



FLORIDA HEALTH CARE CONNECTIONS EXECUTIVE STEERING COMMITTEE

December 14, 2023



ROLL CALL

FXProjects@ahca.myflorida.com

AHCA Statewide Medicaid Managed Care (SMMC) Procurement Integrity Statement



The Agency has entered the statutory blackout period related to this procurement. To protect the competitive nature of SMMC procurements, the Agency will not have any discussions related to the scope, evaluation, or negotiation of any current or future procurement with contractors or their representatives. 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.





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

Tom Wallace, FX Executive Sponsor

Agenda



Topics	Speakers	Time
Welcome & Opening Remarks	Tom Wallace	10 mins
FX Program Updates	Mike Magnuson	25 mins
FX Voting Actions (including public comment)	Mike Magnuson	5 mins
FX Program Special Assessment Report Update	Jason Kelly	10 mins
FX Independent Verification & Validation (IV&V) Assessment	Terry Sanders	10 mins
FX Focus: Change Events & Release Updates	Luis Diaz	10 mins
FX Enterprise Data Warehouse (EDW) Stabilization Updates	Luis Diaz	5 mins
FX ESC Member Open Discussion / Updates	Mike Magnuson / ESC Members	10 mins
Closing Remarks	Tom Wallace	5 mins





FX Program Updates

Mike Magnuson, FX Director



Two Voting Actions

Recommend a change to the FX Strategic Roadmap to:

1. Focus FX resources on the implementation of critical services of the Unified Operations Center (UOC) and Provider Service Module (PSM) during 2024
2. Delay or replan all efforts not directly related to the 2024 commitments

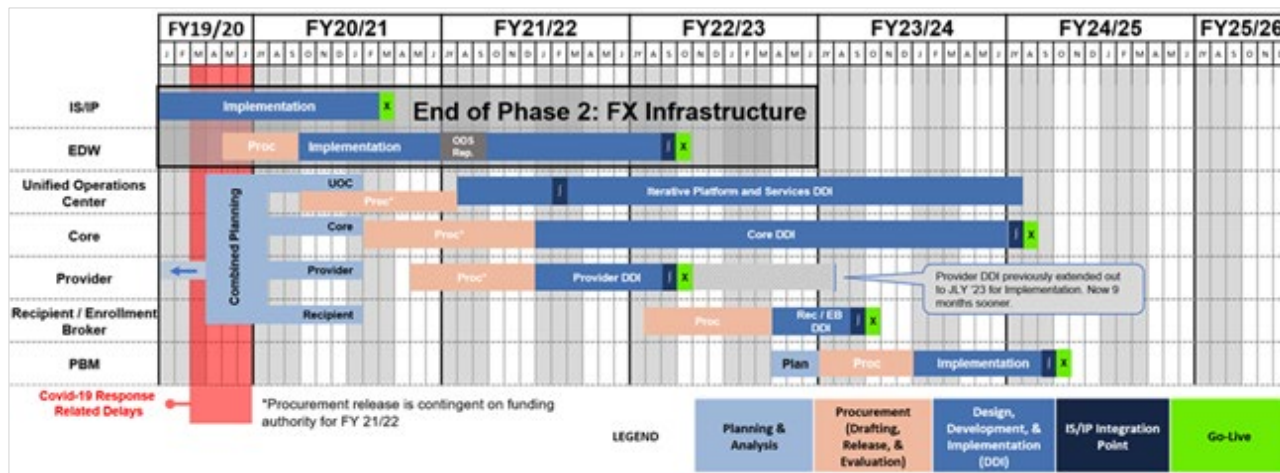




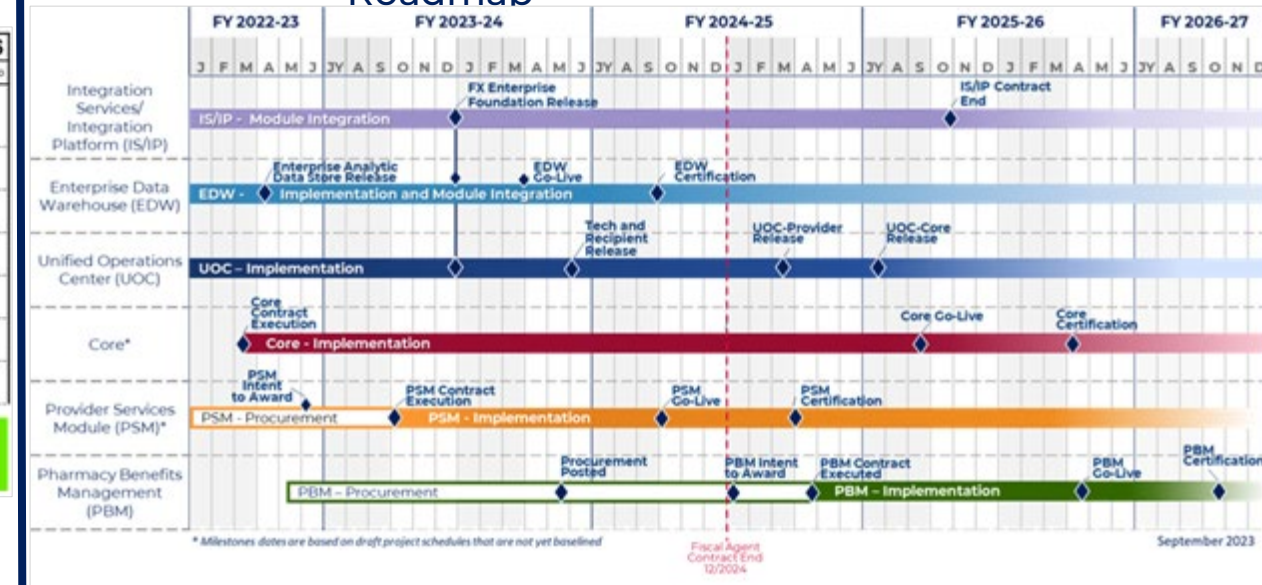
Problem Statement

With five, simultaneous FX implementations having parallel releases and the re-procurement of the Statewide Medicaid Managed Care plans, the Agency is facing a critical resource constraint.

July 2020 FX Strategic Roadmap



September 2023 FX Strategic Roadmap



2020 Planned vs Actual Contract Execution



Module	Planned Contract Execution Date	Actual Contract Execution Date	Time Variance
Integration Services/Integration Platform (IS/IP)	July 2019	November 2019	4 months
Enterprise Data Warehouse (EDW)	October 2020	December 2020	2 months
Unified Operations Center (UOC)	August 2021	October 2022	14 months
Core Systems (Core)	January 2022	March 2023	14 months
Provider Services Module (PSM)	January 2022	October 2023	21 months





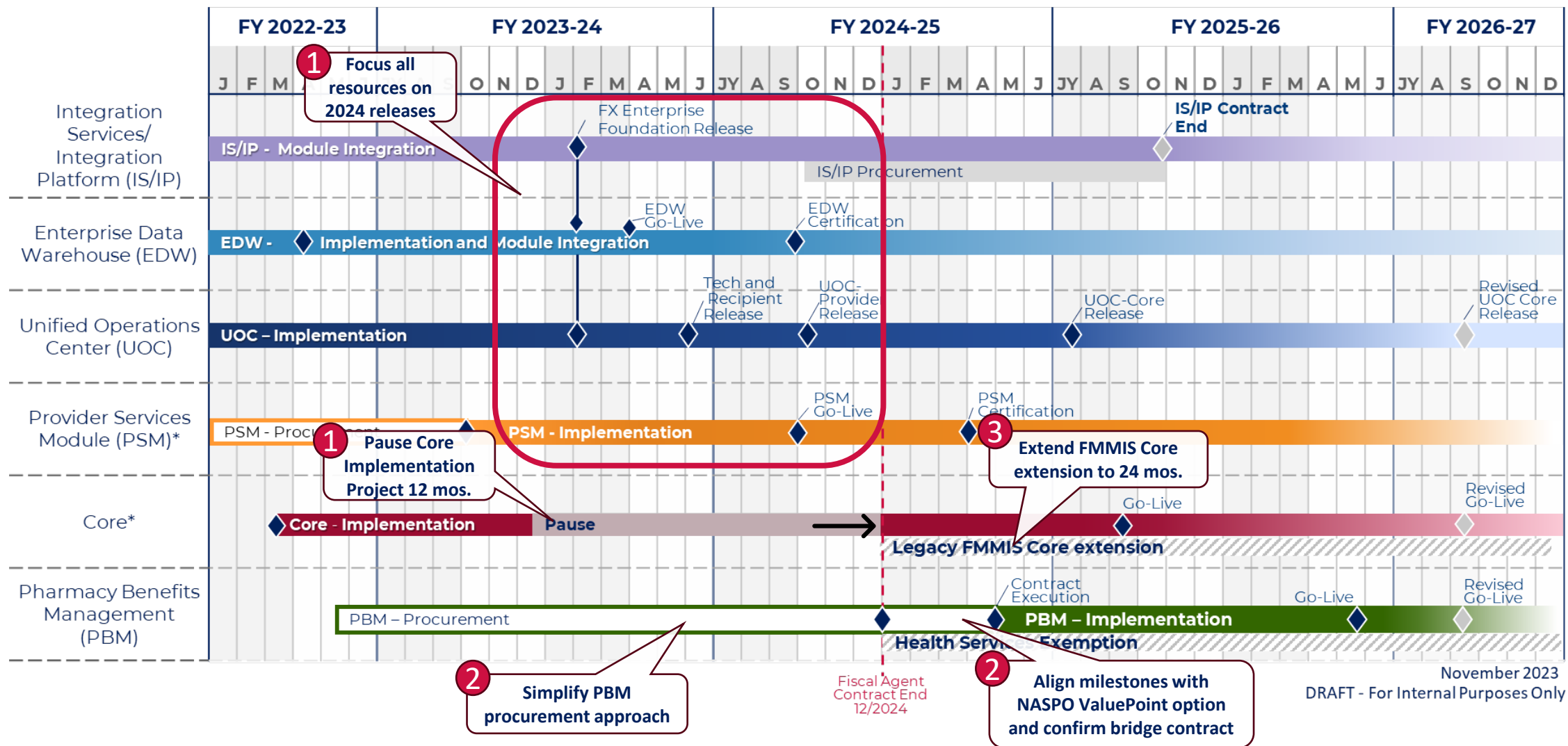
Solutions

- 1** Pause the implementation of the Core module at least 12 months until Recipient and Provider Services are implemented.
- 2** Reduce procurement risks and the resource burden of the PBM module by utilizing NASPO ValuePoint.
- 3** Rely on bridge solutions for the legacy Core and PBM systems until those modules are in place.





FX Strategic Roadmap Elaboration – Scenario





Financial Impacts

- FY 23/24
 - Increase in reversion (between \$20.3M - \$33.5M) due to Core pause
- FY 24/25
 - New LBR \$151.2M – \$164.5M
- Next Steps
 - Close out all Core related deliverables in flight by January 1, 2024





Is NASPO Competitive?

NASPO Current Vendors:

- Core - 5 vendors (CNSI, Conduent, Gainwell, Infocrossing, and Optum)
- Provider - 6 vendors (CNSI, Digital Harbor, Gainwell, HHS Technologies, Maximus, Optum)

FX Responsive Proposals to ITN:

- Core - 2 (Gainwell and Conduent)
- Provider - 2 (FEI Systems, HHS Tech)





Why Pause Core and Not Another Module?

- Impacts to Recipients and Providers
- Stability of claims engine
- Statewide Medicaid Managed Care
 - UOC and Provider dependencies
- Bridge Contracts





Next Steps

1. Gain support from Agency Leaders, FX ESC, and external stakeholders
2. Secure bridge contracts for all legacy services not replaced by FX modules by 12/2024
3. Document paused activities in all in-flight task orders and deliverables
4. Reassign FMMIS transition resources to align with the new roadmap
5. Update spending plan for FY 23/24 and LBR for FY 24/25 to align with Roadmap





FX Voting Action

Tom Wallace, FX Executive Sponsor

Public & ESC Member Comments



Voting Action #1 – FX Core Implementation Pause

FX ESC Members



Voting Action #2 – Procurement Approach

FX ESC Members



FX Program Special Assessment Report Update

Jason Kelly, Solutions Architect
Public Consulting Group (PCG)



Assessment Scope

The assessment must include, but not be limited to:

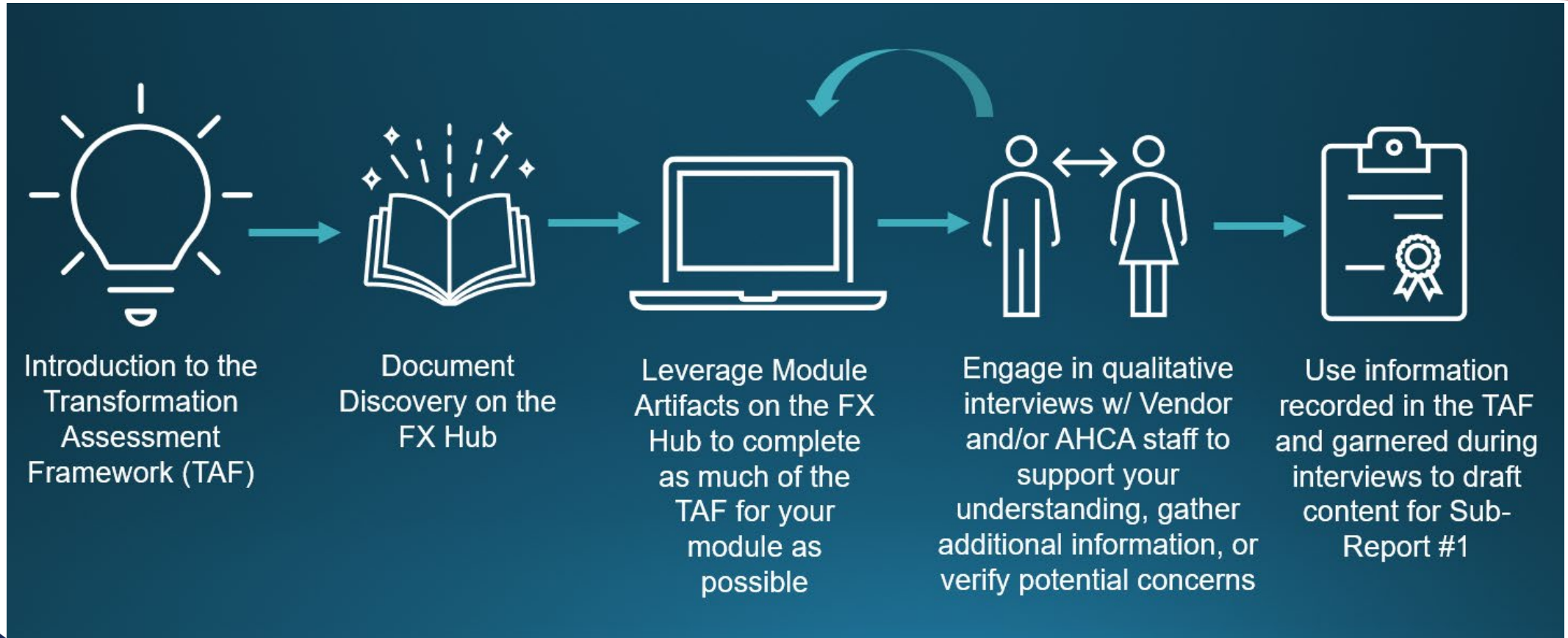
- (1) verification of current project status and trajectory and the project's progress against the current roadmap;*
- (2) validation of project planning for in-flight and future modules;*
- (3) identification of risks to project and organizational scope, schedule, budget, and quality;*
- (4) identification of risks to achieving project, stakeholder, and organizational goals and objectives;*
- (5) identification of opportunities for improved adherence to project, state, and federal requirements and improved alignment to project planning;*
- (6) assessment of alignment and adherence to the State Medicaid Director Letter released by the Centers for Medicare & Medicaid Services in April 2022;*
- (7) a review of the stated versus actual priorities of the project;*
- (8) an assessment of the alignment of project priorities against agency, state, and federal priorities; and*
- (9) an assessment of planned enterprise interoperability and data sharing and identification of additional opportunities for additional enterprise interoperability and data sharing.*

The assessment shall be provided to the chair of the Senate Appropriations Committee, the chair of the House of Representatives Appropriations Committee, the Executive Office of the Governor's Office of Policy and Budget, and the Agency for Health Care Administration.

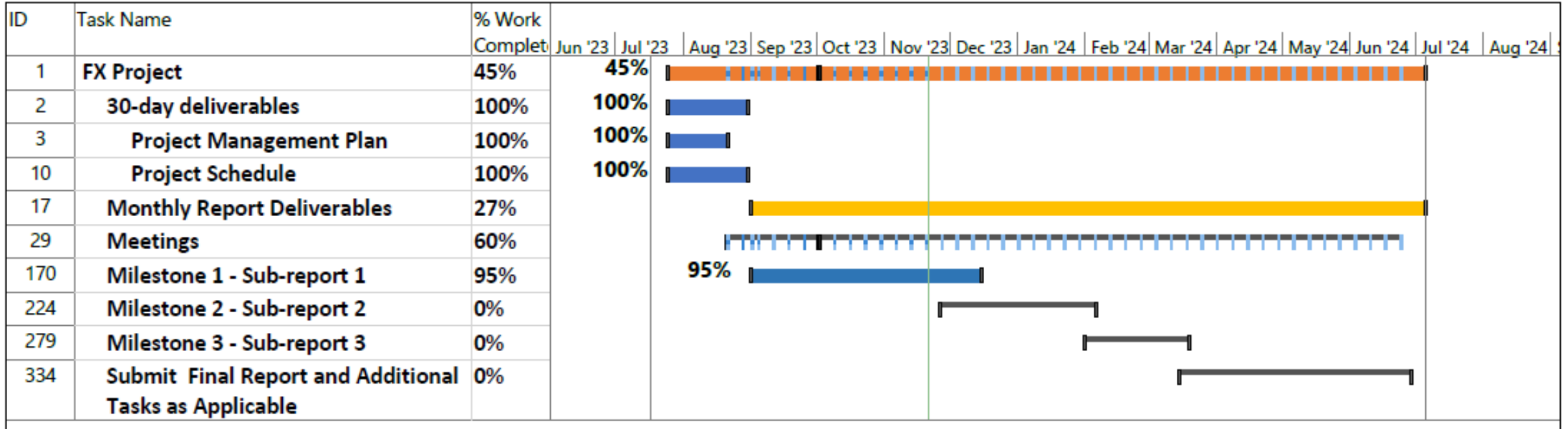
Conference Report on Senate Bill 2500, FY 24



Process



Status



(status as of 11/27/2023)





Recent Activities

- Conducted in-depth documentation review on FX Hub
- Conducted interviews with all Module Vendors, AHCA, SEAS, and IV&V (28 to date)
- Submitted three rounds of clarifying question Excel workbooks to Vendors and Management Entities
- Submitted Deliverables Expectation Document (DED) for Sub-report 1 to DMS
- Initiated drafting of Sub-report
- Initiated planning and preparation or Sub-report 2
- Beginning to schedule interviews with all ESC members (Sub-report 2 First two weeks in January)
- Conducting Weekly Touchpoints with AHCA
- Submitted weekly schedule updates to DMS



(status as of 11/27/2023)



The PCG Team
Thanks You!





Independent Verification & Validation (IV&V) Assessment

As of November 30, 2023

Terry Sanderson, FX IV&V Project Manager



IV&V ASSESSMENT – FX PROGRAM

- FX Leadership continues to face challenges typically associated with complex modernization efforts like FX. The added complexity of the FX Program's multi-vendor approach requires increased program oversight and vendor management.
- The demand on Agency staff resources continues to increase as additional vendors are onboarded and the number of meetings and document reviews extend beyond the capacity for Agency resources to support. This demand is increasing the risk of Agency resources becoming constrained. Agency resource constraints must be resolved or work re-planned so the program can have the best chance for success.
- Overall success in multi-vendor programs like FX is predicated on timely integration of each vendor's solutions and schedules. IV&V has observed that the risk of project delays is greater due to simultaneous projects reaching their design, development, and implementation phases and an associated increase is in schedule dependencies between the FX modules.



IV&V ASSESSMENT – EDW

Risk Rating

YELLOW



- EDWI Project Stabilization Release 1 was implemented successfully on October 10, 2023. Stabilization Release 2 is currently in System Integration Test (SIT) with a projected end date of December 6, 2023, and entrance into User Acceptance Testing (UAT) at that time.
- The EDWI Project continues to have a projected Go-Live targeted for March 2024.
- LINUX Migration completed on October 15, 2023. The completed migration has allowed for the increase of the number of tables in Replica to resume.
- IV&V is concerned that the EDWI Project is moving forward with System Test for the Recipient Release and getting out of sync with the UOCI Project which could result in rework and additional cost.
- IV&V has observed that quality issues identified with EDWI project deliverables and product development are ongoing.





IV&V ASSESSMENT – UOC

- IV&V has observed deviations from System Design Life Cycle best practices such as requirements not being approved prior to the start of design in addition to development being initiated before system design is finalized.
- The UOCI Project Schedule was re-baselined on November 15, 2023. A full re-baselining was not warranted due to need for preserving as much historical information as possible. With the UOC Vendor's change in direction to organize the schedule by release, many new tasks were added and baselined (including downstream future tasks that had not started).
- The UOC Vendor's deliverables and work products continue to have quality issues such as missing content, lack of details, and/or a lack of adherence to FX Standards.
- Organizational Change Management (OCM) activities continue to experience delays. The UOC Vendor and Agency have discussed an approach for an enterprise-level OCM model which would facilitate resourcing and integration of OCM activities across all modules.





IV&V ASSESSMENT – CORE

- The Core Project has eroded to a RED status due to the project's lack of adherence to FX CRAIDL standards, quality of deliverables, and the lack of a baselined project schedule. Without an approved schedule, the Agency cannot monitor the progress of the project, forecast future outcomes, and make informed decisions based on project progress.
- The FX Core Project Schedule (v007) was submitted to the Agency for review on November 30, 2023, that included a pause in project activities.
- Project action items have received regular reviews; however, the number of open and working have increased from 137 for the previous period to 162 this reporting period.
- The project team lacks visibility into outstanding requirements as there is no standard method of tracking requirements.
- A new CSI Implementation Manager was named and approved on November 15, 2023.



IV&V ASSESSMENT – PSM

Risk Rating

GREEN



- The PSM Procurement Project was completed on November 8, 2023.
- The PSM Vendor's contract for the implementation project was executed on October 11, 2023.
- The PSMI Project Schedule was submitted by the PSM Vendor for formal review on November 20, 2023, but was subsequently rejected and returned to the vendor for remediation.
- The PSMI Project Team has participated in multiple Sprint sessions with the PSM Vendor to elicit business needs for enrollment of Providers along with associated pain points. Requirement Validation sessions have not been conducted prior to design decisions being made, creating a risk of the final requirements not aligning with contractual requirements.





FX Focus: Change Events & Release Updates

Luis Diaz, Deputy Director Solutions



FX Change Events

- FX discipline applied when impacting an organization
 - Define People, Process, and Technology change
 - Determine scope, schedule, impact of change event
 - May include multiple Vendors, Modules, Technologies, Processes, Stakeholders
- Managed by the FX Enterprise Release Management and FX Governance processes



FX Enterprise Foundation Release

Scope of the FX Enterprise Foundation Release



Business Services	Supporting Technology	Impacted Stakeholder(s)
FX Enterprise Security	<ul style="list-style-type: none"> Security Information and Event Management (SIEM) FX Enterprise Portal 	<ul style="list-style-type: none"> FX Application Users
FX Automated User Provisioning	<ul style="list-style-type: none"> FX Enterprise Portal AHCA People First Database <ul style="list-style-type: none"> Interfaces 	<ul style="list-style-type: none"> FX Application Users FX Application Users' Supervisors <ul style="list-style-type: none"> AHCA IT DMS People First
Learn Hub	<ul style="list-style-type: none"> Docebo Interfaces 	<ul style="list-style-type: none"> FX Training Consumers
Provider Network Verification (non-Production Use)	<ul style="list-style-type: none"> PNV Solution <ul style="list-style-type: none"> Interfaces Master Data Management (MDM) Geolocation 	<ul style="list-style-type: none"> AHCA Plan Management Operations SMMC Health Plans Legacy PNV Vendor
Info Hub	<ul style="list-style-type: none"> Dynamics 365 	<ul style="list-style-type: none"> FX Application Users



FX Enterprise Foundation Release Benefits



The FX Foundation Enterprise Release Change Event activates the following FX business services:

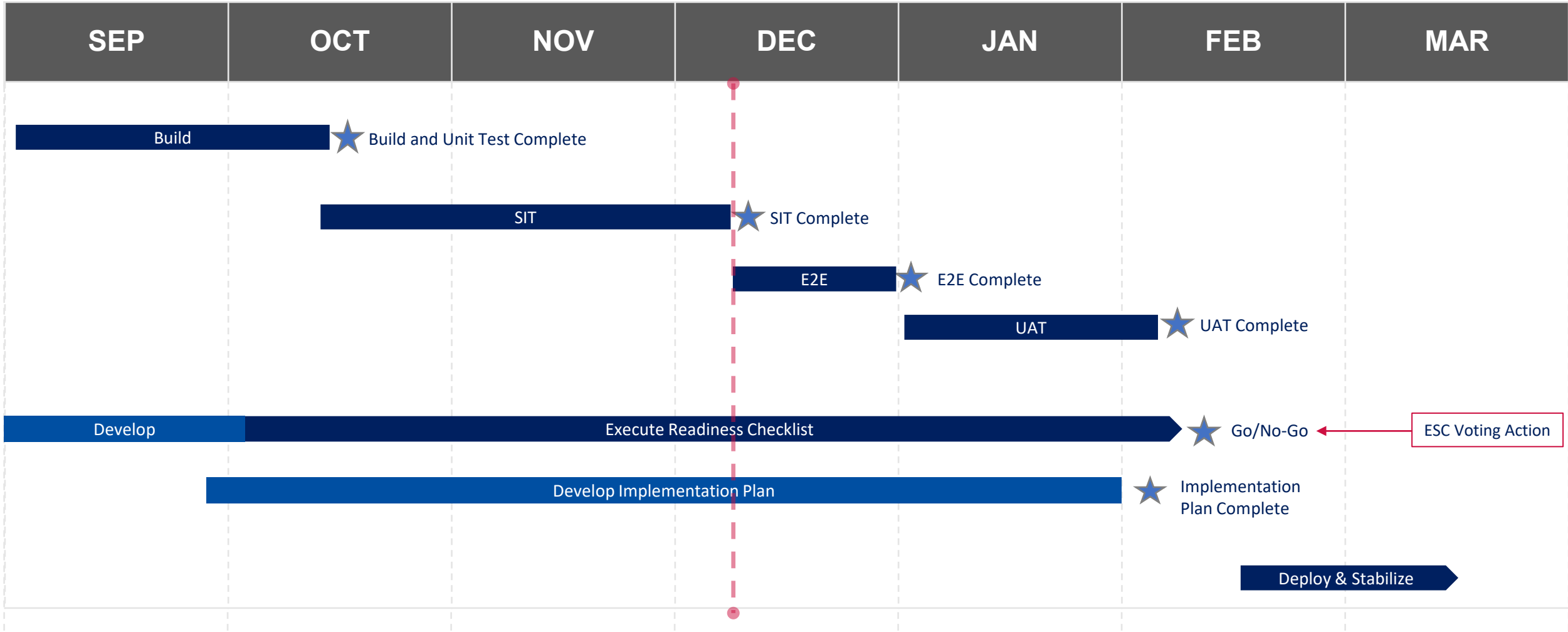
- An automated user provisioning and de-provisioning process for FX application users that reduces manual processes
- Enhanced security and audit features
- A unified Learning Management System for centralized training
- Comprehensive knowledge-based system
- Additional account management features for FX application users
- Implementation of a new Provider Network Verification (PNV) solution with enhanced Provider Network and Adequacy reporting



Timeline for the FX Enterprise Foundation Release



- ★ Milestone complete
- ★ Milestone in progress or future



FX iSME & Interoperability Updates

FX Road to Interoperability for UOC



Summer 2022 - Spring 2023

DESIGN FUTURE EXCHANGES

Partner Agencies provide resources to design and solution to transition the interfaces from FMMIS to the FX Integration Platform

Partner Agencies at Milestone
None

Spring 2023 – Fall 2023

BUILD & TEST CONNECTION

Partner Agencies provide resources during connection and file testing

Partner Agencies at Milestone

- APD
- DCF
- DFS
- DOEA
- DOH
- FHKC

Fall 2023 – Spring 2024

INTEROPERABILITY ON THE FX INTEGRATION PLATFORM & CUTOVER FROM FMMIS

Partner Agencies at Milestone
None

Partner agencies experience:

- ✓ Near real-time data exchanges
- ✓ Reduction in manual processes
- ✓ Improved data accuracy



FX EDW Stabilization Updates



FX EDW Stabilization Update

Completed:

- ✓ EDW Production Deployment
- ✓ IAPD-U and Contract Amendment Approval from CMS
- ✓ Release Plan and Process
- ✓ User Go-Live Readiness
- ✓ Final Execution of Contract Amendment

In Process:

- End-User Preparation
- CMS Operational Readiness Review (ORR)

Next Steps:

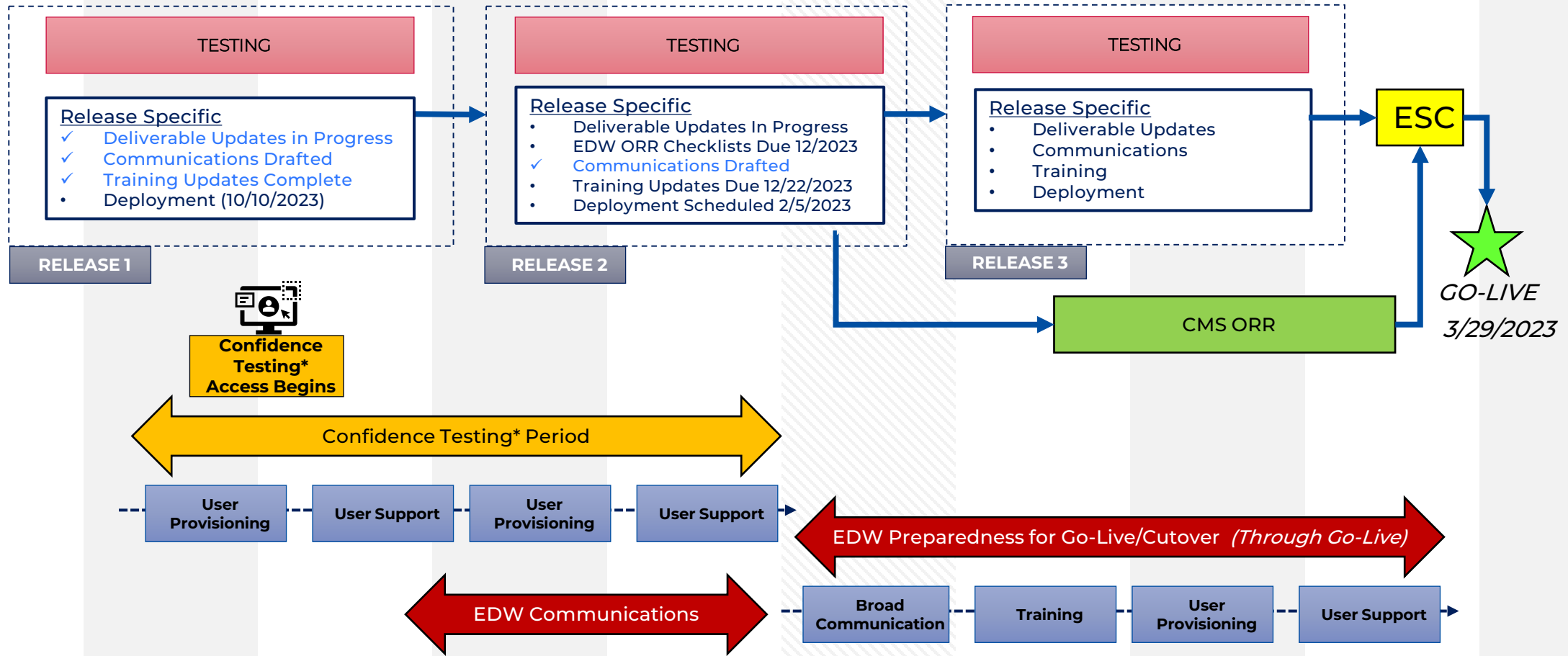
- ESC Go-Live Approval (March 2024)





Release Timelines and Go-Live Critical Path

Jul 23 Aug 23 Sep 23 Oct 23 Nov 23 Dec 23 Jan 24 Feb 24 Mar 24 April 24

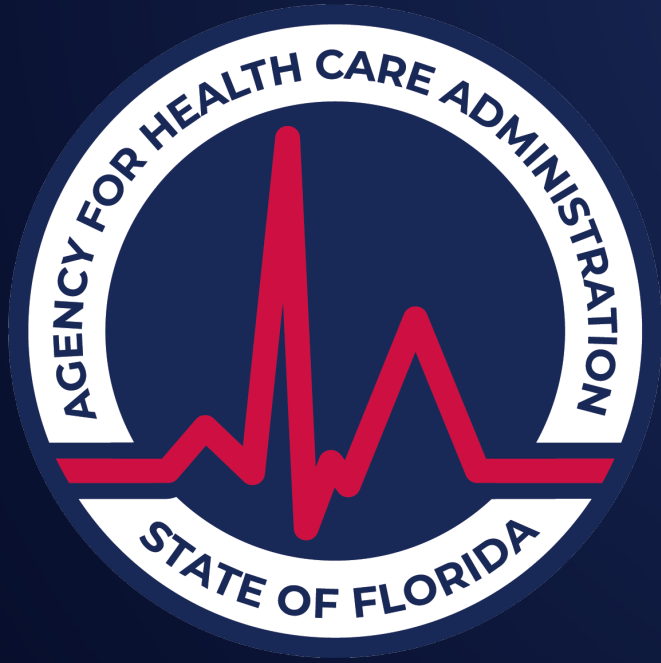


*Confidence Testing: A software testing method used to determine if a new software build is ready for the next testing phase.



FX ESC Member Open Discussion/Updates

Mike Magnuson, FX Director



Closing Remarks

Tom Wallace, FX Executive Sponsor

ESC Upcoming Meeting



Date	FX Topic/Voting Item
February 2024	<ul style="list-style-type: none"><li data-bbox="1019 556 2395 628">• FX Enterprise Foundation Release

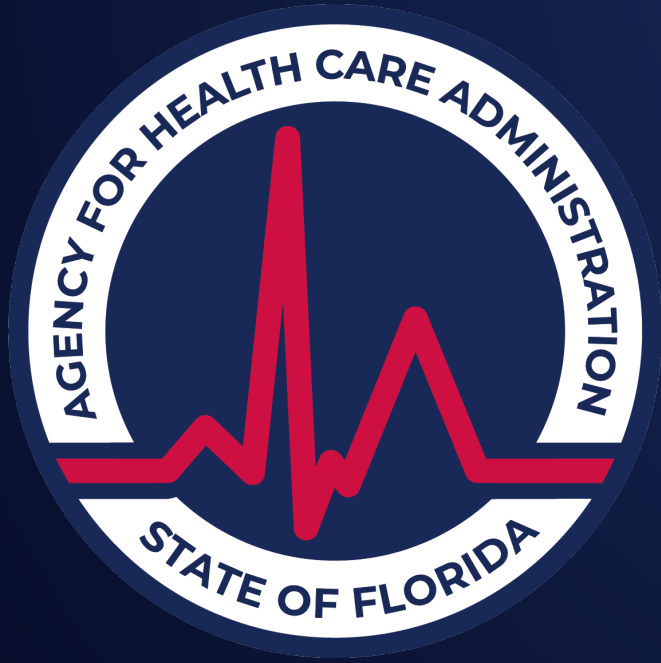




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Florida Health Care Connections



Appendix

IS/IP O&M PERFORMANCE METRICS – October and November



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

Level 1 (Critical and High) Incident Tickets

PM-1

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.

Application and System Availability

PM-4

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.

Key Updates

- Finalized FXNet Disaster Recovery solution and procured MegaPort for Multi-cloud connectivity.
- Remediated critical Confluence security vulnerability.
- Applied Linux, Windows, Middleware, Database, and Security patches to the IS/IP environments.
- Applied renewed floridafx.gov certificate to IS/IP.

Staffing Levels

PM-5

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.

Production Reports

PM-6

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.

Performance Report

PM-8

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.

Enterprise Service Bus End-to-End Response Time

PM-2

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.

Enterprise Service Bus Transaction Errors

PM-3

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.

Master Data Management Performance

PM-7

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.

Legend: Performance Metrics met.

Performance Metrics not currently active.

Performance Metrics not met.