

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

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Agency: Department of Social Service

Project: Connecticut Medicaid Enterp

Project Manager: Mark Heuschkel

Reporting Period: Project Inception through 12/

Total Funds Requested: \$41,328,658

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

Accumulative Total Capital Fund Expenditures to Date: \$798,506

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

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June 2019 Update:

Project status is flagged as RED pending CMS approval of the IAPD-U, submitted on 4/8/19 and confirmation of the IV&V and OCM procurement timelines. A RAI has been received from CMS which delayed IAPD-U approval. The overall health may return to GREEN once the IAPD-U, with the revised schedule, is approved by CMS and the IV&V and OCM timelines are confirmed

December 2019 Update:

Foundational Procurements:

- Awarded Master Service Agreement (MSA) for Independent Verification and Validation (IV&V) Services and issued CT METS SOW for bid; selected IV&V vendor and began SOW negotiations
- Selected Organizational Change Management (OCM) vendor and began contract negotiation discussions
- Received CMS approval for System Integrator (SI) RFP, issued it for vendor bids, selected vendor and began preparations for contract negotiations

Project Management

- Received IAPD-U approval from CMS on 7/31/2019
- Completed assessment of CT METS Program Alignment to DSS Vision, Mission, Values, Key Priorities and Strategies under the direction of the new Commissioner; Revised CT METS goals, objectives and strategies
- Continued Program initiation activities— foundational control processes instituted
- Completed MITA Validation in preparation for OCM onboarding
- Continued development of Outreach and Communication template to facilitate stakeholder engagement
- Managed Master work plan and other sub-plans for SI OCM Prep, Program Architecture, Outreach and Communication to support the CT METS initiative
- Maintained CT METS web site as part of Outreach and Communication
- Continued bi-weekly Steering Committee meetings

June 2020 Update:

CT METS continued work on foundational vendor procurements; the Independent Verification & Validation (IV&V) Statement of Work (SOW), and the Organizational Change Management (OCM) Professional Services Agreement (PSA) will be submitted for CMS approval in July; the team continues to work collaboratively with DAS to prepare the System Integrator (SI) contract documents to begin negotiations with the vendor. DSS reviewed the CT METS Program Goals, Objectives, and Strategies at the end of 2019 to ensure they align with the new Commissioner's vision, and the team completed updating project artifacts to reflect the refreshed goals. A required IAPD Update for continued federal (CMS) funding is near completion and will be submitted in July to reflect a new Phase 1 timeline, with Phase 1 of the project now slated for completion April 2022, and budget that is slightly less than that originally approved by CMS. The team leveraged a risk management and modeling process to plan for responses to the impact of the COVID-19 pandemic on the Program. The process with HR for hiring new state staff positions was paused due to COVID-19 but has been restarted. In preparation for planned analysis and recommendations by the SI vendor, the team completed architecture and technology guidelines that provide a baseline for the vendor to present their findings. Planning began for R1 Certification and required Certification Artifacts. Repositories for common access to Program documents and to support the CMS Certification effort were established and rolled out to the team. Outreach began in order to prepare DSS SMEs and Business Owners for their role in foundational vendor discovery sessions.

December 2020 Update:

Received IAPD-U approval from CMS on 9/8/2020. Program initiation activities in progress – foundational control processes instituted; MITA Validation completed in preparation for OCM onboarding; Outreach and Communication to facilitate stakeholder engagement is in progress.

Foundational procurements are in progress:

- Independent verification & validation (IV&V) – vendor has been selected from the MSA vendor pool; contract negotiations have concluded and contract is final review
- Organizational Change Management (OCM) – vendor has been selected; contract negotiations are in progress
- System Integrator (SI) – vendor has been selected; contract was drafted by the DAS procurement team and contract negotiations were initiated.

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.

June 2019 Update:

A RAI has been received from CMS which delayed IAPD-U approval. The overall health may return to GREEN once the IAPD-U, with the revised schedule, is approved by CMS and the IV&V and OCM timelines are confirmed. Procurement delays have added to scheduling risks.

December 2019 Update:

Issues

- **Schedule** - The 3 foundational procurements' (IV&V, OCM, SI) schedules continue to slip, which has resulted 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 the Phase 1 end date earlier approved by CMS.
- Program Director is overallocated resulting in delays for specific tasks – A managerial position has been approved and posted

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.
- **Resources** - If required SMEs are not available for the project at the right time and/or with the right focus, then the project could experience delays, increased cost and/or reduced quality of deliverables.

June 2020:

Procurement challenges continue to represent the most significant risks to project timelines.

December 2020 Update:

Procurement delays and the current anticipated timeline shows the completion of Phase 1 more than 60 days after the timeline approved by CMS in the IAPDU, and there continues to be uncertainty around the ability to meet previously agreed upon turnaround of the Systems Integrator (SI) and Organizational Change Management (OCM) contracts.

Stakeholder availability continues to be impacted due to continued focus on COVID-19 issues which has further

Stakeholder availability continues to be impacted due to continued focus on COVID-19 issues which has further delayed progress in the project. Resources remain YELLOW as delays in hiring are putting the program schedule at risk.

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

June 2019 Update:

- Secure As Needed APD federal approval
- 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

December 2019 Update:

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

June 2020 Update:

The IAPD Update will be submitted in July. The team will continue review and update of SI draft contract documents and begin vendor negotiations. Onboarding of IV&V and OCM vendors will begin upon receiving CMS approval of the SOW/contracts. Work will continue on preparation for R1 (Project Initiation) CMS Certification gate review, and related updates to project management artifacts. Program Governance will continue to evolve with the additional membership in the Steering Committee including external agency partners. The process to support a technology architectural practice, which will drive Data Governance practice, will be clarified. The Program Director will continue discussions with DSS Managers regarding the Program's matrixed organizational structure. He will complete the hiring process for a CT METS manager and will work with functional managers to support hiring of matrixed staff. Work will continue on execution of the CT METS Stakeholder Engagement Strategy.

December 2020 Update:

- Complete IAPD-U updates as required most recent updates were approved on 9/8/2020
- Commence work with the new IV&V contractor
- Complete negotiations and execute contracts with the OCM and SI contractors