I. Project Identification

Project Title: Medicaid Management Information System (MMIS) Replacement Planning, Procurement and Transition Project

Agency Name	**Agency Business Unit**
Department of Social Services	Enterprise PMO

Your Name (Submitter)	**Phone**	**Email**
Sandra Ouellette	860 424 5216	Sandra.ouellette@ct.go

Agency Head	**Phone**	**Email**
Roderick Bremby	860 424 5053	Roderick.Bremby@ct.gov

Agency CIO / IT Director	**Phone**	**Email**
Vance Dean	860 424 5196	Vance.dean@ct.gov

Agency CFO	**Phone**	**Email**
Michael Gilbert	860 424 5841	Mike.Gilbert@ct.gov

Project Manager (if known)	**Phone**	**Email**

OPM Budget Analyst	**Phone**	**Email**
Kasia Purciello	860 424 6440	Kasia.purciello@ct.gov

II. Project Description

A. Project Dates

Proposed Start Date (MM/DD/YYYY)	**Expected Completion Date** (MM/DD/YYYY)	**Project Duration** (in months)
4/1/2016	9/30/2018	30

Please note that the proposed start date of 4/1/2016 was stated in the Planning Advanced Planning document (PAPD) submitted to CMS on Feb 29, 2016. Due to delay in PAPD approval, we anticipate the start date of project will be 6/15/2016.

B. **Project Description -** This information will be used for listings and report to the Governor and General Assembly on capital funded projects.

The Department of Social Services (DSS) requests this project to meet critical federal and state timelines for a Medicaid Information Technology Architecture (MITA) compliant MMIS, Decision Support system and Fiscal Agent Operations. The current contract with the vendor (Hewlett Packard Enterprise (HPE)) was signed in 2005 and the system was implemented in 2007. The term of the contract with the current vendor ends September 30, 2016. The State is negotiating with HPE to leverage the option years, and extend the contract until September 30, 2019. In order to complete all necessary work for a MITA compliant procurement and transition, DSS must undertake agency-wide strategic planning and research related to implementation and operations of a new modular MMIS, and a Decision Support System, based on the new guidelines from CMS on Medicaid Systems replacements.

C.

Summary - Describe the high level summary of this project in plain English without technical jargon

In order to plan for the next generation Medicaid systems, and meet CMS guidelines/requirements it will be necessary for DSS to engage in the following activities as soon as possible:

- Complete a comprehensive update to the state MITA Self-Assessment as a CMS requirement/guideline for determining the roadmap and procurement strategy for the new Medicaid systems.
- Conduct an agency wide strategic planning process as a catalyst to assure the technical architecture is in alignment with the overall business and strategic goals of the agency as well as identify areas of improvements to address with the new MITA roadmap.
- Operationalize an Enterprise Project Management Office (EPMO) to attain the foundational governance and management structure necessary to support the initiative prior to planning and initiation of the large and complex MMIS transition and implementation.

Purpose – Describe the purpose of the project

The purpose of this project is to conduct the required and necessary activities to research and plan for the requirements, procurement and transition/conversion to a new Medicaid Management Information System, a new Decision Support system and fiscal agent operations. This is essential in order to meet the contractual timeframes of a rebid or the agency will not have any viable contractual vehicle to continue the Fiscal Agency related services for the MMIS system that provides the administration of the State's Medicaid Program.

A critical activity that is required to receive federal funding participation (FFP) at 90% for the design, development and implementation (DDI) of the new system is submitting the states' updated MITA assessment as well as an Implementation Advanced Planning Document (IAPD).

The CMS MITA initiative is intended to foster integrated business and IT transformation across the Medicaid enterprise to improve the administration of the Medicaid program and support improved systems development and health care management for the Medicaid enterprise. MITA has a number of goals, including development of seamless and integrated systems that communicate effectively through interoperability and common standards. There have also been significant changes in business requirements, federal requirements and technology landscape since the implementation of the current system in 2007. This necessitates a holistic planning process to ensure the best return on investment.

Importance – Describe why this project is important

DSS is the State Medicaid Agency, and is responsible for providing Medicaid services to 750,000 citizens of Connecticut. Currently, HPE is providing the fiscal agent and the data warehouse related services for Connecticut Medicaid. The existing contract expires on September 30, 2016. The State is negotiating with HPE to leverage the option years, and extend the contract until September 30, 2019. During this period, the State must research, plan and procure the new MMIS, fiscal agent and the decision support system. The typical timeframe to design, develop, transition and implement to a new system is 2 to 3 years.

Outcomes – What are the expected outcomes of this project

This project will initiate a comprehensive update to the State MITA Self-Assessment. The MITA assessment will articulate the current business and technical maturity and will provide a road-map for the future state. This will dovetail into a procurement strategy for the next generation Medicaid systems. Along with MITA, comprehensive strategic planning will also be conducted to develop an actionable plan for implementation. In addition, the EPMO will be operationalized to ensure enterprise-wide initiatives have the requisite governance to ensure successful execution and completion.

The outputs of this effort will include:

- A actionable Strategic Plan
- An updated Medicaid MITA 3.0 Assessment with roadmap outlining:
    - Business Architecture (As-IS and To-be assessment)
    - Information Architecture (As-IS and To-be assessment)
    - Technical Architecture (As-IS and To-be assessment)
    - Seven Standards and Conditions (As-IS and To-be assessment)
    - Concept of Operations (As-IS and To-be assessment)
- MMIS Procurement Strategy
- Information needed to secure 90% Federal Funding for design, development and Implementation
- Build-out of the EPMO

Approach and Success Evaluation – Provide details of how the success of the project will be evaluated

The evaluation criteria for success of the project will be the following:
- Department has completed the MITA Self-Assessment and met the federal requirements for enhanced match for system implementation
- Department has developed an agency-wide strategic plan
- Department is positioned to procure the next generation Medicaid systems before the term of HPE contract expires in September 30, 2019.
- Positions the State to take maximum advantage of available federal funding streams to support integrated, interoperable business processes and systems

The project will be monitored to ensure the progress based on the planned schedule and meets the required objectives.

D. **Business Goals**. List up to 10 key business goals you have for this project, when (FY) the goal is expected to be achieved, and how you will measure achievement, Must have at least one. Please use action phrases beginning with a verb to state each goal. Example: "Reduce the Permitting process by 50%". In the Expected Result column, please explain what data you will use to demonstrate the goal is being achieved and any current metrics.

Business Goal (Action Phase)	Target FY for Goal	Current Condition	Expected Result
Perform MITA Self-Assessment	2017	Planning	Complete an assessment of the current Business, Information and Technical process described by MITA. Articulate the "to-be" state for the processes. Meet the federal requirement for enhanced match.
Develop a procurement road-map for replacing current MMIS system	2018	Not Started	After the MITA Assessment is completed, a comprehensive road-map will be developed to modernize the Medicaid systems
Develop Agency wide Strategic Plan	2017	Not Started	An actionable 5-yr Strategic plan
Operationalize EPMO	2018	Initiated	A mature EPMO that can be modelled as a Center of Excellence and leveraged across other State agencies

E. **Technology Goals**. From a technical perspective, following the above example, list up to 10 key technology goals you have for this project and in which Fiscal Year (FY) the goal is expected to be achieved. Please use action phrases beginning with a verb to state each goal. Example: "Improve transaction response time by 10%".

Technology Goal	Target FY for Goal
Develop a road-map to leverage Service Oriented Architecture (SOA) principles to develop an extensible architecture that will comply with CMS MITA and national standards for security, privacy, interoperability and information sharing.	FY 17
Develop a road-map to procure a modern Medicaid systems that will leverage the State's Enterprise Technical Architecture and Standards	FY 17-18

F. **Priority Alignment.** The criteria in this table, in concert with other factors, will be used to determine project priorities in the capital funding approval process. Briefly describe how the proposed projects will align with each criterion.

Priority Criterion	Y/N	Explanation
Is this project aligned with the Governor's Key Priorities?	Y	This project strongly aligns with the Governor's Key Priorities by developing an Agency wide strategic plan that will dovetail with Governor' vision, mission and key priorities and articulates the Agency's vision and

		mission to an actionable 5 year strategic plan. It also supports the vision of a coordinated, collaborative, and efficient health and human services service infrastructure for Connecticut's residents, through both agency-wide and interagency MITA planning.
Is this project aligned with business and IT goals of your agency?	Y	This project strongly aligns to the business and IT goals of the agency. The project will perform the MITA Self-Assessment and develop an Agency wide Strategic plan that will provide actionable road-map for the coming years.
Does this project reduce or prevent future increases to the agency's operating budget?	Y	The project provides a road-map to mature its business processes that are expected to reduce or prevent future increases to the agency's operating budget. This project also presents opportunities to enhance federal reimbursement of existing and new systems and related business processes.
Will this project result in shared capabilities?	Y	The MITA self-assessment is expected to elaborate shared capabilities that will be leveraged for procurement road-map to replace current legacy Medicaid systems.
Is this project being Co-developed through participation of multiple agencies?	Y	During the MITA assessment, a multi-agency perspective will be considered that will encourage shared services, and Service Oriented Architecture across State agencies
Has the agency demonstrated readiness to manage project of this size and scope?	Y	DSS has received an approval on 6/10/2016 from the Center for Medicaid Services (CMS) for a 90% FFP
Is the agency ready to deliver the business value proposed?	Y	DSS will leverage the EPMO to effectively deliver project initiatives.

G. **Organizational Preparedness**. Is your agency prepared to undertake this project? Is senior management committed, willing to participate, and willing to allocate the necessary time, energy and staffing resources? How will the project be managed and/or governed and who will make the key project decisions?

Yes, DSS Senior Management is committed to this project. A Planning Advanced Planning Document (PAPD) for this project was submitted to the CMS for 90% FFP, and CMS has approved this initiative on 6/10/2016.

H. **Project Ramp Up**. If capital funds are awarded for this project, how long will it take to ramp up? What are the key ramp-up requirements and have any off these already been started? For example, has a project manager been identified? Has an RFI been issued? Is a major procurement required such as an RFP?

Preplanning for the project is underway and resources have been identified. A contract with an EPMO and project support vendor is in place and is readily scalable to meet the demands of this project.

I. **Organizational Skills**. Do you have the experienced staff with the proper training to sustain this initiative once it's a production system? Do you anticipate having to hire additional staff to sustain this? What training efforts are expected to be needed to maintain this system?

> This project is for planning and research purposes and is a pre-cursor for the Medicaid systems modernization.

J. **Financial Estimates.** From IT Capital Investment Fund Financial Spreadsheet

Estimated Total Development Cost	Estimated total Capital Funding Request	Estimated Annual Operating Cost	One Time Financial Benefit	Recurring Annual Financial Benefit
$16M	$1.6M	N/a		

Explanation of Estimates									
CT - PAPD	**FFY 2016**			**FFY 2017**			**FFY 2018**		
Budget Category/Task	**Total**	**FFP(90%)**	**State(10%)**	**Total**	**FFP(90%)**	**State(10%)**	**Total**	**FFP(90%)**	**State(10%)**
MITA	$ 900,000	$ 810,000	$ 90,000	$ 900,000	$ 810,000	$ 90,000	$ -	$ -	$ -
Strategic Planning	$ 600,000	$ 540,000	$ 60,000	$ 300,000	$ 270,000	$ 30,000	$ 300,000	$ 270,000	$ 30,000
EPMO	$ 3,000,000	$ 2,700,000	$ 300,000	$ 5,000,000	$ 4,500,000	$ 500,000	$ 5,000,000	$4,500,000	$ 500,000
Total	**$ 4,500,000**	**$ 4,050,000**	**$ 450,000**	**$6,200,000**	**$ 5,580,000**	**$ 620,000**	**$5,300,000**	**$4,770,000**	**$530,000**

> The total cost for the project is $16 Million for the FFY2016 through FFY2018. The FFP for the project is 90%, $14.4M, and the State portion is 10%, $1.6M.

III. Expanded Business Case

A. **Project Impact.** Beyond the top business goals identified in Section II, 1) What impacts will this project have, if any, in the targeted areas below 2) What would be the impact of not doing this project 3) How will the project demonstrate benefits are achieved.

(1) Impact Area (Vision)	Description of Project Impact
Will this project provide efficient and easily accessible services for all constituents?	Yes. Operationalizing the EPMO will result in a consistent, transparent program and project governance across DSS. The next generation Medicaid system will be accessible to providers and Medicaid members.
Will this project promote open and transparent government with the citizens of the state?	Yes. Operationalizing the EPMO will result in a consistent, transparent program and project governance across DSS. This information, if necessary, could be provided through Governor's open data initiative. Once implemented the Decision Support System will promote transparent reporting.
Will this project establish efficient and modern business processes?	Yes. This project will implement sound, consistent and modern business process.
Will this project increase accuracy and timeliness of data for policy making, service delivery and results	Yes. This project will provide capabilities to report current and accurate data that can be used by the leadership to

evaluation?	make informed decisions.

2) What is the expected impact of NOT doing this project?
It should be noted that without this project, the State will not be in a position to move forward with a rebid of the MMIS system. This has been a significant interest at OPM to rebid this contract as soon as is feasible. This effort will directly support that process. The expected impact of not completing the MITA Assessment, and the Strategic Planning would be to miss the opportunity of 90/10 FFP and will to put the agency and the state at risk for not having a modernized MMIS system to address the Medicaid related responsibilities to its citizens and providers. The Department and the State will also miss opportunities to maximize efficiencies, promote interoperable systems and business processes.

(3) How will you demonstrate achievement of benefits?
A comprehensive MITA Assessment, Department-wide Strategic Planning, and establishing the EPMO will allow the Department to perform an environmental scan of its current business processes, align its goals and objectives and develop an actionable plan to achieve desired maturity-level for the business, information and technical architecture.   Additionally, based on CMS's recent guidance, a procurement road-map will be developed to replace the legacy Medicaid systems into more modular systems that will provide Claims, Care and Pharmacy management, systems integration and decision-support/data-warehousing systems.

B. Statutory/Regulatory Mandates. 1) Cite and describe federal and state mandates that this project in intended to address. 2) What would be the impact of non-compliance?

(1) Statutory / Regulatory Mandates:
Mechanized Claims Processing and Information Retrieval Systems (90/10) Final Rule (CMS 2392-F) - Completing a MITA Assessment is a pre-requisite for MMIS Replacement.

(2) Impact of non-compliance:
If we do not complete the project, the agency will not have any viable contractual vehicle to continue the Fiscal Agency related services for the MMIS system that provides the capabilities to address State's Medicaid related functions. This project is critical for continuance of enhanced federal match for Medicaid operations.

C. Primary Beneficiaries. Who will benefit from this project (citizens businesses, municipalities, other state agencies, staff in your agency, other stakeholders) and in what way?

The primary beneficiary of this project will be the citizens of Connecticut who will continue to get existing Medicaid services in a more efficient manner and the employees of DSS who will have the tools to perform their jobs more effectively and more efficiently.