

Information Technology Capital Investment Program  
Project Status Report

---

**To:** Information Technology Strategy and Investment Committee  
John Vittner, Office of Policy and Management

**From:** Mike Gilbert

**Email:** mike.gilbert@ct.gov

**Agency:** Department of Social Services

**Project:** Connecticut Medicaid Enterprise Technology System (CT METS)

**Project Manager:** Mark Heuschkel

**Reporting Period:** Project Inception through 12/31/2018

**Total Funds Requested:** \$41,328,658

**Total Funds Allotted to Agency:** \$1,478,147

**Accumulative Total Capital Fund Expenditures to Date:** \$23,121

**Brief Project Description/Summary:**

The Connecticut Medicaid Enterprise Technology System (CT METS) is a large-scale business process improvement and technology program to improve services and outcomes for residents served by Medicaid and other programs. CT METS, which is led by the Department of Social Services (DSS), is expected to replace existing systems with new, modular technologies and services to enable person-centered service delivery across DSS and other state agencies that administer Medicaid services. The effort is expected to extend over several years, beginning with a two-year effort to optimize business processes and organizational structures, and to solidify plans for an enterprise platform and acquisition of modular systems and services. These systems/services will replace the existing Medicaid Management Information System (MMIS), which processes claims and other transactions for over 800,000 Connecticut residents annually. Other smaller-scale systems supporting Medicaid are also expected to be consolidated into CT METS. The effort is expected to positively impact multiple stakeholders including Medicaid members and providers, as benefits accrue from streamlined operations, new self-service functions, and improved access to data.

**Summary of Progress Achieved to Date:**

December 2018 Update:

Foundational Procurements:

- Issued Request for Proposal (RFP) for Master Service Agreement (MSA) for Independent Verification and Validation (IV&V) Services
- Received CMS approval on RFP for Organizational Change Management (OCM) and issued it for vendor bids
- Drafted System Integrator (SI) RFP for submission to CMS

Project Management

- Created Project Charter
- Drafted the Project Management Plan including all subsidiary plans and initiated reviews
- Created Master work plan and other sub-plans for SI OCM Prep, Program Architecture, Outreach and Communication to support the CT METS initiative
- Created CT METS web site as part of Outreach and Communication
- Established and held bi-weekly Steering Committee meetings

**Issues and Risks:**

December 2018 Update:

Issues

- **Schedule** - The 3 foundational procurements' (IV&V, OCM, SI) schedules have slipped, which will result in a delay in the completion of Phase 1. CMS (federal funder) has been informed of the delays. An updated funding request to CMS (As Needed-IAPDU) is needed to account for the delay and authorize funding beyond original Phase 1 end date. Extension of the project timeline not anticipated to incur additional project costs.

Risks

- **Data Quality** - If disparities in data quality and data governance are not addressed, then current data issues will engender challenges for data conversion, analytics, and interoperability. The approach and plan to improve data quality is being defined to incorporate into the CT METS Program.
- **Procurement Process** - If the project is not able to get visibility into DAS Procurement Process for IV&V vendor qualification and evaluation, then we will not be able to establish a credible project schedule. Working with DAS to understand the procurement process and establish a revised project schedule.
- **Phase 1 Schedule** - If the IV&V Procurement timeline does not support timely on-boarding of the SI vendor and the CMS Project initiation review, then Phase 1 timelines would be extended beyond 2020. Working with DAS and the AG Office to find ways to improve Procurement task timelines.

**Next Steps & Project Milestones:**

December 2018 Update:

- Complete IAPD-U updates as required
- Gather Project Certification Artifacts for CMS Initiation gate Review
- Execute Outreach and Communication initiatives as planned
- Complete required preparatory tasks prior to on-boarding the OCM vendor
- Complete required preparatory tasks prior to on-boarding the SI vendor
- Complete Program staffing tasks including supporting HR hiring activities and acquiring appropriate space
- Complete IV&V Solicitation and Procurement
- Complete OCM Solicitation and Procurement
- Complete SI Solicitation and Procurement