# FLORIDA HEALTH CARE CONNECTIONS
# EXECUTIVE STEERING COMMITTEE

### September 29, 2023

# ROLL CALL

FXProjects@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 an ongoing process that 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

# Agenda

| Topics | Speakers | Time |
|---|---|---|
| Opening Remarks | Tom Wallace | 10 mins |
| FX Program Updates | Mike Magnuson | 15 mins |
| FX Interagency Subject Matter Expert (iSME) & Interoperability Updates | Luis Diaz | 10 mins |
| FX Enterprise Data Warehouse (EDW) Stabilization Updates | Nikole Helvey | 10 mins |
| FX Independent Verification & Validation (IV&V) Assessment | Kurt Hartmann | 10 mins |
| FX Special Assessment | Jason Kelly | 15 mins |
| Open Discussion / Member Updates | Mike Magnuson / ESC Members | 10 mins |
| Closing Remarks | Tom Wallace | 10 mins |

# FX Executive Overview

- <u>Milestones/Accomplishments</u>
  - Onboarded Provider Services Module (PSM) Vendor

- <u>Schedule</u>
  - Updated roadmap

- <u>Cost</u>
  - Submitted legislative budget request for FY 24/25

- <u>Risks/Issues</u>
  - Staffing and Resources

# FX Program – Since Last ESC

- Modules:
  - Provider Services Module (PSM) – Contract with HHS Technology Group (HTG) approved by CMS and in routing for execution
  - Pharmacy Benefits Management (PBM) – Procurement in process
  - EDW contract amendment #2 approved by CMS and in routing for execution

- FX Special Assessment
  - PCG kicked off assessment of the FX Program

- FX Medicaid Enterprise System (MES) Medicaid Information Technology Architecture (MITA) and Certification Management Consulting Services RFQ

- Downtown stakeholder engagements

# FX Strategic Roadmap – Phase 3
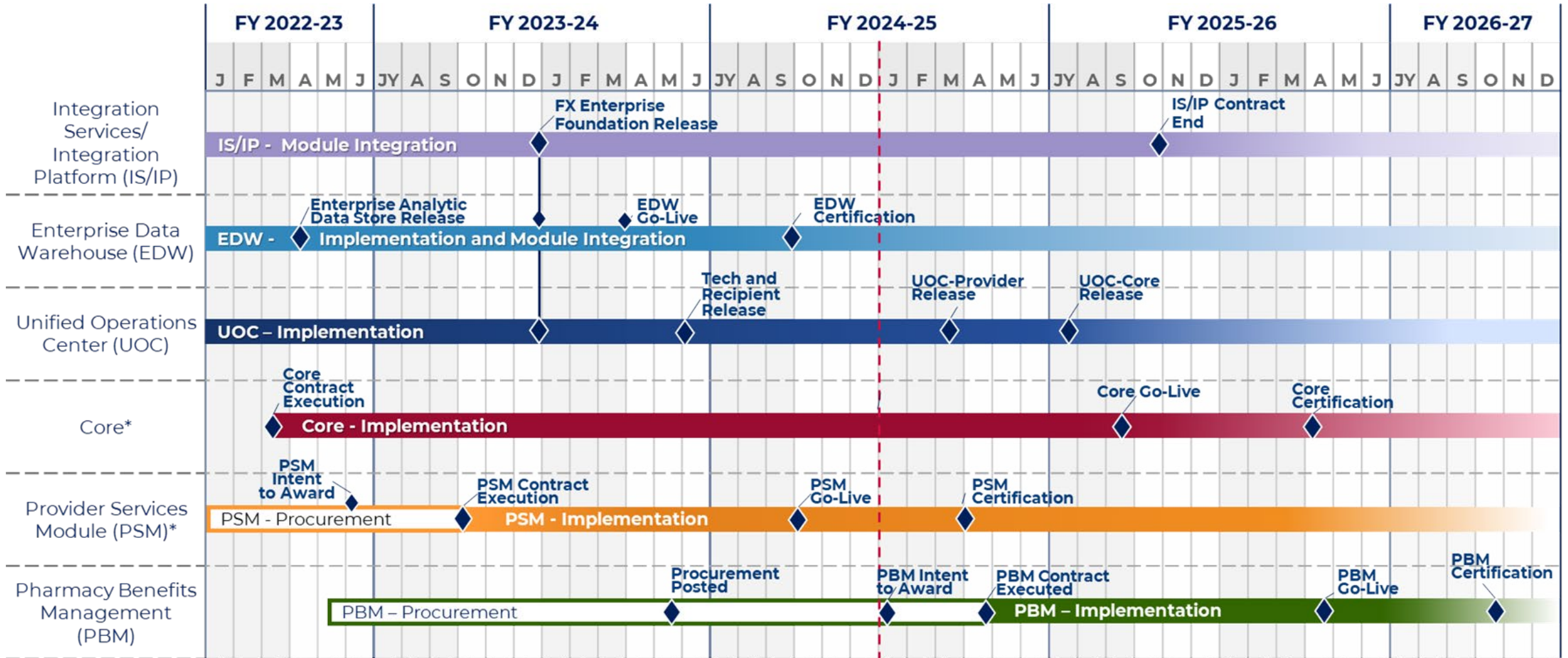
# FX SPEND PLAN FY 23/24 (as of 8/31/23)

| | Category | Appropriation Allocation | Incurred To-Date | Variance |
|---|---|---|---|---|
| Phase 1 | Strategic Enterprise Advisory Services | $ 9,746,662 | $ 1,624,444 | $ 8,122,219 |
| | Independent Verification and Validation Services | $ 3,230,996 | $ 538,494 | $ 2,692,502 |
| Phase 2 | FX Operations and Maintenance (IS/IP, EDW, Enterprise Software/Services) | $ 56,160,787 | $ 7,238,035 | $ 48,922,752 |
| Phase 3 | Core Implementation | $ 37,430,069 | $ 100,503 | $ 37,329,567 |
| | Provider Module Procurement and Implementation | $ 33,123,375 | $ - | $ 33,123,375 |
| | Unified Operations Center Implementation | $ 34,635,314 | $ 414,498 | $ 34,220,816 |
| | Pharmacy Benefits Management Procurement and Implementation | $ 8,284,790 | $ 30,956 | $ 8,253,834 |
| Total | | $ 182,611,993 | $ 9,946,929 | $ 172,665,064 |

# FX Spend by Fiscal Year (as of 7/31/2023)



| | FY17/18 | FY18/19 | FY19/20 | FY20/21 | FY21/22 | FY22/23 | FY23/24 | FY24/25 | FY25/26 |
|---|---|---|---|---|---|---|---|---|---|
| Operations | $0.0 M | $0.0 M | $0.0 M | $3.8 M | $7.1 M | $12.8 M | $14.9 M | $56.8 M | $69.0 M |
| Implementation | $7.0 M | $13.5 M | $32.0 M | $34.8 M | $38.7 M | $54.4 M | $147.9 M | $113.6 M | $76.4 M |
| FY Spend | $7.0 M | $13.5 M | $32.0 M | $38.6 M | $45.8 M | $67.2 M | $162.8 M | $170.4 M | $145.4 M |

■ Implementation  ■ Operations
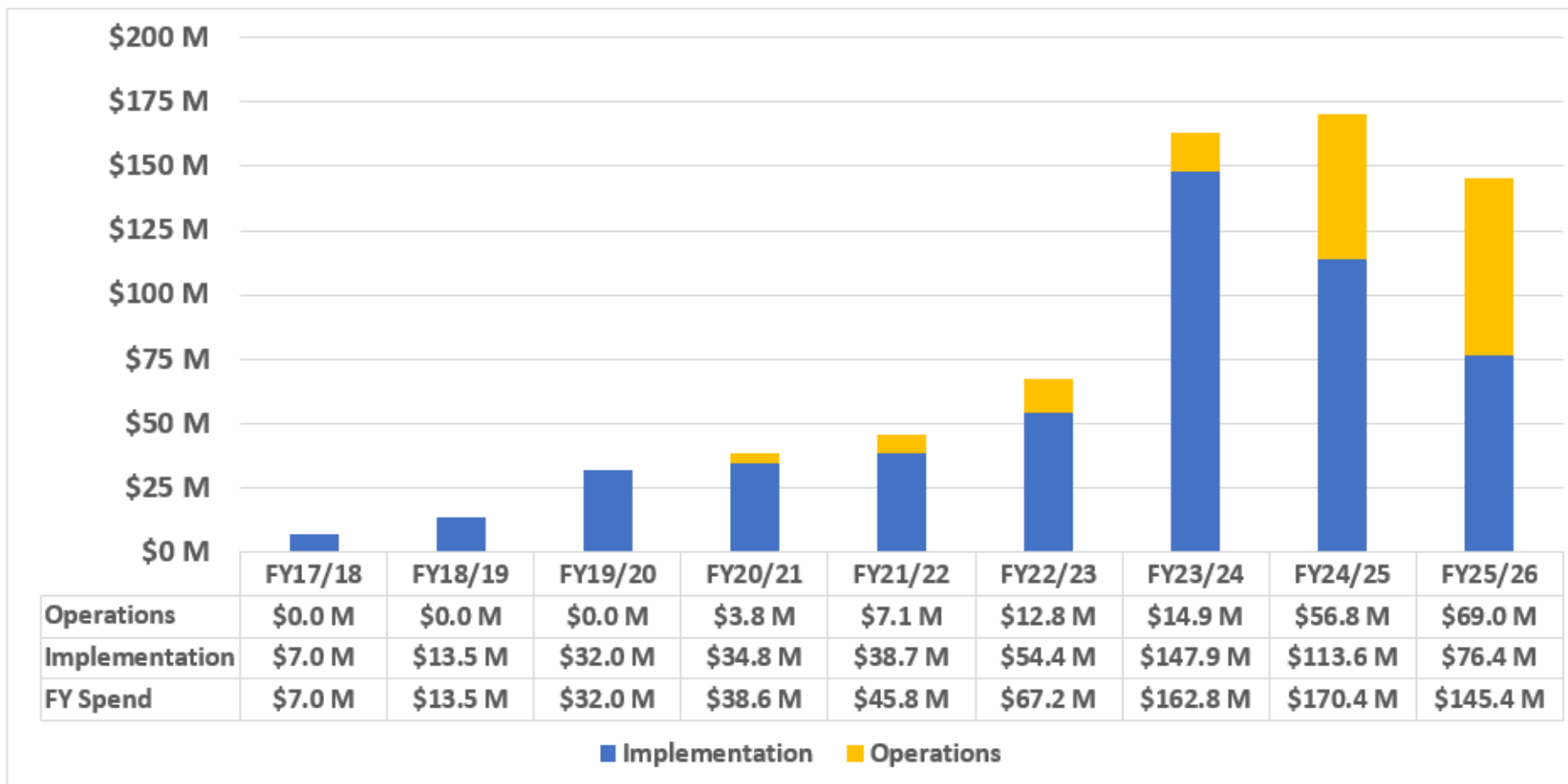
FY 17/18 to FY 22/23 reflect actual spend
FY 23/24 is a combination of actual and estimated spend
FY 24/25 reflects estimated spend

FY 25/26 reflects estimated funding
FY 25/26 excludes projections for IS/IP and EDW Task Order enhancements

# FX iSME & Interoperability Updates

Luis Diaz, Deputy Director Solutions

# FX Road to Interoperability for UOC

**Summer 2022 - Spring 2023**

## DESIGN FUTURE EXCHANGES

Partner Agencies provide resources to design and solution to transition the interfaces from FMMIS to the FX Integration Platform

**1** — **Partner Agencies at Milestone**
None

**Spring 2023 – Fall 2023**

## BUILD & TEST CONNECTION

Partner Agencies provide resources during connection and file testing

**2** — **Partner Agencies at Milestone**
- APD
- DCF
- DFS
- DOEA
- DOH
- FHKC

**Fall 2023 – Spring 2024**

## INTEROPERABILILTY ON THE FX INTEGRATION PLATFORM & CUTOVER FROM FMMIS

**3** — **Partner Agencies at Milestone**
None

Partner agencies experience:
- ✓ **Near real-time data exchanges**
- ✓ **Reduction in manual processes**
- ✓ **Improved data accuracy**

# FX EDW Stabilization Updates

Nikole Helvey, FX EDW Project Sponsor

# FX EDW Stabilization Update

## Completed:

✓ EDW Production Deployment

✓ IAPD-U and Contract Amendment Approval from CMS
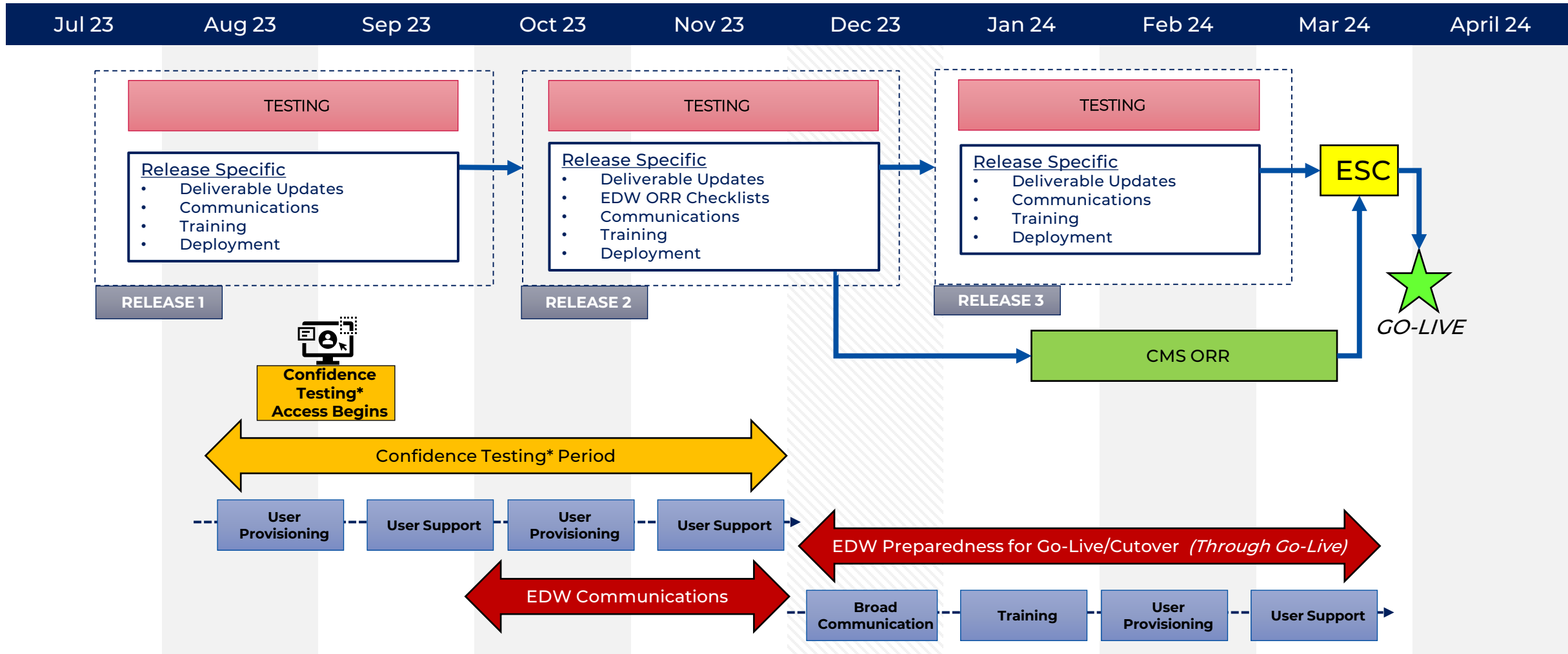
✓ Release Plan and Process

✓ User Go-Live Readiness

## In Process:

❑ Final Execution of Contract Amendment

❑ End-User Preparation

❑ CMS Operational Readiness Review (ORR)

# Release Timelines and Go-Live Critical Path

| Jul 23 | Aug 23 | Sep 23 | Oct 23 | Nov 23 | Dec 23 | Jan 24 | Feb 24 | Mar 24 | April 24 |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|

**TESTING**

**Release Specific**
- Deliverable Updates
- Communications
- Training
- Deployment

**RELEASE 1**

**TESTING**

**Release Specific**
- Deliverable Updates
- EDW ORR Checklists
- Communications
- Training
- Deployment

**RELEASE 2**

**TESTING**

**Release Specific**
- Deliverable Updates
- Communications
- Training
- Deployment

**RELEASE 3**

**ESC**

⭐ *GO-LIVE*

**CMS ORR**

**Confidence Testing\* Access Begins**

← **Confidence Testing\* Period** →

| User Provisioning | User Support | User Provisioning | User Support |

← **EDW Preparedness for Go-Live/Cutover** *(Through Go-Live)* →

← **EDW Communications** →

| Broad Communication | Training | User Provisioning | User Support |

*\*Confidence Testing: A software testing method used to determine if a new software build is ready for the next testing phase.*

# Independent Verification & Validation (IV&V) Assessment

As of September 2023

Kurt Hartmann, FX IV&V Project Director

# IV&V ASSESSMENT: FX PROGRAM

- IV&V would have rated the FX Program as GREEN since the FX Program is being managed according to FX Standards. However, out of 4 active Modules, 2 are YELLOW, 1 is RED, and 1 is GREEN. IV&V rated the overall FX Program at YELLOW.

- The demand on Agency staff resources continues to increase as additional responsibilities are transitioned to the Agency and new module vendors are onboarded. This demand is increasing the risk of Agency resources becoming constrained. The Agency resource constraints must be resolved, or we recommend to re-plan the module work so the program can have the best chance at success.

- Overall success in multi-vendor programs like FX is predicated on timely integration of each vendor's solutions and schedules. IV&V notes that the risk of project delays is increasing as new vendors are onboarded, and dependencies between vendors increase.

- FX Leadership continues to face challenges typically associated with complex system modernization efforts. The added complexity of the FX Program's multi-vendor approach and growing number vendors is resulting in a need for increased management of vendors and program oversight.

# IV&V ASSESSMENT: EDW

- The EDWI Project Schedule for the stabilization period defined by the contract amendment has been approved and baselined with Go-Live targeted for March 2024.

- Stabilization Release 1 System Integration Testing was completed on August 25, 2023, although the Agency has yet to approve the results.

- User Acceptance Testing began on September 5, 2023.

- The DSS Transition Assessment Report has remained in the review/remediation cycle since May 2023 due to the Agency not receiving the detail necessary for approval.

  - Contained a list of items with no analysis, yet this is an Assessment report.

  - The roadmap/next steps was more of an outline than a plan.

# IV&V ASSESSMENT - UOC

- The UOCI Vendor's proposed solution cannot integrate with the FX single-sign-on (SSO) solution.

- There are many late tasks in the UOCI project schedule, and while the vendor acknowledges that future tasks are being worked on, the project schedule is no longer a true representation of the work being performed.

- The UOCI Vendor's deliverables and work products continue to have quality issues such as missing content, lack of details, not aligning to Agency-approved Deliverable Expectation Documents (DEDs), and/or a lack of adherence to FX Standards.

- The OCM activities have been delayed because of the quality concerns identified in the OCM DEDs thus impacts the overall progress of the project.

# IV&V ASSESSMENT – Core

- Core project decisions do not adhere to the FX Standard that requires inclusion of all the discussion points, all required fields populated, and appropriate reviews.

- The FX Core Project Schedule (v005) remains in comment remediation with ongoing working sessions to address reviewer comments.

- The Core Vendor has actively participated in FX interface discussions and collaborated with other module vendors.

- The Core Vendor addressed and closed the two open project issues during this reporting period.

# IV&V ASSESSMENT – PSM

- The overall PSM Procurement schedule was 96% complete as of the end of this reporting period with tasks for contract finalization and closeout remaining.

- The PSM Vendor's contract for the design, development and implementation of a provider solution was approved by CMS on August 23, 2023, during this reporting period.

- The planned execution of the PSM DDI project is planned for early October 2023, pending contract approval and finalization.
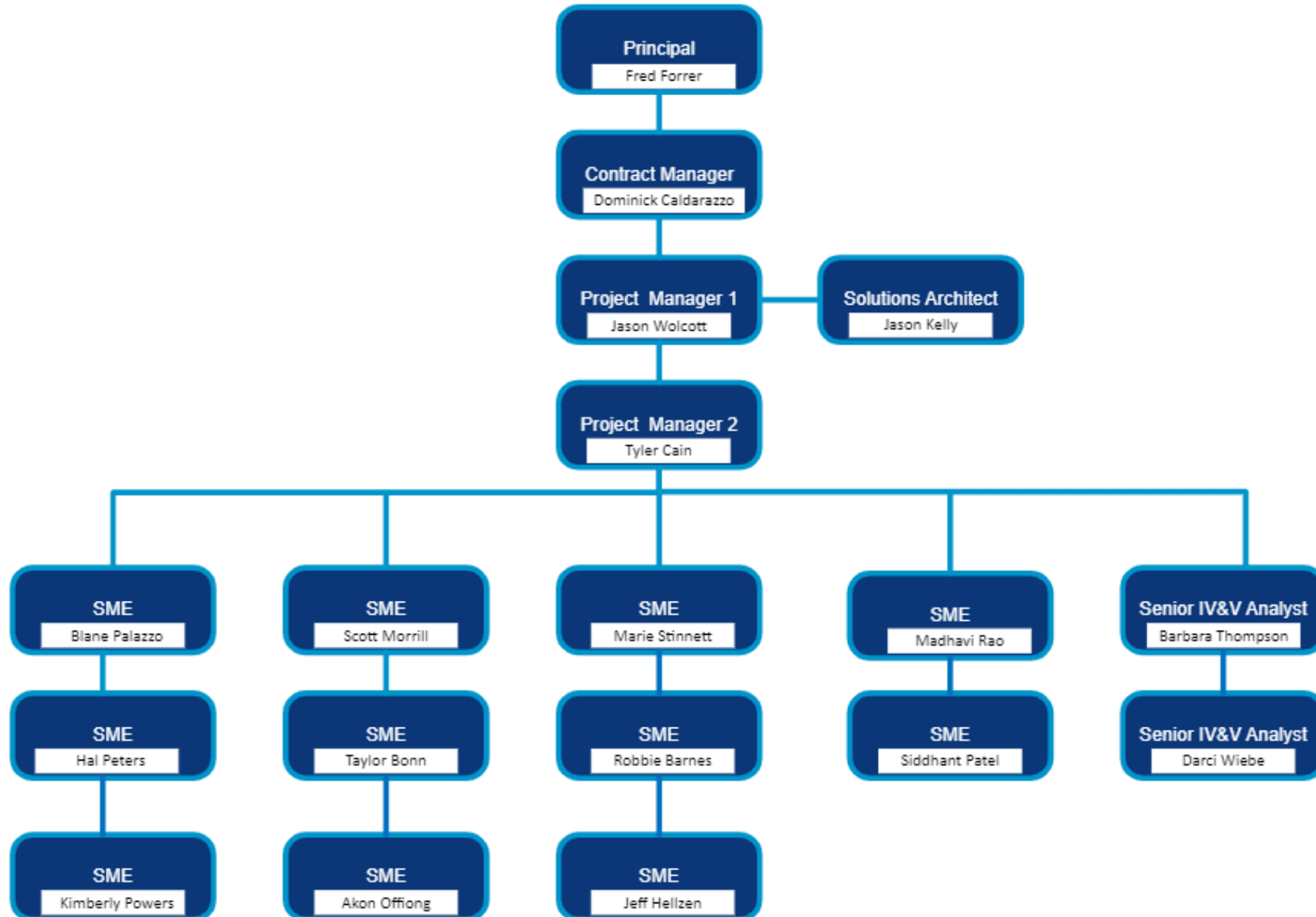
# FX Special Assessment

Jason Kelly, Solutions Architect
Public Consulting Group (PCG)

# Project Organization

# Assessment Scope
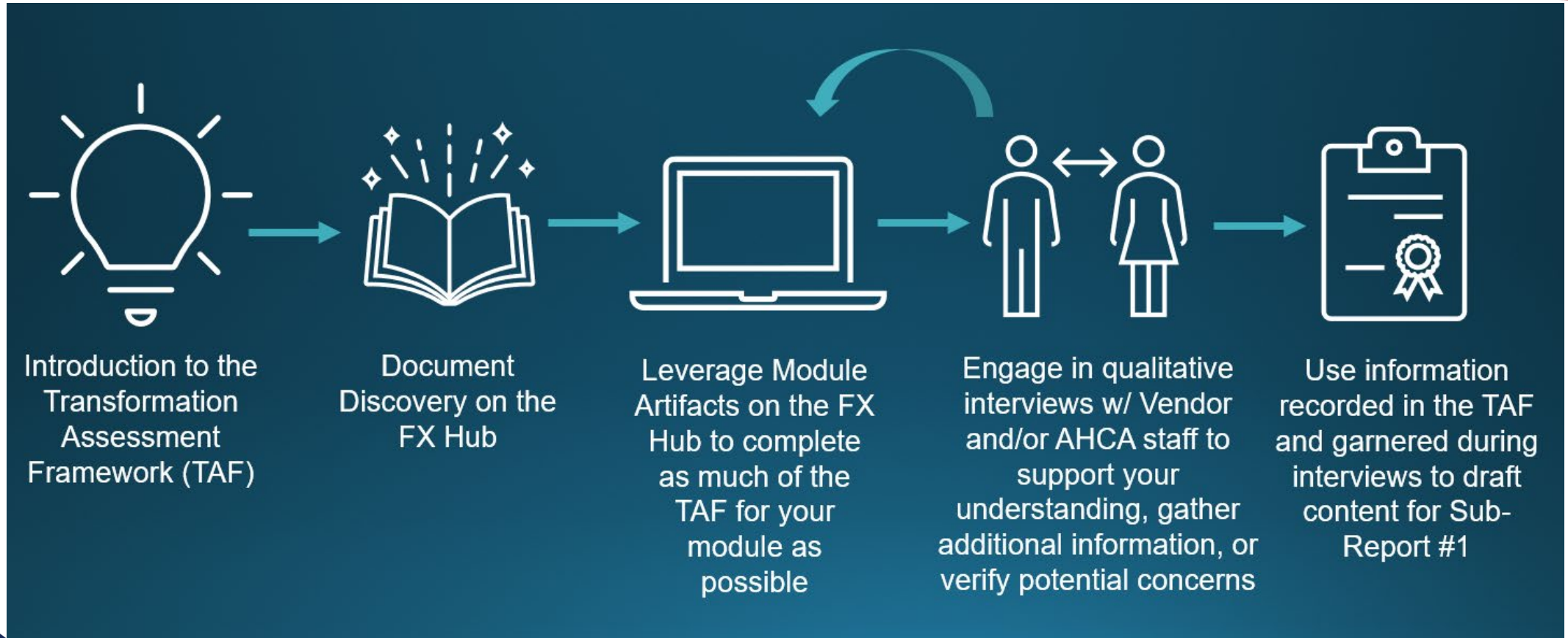
The assessment must include, but not be limited to:

(1) verification of current project status and trajectory and the project's progress against the current roadmap;

(2) validation of project planning for in-flight and future modules;

(3) identification of risks to project and organizational scope, schedule, budget, and quality;

(4) identification of risks to achieving project, stakeholder, and organizational goals and objectives;

(5) identification of opportunities for improved adherence to project, state, and federal requirements and improved alignment to project planning;

(6) assessment of alignment and adherence to the State Medicaid Director Letter released by the Centers for Medicare & Medicaid Services in April 2022;

(7) a review of the stated versus actual priorities of the project;

(8) an assessment of the alignment of project priorities against agency, state, and federal priorities; and

(9) an assessment of planned enterprise interoperability and data sharing and identification of additional opportunities for additional enterprise interoperability and data sharing.

The assessment shall be provided to the chair of the Senate Appropriations Committee, the chair of the House of Representatives Appropriations Committee, the Executive Office of the Governor's Office of Policy and Budget, and the Agency for Health Care Administration.
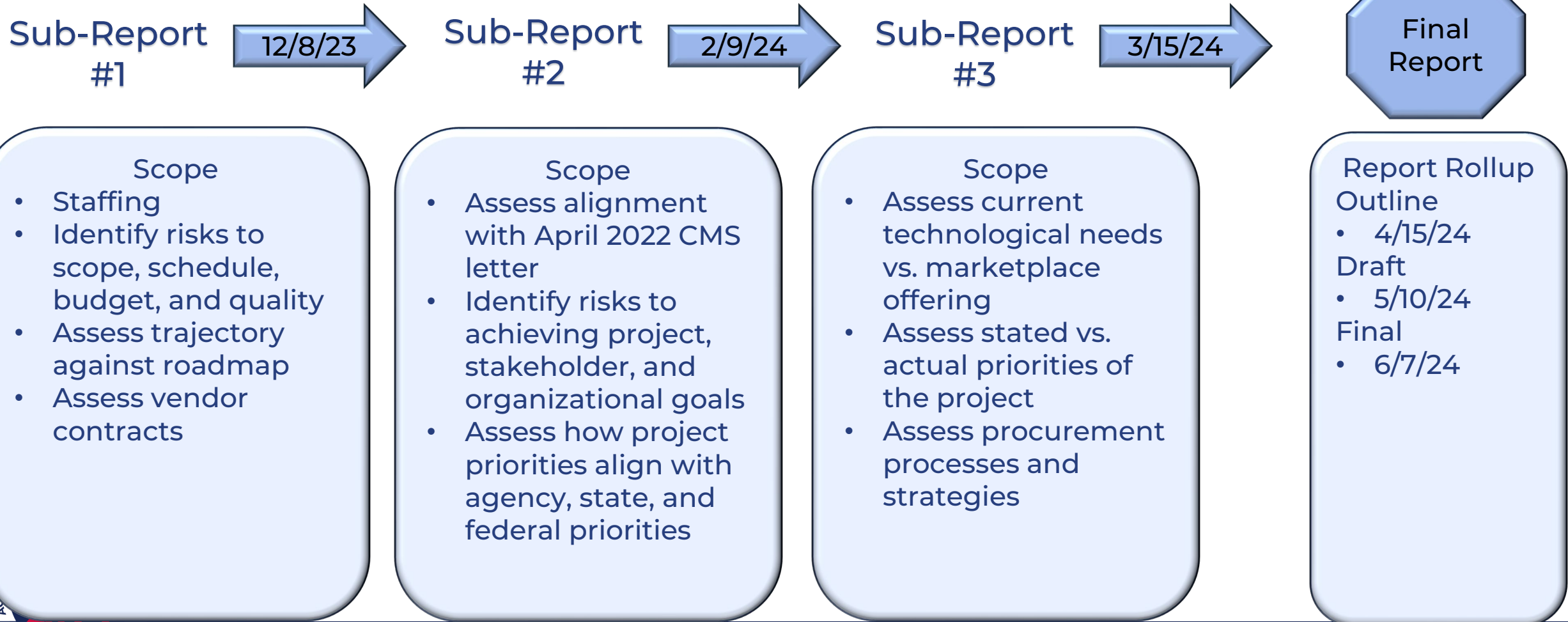
Conference Report on Senate Bill 2500, FY 24

# Process



Introduction to the Transformation Assessment Framework (TAF)

Document Discovery on the FX Hub

Leverage Module Artifacts on the FX Hub to complete as much of the TAF for your module as possible

Engage in qualitative interviews w/ Vendor and/or AHCA staff to support your understanding, gather additional information, or verify potential concerns

Use information recorded in the TAF and garnered during interviews to draft content for Sub-Report #1

# Timeline

**Sub-Report #1** → 12/8/23 → **Sub-Report #2** → 2/9/24 → **Sub-Report #3** → 3/15/24 → **Final Report**

| Sub-Report #1 | Sub-Report #2 | Sub-Report #3 | Final Report |
|---|---|---|---|
| **Scope** <br>• Staffing <br>• Identify risks to scope, schedule, budget, and quality <br>• Assess trajectory against roadmap <br>• Assess vendor contracts | **Scope** <br>• Assess alignment with April 2022 CMS letter <br>• Identify risks to achieving project, stakeholder, and organizational goals <br>• Assess how project priorities align with agency, state, and federal priorities | **Scope** <br>• Assess current technological needs vs. marketplace offering <br>• Assess stated vs. actual priorities of the project <br>• Assess procurement processes and strategies | **Report Rollup** <br>Outline <br>• 4/15/24 <br>Draft <br>• 5/10/24 <br>Final <br>• 6/7/24 |

# Status



(status as of 9/8/2023)

# Recent Activities

- Initial Special Assessment kickoff meeting held on August 4, 2023.

- DMS FX Special Assessment Project FX Vendor kickoff meeting held on August 10, 2023. PCG Team shared brief details on the scope and methodology for the FX Special Assessment.

- Submitted the FX D-1 Project Management Plan to DMS on August 30, 2023.

- Submitted the FX Deliverable D-2 Project Schedule to DMS on August 30, 2023.

- Finalized and implemented the Transformation Assessment Framework (TAF) tool.

- Conducting Weekly Touchpoints with AHCA.

- Completed FX Hub orientation on September 1, 2023.

*(status as of 9/8/2023)*

# The PCG Team Thanks You!

OPEN DISCUSSION/
MEMBER UPDATES

Mike Magnuson, FX Director

Closing Remarks

Tom Wallace, FX Executive Sponsor

# ESC Upcoming Meeting

| Date | FX Topic/Voting Item |
|---|---|
| January 2024 | • FX Enterprise Foundation Release<br>• Core High-Level Technical Design |

# Connect With Us

@ahca.myflorida.com

FXProjects@ahca.myflorida.com

Appendix

# IS/IP O&M PERFORMANCE METRICS – July and August

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

### Key Updates
- Established FXNet and began onboarding FX Vendors.
- Completed Production Jira and Confluence upgrades to latest LTS versions.
- Applied Linux, Windows, Middleware, Database, and Security patches to IS/IP environments.
- Completed software renewals for ForgeRock and SmartBear Ready API Testing.
- Collaborated with the Agency to operationalize a Tableau dashboard for tracking AHCA IT Help Desk ticket status.

### Level 1 (Critical and High) Incident Tickets

**PM-1**

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

**PM-4**

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

**PM-5**

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

**PM-6**

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

**PM-8**

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

**PM-2**

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

**PM-3**

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

**PM-7**

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.