



Executive Steering Committee (ESC) Meeting

November 20, 2020

FLORIDA HEALTH CARE CONNECTIONS



FX Program Agenda

- October 16, 2020 FX ESC Meeting Summary
- Integration Services/Integration Platform (IS/IP) Design, Development, and Implementation (DDI) Workstream (WS)-B Production Readiness Review (PRR) Approval and Vote
- FX Program Updates
 - FX Strategic Roadmap
 - Dashboards
 - Second and Third Quarter Budget Amendment
 - Legislative Budget Request (LBR)
 - State Assessments
- FX Module
 - Provider: Single-Source Credentialing Planning Overview
- Independent Verification and Validation (IV&V) Assessment
- Upcoming Activities
- Open Discussion





Roll Call and Welcome Remarks

Shevaun Harris, Acting Secretary & FX Executive Sponsor

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IS/IP DDI: WS-B Production Readiness Review (PRR)

Scott Ward, CIO, Director of Information Technology
& IS/IP Project Executive Sponsor

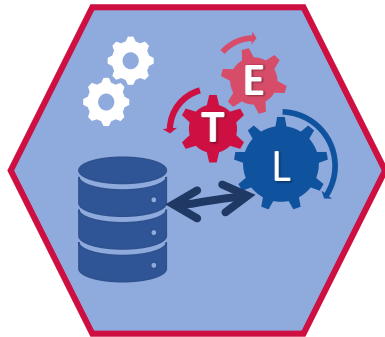
Angel Garay, IS/IP Project Team Lead



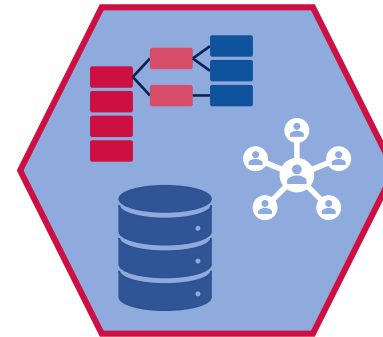
FX Module – IS/IP DDI: WS-B

Master Data Management (MDM) Components Overview

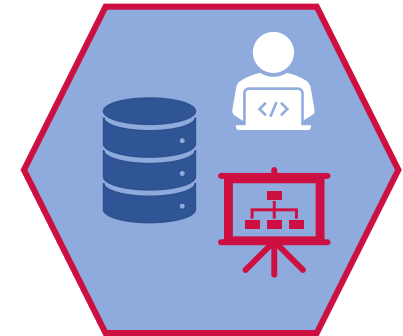
MDM Extract Transform Load Module (Informatica PowerCenter)



MDM Hub Module (Informatica MDM Hub)



MDM Data Quality Improvement Module (Informatica Data Quality (IDQ))

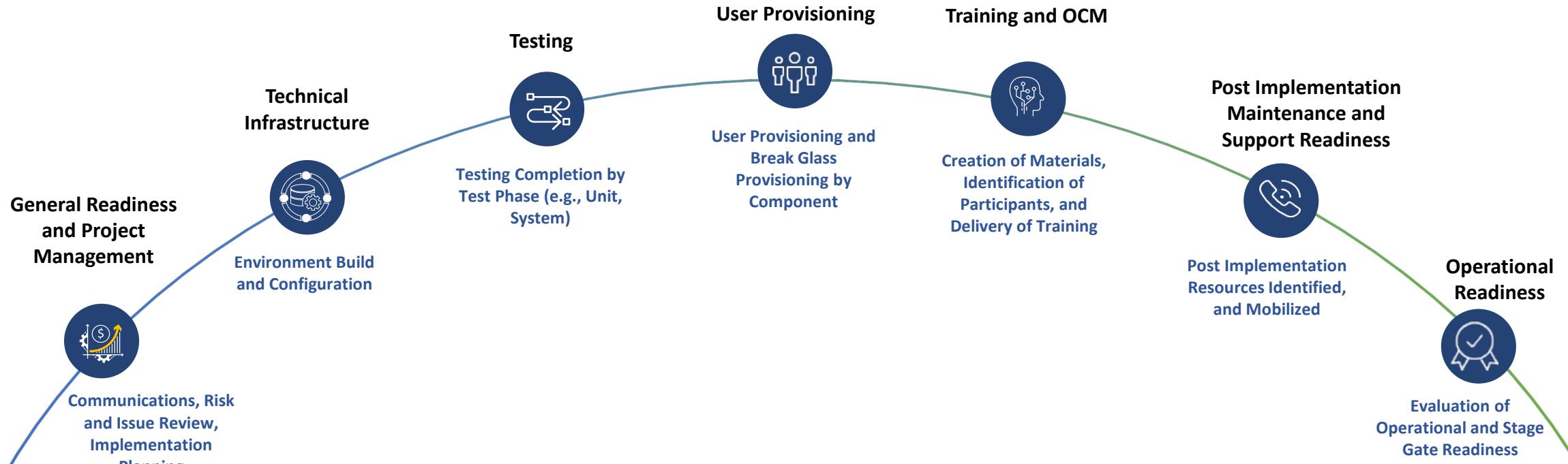


MDM Customer 360 Portal Module (Informatica Customer 360)

Approach to Production Readiness



Our approach to production readiness is to identify and confirm production readiness criteria that are measurable, and actionable. This allows the project team to take a methodical approach to readiness.



 **Final Readiness Sign-off**

Go / No-go criteria defined and Stage Gate Reviewed



Production Readiness Summary



	Production Readiness Discipline Area	% of Activities Complete	% Go or Conditional Go	# of readiness items	# with Go Decision	# with Conditional Go Decision
	General Readiness and Project Management	100%	100%	11	11	0
	Technical Infrastructure	100%	100%	6	6	0
	Testing	100%	100%	8	7	1
	User Provisioning	75%	100%	4	3	1
	Training and OCM	100%	100%	8	8	0
	Post Implementation Support / Readiness	100%	100%	7	7	0
	Operational Readiness	100%	100%	2	2	0
	Final Readiness Sign Off	0%	100%	1	0	0
	Total	84%	100%	47	45	2





General Readiness & Project Management (1 of 3)



Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
Go No-Go Criteria defined	100%	Tracy Feliciani & Angel Garay	GO		Go or No-Go criteria (PRR Checklist milestones & metrics) defined for each discipline by Target Completion Date
Go No-Go Criteria approved	100%	Tracy Feliciani & Angel Garay	GO		Go or No-Go criteria approved for each discipline by Target Completion Date
Go-Live Communication Planned	100%	Brittney Moulton & Arabella Reeves	GO		<ul style="list-style-type: none"> ▪25% Audiences identified ▪50% Content developed and reviewed ▪ 75% Content approved ▪100% Content delivered/or planned delivery date confirmed
Implementation Plan created	100%	Brittney Moulton & Angel Garay	GO		<ul style="list-style-type: none"> ▪ 25% @ draft created ▪ 50% @ draft reviewed ▪ 100% @ draft submitted
Risks Reviewed and Mitigated	100%	Daymon Jensen & Angel Garay	GO		Risks reviewed on a weekly basis <ul style="list-style-type: none"> ▪ 25% - Oct 20 deployment risks mitigated ▪ 50% - Oct 27 deployment risks mitigated ▪ 75% - Nov 3 deployment risks mitigated ▪ 100% - Nov 10 deployment risks mitigated





General Readiness & Project Management (2 of 3)



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Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
High Issues Closed or Work-around in place.	100%	Daymon Jensen & Angel Garay	GO		Issues reviewed on a weekly basis <ul style="list-style-type: none"> ▪ 25% - Oct 20 no deployment issues overdue or without work-around ▪ 50% - Oct 27 no deployment issues overdue or without work-around ▪ 75% - Nov 3 no deployment issues overdue or without work-around ▪ 100% - Nov 10 no deployment issues overdue or without work-around
Medium and Low Issues Reviewed and Accepted	100%	Daymon Jensen & Angel Garay	GO		Issues reviewed on a weekly basis <ul style="list-style-type: none"> ▪ 25% - Oct 20 no deployment issues overdue ▪ 50% - Oct 27 no deployment issues overdue ▪ 75% - Nov 3 no deployment issues overdue ▪ 100% - Nov 10 no deployment issues overdue
Weekly PRR Checklist summary update reviewed in bi-weekly meetings to Section (Discipline) owners and Go/No-Go owners informing of weekly deployment outcomes	100%	Brittney Moulton & Angel Garay	GO		PRR meetings are held bi-weekly <ul style="list-style-type: none"> ▪ 25% - Oct 20 PRR Reviewed ▪ 50% - Oct 27 PRR Reviewed ▪ 75% - Nov 3 PRR Reviewed ▪ 100% - Nov 10 PRR Reviewed





General Readiness & Project Management (3 of 3)



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Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
Pre-deployment deliverables approved (WS-6B - WS-13B & WS-15B)	100%	Daymon Jensen & Angie McKenny	GO		<ul style="list-style-type: none"> 25% - 2 deliverables approved 50% - 4 deliverables approved 75% - 6 deliverables approved 100% - 8 deliverables approved
Workstream B EULA(s) complete – Informatica	100%	Daymon Jensen & Angie McKenny	GO		<ul style="list-style-type: none"> 100% - 1 EULA approved
ESC Decision Memo	100%	Daymon Jensen & Angie McKenny	GO		Decision memo drafted - ESC meeting on November 13, 2020





Technical Infrastructure



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Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
INT environment build complete	100%	Ryan Lavorgna & Angel Garay	GO		<ul style="list-style-type: none"> 50% WS-8B detailed design specification (SSS) complete; 100% Build and Configuration complete for environment
ST environment build complete	100%	Ryan Lavorgna & Angel Garay	GO		<ul style="list-style-type: none"> 50% WS-8B detailed design specification (SSS) complete; 100% Build and Configuration complete for environment
UAT environment build complete	100%	Ryan Lavorgna & Angel Garay	GO		<ul style="list-style-type: none"> 50% WS-8B detailed design specification (SSS) complete; 100% Build and Configuration complete for environment
BETA environment build complete	100%	Ryan Lavorgna & Angel Garay	GO		<ul style="list-style-type: none"> 50% WS-8B detailed design specification (SSS) complete; 100% Build and Configuration complete for environment
PRD environment build complete	100%	Ryan Lavorgna & Angel Garay	GO		<ul style="list-style-type: none"> 50% WS-8B detailed design specification (SSS) complete; 100% Build and Configuration complete for environment
DR environment build complete	100%	Ryan Lavorgna & Angel Garay	GO		<ul style="list-style-type: none"> 50% WS-8B detailed design specification (SSS) complete; 100% Build and Configuration complete for environment





Testing (1 of 2)



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Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
Workstream B Unit Test Complete	100%	Anoop Yeluru & Erica Wilson	GO		<ul style="list-style-type: none"> Unit Test completed in each Environment (INT, ST, UAT, BETA, PROD, DR). Calculated as percent complete of total.
Workstream B System Test Complete	100%	Anoop Yeluru & Erica Wilson	GO		<ul style="list-style-type: none"> System Test completed in INT Environments as demonstrated thru the exit mtg
Workstream B Regression Test Complete	100%	Anoop Yeluru & Erica Wilson	GO		<ul style="list-style-type: none"> Regression Test completed in each Environment. (INT, ST, UAT, BETA, PROD, DR) Grade % Complete increase by 16.67% for each environment completed as demonstrated thru the exit mtg
Workstream B Performance Test Complete	100%	Anoop Yeluru & Erica Wilson	GO		<ul style="list-style-type: none"> Performance Test Complete - Percent passed of total test cases as demonstrated thru the exit mtg





Testing (2 of 2)



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Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
Workstream B Security Testing Complete	100%	Anoop Yeluru & Erica Wilson	GO		<ul style="list-style-type: none"> Security Testing Complete - Percent passed of total test cases as demonstrated thru the exit mtg
Workstream B DR Testing Complete	100%	Anoop Yeluru & Erica Wilson	GO		<ul style="list-style-type: none"> DR Test Completed as demonstrated thru the exit mtg
Workstream B User Acceptance Test Complete	100%	Anoop Yeluru & Erica Wilson	GO		<ul style="list-style-type: none"> UAT completed in UAT Env: as demonstrated thru the exit mtg
Confirm there are no critical or high defects before releasing code to UAT or production	100%	Anoop Yeluru & Angel Garay	Conditional	This item is a Conditional Go pending the resolution of IS/IP-781 (508 Compliance defect for the C360 portal labels). Informatica is prioritizing the defect.	<ul style="list-style-type: none"> Number of critical or high defects fixed/ Total number of critical high defects





User Provisioning



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Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
MDM Admin users provisioned (Lead: Angelo Pueyo and Backups: Joel Todd and Josh Benhase)	100%	Henry Wu & Angel Garay	GO		<ul style="list-style-type: none"> # O&M Team accounts provisioned / # total needed *as evidenced in the Staffing List
MDM Break Glass users provisioned	100%	Henry Wu & Angel Garay	GO		<ul style="list-style-type: none"> 50% user provisioned 100% documented
UAT test users de-provisioned	100%	Henry Wu & Angel Garay	GO		<ul style="list-style-type: none"> 4 de-provisioned / 4 total UAT Test users
UAT firewall for testing closed	0%	Henry Wu & Angel Garay	Conditional	Agency agreed to keeping the firewalls open, to not impact WS-C testing. All WS-B firewalls that can be closed and do not impact WS-C are closed.	<ul style="list-style-type: none"> 50% IS/IP firewall closed; 100% Agency firewall closed





Training and OCM (1 of 2)



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Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
MDM Material Development Complete and Approved	100%	Brittney Moulton & Jay Linton	GO		1 MDM Hub Matching Concepts materials completed and approved
MDM Training Participants Identified	100%	Brittney Moulton & Jay Linton	GO		List of MDM Hub Matching Concepts training participants identified and provided to the IS/IP Vendor
MDM Training conducted	100%	Brittney Moulton & Jay Linton	GO		25% Training Materials Approved 50% Training Attendees Identified 75% Agency Approval of Training Communication 100% Training Invitation Sent
MDM Training submitted to LMS (If applicable)	100%	Brittney Moulton & Jay Linton	GO		50% = half of materials sent to AHCA LMS Administrator 100% = all materials sent to AHCA LMS Administrator
Informatica C360 Material Development Complete and Approved	100%	Brittney Moulton & Jay Linton	GO		2 Informatica Customer 360 training materials completed and approved
Informatica C360 Training Participants Identified	100%	Brittney Moulton & Jay Linton	GO		List of Informatica Customer 360 training participants identified and provided to the IS/IP Vendor





Training and OCM (2 of 2)



FLORIDA HEALTH CARE CONNECTIONS

Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
Informatica C360 Training conducted	100%	Brittney Moulton & Jay Linton	GO		25% Training Materials Approved 50% Training Attendees Identified 75% Agency Approval of Training Communication 100% Training Invitation Sent
Informatica C360 Training submitted to LMS (If applicable)	100%	Brittney Moulton & Jay Linton	GO		50% = half of materials sent to AHCA LMS Administrator 100% = all materials sent to AHCA LMS Administrator





Post Implementation Support / Readiness



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Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
Tier 3 Resources Identified	100%	Fausto Lee & Angel Garay	GO		% identified of total
Tier 3 Resources mobilized	100%	Fausto Lee & Angel Garay	GO		% mobilized of total
Tier 2 Resource identified	100%	Fausto Lee & Angel Garay	GO		% identified of total
Tier 2 Resource mobilized	100%	Fausto Lee & Angel Garay	GO		% mobilized of total
Support staff contact and on-call lists created	100%	Fausto Lee & Angel Garay	GO		25% identify individuals 50% Review list of individuals 75% Add office/cell number/email 100% Finalize contact list
On-call expectations and escalation process in place	100%	Fausto Lee & Angel Garay	GO		25% drafted by Oct 20 50% reviewed by Oct 27 75% updates by Nov 3 100% finalized by Nov 10
Confirm email templates from WS-A	100%	Fausto Lee & Angel Garay	GO		50% reviewed existing email templates 100% confirmation that no edits are needed to existing email templates





Operational Readiness



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Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
Operational Readiness Review Complete	100%	Brittney Moulton & Angel Garay	Go		33% = ORR criteria confirmed 66% = ORR test results documented 100% = ORR Walkthrough (wk of Nov 2 - 6)
Production Readiness Stage Gate Review Complete	100%	Brittney Moulton & Angel Garay	Go		50% = Production Readiness Deck drafted by Target Completion Date 100% = Production Readiness Stage Gate Review scheduled Target Completion Date





Final Readiness Sign Off

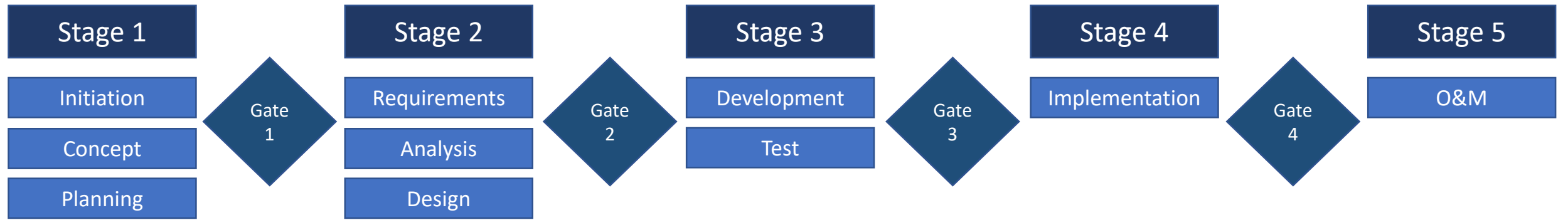


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Milestone or Activity Name	%Complete	Task Owner / Go or No-Go Owner	Go or Conditional Go	Conditional Go Notes	Metric
Sign off obtained from key Go or No-Go decision owners	100%	Tracy Feliciani & Scott Ward	GO		Criteria in other sections are either Yes or Conditional Yes for Go by Target Completion Date



Stage Gate Review: Deliverable View



- ✓ Project Charter
- ✓ PP-1: Project Management Plan
- ✓ PP-2: Project Schedule
- ✓ PP-3: High-level Technical Design
- ✓ PP-4: System Design
- ✓ PP-5: System Security Plan

Gate 1

- ✓ WS-6B: Bill of Materials
- ✓ WS-7B: Requirements Specification Document
- ✓ WS-8B: System Design Specification Document
- ✓ WS-9B: Configuration Management & Release Management Plan
- ✓ WS-11B: Interface Control Document

Gate 2

- ✓ WS-10B: Disaster Recovery and Business Continuity
- ✓ WS-12B: Test Plan
- ✓ SEAS-2B: UAT Plan
- ✓ WS-13B: Environmental Readiness Plan
- ✓ WS-14B: Implementation Readiness Review
- ✓ WS-15B: Training Plan

Gate 3

- ✓ WS-16B: Operations and Maintenance Manual
- ✓ WS-17B: Production Readiness Review

Gate 4

- WS-18B: Production Implementation Report

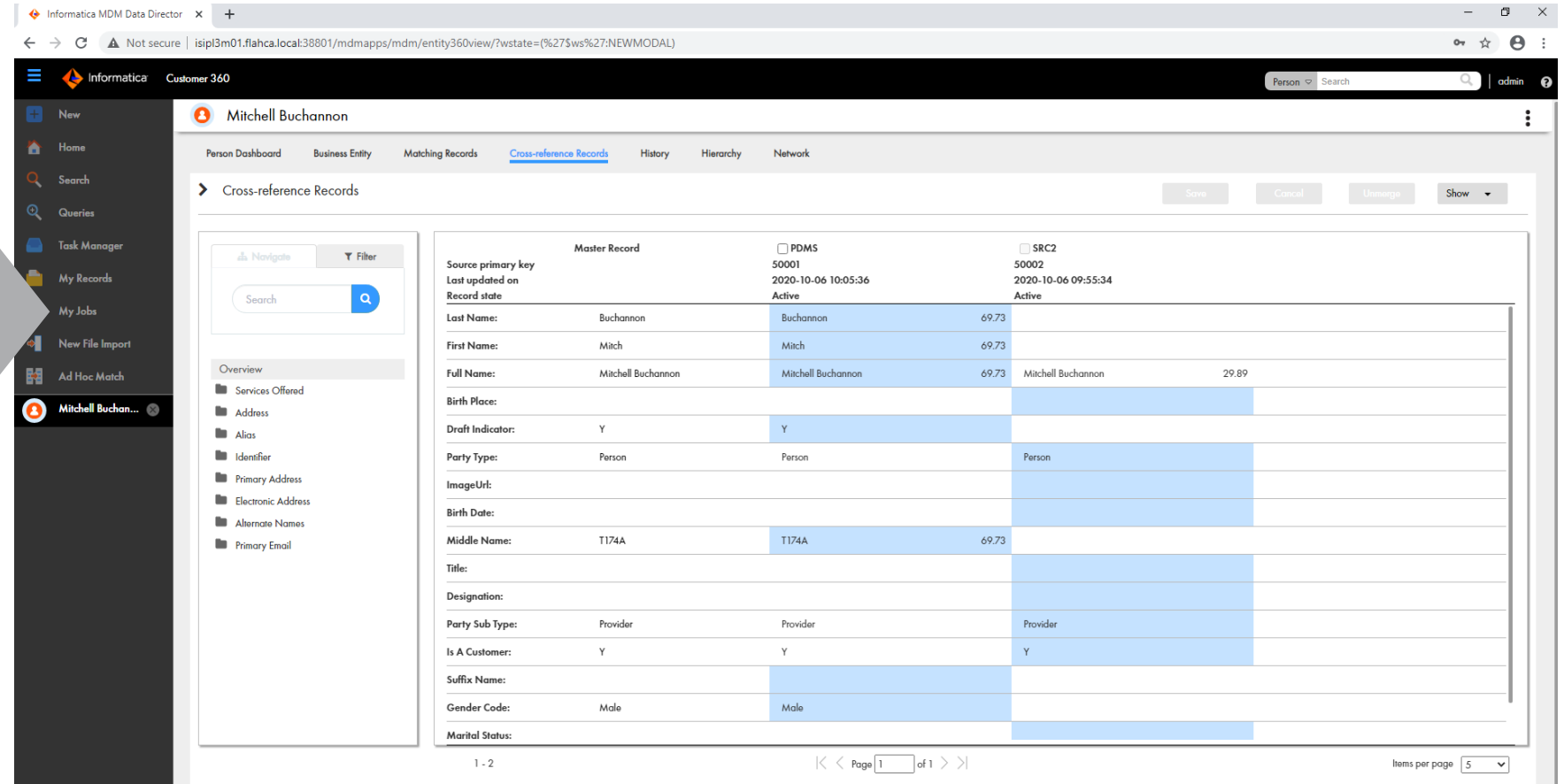
- ✓ Deliverable Approved
- ❖ Deliverable Submitted for Review and Approval
- Deliverable not Submitted



FX Module – IS/IP DDI: WS-B

MDM Highlights | Merge Data Management (C360)

Merge Data Management in C360 allows Data Stewards to merge and compare records, follow Trust Scoring and view history after a merge.

The screenshot displays the 'Cross-reference Records' for Mitchell Buchannon. The table compares two records: PDMS (Source primary key 50001, Last updated on 2020-10-06 10:05:36, Record state Active) and SRC2 (Source primary key 50002, Last updated on 2020-10-06 09:55:34, Record state Active).

Field	PDMS (50001)	SRC2 (50002)
Last Name:	Buchannon	Buchannon
First Name:	Mitch	Mitch
Full Name:	Mitchell Buchannon	Mitchell Buchannon
Birth Place:		
Draft Indicator:	Y	Y
Party Type:	Person	Person
Image Url:		
Birth Date:		
Middle Name:	T174A	T174A
Title:		
Designation:		
Party Sub Type:	Provider	Provider
Is A Customer:	Y	Y
Suffix Name:		
Gender Code:	Male	Male
Marital Status:		



Voting Action

Shevaun Harris, Acting Secretary & FX Executive Sponsor

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Decision 305 – IS/IP DDI: Workstream B

FX ESC Members





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FX Program Updates

Mike Magnuson, FX Director



FX Program Updates

Since October ESC Meeting

- Oriented the new FX Executive Sponsor
- Received the budget release for second quarter and began preparation for third quarter budget amendment
- Re-baselined the EDW Procurement schedule and updated Strategic Roadmap
- Responded to questions regarding LBR for SFY 2021-2022 and Schedule IV-B
- Updated State Assessments

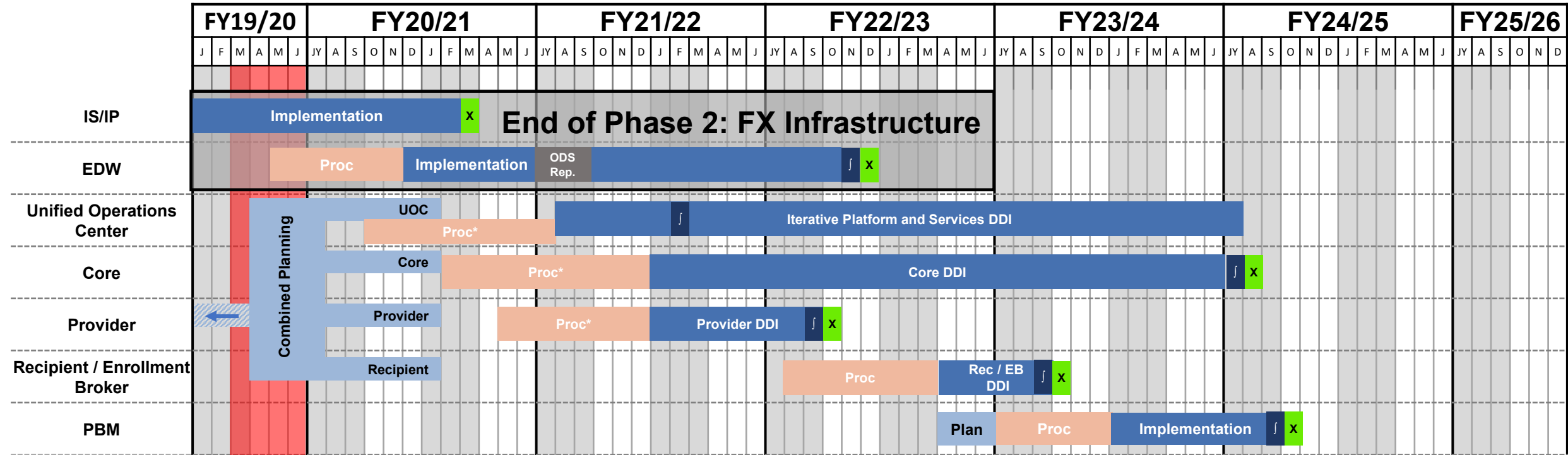




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FX Program Updates

FX Strategic Roadmap – Summer 2020



Covid-19 Response Related Delays

*Procurement release is contingent on funding authority for FY 21/22

LEGEND



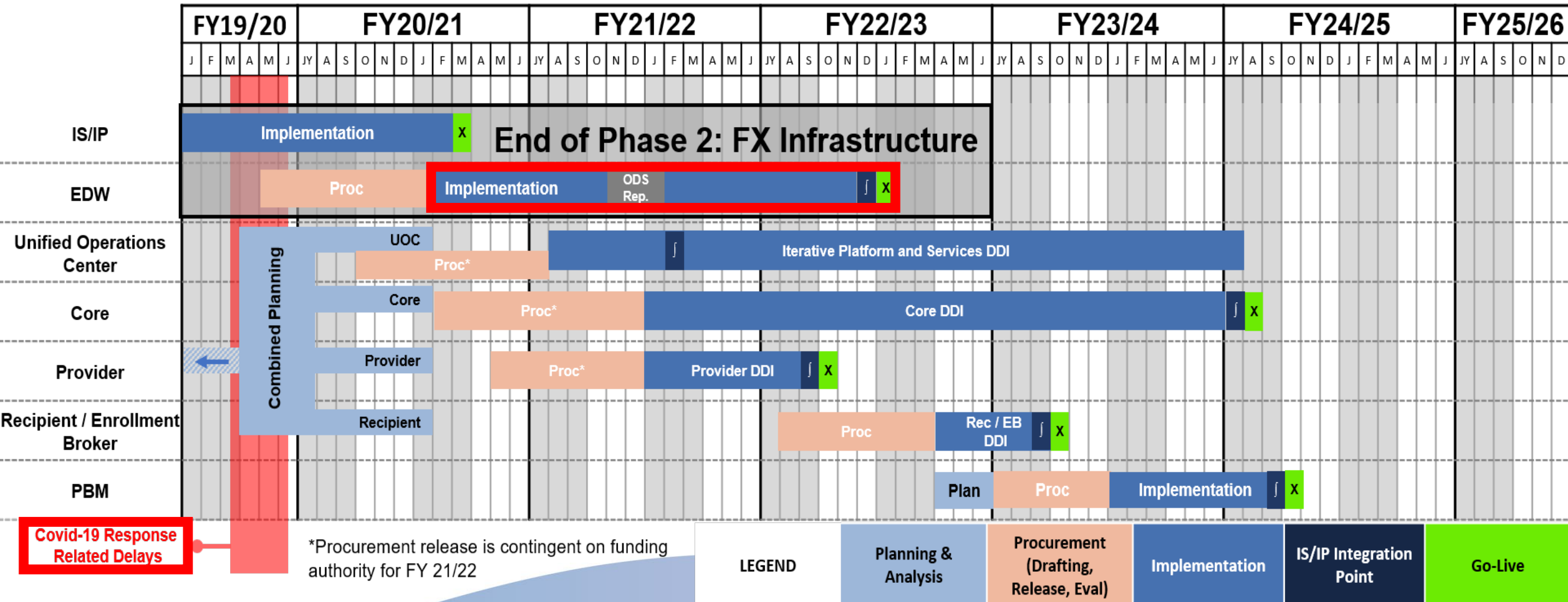


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FX Program Updates

FX Strategic Roadmap – Fall 2020 Revisions

EDW Implementation and the replication of the Operational Data Store (ODS) has been delayed by five months due to COVID-19 and the resolution of a procurement. Integration with the UOC will still be available in early 2022.





FX Program Updates

Dashboard as of November 12th

FX Program		Status				
		Scope	Schedule	Budget	Risks	Issues
		G ↔	G ↔	G ↔	G ↔	G ↔
Scope	• The scope of the FX Program is currently unchanged.					
Schedule	• The Agency and SEAS Vendor are working to keep the program on schedule to meet the December 2024 deadline.					
Budget	• The FY 2021-22 Legislative Budget Request (LBR) has been submitted. Program spending is within the appropriation.					
Risks	• Currently, there are no FX Program risks in an increasing status. All risks are being proactively monitored.					
Issues	• Currently, there is no open issue affecting the program.					
Active FX Projects			Status			
			Schedule	Budget	Risks	Issues
IS/IP Design, Development, and Implementation (IS/IP DDI)			G ↔	G ↔	G ↔	G ↔
Enterprise Data Warehouse (EDW) Procurement and DDI Readiness			G ↔	G ↔	G ↔	G ↔
Single-Source Credentialing (SSC) Planning Project			Y ↓			G ↔
Unified Operations Center (UOC) Procurement Project			Y ↓		G ↔	G ↔
Provider Management Module Procurement (PMMP) – <i>On Hold</i>						

Trending Indicators:

- *Stable* (↔) – Program/project health status is consistent and remains unchanged from the last reporting period
- *Improving* (↑) – Program/project health status has improved since the last reporting period and/or remediation activities are producing the desired results
- *Declining* (↓) – Program/project health status has declined since the last reporting period; issues are more probable and/or remediation activities are not producing the desired results

FX Program Timeline

As of 11/12/2020

Dates shown for future projects are approximate and expected to change.

Legend:

Not Started/Future Project

% Complete

Project Duration*

Baseline Duration



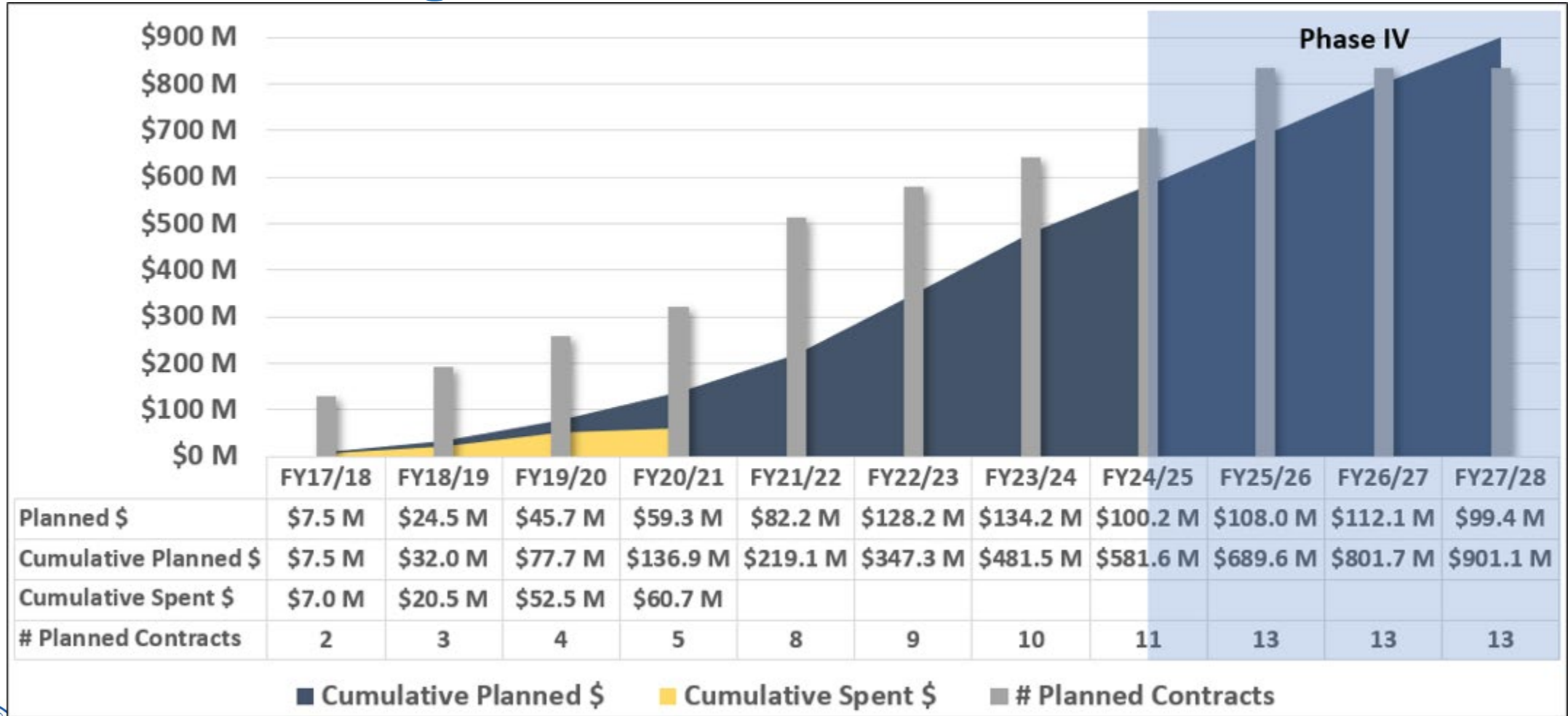
Projects	Start Date	Est. Finish	2019		2020				2021				2022				2023				2024					
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Enterprise Data Warehouse - Procurement	3/28/2018	2/1/2021	88.00%																							
Provider System and Technology Module - Procurement	8/1/2019	12/30/2021	On Hold								40.00%															
Integration Services/Integration Platform - Implementation	11/14/2019	3/8/2021	90.00%																							
Core Planning Unified Operations - Planning	3/19/2020	10/1/2020			100.00%																					
Single Source Credentialing Planning Project	9/9/2020	4/30/2021							0.00%																	
Unified Operations Center - Procurement	9/9/2020	7/30/2021							0.00%																	
Core Technology - Procurement	2/1/2021	12/30/2021								0.00%																
Enterprise Data Warehouse - Implementation	2/1/2021	2/1/2023								0.00%																
Module Integration	7/1/2021	8/5/2024									0.00%															
Unified Operations Center - Implementation	8/2/2021	7/31/2024									0.00%															
Core Technology - Implementation	1/4/2022	8/30/2024									0.00%															
Provider System and Technology Module - Implementation	1/4/2022	10/31/2022									0.00%															
Recipient - Procurement	8/1/2022	3/31/2023													0.00%											
Pharmacy Benefits Management Module - Planning	4/3/2023	6/30/2023															0.00%									
Recipient - Implementation	4/3/2023	10/31/2023															0.00%									
Pharmacy Benefits Management Module - Procurement	7/3/2023	12/29/2023																0.00%								
Pharmacy Benefits Management Module - Implementation	1/2/2024	10/31/2024																	0.00%							

Note: Years and quarters displayed are calendar not state fiscal (Calendar Q3 = SFY Q1)

*Projects without established schedules are depicted solely with light-blue

FX Program Updates

Cumulative Funding Estimates with Planned Contracts



FY 17/18 to FY 20/21 – reflects Appropriated funding
 FY 21/22 – reflects IAPD as of 9/2020
 FY 22/23 to FY 27/28 – reflects estimated funding

Cumulative Spent includes payments made through October 31, 2020
 A vendor may be awarded multiple contracts





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FX Program Updates

Budget as of 10/31/2020 – FY 2020/2021

	Category	Final Appropriation (7/1/2020)	Contracted (Encumbrance)	Incurred
Phase 1	SEAS	\$9,710,400	\$9,710,400	\$3,552,500
	IV&V	\$3,230,996	\$3,230,851	\$990,660
Phase 2	IS/IP - Implementation	\$6,363,460	\$6,363,460	\$1,832,940
	IS/IP - Operations	\$4,503,602	\$4,503,602	\$750,600
	EDW - Implementation	\$30,252,168	-	-
	EDW - Data Governance	\$240,232	\$222,000	\$37,296
	EDW - Legal Fees/Court Reporter	\$230,000	\$230,000	\$84,991
Phase 3	Core - Procurement	\$1,400,800	\$500,000	\$157,345
	Provider - Procurement	\$150,000	-	-
	FMMIS Support	\$3,194,400	\$3,194,400	\$828,437
Total		\$59,276,058	\$27,954,713	\$8,234,769



FX Program Updates

Proposed LBR – FY 2021/2022

- The Agency's request for FY 2021/2022 includes funding to support the fifth year of FX. As the Integration Services/Integration Platform (IS/IP) module will be operational, this includes both non-recurring and recurring funding. The requested funding is required to support Phases 1 through 3.
- Milestones:
 - Complete the federally required Centers for Medicare and Medicaid Services Interoperability Planning and begin implementation
 - Award Provider Management contract and begin implementation
 - Award Core Systems contract and begin implementation
 - Award UOC contract and begin implementation
 - Implement EDW Operational Data Store (ODS)

Medicaid Enterprise Transformation Approach



Overview of state MMIS procurement and implementation strategies from select states across the country.

Four Transformation Themes Identified*



Modular Incremental – Cutover

Replace MMIS with multiple modules and integrate pieces as they are developed

- + Allows states to sunset elements of their current solution
- + Less disruption during incremental implementations of each module
- Incremental implementation may result in some integrations that are unneeded for the final solution adding time and costs



Modular Single – Cutover

Build complete stand-alone modular solution before cutover

- + Decreases time and effort necessary to integrate with legacy system
- Full legacy solution remains live until cutover
- Introduces the complexity of maintaining an integrated schedule across all modules



Takeover to Modular

Takeover of current MMIS, then modularize over time

- + Allows ability to retain select MMIS elements
- + Minimizes disruption with current stakeholders
- Reduces ability to leverage improved technology



Module Cohorts

Combine business areas into fewer procurements, forcing possible vendor partnerships

- + Fewer procurements could reduce the overall timeline
- Vendor community has not yet responded to these procurements
- Increased dependence on a smaller number of vendors



Note: Category themes identified above are loose groupings of complex state strategies unique to each state's MMIS Transformation.

Significant variation exists among states in these groupings.

(+/-) symbols denotes pros/cons


Lessons Learned from Interviewing other States

Adapting to a Growing and Evolving Market.

Key Themes Identified Across States

- 7/7 Changed strategic direction and/or procurement timelines for their MMIS/Medicaid Enterprise System (MES) modularity strategy after initial plan/approach
- 6/7 Updated strategies to address challenges with interfacing with legacy MMIS systems
- 7/7 Identified people-centered change management as a key element of overall project success
- 3/7 Prioritized EDW/DSS due to current pain points around data and analytics
- 2/7 Transitioned from an Incremental to Modular Single-Cutover approach
- 5/7 Leveraged National Association of State Procurement Officials (NASPO) for procurements

Implications for Florida



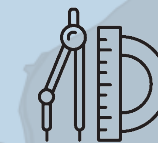
All states have had to revise their transformation plans; States highlight a need to remain flexible and responsive to new challenges and opportunities



Reuse is an accelerator that has not been optimized in FX; of states furthest along in modularity, NASPO and reuse are common (e.g., *see state summaries for VA/NC reuse, TN APD dashboards in VA*)



OH's and GA's have transitioned from Incremental Modular to "Modular Single-Cutover" approach due to challenges integrating with their legacy system



Organizational change management has been a crucial factor in completing a successful MES transformation

2020 UPDATE

Available procurement documents (or lack thereof) indicate that states are experiencing delays in module procurements. However, states have not published updated roadmaps that would indicate a change in plans over the past year.



Georgia Department of Community Health

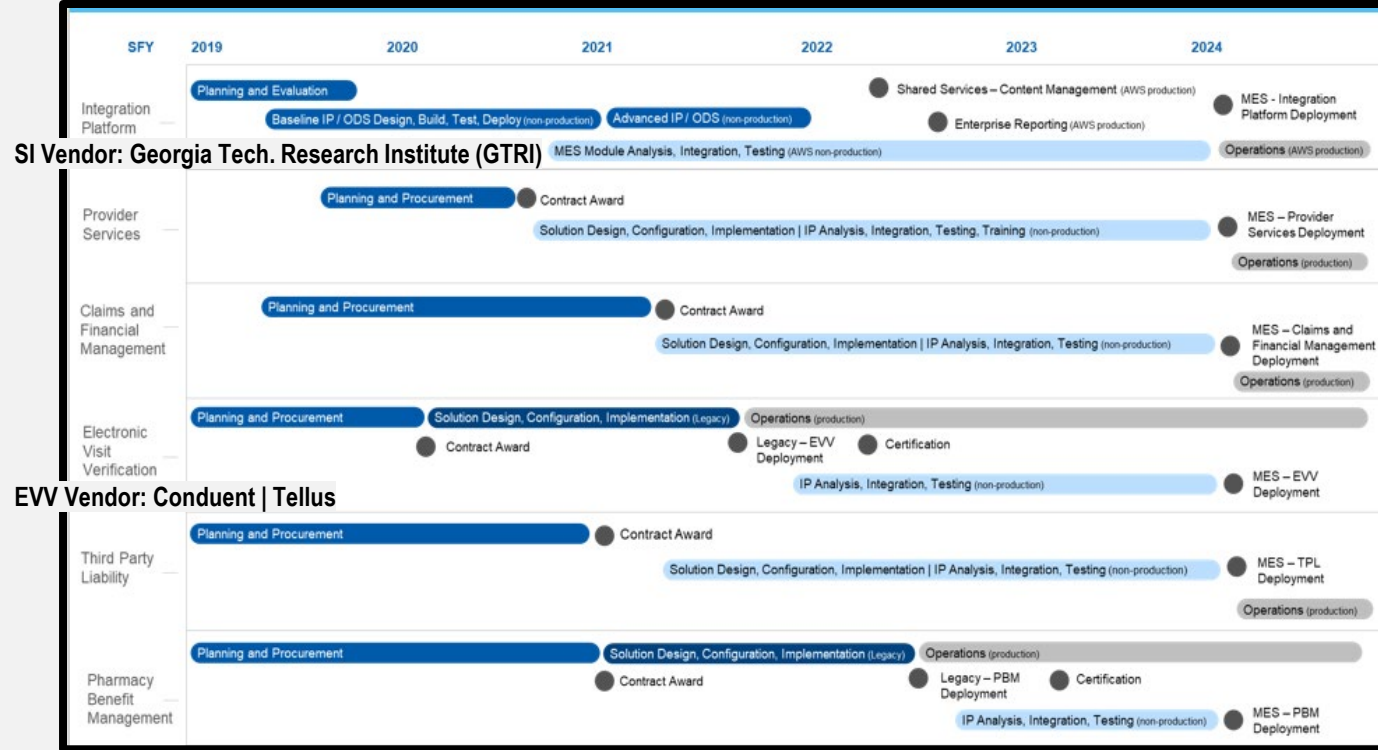


2019 Interview Highlights

- Transitioned from a Modular Incremental-Cutover approach to a Modular Single-Cutover approach to mitigate risk related to challenges integrating with the legacy MMIS
- Hired a vendor for Strategic EPMO services (North Highland)
- Using NASPO for 3 out of 4 active procurements (Core, Provider, and TPL)

2020 Updates

- TPL RFP was released 10/2/2020 and 11 states have indicated their intent to participate; GA is the Lead State
- EVV module procurement is complete and DDI phase is underway
- Planned MES deployment is 7/2023



Source: Georgia DHHS MES Procurement Timeline

Population (#, and as a % of FL)

10,519,475 49%

Medicaid Enrollment (#, and as a % of FL)

1,812,703 44%

Medicaid Spend (#, and as a % of FL)

\$10.9B 47%



Interview Source: Matt Jarrard, DCH Chief Information Officer, Interviewed on 12/4/2019

State Population Source: U.S. Census Bureau Quick Facts, www.census.gov, Accessed Nov. 2019

Medicaid Enrollment Source: Centers for Medicare and Medicaid Services, Medicaid Enrollment, www.Medicaid.gov, Accessed Oct. 2019

Medicaid Spend Source: Centers for Medicare and Medicaid Services, Medicaid Spend, www.Medicaid.gov, Accessed Oct. 2019

Ohio Department of Medicaid



Population
(#, and as a % of FL)

11,689,442 55%

Medicaid Enrollment
(#, and as a % of FL)

2,635,478 63%

Medicaid Spend
(#, and as a % of FL)

\$21.9B 95%

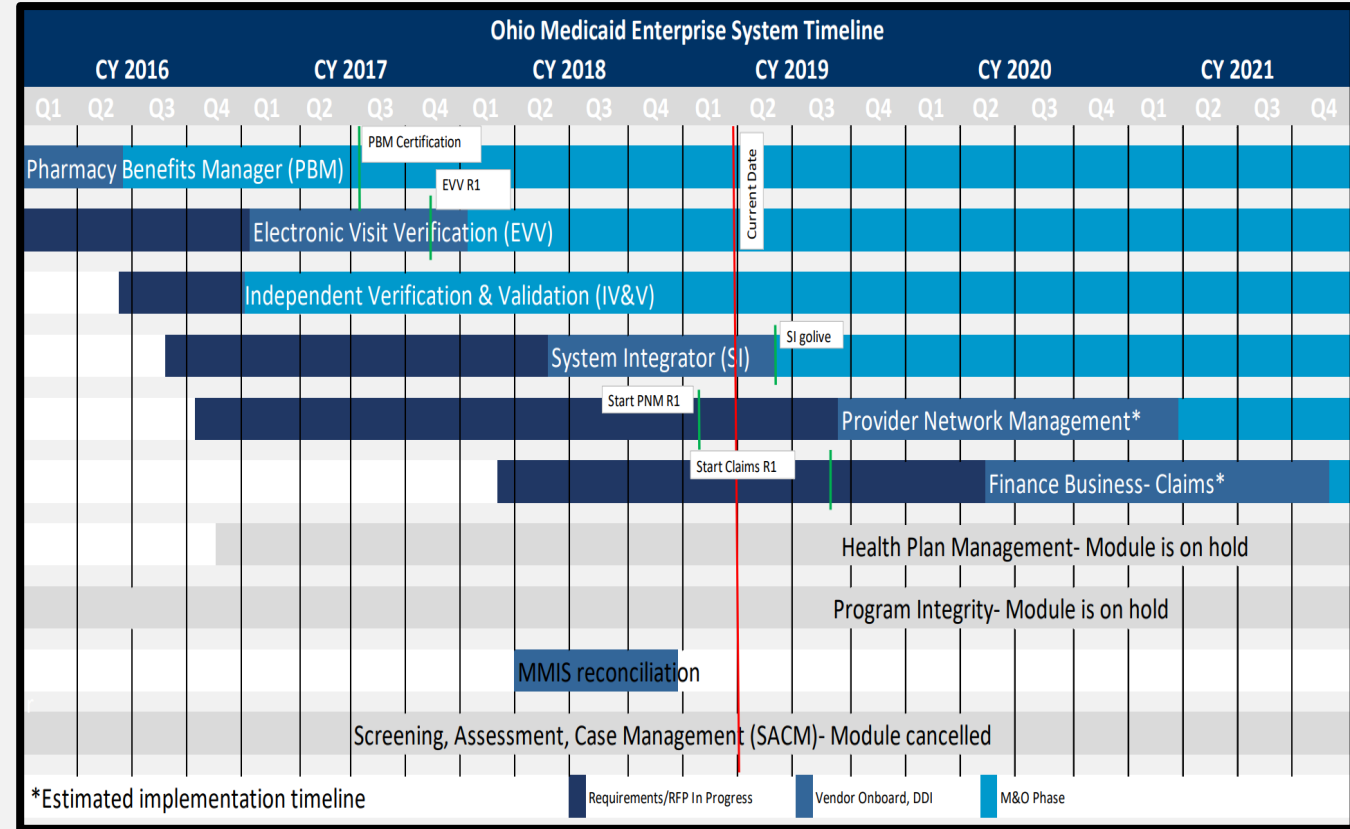


2019 Interview Highlights

- State went “live” with Systems Integrator in summer 2019 (Deloitte)
- Transitioned to a Modular Single-Cutover approach (previously Modular Incremental-Cutover) due to legislative influence and challenges with integrating with the legacy MMIS
- Recommends open, honest, and consistent two-way communication with legacy vendor and to define module requirements for future procurements as clearly and specifically as possible

2020 Update

- In Source Selection for 2 modules: OMES Financial Intermediary (similar to Core; released 3/17/20) and PBM (released 7/24/20)



Source: Ohio Department of Medicaid Enterprise System Timeline



South Carolina Department of Health & Human Services



Population (#, and as a % of FL)	
5,084,127	24%
Medicaid Enrollment (#, and as a % of FL)	
1,036,851	25%
Medicaid Spend (#, and as a % of FL)	
\$6.25B	27%



2019 Interview Highlights

- Internal resource capacity must be properly planned for overall success of the Medicaid Enterprise transformation project
 - SCDHHS has an 80/20 (consultant/state resource) ratio to manage the project and provide for necessary capacity
- Hired a Multi-Vendor Integrator (Cognosante) to provide Enterprise Project Management Office (EPMO) & Strategy
- Emphasized the importance of Organizational Change Management (OCM) to ensure sustained project success
- Minimum complications working with legacy system vendor to sunset (Clemson University Computing & Information Technology)

2020 Update

- 23 contracts for Agile Support for MES Development were awarded in 5/2020, in effect through 5/2023

Replacement MMIS and MMRP

Project	Module	Status (Completion)
MMRP: Member Management Replacement Project	Curam HCR	Operational (Oct 2018)
	Curam CGIS	In Development (Feb 2020)
MES: Medicaid Enterprise System	NoSQL	Operational (Dec 2018)
	ePortal	In Development (July 2019)
	MESI	Procurement Cancelled
	SMMP	Operational (Dec 2018)
RMMIS: Replacement Medicaid Management Information System	Integration Hub	Operational (Dec 2018)
	PBA	Operational (Nov 2017)
	BIS	Operational (Dec 2018)
	TPL	Operational (Aug 2018)
	Dental	Development on hold
	ASO	Procurement in Protest
	EVV	RFP Posted - Due Jan 2019
	APD Mgmt.	IFB in draft
	MVI	Contract Started (April 2018)
	ICMIS	IFFR in draft
LASRAI	In Development (Aug 2019)	



Source: SC DHHS Replacement MMIS Timeline

Interview Source: David Ulmer, Deputy Director and CIO and Joe Cooper, Replacement MMIS/MES Program Director, Interviewed 11/13/2019

State Population Source: U.S. Census Bureau Quick Facts, www.census.gov, Accessed Nov. 2019

Medicaid Enrollment Source: Centers for Medicare and Medicaid, Medicaid Enrollment, www.Medicaid.gov, Accessed Oct. 2019

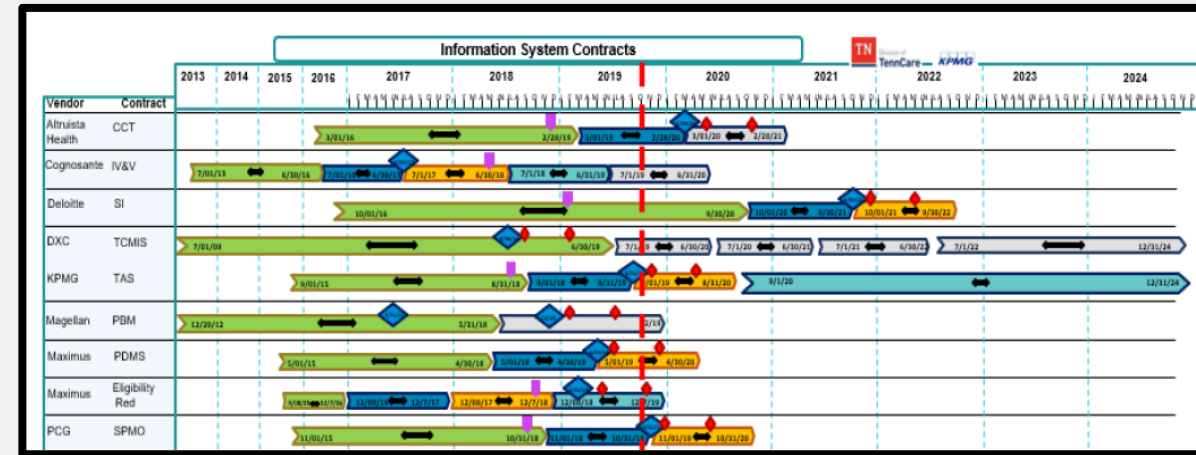
Medicaid Spend Source: Centers for Medicare and Medicaid, Medicaid Spend, www.Medicaid.gov, Accessed Oct. 2019



TennCare (Tennessee Medicaid)

2019 Interview Highlights

- Hired a Strategic EPMO vendor and decentralized technical executive decision-making to IT SMEs (Technical Advisory Review Board)
- Has developed an Advanced Planning Document (APD) Dashboard
 - APD dashboard has been shared with 16 other states and CMS
- TennCare will be procuring modules as cohorts and certifying as cohorts beginning with the following:
 - Cohort 1: Pharmacy Benefits Manager Awarded in 2019 (Optum)
 - Cohort 2: Provider Management Renewed until 4/2022 (MAXIMUS)
 - Cohort 3: Data Warehouse & Analytics Unable to disclose any information



Source: TennCare Project Iris (MMIS) Timeline

2020 Updates

Population (#, and as a % of FL)
5,830,000 32%

Medicaid Enrollment (#, and as a % of FL)
1,440,235 35%

Medicaid Spend (#, and as a % of FL)
\$9.7B 42%



Interview Source: Diane Langley, TennCare Director of IS Compliance and Strategy Funding, Lead for MMIS Transformation, 11/15/2019

State Population Source: U.S. Census Bureau Quick Facts, www.census.gov, Accessed Nov. 2019

Medicaid Enrollment Source: Centers for Medicare and Medicaid, Medicaid Enrollment, www.Medicaid.gov, Accessed Oct. 2019

Medicaid Spend Source: Centers for Medicare and Medicaid, Medicaid Spend, www.Medicaid.gov, Accessed Oct. 2019

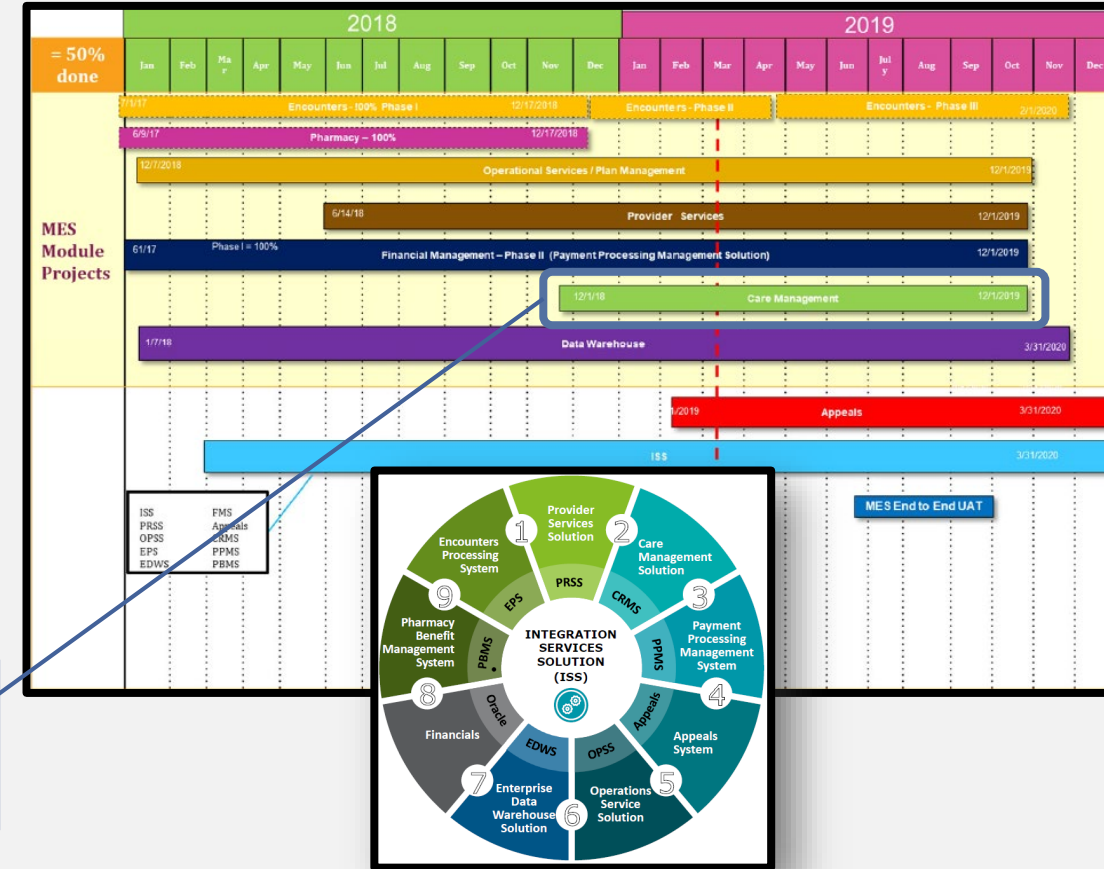
Virginia Department of Medical Assistance Services

2019 Interview Highlights

- Encounters Processing Solution (EPS):
 - Developed an in-house module for Encounters Processing
 - Is reusing the EPS module with North Carolina (NC), reducing NC's speed and reducing its costs
- Experienced two failed procurements (Claims and Financial) due to splitting Core module. The market did not respond receptively to this approach at the time.

2020 Updates

- MMIS Sole Source contract awarded in 6/2020 (Conduent)
- MES Timeline shows 12/2018 start for Care Management. No information available for when the solicitation will be issued.



Source: Virginia DMAS MES Module Projects Timeline

Interview Source: Frank Guinan, Virginia DMAS Information Technology Program Manager, 11/22/2019

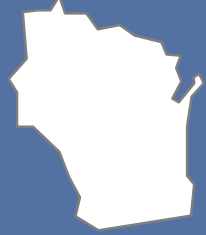
State Population Source: U.S. Census Bureau Quick Facts, www.census.gov, Accessed Nov. 2019

Medicaid Enrollment Source: Centers for Medicare and Medicaid, Medicaid Enrollment, www.Medicaid.gov, Accessed Oct. 2019

Medicaid Spend Source: Centers for Medicare and Medicaid, Medicaid Spend, www.Medicaid.gov, Accessed Oct. 2019



Wisconsin Department of Health Services



Population
(#, and as a % of FL)

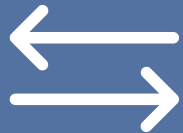
5,830,000 27%

Medicaid Enrollment
(#, and as a % of FL)

1,033,551 25%

Medicaid Spend
(#, and as a % of FL)

\$8.85B 38%

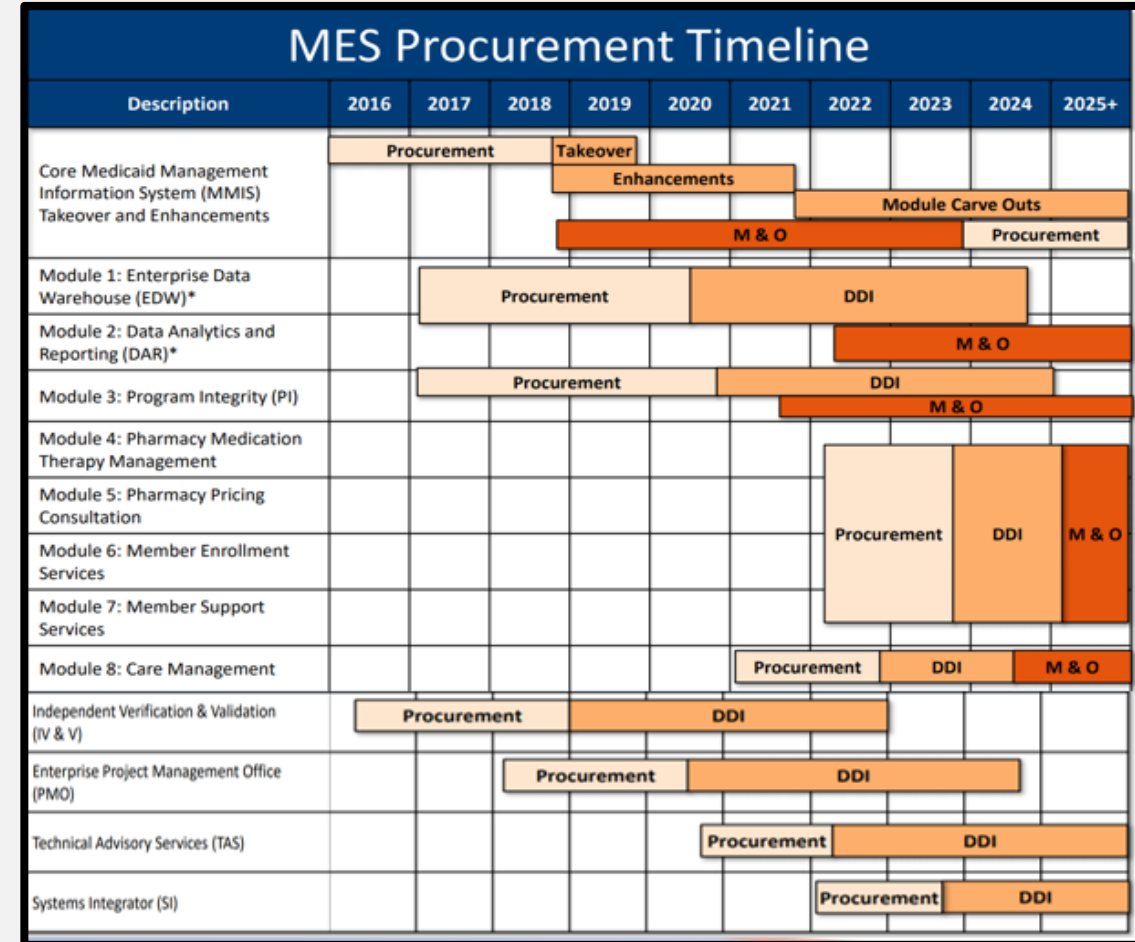


2019 Interview Highlights

- State is satisfied with current Core module functionality with its current MMIS legacy vendor system (DXC)
 - Pursued a “takeover” procurement and only the incumbent bid
 - DXC awarded takeover in 11/18 and will include enhancements
- Hired full-time Business Analysis Coordinators to provide oversight for the Medicaid Enterprise transformation project for each bureau/division/unit
- No new modules currently being procured as the takeover is in process

2020 Updates

- PI Module RFP was issued 10/2019; still in deliberation as of 5/2020.
- DHS is unable to share information about future procurements



Interview Source: Nick Havens, Data and Vendor Management Section Chief, Lead for MMIS Transformation, 11/12/2019

State Population Source: U.S. Census Bureau Quick Facts, www.census.gov, Accessed Nov. 2019

Medicaid Enrollment Source: Centers for Medicare and Medicaid, Medicaid Enrollment, www.Medicaid.gov, Accessed Oct. 2019

Medicaid Spend Source: Centers for Medicare and Medicaid, Medicaid Spend, www.Medicaid.gov, Accessed Oct. 2019

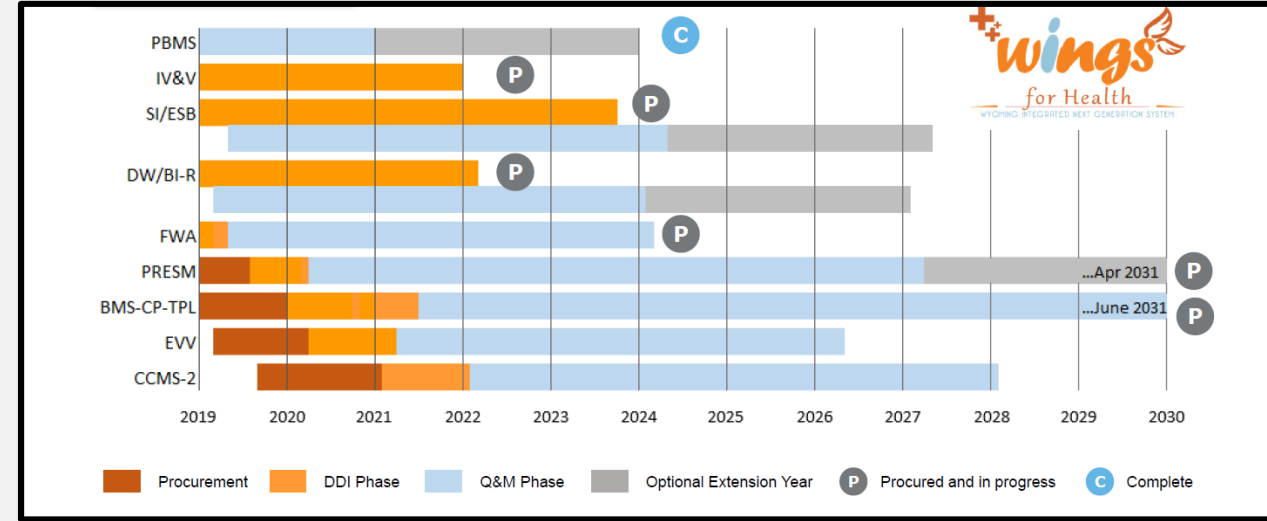
Source: Wisconsin DHS MES Procurement Timeline



Wyoming Department of Health

2019 Interview Highlights

- IT-focused MMIS will transition to modules owned by business units
- Changed direction due to two failed procurements (Third Party Liability and Care Case Management)
 - TPL - failed due to budget constraints for the required scope and requirements, procurement rewritten, and combined with Benefit Management system
 - Care Case Management - contracted with the vendor but the solution and project management did not align with the Agency's Medicaid program goals



Source: WINGS for Health Project Timeline

2020 Updates

- Care/Case Management System 2 (CCMS-2) was planned to be released 7/2020
- No change to WINGS plan and timeline

Interview Source: Jesse Springer, Medicaid Technology and Business Operations Unit Manager, 11/29/2019 (via email)

State Population Source: U.S. Census Bureau Quick Facts, www.census.gov, Accessed Nov. 2019

Medicaid Enrollment Source: Centers for Medicare and Medicaid, Medicaid Enrollment, www.Medicaid.gov, Accessed Oct. 2019

Medicaid Spend Source: Centers for Medicare and Medicaid, Medicaid Spend, www.Medicaid.gov, Accessed Oct. 2019





FLORIDA HEALTH CARE CONNECTIONS

Single-Source Credentialing Planning Overview

Beth Kidder, Medicaid Director & Project Sponsor





FLORIDA HEALTH CARE CONNECTIONS

FX Module – Provider: Single-Source Credentialing

One Portal, One Committee with decision Authority

The proposed model has unique aspects across the core credentialing processes. The Agency will engage stakeholders to get feedback and enhance the overall design.

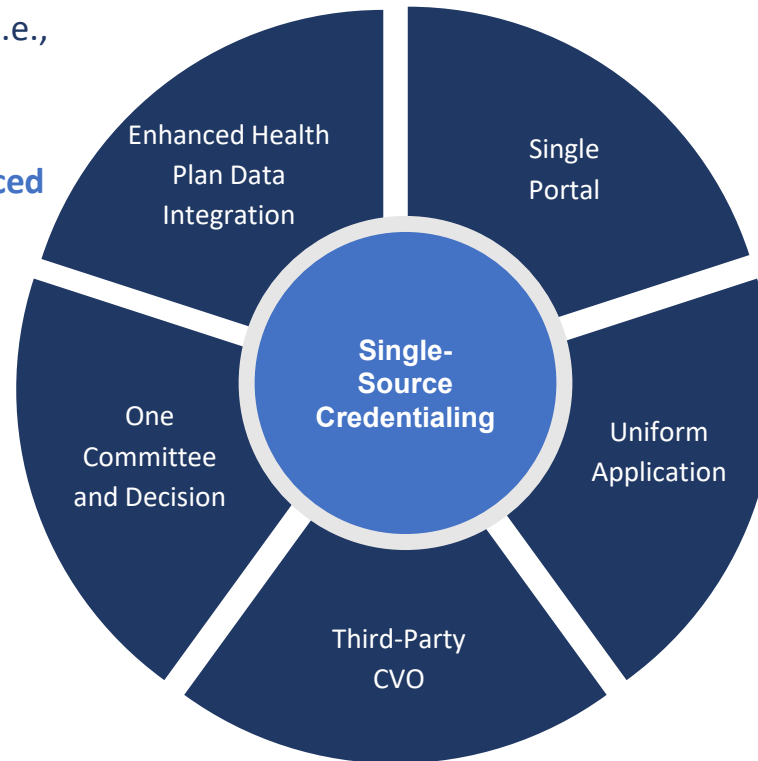
	Data Collection	Primary Source Verification (PSV)	Committee Decision	Notification & Billing Setup	
Provider Credentialing	Single Portal <ul style="list-style-type: none"> App is for credentialing and enrollment – concurrent processes Credentialing delegated entities not mandatory Plan educates providers on process 	Practitioner Uniform Application with the Council for Affordable Quality Healthcare (CAQH) <ul style="list-style-type: none"> 100% electronic NCQA standard data set 	Third-party Credentials Verification Organization (CVO) <ul style="list-style-type: none"> Real-time status updates to providers Plan oversight of delegated entities Delegated entities can purchase PSV services 	One Credentialing Committee <ul style="list-style-type: none"> Third-party CVO manages bi-weekly virtual committee Decision applies only to Medicaid 	AHCA Notifies Provider <ul style="list-style-type: none"> Plan final authority to contract AHCA conducts appeals
Provider Recredentialing	Single Portal <ul style="list-style-type: none"> App is for recredentialing and re-enrollment – concurrent processes One recredentialing date for all plans per provider 	Practitioner Uniform Application with CAQH <ul style="list-style-type: none"> 100% electronic NCQA standard data set 	Third-party CVO <ul style="list-style-type: none"> Real-time status updates to providers Plan oversight of delegated entities Delegated entities can purchase PSV services 	One Credentialing Committee <ul style="list-style-type: none"> Third-party CVO manages bi-weekly virtual committee Decision applies only to Medicaid 	AHCA Notifies Provider <ul style="list-style-type: none"> Plan final authority to contract AHCA conducts appeals

FX Module – Provider: Single-Source Credentialing Proposed Model

Each feature of the model was designed to provide specific benefits by integrating with the overall provider enrollment experience.

HIGHLIGHTED BENEFITS

- Enhances provider management processing (i.e., contracting, terminations) between AHCA and Medicaid health plans
- Improves provider experience through **enhanced data quality and reduction in billing errors**
- **Reduces administrative costs** by having one committee versus one for each plan
- Improves provider experience by having one decision and **one recredentialing date per provider for all plans**



- Reduces data duplication by at least 60% through **one combined enrollment and credentialing experience**
- Improves **data collection accuracy** and efficiency; thus reducing the number of provider follow-up contacts
- Provides a **reliable single source for provider data**
- Standardization **reduces provider administrative burden** (complete 1 app vs. up to 11 apps)
- Enhances AHCA’s ability to **leverage known data sources** and pre-populate information (i.e., facility licensure)

- Reduces administrative costs by having **one primary source verification** versus one for each plan
- Improves provider experience through target **reduction in credentialing turn-around times by a minimum of 30 – 60 days**



Independent Verification and Validation (IV&V) Assessment

Kurt Hartmann, FX IV&V Project Director



FLORIDA HEALTH CARE CONNECTIONS

IV&V Assessment

October 2020 Observations

- **FX Integrated Assessment**

[Risk Rating] - 9/2020 Yellow 10/2020 Green

- FY 21-22 Legislative Budget Request (LBR) has been submitted for review and approval.
- The scope of the FX Program is currently unchanged.
- The program is on schedule to meet the December 2024 deadline.

IV&V Assessment

October 2020 Observations

- **FX IS/IP DDI Project**

[Risk Rating] - 9/2020 **Green** 10/2020 **Green**

- The Risk Probability for most of the IS/IP Risks has been lowered due to a focused effort by all project team members involved in mitigation planning and execution.
- Exited User Acceptance Testing with one logged defect. The defect involves the Business Entity page fields do not display the 'element name', which is a 508-compliance issue. The Agency is working with the solution Vendor and their sub (Informatica) and now have a tentative resolution date and plan.

- **FX Single-Source Credentialing Planning Project**

[Risk Rating] - 9/2020 **N/A** 10/2020 **Green**

- Project kick-off was held on October 23, 2020.
- A decision was made by the project sponsor on November 5, 2020 to include procurement of a Credentialing Verification Organization (CVO) within the Provider module procurement.

IV&V Assessment

October 2020 Observations

- **FX EDW Project**

[Risk Rating] - 9/2020 **Yellow** 10/2020 **Green**

- Preparations for Data Governance meetings and inclusion with EDW Data Mitigation and readiness tasks are running behind schedule.
- FX Decision #290 is in progress with a November 6, 2020 status update indicating that AHCA FX EDW DDI Team has been identified and that AHCA staff are being notified.
- Lessons learned from IS/IP are being applied to EDW readiness activities with an intent to ensure an effective DDI project kickoff.
- The Agency and the SEAS Vendor have completed development of a mock Provider physical data model intended for use when vetting the EDW Vendor's proposed Provider physical data model.

- **FX UOC Project**

[Risk Rating] - 9/2020 **N/A** 10/2020 **Green**

- Workstreams for business and technical requirements gathering and Workforce Transformation efforts have been initiated. Related working sessions have been well managed and productive with active engagement from subject matter experts.
- The procurement scope has been reduced with the removal of development and publication of an RFI (Request for Information).



FLORIDA HEALTH CARE CONNECTIONS

Upcoming Activities

Mike Magnuson, FX Director



FX Program

Upcoming Activities

- Next meeting dates and anticipated topics:
 - December 11th (current hold) – informational; no voting action
 - Unified Operations Center Procurement Overview
 - Quarter 3 Budget Amendment Overview
 - IS/IP DDI: WS-C Overview
 - January 14th or 15th – voting action required
 - IS/IP DDI: WS-C Deliverable – demonstration and approval



FLORIDA HEALTH CARE CONNECTIONS

Open Discussion

Mike Magnuson, FX Director





Visit Our Website

ahca.myflorida.com/medicaid/FX



FLORIDA HEALTH CARE CONNECTIONS



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FX Governance

Florida Health Care Connections (FX) Governance is organized into a two-tiered structure with specific roles and responsibilities delegated to each tier. The first tier consists of the Project Execution Layer, which has three components: FX Implementation Team, the Module Procurement Project Teams (overseen by the FX EPMO), and FX Program Administration. The FX Project Execution Layer has the responsibility for the prioritization of FX procurements, MITA compliance, and tactical support of active FX projects. The second tier consists of the Program Oversight Layer, which includes the FX Executive Steering Committee (FX ESC) with input from FX Program Administration and the Executive Office of the Governor (EOG) Workgroup on Data Sharing and Interoperability. The ESC is comprised of 15 members from multiple State of Florida agencies. More information can be found in the [FX Governance Plan \(5-1\)](#).

Executive Steering Committee Meetings

Materials from the FX ESC meetings will be posted below. These materials may include presentations, meeting minutes, and other documents used or referenced during the committee meetings. Materials are organized chronologically with the most recent event. Select the meeting date below to view associated documents and information. Note: All meeting notices are published in the [Florida Administrative Register](#).

> Fiscal Year 2020-2021

Department of Children and Families

- Assistant Secretary for Economic Self-Sufficiency Committee Member
- Assistant Secretary for Child Welfare Committee Member

Department of Health

- Department Representative Committee Member

Department of Financial Services

- State's Financial Processing Experienced Committee Member

Agency for Persons with Disabilities

- Medicare & Medicaid Waiver Experienced Committee Member

Department of Elder Affairs

- Medicaid Experienced Committee Member

Department of Management Services

- State Chief Information Officer Committee Member

Agency for Health Care Administration

- Chair Secretary or Executive Sponsor Committee Member
- Medicaid Division Committee Member
- Medicaid Division Committee Member
- Health Quality Assurance Committee Member
- Florida Center for Health Information & Transparency Committee Member
- Chief Information Officer Committee Member
- Operations Committee Member

Florida Healthy Kids Corporation

- FHKC Representative Committee Member

FLORIDA HEALTH CARE CONNECTIONS

Executive Steering Committee