

**Med-QUEST  
Data Governance  
Framework  
Implementation**

**Request for Information  
No. RFI-MQD-2021-003**

**Department of Human Services  
Med-QUEST Division  
Health Analytics Office  
May 27, 2020**

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## REASON FOR THE RFI

The State of Hawai'i, through the Department of Human Services' (DHS), Med-QUEST Division (MQD) Health Analytics Office (HAO), is issuing this Request for Information (RFI) to invite interested vendors to provide information to support HAO's planning for the implementation of the data governance framework to support an integrated analytics data platform and other independent systems within the MQD. This RFI is seeking information on data governance implementation services, including technical and non-technical components and services such as policies, procedures, processes development, organizational change, etc.

The information received through this RFI will assist HAO in identifying the organizational changes and any required technical components along with any components desired in the future for the data governance framework and will assist HAO in preparing the Request for Proposal (RFP) to procure the solution(s). Responses from all interested vendors – not just those that can provide all the desired elements outlined herein - will be considered in the preparation of the RFP.

The MQD may engage in informal discussions as a result of this RFI, but, neither MQD nor the interested party responding has any obligation under this RFI. Participation in this RFI is optional and is not required to respond to any subsequent procurement action MQD may take. Information submitted by interested vendors in response to this RFI will not be considered in evaluation of subsequent proposals submitted in response to the RFP. MQD may request demonstrations or further information from some or all RFI respondents without affecting eligibility for, or evaluation of, any future procurement.

## RFI KEY ACTION DATES

Item	Event	Date and Time
<b>A</b>	MQD releases the RFI	May 27, 2020
<b>B</b>	Questions received will be considered and if needed, a Q&A document will be released	June 3, 2020
<b>C</b>	RFI responses due	June 17, 2020, by 2:00pm HST

## BACKGROUND

The Med-QUEST Division (MQD) of DHS oversees the Medicaid Program and manages the healthcare benefits for Hawaii's low-income adults and children who are eligible for services. MQD is committed to laying the foundation for innovative programs that achieve its vision of healthy families and healthy communities through the Triple Aim of better health, better health care, and sustainable costs. To accomplish these goals, MQD has embarked on the Hawai'i Ohana Nui Project Expansion (HOPE) program, a five-year initiative to develop and implement a

roadmap to achieve this vision of healthy families and healthy communities.<sup>1</sup> Among other focus areas, the HOPE program has identified improved health information technology as one of the foundational building blocks necessary to achieve the HOPE vision and goals.

In support of the HOPE goals, the Hawaii State Legislature established the MQD Health Analytics Office (HAO) in 2018. The HAO is tasked with leveraging data and analytics to assist policy and decision makers in identifying ways to improve the delivery of health care in Hawai'i and address increasing health care costs. However, while rich in data, HAO currently struggles with disconnected data sources which limit how the data can be pulled together, and in turn, diminishes MQD's ability to engage in comprehensive, data-driven decision making. MQD's current data infrastructure and analytic capabilities are not enough to provide the unified, longitudinal portrait of an individual or family unit and their various touch points across services and programs, necessary to measure progress against HOPE goals or to perform certain Medicaid program functions such as analyzing standardized comparative quality indicators, cost trends, or cost drivers.

In response, HAO envisions developing an integrated analytics data platform within MQD. This platform will be a centralized data repository that ingests and securely stores data from multiple sources, including other MQD databases such as the Medicaid Management Information System (MMIS) and the Medicaid eligibility determination system, as well as the State's recently developed All-Payer Claims Database known as the Hawaii Health Data Center (HHDC). Additional non-claims and non-Medicaid data sources may also include public health data sets such as the Hawaii Immunization Registry, clinical data used for Long Term Services and Supports determinations, and clinical data from the Hawaii Health Information Exchange.

In conjunction with but separate from the strategic vision for an integrated analytics data platform, MQD and HAO realize the need to align those data sources identified to be initially included in the integrated analytics platform as well as other separate data systems that also reside with the MQD under a comprehensive data governance framework. The data governance framework should be implemented to support and enhance MDQ data security and confidentiality; quality, usability, and integrity; accessibility and availability through the proper application of people, policy and process, and technology.

## PROJECT SCOPE

This implementation of the data governance framework and the associated organizational changes is specific to only the Med-QUEST Division (MQD) of DHS. As mentioned previously, the data governance framework will support the integrated analytics data platform that is currently in the initial stages of development as well as other existing or to-be-implemented systems within the MQD.

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<sup>1</sup> See Hawai'i 'Ohana Nui Project Expansion at [https://medquest.hawaii.gov/content/dam/formsanddocuments/med-quest/hawaii-state-plan/ATT\\_L\\_-\\_Hawaii\\_Medicaid\\_Ohana\\_Nui\\_Project\\_Expansion.pdf](https://medquest.hawaii.gov/content/dam/formsanddocuments/med-quest/hawaii-state-plan/ATT_L_-_Hawaii_Medicaid_Ohana_Nui_Project_Expansion.pdf)

MQD is staffed by approximately 250 employees, and currently supports the following systems:

- HPMMIS (Hawaii Prepaid Medical Management Information System)
  - Beneficiary Subsystem/Enrollment/Capitation
  - Claims & Encounters
  - Provider subsystem (currently in transition to a new HPMMIS module called HOKU (Hawaii's Online Kahu Utility)
  - Electronic Visit Verification (a new functionality currently in implementation)
- KOLEA (Kaualea (community) On-Line Eligibility Assistance System)
- HHDC (Hawaii Health Data Center)
  - All-Payer Claims Database

## BUSINESS NEED

**HAO seeks an understanding of the market for services or solutions that could support *all or part of the data governance framework within MQD*.** HAO is only interested in services or solutions that have already been used and have proven their value elsewhere.

Below is a preliminary and partial list of the identified business needs for the envisioned MQD data governance framework.

### **Establish data ownership and accountability hierarchy**

The data governance framework should define data owners and stewardship responsibilities for implementation and continued maintenance of the data governance program. There should be a clearly established organizational chain of command and control with identified data stewards, decision makers, tiebreakers, etc. This accountability hierarchy should include the management of data at all stages of operations – acquisition, storage, and release. The responsibilities for each stage and the ownership of those responsibilities must be defined, documented and implemented into practice, along with operating rules to guide all decision-making processes.

### **Establish rules and procedures for data requests**

The data governance framework should define the process and responsibilities for determining the appropriate response to requests for access to MQD data, either in reports, extracted data, or direct access to the stored data. The determination process must be based on documented metrics and not subject to or dependent on arbitrary or subjective decisions. The process and procedures for requesting access to MQD data must also be clearly defined, documented, distributed, and made available to support internal and external audiences in submitting comprehensive data requests to MQD.

### **Improve departmental reporting / decision-making processes**

The data governance framework should make it easier to understand and identify the right data

for reports, thereby reducing the time necessary to produce and validate the requested information. By using the right data in the right way, decisions based on this accumulated information can be made faster and with more accuracy and insightfulness.

### **Improve data quality, integrity, and usability**

The data governance framework should include the policies, procedures and practices, and hierarchy of ownership to support the processes to improve data quality, maintain the integrity, and enable the appropriate and proper utilization of the data while enforcing compliance and security.

### **Improve understanding of data meaning and source**

The data governance framework should enable the easy identification of the Source of Record (SOR) for MQD master data and other common data, as well as a clear understanding of the meaning of the data or how the data was calculated. A comprehensive data governance implementation will provide a complete view of the MQD data assets, including ownership responsibilities and accountability for the accuracy and integrity of the data, as well the associated full set of metadata.

### **Improve operational efficiency**

Data governance should manage data like the valuable asset it is, and the supporting data governance framework should be treated like any process, building, or machine – with quality controls and monitoring, maintenance, and upgrades to stay current and relevant. When the processes are well defined and supported by the proper framework, there is less time wasted doing repairs and rework, or simply looking for the right data.

### **Improve security and compliance**

An integral part of data governance is managing compliance with all applicable federal, state, and departmental policies and regulations. The data governance framework should establish the processes and authority for determining the appropriate level of access and availability of data and provide the tools to monitor and control the access to MQD data by internal and external agents and agencies.

### **Improve adherence, monitoring, and tracking**

An effective data governance framework should have effective and efficient tracking and reporting of data issues and resolutions, status of changes and change requests, requests for data access and reports, and other key indicators of the current state of the data. Key metrics for reporting on the status of governance, tracking the decision-making process and outcomes of data governance, and current level of maturity are also important benchmarks that should be tracked and reported.

Given the requirements above, MQD is seeking a comprehensive data governance solution that includes but is not limited to the following:

1. Responsibility for the education, training, and organization change management required to successfully implement a data governance framework and the associated governance practices to be conducted by staff and management
2. Implements technical infrastructure to support data governance functions moving forward
3. Supports a one-time historic “catch up” process to bring MQD data systems into alignment with the new data governance infrastructure
4. Develops protocols and procedures to implement, monitor, and manage data governance in all areas
5. Conduct staff training and operations to maintain and enhance data governance and efforts
6. Establish processes as needed to support data governance functions (e.g. forms, templates, etc.) and develop instruction manuals to support internal and external audiences in submitting comprehensive data requests to MQD.

Beyond a one-time implementation of data governance, MQD is also interested in understanding the ongoing cost and feasibility of the provision of data governance services as a solution.

## QUESTIONS FOR RESPONDENTS

Responses are requested to help HAO understand the organizational change process and implementation approaches, as well as the functionality, specific features, and alternatives available for implementing the required data governance framework. HAO also welcomes information about the availability and added value of functionalities or features that have not already been identified.

**Please respond to each question separately.**

1. Describe your organization’s overall approach for implementing data governance.
  - a. Identify any features that you feel make your approach unique.
  - b. Describe your approach for education and training.
  - c. Describe your approach for organizational change management.
  - d. Describe the various model(s) for the data governance framework(s) that you support or endorse.
  - e. Include a proposed or typical workplan timeline for implementation, based on similar organizations.
2. Describe your organization’s qualifications and experience with organizational change management and recommended approach for an undertaking of this size.
3. Describe the expected level of MQD staff and management involvement for design,

development, configuration, testing, and deployment during implementation for solutions or services, based on your experience with implementations of similar scope or size.

4. If your solution or service includes software components, please identify:
  - a. How the solution or service may support the data governance framework or business needs of MQD.
  - b. Specific features of each software component.
  - c. Differentiated value of yours versus others (if applicable).
  - d. Whether your solution(s) or service(s) are an integral part of your overall data governance implementation. That is, could your data governance solution be implemented without these products? Could these products be replaced by other COTS products?
  - e. Whether your solution(s) or service(s) include components which would run within the MQD environment or MQD-managed cloud environment entirely, or whether it must fully or partially operate within your organization's separate and distinct environment.
  - f. If there are multiple components included within your solution, which ones must be acquired together (i.e. bundled).
5. Describe the level of ongoing involvement for maintenance and operations that MQD would typically need to retain from your organization or other contractors in ongoing years, for solutions or services of similar scope or size.
6. Describe the level of ongoing involvement for maintenance and operations that MQD would typically need to provide internally in ongoing years, for solutions or services of similar scope or size.
7. Identify whether your solution or service (or any component thereof) is currently in use/has been used by any other state agencies, Medicaid program(s), or health plans. If so, please provide the year(s) of use, a description of what was used and by whom, what is currently in use (if anything), and the contact information for the client.
8. Provide a high-level cost estimate or cost model for the service/solution being proposed.
  - a. Does the price vary based on the number of users, number of systems or databases, or volume of data? If so, what is the price per each cost determinant?
  - b. Distinguish between one-time (DD&I: design, development, configuration, testing, deployment) and recurring costs (M&O: maintenance, annual subscriptions, licenses, fees).



## RFI VENDOR QUESTIONS

Vendors may submit clarifying questions regarding this RFI via e-mail by the date specified in the section entitled, *RFI Key Action Dates*.

Questions should be emailed to: [rsouza2@dhs.hawaii.gov](mailto:rsouza2@dhs.hawaii.gov)

The following must be included in the email inquiry:

- On the subject line of the email, include Med-QUEST Data Governance Framework Implementation “RFI-MQD-2021-003 Vendor Question”.
- Vendor name, contact person, telephone number, and e-mail address.
- The vendor’s question(s).

## RFI RESPONSE SUBMISSION

Responses to this RFI are due by the date and time specified in the section entitled, *RFI Key Action Dates*. RFI submission must include the name, organization (if applicable), and contact information of the person/organization submitting the response. Each organization is limited to one response. Submitted responses may address all or some of the questions.

Responses shall be submitted in size 12 Arial font or equivalent (also applies to tables and graphics). Additional information about your organization’s services may be included as appendices.

MQD accepts the following file types: Word (.doc or .docx); Excel (.xls or .xlsx); Portable Document format (.pdf). Attachments to the proposals will not be accepted. Page margins must be 1 inch.

Indicate “Med-QUEST Data Governance Framework Implementation [RFI-MQD-2021-003]” on the cover of the document or in the subject line on the email response. Responses should be e-mailed to [rsouza2@dhs.hawaii.gov](mailto:rsouza2@dhs.hawaii.gov).

## CONFIDENTIAL INFORMATION

If respondents believe portions of their RFI response should remain confidential, respondents shall clearly identify those portions of their response and include a statement detailing the reasons the information should not be disclosed. There shall be no blanket labeling of the entire document as “proprietary” or “confidential.” This shall invalidate the confidentiality of the document and it will not be reviewed as such.

The detailed reasons shall include the specific harm or perceived prejudice that may arise. The DHS Director, MQD Administrator, and the MQD Health Analytics and Informatics Administrator shall determine whether the identified information should remain confidential. Notice shall be

provided to the respondent prior to any information which was requested to be confidential became part of public distribution/information.

## COST OF RESPONSE

DHS will not reimburse any respondent for the cost of preparing and submitting a response to this RFI.

## USE OF INFORMATION

DHS reserves the right to incorporate in a solicitation, if issued for such a contract, any recommendations presented in response to this RFI. Please note that participation in this RFI process is optional and is not required in order to respond to any subsequent procurement by DHS. The response is to provide the purchasing agency with recommendations that will serve to accomplish the work required by the procurement.

Neither DHS nor the responding party has any obligation under this RFI. This is an RFI only, and as such, will NOT result in any award of contract. DHS, MQD, and HAO are not obligated to share information obtained through this RFI and shall not respond to submitters' requests for further feedback