EXECUTIVE STEERING COMMITTEE

June 15, 2022

ROLL CALL

FX PROCUREMENT INTEGRITY STATEMENT

The Agency's FX Program is an ongoing process that involves the preparation of specifications for upcoming contracts. To protect the competitive nature of FX procurements, the Agency will not have any discussions related to the scope, evaluation, or negotiation of any current or future procurement with vendors or their representatives, other than the Agency's SEAS Vendor, IV&V Vendor and Integration Services/Integration Platform (IS/IP) Vendor, who are precluded from bidding on future FX contracts. Procurements are subject to s. 287.057(25), Florida Statutes, between the release of the solicitation and the end of the 72-hour period following the agency posting the notice of intended award.

OPENING REMARKS

Simone Marstiller, Secretary & FX Executive Sponsor

AGENDA

- **FX Focus**: FX Enterprise Data Warehouse (EDW)
- **FX Voting Action**: FX Enterprise Data Warehouse Implementation (EDWI) Operational Data Store (ODS) Readiness
- **FX Program Updates**
- **FX Module/Project Updates**
- **FX Interagency Subject Matter Experts (iSMEs) Updates**
- **Open Discussion/Member Updates**
- **Upcoming Activities/Closing Remarks**

FX FOCUS

ENTERPRISE DATA WAREHOUSE (EDW)

Paul LaRoche, Account Manager Project Director

Don Hoag, Project Manager

Deloitte.

FX EDW

A foundational project in the FX modular journey

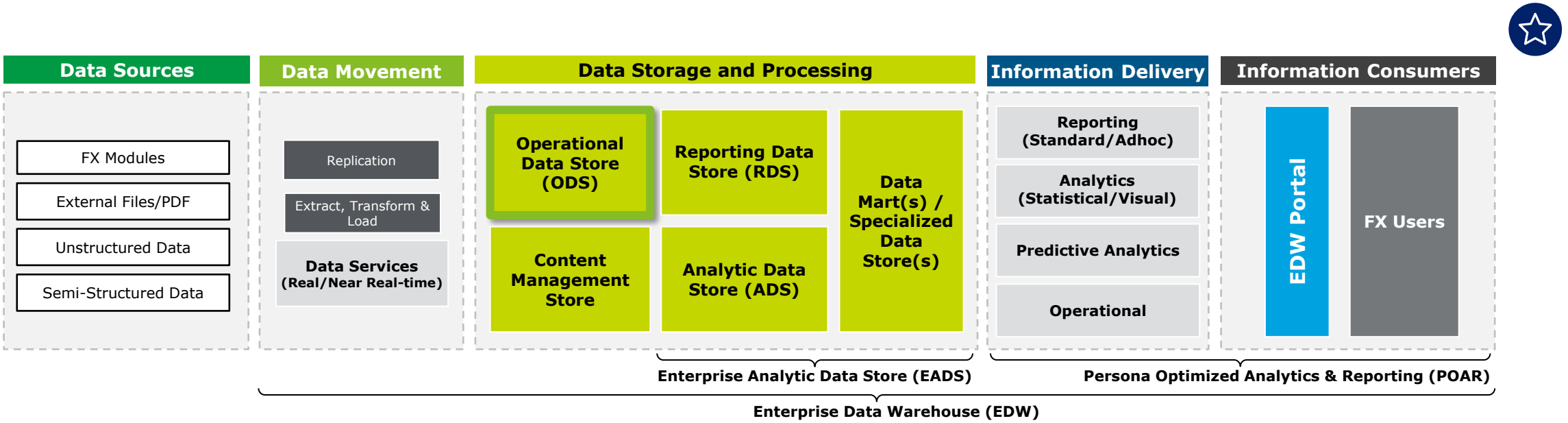
Enables the Agency's vision for transforming the future of health care delivery:

- A single source of truth to improve data quality, accuracy, and accessibility
- Improved timeliness and consistency of data
- Improved analytic data processing with holistic business unit and persona-optimized Data Marts and tools
- System innovation and simplified system implementation
- Elimination of inconsistent data and processing, and
- Reduction in duplicated data

FX EDW OVERVIEW

Hi-level overview of the FX EDW

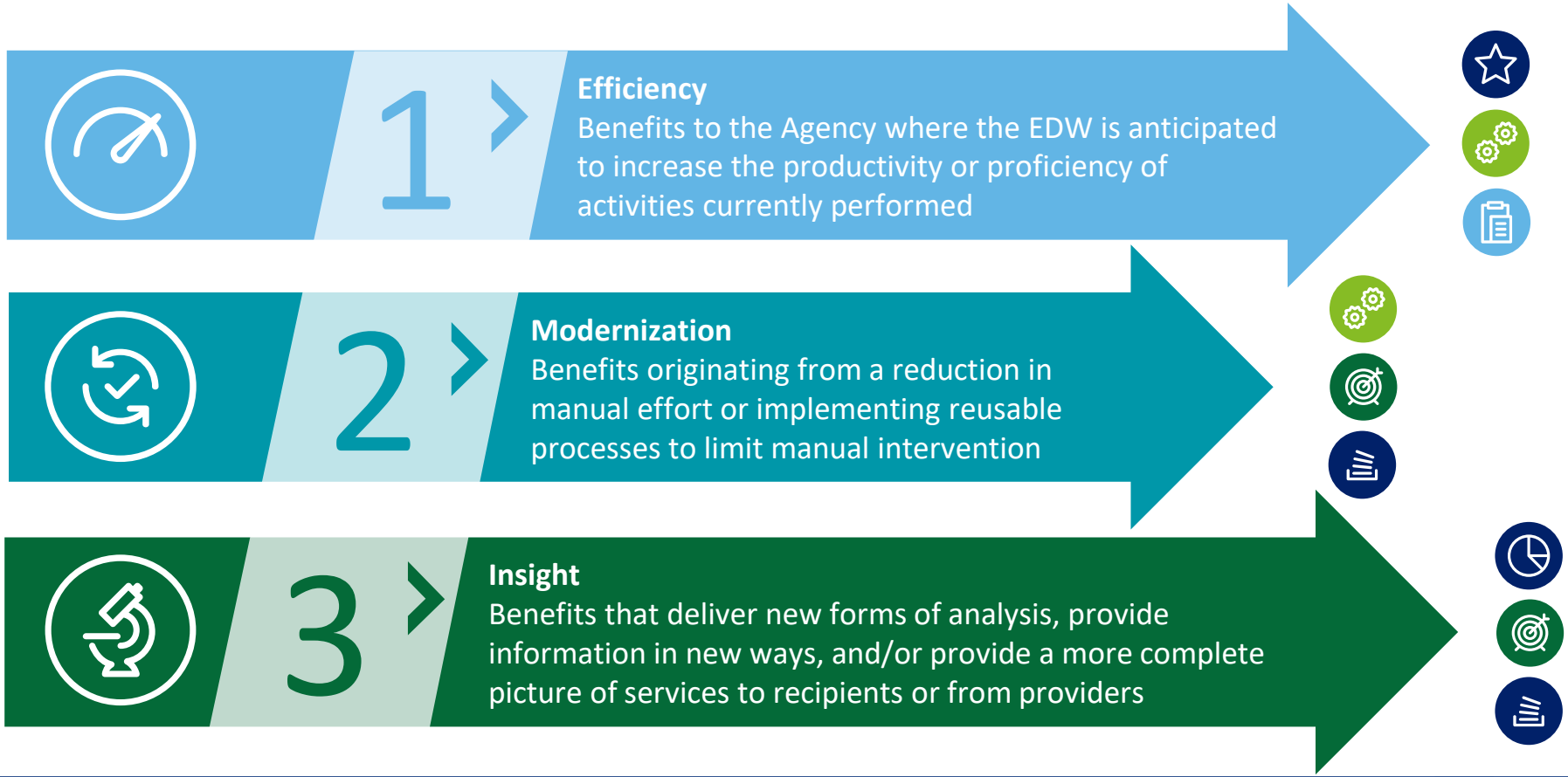
EDW achieves a pivotal piece of the Agency's vision by consolidating and standardizing information into data stores with specific and defined purposes.



FX EDW BENEFITS

Benefits are expected at different levels from the EDW

The Agency's vision is aligned to these benefits in a number of ways.



Single source *Timeliness / consistency* *Analytic data processing* *Innovation and implementation* *Consistent data / processing* *Unduplicated data*

FX EDW EFFICIENCY BENEFITS

Examples of Efficiency benefits from the EDW

Benefits to Medicaid Enterprise System where the EDW is anticipated to increase the productivity or proficiency of activities currently performed.

Consistent Answers

Allows users to access data through multiple tools and technologies, but still come to the same answer

- Avoids multiple iterations of analysis
- Allows ubiquitous querying so there are not knowledge siloes

Computing at Scale

Offers the power of the cloud to allow for performing analysis at scale

- Reduces limitations of running large, complex analyses
- Innovates processing and analyzing data, e.g., machine learning

Reduce Duplication

Reduces the duplication and copying of large amounts of sensitive data

- Alleviates need to download data to a user's desktop
- Avoids large extracts to other reporting systems/solutions

Single source *Innovation and implementation* *Unduplicated data*

FX EDW MODERNIZATION BENEFITS

Examples of Modernization benefits from the EDW

Benefits originating from a reduction in manual effort or implementing reusable processes to limit manual intervention.

Standardization and Cleansing

Standardizes and cleanses data so stakeholders have confidence the results are accurate and reliable

Data Organization

Organizes data in a way that matches how AHCA envisions future health care being delivered

Statistical Inference

Employs statistical inference to guide what investigations to undertake or are likely significant actions

Compliance

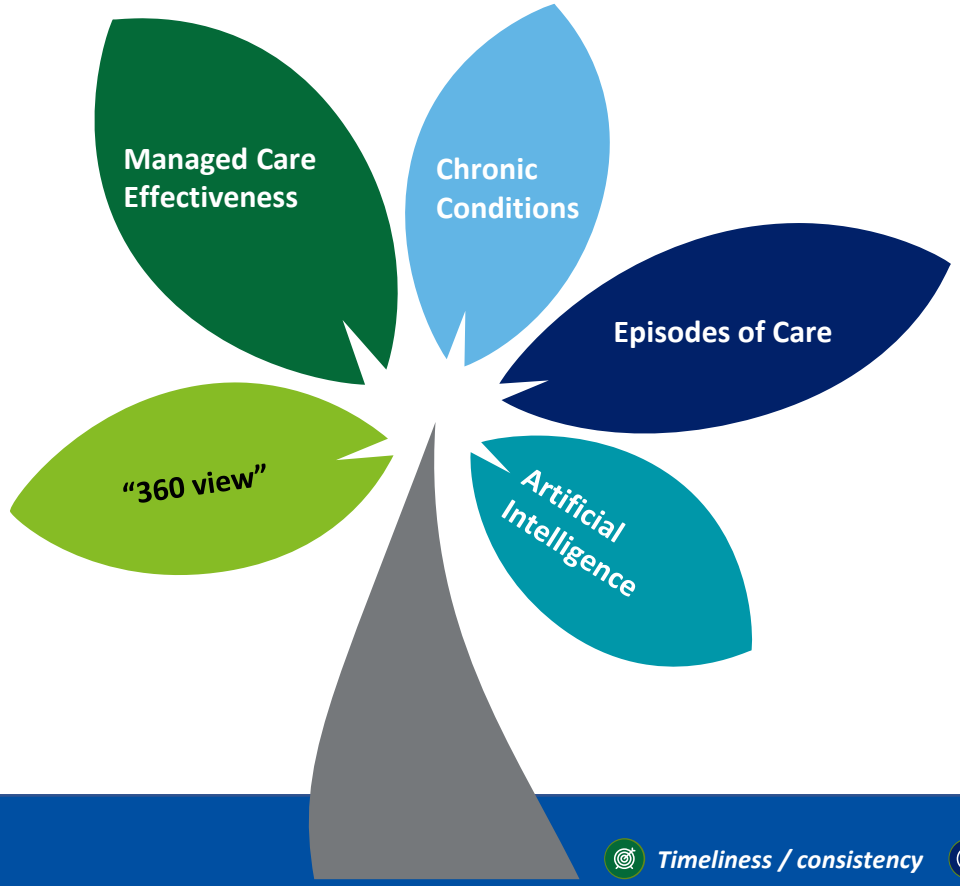
Increases compliance with federal statutes and regulations for submission of the program's data

Timeliness / consistency *Innovation and implementation* *Consistent data / processing*

FX EDW BENEFITS

Examples of Insight benefits from the EDW

Benefits that deliver new forms of analysis, provide information in new ways, and/or provide a more complete picture of services to recipients or from providers.



Managing Single Views of Recipient and Provider
Provides a recipient- and provider-centric view of data with their history and demographics

Managing the Managed Care Plans
Delivers consistent data for the evaluation of managed care services and cross comparing managed care organization services

Managing Chronic Conditions
Identifies recipients with chronic conditions for effective care management

Managing Patient Focused Episodes
Determines the effectiveness of providers who treat episodes of care in complex treatment plans

Managing Advanced Technologies
Utilizes advanced technologies to allow prediction of events and modeling what-if policy scenarios

Timeliness / consistency *Analytic data processing* *Consistent data / processing*

FX EDW DATA-DRIVEN

This enables the future of a data-driven organization

- Supporting cross-agency initiatives:
  - Patient demographics
  - Dual-eligible populations
  - Continuity of care
  - Cross-program coordination, e.g., home and community-based services, waivers
- Care management and transitions of care
- Encounter notifications
- Value-based purchasing

FX EDW ODS STATS

ODS by the numbers …

The Operational Data Store's success is demonstrated by a number of metrics in the process of implementation.

Requirements & Design

- Collaboration
- **150+** Requirement, Discovery and Design Sessions
- **679** Original Requirements
- **1,280** Elaborated Requirements

Testing

- Thorough Validation
- **~2,500** Test Cases Executed
- **94%** First Pass Rate in SIT
- **100%** User Acceptance Testing (UAT) Pass Rate

Data Conversion

- Legacy Modernization
- **220,000+** Attributes Loaded
- **100%** Data Accuracy Validation
- **400 Billion** Records Loaded

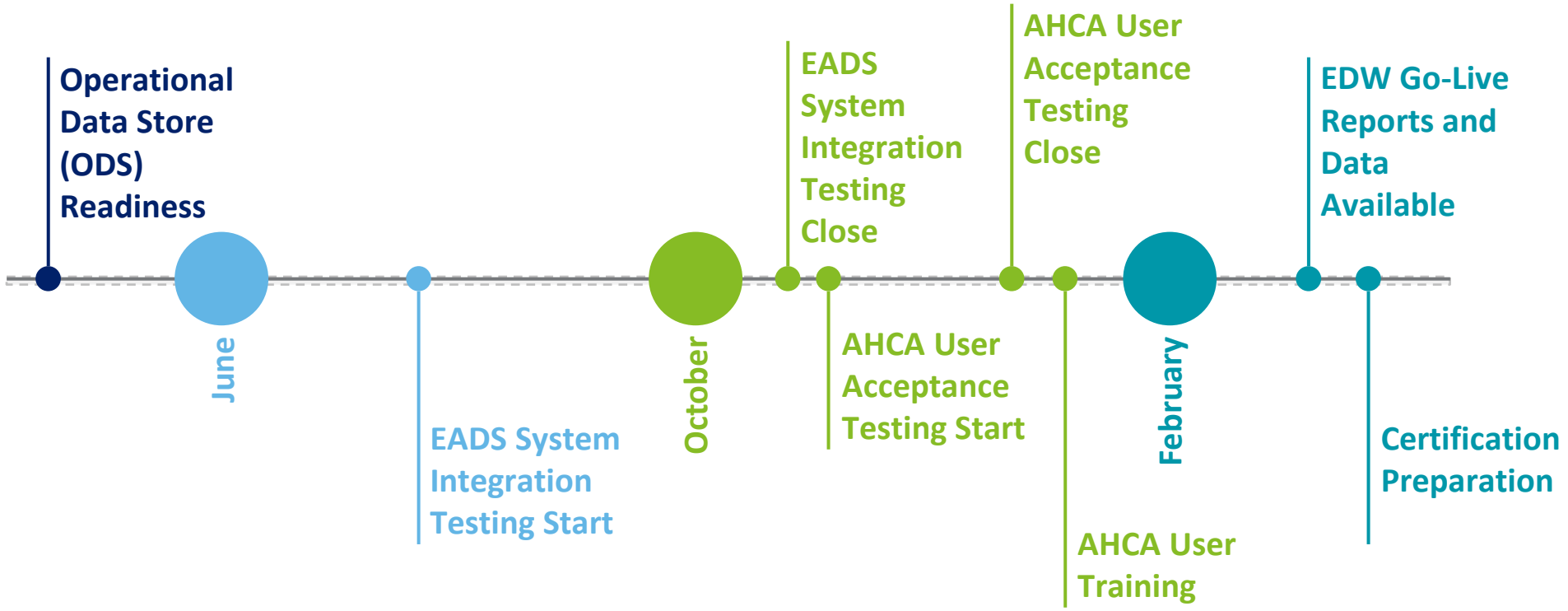
Documentation

- Process & Quality Commitment
- **4,000+** Pages, Slides, and Sheets Created
- **42** Expectation Documents, Deliverables, and Work Products Approved

FX EDW MILESTONES

Milestones in meeting AHCA's vision

The timeline below provides several important milestones in preparation for EDW Go-Live.



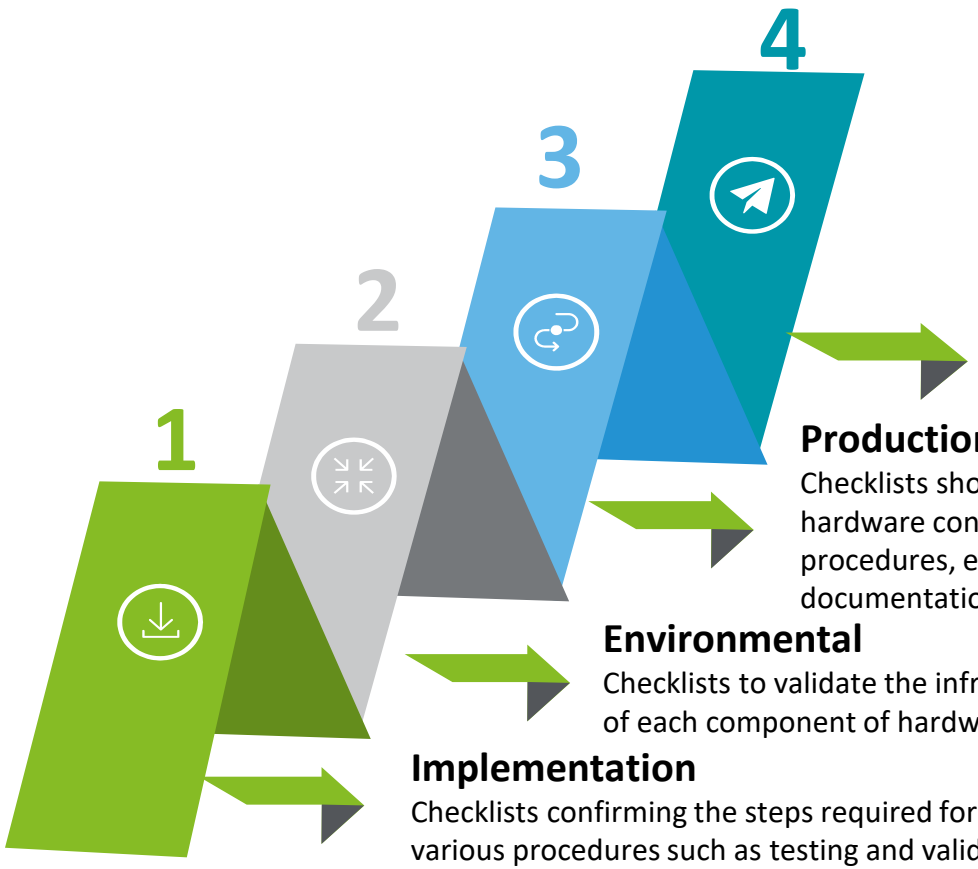
ENTERPRISE DATA WAREHOUSE IMPLEMENTATION (EDWI) OPERATIONAL DATA STORE (ODS) READINESS

Nikole Helvey, EDW Project Sponsor

FX EDW ODS READINESS

Approach to Operational Data Store (ODS) Readiness

The EDW's approach to readiness is to identify and confirm production readiness criteria that are measurable and actionable. This allows a methodical approach to readiness.



Operational
Checklists are used to show preparedness for operations, including solution components, user support, and maintenance procedures.

Production
Checklists showing the readiness of the production system, including software and hardware configuration, availability of day 0 data in production, Disaster Recovery (DR) procedures, external dependencies (FMMIS, IS/IP), communication and user documentation.

Environmental
Checklists to validate the infrastructure readiness and steps used for validation of each component of hardware, software, data and disaster recovery.

Implementation
Checklists confirming the steps required for confirmation of system readiness and validation through various procedures such as testing and validation of requirements against the deployed components.

Final Readiness Sign-off

Go/No-Go criteria defined and Stage Gate reviewed

FX EDW ODS READINESS

Operational Data Store (ODS) Readiness Summary

The EDW's checklist readiness items are represented in the following information.

Environmental Readiness

Definition: Verifies the requirements associated with the technical design and architecture for ODS are met

Status: 143 of 143 completed

Implementation Readiness

Definition: Validates various test cycles and includes identification of performance measures, and how the documented requirements have been met

Status: 15 of 15 completed

Production Readiness

Definition: Validates readiness of the system to move into production, as confirmed through various Software Development Life Cycle (SDLC) phases - includes infrastructure, data, system security, and user awareness

Status: 98 of 98 completed

Operation Readiness

Definition: Validates the tasks required for smooth functioning of the system from the people, process, and technology perspectives

Status: 29 of 29 completed

VOTING ACTION

FX ESC Member Discussion
Public Comment
Vote

PROGRAM UPDATES

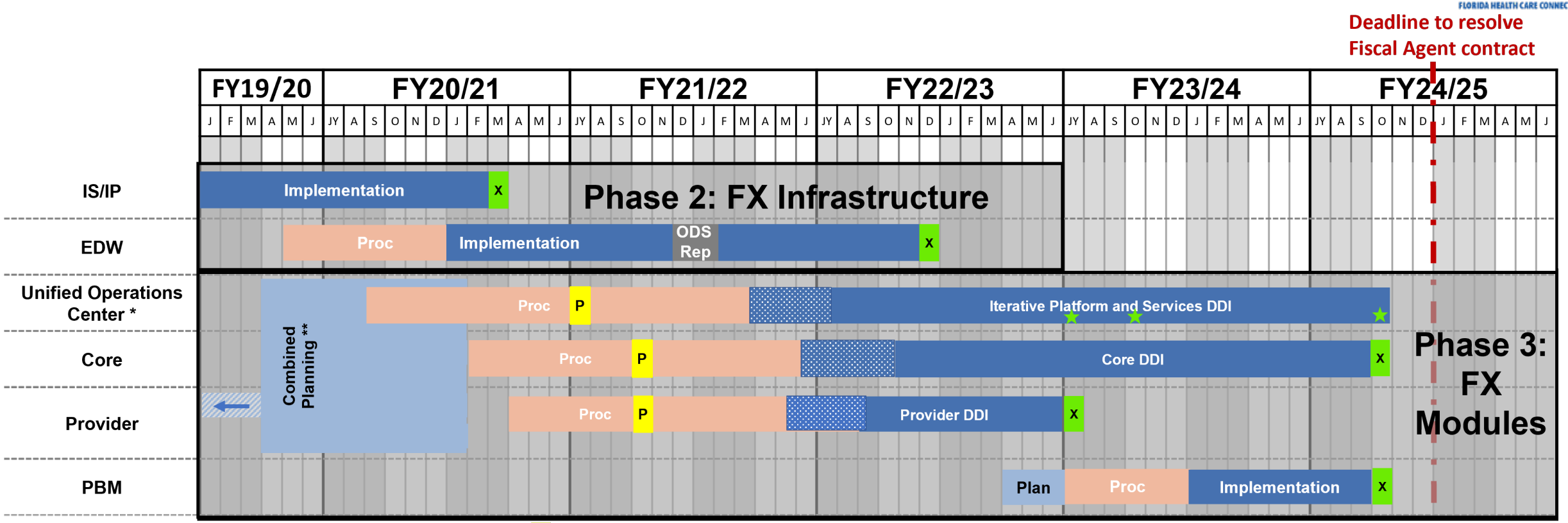
Mike Magnuson, FX Director

FX DASHBOARD – 5/26/22

FX Program	Status				
	Scope	Schedule	Budget	Risks	Issues
	G ↔	G ↔	Y ↔	Y ↔	R ↔
Scope	▪ The scope of the FX Program is currently unchanged.				
Schedule	▪ The Agency and SEAS Vendor are assessing viability of the FX Roadmap considering the FY 2022-23 appropriation.				
Budget	▪ The program-level Budget indicator remains *yellow* due to FY 2022-23 appropriation and staffing below the FX LBR request. As a result, the Agency is working with the SEAS Vendor to assess the impact and develop an updated FX Roadmap and staffing plan for FY 2022-23. ▪ The Quarter 4 budget amendment is being reviewed by House and Senate staff.				
Risks	▪ The Risks indicator remains *yellow*. See the Program-Level Risks and Issues section on the left for more information.				
Issues	▪ The Issues indicator remains *red*.				

Active FX Projects	Status			
	Schedule	Budget	Risks	Issues
Core Systems Procurement (CSP)	G ↔	G ↔	R ↔	Y ↓
CMSI Patient Access Rule Implementation (CPARI)	Y ↓	*	G ↔	Y ↓
Enterprise Data Warehouse Implementation (EDWI)	Y ↔	G ↔	Y ↔	G ↑
IS/IP Module Integration (MI)	G ↔	G ↔	Y ↔	R ↔
Provider Services Module Procurement (PSMP)	Y ↔	G ↔	R ↔	Y ↔
Unified Operations Center Procurement (UOCP)	Y ↔	G ↔	R ↔	Y ↔

FX STRATEGIC ROADMAP



- Procurement – anticipated release (P)
- Integration between UOC and the Provider, Recipient (Oct 2023), Core, and PBM modules (★)
- * Recipient functionality will be included in UOC
- ** Combined Planning includes: UOC, Recipient, Core, Provider

Updated as of June 2021

FX SPEND PLAN FY 21/22

	Category	Appropriation	Quarters 1-4 Release Request	Variance
Phase 1	Strategic Planning, Program Management, and Project Management Activities	$ 4,396,136	$ 4,375,673	$ 20,463
	Independent Verification and Validation Services	$ 3,230,996	$ 3,230,996	$ -
Phase 2	Operations and Maintenance of an Integration Platform and Integration Services for Existing Systems and New Modules	$ 15,351,837	$ 15,340,107	$ 11,730
	Implementation of an Enterprise Data Warehouse and Data Governance	$ 21,261,573	$ 21,261,573	$ -
Phase 3	Core Fiscal Agent Procurement and Implementation	$ 13,183,905	$ 10,027,921	$ 3,155,984
	Provider Module Procurement and Implementation	$ 6,384,920	$ 2,035,990	$ 4,348,930
	Unified Operations Center	$ 3,283,881	$ 1,849,896	$ 1,433,985
	Total	$ 67,093,248	$ 58,122,156	$ 8,971,092

FX PROJECT / MODULE UPDATES

Kurt Hartmann, FX IV&V Project Director

Independent Verification &Validation (IV&V)

IV&V ASSESSMENT: FX PROGRAM

- As a result of the FX Program's reduced budget appropriation for FY 2022-2023 and supplemental staffing request, IV&V continues to observe an increased risk to the overall success of the FX Program's implementation date of December 2024. This area is becoming increasingly important as the FX Program progresses further into the DDI phase with more vendors and modules.
  - Agency subject matter experts (SMEs) are having to work double duty to meet the needs of their Agency roles and increasing needs in the support of FX projects.
  - Hours for Agency and FX resources are being expended on extensive replanning and rework of FX strategies and artifacts in an effort to realign program goals and staffing needs with funds appropriated for the upcoming fiscal year.

- The FX Program's efforts towards addressing organizational change management (OCM) continues to increase. The immediate activities of focus are:
  - Continue to improve awareness of FX through facilitation of conversations with FX stakeholders and collaborative workshops with external FX stakeholders.
  - Develop and execute an FX-wide OCM program.
  - Strategizing ways to increase its awareness activities as well as updating program level processes and standards for use by project vendors.
  - Creating a dedicated OCM website for Agency employees. The new site, FX insight, is expected to be rolled out this month.

IV&V ASSESSMENT: DASHBOARD

Project	Overall Assessment	Highlight
Enterprise Data Warehouse	GREEN	• EDWI ODS "Go" decision was approved on June 9, 2022. The project team is seeking approval from this committee to move forward with the next phase of the EDWI project. • FX Decision EDW-0137 EDW Report Reprioritization approved for assessment of EDW report development/deployment during EDW DDI or during EDW Operations and Maintenance (O&M).
Module Integration	GREEN	• The Project Team is now measuring project success using a baselined Project Schedule and an approved Project Management Plan • The Agency and IS/IP vendor facilitated interface migration sessions with sister agencies to strategize the approach for migrating interfaces from the legacy system to the FX Enterprise
Unified Operations Center	N/A	No assessment while in negotiations
Provider Services Module	N/A	No assessment while in negotiations
Core Replacement	N/A	No assessment while in negotiations
CMSI Patient Access Rule	GREEN	• Since the appointment of the new SEAS Project Manager, the project performance and deliverable submissions have increased dramatically • CPARI Requirement Elaborations Meetings are in process • Although the CPARI Schedule indicator has turned red, the project continues moving forward. Once the collaborative schedule is complete, it will be submitted for baseline approval quickly

INTERAGENCY SUBJECT MATTER EXPERTS (iSMEs) UPDATE

Alicia Dyer, FX Compliance & Communications

FX iSME COLLABORATION

Transforming the Medicaid Enterprise System

- *Integrated Provider and Recipient Experiences across agencies*
- *Improve inter-agency business operations*
- *Architect future state vision together*
- *Aligned interagency modernization efforts*

FX iSME COLLABORATION

Transforming the Medicaid Enterprise System

- **FX Enterprise Portal**
  - Actively working with all agencies on Single Sign-on (SSO) federation to improve the user account experience for interagency users
  - DCF, DOH, APD, DOEA, FHKC, DJJ, OAG – Medicaid Fraud Control Unit

- **FX Modular Integration (MI) Updates**
  - Legacy Interface iSME Kickoff Meeting - 5/6
  - Meeting 1:1 with all agencies to review all current Florida Medicaid Management Information System (FMMIS) data interfaces
  - Working with agencies to determine FX Interface migration strategy and identify legislative budget request costs
  - DCF, DOH, APD, DOEA, FHKC, and DJJ

FX iSME COLLABORATION

MI Integration Status

Agency	Like for Like	Modernization
APD	10	2
DCF	19	3
DOEA	3	0
DOH	6	3
FHKC	5	0
DJJ	0	1

* Interface counts as of 6/14/2022

Like for Like - Anticipate only minor technical changes are needed
Candidate for Modernization - Opportunity to modernize the interface from current state

FX iSME COLLABORATION

MI Integration Status

- Continue Agency 1:1 collaboration meetings with Interface Partners to review interfaces and migration strategy recommendations.
- Quantify anticipated costs for interface recommendations in preparation for the 2022-23 Legislative Budget Request cycle.
- Finalize the FX Interface Migration Plan.
- FX MI Team will begin interface build work in July for Stage 1 Interfaces. Partner Agencies will be identified for participation through the estimation process.

iSME: AHCA/DCF PARTNERSHIP IN ACTION

Luis Diaz, AHCA Administrator

Christopher Presnell, DCF ESS Director of Data and Technology

iSME COLLABORATION

AHCA/DCF Partnership in Action

Transforming Call Center Recipient System of Care

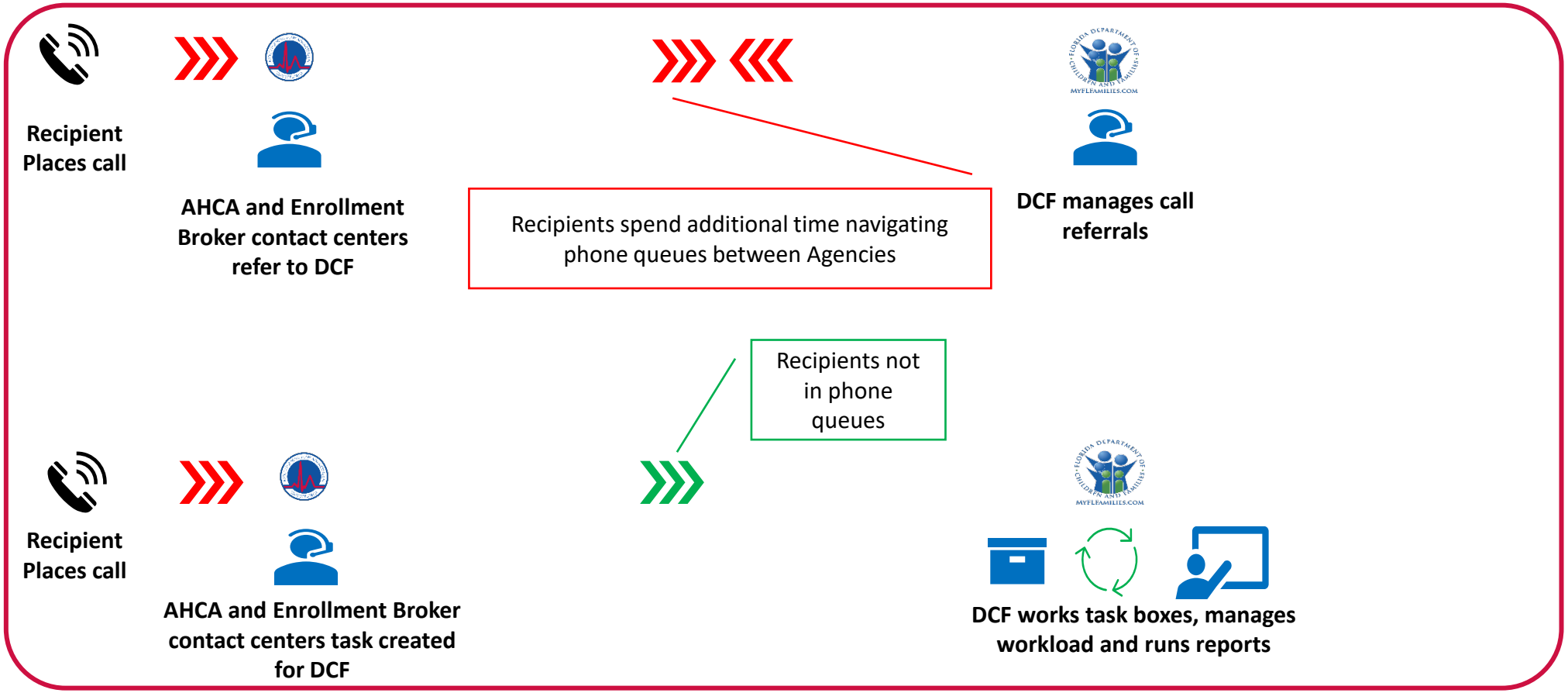
- Established AHCA-DCF monthly meetings to identify and solution customer service improvement opportunities
  - AHCA shared tips with call center staff to provide recipients online and chat self-service options
  - Scheduled AHCA-DCF knowledge sharing training for AHCA and DCF Call Center Agents to be delivered 7/22/22. This training will also include *Frequently Asked Questions* and *scripts* for AHCA contact center staff.

- Planning **joint pilot** to electronically exchange recipient address updates from AHCA to DCF by work task assignment - *eliminating the need for recipients to repeat a 2nd call to State of Florida agency call center with an address update*
  - Updating HealthTrack to create DCF work tasks
  - Establishing DCF processes to validate and update
  - Building pilot procedures and training

AHCA to DCF Task Process

User Story: Recipient referred to DCF for assistance

Task Process



Realized Value

- Serve Recipients better
- No wrong door for DCF assistance
- Referral done via task versus a call to DCF ESS Call Center

OPEN DISCUSSION/ MEMBER UPDATES

ESC Members

UPCOMING ACTIVITIES & CLOSING REMARKS

Simone Marstiller, Secretary & FX Executive Sponsor

NEXT FX ESC MEETING

Dates*	Discussion or Review/Approval Items*

August 24, 2022	• FX Program Updates
	  • Budget
	  • Roadmap
	  • Procurement
	• FX Focus: Enterprise Change Management

** Dates and items may be subject to change.*

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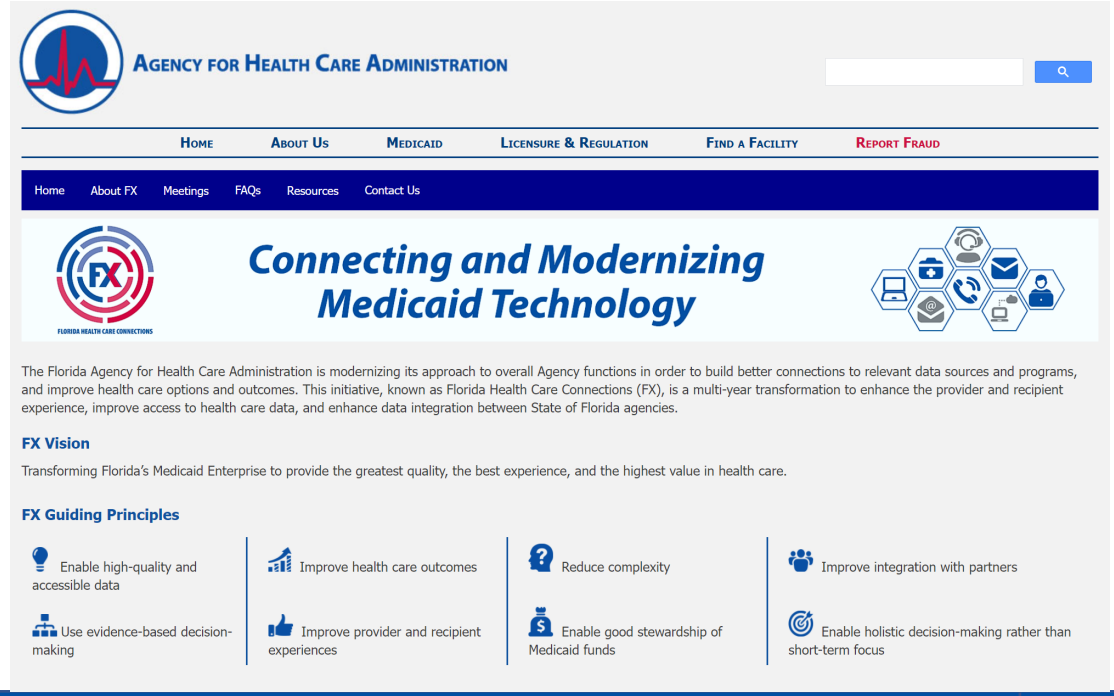

CONTACT US

FXProjects@ahca.myflorida.com

APPENDIX

IS/IP O&M PERFORMANCE METRICS - MAY

There are eight (8) performance metrics that are identified as part of MED205.

Key Updates
- **Submitted Annual Penetration Test Report**
- **Upgraded Production Jenkins**
- **Renewed Palo Alto Firewall licenses**
- **Completed Oracle 19c DB Grid upgrade for non-Production environments**
- **Completed automation of ALM synchronization findings from the Annual DR Exercise**
- **Provided onboarding support for FX_ISIP-004 Task Order teams**

PM-1

Level 1 (Critical and High) Incident Tickets

The Vendor shall submit a Monthly Performance Standards Report Card which lists the incidents tickets by category and shows the incidents which were completed on time and which ones were not completed within the agreed upon timeframe.

PM-2

Enterprise Service Bus End-to-End Response Time

The Vendor shall submit a Monthly Performance Standards Report Card which shows the number of ESB transactions, the average response time per day and the number of ESB transactions each month which are more than 1.000 second.

PM-3

Enterprise Service Bus Transaction Errors

The Vendor shall submit a Monthly Performance Standards Report Card which shows the number of ESB transactions and the number of ESB transactions errors each calendar day, with a calculation for each calendar day to show the daily error rate.

PM-4

Application and System Availability

The Vendor shall submit a Monthly Performance Standards Report Card which shows the amount of total time the ESB system was unavailable and the calculated percent of availability time for the month.

PM-5

Staffing Levels

The Vendor shall submit a Monthly Performance Standards Report Card which shows the number of agreed upon staff and the number of vacant positions. Staffing level is calculated by dividing the total active staff by the number of agreed upon staff for the month.

PM-6

Production Reports

The Vendor shall submit a Monthly Performance Standards Report Card which shows the total number of production reports scheduled and the number of reports delivered or available as scheduled. This metric is calculated by dividing the number of reports delivered or accessible on time each month by the total number reports scheduled for the month.

PM-7

Master Data Management Performance

The Vendor shall submit a Monthly Performance Standards Report Card which shows MDM transactions, the average transaction time each calendar day and the number of MDM linkage updates each month greater than two (2.000) minutes and number of daily linkage average retrieval times greater than 0.400 seconds.

PM-8

Performance Report

The Vendor shall submit a Monthly Performance Report which shows the agreed to performance metrics. The Financial Consequences for failure to provide the report timely or in a manner acceptable to the Agency shall be $500.00 a day for each business day the report is not received or acceptable.

Legend: Performance Metrics met. Performance Metrics not currently active. Performance Metrics not met.