# CSG
## Government Solutions

## *EXPERTISE IN ACTION*



## HEALTHCARE AND HUMAN SERVICES

# ABOUT CSG

CSG Government Solutions is a national leader in planning, managing, and supporting complex projects that modernize the information technology and business processes of large government programs. We provide high-value strategy, planning, management, and project assurance services that lead your most challenging modernization projects to successful outcomes.

## CSG GOVERNMENT SOLUTIONS "AT-A-GLANCE"

**BUSINESS:**
Government Operations Consulting

**HEADQUARTERS:**
Chicago, IL

**FOUNDED:**
1997

**EMPLOYEES:**
300

**CHIEF EXECUTIVE:**
John Walsworth

**CLIENTS:**
47 state and territory governments
U.S. Department of Health and Human Services
U.S. Department of Labor
Large municipal governments

**SERVICE OFFERINGS:**
STRATEGY by CSG℠     OCM by CSG℠
PMO by CSG℠          QA by CSG℠
IV&V by CSG℠

**PROGRAM EXPERTISE:**

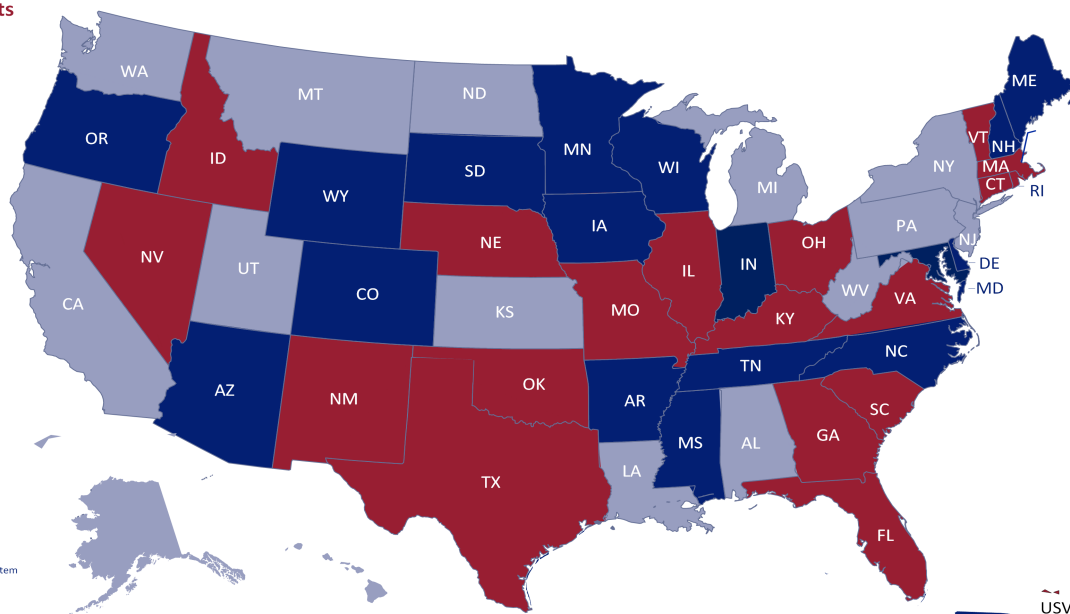| Healthcare | Child Support | Motor Vehicle | Workers' Compensation |
| Human Services | Child Welfare | Revenue/Tax | Unemployment Insurance |

# OUR HEALTHCARE AND HUMAN SERVICES EXPERIENCE

CSG is at the forefront of HHS system modernization efforts. Our experience includes more than 200 modernization projects across the nation, spanning the entire system development life cycle from planning through system certification.

**Active HHS Projects**

**Connecticut**
✓ Medicaid Enterprise System
✓ Child Support System
✓ Child Welfare System
✓ PMO
✓ OCM
✓ Quality Assurance

**Florida**
✓ Child Welfare System
✓ IV&V
✓ Testing

**Georgia**
✓ Medicaid Enterprise System
✓ Corrections Health
✓ IV&V
✓ 1115 Waiver
✓ Enterprise Data Warehouse

**Idaho**
✓ Medicaid Enterprise System
✓ PMO
✓ Procurement Services
✓ Enterprise Architecture

**Illinois**
✓ Integrated Eligibility & Enrollment
✓ Child Support System
✓ Child Welfare System
✓ PMO
✓ Procurement Services
✓ Technical Assistance
✓ Quality Assurance

**Kentucky**
✓ Medicaid Enterprise System
✓ Integrated Eligibility & Enrollment
✓ IV&V

**Massachusetts**
✓ Integrated Eligibility & Enrollment
✓ Health Insurance Marketplace
✓ Pharmacy Benefits Management System
✓ IV&V

**Missouri**
✓ Integrated Eligibility & Enrollment
✓ Case Management
✓ Quality Assurance
✓ PMO

**Nebraska**
✓ Medicaid Enterprise System
✓ Integrated Eligibility & Enrollment
✓ IV&V

**Active HHS Projects**

**Nevada**
✓ Child Support System
✓ PMO
✓ OCM

**New Mexico**
✓ Medicaid Enterprise System
✓ Child Welfare System
✓ IV&V
✓ Procurement Support
✓ PMO
✓ OCM

**Ohio**
✓ Medicaid Enterprise System
✓ Testing Coordination
✓ Procurement Support
✓ PMO

**Oklahoma**
✓ Medicaid Enterprise System
✓ Integrated Eligibility & Enrollment
✓ Health Information Technology
✓ IV&V

**Rhode Island**
✓ Integrated Eligibility & Enrollment
✓ IV&V
✓ Testing Support
✓ Privacy and Security
✓ Health Insurance Marketplace

**South Carolina**
✓ Medicaid Enterprise System
✓ OCM

**Texas**
✓ Child Support System
✓ IV&V

**US Virgin Islands**
✓ Integrated Eligibility & Enrollment
✓ PMO

**Vermont**
✓ Medicaid Enterprise System
✓ Integrated Eligibility & Enrollment
✓ IV&V
✓ Privacy and Security

**Virginia**
✓ Child Support System
✓ Child Care System
✓ Procurement Support
✓ PMO
✓ OCM

**Legend**
■ *Active HHS Project*   ■ *Past HHS Project*

# OUR SERVICES

## STRATEGY by CSG℠

CSG is your trusted advisor in crafting program modernization strategies and addressing foundational aspects of your projects. From enterprise IT strategy and technical architecture, to business process reengineering, requirements definition, procurement support, and other critical functions – CSG's high-value resources provide insight into best practices and practical recommendations to help guide your modernization efforts.

READ MORE ABOUT *STRATEGY by CSG℠*

## PMO by CSG℠

CSG brings you all the expertise and experience you need to establish and operate a "full-service" PMO, including project management, risk and issue management, requirements management, architecture assessment, business process reengineering, organizational change management, testing support, and other functions. These services utilize CSG's unmatched expertise in program operations and technology architectures to maximize the value of your PMO.

READ MORE ABOUT *PMO by CSG℠*

## IV&V by CSG℠

CSG serves as your "eyes and ears" into the inner workings of your program modernization effort. Independent of implementation vendors and others, we provide insight into all aspects of the project, with a focus on risk identification, analysis, and mitigation. Our Life Cycle and Periodic IV&V methods are based on IEEE standards and provide a structured approach to assessment, analysis, review, evaluation, and testing throughout the modernization life cycle.

READ MORE ABOUT *IV&V by CSG℠*

## OCM by CSG℠

CSG's OCM methodology operates on the principle that people are the key to realizing the benefits of program modernization. Our approach begins with thorough planning to achieve effective sponsorship, stakeholder engagement, proactive communication, targeted learning and development, and reinforcement of the change. Throughout, we use meaningful metrics to measure change adoption progress to assure our OCM strategies and plans sustain the change needed to achieve your modernization objectives.

READ MORE ABOUT *OCM by CSG℠*

## QA by CSG℠

CSG deploys highly experienced teams and innovative methods, knowledge, and tools to assure that complex projects are completed on time and achieve your program objectives. Our quality assurance methodologies are based on industry standards and best practices, and provide a structured approach to quality management, quality assurance, quality control, testing, privacy and security, and operations/maintenance.

READ MORE ABOUT *QA by CSG℠*

# *Strategy by CSG*℠

## SUPPORTING OHIO'S MOVE TO MODULARITY

The Ohio Department of Medicaid (ODM) has a network of more than 83,000 active providers and delivers healthcare coverage to 2.8 million Ohio residents. To assure it provides the most efficient care and leverages technical advancements within the national Medicaid landscape, ODM is launching an initiative to move to a modular Medicaid Enterprise System.

### STRATEGIC MMIS PLANNING AND PROCUREMENT SUPPORT

ODM selected CSG to develop a comprehensive strategy and provide procurement support services for modernizing its Medicaid Enterprise System. CSG is working with ODM to identify reusable components via the State's MITA 3.0 SS-A to achieve higher MITA maturity levels and maximize federal funding. CSG is assisting the State in analyzing MMIS operational model options, determining implementation priorities, and sequencing modular components. CSG supports ODM throughout the procurement process to define requirements, develop RFPs, and provide vendor evaluation and selection support.

ODM is committed to achieving the goals of modularity in Ohio. CSG is here to help the State meet its objectives and maximize its return on investment.

COLUMBUS

## THE NEW ENGLAND MITA COLLABORATIVE

The New England MITA Collaborative, comprised of the New England States Consortium Systems Organization and the states of Massachusetts, New Hampshire, and Rhode Island, was established to share resources and lower the cost of developing each state's MITA 3.0 SS-A.

### A MULTI-STATE APPROACH TO STRATEGIC PLANNING

CSG was contracted by the New Hampshire Department of Health and Human Services to facilitate completion of an SS-A for each state in the Collaborative. Our approach promoted efficiency and consistency through the sharing of resources, an integrated governance structure, and a common approach to work activities and deliverables across the States. The multi-state collaborative approach enabled CSG to leverage efficiencies across the three States, including providing the same training staff and program to deliver Business, Information, and Technical Architecture training to all agency staff. For each State, CSG developed a Concept of Operations to establish the future vision of their Medicaid program, and created a five-year roadmap to improve future MITA maturity levels, looking for intersections of the States' roadmaps to identify opportunities for reusability. CSG also performed an assessment of each state's ancillary MMIS systems to determine if they should be modified, incorporated into other modules, or left in their current state.

The New England MITA Collaborative is the first multi-state, unified effort to collaboratively conduct MITA 3.0 SS-As. CSG is committed to this innovative effort and assuring each state's goals are achieved.

CONCORD

*PMO by CSG℠*

## MMIS MODERNIZATION IN IDAHO

The Idaho Department of Health and Welfare's (DHW) mission is to promote and protect the health and safety of Idahoans. DHW is replacing its current MMIS with a flexible, modular Medicaid Enterprise System that will quickly adapt to the dynamic, evolving needs of existing programs and support new regulations, policies, and innovations.

**ENTERPRISE PMO**

Idaho selected CSG to provide an enterprise PMO to oversee the MMIS procurement planning and modernization project. Engaged early in the project, CSG helps DHW establish and implement effective project management processes, templates, guides, and tools, and supports critical decision-making regarding the scope and sequence of the modular procurements. The CSG team also provides quality assurance, risk management, schedule and resource management, and CMS certification support throughout the modernization effort.

DHW is dedicated to strengthening the health, safety, and independence of Idahoans. CSG is here to help Idaho meet its goals through the implementation of innovative repeatable processes and using best of breed technologies.

BOISE

## HHS SYSTEM MODERNIZATION IN MISSOURI

The Missouri Department of Social Services (DSS) has launched an initiative to modernize its integrated eligibility system. When fully implemented, the new customer-centric system will process applications in real-time and provide the flexibility and core functionality the State needs to leverage the system across all of its eligibility programs and services.

*PMO by CSG℠*

CSG was selected by DSS to provide a full-service Project Management Office to oversee the system modernization. CSG develops in-depth project management plans that document the processes and procedures of each business area to help the State establish a comprehensive vision and assure its objectives are met. We provide critical oversight and management of the solutions vendor and project team, identify and track project risks and issues, develop risk mitigation strategies, and facilitate organizational change, including training on the Agile methodology. CSG also supports the State in maintaining effective communication and project transparency with CMS throughout the engagement, including submission of Advance Planning Document Updates to maintain compliance with CMS and maintain enhanced federal funding.

DSS is committed to improving its healthcare and social services programs to provide more efficient services for Missouri citizens. CSG is here to assure the State meets its goals.

JEFFERSON CITY

# PMO by CSG℠

## INTEGRATED ELIGIBILITY MODERNIZATION IN U.S. VIRGIN ISLANDS

The U.S. Virgin Islands Department of Human Services (DHS) is replacing its integrated eligibility and enrollment system called the Virgin Islands Benefit Eligibility System (VIBES). DHS selected CSG to provide full life cycle project management services, including procurement support, quality assurance, risk management, schedule and resource management, and federal compliance services to support the implementation of the second phase of VIBES modules and services, including SNAP, TANF, LIHEAP, Child Care Subsidy, and cash assistance programs.

### PORTFOLIO MANAGEMENT OFFICE

CSG establishes repeatable structures that standardize project management processes and deploys tools to identify and mitigate risks, maintain scope, and adhere to project timelines. CSG uses our proven PMO methodology to coordinate and manage cost, schedule, scope accuracy, completeness, timeliness, and consistency of deliverables throughout the engagement, assuring that the project stays on track and meets Territory goals.

DHS is committed to providing an improved level of service for U.S. Virgin Islands citizens. CSG serves as the Territory's trusted advisor.

**CHARLOTTE AMALIE**

## CONNECTICUT'S MEDICAID ENTERPRISE SYSTEM MODERNIZATION

The Connecticut Department of Social Services (DSS) administers the State's Medicaid program. In order to administer services more efficiently to about one million Connecticut residents, DSS launched the Connecticut Medicaid Enterprise Technology System (CT METS) initiative to replace the existing Medicaid Management Information System and other Medicaid Enterprise systems. The CT METS program is following a modular system development approach and using a technical architecture consistent with MITA requirements.

### PMO by CSG℠

DSS selected CSG to provide full-service PMO services and business and technical subject matter expertise in areas including Medicaid, enterprise architecture, system integration, Health Information Exchange, and security. Our team collaborates with DSS and other program vendors to ensure a common understanding of CT METS goals and a shared approach to achieve CMS compliance and module certification. CSG's PMO maintains project management processes, guidelines, and tools, and performs services including risk management, schedule management, communications support, and deliverable reviews.

CSG is here to ensure Connecticut's initiative is successful and adheres to CMS requirements.

**HARTFORD**

*IV&V by CSG*<sup>SM</sup>

## MAXIMIZING THE VALUE OF MODULARITY FOR KENTUCKY MEDICAID

The Kentucky Cabinet for Health and Family Services (CHFS) is responsible for overseeing the Commonwealth's Medicaid program. To more efficiently administer services to its 1.2 million recipients, CHFS is modernizing its Medicaid Enterprise Management System (MEMS) using a modular procurement strategy.

### MODULAR PROCUREMENT SUPPORT AND IV&V SERVICES

CHFS selected CSG to provide IV&V services from procurement support through the system development life cycle until final system certification. CSG reviews and provides feedback on modular RFPs, developed a Procurement Integrity Plan, and updated the Commonwealth's MITA SS-A to align with the new RFPs and Concept of Operations. We validate that CMS certification requirements and artifacts are included in procurements, make recommendations for any gaps identified, and employ a Requirements Traceability Matrix to monitor adherence to requirements throughout the SDLC.

CSG helps CHFS navigate CMS certification processes, including achieving final certification of the Waiver Case Management and Partner Portal modules, and a transition to Streamlined Modular Certification. To date, the CSG team has provided IV&V oversight for the Commonwealth's MEMS project, Eligibility and Enrollment Services project, Partner Portal Project, KY HEALTH 1115 Waiver project, and Waiver Case Management system.

Together, CHFS and CSG are working to meet the agency's goals and provide superior Medicaid services to Kentuckians.

FRANKFORT

## INTEGRATED ELIGIBILITY MODERNIZATION IN MASSACHUSETTS

The Commonwealth of Massachusetts' Health Insurance Marketplace and Integrated Eligibility System (HIX/IES) is co-managed by the Massachusetts Executive Office of Health and Human Services (EOHHS) and the Commonwealth Health Insurance Connector Authority. The HIX/IES provides a one-stop marketplace that makes it easier than ever for individuals and families to enroll in affordable health coverage that meets their needs.

### *IV&V by CSG*<sup>SM</sup>

CSG was selected to provide IV&V oversight, including ongoing risk management, CMS certification support, and validation testing and attestation for federal compliance. We completed an initial risk and impact assessment and provide continuous reporting related to the project portfolio, structure, management, and approach, as well as all procurements related to the system. To assure project success, CSG applies our expertise to advise stakeholders on all aspects of the project including planning, procurement development, program management, vendor integration, and service level agreements. Our team also performs requirements traceability throughout the entire project life cycle and monitors implementation quality.

EOHHS and the Connector are dedicated to providing integrated services that improve the health and well-being of Commonwealth individuals and families. Together, the Commonwealth and CSG are working to ensure the HIX/IES system efficiently serves its residents.

BOSTON

# IV&V by CSG℠

## MODULAR MMIS IN NEW MEXICO

The New Mexico Human Services Department (HSD) is implementing a modular MMIS to efficiently administer the State's Medicaid program to its more than 800,000 recipients. The MMIS replacement is one piece of the State's HHS 2020 initiative to address technology, process organization, and information changes to provide more comprehensive and streamlined human services for beneficiaries.

### *IV&V by CSG℠*

HSD selected CSG to provide comprehensive IV&V services over the full life cycle of the MMIS replacement, including up to seven procurement RFPs and the design, development, certification, and implementation of the new MMIS. CSG is applying *IV&V by CSG℠* to assure the procurements and modular systems are being reviewed both individually, and from an enterprise perspective. Our services provide a holistic view of the entire project, providing oversight across all vendors and activities and making recommendations to avoid or mitigate any disconnects happening across the modular projects. We are verifying each module meets the RFP system requirements, testing interoperability across modules and services, and guiding the State through the CMS Streamlined Modular Certification process to assure compliance and achieve certification at project completion.

New Mexico has a vision of an improved, person-centric Medicaid Enterprise System that reduces costs, improves member health outcomes, and promotes self-sufficiency for the residents who rely on it. CSG is here to help achieve this vision.

**SANTA FE**

## MODERNIZING VERMONT'S MEDICAID ENTERPRISE

The Vermont Agency of Human Services and the Department of Vermont Health Access selected CSG to provide IV&V services for its modular MMIS and Integrated Eligibility and Enrollment system implementation project.

### ENTERPRISE IV&V

As Vermont's Enterprise IV&V partner, CSG provides assessments, observations, and recommendations to support the ongoing implementation and ensure project adherence to federal standards. Our assessments and recommendations span the entire enterprise, supporting reuse of common components or services across modules and informing State leadership of portfolio and project-specific risks. The CSG team also validates that systems satisfy requirements and reviews evidence that demonstrates that the modules achieve certification compliance. CSG supports the State in the CMS certification process by attending certification-related meetings and providing guidance as the State develops Key Performance Indicators and metrics to track and complete documentation. So far, the Pharmacy, Care Management, Provider Management, and Electronic Visit Verification modules have achieved final CMS certification.

Vermont is committed to improving its health and human services programs by achieving efficiencies through an interoperable enterprise approach. CSG is here to help with this strategic initiative.

**MONTPELIER**

*OCM by CSG℠*

## SOUTH CAROLINA'S MMIS MODERNIZATION

The South Carolina Department of Health and Human Services (SCDHHS) is the single state agency responsible for the administration of the Medicaid program in South Carolina, overseeing more than one million Medicaid members. SCDHHS has taken steps to create a new Program Management Office, the Delivery of Automated Systems for Healthcare (DASH) Program, to manage, monitor and oversee certain Medicaid system projects.

### *OCM by CSG℠*

SCDHHS selected CSG to provide OCM services for the DASH Program. The CSG team is providing a business process assessment and reengineering, OCM planning, communications, training, and other support for multiple modular MMIS components. CSG's OCM team is identifying gaps between current and future business processes and developing a plan of action to address these changes. CSG is also assisting the Department in developing and implementing processes and practices that support the integration of new MMIS modules, establish a foundation for training, and promote system acceptance by end users and stakeholders.

South Carolina works diligently to deploy innovative healthcare solutions that improve the quality of life for South Carolinians. CSG collaborates closely with SCDHHS and the DASH Program to ensure they achieve this goal.

COLUMBIA

## NEW MEXICO'S CCWIS IMPLEMENTATION

The New Mexico Children, Youth and Families Department (CYFD) is modernizing its child welfare information system to support effective case management practices within the child welfare and Children's Behavioral Health programs. The new system, which is part of the State's larger HHS IT Enterprise Project, will comply with federal Comprehensive Child Welfare Information System (CCWIS) requirements.

### *PMO by CSG℠* and *OCM by CSG℠*

CSG established and is operating a PMO to provide day-to-day project management and coordination of the CCWIS project. The CSG team establishes the structure and controls to ensure the project stays on schedule, within budget, adheres to defined scope, and effectively manages risks and issues. Our team creates and maintains the Master Project Schedule, establishes and enforces quality management processes and tools, monitors project performance using performance metrics, and reports on project leadership as to the progress and health of the project. CSG leads OCM activities and supports internal and stakeholder communications. In addition, CSG provides business and technical expertise ensuring CYFD leverages innovative technical solutions that bring efficiencies to business processes.

New Mexico is committed to modernizing its IT system to serve children and families across the State. CSG supports the State in achieving its goals.

SANTA FE

# QA by CSG℠

## HUMAN SERVICES MODERNIZATION IN OREGON

The Oregon Department of Human Services (DHS) is pursuing a multi-year effort to improve services delivery in its SNAP, TANF, Day Care, and Medicaid programs. The initiative implements online access to services and benefits, an enhanced case management system, and modernized DHS self-sufficiency systems. The project also implements process changes that improve caseworker productivity and effectiveness throughout the DHS field service system and Seniors and People with Disabilities offices. These new solutions support DHS staff in their mission to help all of Oregon's people become independent, healthy, and safe.

### QA by CSG℠

One of Oregon's strategies for accomplishing this challenging modernization effort is the adoption of a quality assurance/quality management program. The State engaged CSG to take on this critical function. The CSG QA team developed and executed comprehensive QA processes and controls that helped assure the project produced high-quality deliverables and achieved its core objectives within tight budgetary and schedule limitations. Our team also provided ongoing risk assessments and mitigation strategies to senior DHS executives.

The people of Oregon are making a large investment in human services modernization. CSG helped assure the DHS programs met the needs of the people who depend on them.

**SALEM**

## SECURITY AND TESTING FOR ELIGIBILITY IN RHODE ISLAND

The Rhode Island Executive Office of Health and Human Services (EOHHS) Unified Health Infrastructure Project is an enterprise-level initiative across five agencies to implement an Integrated Eligibility System for all insurance affordability and public assistance programs, including Medicaid, CHIP, SNAP, TANF, and Child Care.

### SECURITY ASSESSMENTS FOR MARS-E AND TESTING

EOHHS contracted with CSG to provide MARS-E assessments and perform a suite of complimentary security assessment services. Our team worked with the State and DDI vendor to provide targeted, release-focused dynamic and static vulnerability assessments that enabled discovery and correction of potential vulnerabilities as early as possible in the SDLC, while maximizing the value of scanning activities and implementing additional safeguards. CSG performed monthly and quarterly application and network security scans to identify potential vulnerabilities and conducted penetration testing to exploit potential vulnerabilities in support of MARS-E continuous monitoring requirements. We also performed static source code scans for each major release to identify security concerns within the code, providing an all-encompassing independent analysis and recommendations to address vulnerabilities with overall system security. CSG also oversaw UAT to validate system functionality and provided test result reports to support the established review process, assisting the State in obtaining federal certification.

EOHHS is working to provide the citizens of Rhode Island streamlined access to healthcare and human services. CSG's security assessments are helping the State safely achieve this goal.

**PROVIDENCE**

# TeamCSG℠ TOOLS

## TeamCSG℠ PLATFORM

CSG deploys our automated suite of high-value TeamCSG℠ tools on all of our projects. These integrated tools maximize the quality of CSG's services and the productivity of our teams. Our tools incorporate CSG's accumulated knowledge and experience on similar projects around the country, enhanced by our own research. CSG deploys TeamCSG℠ tools on a SharePoint, web-based collaboration platform that is supported by our internal technology organization, CSG Tech.

## TeamCSG℠ PMO TOOLS

✓ **TeamCSG℠ Project Management**

Provides full-featured tracking and reporting on scope and change management, issues, risks, key decisions, and action items. Includes multiple dashboard and trending reports that provide deep insight into key areas such as schedule, budget, scope, quality, and organizational readiness.

✓ **TeamCSG℠ Risk Assessment Model**

Assures complete identification, tracking, and reporting of project risks and issues and is fully integrated with TeamCSG℠ Project Management. Contains nearly 450 potential risks across 22 risk categories.

✓ **TeamCSG℠ Requirements Management**

Provides a requirements repository that supports capturing and approving business and technical requirements and traceability to multiple RFPs, contracts, and ultimately to the deployed solutions.

*TeamCSG℠ Project Management and TeamCSG℠ Operational Readiness*

✓ **TeamCSG℠ Artifact Reviews**

Facilitates review and tracking of vendor artifacts and deliverables, including key artifact attributes such as due date, delivery date, reviewing authority, review status, and final sign-off.

✓ **TeamCSG℠ Operational Readiness**

Provides tracking and reporting capabilities for monitoring and assessing readiness for operations and implementation of a system, including powerful dashboard reporting capabilities to support decision-making.

✓ **TeamCSG℠ MITA 3.0 SS-A**

Provides a collaboration tool that provides a comprehensive baseline set of Business Process Models, captures and centrally stores all MITA SS-A project data, and features "push-button" generation of all of the CMS-required reports and formats.

## TeamCSG℠ IV&V AND QA TOOLS
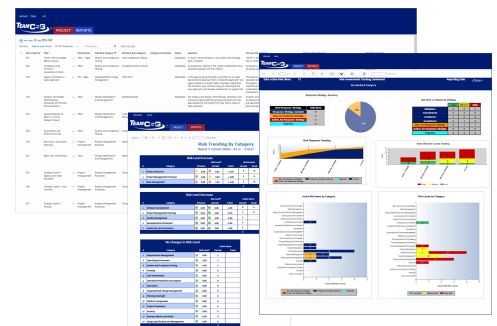
✓ **TeamCSG℠ Risk Assessment Model**

Contains IV&V checklists, based on industry standards and federal requirements, and customized for the system modernization project. The IV&V checklists guide IV&V assessments and support the identification of project risks.

✓ **TeamCSG℠ Risk Assessment Tracking and Reporting**

Provides the ability to capture and track risks, observations, and recommendations across all assessment efforts and to determine

*TeamCSG℠ Risk Assessment Tracking and Reporting*

increasing or decreasing risk levels and project health not only at an item level, but also within categories. Provides configurable real-time management reports reflecting the status of all project risks, as well as powerful trending reports for analyzing the ongoing progress and effectiveness of risk response plans.

✓ **TeamCSG℠ Deliverable Reviews**

Offers the ability to graphically capture and report on quality of products and processes across the SDLC. Provides an information for reporting project status, including identifying the high-risk areas as they related to project quality.

# OUR CLIENTS

The CSG story is the story of our clients. We are totally dedicated to their success. For 25 years, we have applied our expertise, innovation, and results-oriented mindset to the most complex program modernization projects of over 200 government and other organizations. We work with our clients in a spirit of partnership and collaboration to deliver the right results at the right time, for the right price.

*"CSG is an industry leader in providing technical and managerial expertise in MMIS modernization projects. They have been instrumental in developing a first ever comprehensive set of foundational project management and procurement processes for the Bureau of Medicaid Enterprise Systems to plan and execute its MES procurement."*

Kevin Nielsen, Strategic Business Office and MMIS Modernization Project Manager
Idaho Department of Health and Welfare

*"CSG's IV&V reporting is timely and informative. Their national experience serves them well in developing reporting that is both clear and concise and that provides us with well-defined, actionable items that move our project forward."*

Sharon Roberts, Senior Project Manager
State of Colorado

*"CSG staffed a highly qualified team providing forward-looking Quality Assurance reviews for our project. The CSG team's emphasis on communication, coordination, and collaboration has proved valuable as we move forward."*

Karen Coleman, Child Support System Project Executive
Oregon Division of Child Support

*"CSG's expertise enabled the modernization of our MMIS and moving to shared-services in a Service Oriented Architecture. Their knowledge of requirements definition, alternatives analysis, and feasibility studies positioned them well to help us achieve our goals. I recommend CSG as a strong partner in modernization strategy and planning."*

Debra Meier, MMIS Modernization Manager
Minnesota Medicaid

## PUT CSG TO WORK FOR YOU TODAY.

For more information or to discuss the challenges you face and how CSG can help, e-mail us at info@csgdelivers.com.