that this vendor puts in place will achieve CMS certification.

128. Are the deliverables listed under "Fixed Price/Deliverables" section are indicative sample or actual expected deliverables?

Answer: These are the anticipated Deliverables that the State is seeking fixed-price bid responses.

129. The price schedule says Time and Material OR Deliverable pricing. Is the state looking for a Time & Material or Fixed price bidding? What is the expectation from the Price Schedule - Do you want us to provide a rate card and also enter pricing for the Deliverables? Please elaborate on what is expected for the Price Schedule response.

Answer: This contract will be based on fixed priced deliverables. Please see section 3.1 for details on pricing.



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130. What is the approximate number of ‘key’ data users and IT specialists who we need to interview to understand current data issues/future vision?

Answer: Would look to the vendor to advise on what they need to understand data issues/future vision.

131. Please share a sample list of critical data issues you have faced in recent past. This is to help us align the right skillsets for the assessment and implementation.

Answer: This is a new project and as such we do not have a list of critical data issues we faced in the recent past.

132. What standards and procedures are currently practiced covering all aspects of data governance and the data management lifecycle, including collection, maintenance, usage and dissemination?

Answer: The State of Vermont complies with all federal and State requirements related to data governance within its existing data collection, maintenance, usage, and dissemination.

133. To what extent are the compliance policies put in place to handle the decisions of the data governance body?

Answer: The scope of the RFP is to put into place processes to handle decisions of data governance body.

134. How many regulations, policies are referred to, analyzed and agreed upon for implementation?

Answer: It is the State’s expectation the data governance vendor will assist on listing the regulatory frameworks and/or legislation that will impact data governance. Various data sources within scope for the MDWAS project are subject to various federal requirements for data protections, including HIPAA, 42 CFR Part 2, MARS-E 2.2 and NIST-800 compliance. Compliance should be in alignment with the State’s security requirements and standards.

135. What level of awareness is there on data governance policies, standards and best practices?

Answer: MDWAS is a new data modernization effort for the Medicaid program. Education and training on data governance policies and practices will be needed. The methods to provide that education can be determined in collaboration with the State of Vermont.

136. Response to questions are expected in early February and the response due date is Feb 8th. Will the state consider extending the response due date by at least 2 weeks?

Answer: Please see response to question # 6.



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137. Could you list the key stakeholders involved and their roles in the MDWAS project?
Answer: Key Stakeholders are noted within the RFP. Stakeholder contact information will be shared with the vendor during the design phase of this effort.
138. When did VT conduct a Data management maturity assessment? Please specify the existing materials that will be made available to the selected consultant to assess and document current state of data governance for VT's Medicaid program.
Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires data governance to support it. The State will provide all applicable materials for the selected vendor to assess and document current data governance.
139. When did VT conduct their last full MITA state Self-Assessment (SS-A)?
Answer: Our last full MITA self-assessment was completed in 2014.
140. What data quality and standardization measures are currently in place?
Answer: Data Quality and standards are based on each solution/project.
141. What are the critical milestones and the expected timeline for the MDWAS project including established go-live dates for the various components of MDWAS?
Answer: Please see #23.
142. Could the state provide the anticipated go-live dates for the various components of MDWAS? (reference constraint #1, pg. 7)
Answer: Please see #23.
143. Could the state provide an anticipated cms certification submission date for the MDWAS system? (reference constraint #2, pg. 7)
Answer: The submission date for CMS certification is not yet known. CMS certification is anticipated to take place between 8/1/26 – 5/1/27.
144. The price schedule states "sample". Are the deliverables outlined on this page the states intended milestone payment schedule? Or is the bidder to propose deliverables and an associated fixed price? (reference pg. 17 - Process Schedule)
Answer: Please see answer to question # 128.
145. We assume the MDWAS project overview (MDLAS and ADW and DAR) needs are not in scope for this RFP. Is that correct?
Answer: All of MDWAS is in scope for this RFP. This includes the Medicaid Data Lake, the Analytics Data Warehouse, and the Data Analytics and Reporting components.



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146. Will the MDLAS, ADW and DAR be complete in 2024? How does that project timeline align with the Data Governance RFP project timeline?

Answer: Please see #23.

147. *Collaborate with the State to design an approach to the development of Vermont's MDWAS Data Governance, including a change management and communications approach.* Question: Should this align with the Data Governance structure being proposed for the Department of Health as part of the Sept 2023 RFP?

Answer: No, these are two separate efforts.

148. *Use existing materials and interviews to assess and document current state of data governance for Vermont Medicaid Program* Question: Are just the materials existing? Or are interviews also documented?

Answer: Please see #18.

149. When did VT conduct their last full MITA state Self-Assessment (SS-A)?

Answer: Please see #139

150. *Exchange and use health data to support analytics and reporting needs of the Medicaid Program.* Question: Do you need analytics development support to use data? Or documentation of how to use the Exchange to fulfill data needs?

Answer: No, the State does not need analytics development support. This RFP requests the vendor to build a data governance framework.

151. *Coordinate with existing data governance groups (e.g., VHIE Data Governance Council; Green Mountain Care Board Data Governance Council) to develop a data governance model that works with the HIE Data Governance model.* Question: Are there overarching DG models that are currently implemented or is this a net new model to define?

Answer: This will be a net new model that will need to work in concert with the HIE data governance.

152. *Develop a change management approach that will help prepare for, carry out, establish and evaluate the success. The vendor will conduct a series of presentations to executives and staff and hold implementation sessions with staff.* Question: Has a change impact analysis been completed for each stakeholder group and subsequently have there been communications plans draft to assist in the change management effort or should these be included in scope?

Answer: Related to data governance, a change impact analysis has not been completed. The project does have a Change Management Plan, however it will need to be reevaluated to incorporate data governance change management practices.



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153. A user training plan and an operations plan Question: Do you have a Learning Management System (LMS) for distributing training? SharePoint? If not that, what tool is used to track training and compliance? Is the training outcome just a plan or delivery of materials from which training can be completed?

Answer: We have some basic learning management tools and Sharepoint, but would be looking for the vendor to propose a solution that includes learning management.

154. Please share the current milestone dates for the entirety of the MDWAS project.

Answer: Please see #23.

155. What is the timeline for certification and the DDI phase?

Answer: Implementation is anticipated to go through July 2026. Certification is anticipated to occur from August 2026 – May 2027.

156. Section 3.1.1: Please define the initial term of the contract.

Answer: Initial Contract term is for two years. Please see section 1.1 of the RFP for further detail.

157. Section 3.5.1: Are the Terms and Conditions open for good faith negotiation to ensure efficient and cost-effective delivery for the state?

Answer: Please see section 3.8 and 4.1.3 for details around negotiation of Contract Terms and Conditions.

158. Is the State able to provide clarity on who is operating Vermont's new ADW?

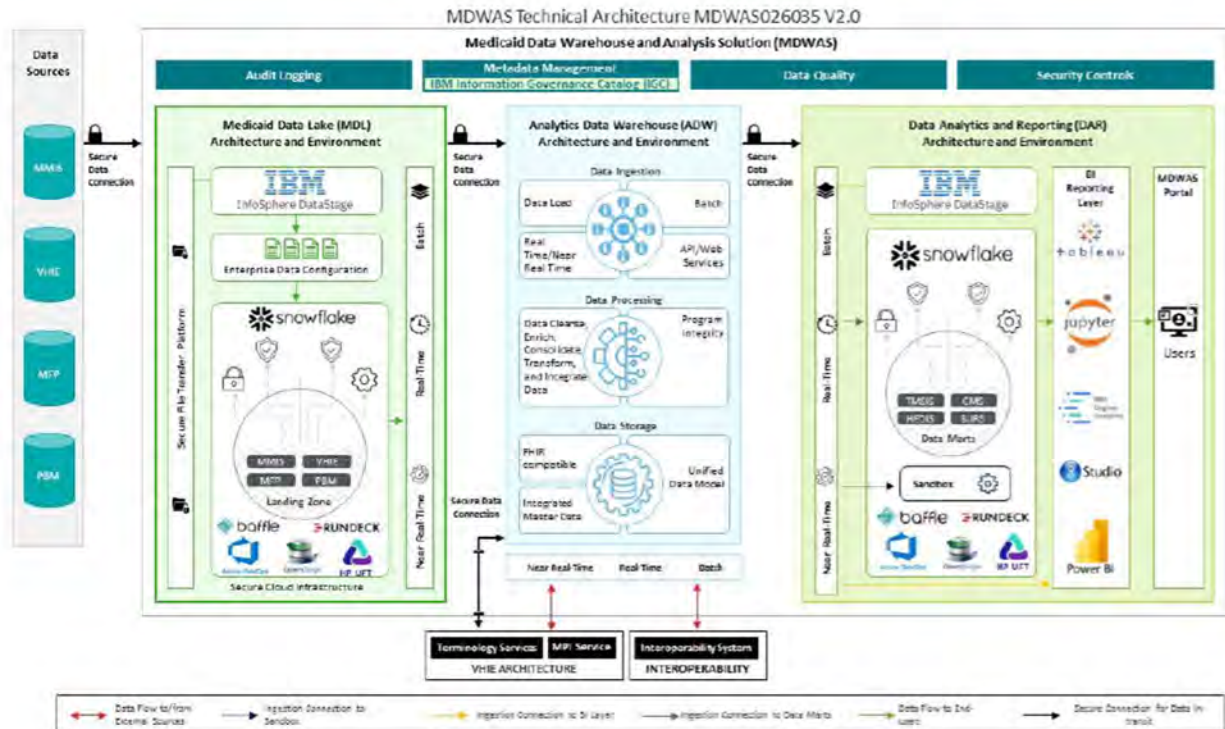
Answer: No.

159. Is it possible for the State to provide vendors with additional information to help understand Vermont's database and data movement/integration technology (listed below)?:

- a. Data storage systems that need management (databases, big data, file management, data lakes, and additional systems)
- b. Data integration tools (Informatica, Ab Initio, Python Notebooks, ADF, and additional tools)
- c. Data quality tools (if applicable)

Answer: See following diagram.

Figure 2: MDWAS Technical Architecture Diagram (MDWAS026035 V2.0)



160. Is it possible for the State to provide insights into whether a metadata management tool currently exists, as well as their preferred solutions for metadata management and stewardship?

Answer: See Question #105.

161. Within the current environment, are there any existing data governance teams, councils, structures, processes, or repositories that require assessment or integration?

Answer: Yes, this is noted in the RFP in Section 2.

162. Can the State share details around the volume of data assets to be managed by the Data Governance solution?

Answer: This is not relevant to the data governance framework. It is expected the data governance framework will be flexible and scalable to meet the needs of the MDWAS.



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163. Page 7 of the RFP states, “The State has go-live dates established for the various components of MDWAS...” and that “the expectation is the data governance will be established, where possible, in advance of when it is needed for design, development, and implementation.” Is the State able to provide these established go-live dates?

Answer: Please see #23.

164. On the Vermont Health Information Exchange Data Governance website, on the page for the January 9th meeting, it states that a “Stakeholder Engagement Plan” has been completed. The link to this website can be found here: (<https://healthdata.vermont.gov/sites/healthdata/files/documents/HIE%20Data%20Governance%20Council%20Meeting%2001092024.pdf>). Is the State able to share a copy of this plan in order to understand how many stakeholders will be involved in the Roadmap projects, and to plan the workshops accordingly?

Answer: This is not relevant. The State looks to the vendor to advise on the scope of the stakeholders for the data governance work for MDWAS.

165. Section 4.2.1 of the RFP calls for bidders to “provide details concerning your form of business organization, company size and resources.” Can you please clarify what level of detail the state is interested in? Is the goal to demonstrate the capability to complete this contract, or something more detailed?

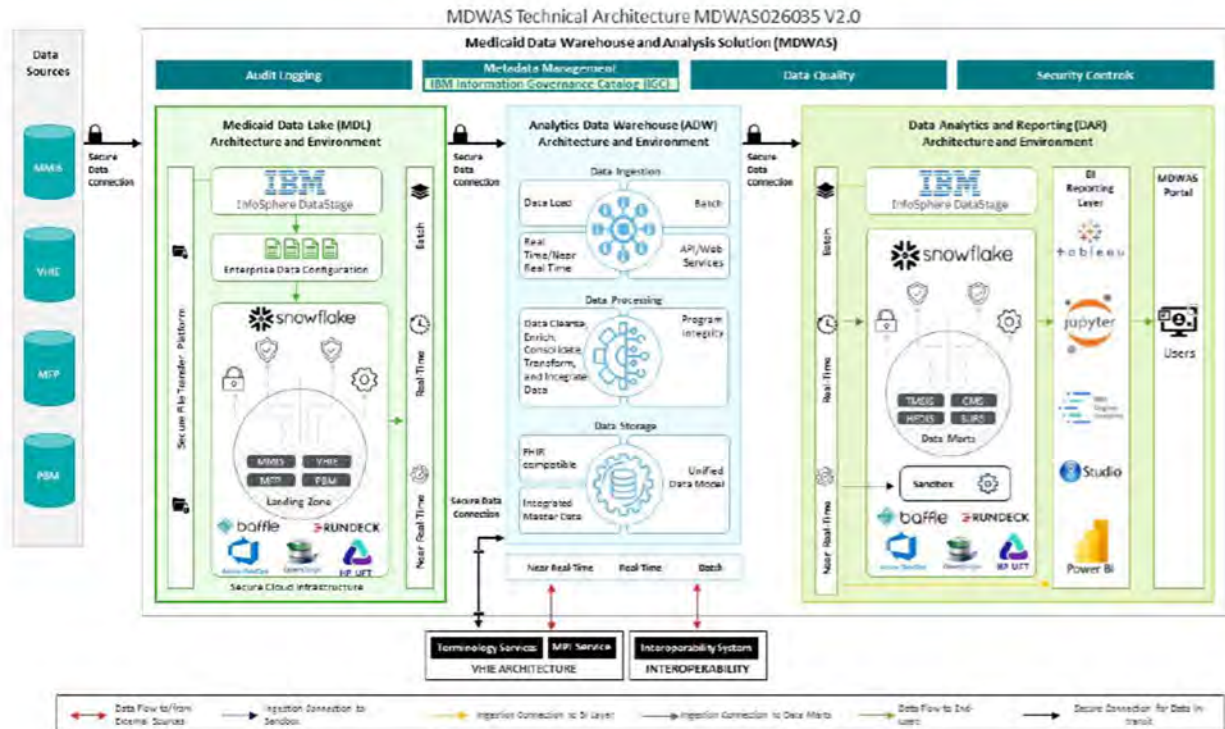
Answer: Please describe your form of business, your company size, and the resources you intend to allocate toward this scope of work. The goal is to understand the form of business, company size, and resources pertaining to the organization bidding.

166. Is the state expecting the vendor to implement the Data Governance solution, or is the State asking for solely the design, development, and prioritized list of actions for the data governance roadmap?

Answer: It is expected the design, development, and prioritized list of actions will be implementable by the State of Vermont.

167. Does RFP Figure 1 also depict the State of Vermont’s current architecture environment? If not, is the State able to share a diagram of the current-state architecture?

Answer: See following diagram.

Figure 2: MDWAS Technical Architecture Diagram (MDWAS026035 V2.0)


168. Has a data governance effort been tried at DVHA previously? If so, what were the outcomes?
Answer: MDWAS is a new data modernization effort for the Medicaid program. As such, it requires a framework and data governance specific to program requirements.
169. Has the State undertaken major organizational change management initiatives previously and if so, what was the outcome?
Answer: Change Management is used throughout the Department of Vermont Health ACCESS. It has been successful, although resources are limited.
170. What tools does DVHA have for data quality, metadata management, master data management, and data modeling?
Answer: See Question #105.



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171. Can you explain the function of the data lake? Is it a staging area (for a three-tier edw architecture) or is it an integrated data layer? (in a three-tier architecture the adw is the integrated data layer)

Answer: The Data Lake is envisioned to store, process, validate and secure data serving as the staging environment before the data is ported to the ADW.

172. For the ADW, you indicate “the ADW will perform data cleansing...” Can you please explain your data cleansing routines and where in the data flow the cleansing routines occur?

Answer: This has not yet been determined.

173. Is there a business or technical reason to separate the ADW from the reporting and analytics data store? (An EDW is the Analytics and Reporting engine)?

Answer: This is out of scope for the data governance RFP. The technical architecture has been designed.

174. Does the State anticipate the awarded vendor will support operationalizing the MDWAS data governance model, its structures, and change management processes?

Answer: Any future implementation or operational work will be handled under a separate RFP and Contract.

175. Will the State consider modifying the first sentence of Section 7 A (Defense and Indemnity) of Attachment C by striking the phrase “in whole or in part” and adding “to the extent” before “arising” and adding “negligent” before “act or omission” to balance the scope of exposure with the work being performed?

“A The Party shall defend the State and its officers and employees against all third party claims or suits to the extent arising in whole or in part from any negligent act or omission of the Party or of any agent of the Party in connection with the performance of this Agreement.....”

Answer: Please see section 3.8 and 4.1.3 for details around negotiation of Contract Terms and Conditions.

176. Section 3 (additional coverages or amounts required although not stated in the specification). Please clarify if there are any supplemental requirements not stated in the insurance specification.

Answer: The RFP, including State standard Attachments C, F, and G, include all requirements.

177. Section 7c (Additional Insured). Additional Insured endorsements are permitted on the Commercial General Liability and Automobile Liability policies but not available on the Professional Liability/Cyber coverage. Such endorsement is not commercially available from the insurance carrier and also against company policy. Will the State



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waive the Additional Insured requirement for the Professional Liability/Cyber insurance?

Answer: Please see section 3.8 and 4.1.3 for details around negotiation of Contract Terms and Conditions

178. Section 10h (cyber liability and breach response insurance coverage). Will the state remove subclause (h) since it is customary for all insurance policies to contain policy exclusions?

Answer: Please see section 3.8 and 4.1.3 for details around negotiation of Contract Terms and Conditions

179. Section 11 (Notice of Cancellation or Change). Will the State permit the Party to provide the required prior written notice to the State since certain carriers will not agree to provide notices to third parties?

Answer: Please see section 3.8 and 4.1.3 for details around negotiation of Contract Terms and Conditions

180. Will the State consider adding a Limitation of Liability clause in Attachment C in order to balance the scope of exposure with the services being performed? Proposed language customary for a management services engagement is included below:

“Limitation of Liability. Neither party shall be liable for any indirect or consequential damages related to this Agreement. Direct damages are limited to an amount not greater than the fees received by the Party under this Agreement for the portion of the services giving rise to the claim.”

Answer: Please see section 3.8 and 4.1.3 for details around negotiation of Contract Terms and Conditions