



FLORIDA HEALTH CARE CONNECTIONS EXECUTIVE STEERING COMMITTEE

June 25, 2024



ROLL CALL

FX@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 ongoing and 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 | AHCA

Agenda



Topics	Speakers	Time
Welcome & Opening Remarks	Tom Wallace	10 mins
FX Program Updates	Mike Magnuson / Ruth Klann	15 mins
FX Focus: FX Governance	Mike Magnuson	10 mins
FX Independent Verification & Validation (IV&V) Assessment	Mitch Shepard	10 mins
FX Program Special Assessment - Final Report	Marie Stinnett	10 mins
Closing Remarks	Tom Wallace	5 mins





FX Program Updates

Mike Magnuson | FX Director | AHCA



Since Last ESC on April 9th

- ❑ Launched FX Enterprise Data Warehouse and closed out Development, Design, and Implementation (DDI) Project
- ❑ Kicked off Interoperability Master Data Management (MDM) efforts
 - Agency for Persons with Disabilities, Department of Elder Affairs, Department of Children and Families, and Department of Health
 - AHCA Health Information Exchange
- ❑ Prepared for Fiscal Year (FY) 24/25
 - FX Summit
 - FX Governance
 - Contract Changes
 - Staffing Project
 - Reporting
- ❑ Replanned FX Strategy & Roadmap





FX Spend Plan FY 23/24 (as of 6/1/24)

Phase	Category	Appropriation	Incurred To-Date	Variance
1	Strategic Enterprise Advisory Services (SEAS)	\$ 9,746,662	\$ 8,122,218	\$ 1,624,445
	Independent Verification & Validation Services (IV&V)	\$ 3,230,996	\$ 2,961,733	\$ 269,263
2	FX Operations and Maintenance (IS/IP, EDW, Enterprise Software)	\$ 56,160,787	\$ 48,090,395	\$ 8,070,392
3	Core Implementation	\$ 37,430,069	\$ 15,511,443	\$ 21,918,626
	Provider Services Procurement and Implementation	\$ 33,123,375	\$ 8,284,245	\$ 24,839,130
	Unified Operations Center Implementation	\$ 34,635,314	\$ 15,227,161	\$ 19,408,153
	Pharmacy Benefits Management Procurement and Implementation	\$ 8,284,790	\$ 356,540	\$ 7,928,251
Total		\$ 182,611,993	\$ 98,553,735	\$ 84,058,258





FX Appropriation for FY 2024/2025

SA	Scope	Appropriation
196	FX Enterprise Project Services and Hardware/Software Renewals	\$ 17,828,703
196	Integration Services/Integration Platform (IS/IP)	\$ 13,694,981
196	Enterprise Data Warehouse (EDW) and Data Governance	\$ 14,427,660
196	Provider Services	\$ 7,285,601
196	Unified Operations Center (UOC)	\$ 25,868,222
196	Strategic Enterprise Advisory Services (SEAS)	\$ 2,000,000
196	Independent Verification & Validation Services (IV&V)	\$ 3,230,996
196	Staff Augmentation Subject Matter Expertise and Support Services	\$ 7,746,661
Total		\$ 92,082,824

75% of Appropriations will be held in reserve



FY 24/25 Legislative Session Outcomes



Session outcomes include a revised budget and new FX Program priorities:

- **Increased program oversight and transparency**
 - FX Governance changes; Updated vendor contract change process; Monthly reporting changes
- **Increased staffing support** to build program capacity (47 new FTEs)
- **Fiscal Agent contract extension option** to continue operations and provide more time for module implementation and transition
- **New FX operations activities** in response to 2024 FX Special Assessment Report findings
- **Revised FX appropriation**





FY 24/25 Legislative Session Impacts

- Balance new priorities with existing FX Program operations
- Multiple parallel workstreams established to assess impact, plan and implement new priorities
- Significant level of effort required by existing FX Program team to address priorities and onboard new staff
- FX Program risk (schedule, cost impacts) expected to increase in short term as FX Program implements these changes

Workstreams

- FX Governance framework
- FX Staffing Ramp up and Onboarding
- Budget Reconciliation
- Contracting process changes and contract revisions
- FX Assessment activities and reporting
- Monthly reporting changes
- Roadmap replanning and revision



FX Strategic Planning Efforts

Ruth Klann | Strategic Lead | SEAS

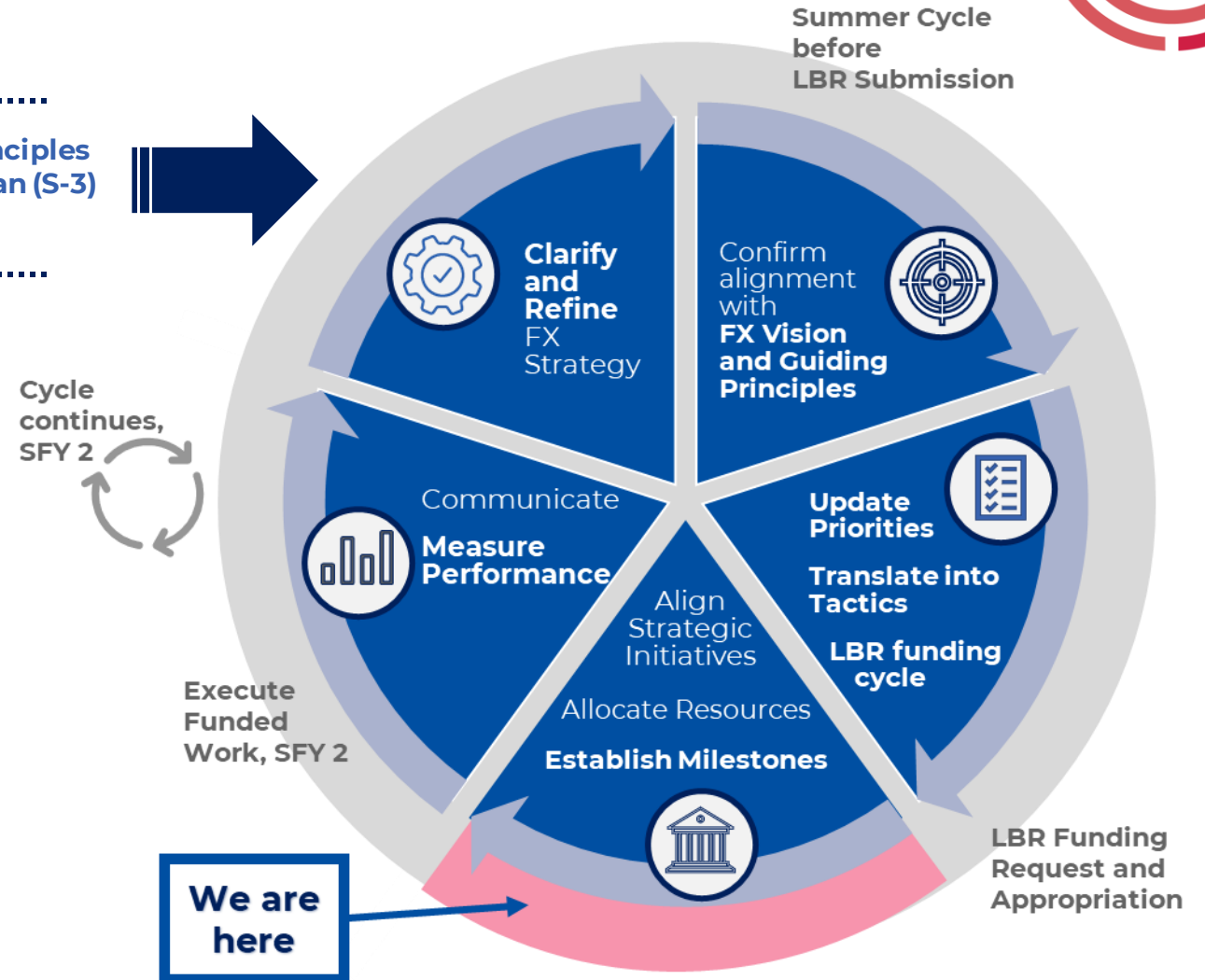


FX Strategy Elaboration Process



The FX Enterprise Strategic Plan is reviewed and elaborated annually to conform to the Florida budget cycle, ensure alignment with FX Vision and Guiding Principles, update priorities based on Legislative direction and transformation progress, strategic initiatives, resource capacity and to set new tactics, milestones and performance measures

Aligning Priorities and Enabling a Culture of Continuous Improvement



FX Strategic Roadmap Replanning

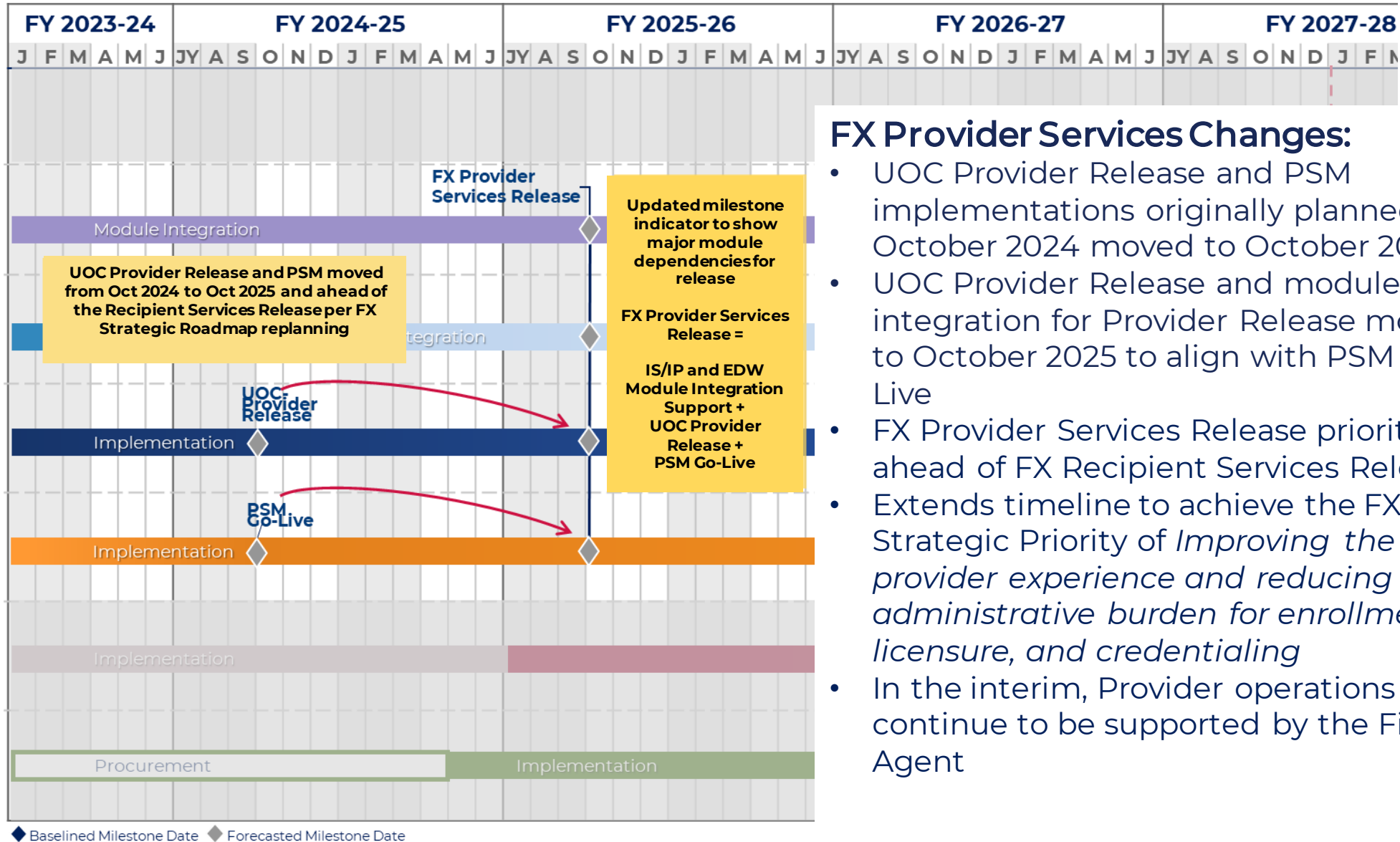


FX Strategic Roadmap replanning effort during April – June 2024 involved reviewing and aligning milestones with:

- FX Program changes resulting from 2024 Florida legislative session (workstreams)
- State funding for FX Program for SFY 2024-2025
- FX transformation progress
- Agency resource capacity
- FX Vision, Guiding Principles, and Strategic Priorities
- Agency Mission, Vision, and Priorities



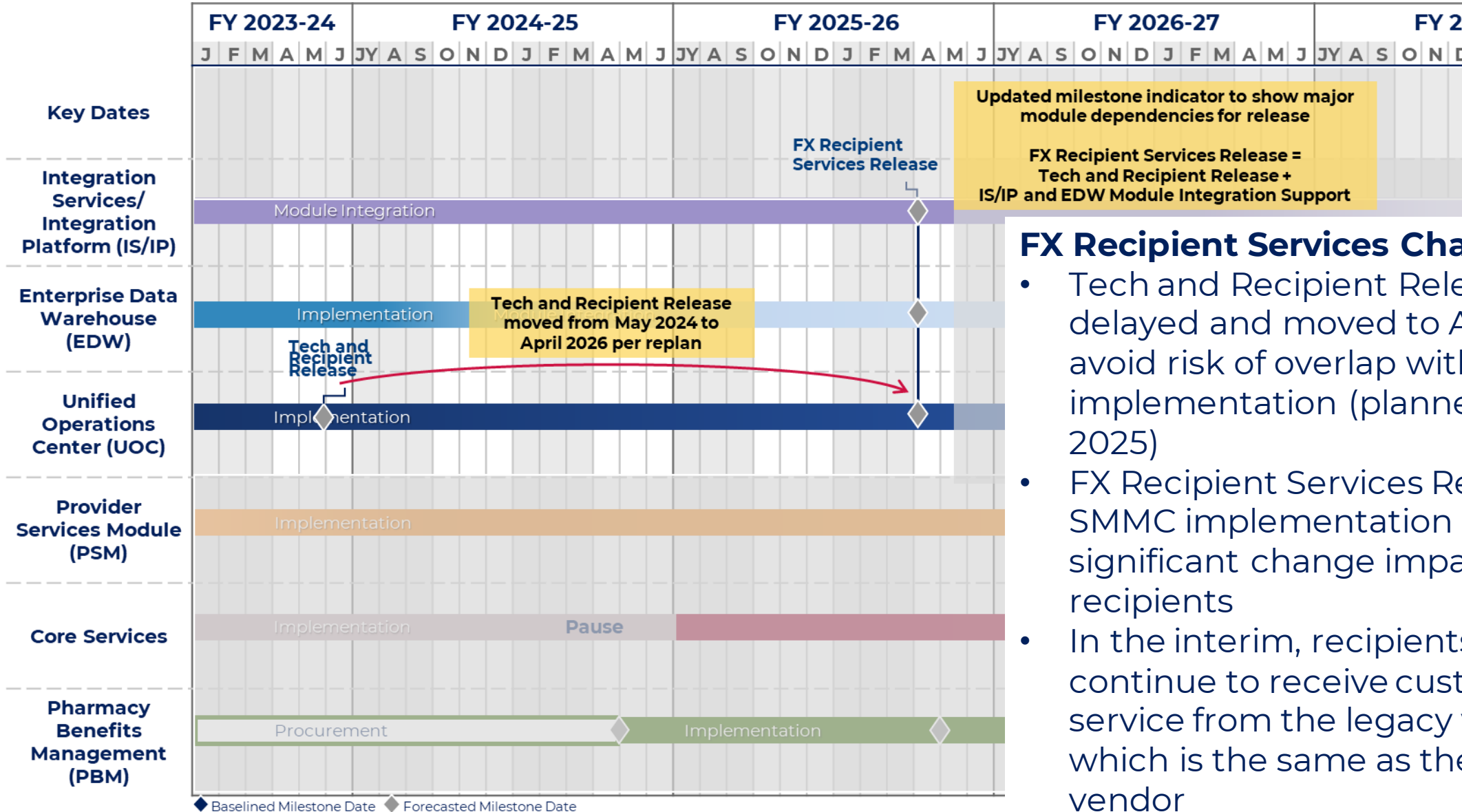
FX Strategic Roadmap – Provider Services Updates



FX Provider Services Changes:

- UOC Provider Release and PSM implementations originally planned for October 2024 moved to October 2025
- UOC Provider Release and module integration for Provider Release moved to October 2025 to align with PSM Go-Live
- FX Provider Services Release prioritized ahead of FX Recipient Services Release
- Extends timeline to achieve the FX Strategic Priority of *Improving the provider experience and reducing the administrative burden for enrollment, licensure, and credentialing*
- In the interim, Provider operations will continue to be supported by the Fiscal Agent

FX Strategic Roadmap – Recipient Services Updates



FX Recipient Services Changes:

- Tech and Recipient Release delayed and moved to April 2026 to avoid risk of overlap with SMMC implementation (planned Dec/Feb 2025)
- FX Recipient Services Release and SMMC implementation each have significant change impact for recipients
- In the interim, recipients will continue to receive customer service from the legacy vendor, which is the same as the UOC vendor

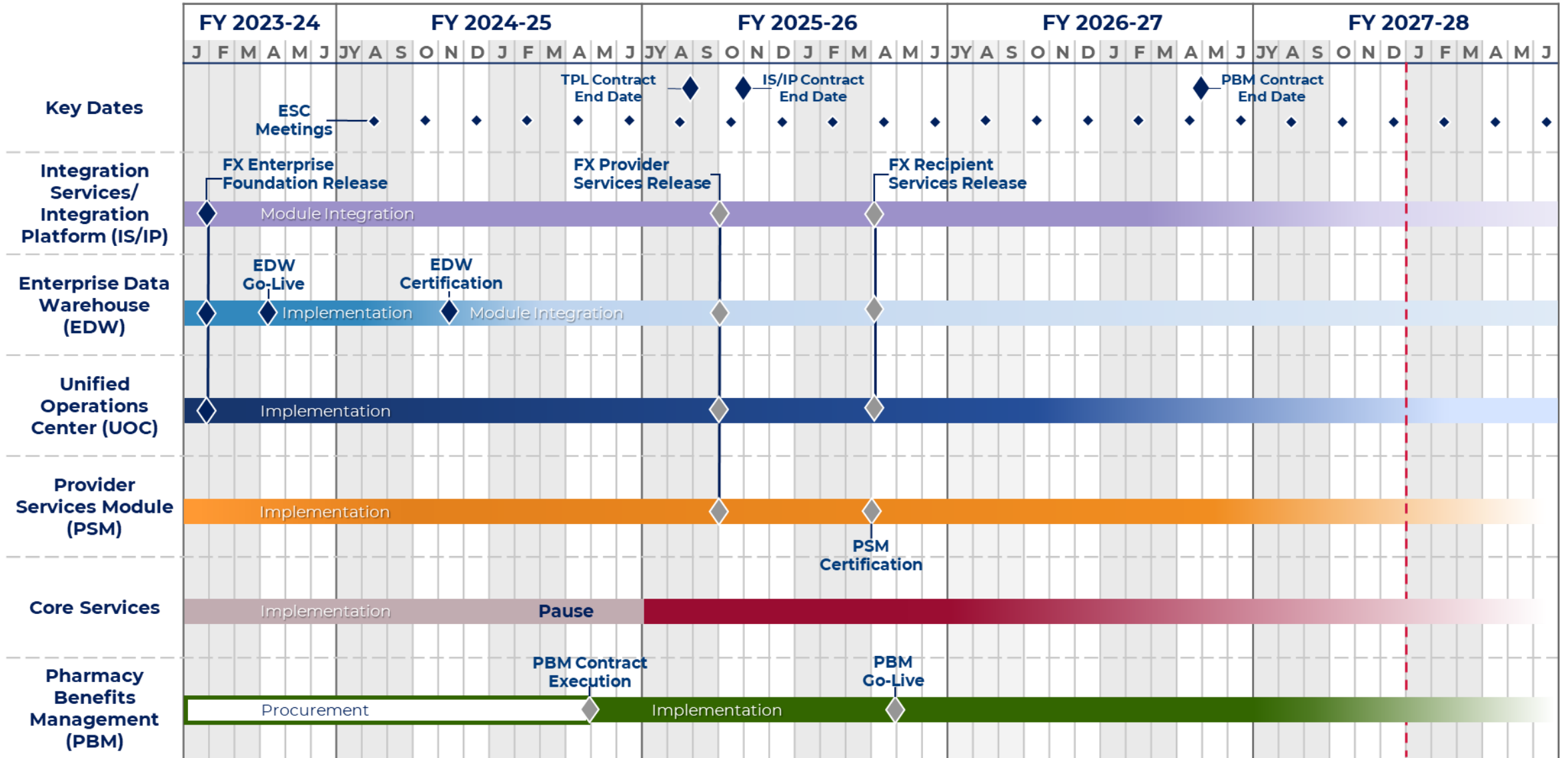
FX Strategic Roadmap - Additional Updates



- An extension of the Fiscal Agent contract was authorized to SFY 2027.
- FX Core pause is extended until SFY 2025-2026, contingent on state funding authority. Core impact analysis continuing to inform next steps.
- FX Core and PBM implementations were not appropriated for SFY 2024-2025.
- FX PBM planning will continue during SFY 2024-2025 with the intent to utilize the National Association of State Procurement Officials (NASPO) ValuePoint competitively solicited multi-state PBM module contract.



FX Strategic Roadmap – Phase 3



◆ Baselined Milestone Date ◆ Forecasted Milestone Date
 FX-Strategic-Roadmap-240614-100

Authorized FA Contract Extension June 2024



FX Focus: New FX Governance

Mike Magnuson | FX Director | AHCA

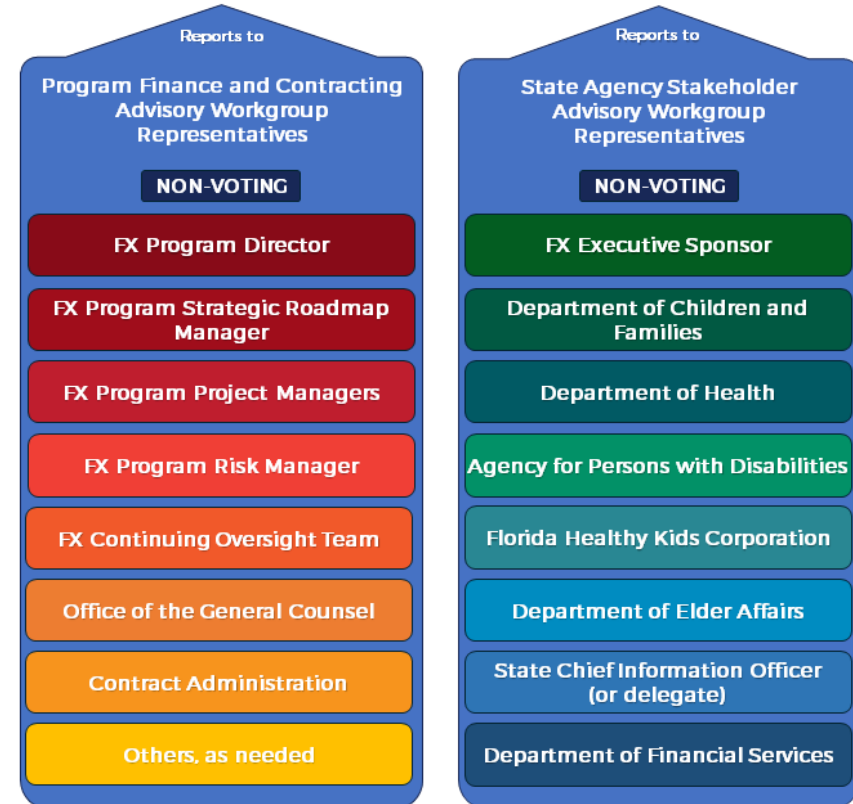
FX Governance

Current: July 2020 – June 2024



Future: July 2024 – June 2025

Florida Health Care Connections (FX)
Executive Steering Committee (ESC)





ESC and State Agency Advisory Workgroup



	REQUIREMENT	COMPLIANCE	MEMBERSHIP
(a)	Review the program status and all program operations, policies, risks and issues that may impact the operations external to the Agency for Health Care Administration FX Program.	FX Program provides a summary of biweekly dashboard and project activities that impact the operations of external agencies and departments.	<ul style="list-style-type: none"> • Chair: FX Executive Sponsor • Department of Children and Families • Department of Health • Agency for Persons with Disabilities • Florida Healthy Kids Corporation • Department of Elder Affairs • State Chief Information Officer • Department of Financial Services <p><i>Meeting Frequency: Bi-Monthly</i></p>
(b)	Develop recommendations to the ESC for improvement.	FX Program assesses all recommendations for improvement and may consult with the Program Finance & Contracting Advisory Working Group prior to escalating for review and approval to the ESC.	



Provide a representative appointed by the designated agency/department head above to FX by July 10, 2024.





Independent Verification & Validation (IV&V) Assessment

Mitch Shepard | FX IV&V | NTT Data



FX Program IV&V Health Dashboard

Risk Ratings as of May 31, 2024

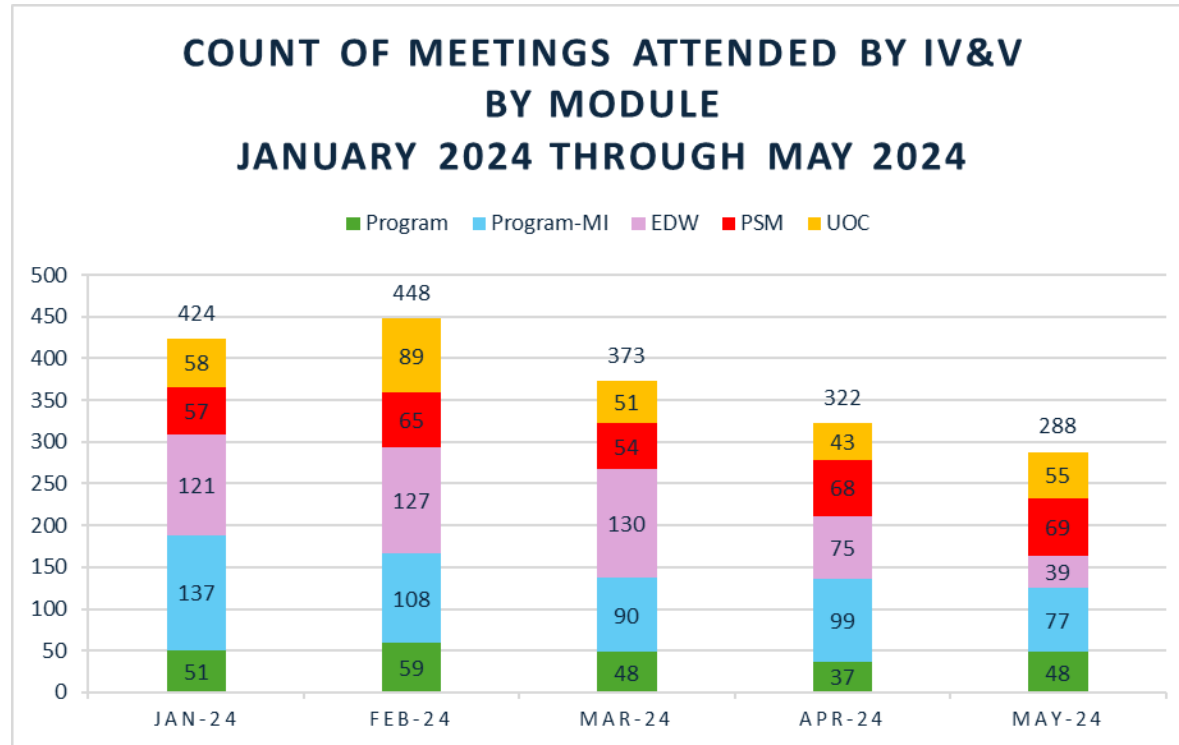
Module	Risk Rating
EDW	Complete
PSM	Red
UOC	Red

- “Green” (Acceptable to Excellent, i.e., “Low Risk”): The area meets or exceeds established project management standards. To receive this ranking, the approach must present no significant risks to the project.
- “Yellow” (Caution, i.e., “Medium Risk”): The area is not clearly defined, and/or presents a moderate risk to the project. For areas with this status, recommendations are important to ensure optimal project operation.
- “Red” (Risk Alert, i.e., “High Risk”): The area presents a serious risk to the project and requires immediate attention. Areas with this status require recommendations to mitigate project risk.
- “Blue” (Complete): The module/project’s development, design, and implementation work is completed and go-live has occurred.





Meetings Attended by IV&V (Last Six Months)

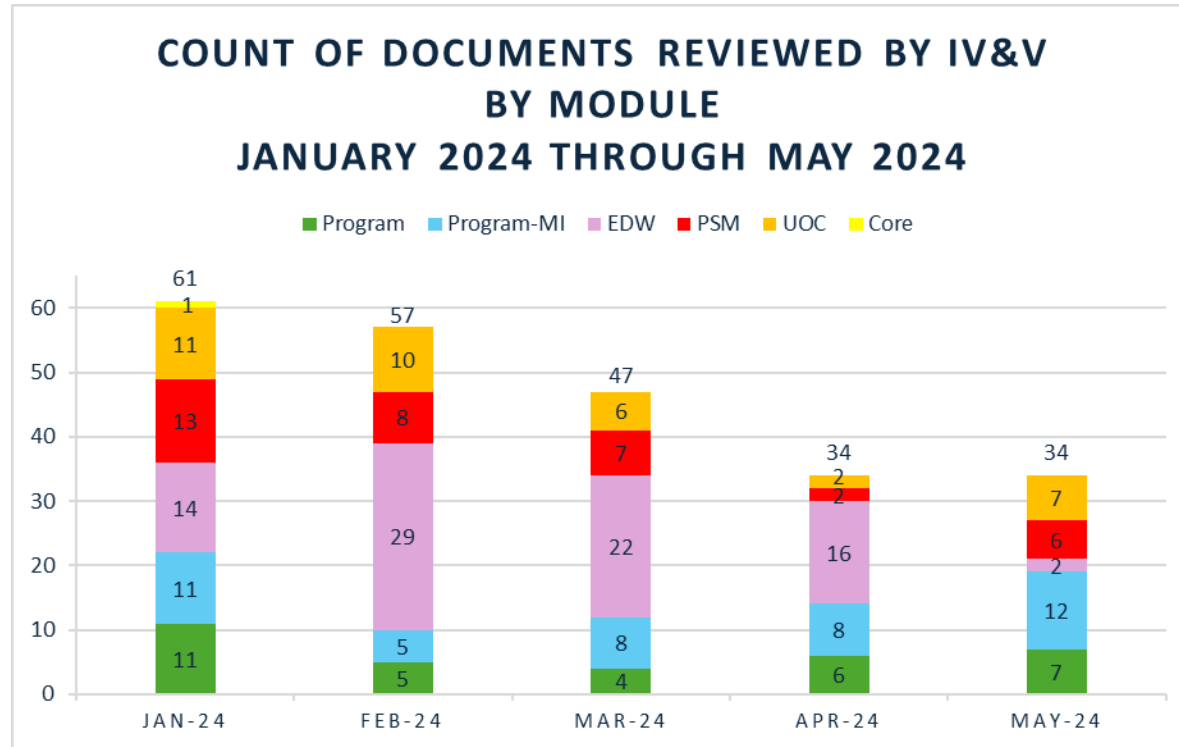


Total Time Spent in Meetings

Month	Total Meeting Time (Hours)	Percent Change from Prior Month
March	315.5	-5.06%
April	217.8	-30.97%
May	210	-3.58%



Document Reviews Completed by IV&V (Last Six Months)



Month	Documents Reviewed	Percent Change from Prior Month
March	47	-17.54%
April	34	-27.66%
May	34	0%





IV&V Findings (F)/Recommendations (R)

- Since 2022, IV&V has produced 78 F/Rs - F(9) R(69)
 - 58 have been addressed
 - 20 in 'Open' status – F(3) R(17)
- Since the implementation of FX Assessments Collaboration Site, IV&V has observed an improvement in the amount of time taken to resolve Findings and Recommendations
 - Average of 159.8 days to close a Finding/Recommendation pre-implementation
 - Average of 106.6 days to close a Finding/Recommendation (includes items in progress) post-implementation



All data is current through June 18, 2024. Assessment status reflects the status of items as assigned by IV&V (FX Assessment Status-Vendor).



FX Program Special Assessment Final Report

Marie Stinnett | Project Manager | PCG

Assessment Timeline and Scope



- **Sub-Report #1 Delivered 01/08/24, Corrected 01/23/24**
 - Staffing
 - Risks to scope, schedule, budget, and quality
 - Assess trajectory against Roadmap
 - Assess vendor contracts
- **Sub-Report #2 Delivered 03/01/24**
 - Alignment with the April 2022 CMS Letter
 - Risks to achieving project, stakeholder, and organizational goals
 - Alignment of Program priorities with Agency, State, and Federal priorities
- **Sub-Report #3 Delivered 04/05/24**
 - Current technological needs vs. marketplace offering
 - Stated vs. actual priorities
 - Procurement processes and strategies
- **Final Report Due 06/21/24**
 - Consolidation of all findings, observations, and analyses with applicable updates
 - Data interoperability
 - Foundational documentation

Copies of all reports may be requested from DMS.



Florida FX Program Successes



- **Program Level Standards**
 - Developed early
 - Safeguard program success while also laying the foundation upon which to build for the future
- **FX Hub**
 - Communication and collaboration
 - Transparency
- **Culture of Collaboration**
 - Commendable collaboration with and across the multiple Module Vendors
- **Project Online & CRAIDL Transition (POCT) Initiative**
 - Improvements in schedule visibility and collaboration
- **Delivery Assurance Services**
 - Module Vendor assistance with Program Standards
 - Module Vendor guidance and assistance with deliverables



Florida FX Program Successes



- **Data Interoperability**
 - *CMSI Patient Access Rule Implementation (CPARI)*
 - ✓ Completed early
 - ✓ Complies with CMS rule
 - *Governor's Interoperability Initiative*
 - ✓ Master Data Management (MDM) initiative – the Program is applauded for this effort
 - *Interfaces*
 - ✓ Active documentation of current interfaces in the legacy system and which of those are going to transition to the FX system
 - ✓ Mitigation of some reporting issues for the Transformed Medicaid Statistical Information System (T-MSIS)
- **Testing**
 - Commendable commitment to quality and collaborative testing processes and methodologies across all Program and Module levels



Florida FX Program Challenges



- **Staffing**
 - Legislative funding has been approved through House Bill 5001 (2024) to support additional Florida FX Program staff
 - The Program has been proactive in its effort to fill the recommended positions through various recruiting methods
- **Contract Management and Traceability**
 - Contract management staff are included with staffing recommendations
 - Additional governing and stakeholder bodies to be added
 - Updated ESC responsibilities
- **Core Module**
 - Work on the Core Module was paused, which is fully supported by the FX Special Assessment Team
 - The Program is implementing an FX Core Pause Impact Analysis and Planning Project
 - ✓ Analyses to identify requirements and integration gaps and dependencies
 - ✓ Creating a transition plan for each impacted area with recommendations to continue business functions and evaluate future options for the Core Module



FX Special Assessment Summary



- **Largest project in Florida’s history and navigating a multi-vendor environment presents a myriad of challenges**
 - Findings are expected
 - 14 Findings
 - This is a small number considering the breadth of the FX Program
 - The FX Program Team was actively engaged with the FX Special Assessment process
- **Overall, the FX Program implemented a strategic approach that fosters flexibility and scalability**
 - Started with Enterprise-level standards and templates
 - Adequate staffing will be a major contributor to reducing risk
 - Minor improvements to processes will be beneficial to future success
- **The FX Program Team is committed to working with stakeholders to prioritize and address all findings and recommendations**
 - Adding the findings to the FX Assessments Recommendations & Findings log
 - Will document the resolution plan, progress, and outcome for each finding





The PCG Team Thanks You!





FX ESC Member Open Discussion/Updates

Mike Magnuson | FX Director | AHCA



Public Comment



Closing Remarks

Tom Wallace | FX Executive Sponsor | AHCA



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Florida Health Care Connections



Appendix



FX Integration Services/Integration Platform (IS/IP) Operations and Maintenance Performance Metrics - April and May

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

Key Updates

- Completed annual IS/IP Disaster Recovery Test.
- Completed Application Lifecycle Management upgrades.
- Upgraded Palo Alto Firewalls.
- Deployed FX Enterprise Foundation Patch Release to IS/IP Operations & Maintenance (O&M) environments.
- Applied Linux, Windows, Middleware, Database, and Security patches to IS/IP environments.
- Transitioned O&M Tier 2 Support to AHCA ServiceNow tool.



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.



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.



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.



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.



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.



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.



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.



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.

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

EDW Usage Summary Since Go-Live (4/9/24)



EDW System Metrics

244
Total # of EDW users

107
Total # of EDW users logged into system

Analytic Data Store (ADS) Metrics

26
Total # of unique users

1,647
Total # of Sessions

1,317
Total # of Sessions by Top 10 users

Reporting Data Store (RDS) Metrics

26
Total # of unique users

2,254
Total # of Sessions

2,060
Total # of Sessions by Top 10 users

FX EDW Portal (Cognos) Metrics

94
Total # of unique users

2,254
Total # of Sessions

1,333
Total # of Sessions by Top 10 users

576
Total # of Ad-hoc Reports created

Key Accomplishments

- Closed 13 Transformed Medicaid Statistics Information System (T-MSIS) Outcomes Based Assessment (OBA) data quality Issues
- Implemented Medicaid Program Integrity (MPI) Shared Folder Structure in Cognos
- Implemented the Medicaid Data Analytics (MDA) power user schema
- Initiated Operations and Maintenance (O&M) Pod to address Enhancement Backlog



NOTE: The data within these slides is representative of the whole population of users who were provisioned per Role Based Access Control (RBAC), unless otherwise noted.