



Executive Steering Committee (ESC) Meeting

October 16, 2020

FLORIDA HEALTH CARE CONNECTIONS





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Roll Call and Welcome Remarks

James (JC) Miller, Chair





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FX Program Updates

Mike Magnuson, FX Director

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FX Program Updates

Agenda

- August 28, 2020 FX ESC Meeting Summary
- FX Program Updates
 - FX Strategic Roadmap
 - Budget
 - Legislative Budget Request (LBR) Update
- FX Modules
 - Enterprise Data Warehouse (EDW) Overview
 - Unified Operations Center (UOC) Overview
 - Integration Services/Integration Platform (IS/IP) Design, Development, & Implementation (DDI) Workstream (WS)-B Overview
- Independent Verification and Validation (IV&V) Assessment
- Open Discussion
- Upcoming Activities



FX Program Updates

Since August ESC Meeting

- Submitted Budget Amendment for second quarter
- Implementation Advanced Planning Document (IAPD) Approval received from the Center for Medicare & Medicaid Services ([Letter posted](#)) for federal fiscal years (FY) 2020-2022
- Closed the Core Planning and Unified Operations Project
- Chartered two new projects to continue implementation efforts
 - UOC Procurement
 - Single-Source Credentialing Planning
- Resolved EDW procurement protest at the Florida Division of Administrative Hearings
- Submitted LBR for SFY 2021-2022

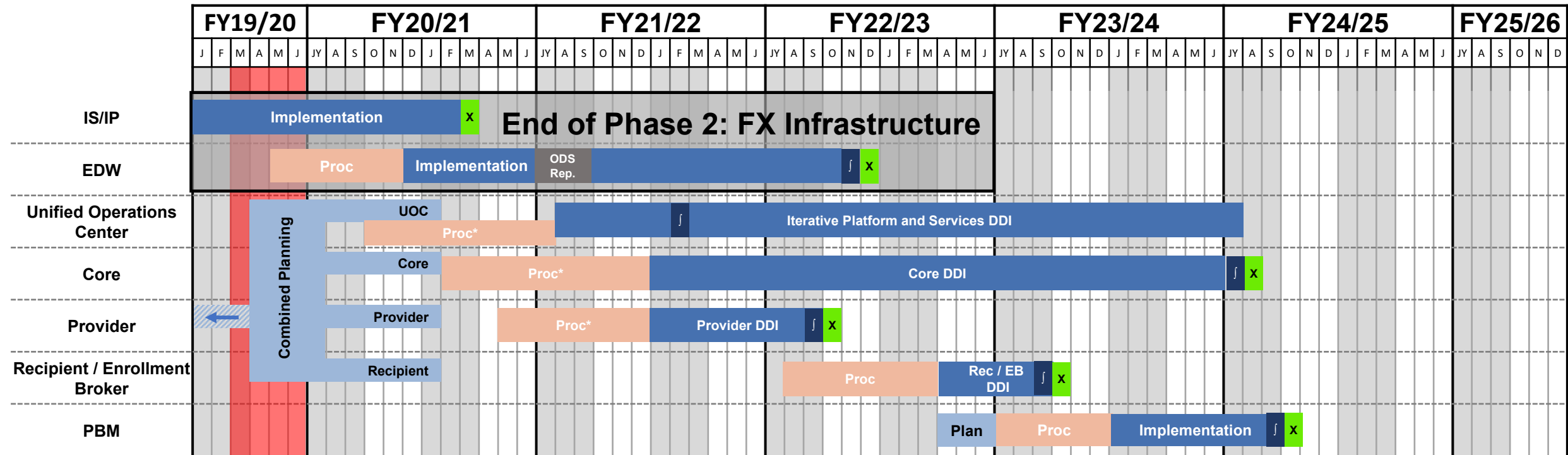




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FX Program Updates

FX Strategic Roadmap



Covid-19 Response Related Delays

*Procurement release is contingent on funding authority for FY 21/22

LEGEND





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FX Program Updates

Dashboard as of October 8th

FX Program		Status				
		Scope	Schedule	Budget	Risks	Issues
		G ↔	G ↔	Y ↔	G ↔	G ↔
Scope	• The scope of the FX Program is currently unchanged.					
Schedule	• The Agency and SEAS Vendor are working to keep the program on schedule to meet the December 2024 deadline.					
Budget	• The Budget indicator is <i>yellow</i> because the FY 2020-21 budget is less than requested, which required replanning of the FX roadmap. The FX EPMO anticipates the <i>Budget</i> indicator will remain <i>yellow</i> until the FY 2021-22 LBR is finalized.					
Risks	• Currently, there are no FX Program risks in an increasing status. All risks are being proactively monitored.					
Issues	• Currently, there is no open issue affecting the program.					
Active FX Projects		Status				
		Schedule	Budget	Risks	Issues	
IS/IP Design, Development, and Implementation (IS/IP DDI)		G ↔	G ↔	G ↑	G ↔	
Enterprise Data Warehouse (EDW) Procurement and DDI Readiness		Y ↔	G ↔	G ↔	G ↑	
Single-Source Credentialing (SSC) Planning Project					G ↔	
Unified Operations Center (UOC) Procurement Project					G ↔	
Provider Management Module Procurement (PMMP) – <i>On Hold</i>						

Trending Indicators:

- *Stable* (↔) – Program/project health status is consistent and remains unchanged from the last reporting period
- *Improving* (↑) – Program/project health status has improved since the last reporting period and/or remediation activities are producing the desired results
- *Declining* (↓) – Program/project health status has declined since the last reporting period; issues are more probable and/or remediation activities are not producing the desired results



FX Program Timeline

As of 10/8/2020

Dates shown for future projects are approximate and expected to change.

Legend:

Not Started/Future Project

% Complete

Project Duration*

Baseline Duration

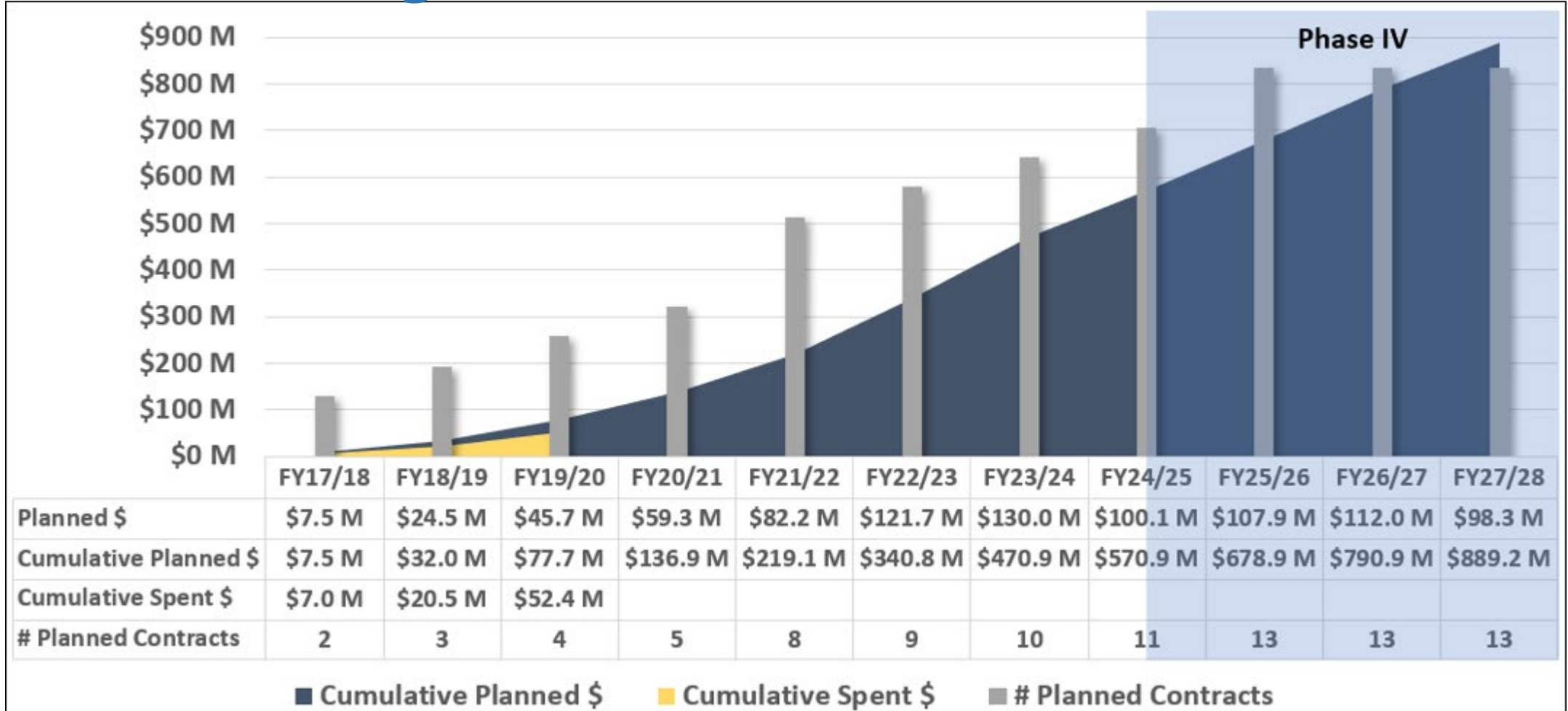
Projects	Start Date	Est. Finish	2019		2020				2021				2022				2023				2024					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Enterprise Data Warehouse - Procurement	3/28/2018	12/8/2020																								
Provider System and Technology Module - Procurement	8/1/2019	12/30/2021																								
Integration Services/Integration Platform - Implementation	11/14/2019	3/8/2021																								
Core Planning Unified Operations - Planning	3/19/2020	10/1/2020																								
Single Source Credentialing Planning Project	10/1/2020	4/30/2021																								
Unified Operations Center - Procurement	10/1/2020	7/30/2021																								
Enterprise Data Warehouse - Implementation	12/1/2020	11/30/2022																								
Core Technology - Procurement	2/1/2021	12/30/2021																								
Module Integration	7/1/2021	8/5/2024																								
Unified Operations Center - Implementation	8/2/2021	7/31/2024																								
Core Technology - Implementation	1/4/2022	8/30/2024																								
Provider System and Technology Module - Implementation	1/4/2022	10/31/2022																								
Recipient - Procurement	8/1/2022	3/31/2023																								
Pharmacy Benefits Management Module - Planning	4/3/2023	6/30/2023																								
Recipient - Implementation	4/3/2023	10/31/2023																								
Pharmacy Benefits Management Module - Procurement	7/3/2023	12/29/2023																								
Pharmacy Benefits Management Module - Implementation	1/2/2024	10/31/2024																								

Note: Years and quarters displayed are *calendar* not *state fiscal* (Calendar Q3 = SFY Q1)

*Projects without established schedules are depicted solely with light-blue

FX Program Updates

Cumulative Funding Estimates with Planned Contracts



FY 17/18 to FY 20/21 – reflects Appropriated funding Cumulative Spent includes payments made through September 30, 2020
 FY 21/22 – per the IAPD as of September 2020
 FY 22/23 to FY 27/28 – reflects estimated funding



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FX Program Updates

Budget as of 9/30/2020 – FY 2020/2021

	Category	Final Appropriation (7/1/2020)	Contracted (Encumbrance)	Incurred
Phase 1	SEAS	\$9,710,400	\$9,710,400	\$2,729,652
	IV&V	\$3,230,996	\$3,230,851	\$722,896
Phase 2	IS/IP - Implementation	\$6,363,460	\$6,363,460	\$948,177
	IS/IP - Operations	\$4,503,602	\$4,503,602	\$375,300
	EDW - Implementation	\$30,252,168	-	-
	EDW - Data Governance	\$240,232	\$222,000	\$56,388
	EDW - Legal Fees/Court Reporter	\$230,000	\$230,000	\$90,080
Phase 3	Core - Procurement	\$1,400,800	\$500,000	\$121,560
	Provider - Procurement	\$150,000	-	-
	FMMIS Support	\$3,194,400	\$3,194,400	\$613,812
Total		\$59,276,058	\$27,954,713	\$5,657,865



FX Program Updates

Proposed LBR – FY 2021/2022

- The Agency's request for FY 2021/2022 includes funding to support the fifth year of FX. As the Integration Services/Integration Platform (IS/IP) module will be operational, this includes both non-recurring and recurring funding. The requested funding is required to support Phases 1 through 3.
- Milestones:
 - Complete the Centers for Medicare and Medicaid Services Interoperability Planning and begin implementation
 - Award Provider Management contract and begin implementation
 - Award Core Systems contract and begin implementation
 - Award UOC contract and begin implementation
 - Implement EDW Operational Data Store (ODS)



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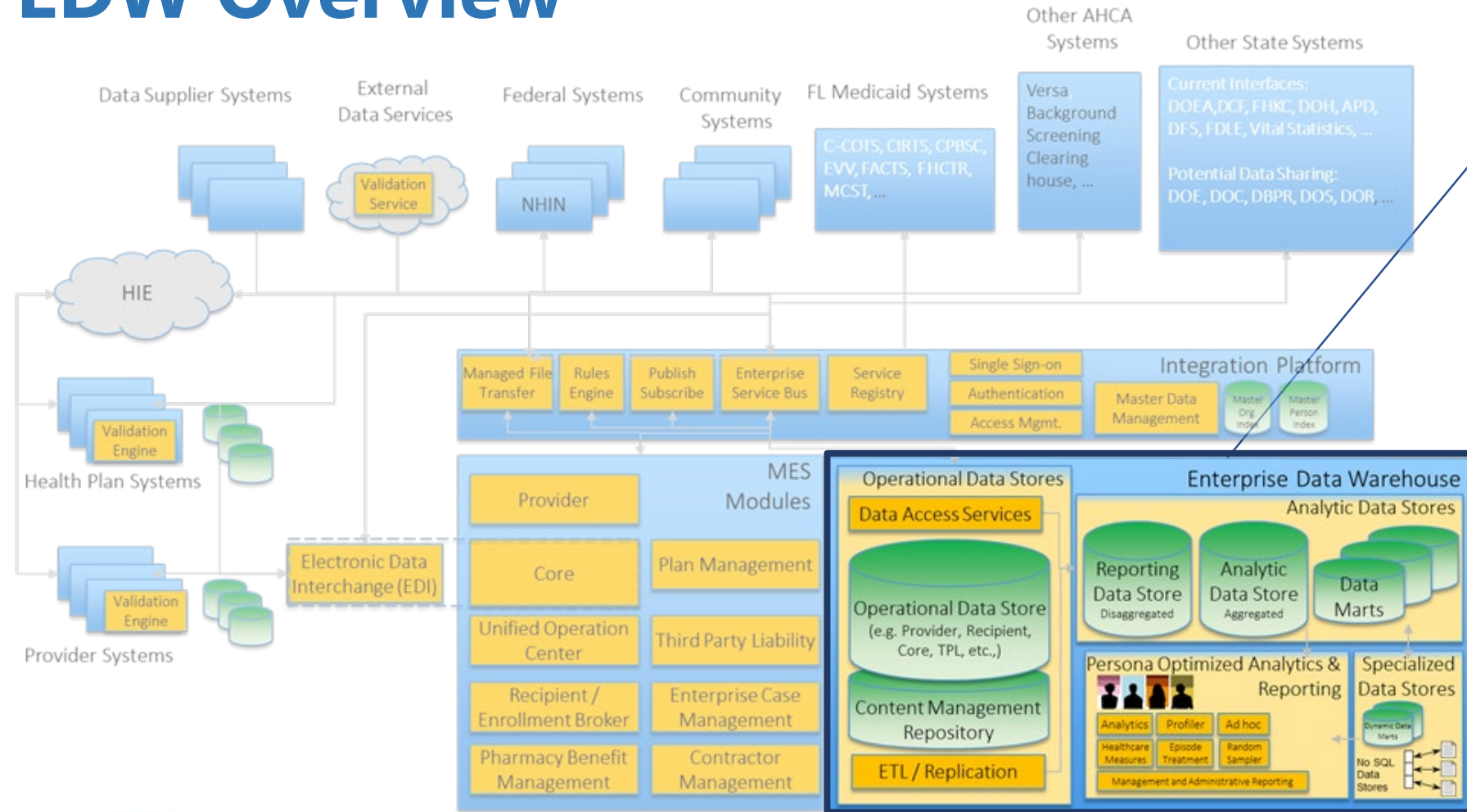
Enterprise Data Warehouse (EDW)

Mike Magnuson, FX Director



FX Module

EDW Overview



- A single source of truth to improve data quality, accuracy, and accessibility
- Improved timeliness and consistency of data
- Improved analytic data processing with holistic business unit and persona optimized data marts and tools
- System innovation and simplified system implementation
- Eliminate duplicated, inconsistent data and processing

FX Module

EDW Components

Operational Data Store Single source of truth for all transactional information collected and used by systems

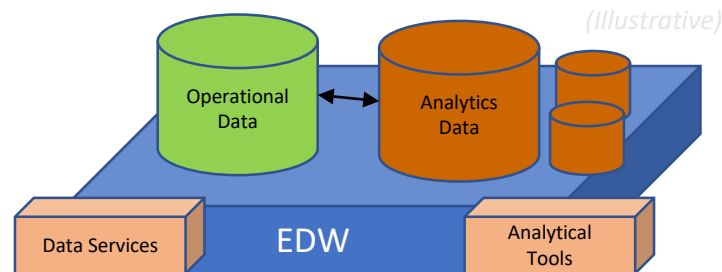
Reporting Data Store

Data store for dashboards, reports, and ad hoc users needing analytics of real time info

Data Marts

Data stores organized for analytical processing specific to a business unit or persona

Operational Data Services Service that systems use to access operational data; standardizes authentication, logging, access controls, usage accounting



Specialized Data Marts

Data stores optimized for specialized types of analysis or special project

Enterprise Content

Management Store for specialized content types (documents, images, reports, blueprints, photos, ...)

Analytical Data Store

Data store optimized for analytical processing

Analytic Tools

Tools to perform reporting, analysis, predictive modeling and other types of analysis on health-related data



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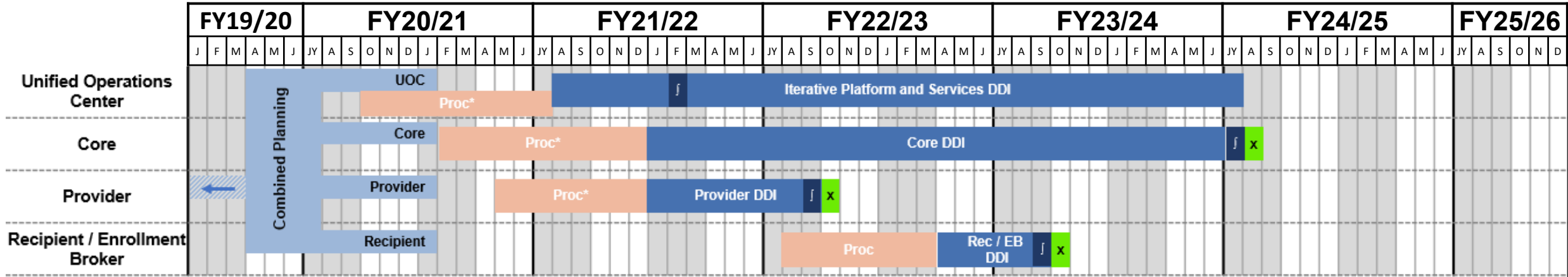
Unified Operations Center (UOC)

Damon Rich, FX Business Architect



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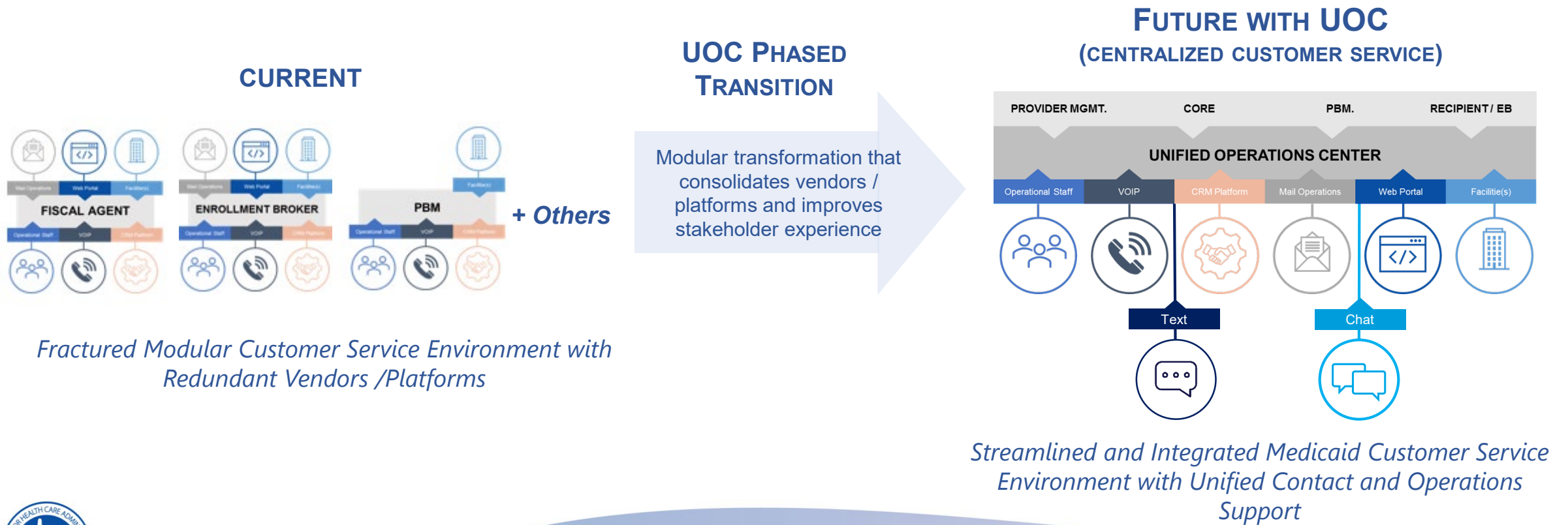
FX Module UOC Roadmap



FX Module

UOC Transformation

The FX UOC transformation moves from a fragmented and decentralized customer service environment to a centralized Medicaid operations center across programs and contact points.



FX Module

UOC Pain Points

Current Contact Center / Operations Pain Points



Operation of the FMMIS and other Agency systems and operational activities are fragmented - **including multiple contact centers, programmatic services vendors, and supporting software platforms.**



There is **no unified record of Agency communications between platforms resulting in a siloed and confusing user experience.**



Multi-vendor/platform environments **create redundant costs** and an **inefficient staffing model.**

UOC Module Scope Addressing the Current Challenges



The UOC includes customer management infrastructure, and the operational services staffing, to support inbound and outbound communications between the Agency and its stakeholders across the breadth of FX. **The UOC will streamline functionality that currently exists across several systems (FMMIS, Enrollment Broker, Provider, Pharmacy Benefit Manager - PBM).**



Can be implemented in phases to **realize benefits quickly.**



Allows for a **more flexible staffing model** where UOC services vendor staff, specialized business area module staff (ex. clinical pharmacist call reps for PBM), and Agency staff can all utilize the same platform for different call types. As calls are escalated up agent tiers, the unified platform will allow for warmer hand-offs between agents and result in a dramatically improved stakeholder experience.

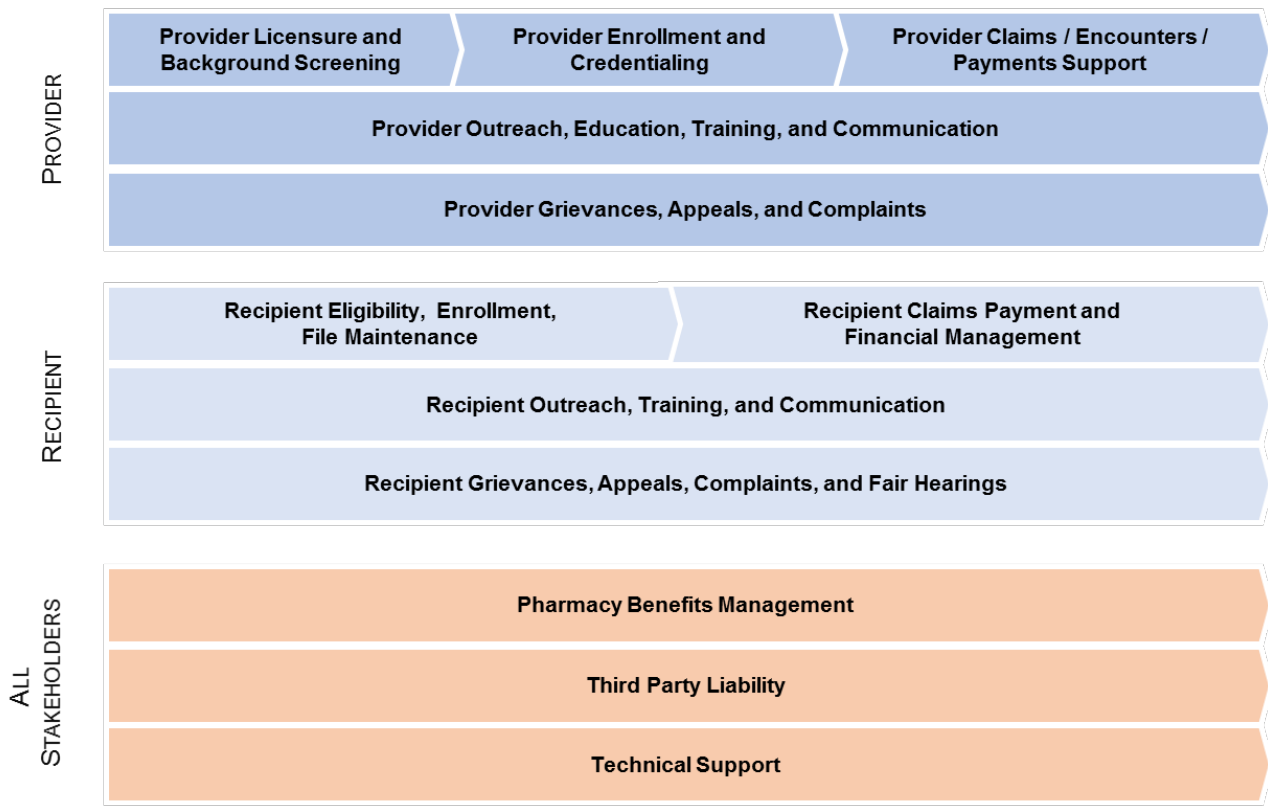


Cross-training Agency and UOC services staff on different call types will **reduce the overall number of agents and could bring more agent positions in-house at the Agency (further reducing costs).**

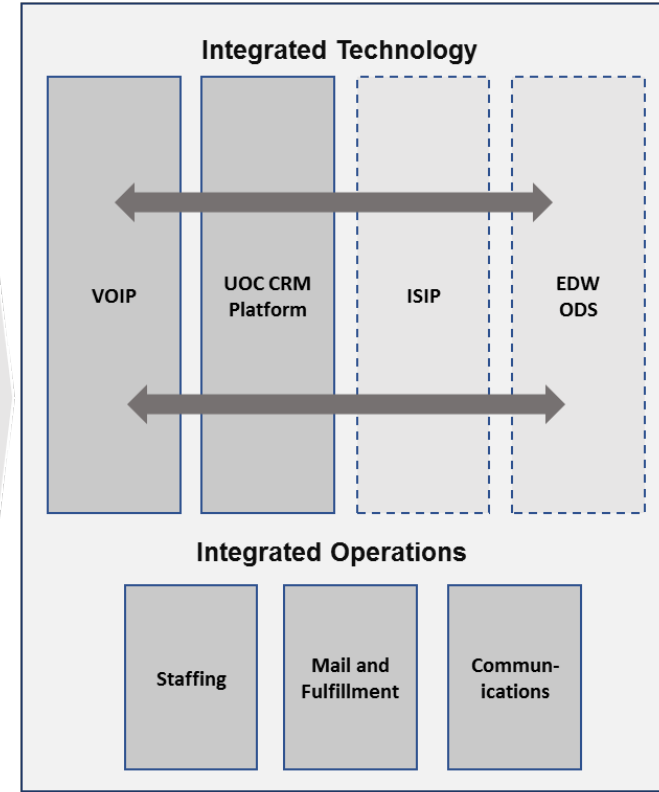
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UOC Scope Snapshot

BUSINESS PROCESSES SUPPORTED* BY UOC



UOC SUPPORTING CAPABILITIES



 = Outside of UOC Procurement Scope

..... **Customer Journey**

*Business Processes are supported at varying levels from customer service inquiry all the way to full operational support.



FX Module

UOC Scope Matrix Reference

UOC Customer Service Support: Customer support and assistance with Agency service inquiries or requests solicited via telephone, correspondence, and other support channels. Includes on-phone and off-phone support provided by UOC Vendor and/or Agency staff.



Support Level	Description	Example
General Support (Tier 1)	Tasks that can be completed by a general population of flex staff with no additional knowledge, skillset, or access needed.	<ul style="list-style-type: none"> General Medicaid inquiries Member eligibility referrals Password resets Facility licensure status inquiries
Specialized Support (Tier 2)	Tasks that require a particular expertise or training.	<ul style="list-style-type: none"> Claims adjudication explanation Technical/clinical questions Assistance for billing agents
Escalated Support (Tier 3)	Tasks or activities that require a decision, authority, access, or policy clarification.	<ul style="list-style-type: none"> File maintenance (change, update data or record) Claims processing exception resolution Live transfers of escalated calls with callbacks

UOC Operational and Technical Support: The Operations and technology infrastructure required to deliver high-quality business services efficiently.



Type of Support	Description	Example
Mail & Fulfillment	Tasks that involve printing, fulfilling, and mailing (including standard and electronic mail) information of any type as approved by the Agency on a scheduled and an ad-hoc basis.	<ul style="list-style-type: none"> Printing and mailing letters Printing and mailing 1099 forms Fulfillment of Medicaid Gold and Blue Cards Certified email Notices for providers to address omission(s) found in background screening information
Communications	Tasks that involve developing and publishing standard communications and publications for stakeholders.	<ul style="list-style-type: none"> Publications and manuals Standard and approved web content and branding Approved letter and communications content and branding
Business Operations	The operations or <i>production processing</i> work that results in delivery of provider/recipient business services. This work can be initiated from multiple channels and not solely from the contact center or from a provider/recipient request.	<ul style="list-style-type: none"> Provider enrollment application processing Site visits Financial adjustments and requests Recipient file maintenance
Technology Infrastructure	A complete recipient customer service solution integrated with FX modules and systems, including telecommunications and internet infrastructure, call management solutions, and a CRM solution.	<ul style="list-style-type: none"> CRM Integrated Voice Response (IVR) VOIP Enterprise Content Management



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IS/IP DDI: Workstream (WS)-B

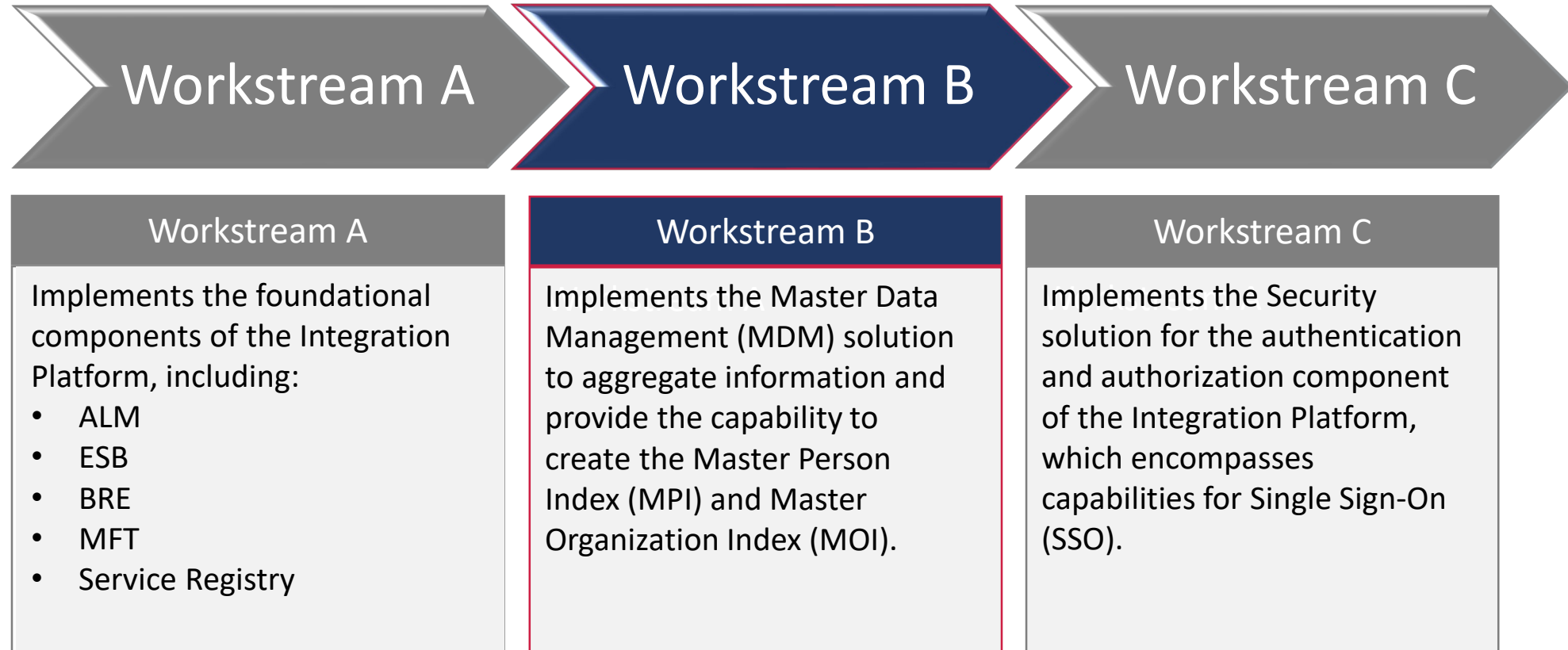
Scott Ward, CIO, Director of Information Technology
& IS/IP Project Executive Sponsor

Angel Garay, IS/IP Project Team Lead



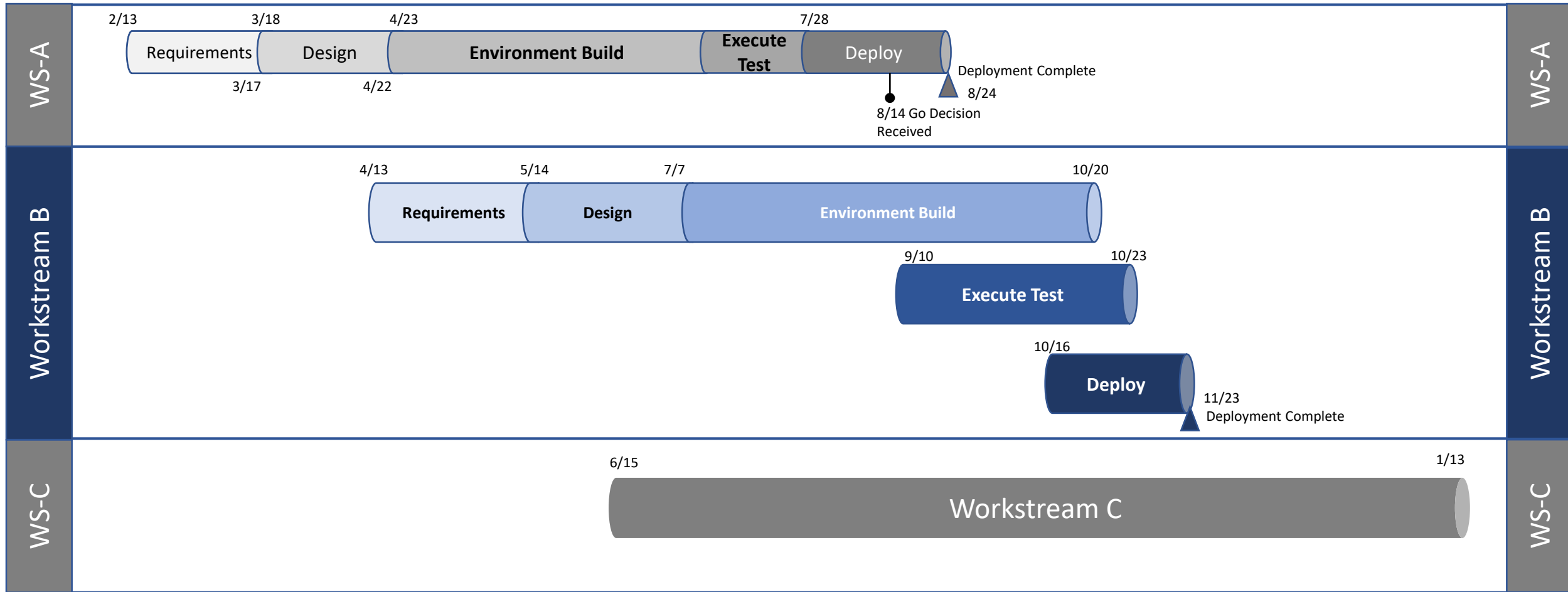
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IS/IP DDI: WS-B Project Workstreams Overview



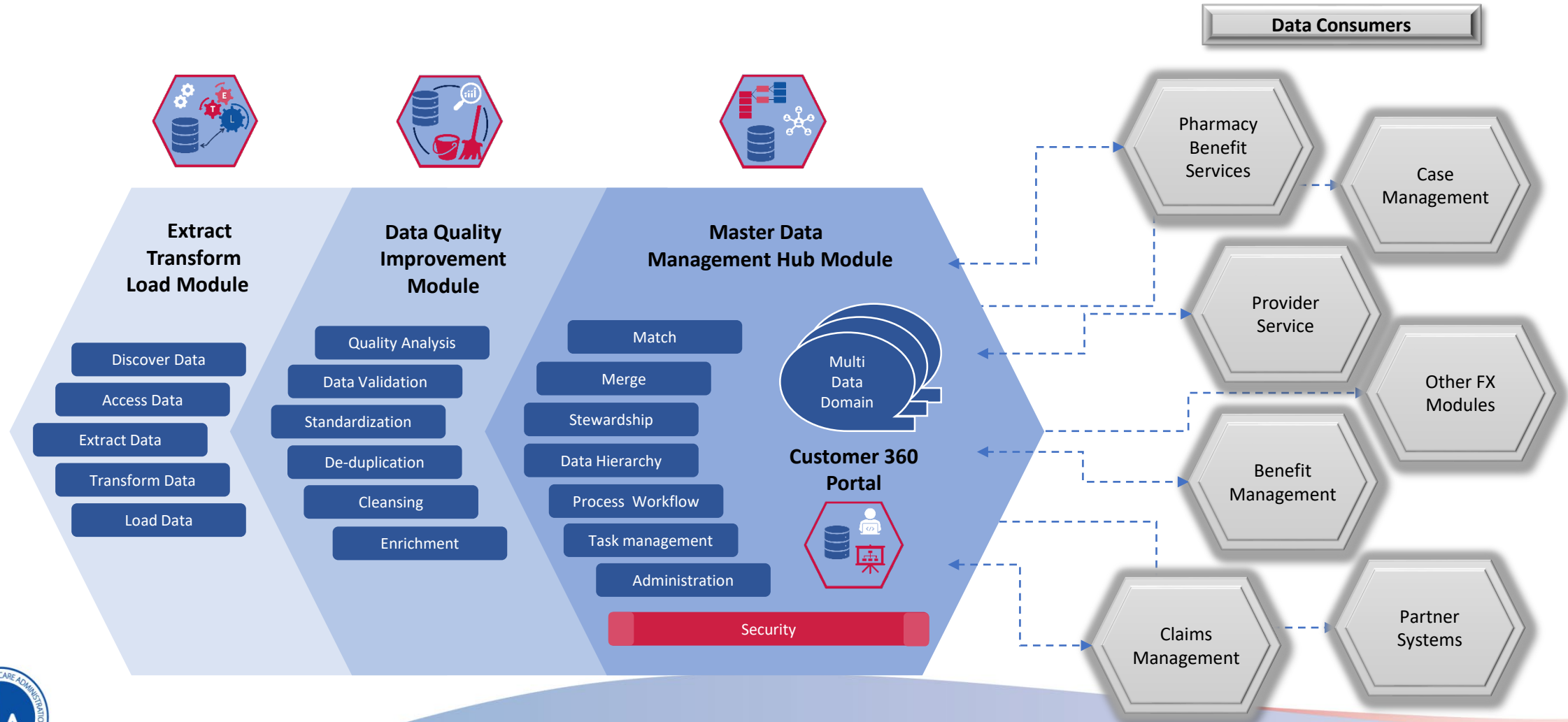
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IS/IP DDI: WS-B Timeline



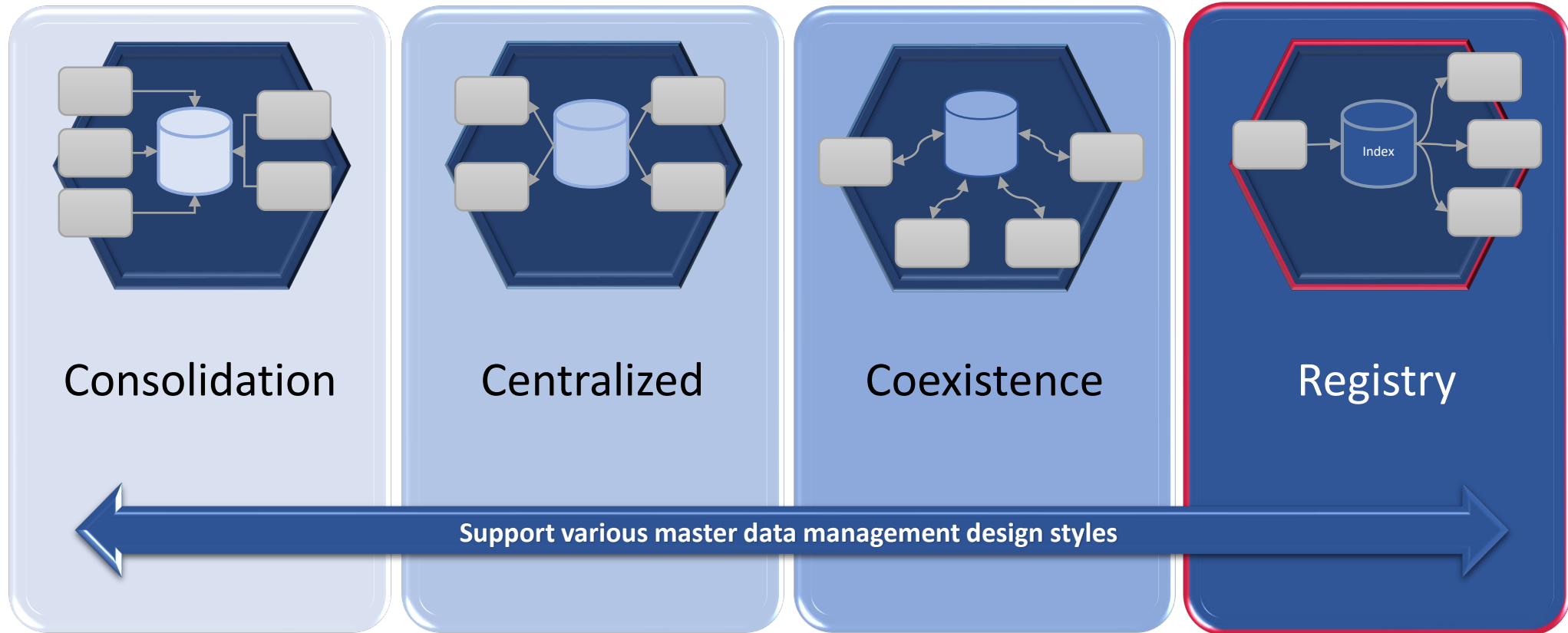
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IS/IP DDI: WS-B MDM Architecture Overview



FX Module

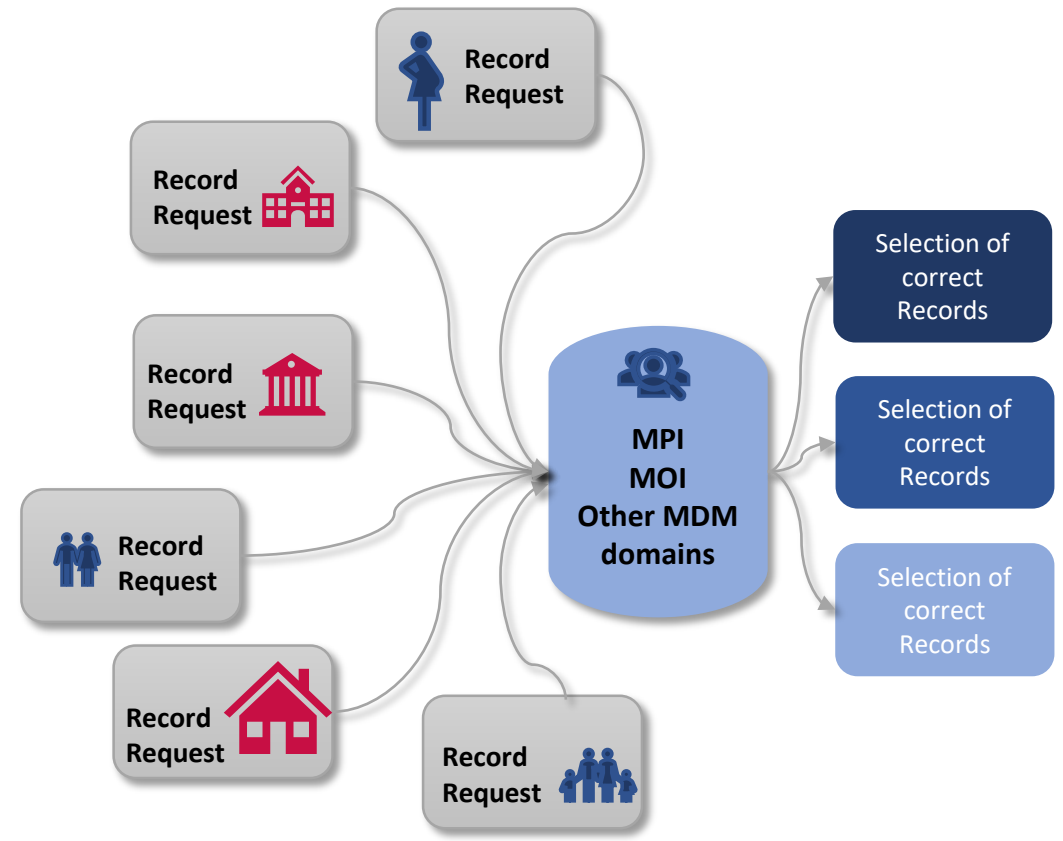
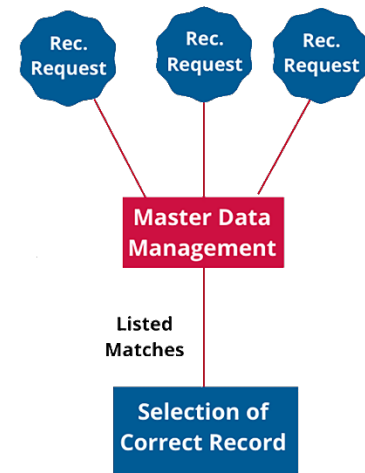
IS/IP DDI: WS-B MDM Design Styles



FX Module

IS/IP DDI: WS-B Master Person Index (MPI) and Master Organization Index (MOI)

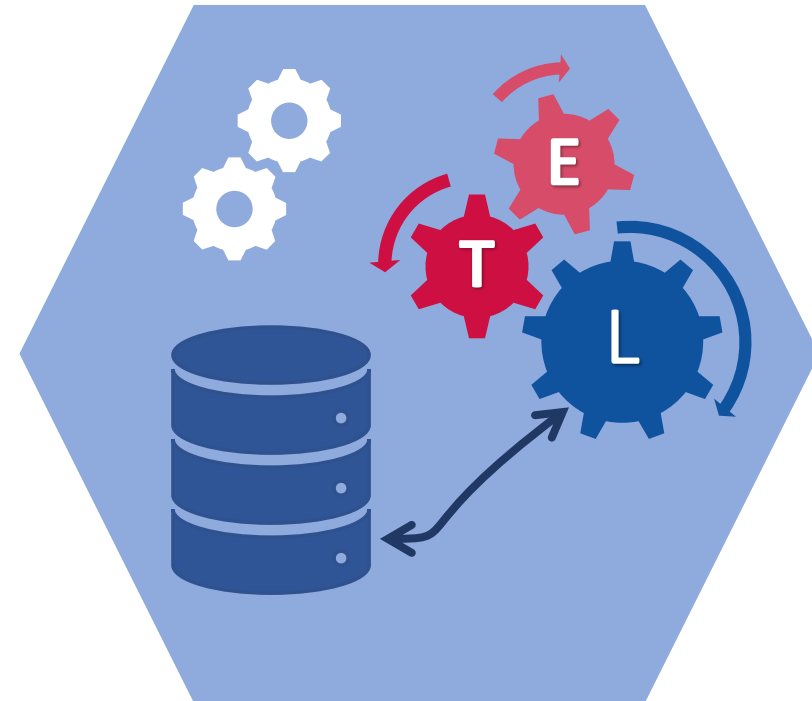
- MPI/MOI processes person and organization record requests to find and present a list of matches from across Health and Human Services (HHS) agencies, greatly assisting with Data Interoperability.



FX Module

IS/IP DDI: WS-B MDM Component: Informatica PowerCenter

- Informatica PowerCenter is responsible for moving data throughout the enterprise and provides data integration capabilities.
- Informatica PowerCenter is utilized to Extract, Transform, and Load (ETL) enterprise data, allowing data to be extracted from multiple sources, transformed and loaded to the desired destination(s).



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IS/IP MDM Component: Informatica Data Quality (IDQ)

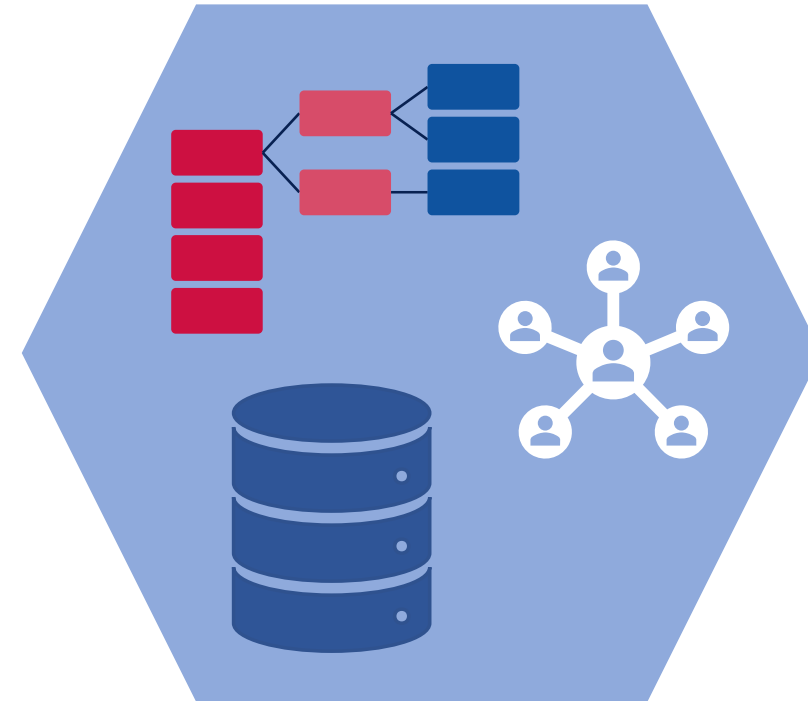
- IDQ is the tool that improves data quality throughout the enterprise.
- IDQ provides a rich set of data quality and data transformation capabilities, such as: data standardization, data validation, data enrichment, data de-duplication, and data cleansing.



FX Module

IS/IP DDI: WS-B MDM Component: Informatica MDM Hub

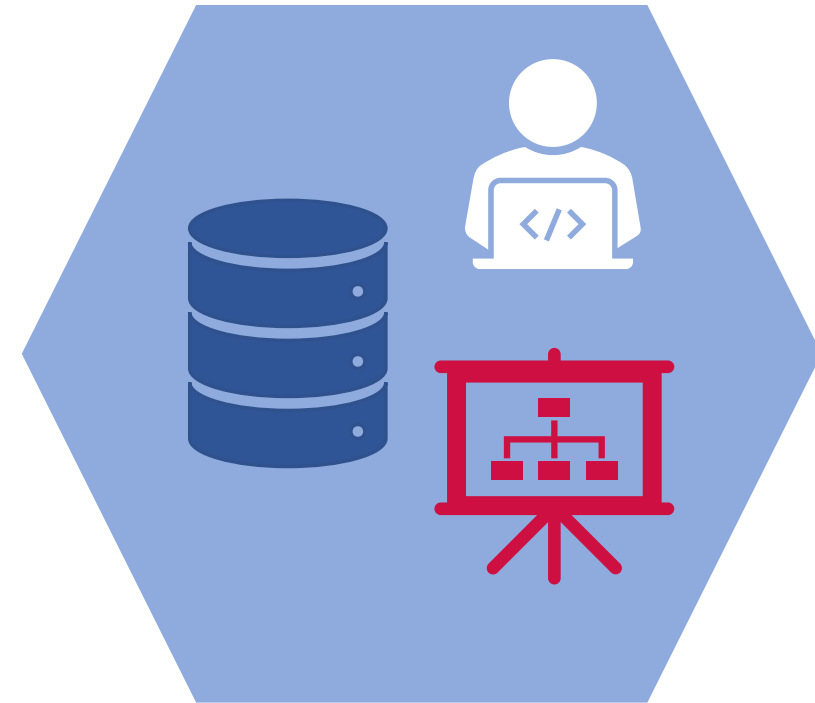
- Informatica MDM Hub is the central administrative tool to support and manage master data model(s).
- The MDM Hub supports all types of Master Data Management styles and can adapt to different usage scenarios in a large enterprise. (Consolidation, Centralized, Coexistence and Registry)



FX Module









IS/IP DDI: WS-B MDM Component: Informatica Customer 360 (C360)

- C360 is the user portal for data managers and data stewards to view and manage the enterprise data in a 360-degree view.
- C360 provides rich relationship exploration and visualization of a variety of data relationships, data hierarchies, and more.



FX Module

IS/IP DDI: WS-B Upcoming Major Deliverable - Production Readiness Checklist

	Production Readiness Discipline Area	% of Activities Complete	% Go or Conditional Go	# of readiness items	# with Go Decision	# with Conditional Go Decision
	General Readiness and Project Management	100%	100%	8	5	3
	Technical Infrastructure	100%	100%	9	9	--
	Testing	50%	50%	10	5	--
	User Provisioning	100%	100%	18	18	--
	Training and OCM	100%	100%	20	16	4
	Post Implementation Support / Readiness	100%	100%	7	7	--
	Operational Readiness	50%	50%	2	1	--
	Final Readiness	0%	0%	4	0	--
	Total	78.2%	78.2%	78	61	7

Example

Independent Verification and Validation (IV&V) Assessment

Kurt Hartmann, Project Manager



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IV&V Assessment

September 2020 Report

Active Projects	Prior Risk Rating	Current Risk Rating	Trend	IV&V Assessment Summary
Overall Integrated Assessment	Yellow	Yellow	↔	<ul style="list-style-type: none"> FY 21-22 Legislative Budget Request (LBR) development is in the Agency approval process. The Overall Integrated Assessment will remain yellow until the LBR is finalized.
Integration Services/Integration Platform (IS/IP) DDI Project	Green	Green	↔	<ul style="list-style-type: none"> Project is on schedule. The vendor is working collaboratively with the FX EPMO and the Agency. User Acceptance Testing for Workstream B started on September 28, 2020 and is ahead of schedule. A time saving of three weeks in the project schedule was achieved by the elimination of unnecessary certification document tasks, Decision #301, that originally had been built into the schedule.

IV&V Assessment

September 2020 Report

Active Projects	Prior Risk Rating	Current Risk Rating	Trend	IV&V Assessment Summary
FX Enterprise Data Warehouse (EDW) Procurement Project	Yellow	Yellow	↑	<ul style="list-style-type: none"> IV&V assessed the EDW Procurement Project as yellow due to the status of Project Change Request (PCR) #43. The change request description states that the Agency has requested the EDW Procurement project schedule be re-baselined. PCR #43 disposition on September 30, 2020 was Pending.
Core Planning and Unified Operations (CPUO) Project	Green	Green	↔	<ul style="list-style-type: none"> The project is on schedule to close next month.

IV&V Assessment

Observations

- IS/IP Overall

- The Risk Probability for most of the IS/IP Risks has been lowered due to a focused effort by all project team members involved in mitigation planning and execution.

- IS/IP Workstream B

- The UAT Team, project management, and oversight of the UAT activities have been very positive. The team experienced 3 challenges pertaining to software and tools, and security provisioning timeouts. However, all 3 challenges were resolved effectively and timely.
- The UAT Testers have completed their planned test cases and began to identify additional scenarios that could be tested to determine other vulnerabilities. This is extremely proactive and positive.

- IS/IP Workstream C

- The Vendor and AHCA Security and Project Teams are working through the System Security configuration. Each week progress is being made according to the planned schedule.

IV&V Assessment Observations

- EDW
 - All protests to the Procurement Award have been removed.
 - While the Cost Performance Index (CPI) has improved since the previous IV&V assessment, the Schedule Performance Index (SPI) has continued to decline. IV&V has recommended the schedule needs to be re-baselined to align to the FX Roadmap. This will reset the baseline which is negatively impacting the EDW SPI.
- FX Core and Unified Operations Planning
 - All project activities have been completed and the project successfully ended on October 1, 2020.



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Upcoming Activities

Mike Magnuson, FX Director



FX Program

Upcoming Activities

- Next Meeting – Friday, November 13, 2020
 - Quarter 3 Budget Amendment
 - IS/IP Workstream B approval
 - UOC Discussion



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Open Discussion

Mike Magnuson, FX Director





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