



Proposal to Provide

# Enrollment Broker Services

Prepared For  
**Indiana Department of  
Administration on Behalf  
of the Office of Medicaid  
Policy and Planning (OMPP)**



Maximus Health Services, Inc.

## **Transmittal Letter**

RFP No. 21-2059

September 4, 2020 at 3:00 p.m. EST

September 3, 2020

Traci Davidson  
tdavidson@idoa.in.gov  
Procurement Division  
402 West Washington Street, Room W468  
Indianapolis, IN 46204

RE: Request for Proposal (RFP) # 21-2059 to provide Enrollment Broker Services

Dear Ms. Davidson,

Maximus Health Services, Inc. (Maximus), a wholly owned subsidiary of Maximus, Inc., is pleased to present our proposal to continue providing Enrollment Broker Services for the Indiana Family and Social Services Administration (FSSA), Office of Medicaid Policy and Planning.

***Agreement with Requirements Listed in Section 1***

Maximus understands the general information presented in RFP Section 1 and agrees and will comply with the requirements/conditions listed therein.

***Summary of Ability and Desire to Supply the Required Products or Services***

Since 1975, Maximus has been a trusted partner to state and federal governments, providing critical health and human service programs to a diverse array of communities. Our operational projects encompass Medicaid enrollment broker services, eligibility support services for Medicaid/CHIP, customer support for state-based health exchanges, eligibility and enrollment modernization, Medicaid member and provider enrollment systems and web portals, and home-based assessments for long-term care programs.

We are the largest Medicaid managed care services provider in the United States. We serve as the enrollment broker in 21 states, supporting a managed care population of 47 million members. We provide choice counseling, enrollment assistance, and member services to one out of every two Medicaid managed care members in the country.

Since 2007, we have worked in partnership with FSSA to design and deliver high-quality enrollment broker services that educate enrollees and foster a positive member experience. Our commitment and proven experience to deliver exceptional services in the Hoosier State go beyond enrollment broker services. Along with our Maximus affiliates, we provide the following services on behalf of the state:

- Preadmission Screening and Resident Review (PASRR) Services
- COVID-19 Call Center and Contact Tracing Services
- Indiana Intake Agent Services
- Indiana Manpower and Comprehensive Training (IMPACT) Program services
- Indiana Child Welfare Federal Revenue Maximization Project

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Through these efforts and our unmatched enrollment broker expertise, we have developed an intimate knowledge of the challenges currently facing Indiana and its health and human service programs. Our long, successful history of supporting the State on some of its most critical initiatives demonstrates Maximus' commitment to Indiana State government and the citizens it serves.

Maximus is able to provide the requested products and/or services subject to the terms and conditions set forth in the RFP including, but not limited to, the State's mandatory contract clauses. We request consideration of our included exceptions to the non-mandatory contract clauses as noted in Attachment E.

***APRA Exception and Confidential Information***

As requested, following our transmittal letter, we provide a table identifying the documents and sections for which we claim statutory exemptions to the APRA. This table specifies which statutory exemption applies as well as a description explaining the manner in which the exemption applies. Included in our submission package is a separate redacted version of the document suited for public release.

***Signature of Authorized Representative***

As Senior Contracts Director and Legal Counsel, I am the person authorized to commit the firm to the representations contained in this proposal. I certify that the information offered in this response meets all general conditions, including the information requested in the RFP. As proof of authority to sign, please review *Appendix B Authorizing Document* included with the business proposal.

***Principal Contact***

The principal contact for our proposal is Carrie Archer. Ms. Archer can be reached at:

carriearcher@maximus.com

Telephone: (614) 560-4782

Fax: (703) 251-8240

1891 Metro Center Drive

Reston, VA 20190

Sincerely,

DocuSigned by:  
  
E2F05C87E2844E8...

Dyan H. Blomberg  
Senior Contracts Director and Legal Counsel

MAXIMUS®



### Confidential Information

Maximus acknowledges that materials contained in proposals are subject to the Access to Public Records Act (APRA), IC 5-14-3 et seq. Maximus seeks confidential treatment of certain portions of its proposal as exempt from release pursuant to *IC 5-14-3-4(a)(4): Records containing trade secrets* and/or *IC 5-14-3-4(a)(5): Confidential financial information*, as indicated below. We have distinctly marked the exempt items in the redacted versions of Attachment E - Business Proposal, and Attachment F - Technical Proposal. Also included in the table are the document, section or exhibit, and page number as well as the applicable APRA exemption that applies an explanation of the impact. For ease of viewing, we have assigned letters to our explanatory categories, defined as follows.

Reason Category	Redaction Justification
A. Personnel	Maximus performs in an intensely competitive environment. Our employees and our company's ability to organize and manage projects constitute some of our most valuable corporate assets. Our project organizational structure has been developed through numerous projects over many years. As for the specific employees' names, roles, and responsibilities, Maximus cannot afford to have our competitors poach our best employees. Such a result could also have a negative impact on projects. As such, the personnel information constitutes a trade secret, which would provide economic value to our competitors and substantial competitive harm to Maximus if disclosed. The trade secret information in this section is not readily known or readily ascertainable by proper means and is subject to commercially reasonable efforts and protective measures to maintain its secrecy.
B. Innovations	These innovations are not available to the general public; rather they are used internally by Maximus in the management and operations of our government projects. Some of these innovations involve the products of third party vendors, and the innovations embody our intimate knowledge of the structure and operation of large government projects. The materials are protected by the trademark and copyright laws, and Maximus is careful to maintain the confidential and proprietary nature of the product. Because these innovations have been developed and modified over the years to reflect the evolving nature of such government programs, permitting a competitor to understand their functionality would also reveal the Maximus approach to managing government projects of this type. As such, the information regarding innovations constitutes a trade secret, which would provide economic value to our competitors and substantial competitive harm to Maximus if disclosed. The trade secret information in this section is not readily known or readily ascertainable by proper means and is subject to commercially reasonable efforts and protective measures to maintain its secrecy.

C. Technology Approach	<p>This is not simply information that relates exclusively to a particular circumstance, but it represents the methods and approaches employed by Maximus in conducting business. One of the key elements that differentiate Maximus from our competitors is our ability to begin operations rapidly and to ensure a smooth start-up or transition of operations from the state or from a previous contractor. The technology approach reflects our thorough understanding of such government programs and has been developed at substantial expense over many years of government service. Additionally, Maximus describes methodology to externally host and meet security &amp; audit requirements. Sharing how and where Maximus hosts could indirectly disclose Maximus financial investment and cost. The tools and methodologies included in this section are solutions for which Maximus has expended considerable time, effort, and expense. This information is a trade secret because it presents a "formula, pattern, compilation, program, device, method, technique or process" created by Maximus and used in its business. The information presented as part of this section is not necessarily unique to this proposal. However, it reflects many of the technical processes that Maximus undertakes for similar projects, a process that Maximus has and will continue to employ in similar procurements across the country. Therefore, the information is not related to a single event but is part of "a process or device" developed by Maximus at its sole expense, and used continuously in its business. As such, the technology constitutes a trade secret, which would provide economic value to our competitors and substantial competitive harm to Maximus if disclosed. The trade secret information in this section is not readily known or readily ascertainable by proper means and is subject to commercially reasonable efforts and protective measures to maintain its secrecy.</p>
D. Corporate Management, Business Practices, or Policies, including staffing levels	<p>The policies and procedures set forth in the proposal constitute a step-by-step description of the detailed procedures employed by the company in implementing and operating a government project. These business rules embody how Maximus conducts our business and set Maximus apart from all other competitors in this market. This compilation of information describes and represents unique approaches to the provision of such services that sets Maximus apart from its competitors and provides the state with a distinct and superior system to meet the needs of our client population. The disclosure of Maximus project organization and detailed staffing plans, considered by Maximus to be a trade secret and confidential commercial information, could result in irreparable competitive harm because it would allow competitors to compare their organizational and staffing procedures to those developed by and unique to Maximus, and to use the resulting information as the basis for changing/improving their own plans to be more competitive in future similar procurements. Disclosure of Maximus' methods and techniques for estimating, assigning and controlling resources would also allow competitors to significantly and unfairly further such companies' competitive position in future procurements.</p>
E. Contractors	<p>Maximus contends that the identity of its contractors is a trade secret and confidential commercial information that is not disclosed to third parties. Maximus has expended substantial time and effort in selecting certain partners that contribute their services to its proposed solution. Therefore, the inclusion of the contractors along with the descriptions of the Maximus solution provides insight into our methodology in compiling those components into our overall proposed solution, and gives Maximus a significant competitive advantage in this procurement and future procurements. As such, the contractor information constitutes a trade secret, which would provide economic value to our competitors and substantial competitive harm to Maximus if disclosed. The trade secret information in this section is not readily known or readily ascertainable by proper means and is subject to commercially reasonable efforts and protective measures to maintain its secrecy.</p>

F. Cost and Cost Proposal Narrative	<p>The proposal includes a detailed narrative regarding how Maximus calculates fees and pricing assumptions. The Maximus solution includes distinctive pricing methods, specifications, and capabilities that have enabled Maximus to compete successfully with its competitors. Maximus devotes substantial time, efforts, resources and ingenuity to differentiate itself by offering unique and innovative services, capabilities, and delivery methods, and distinctive pricing methods and options. Even slight distinctions between Maximus and its competitors in these areas can be decisive in a government agency's selecting one company over its competitor. Competitors could also use the proprietary and confidential information, including the assumptions underlying the Maximus pricing structure, to attempt to undercut Maximus pricing and to unfairly make comparisons to prospective customers about Maximus pricing model. Even those portions of the proposal that alone and in the abstract would not necessarily constitute proprietary information, when strategically combined in the proposal, constitute a valuable, unique, and proprietary compilation. Maximus would be economically disadvantaged within the government outsourcing marketplace if the confidential financial information listed in this section is disclosed, particularly if used by our competitors who may obtain economic value from its disclosure and/or use. The confidential financial information in this section is not readily known or readily ascertainable by proper means and is subject to reasonable efforts and protective measures to maintain its secrecy.</p>
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Document	Section /Page	APRA Statutory Exemption	Explanation
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Attachment E Business Proposal	Appendix D Business Continuity Disaster Recovery	Trade Secret	D
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