



December 13, 2017

Albert De León
Office of Systems Integration
Acquisition & Contracting Division
2495 Natomas Park Drive, Suite 515
Sacramento, CA 95833

Subject: Cambria's Response for the Case Management, Information and Payrolling System Electronic Visit Verification, RFI 32236

Dear Mr. De León:

Cambria Solutions, Inc. (Cambria), is pleased to submit our response to the Request for Information for the Case Management, Information and Payrolling System (CMIPS) Electronic Visit Verification (EVV). We look forward to supporting the State of California Office of Systems Integration and the California Department of Social Services in its effort to deliver an innovative, cost effective solution for provider and recipient EVV needs. As you review our response, please note the factors that distinguish Cambria:

- A company that's thinking out of the box
- Experience in leveraging the latest technologies and cloud cognitive services
- A track record in developing custom and cost-effective solutions
- Strong Agile delivery experience and Agile Development Pre-Qualified (ADPQ) vendor
- A focus on delivering Human-Centered Design solutions
- Experience delivering systems to the State of California, including the following Health and Human Services departments:
 - Department of Social Services
 - Department of Health Care Service
 - Office of Systems Integration
 - Child Welfare Digital Services
 - Covered California

We look forward to discussing our qualifications and present our custom developed solution with you. If you have any questions regarding this proposal, please contact me at 916.326.4446, or marketing@cambriasolutions.com.

Sincerely,

A handwritten signature in blue ink, appearing to read "Henk Keukenkamp". The signature is fluid and cursive, with a long horizontal stroke at the end.

Henk Keukenkamp
Senior Director

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ABOUT CAMBRIA SOLUTIONS

A narrative describing the following:

- a. The vendor's primary business focus, areas of expertise, certifications and/or credentials relevant to the content of this RFI and experience with similar systems; and
- b. The vendor's experience doing business with the State of California.

Cambria is excited for the opportunity to participate in the Request for Information (RFI) to introduce a solution to help the State meet the requirements for an Electronic Visit Verification (EVV) system. Cambria has a deep appreciation for the challenging and vitally important role that an EVV system will provide in supporting and verifying Provider service delivery for thousands of California Recipients. The system users are our primary customers and we understand the more user-friendly the system and the better it serves their needs, the greater the benefit to both Recipients and Providers. As such, Cambria proposes to implement a custom EVV solution. The new EVV system must be designed in a way that meets the user's needs while complying with legislative, regulatory and business rules. Our experience with human-centered design, our custom software development capabilities, as well as our unique brand of HumanGenuity® draw upon valuable insights to shape our approach to the development of a new EVV system.

Cambria Highlights

- Local firm with a vested interest in California's future
- Created a HumanGenuity® culture that focuses on user empathy which is critical for user-centered design
- Leverages best practices and concepts from 18F, Digital Services Playbook, Usability.gov, and IDEO.org

Cambria Is Ready! Cambria views this RFI not only as a chance to showcase our capabilities and EVV solutions, but as an opportunity to provide input on a system that will support Californians as they seek care and support. We view this RFI as a vehicle for conversation. Cambria stands ready to step in and assist in any capacity needed to get the job done. Cambria's **HumanGenuity®** approach is at the core of a philosophy that encourages teamwork and collaboration between the State and its vendors.



Cambria Experience - Cambria has extensive public-sector experience and has worked with the State of California since its inception fourteen (14) years ago. In our California Health and Human Services (HHS) practice alone, we provide services to the following clients:

- California Department of Social Services (CDSS)
- Department of Health Care Service (DHCS)
- Office of Systems Integration (OSI)
- Child Welfare Digital Services (CWDS)
- Covered California (CC)

ADDITIONAL RECOMMENDATIONS

Any additional recommendations that the vendor determines are relevant to EVV.

The following table provides additional recommendations for the State’s EVV procurement and the rationale for each recommendation.

Exhibit 1. Cambria Additional EVV Recommendations

#	Additional EVV Recommendations	Rationale
1.	Leverage Agile SCRUM method for software development. Utilize Test Driven Development (TDD) as well as Behavior Driven Development (BDD) as part of the SDLC.	<ul style="list-style-type: none"> ▶ Agile SCRUM method allows for a cross functional team, that includes business and technical resources. This team works together on the features. ▶ The goal of Agile SCRUM is to deliver value frequently to the customer. In this instance, results of the development process will be viewable in short timeframes (2 week sprints). ▶ Incorporating best practices in User Research and Interaction Design, as well as TDD and BDD will result in the implementation of a solution that will be beneficial to the users. ▶ Utilizing Agile SCRUM method allows daily interactions and close collaborations amongst the team. This is especially important since the team has both business and technical resources.
2.	Do not require experience with EVV, instead require systems implementation experience.	<ul style="list-style-type: none"> ▶ Create a cross functional team for EVV that consists of business users, technical resources, recipients, and providers. ▶ Develop a custom solution, utilizing Agile to quickly deliver product and use the most modern technologies, designed and developed to meet California’s needs vs. a 5 or 10 year old COTS solution. ▶ The State will own the solution and have lower ongoing licensing costs. ▶ The State controls which features are developed and implemented vs. the COTS vendor deciding what’s made available to the market.
3.	Require the solution to be developed, maintained and hosted in a cloud environment (for example, AWS or Azure)	<ul style="list-style-type: none"> ▶ Developing, maintaining (DevOps) and hosting the solution in a cloud environment will provide for a low cost and high availability solution. ▶ This approach is in line with the State’s Cloud First Policy. ▶ Conducting development in the cloud will allow access to technology and features that will enable rapid development, continuous integration and deployment. This will result in overall delivery of higher value to the end users.

#	Additional EVV Recommendations	Rationale
4.	Utilize Dev/Ops for ongoing and rapid product improvement.	<ul style="list-style-type: none"> ▶ The DevOps model allows for a continuous delivery process for the solution. This will help ensure that business needs are being met on a timely basis, without needing to go through cumbersome change management processes. ▶ DevOps will result in a shorter development and release cycle, improved defect detection and resolution, and overall improved team velocity.
5.	Explore alternatives such as ADP and PayChex to replace legacy payroll functionality.	<ul style="list-style-type: none"> ▶ As the State considers the long term vision and objectives for Payrolling, there are options available to the State that are lower cost and risk and will provide similar functionality for Payrolling. ▶ Allowing for a Payrolling administrator like ADP or Paychex will allow for resources to be utilized in delivering program priorities and not focused on payroll administration.
6.	Consider providing free on-line banking and Electronic Funds Transfer (EFT) to providers willing to sign up for such a service.	<ul style="list-style-type: none"> ▶ EFT will allow for the provider to receive their payment faster. ▶ EFT avoids mailing errors and the potential loss of checks. ▶ This solution helps providers establish a bank account for personal use. ▶ Potentially allows for daily payment following completion of services.

ATTACHMENT A. RFI GENERAL QUESTIONS

1.1 RFI QUESTION RESPONSES

1.1.1 QUESTION 1 – CAMBRIA’S EVV PROPOSAL

Describe how your company delivers this type of electronic verification solution or service in similar Medicare and Medicaid settings, or other similar health care settings for consumer directed personal care and/or home care service delivery. Include a description of the population characteristics of individuals currently served by your system(s) and include the number of members.

Cambria Solutions has worked with many state organizations to provide functional and technical solutions to meet their unique business needs. This has extended into the healthcare space and Cambria is pleased to share in detail an EVV that will meet the needs of IHSS recipients, providers and State stakeholders. Additionally, Cambria is intimately familiar with the IHSS program and possesses staff that have worked directly on the CMIPS project in the past, with deep implementation and project management knowledge. Current projects also include work on multiple CA-MMIS projects as well as other initiatives with DHCS and other HHS departments. In our HHS practice area Cambria has developed, implemented and supports the following projects:

- Pre-Admission Screening and Resident Review (PASRR), a solution to screen for mental and developmental illnesses and planning the appropriate level of care
- Clinical Data System (CDS), a solution to capture managed care encounter and clinical data for California
- Short-Doyle Medi-Cal (SDMC), a specialty claims processing and adjudication solution
- Covered California a program to administer the Patient Protection and Affordable Care Act (ACA)
- ICD-10 IV&V for the California MMIS
- State-Level Registry (SLR), a program to provide eHR incentive payments system
- California N-2, a compliance program to upgrade the aging systems to modern technologies
- CWDS Cals – Development of a foster care facility licensing solution
- CWDS Case Management, develop a foster care case management solution
- CDSS develop a pilot solution to replace SFIS with a non-biometric solution
- Implement Fi\$Cal at several HSS organizations
- Provider Application and Validation for Enrollment (PAVE), an enterprise-wide automated provider management solution.

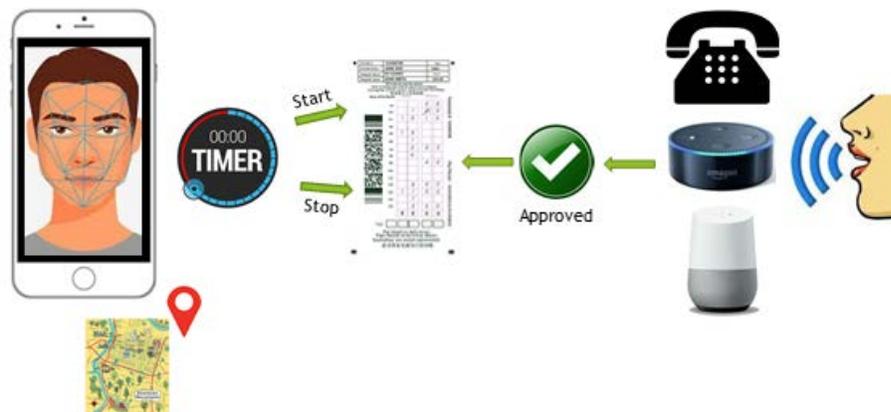
Cambria Solutions suggests a custom build approach to the EVV solution and as such believes the work we have done in the health care delivery space and our emphasis on human-centered design prove that we can deliver on our commitments. We propose a custom solution so that California can leverage the latest technologies and tailor the solution to California’s needs instead of implementing a ten (10) year old COTS solution that can scale and requires the State to compromise on the technology and the functional capabilities at a high recurring licensing model.

1.1.2 QUESTION 2 – DESCRIPTION OF CAMBRIA’S EVV

Provide a detailed description of the EVV System

Cambria proposes an innovative solution that leverages multiple forms of biometric authentication, GPS tracking, off-line data collection, intelligent personal assistant devices, and traditional land-lines to support EVV while allowing a minimally intrusive mechanism for timesheets to be submitted and approved. Provider’s can be authenticated through face recognition, voice recognition, or other authentications means directly from their mobile device using an application that can be downloaded from the Google Play and Apple App Store. Using GPS technology in a mobile device, the system will track the Provider’s location and allow them to start accruing time for the services being provided. Once the services are complete the provider will be able to submit their time. Providers will also be given the opportunity to make correction to their timesheet prior to final submission and if a timesheet is later denied by the recipient. Recipients can also use face, voice, or other authentication methods. For example, through voice recognition technology they can access the solution through intelligent personal assistance devices such as Amazon Echo/Dot, Google Home/Home-mini, or through the Provider’s smart phone using the mobile app. After authentication the recipient will be able to verbally identify the provider for whom they wish to approve services, have timesheet information played back in various languages, and approve or reject the timesheet using a verbal command. If the recipient states, the word “approved” the timesheet will then be approved and delivered to the payroll system for processing. If a recipient states, the word “rejected,” “denied,” or “incorrect” the Provider will be notified via their smart phone that the timesheet was rejected or deemed incorrect. The exhibit below depicts a high-level representation of one of the scenarios in which the EVV solution can be used.

Exhibit 2. Cambria EVV overview diagram



The solution uses a combination of internet, GPS, smart phones, tablets, in-home fixed devices, and land-line telephones as methods to collect data from providers and recipients, but has the flexibility in allow users the ability to submit and approve timesheets in a manner that is most amenable to their situation. Providers can use internet and GPS enabled smart phones or tablets to capture the data necessary to verify a visit inclusive of the date, types of services performed, recipient name, provider name, location where the services are performed, hours and minutes spent on the services, sick time, paid time off, and the travel time between recipients. Recipients can use the existing TTS solution from a land-line phone, the provider’s mobile device, and/or intelligent personal assistants, such as Amazon Dots, to review timesheet information via audio

playback and approve timesheets using verbal commands. Additionally, our solution can be configured and refined to support an array of features to meet the challenges inherent to California which include:

- Compliance with the Americans with Disabilities Act (ADA) and accessibility to individuals with disabilities, by supporting audio playback of timesheet information and through verbal approval of timesheet data
- Ability to support off-line capability through data caching on the provider’s mobile device. When in a rural area or an area without internet connectivity the system will allow provider’s the ability to capture time spent on the services that they conduct. The system will be configured to save the data collected into the provider’s device until such a time that internet connectivity is re-established. Once connectivity is re-established, provider authentication will resume prior to timesheet submission
- A user-friendly interface with a few screens required to perform timesheet submission and approval with text that align with basic literacy levels
- Allow Recipients to be linked to multiple programs and Providers
- Allow Providers to be linked to multiple programs and Recipients
- Communication with interfaces for the current CMIPS system, Regional Center Provider system, payroll, IHSS Portal, and TTS system to track the status of timesheet payment processing and to enable timesheet approval when a smart device isn’t located in the recipient home
- Provide alerts to providers and recipients, per the business rules defined by the State, which could include reminders on services that that haven’t been received within certain time periods
- Use data from the new EVV system and from information obtained via interfaces with the existing system to generate reports and analytics regarding timesheet and/or service information
- Enables audio playback and text displays in multiple languages

Core components of our solution include GPS tracking, facial recognition, voice recognition, intelligent personal assistant device integration, and scalability in a cloud environment. The following table identifies benefits gained from leveraging the core components utilized in our solution.

Exhibit 3. Cambria EVV Core Components and their benefit

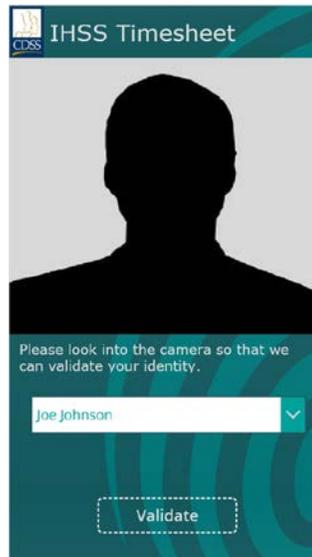
#	Core Component	Benefit
1.	GPS Tracking – identify provider location using GPS technology that exists in smart devices	<ul style="list-style-type: none"> ➤ Verify the providers location at the time of performing services to reduce fraudulent timesheet reporting ➤ Doesn’t require internet access or cellular service to obtain and save latitude and longitude coordinates used to derive address information (address information or maps requires internet access) ➤ Solution can save latitude and longitude coordinates into the local memory or cache of the mobile device so that once internet connectivity is re-established data can be submitted

#	Core Component	Benefit
2.	Facial Recognition –leverage Cognitive Services Face Application Programming Interface (API) to learn and detect provider and/or recipient identities using the camera on a smart phone or tablet	<ul style="list-style-type: none"> ➤ Increases user convenience since password information and physical tokens aren't required to authorize a user ➤ Provides a high level of security since facial recognition provides more biometric data points to confirm identify than fingerprint technology ➤ Provides a platform that is minimally burdensome to both providers and recipients ➤ Uses Cloud Cognitive Service machine learning technology that improves identity detection over time to overcome facial variance by evaluating multiple user images
3.	Voice Recognition – leverage Cognitive Services Voice Application Programming Interface (API) to learn and detect provider and/or recipient identities using the microphone on a provider's smart phone or tablet and/or through an Intelligent Personal Assistant	<ul style="list-style-type: none"> ➤ Increases user convenience since password information and physical tokens aren't required to authorize a user ➤ Provides a platform that is minimally burdensome to both providers and recipients ➤ Voice authentication overcomes knowledge-based security issues by analyzing customer's voice for hundreds of unique characteristics then matching to a voiceprint file ➤ Uses Cloud Cognitive Service machine learning technology that improves identity detection over time to overcome voice variances by evaluation of various speech characteristics ➤ Acceptance of voice commands to assist a wide range of disabilities or those with low literacy levels
4.	Intelligent Personal Assistant – integration with emerging smart device technology such as Amazon Echo/Dot, Google Home/Home-mini, and/or Apple HomePod	<ul style="list-style-type: none"> ➤ Allows hands free recipient authentication, timesheet review, timesheet approval ➤ Further enhances the solution by providing technology that is ADA compliant and usable by individuals with low literacy levels ➤ Provides a platform that is minimally burdensome to recipients ➤ Enables a hub or physical focus point between recipients and providers
5.	Cloud Infrastructure - Cambria recommends hosting this application on cloud. Having cloud infrastructure will further expand the department's flexibility to provision and de-provision resources on demand to optimize capacity and resources to meet the 24/7/365 availability and/or 99.999% up time requirements	<ul style="list-style-type: none"> ➤ Proven to handles large volume and fluctuations in capacity which would align with provider timesheet submission behavior whereas timesheets are often submitted in the middle and the end of a month ➤ Supports the security needs required for state and local government ➤ Built in capacity reports and metrics used to monitor, track, and optimize capacity to meet or exceed business service level agreements

The following section provides screenshots for a sample use case of the mobile portion of the solution as they pertain to the authentication and timesheet submission business flow for a

provider. Timesheet submission can occur in 4 screens that require only a few button selections using terminology aligned with low literacy levels.

Exhibit 4. Provider Face Recognition



The provider is authenticated via the Facial Recognition API

Exhibit 5. Provider location verification



The provider location is compared to recipients to verify the visit and identify the individual receiving services. Providers can then start a timer which accumulates hours and minutes towards the services rendered.

Exhibit 6. Provider service selection



IHSS Timesheet

Please select the services that you provided:

- Domestic Service
- Preparation of Meals
- Meal Clean-up
- Laundry
- Shopping for Food

Submit

The provider selects all services associated with a visit.

Exhibit 7. Provider entry confirmation and editing



IHSS Timesheet

Provider Name
Joe Johnson

Recipient Name
John Smith

Date
12/12/2017

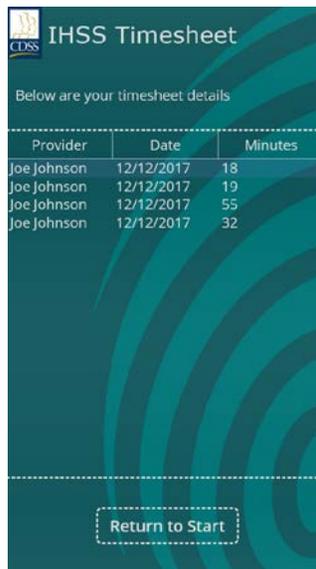
Minutes
32

Services
Domestic Service, Meal Clean-up

Submit Time

The provider can confirm and/or edit a timesheet entry.

Exhibit 8. Provider timesheet review



The provider can review their current timesheet information, if desired.

The following section provides a sample use case with screenshots for the mobile portion of the solution as they pertain to the authentication and timesheet approval business flow for Recipients. Timesheet approval can occur in 2 screens that require verbal input or only few button selections using terminology aligned with low literacy levels.

Exhibit 9. Recipient Voice Recognition



The recipient is authenticated via Voice Recognition and is prompted to state their name using audio playback in various languages.

Exhibit 10. Recipient to Provider selection



Audio playback then prompts the recipient to say the name of the provider who provided services to them.

Exhibit 11. Recipient Timesheet approval



Audio playback then will present the time aligned with the current timesheet and await a verbal approval or denial command from the recipient. If approved the timesheet will be submitted to payroll for payment processing. If denied the recipient can be prompted for a reason prior to notifying the provider.

The following table provides a summary response to attachment A, question number two (2).

Exhibit 12. Attachment A Question 2 Summary Response

# 2	Attachment A Question 2	Summary Response
a.	Functionality of the system including the devices, methods of data collection, technology and infrastructure requirements for both individuals receiving services (Recipients) and service providers (Providers), (e.g., land-line telephones, cell phones, in-home fixed device, tablet, internet, GPS).	The solution uses a combination of internet, GPS, smart phones, tablets, in-home fixed devices, and land-line telephones as methods to collect data from providers and recipients, but has the flexibility in allow users the ability to submit and approve timesheets in a manner that is most amenable to their situation.
b.	Describe how your EVV solution could meet challenges inherent to California. Include challenges specific to the large volume of Recipients and Providers and how to address the fact that approximately half of IHSS and WPCS Providers are family members and/or live in the household with the Recipient.	Our solution can be configured and refined to support an array of features to meet the challenges inherent to California which includes cloud infrastructure scalable to support large volume during peak timesheet processing times, offline capability, accessibility to individuals with disabilities, a user-friendly interface, communication with external systems using light weight and transparent APIs, and support for various languages in text and audio playback format.
c.	Security features of the system that confirms the identity of both the Providers and Recipients and how that data is kept secure.	The system provides a high level of security used to identify providers and/or recipients through facial recognition which provides an increase in biometric data points as compared to fingerprint technology. The system also uses voice recognition to confirm recipient identity at the time of timesheet review and approval. Security features present to secure data are embedded in the recommended cloud infrastructure. Using government provisioned cloud infrastructure our solution will comply with various security regulations including FedRAMP, FIPS 140-2, NIST 800-171, HIPAA.
d.	Data collection, including information identified in this RFI Section 5 Proposed Environment.	As mentioned earlier, the solution uses a combination of internet, GPS, smart phones, tablets, in-home fixed devices, and land-line telephones as methods to collect data from providers and recipients. Providers can use internet and GPS enabled smart phones or tablets to capture the data necessary to verify a visit inclusive of the date, types of services performed, recipient name, provider name, location where the services are performed, hours and minutes for the services, sick time, paid time off, and the travel time between recipients. Recipients can use the existing TTS solution from a land-line phone, the provider's mobile device, and/or intelligent personal assistants, such as Amazon Dots, to review timesheet information via audio playback and approve timesheets using verbal commands.

# 2	Attachment A Question 2	Summary Response
e.	Features that address the requirement that allows Providers to modify or “fix” information (i.e., if they forget to check in/out).	The system will allow providers to modify timesheets that have not yet been approved or that have been denied by the recipient due to error. If a timesheet hasn’t been approved by a recipient the provider will have access to the data via their mobile device such that they can manually adjust time, date, and service information. If a timesheet has been denied a provider will be notified, from their mobile device, of the denial and the reason for the denial, if applicable.
f.	Features that conform to the concept of being minimally burdensome.	The system boasts a user-friendly interface that only requires navigation through a few screens to perform timesheet submission and approval. The solution uses Facial Recognition and Voice Recognition services to confirm, both recipient and provider identity, so user credentials and/or physical token-based devices aren’t required. Through lifting the burden of login credentials and/or physical hardware to validate an individual’s identity both providers and recipients will be able to easily and securely submit and approve timesheets for payroll processing. Furthermore, the solution provides the ability to play audio formats of text in various languages that align with basic literacy levels so that recipients with disabilities can review and approve timesheets using voice commands. With this capability, and through integration intelligent personal assistance devices, a recipient will be able to review and approve a timesheet with hands-free operation using only their voice. In providing these features our solution will provide a mechanism for providers and recipients to review and approve timesheet in the least burdensome fashion.
g.	Features of the system that conform to the Americans with Disabilities Act (ADA) and address needs of special populations of Providers and Recipients, such as developmental disabilities and visual/hearing disabled.	The solution can contain data entry screens with large font/buttons that will comply with the Americans with Disabilities Act (ADA). Furthermore, the solution will provide accessibility to individuals with disabilities, through supporting audio playback of timesheet information and through enabling verbal approval of timesheet data.
h.	Features of the system that address the needs of special populations that cannot be near electronic devices.	The system will include interfaces with the existing TTS solution to allow Recipients that cannot be near electronic devices the ability to approve timesheets via a land-line phone. Additionally, the solution can allow providers the ability to capture verbal approval directly into their mobile device using the solutions Voice Recognition features to confirm a recipient’s identity at the time of approval.
i.	Features of the system that address the provision of EVV in rural areas where technology infrastructure may be limited or unavailable.	The solution can support off-line capability through data caching on the provider’s mobile device. When in a rural area or an area without internet connectivity the system will allow provider’s the ability to log time for the services that they conduct. The system will be configured to save the data collected into the provider’s device until such a time that internet connectivity is re-established. Once connectivity is re-established provider authentication will resume prior to timesheet submission.

# 2	Attachment A Question 2	Summary Response
j.	Additional features the system offers outside of EVV.	Additional features include biometric authentication that leverages Face Recognition and Voice Recognition cognitive services. Using Cognitive Service machine learning technology, the system improves identity detection over time to overcome facial variance by evaluation of multiple user images and to overcome voice variances by evaluation of various speech characteristics.
k.	Service level metrics including system availability and system capacity.	In using a cloud infrastructure for our solution, a variety of metrics will be natively available for monitoring system availability, performance, and capacity. The types of metrics available include, but aren't limited to CPU utilization, memory utilization, virtual machine utilization, total disk input/output operations per second (IOPS), disk throughput, latency, and transaction logs. Having access to the numerous metrics will allow for details reports that can meet the business need for the State.
l.	Contingency plans for system outages or unavailability.	Cambria recommends hosting this application on cloud. Having cloud infrastructure will further expand the department's flexibility to provision and de-provision resources on demand to optimize capacity and resources to meet the 24/7/365 availability and/or 99.999% up time requirements. System redundancy and backups will be inherently built into the cloud infrastructure offering as a means to handle system outages or unavailability.
m.	Flexibility of the system to implement changes and how quickly changes can be made. Describe how the system has built in flexibility such as the ability to meet business needs or make changes through simple configuration set up and/or configuration changes.	The solution uses APIs for communication with external systems and is built leveraging cognitive services which have clearly defined and publicly accessible API structures which are continually improved. Using APIs throughout the solution enables specific request messages, defined in either an XML or JSON format, to deliver user functionality. As new features are required new APIs can be quickly built for the new specific request without affecting the existing functionality. Additionally, the business rules that consume the API data can be easily configured to align with an ever-changing environment.
n.	Types of analytics and reporting provided.	The solution will use data produced directly in the application and from data obtained via interfaces with the existing system to generate reports and analytics regarding timesheet and/or service information. Dependent on the data provided by the existing systems a variety of analytics and reports can be generated and displayed to either providers or recipients directly on their mobile device through exporting data to other reporting tools accessible by the State.

# 2	Attachment A Question 2	Summary Response
o.	Typical account set up time and check in/out time for Providers and Recipients.	Provider images will need to be captured and uploaded to the system to train the face recognition software to detect an individual. Recipient voice and/or images will need to be captured and uploaded to the system to train the face and/or voice recognition software to identify an individual. Capturing face and voice biometrics can be done directly on a provider's mobile device to reduce administrative burdens associated with typical account setup. Users will be prompted by the system to capture images and record audio statements at the time of account creation. Account creation and biometrics setup is no different than how a user configures fingerprint or face recognition on modern smart phones today and should take no more than a few minutes to provision the application.

1.1.3 QUESTION 3 – HOW THE SYSTEM SIMPLIFIES OPERATION

Describe if/how the system groups or categorizes tasks to simplify system operation, tracking, Provider and Recipient use, etc.

Our solution will use data from the existing systems in conjunction with recent timesheet submissions within the EVV solution to identify recipient-provider relationships and to support service matching. Through consumption of this data business rules can be created to group and/or categorize tasks to improve overall efficiencies for the program. For example, prior timesheet submission cadence, trends and service data can be used to generate provider alerts to notify individuals that services are required or to remind them to submit their timesheets for payroll processing. If a provider records time in the timesheets on a daily basis, but the system identified a lapse, there may be an indication of services not being performed and may require an alert, depending on the circumstances.

1.1.4 QUESTION 4 – INTERFACING WITH OTHER SYSTEMS

Describe the system's capability to interface with other systems, for eligibility, timekeeping, payroll or data collection purposes.

Our solution will have the capability to transfer data and communicate via interfaces with the existing systems and future systems. The system will collaborate with existing systems using common light weight API's that align with industry best practices and are easily consumable by third parties. API's typically use HTTP request messages defined in either an XML or JSON structure. Since the existing CMIPS II timesheet processing solution uses XML, an API based communication platform will integrate smoothly.

1.1.5 QUESTION 5 – EVV IMPLEMENTATION EXPERIENCE

Describe your experience with implementing EVV systems including high-level timelines for implementation and training for all user populations. Describe implementation challenges and lessons-learned. Describe how to overcome implementation challenges. Distinguish implementation(s) for government entities versus

private entities. If implemented for state entities, please identify which states and provide contact information.

Cambria has implemented a number of technical projects for many states including California. With each project implementation a new set of challenges is presented however Cambria has overcome all of these to delivery successful solutions time and again. Cambria’s knowledge with implementation is significant, the following exhibits a few of our systems implementation projects.

Exhibit 13. Attachment A Question 2 Summary Response

#	Department	Implementation Project
1.	CA DHCS	Preadmission Screening and Resident Review (PASRR)
2.	CA DHCS	Post-Adjudicated Claims and Encounters System (PACES)
3.	CA DHCS	Provider Application and Verification for Enrollment (PAVE)
4.	CA CWDS	Certification, Approval, and Licensing Services (CALs)
5.	CA CWDS	Case Management

Our unique experience with HHS implementation projects as highlighted above encompasses business analysis, UI/UX design, front end and back end development, Agile methodologies, change management and training, as well as project management. Cambria has proven it’s ability to deliver on custom development projects similar in size and scope to the EVV implementation project, and with this experience we are confident in our ability to deliver this solution for the State.

The following provides two sample references, where Cambria provided the State with systems implementation services.

Cambria partnered with the California Department of Healthcare Services (DHCS) to successfully build and rollout the Preadmission Screening and Resident Review (PASRR) application across the state which is currently being used by over 5,000 users across 1,400 nursing facilities via multiple web and mobile platforms. During the implementation of this project the team encountered and overcame multiple challenges such as:

- A request from the State to deliver working software in a compressed timeline of 9 months (down from the original 15 months) which was accomplished through successful collaboration of a cross-functional team and thoughtful addition of experienced resources
- Successful preparation for cutover from the legacy application to the new application which was achieved through constant stakeholder communication and rigorous change management processes. Other communication methods involved user beta testing activities, formal training sessions, open houses, question and answer sessions. Through our experience in this implementation, Cambria has developed a successful approach to increase user adoption rates when rolling out a new solution.
- Cambria encountered some challenges related to staff who were initially resistant to the upcoming change. Through techniques such as early involvement, resistance mitigation planning, and inclusion in various test stages many of the State users who were initially resistant to adopting the new application became its biggest advocates.

Exhibit 14. Cambria PASRR Reference

PRE-ADMISSION SCREENING AND RESIDENT REVIEW (PASRR)	
INFORMATION TECHNOLOGY (IT) PROJECT	
Customer Organization	California Department of Health and Human Services (DHCS)
Customer POC	<p>POC: Robert Baker</p> <p>TITLE: Data Processing Manager II</p> <p>EMAIL: Robert.baker@dhcs.ca.gov</p> <p>TEL: (916) 914-5538</p>
Company Role on the Project	Prime
Types of Services Provided	<ul style="list-style-type: none"> ▶ System design and development ▶ Systems analysis ▶ Conversion ▶ Systems implementation ▶ Training and organizational change

Another project with a state-wide rollout where Cambria was involved in large scale IT implementation project was the Case Management Information Payrolling System (CMIPS II).

Exhibit 15. Cambria CMIPS Reference

CASE MANAGEMENT INFORMATION PAYROLLING SYSTEM (CMIPS II)	
INFORMATION TECHNOLOGY (IT) PROJECT	
Customer Organization	California Office of Systems Integration (OSI)
Customer POC	<p>POC: John Logan</p> <p>TITLE: Former Project Director</p> <p>EMAIL: Jp_Logan@yahoo.com</p> <p>TEL: (916) 300-9948</p>
Company Role on the Project	Subcontractor
Types of Services Provided	<p>HP engaged with Cambria for project management services on the CMIPS II project. We were part of the turn-around team for this red In-Home Supportive Services solution for the State of California. Our project manager oversaw the operations, engineering, and implementation teams with the development of a project schedules, enforced strict change control processes, instituted adherence to the contract, established progress metrics, and focused the team on the pilot go-live activities. After refocusing the project team on system performance, data conversion, and application stability, the solution was successfully deployed statewide.</p>

1.1.6 QUESTION 6 – IMPLEMENTATION CHALLENGES

Describe how to overcome implementation challenges inherent to California such as the change management for a large and vulnerable population. Describe mitigation strategies that could be used to address challenges.

Well executed change management plans and materials are crucial for adoption of a software rollout for such a large population which requires specialized training considerations. The plan must be carefully developed and communicated with repetition to all stakeholders and end users of the EVV solution. Cambria recognizes the need to properly prepare recipients and providers for the benefits of the EVV solution and communicate the benefits each population will receive from adopting this new process. Cambria has deep experience in using multiple channels of communication to conduct user and provider outreach which include the use of YouTube for training materials, planning and facilitating user feedback sessions to increase adoption, providing in person demo's throughout multiple counties, as well as through leveraging existing State mailings that already occur when correspondence with recipients and providers is sent out. Challenges in this area do include the ability for some recipients to get the information about the solution delivered to them in a way they can consume it, yet as with changes that occur today to the recipient's case, providers can assist in communicating the material that is relevant for the recipient.

In order to drive a high percentage of provider and recipient adoption, public marketing materials should be presented in a way which highlights the numerous benefits of the solution and how it will transform the way the State ensures its most vulnerable recipients are receiving the care they require while being minimally burdensome on both the providers and the recipients. Cambria has extensive experience preparing training and marketing materials for a variety of counties, end users, Providers, and State user depending upon the targeting stakeholder group.

1.1.7 QUESTION 7 – CUSTOMER SATISFACTION AND SURVEY

Discuss strategies you have employed to garner customer satisfaction and include any satisfaction survey data, if available.

Customer satisfaction is a vital component of user adoption. For users to readily want to use the EVV solution, the product must be easily accessible, intuitive, and meet their needs. Cambria employs Human-Centered Design (HCD). The user, their needs, and how they will interact with a product are central to HCD. A key feature of HCD is continuously soliciting and incorporating feedback from the users. To do this, Cambria will build on the user interview model used by our UI/UX team. Cambria will apply a two-part approach.

1. First, we will conduct follow-up interviews with users that provided input to the UI team to determine if the delivered EVV solution satisfies the needs expressed in earlier interviews. While it is likely that all needs expressed will not be included in the functionality because of regulatory requirements, technology limitations, security concerns, and/or cost, the follow-up interviews will confirm that the delivered functionality and features satisfy the needs of the users.
2. Next, Cambria will develop a survey to measure the satisfaction of the larger user population. This survey will include questions similar to those in the follow-up interviews, but will include additional detail, as needed, to provide context and background information for users not involved with previous interviews. The survey will be conducted using an online survey tool, such as SurveyMonkey or SurveyGizmo.

The combination of follow-up interviews and the online survey will enable Cambria to provide a quantitative and qualitative assessment of customer satisfaction.

1.1.8 QUESTION 8 – EVV FOR RECIPIENTS AND PROVIDERS

Describe the response to your EVV from a wide range of Recipients and Providers with a wide range of disabilities including blind and deaf and/or low literacy levels.

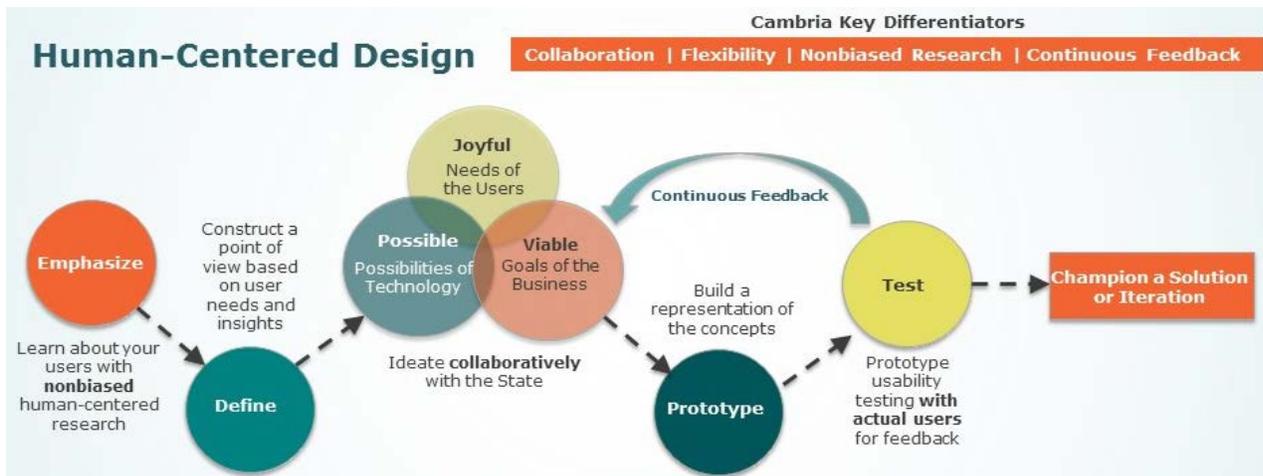


Cambria actively seeks to integrate user responses and insights from both Recipients and Providers in the design and development of an Electronic Visit Verification (EVV) solution. Cambria’s approach to User Xperience combines human-centered design concepts with real world experience to provide a fast, efficient, and repeatable strategy to ensure that our solution meets the varying needs of both Recipients and Providers. Our ultimate satisfaction is not just from the beautiful design of the actual product or service, but experiencing the enjoyment from users as they interact with a great product or service.

User Interaction Approach

Using antiquated design techniques rarely address a user’s true needs. With this understanding, Cambria’s Human Xperience approach infuses human-centered design concepts to create a product that is desirable, feasible, and viable as shown in the graphic below.

Exhibit 16. User Interaction through Human-Centered Design



With our approach, we start by identifying user’s hopes, fears, and needs to quickly discover a desirable experience. Once an assessment of the user experience is complete our team determines a range of solutions that could be beneficial to the user base grounded by what is both possible and viable.

Through this process Cambria balances the hopes and needs of both Recipients and Providers with a design that adheres to IHSS program business standards and is technically possible. In the following sections we will describe each facet of Cambria’s User Xperience approach methodology.

EVV Solution Response

User reaction to the Cambria EVV solution has been highly positive. Through our Human Xperience methodology Cambria will further validate a number of features in our solution to meet the needs of the Recipient and Provider communities. Below is a list of some of the features.

Exhibit 17. EVV Feature and User Benefit

Feature	User Benefit
Large Navigation Buttons	Users that may have visual impairments will benefit from large, clear and recognizable navigation buttons.
Intuitive and Minimal Application Navigation	Increased accessibility and ease of use is achieved through a minimalist layout that lends itself to easy navigation and clear steps.
Visual Recognition	Integration of face-recognition technology will ensure security and verification of Provider services.
Auditory Navigation	Auditory navigation will allow users to operate purely through voice interaction without the required use of a physical or visual device. Products such as Amazon Echo and Google Home, as well as phones will allow a unique and unprecedented user interface for the disabled.
GPS Identification	GPS identification will help to narrow down eligible Recipients and confirm the provider service location.
Automated Record Keeping	Automated record keeping will eliminate much of the paper processing required by the current system.

1.1.9 QUESTION 9 – EVV MAINTENANCE

Discuss ongoing maintenance of EVV systems.

Cambria employs a forward-thinking approach to this process--including heavily automated Cloud services and DevOps. Cloud Services allow for continuous integration and continuous delivery of the software and follow DevOps techniques as well as maintain, monitor status, and monitor quality standards. One large component of the current DevOps movement is Release Automation, which automates the build and deployment cycles of a software project. In Agile software-development scenarios, this process has two benefits:

- Automation of final software deployments.
- Enabling the automation of continuous incremental deployments, triggered numerous times daily as changes are made to the software system.

This process ensures that the entire development and management team is aware of the up-to-the-minute state of the software, including its test status and ability to be deployed to the expected runtime environment, continually throughout development. This process also enables highly confident development, and a great deal of certainty that when the time comes, the software can be

successfully transitioned to an operations team for deployment and maintenance. This certainty is based on the fact that the entire test and deployment process has been automated and performed countless times already throughout the project lifecycle.

Continuous deployment means no surprises for operations staff, which translates into predictable, low-risk releases of provably high-quality software. When it comes to ensuring quality, release automation is another major asset for development teams. It automates the complex workflows required for agile software movement between development, test and production environments by removing manual interaction so humans don't introduce avoidable errors.

1.1.10 QUESTION 10 – EVV AND THE IHSS ETS PORTAL

Describe if/how the EVV solution can leverage the current IHSS Portal with the ETS feature and the pros and cons of doing so.

The EVV solution and the IHSS Portal with the Electronic Timesheet System are different, but there is overlap between the two systems. The table below lists some of the pros and cons in leveraging the IHSS Portal and ETS.

Exhibit 18. IHSS ETS Pros and Cons

Pros of IHSS Portal with ETS	Cons of IHSS Portal with ETS
<ul style="list-style-type: none"> ➤ Base timesheet functionality is built and running in production ➤ Integration with CMIPS exists ➤ User adoption is occurring ➤ ETS and TTS are well understood 	<ul style="list-style-type: none"> ➤ Focused on manual data entry ➤ Impedance mismatch with the EVV System, as it continues to evolve, gain new features, and change quickly. ETS may not keep pace. ➤ Additional maintenance needed to keep two similar systems running, patched, secured, and current (policies, business rules, data sets, etc.) ➤ Additional costs incurred for staffing, infrastructure, licensing to support multiple environments for two systems ➤ Challenge maintaining skills across different technology stacks ➤ Automation, innovation, and integration challenges ➤ Data and feature releases are slowed down due to multiple systems development, test, and rollout ➤ ETS may not fit well with Agile Delivery methods of EVV

In the early stages of the system delivery, the EVV System will use a bidirectional interface to exchange timesheet data with CMIPS. However, over time, we think the ETS solution will become less relevant, due to the ease of use and EVV feature enhancements that will eclipse the ETS solution and make it redundant.

1.1.11 QUESTION 11 – EVV FOR INDIVIDUAL AND AGENCY PROVIDERS

Describe how an EVV solution can be effectively implemented for both the Individual Provider and Agency Provider employment models.

One of the benefits of Cambria's EVV solution is that it is employment model agnostic; the core functionality within the solution does not need to be modified to accommodate different

employment models. In order to be adapted to either employment model, our solution will contain the ability to identify which employment model each authorized user is a member of and route their timesheet data to the appropriate destination accordingly. Because the identification of the employment model will happen at a user level, the fundamental EVV solution can be leveraged by both Individual Providers and Agency Providers with minimal interface customization required. We do not anticipate a need for a different user experience based on the employment model, and therefore we plan to fully support both models with our proposed solution.

1.1.12 QUESTION 12 – EVV BUSINESS MODEL

Describe your business model (e.g., Software as a Service, Commercial Off-the-Shelf, Modified Off-the-Shelf, custom built, transactional).

Cambria's business model for the IHHS EVV project is a custom build. Our custom build approach is the best business model for meeting the unique business requirements, complexity, and scale needed for the California Department of Social Services IHSS program. The California health programs are typically incompatible with COTS solutions; and SaaS solutions often need to significantly customize (develop and extend) their solutions, so the SaaS becomes a custom build hosted by a vendor, rather than a configured solution. Using Cambria's experience in Agile Delivery Methods, the custom build focuses on working with stakeholders (beneficiaries, family caregivers, PCS Providers, etc.) to prioritize the highest value business cases and deliver a working solution early, with frequent new features, as additional development sprints complete.

A custom approach also enables us to leverage additional methodology components as needed. For example, Human-Centered Design experts can be leveraged for User Interface designs that focus on the unique needs of the California stakeholders, as compared with SaaS stakeholders. Moreover, high value components like additional skills in organizational transformation and change management are accessible.

1.1.13 QUESTION 13 – EVV COSTS

Describe the costs and fee structure of EVV solution(s) for customers with requirements comparable to the IHSS, WPCS, and other HCBS Waiver programs. Differentiate between Individual Provider and Agency Provider employment models. Identify both one-time and on-going costs. Describe how the cost model would scale up to accommodate the large number of IHSS and WPCS Providers.

Cambria's innovative EVV prototype leverages powerful existing features provided by cloud computing services. One of the most significant benefits to this approach is our ability to translate the usage of these existing features into cost savings for both a one-time implementation and ongoing maintenance and operations. Based on our current understanding of the State's needs and the preliminary requirements included in the RFI, we have provided our high-level estimates for one-time implementation costs and ongoing maintenance costs.

One-Time Implementation Cost: \$1-5 million

This one-time implementation cost consists of:

- Front-End Development Services
- Back-End Development Services
- User Interface/User Experience Services

- Cloud Infrastructure and Hosting
- Training and Change Management

Ongoing Maintenance Cost: <\$2 million/year

This ongoing yearly cost consists of:

- DevOps Services (Including Enhancements and New Features)
- Cloud Infrastructure and Hosting

The solution which Cambria has developed will be; State owned, flexible, human centric solution which can be scaled using both an Individual Provider and an Agency Provider employment model. The critical difference between these models simply involve what data is exchanged and between what State entities the exchange needs to occur. Regardless of the model selected, the costs incurred to the State when scaling the solution are the same.

1.1.14 QUESTION 14 – EXPANDING EVV

Describe how the EVV solution for personal care service that must be implemented in 2019 could be expanded to accommodate the 21st Century Cures Act home health care service EVV requirement by January 1, 2023.

Cambria's EVV solution utilizes cloud infrastructure, mobile application technologies, and third party APIs such as cognitive facial recognition API, Cognitive voice identification API, and API for location identification. The infrastructure and application patterns are flexible to accommodate growth in feature sets, including the eventual addition of Home Health Care Services (HHCS) to the EVV solution. Additional interfaces, data design, and possibly a new mobile application may be added to the solution, based on the use cases prioritized and approved by the state. Cambria sees no current technical issues with adding HHCS support when the State is ready to expand the EVV solution, and expects the experience gained through the maintenance and operations of the current EVV solution to provide feedback how to further enhance the solution.

1.1.15 QUESTION 15 – COMMUNICATIONS CAPABILITIES

Describe the different means of communication (e.g., notifications) the system is capable of producing such as letters, e-mail, text, and phone in multiple language formats for visually and hearing disabled including large font, braille, and audio text.

The EVV solution will be designed to meet or exceed all federal ADA guidelines at the time of implementation and throughout the Maintenance and Operations phases. Cambria Solutions recognizes the type of users that will need to use the system and will take into account the differing levels of knowledge they will all have with respect to the use of technology. It is intended that the system is capable of displaying letters visually when necessary, and can support the use of e-mail, SMS texting, and shall be able to take advantage of the current IVR used for providers with no change to its functionality. The solution will also have the ability to display large text and can play audio text for those that are visually and hearing disabled.

1.1.16 QUESTION 16 – KEEPING EVV CURRENT

Describe how your system is kept current and how it keeps up with technology changes.

Cambria will use Cognitive services which “Infuses the application with intelligent algorithms to see, hear, speak, understand and interpret your user needs through natural methods of communication. Transform your business with artificial intelligence today”

These cognitive services are APIs which will adopt the changes automatically as implemented. Changes related to APIs will follow the DevOps approach.

Once major feature sets are in production, Cambria will work with the State to move towards a DevOps environment that brings together development and operations to keep up to speed with the technological advancements. In a DevOps environment, the product is never truly done as it undergoes continuous development and improvement. DevOps encourages a more rapid release cycle with a continuous introduction of new features, continuous testing and continuous deployment. By the time a few deployments are in production, the State would have gained experience with many of the DevOps’ enablers, such as automated testing, continuous development, and integration. DevOps will just be the next natural step in evolution – from agile development to DevOps. Through this model the system will continuously be maintained, software will be upgraded and patched on a recurring basis, thereby never letting the system become outdated.