

**Florida Health Care
Connections (FX)
Strategic Enterprise Advisory
Services (SEAS)
S-1 FX Governance Plan**

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Revision History

DATE	VERSION	DESCRIPTION	AUTHOR
02/14/18	001	S-1 FX Governance Plan initial draft PowerPoint version	Brian Knapp, Suhas Hiremagalur
03/27/18	002	S-1 FX Governance Plan second draft version	Suhas Hiremagalur, Brian Knapp
04/03/18	100	S-1 FX Governance Plan final reviewer edits applied	Brian Knapp
04/05/2019	200	Planned Annual Refresh of FX Governance Plan	Austin Williams, Sarah Gosselin

Modifications to the approved baseline version (100) of this artifact must be made in accordance with the Change Control process that is part of the Scope Management Plan.

Quality Review History

DATE	REVIEWER	COMMENTS
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SECTION 1 INTRODUCTION TO FX

The Florida Agency for Health Care Administration (AHCA or Agency) is preparing for the changing landscape of health care administration and increased use of the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) to improve the administration and operation of the Florida Medicaid Enterprise. The current Florida Medicaid Enterprise is complex; it includes services, business processes, data management and processes, technical processes within the Agency, and interconnections and touch points with systems that reside outside the Agency necessary for administration of the Florida Medicaid program. The future of the Florida Medicaid Enterprise integration is to allow Florida Medicaid to secure services that can interoperate and communicate without relying on a common platform or technology.

During the strategic visioning session held on December 13, 2017, the Agency executive team determined that this project should be focused much more broadly than just a Florida Medicaid Management Information System (FMMIS) replacement, indicating that the project should “Transform the Medicaid Enterprise to provide the greatest quality, the best experience, and the highest value in healthcare.”

To articulate this far-reaching scope, the Medicaid Enterprise System (MES) Procurement Project was re-named Florida Health Care Connections (FX) in the summer of 2018.

1.1 BACKGROUND ON THE SEAS VENDOR

The Agency has contracted with North Highland, LLC to serve as the Strategic Enterprise Advisory Services, or “SEAS,” Vendor to strategically guide FX and AHCA’s transformation of the FMMIS to a modular environment. As part of this transformation the SEAS Vendor will develop, implement, and manage the FX Governance structure to facilitate this enterprise transformation and its intersecting information technology and business priorities, including people, processes, and operations.

1.2 PURPOSE AND SCOPE OF THIS PLAN

The purpose and scope of this FX Governance Plan is to develop the structure and processes, tools, and templates, to facilitate the decision-making required for planning, procuring, and implementing FX solutions.

This FX Governance Plan articulates an enterprise governance framework for the Agency to enable effective decision-making by the Secretary or his or her designee through a hierarchy of recommendation and analysis groups with discreet responsibilities. This framework, coupled with structured recommendation, analysis, and decision documentation tools and processes, creates a robust plan to manage this large and complex transformation.

1.3 LESSONS LEARNED FROM THE GOVERNANCE PILOT

In October 2018, the FX Governance Pilot was completed. At that point governance Lessons Learned were solicited and analyzed by the SEAS Governance Team. Lessons Learned were collected via an online survey distributed to every participant in the FX Governance Pilot, along with individual interviews conducted with Chairs, Vice Chairs, and Project Sponsors. SEAS performed analysis on the feedback and identified recommendations for improvements outlined in this FX Governance Plan. Some of the major themes identified and incorporated into the updated 2019 FX Governance Plan were:

- SEAS could better tailor committee meeting discussion and facilitation to Agency preferences, including room layout and the format of discussion materials.
- The 2018 Pilot Governance structure was too complex. Two committee tiers with fewer members would operate more efficiently.
- Routing items requiring FX Governance input to and through the Governance Structure was complex and poorly understood. It was determined fewer committee tiers would simplify routing and lead to better understanding of committee recommendation and analysis responsibilities.

The iterative processes used to develop the recommendations contained in the FX Governance Plan help ensure the plan's effectiveness, efficiency, and customization to the Agency. The FX Governance Plan will continue to evolve annually to best suit the needs of the transformation as it grows.

1.4 REFERENCED DOCUMENTS

The following documents were used as inputs for the development of the FX Governance Plan and provided valuable information to produce the procedures and processes.

- FX Strategic Plan (S-4)
- SEAS Management Plan (O-1)
- FX Project Management Standards (P-2)
- Strategic Project Portfolio Management Plan (S-3)

SECTION 2 FX GOVERNANCE STRUCTURE

The SEAS Vendor brought together research on governance best practices and prior work on governance structures for private sector clients and other state agencies to develop the basis for the FX Governance Plan. In addition, the SEAS Vendor interviewed numerous stakeholders within the Agency, reviewed organizational structures, and assessed the effectiveness of the current decision-making processes to obtain a clear picture of the current state of executive decision-making and governance at the Agency. The SEAS Vendor further refined the governance plan to customize it to the Agency based on the organizational needs, characteristics, and preferences uncovered during the FX Governance Pilot from Q3 2018 to Q2 2019. The following key principles were factored into developing an effective FX Governance Structure:

- Visible executive involvement and buy-in
- Breaking down silos within & between organizations
- Enterprise alignment around the FX strategy
- Involvement of senior management in major IT recommendations & vice versa
- Limited number and size of required meetings
- Limited number of governance structures
- Simplicity, transparency, and open communication; and
- Continuous improvement

2.1 GOVERNANCE STRUCTURE APPROACH AND EXPLANATION

All decision-making authority for FX ultimately rests with the Secretary of the Agency, or with his or her appointed individual designee. Given the volume and subject matter diversity of the decision-needs originating from FX, the goal of the FX Governance structure (visualized below in Exhibit 2-1) is to develop an organized flow of analysis and recommendations which equips the Secretary or his or her designee to make holistic and well-informed decisions in a timely manner.

FX Governance consists of a two-level recommendation committee structure. The lower tier, FX Program Governance, has responsibility for analysis and recommendations on FX Governance topics at the project level. The upper tier, FX Executive Governance, has responsibility for analysis and recommendations on Governance topics at the portfolio level. The two-level structure offers some insulation to the Agency senior leaders on Executive Governance from analysis or consideration of more day-to-day project operations.

While exceptions exist, most decision-needs will be referred into FX Governance from two major sources. The FX Portfolio maintains a master list of potential FX projects and, as appropriate, refers decision-needs to the two Governance committees related to Portfolio assessments or to project initiation and prioritization. Individual project teams from within the

FX Enterprise Project Management Office (FX EPMO) will refer decision-needs from ongoing projects into Governance.

Several other groups are associated with FX Governance in that they may provide specialized input or analysis on specific topics or recommendations requiring subject matter expertise. As needed, Executive or Program Governance can initiate workgroups of Agency subject matter experts (SMEs) and stakeholders to direct research and analysis concerning any discrete decision-need or topic of relevance to the committee. Two workgroups, FX Tech and FX Data, exist to establish and advise on FX enterprise-level technology and data standards.

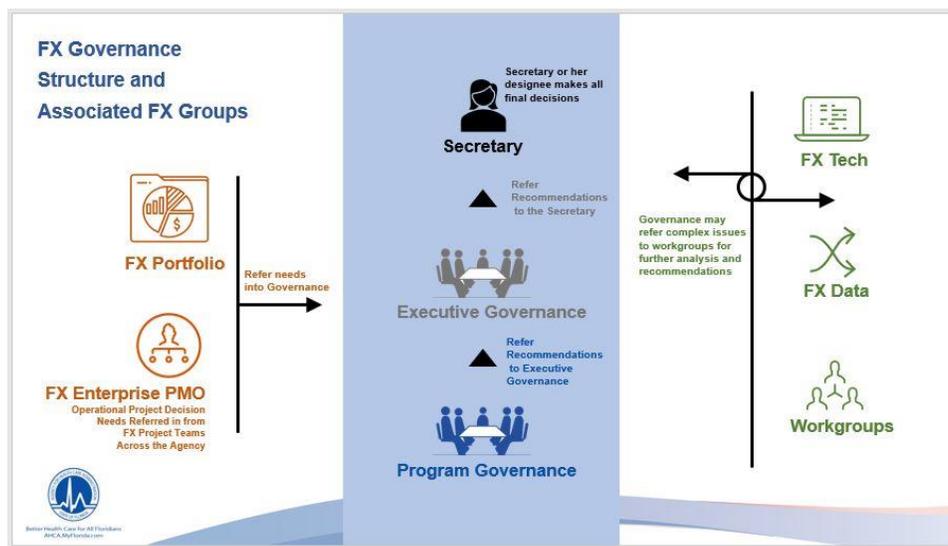


Exhibit 2-1: FX Governance Structure

2.2 COMMITTEE CHARTERS

Governance Committee	FX Executive Governance
Responsibility	FX Executive Governance has recommendation and analysis responsibility at the Portfolio level. As such, FX Executive Governance is responsible for developing recommendations to the Secretary, or his or her designee, related to initiating and approving a project's scope, assigning project sponsorship and resources, and establishing a project's relative prioritization in the portfolio. FX Executive Governance is also responsible for analysis and recommendations on ongoing project decision-needs which could modify a project's originally approved scope significantly.

Membership	<ul style="list-style-type: none"> ▪ AHCA Secretary ▪ Chief of Staff ▪ General Counsel ▪ Deputy Secretaries (3) 	<ul style="list-style-type: none"> ▪ CIO ▪ Assistant Deputy Secretary of Medicaid ▪ Chief of Central Services
Meeting Frequency	Every two weeks (and as necessary if critical analysis or discussions must occur ASAP)	

Exhibit 2-2: FX Executive Governance Charter

Governance Committee	Program Governance	
Responsibility	FX Program Governance has analysis and recommendation responsibility on operational project decisions, and on some aspects of the FX Portfolio assessment process.	
Membership	<ul style="list-style-type: none"> ▪ Assistant Deputy Secretary Medicaid Ops (Chair) ▪ Assistant Deputy Secretaries (2) ▪ Medicaid Chiefs (4) 	<ul style="list-style-type: none"> ▪ HQA Chiefs (2) ▪ Operations Chiefs (2) ▪ IT Chiefs (2) ▪ HQA and Medicaid SMEs (2)
Meeting Frequency	Every two weeks (and as necessary if critical analysis or discussions must occur ASAP)	

Exhibit 2-3: FX Program Governance Charter

Governance Committee	Workgroups, FX Tech, and FX Data
Responsibility	Occasionally decision-needs referred to FX Governance will require specialized subject matter expertise and a more robust time commitment in order to effectively analyze options and develop recommendations for the Secretary, or his or her designee. On these occasions either Governance tier may refer these topics to an ad-hoc workgroup, or to either one of the workgroups: FX Technology or FX Data.
Membership	TBD based on needed subject matter expertise.
Meeting Frequency	As necessary when topics are referred in from Governance. Workgroups do not meet spontaneously without a Governance request. If subject matter experts identify issues of relevance to Governance, they can raise these topics with the relevant Governance committee and request a workgroup referral.

Exhibit 2-4: Workgroups, FX Tech, and FX Data Charter

SECTION 3 FX GOVERNANCE OPERATIONALIZATION

3.1 SEAS VENDOR RESPONSIBILITIES

The SEAS Vendor will plan, schedule, conduct, and document the necessary FX Governance meetings.

When planning and scheduling FX Governance meetings, the SEAS Vendor will; set the date, time, and room location at AHCA Headquarters; develop the meeting agenda; send the meeting invitation and agenda; create and distribute the meeting materials; and document and upload meeting materials onto the FX Governance Repository.

When conducting and facilitating FX Governance meetings the SEAS Vendor will; coordinate room set-up per Agency preferences; print and distribute meeting discussion materials; confirm the meeting objectives and agenda; co-facilitate discussion with the Agency committee chairperson along the specified meeting agenda; confirm and document committee recommendations and action item resulting from meeting discussion.

3.2 MEETING MATERIALS AND TEMPLATES

Template Link	Template Title
 SEAS-FX-Governance -Meeting-Agenda-TEI	<ul style="list-style-type: none"> Meeting Agenda Template
 SEAS-FX-Governance -Meeting-Minutes-TE	<ul style="list-style-type: none"> Meeting Minutes Template
 SEAS-FX-Governance -Recommendation-Di	<ul style="list-style-type: none"> Updated Recommendation Memo Template
 SEAS-FX-Governance -Briefing-Memo-TEM	<ul style="list-style-type: none"> Briefing Memo Template
 SEAS-FX-Governance -WrkrpInitiation-TEN	<ul style="list-style-type: none"> FX Governance Workgroup Initiation Document