

September 27, 2017

Edifecs Response to RFI

Green Mountain Care Board

**Vermont Health Care Uniform Reporting and
Evaluation System - VHCURES 3.0**



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Cover Page:

September 27, 2017

Erin Collier
ATTN: VHCURES 3.0 Request for Information (RFI)
State of Vermont, Green Mountain Care Board (State)
89 Main Street, Montpelier, VT - 05620

Re: VHCURES 3.0 Request for Information (RFI) issued on September 06, 2017

Dear Erin,

Edifecs is very pleased to have the opportunity to respond to State of Vermont, Green Mountain Care Board ("State") Request for Information (RFI). Edifecs understands the need to enhance the Vermont Health Care Uniform Reporting and Evaluation System (VHCURES), Vermont's All-Payer Claims Database (APCD) and the requirements for alignment with the recently enacted Vermont All-Payer Accountable Care Organization Model (APM).

Edifecs has served the healthcare industry for 20+ years, providing solutions that solve some of the biggest data management challenges faced by our clients. Payers across the country including 9 out of 10 of the largest payers, 25 out of 36 Blues plans and 31 out of 52 State Medicaid agencies, leverage our innovative solutions to address their key business needs across multiple departments.

In our response, we describe a set of modular applications (Edifecs Smart Trading Platform and Edifecs Value-Based Care Products) to meet 100% of the requirements in your RFI. During your evaluation process, we look forward to being able to validate and demonstrate that understanding and if necessary, refine our solution to meet State's long-term and strategic goals.

Once again, we thank you for this opportunity and look forward to perform our work with the State. If you have any questions, please do not hesitate to contact us.

Thank you again,

Vik Shetty
Regional Vice President, Sales
(425) 435-2692
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Executive Summary:

We would like to start off by applauding the approach the State is taking to enhance and improve the VHCURES initiative. This process of allowing for an exchange of varied ideas to meet a common goal for 3.0 is a lead indicator of a culture of innovation and future proofing the intent of what this initiative is meant to serve.

We believe that we have a firm understanding of the challenges this project is intended to address, and that we are uniquely positioned to assist with the necessary infrastructure required to allow for the continued success with population-based analyses of Vermont's health care system performance enhanced with the ability to reduce health care cost growth by moving away from fee-for-service reimbursement to risk-based arrangements tied to quality and health outcomes.

The State identified 3 key tenants that they would like proposed solutions/approaches to focus on, which is a) improving the efficiency and sustainability of the current processes around existing data flows; b) improved visibility; c) allow for payment reform related APM models to be leveraged on the same platform.

The phrase "Timing is Everything" could not be more apt in this case. Over the last couple of years, specifically from the time the State last awarded this initiative, Edifecs has been developing a vast array of capabilities that cater specifically to the intent and key goals this enhancement is looking to achieve. We have had some landmark wins over the last couple of years, which include the CMS Data Services Hub for enrollment, and more recently the statewide roll out of the successful payment reform initiative at the State of Tennessee. We are also in late stage negotiations with a large State Medicaid to solve their enrollment and APCD data quality, which we hope to be able to reference once this initiative at Vermont goes to an RFP stage.

Here are some of the key value drivers to keep in mind when reviewing the rest of our response to this RFI.

- **Footprint:** Edifecs works with over 31 State Medicaid Agencies as well as CMS across the areas of functionality that VHCURES is looking to enhance.
- **Continuous Process Improvement:** Our flexible and configurable solutions allow for tailored edits across the claims and eligibility processes coupled with near real time root cause analysis. These data quality capabilities allowed one of our State Medicaid customers to move from a mid-30% encounter first pass rate to a 99.91% first pass rate. We believe this continuous process improvement capability should be a valuable metric for consideration when evaluating vendors.
- **Disparate Data Sources:** We enable all of our customers, including State Medicaid customers, to seamlessly intake a vast variety of data formats, which includes formatted X12 data, clinical (HL7, CCD's) data in various formats, and most recently socioeconomic data sources including surveys..
- **Integrated Views & Alerts:** Our customers use our solutions to normalize and correlate varied formats, allowing for enhanced visibility of all data sets. One integrated view enables population-based analysis that can surface and trigger preventative alerts on evidence based trends thereby positively impacting the outcome instead of reporting retrospectively.
- **hDaaS:** Edifecs' hDaaS (healthcare data as a service) architecture is designed to prepare a consumable longitudinal record of patient related events and vend that data to downstream

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systems and additional accountable stakeholder applications that support care quality and risk management operations.

- **APM:** The ACO model in Vermont is a prime example of an initiative that could reuse or extend our solution (being proposed for the APCD initiative) to enable a host of payment reform initiatives that the State wishes to embark on. Our solutions manage the operational needs of alternative payment reform initiatives, including contract modeling, design, incentive administration, and data sharing requirements. Standard and configurable templates are utilized for easy adaption to state specific definitions for the most common pay-for-value programs. Executive dashboards, reports and workflow make data sharing across value-based stakeholders easy, accurate and auditable.
- **Modular, COTS, Cloud Enabled:** Edifecs' proposes a combination of our modular applications and services, which are in line with CMS' preference for Commercially-available Off the Shelf ("COTS") solutions, with extensive configuration capabilities, as opposed to solutions requiring high levels of custom development. This provides the benefit of economies of scale and the flexibility to successfully deliver on the State's requirements in the specified timeframes. We also offer a FedRAMP certified hosted option and related Managed Services operations that would help ensure higher levels of adoption, faster issue resolution and offload the operations heavy lift off the State.
- **Analytics and Machine Learning:** Edifecs is leading the way to provide advanced analytics and machine learning to our customers. The Smart Decisions platform is Edifecs' solution to meet these advanced healthcare needs. Pre-integrated to the Edifecs Smart Trading Platform, Smart Decisions greatly speeds the process of going from data ingestion to producing intelligence that improves outcomes.

We look forward to partnering with the State on this initiative, please do let us know if there is any additional information we could make available in the interim.

Vendor Information:

Founded in 1996, Edifecs has grown from a small start-up to national market leader in healthcare IT technology. The company serves over 375 healthcare clients across the United States with a specific focus on the electronic exchange of information to optimize the processes associated with delivery and payment of healthcare services. Edifecs' growing customer base is predominantly comprised of payers and providers, as well as state and federal agencies.

The company has achieved widespread market penetration within the Blue Plans, providing solutions to 25 out of the 36 BCBS Licensees, as well as providing software and services to 8 of America's top 9 commercial payers. Edifecs also has significant traction with 31 State Medicaid programs and CMS as clients, with 31 State Medicaid programs using Edifecs' products and a range of our solutions deployed to support administrative healthcare message and file processing for Medicare.

Headquartered in Bellevue, Washington, Edifecs is composed of a worldwide team of approximately 450 associates. The company is 100-percent employee-owned, self-funded and debt-free. There are no outside investors or owners, nor is Edifecs controlled by any other organization.

Edifecs is a fast growing industry leader with a 5-year revenue CAGR of over 25%. We are privately held and can provide audited financials directly to the individual who needs to review them should Edifecs move to final consideration for the proposed solution. The request for financial statements must come directly from an authorized Financial Officer at such time.

For additional information, please see attached "Appendix 1" which outlines Edifecs experience with Healthcare Industry, Edifecs Mission Statement, Edifecs recognition in the Healthcare Industry, Edifecs History and Company overview, Edifecs core offerings, Edifecs Customer Base, etc.

Edifecs Products and Solutions

Edifecs delivers game-changing solutions and services to its customers worldwide—helping solve the most critical technical and business issues in the healthcare industry today. Our innovative products streamline the process of health information exchange, ensure compliance, reduce costs and enable the automation of administrative and care quality workflows.

- **Collaboration**

Edifecs collaboration solutions help customers integrate administrative, clinical, and financial data to create comprehensive, transparent, patient or provider centric records within a single context of care. The collaboration solutions manage clinical information intake and validation, as well as providing an extensible clinical data repository capable of cross-correlating and storing information as a service Edifecs' hDaaS (healthcare data as a service) architecture is designed to share a consumable longitudinal record of patient related events vending that data to downstream systems and additional accountable stakeholder applications that support care quality and risk management operations.

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- **Financial**

Our financial solutions enable our clients to streamline the shift from paying for volume to paying for value through connectivity, contract and program performance management and stakeholder visibility. This includes solutions designed to model and contract financial arrangements prior to deployment, perform population risk stratification, provider and member attribution while supporting value-based program administration and continuous program optimization. Additionally, Edifecs leads the industry in encounter lifecycle management for Medicare Advantage, managed Medicaid, dual eligible and Marketplace programs in conjunction with insightful, actionable risk adjustment analytics.

- **Trading**

Edifecs Smart Trading platform enables healthcare organizations to create a competitive advantage through highly efficient and effective electronic information exchange with all trading partners. The Smart Trading platform enables our customers to trade efficiently, govern compliance and deliver real-time visibility of transactions with flexibility, ease and speed. The Smart Trading Platform also reduces the effort and complexity associated with remaining compliant as industry standards and mandates rapidly evolve by providing a comprehensive library of pre-configured, healthcare information standards and code set validations that are constantly maintained by Edifecs.

- **Compliance**

Edifecs has been helping our customers successfully achieve and maintain compliance with mandates for nearly two decades. Our compliance and testing solutions help our customers accelerate their projects, maximize interoperability and simplify administrative processes. Edifecs' products address the end-to-end process of establishing and managing complex, information based trading relationships. From on-boarding and testing, to operations management and introduction of new partners and types of exchange, our compliance products provide industrial strength, scalable solutions targeted to meet the needs of the healthcare industry.

- **Consumer**

Our Consumer Solutions provide customers with enrollment processing consistency and complete transaction visibility throughout the enrollment lifecycle—and across multiple lines of business. The product suite addresses the requirements of ACA exchange enrollment, as well as commercial group and individual enrollment processes. Edifecs Consumer Solutions provide real-time visibility for inbound and outbound transactions—from direct, exchange and partner channels.

We invite you to explore Edifecs products, awards and leadership in greater detail:

- Awards: <http://www.edifecs.com/about-us/awards/>
- Leadership Profiles: <http://www.edifecs.com/about-us/leadership/>
- Edifecs Products: <http://www.edifecs.com/solutions/>

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Cost Estimates:

Edifecs has provided our response based upon the information in the RFI, and we look forward to further define the solution to allow GMCB to make an informed business decision. Our base solution licensing costs would be able to successfully operate within the budget outlined by the State in the responses to the vendor questions document. Our projected annual cost estimates for the project is \$ [REDACTED]. We look forward to working with the State to provide a more accurate cost estimate upon additional discovery with the State.

Business and Technical Requirements:

The State's discovery efforts to date have resulted in a desire to obtain access to solutions with the following attributes:

5.1 Data collection, cleansing, consolidation, and distribution

VHCURES 3.0 should be able to process the claims data in a similar manner as VHCURES 1.0 (the current implementation). The current data submission guide is available from Onpoint Health Data System's website at http://www.onpointhealthdata.org/clients/vhcures/docs/onpoint_vhcures_dsg_v21.pdf.

Personally-identifiable information and personal health information (PII/PHI) should be de-identified during receipt and only used for purposes of person or provider matching. Claims data may be submitted on a monthly, quarterly, or yearly basis. Claim feeds may originate from commercial insurance payers, Vermont state Medicaid, or Medicare.

Additional data sources may be identified including surveys, discharge datasets, and public data. There will be monthly processing and reporting activities. Claims runout reports including variance and triangle reports will be produced.

Edifecs Response:

Data collection, cleansing, consolidation and distribution is accomplished through the Edifecs Smart Trading Platform - a best-of-breed solution solely focused on the processing of healthcare specific data for many commercial and government organizations. As the central gateway for State Medicaid Agencies, the Smart Trading Platform is utilized for the end-to-end orchestration of HIPAA X12 and clinical related transactions between providers, health plans (MCOs) and the State MMIS systems. Drawing upon this experience there are numerous best practices that apply directly to the data processing requirements as envisioned by this RFI.

Ensure Data Quality and Compliance

Leading payers and State Medicaid Agencies are leveraging our Smart Trading Platform to ensure that their front-end intake systems have the proper guard rails to avoid incorrect data from populating downstream systems, and to understand thresholds and issues related to duplicate claims or inaccurate encounter data. The Smart Trading Platform automates data quality and compliance by providing out of the box compliance for HIPAA edits SNIP levels 1-7 in addition to all standard HIPAA transactions and code sets. These upfront data quality checks will make it easier for Vermont to eliminate bad data and also resolve errors as the sender of the data can immediately be notified of the problem for corrective action.

Improving the Value of the Data

As referenced in the RFI, VHCURES will play a primary role as the data facilitator for the APM program and payment reform initiatives leveraging claims and potentially other data sources in order to provide a more thorough picture of the cost and quality of care for Vermonters. This reflects the industry movement as payment reform progresses in states where non-claims clinical data value helps drive additional outcomes based analysis. The Smart Trading Platform will enable Vermont to collect and correlate all administrative, clinical, pharmaceutical, and other socioeconomic data related to Vermonters. Based on this ability to improve the value of data Edifecs

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was awarded the project to rollout the Quality Application Services for the State of Tennessee to help the agency with collecting and analyzing clinical measures data related to their payment reform programs.

Centralize and secure data

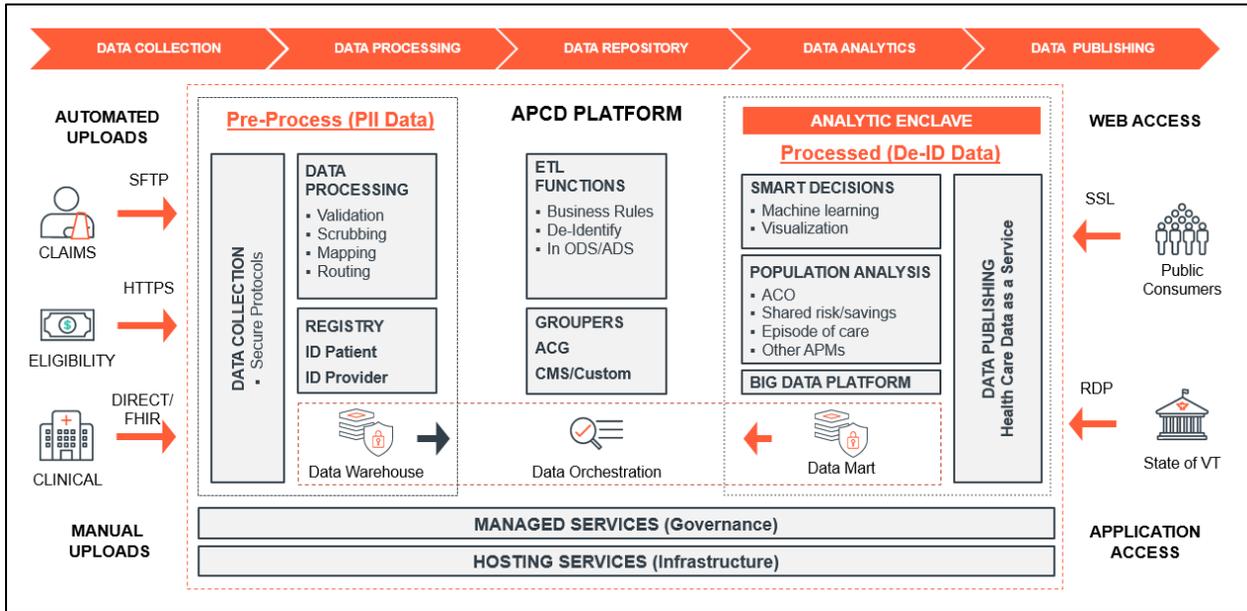
Many organizations have solutions in place to ingest claims and encounter data but rely on other channels to incorporate pharmaceutical, clinical and additional data types into their analysis processes. Edifecs recommends leveraging a single system that centralizes data processing rather than utilizing and coordinating multiple systems. The Smart Trading Platform provides a fully auditable and secure means to ingest all data sets while adhering to HIPAA and PHI requirements. This approach reduces the system overhead, minimizes future maintenance efforts and allows Vermont to incorporate new data types and connect new partners as required by VHCURES in an efficient and repeatable manner.

These best practices, among others, have been incorporated into our overall solution vision and strategy to ensure the highest quality and value-add data usage. Specifically the related functionality enabled by Smart Trading includes:

- Providing secure connectivity to VHCURES trading partners adhering to federal and state security mandates
- Validating all data using standard out of the box SNIP edits (levels 1-6) and configurable level 7 edits to accommodate Vermont’s specific data quality business rules
- Transformation of trading partner data to Vermont’s common canonical data format
- Incorporate multiple connectivity channels such as SFTP, HTTPS, SOAP/REST, FHIR, DIRECT, JMS
- Out of the box support for multiple data dates including HIPAA X12, HL7, CDA/CCD, NCPDP, XML and others.

Please see figure 1 below for Edifecs’ vision of the core components of an APCD solution with basic flow:

Figure 1: Core components of an APCD solution (with basic flow).



5.2 Master Person Index

A Master Person Index (MPI) is necessary to identify individuals across multiple payers and over time. VHCURES 3.0 may provide a robust implementation of an MPI.

Edifecs Response:

Edifecs provides the capability to leverage an existing person identification process with external calls to the applications API such as a Member Master. Alternately, Edifecs includes support for API's like IHE PIX/PDQ profiles to integrate with EMPI services such as IBM MDM (Initiate), OpenEMPI and Nextgate EMPI.

5.3 Master Provider Index

Like the Master Person Index, the Master Provider Index is used to identify providers across payers and may include mappings to practice locations.

Edifecs Response:

Edifecs includes support to leverage an existing master provider index solution or an alternate integrated solution from any commercial solution provider selected by the State. In both approaches, the provider index can be queried to translate between provider IDs and scheduled to receive updates from the National Provider Index.

5.4 Data warehouse, analytic enclave

There are many terms such as an “analytic enclave” to describe a secure data repository that enables controlled access for analysis and reports. In VHCURES 3.0 this is termed a data warehouse.

The data warehouse must have the following characteristics:

5.4.1. Secure Container

The secure container is subject to the most stringent requirements of the data that it contains. This includes Medicare, Medicaid, commercial claims, and other data sources. All applicable controls such as required by the State Data Use Agreements with CMS and Vermont Medicaid will be enforced.

Edifecs Response:

The Edifecs solution is fully compliant with all CMS and State level data use agreements utilizing enterprise quality database engines and toolsets.

5.4.2. Controlled Access

All organizations and individuals will be subject to access control performed at the appropriate level of granularity such as dataset, data tables/views/procedures, data elements, and row data constraints.

Granting or revoking of access must be performed under the direction of the State. Periodic reviews of access will be performed. Auditing of all access must be present and continuously active. If Single-Sign-On (SSO) is available it may be implemented. Rules may be updated over the lifetime of the project and the new rules will be applied to current access.

Result sets (reports, aggregate tables, etc.) must also be audited before release to the requestor. Some level of automated constraint checking such as no cell counts ≤ 10 would be desirable but not necessarily sufficient.

Certain use cases such as database auditing will require an actual extract of the VHCURES data to be made available outside of the data warehouse. These will be handled on a case-by-case basis.

Edifecs Response:

Edifecs Security Manager (ESM) serves as the security management platform for Edifecs solutions, with rich features and functionality, such as SaaS and multi-tenancy support. ESM is the common authentication and authorization framework for our business solution products. For authorization it provides the framework to enable multi tenancy, and mechanisms to help build data level security. Designed to be implemented within a cluster, it is built using SSO and Security Federation patterns.

ESM provides the following primary enablement for all Edifecs solutions: Authentication / Authorization including Login Process; Integration with Third Party; User/Organization Administration and Management; and Common API and integration across all Edifecs solutions.

5.4.3. Improved Processing Capabilities

The data warehouse will have modern data-processing resources including sufficient hardware to process the large datasets and complex analytics that are currently standard. These will include modern database technologies, business intelligence tools, machine-learning, predictive analytics, and other capabilities.

The State has recently started using a purely row-level storage RDBMS to a column-store and experienced dramatic improvements in processing speed. We would like to be able to continue to look at alternate storage methodologies.

Data visualization should be possible using state-of-the-art interactive tools, web browsers, and report generation tools and be sufficiently flexible to allow for new methodologies to be included.

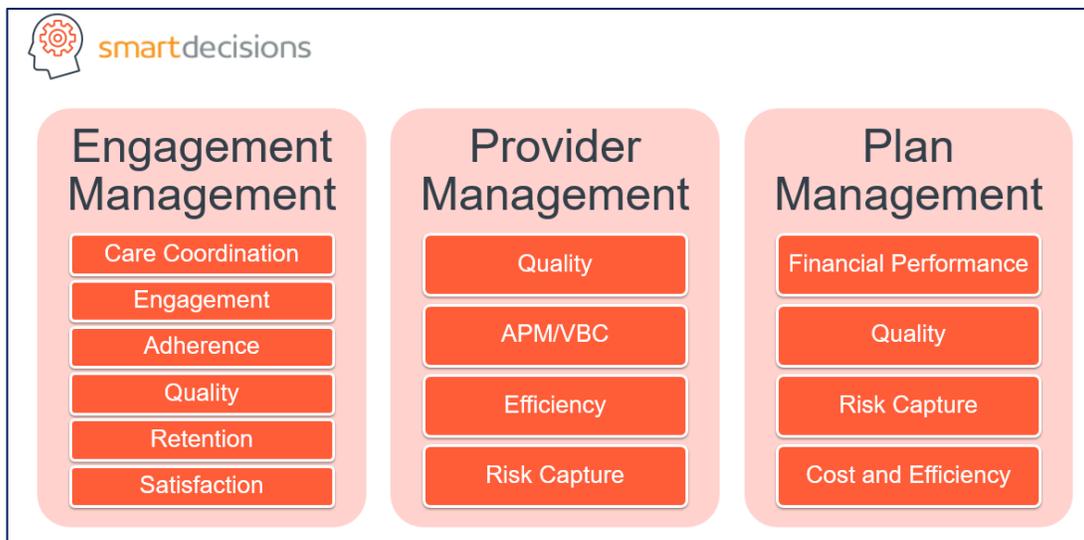
Open source tools as well as licensed and proprietary software will be accommodated as permitted by the State.

Edifecs Response:

Our Smart Decision platform utilizes a combination of Relational (SQL Server, Oracle), NoSQL (Cassandra) and in memory machine learning processes to produce it's analytical outputs and machine learning predictions, alerts and recommendations.

Data harvested from various sources such as raw clinical data, claims data and other administrative data are stored in the Data Abstraction Service (DAS). For example, Clinical Data Repository (CDR) is the basis for aggregating multiple clinical data sources into a tabular data format. Such data sets may contain hundreds of features (attributes or columns), and hundreds of millions of rows (instances).

The areas of concentration of our Analytics and Machine Learning alerts, scores and recommendations are in the following areas:



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With regard to data visualization, xBoard is the dashboard module supporting the presentation layers of our solutions. It provides the visualization elements and technology that is reusable and sharable broken down into two major elements: Reusable UI Controls and Integrated Portal.

5.4.4. Data Management

The data warehouse solution must include staffing and resources to perform the functions associated with processing data access requests from state and non-state entities. It is expected that much of the processing flow could be automated such as using workflow management tools. The use of online document management and e-signatures is highly desirable.

A secure but non-data warehouse web portal for use by authorized data users and the State would be beneficial. Note that the Data Management functions are not located within, or subject to the restrictions of the data warehouse. All data held within the Data Management area will not contain PII/PHI.

The data management functions may include:

- Receiving requests for data release including actual VHCURES limited data sets, reports, ad-hoc analyses, informational queries about VHCURES.
- Handling the interaction with requestors and any necessary State actions.
- Managing data Applications (formal requests for data)
- Gathering required supplemental material for the Application (contracts, IRB documents, non- State authorizations)
- Constructing Data Use Agreements for execution by the State and other required entities
- Obtaining personal Affidavits for individual users
- Cataloging all data queries and supplying them for review before execution
- Providing first-level review of query results (reports, products) and passing to the State for approval
- Performing periodic status checks on Agreements, Affidavits, Certificates of Disposition

Edifecs Response:

The Smart Decisions platform utilizes the following Data Science Pipeline components to manage and orchestrate the analysis process:

Use Case Factory: Automate the collection of key feature and use case data about the Customer's operation, their users (customers, persona), use cases, data models, deployment (Infra) models, scale of deployment and their solution architecture.

Data Wrangler: Cleaning, transforming, sub-setting and mapping the data from different sources into useable data repositories. R and Python implementations are both deployed.

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Feature Engine: Feature engineering (FE) is used to distill the correct number and type of features for each use case, to ensure reasonable accuracy and validity of predictions.

Data Store: This is the data repository which hosts both a master (data warehouse style) repository as well as smaller data marts as specified by FE, per use case.

Algo Engine: This is the core Machine Learning (ML) engine where multiple ML algorithms are implemented, which can accept input data frames from the Feature Engine, apply algorithms as required by the Use Case and generate results for presentation. (R and Python).

Unstructured Data Engine: This is the core ML engine which processes Unstructured Data (text to begin with; speech, image, audio and video later) and convert it into features and results which can be funneled into MI Core.

ML Board: This is the presentation layer, which processes and readies the data for display as dashboards, mobile pages and reports for various customer use cases.

WebRAF: This is the final solution and/or mobile solution, built per Use Case and bolted on a customer workflow or app as an ML Pack. This is based on Edifecs Reusable App Framework (RAF).

5.5. Public use data and/or analytic files

As part of the goal of increased transparency and to provide additional benefits to researchers, publicly available datasets should be produced. There is currently a separate effort by the State to construct these but the capability should be maintained during the lifetime of the VHCURES APCD.

Datasets may include aggregated analytic files and/or de-identified sampled data that can be used for research and analytics. Synthetic datasets may be considered to assist in development of software and algorithms outside of a secure environment.

Edifecs Response:

Our solution provides toolsets, strategies, and techniques to generate datasets for operationalization of large-scale value-based healthcare initiatives and for analyses of populations and variations within populations linked to age, gender, chronic conditions, geographies, risk, cost, chronic conditions, hospital dominant morbidity counts, hospitalization probabilities, care coordination risks, etc.

The solution provides strong analytic and administrative technology to aggregate and integrate disparate sources of data (e.g. medical claims, behavioral health claims, Rx claims, population registries, enrollment records, risk algorithm output, attribution sets, etc.) to support emerging delivery and payment reform programs and innovative agreements. Our solution is built to provide different stakeholders, with financial and administrative modelling capabilities to generate and harness datasets for various analyses activities including, but not limited to, the following:

- Analysis, research, and evaluation of design elements of different alternative payment models
- Analyzing variations in healthcare expenditures
- Assessing correlation between spending and outcomes
- Comparative regional and national trend analysis
- Readmissions analysis
- Total cost of care analysis
- Inpatient analysis
- Emergency visits analysis
- Assessment of per member per month (PMPM) trends
- Performance tracking of linked outcome and performance measures, and
- Studying additional details of financial and utilization metrics.

6. Other Considerations

6.1. VHCURES Rule Changes

The current VHCURES Rule H-2008-01 has been in effect for close to a decade and many changes have happened in the landscape of APCDs. To address these changes and to prepare for future enhancements, the VHCURES Rule is undergoing revision.

Edifecs Response:

Acknowledged. We look forward to working with the State to provide a comprehensive and enhanced solution upon additional discovery with the State. Edifecs has provided our response based upon the information in the RFI, and we look forward to further define the solution allowing GMCB to make an informed business decision.

6.2. Lock-Box for Master Person/Provider Indexes

The VHCURES 2.0 RFP initially considered the use of a third-party implementation of a lock-box to further protect patient/provider identities. This may still be an option worth considering but it is not a statutory requirement.

Edifecs Response:

Edifecs does not offer this capability at this time. However, with guidance from the State we would be very open to consider partnering with a commercial vendor or leveraging an open-source vendor to offer this functionality.

6.3. Proprietary/Licensed versus Open-Source Software and Products

It is the expectation that most of the implementation of VHCURES 3.0 could be achieved using open source or licensed software. The goal is to be able to maintain and sustain the effort without relying on proprietary solutions. These proprietary solutions are frequently costly and run the risk of becoming obsolete when platforms are changed.

Edifecs Response:

Acknowledged. In many cases Edifecs utilizes open-source software where applicable, and we look forward to working with the State to provide the most cost effective solution for VHCURES 3.0.

6.4. Collaborative Implementations

As more and more states are implementing APCDs it is becoming increasingly clear that there is room for collaborating with other states on portions of the VHCURES 3.0 implementation. The State would welcome any suggestions on opportunities to partner with states or cooperate to provide improved solutions.

Edifecs Response:

Peer comparisons are the cornerstone of our best practices process here at Edifecs. In addition to the earlier mentioned 31 State Medicaid Agencies, we also work with 240 Payer Organizations, process over a billion claims a year that cover over a 100+ million lives supporting payments of several billion dollars. We expect to leverage our two decades of experience and varied relationships across that spectrum to improve the outcomes of VHCURES 3.0.

Furthermore, in the spirit of collaboration and innovation, if the State were so inclined we encourage investigating innovative platforms in use at other states, reviewing the economies of scale and enabling baseline comparisons. One example would be the Shared Cloud MMIS platform we are creating with our partners at the State of Michigan Medicaid. This shared model has seen early success with their first partner State enrolled and the State of Michigan expects a few more states to enroll in 2018.

Appendix 1 - Edifecs company profile

Overview

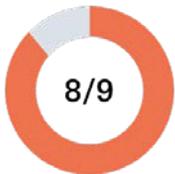
Founded in 1996, Edifecs has grown from a small startup to national market leader in healthcare IT technology. The company serves over 375 clients internationally. Edifecs' growing customer base is predominantly comprised of payers and providers, as well as state and federal agencies. The company has achieved widespread market penetration within the Payer organizations, providing solutions to 25 out of the 36 BCBS Licensees, and 8 of the 9 largest Commercial payers. Edifecs also has significant traction with 31 State Medicaid programs and CMS. The provider demand for the Edifecs products has grown substantially with over 100 customers and a provider breaking into the list of our top 20 customers for the first time in 2014.

Overall, Edifecs serves over 215 million lives through its customers.

375+ Customers



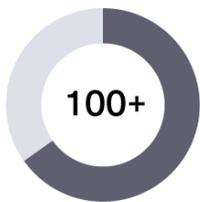
National Health Plans



BCBS Licensees



Providers



Mission

Since its inception in 1996, Edifecs has focused on modernizing healthcare delivery across the United States and beyond. Edifecs develops software solutions to streamline the exchange and processing of healthcare information among payers, providers and members. Edifecs’ pioneering products drive down administrative costs and achieve regulatory compliance. We achieve this by:

- a) Facilitating alignment of payers and providers through the automated exchange of information. This engenders trust and transparency by ensuring compliance with the standards and business rules that govern these relationships.
- b) Augmenting core administrative processes to support evolving models stimulated by healthcare reform. We help customers realize their full potential and competitive differentiation.
- c) Providing actionable information to enable customers to rapidly identify risk and opportunity for optimizing process and policy.

With healthcare reform dominating the national mindset, and US healthcare expenditures at an all-time high, Edifecs leverages its expertise in business and process automation to solve complex data management challenges. Edifecs provides smart solutions to automate administrative tasks without incurring the risk, time and cost of replacing existing IT infrastructure.

Stability

Headquartered in Bellevue, Washington, Edifecs is composed of a worldwide team of approximately 450 associates. The company is 100-percent employee-owned and privately held. Edifecs is self-funded and debt-free. There are no outside investors or owners, nor is Edifecs controlled by any other organization.



Awards and Recognition

We are regularly recognized as leaders in our industry. We also receive recognition and awards for our overall performance as a company, our dynamic workplace culture and our commitment to innovation. We know there are many great healthcare IT companies, and we're honored to be recognized as a leader among them.

	<p>Most Socially/Environmentally Responsible Company of the Year – 2016</p>
	<p>GeekWire’s Top 200 Companies: #9 – 2015, #19 - 2016</p>

	<p>Healthcare Informatics: HCI 100 – 2010, 2011, 2012, 2013, 2014, 2015, 2016</p>
	<p>Inc. 500/5000 America's fastest-growing private companies – 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016</p>
	<p>Puget Sound Business Journal Largest Minority-Owned Business Award – 2012, 2013, 2014, 2015, 2016</p>
	<p>Best in Biz: Best Place to Work Gold award – 2015</p>
	<p>HIT Leaders: Best Blog – 2015</p>
	<p>Seattle Business Magazine Community Impact Award – 2015</p>
	<p>GeekWire Awards: Geekiest Office Finalist – 2015</p>
	<p>Fierce Innovation Awards 2015: Payer Edition</p>
	<p>Puget Sound Business Journal 50 Eastside Fastest Growing Private Companies in WA – 2011, 2012, 2014, 2015</p>

	<p>Puget Sound Business Journal Top 10 Fastest-Growing Minority-Owned Businesses – 2011, 2012, 2014, 2015</p>
	<p>Deloitte Technology Fast 500™ North America – 2010, 2011, 2012, 2013, 2014</p>
	<p>GeekWire Awards Bootstrapper of the Year Finalist: Sunny Singh, Edifecs CEO – 2013, 2014</p>
	<p>Seattle Business Magazine's Executive Excellence Awards: finalist Sunny Singh, CEO of the Year – 2014.</p>
	<p>Glassdoor's CEO Highest Rated CEOs – 2014</p>
	<p>Fierce Markets: Healthcare Innovation Award Finalist – 2014</p>
	<p>Best In Biz Awards: Best Place to Work Silver Award – 2014</p>
	<p>Puget Sound Business Journal Washington's Best Workplaces – 2011, 2012, 2013</p>
	<p>Modern Healthcare: Healthcare's Hottest – 2012, 2013</p>
	<p>Inc. Magazine: Hire Power Awards – 2012, 2013</p>
	<p>Glassdoor's Employees' Choice Awards 50 Best Medium-Sized Companies to Work For – 2013</p>

	
	Modern Healthcare Best Places to Work – 2013
	Seattle Business Magazine Washington Green 50 – 2013
	Puget Sound Business Journal Top 10 Software Developers in the Puget Sound area - 2012
	Seattle Business Magazine's Tech Impact Awards for Health - 2012
	Puget Sound Business Journal 100 Fastest Growing Private Companies in WA – 2008, 2009, 2010, 2011, 2012
	Seattle Magazine Washington's 100 Best Companies to Work For – 2009, 2010, 2011, 2012
	Ernst & Young Entrepreneur of the Year® 2011 Award Pacific Northwest. Awarded to Sunny Singh, Edifecs CEO, in the technology category
	WEDI Leadership in Technology Award - 2010. Awarded to Sunny Singh, Edifecs CEO

Edifecs Products and Solutions

Edifecs delivers game-changing solutions and services to its customers worldwide—helping solve the most critical technical and business issues in the healthcare industry today. Our innovative products streamline data exchange, ensure compliance, reduce costs and enable administrative simplification. ■ Collaboration Edifecs collaboration solutions help customers integrate administrative, clinical, and financial data to create comprehensive, transparent, customer centric records with a single context of care. These solutions also

leverage existing trading infrastructure to validate and link all incoming clinical and administrative data in near real-time.

▪ Financial

Our financial solutions help customers connect multiple lines of business with internal and external stakeholders to fuel the shift from paying-for volume to paying-for-value. These solutions enable success in new product areas with slim margins by implementing low-risk modeling of value-based options. ▪ Trading

Edifecs smart trading solutions enable healthcare organizations to trade efficiently, assure compliance and deliver real-time visibility of transactions with flexibility, ease and speed. The Edifecs Smart Trading Platform also addresses compliance complexity as our customers' requirements evolve. ▪ Compliance

Edifecs has been helping our customers successfully achieve and maintain compliance with mandates for nearly two decades. Our compliance and testing solutions help payers and providers accelerate their projects, maximize interoperability and simplify administrative processes.

▪ Consumer

Our consumer solutions provide customers with enrollment processing consistency and complete transaction visibility throughout the enrollment lifecycle—and across multiple lines of business. Edifecs Consumer Solutions provide real-time visibility for inbound and outbound transactions— from direct, exchange and partner channels.

We invite you to explore Edifecs products, awards and leadership in greater detail:

- Awards: <http://www.edifecs.com/about-us/awards/>
- Leadership Profiles: <http://www.edifecs.com/about-us/leadership/>
- Edifecs Products: <http://www.edifecs.com/solutions/>