Executive Steering Committee (ESC) Meeting

March 26, 2021

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Roll Call

Welcome Remarks and Agenda

Simone Marstiller, Secretary and FX Executive Sponsor

ESC Meeting
Agenda

- **FX Program Updates**
  - Update Since Last Meeting
  - FX Strategic Roadmap
  - Financials
- **FX Module(s) Update**
  - Integration Services/Integration Platform (IS/IP) Implementation
  - Unified Operations Center (UOC) Procurement
  - Single-Source Credentialing (SSC) Planning
  - Enterprise Data Warehouse (EDW) Implementation
  - Core Procurement
- **Independent Verification & Validation (IV&V) Assessment**
- **Open Discussion / Member Updates**
- **Upcoming Activities / Closing Remarks**

FX Program Updates

Mike Magnuson, FX Director

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FX Program Updates
Since February ESC Update

- Welcomed new FX Executive Sponsor

- Received 3rd Quarter Budget Release

- Submitted 4th Quarter Budget Amendment

- Completed the first FX module implementation

- Kicked off two new projects

FX Program Updates
Procurement Integrity Statement

The Agency's FX program is an ongoing process that involves the preparation of specifications for upcoming contracts. In order to protect the competitive nature of future 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 SEAS Vendor, the IV&V Vendor, and the IS/IP Vendor, who are precluded from bidding on future FX contracts. Current information on Florida Health Care Connections will be made available on our FX Website and in public meetings of the Executive Steering Committee. These public meetings are noticed in the Florida Administrative Register.

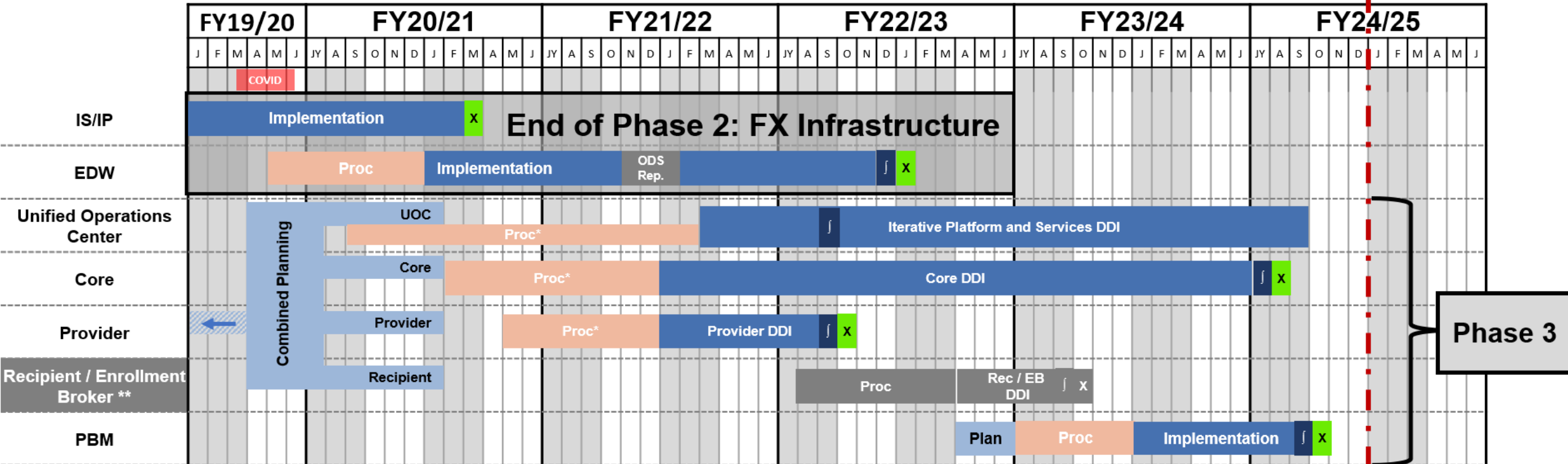Better Health Care for All Floridians
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FX Program Updates
FX Strategic Roadmap – Pending Updates

Executive Steering Committee Meeting 3/26/2021

FX Program Updates
Dashboard as of March 18th

FX Program	Status				
	Scope	**Schedule**	**Budget**	**Risks**	**Issues**
	G ↔	G ↔	G ↔	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 FY 2020-21 Quarter 4 (Q4) budget amendment is with Legislative staff.				
Risks	• There are currently no program-level risks in an *increasing* status.				
Issues	• Currently, there are no open issues.				

Active FX Projects	Status			
	Schedule	**Budget**	**Risks**	**Issues**
Unified Operations Center (UOC) Procurement	G ↔	G ↔	G ↔	G ↔
Single-Source Credentialing (SSC) Planning	G ↔	G ↔	G ↔	G ↔
Enterprise Data Warehouse Implementation (EDWI)			G ↑	G ↔
Core Systems Procurement	Y↓		G ↔	G ↔
Provider System and Technology Module (PSTM) Proc. – *On Hold*				

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 3/18/2021

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	Timeline
Enterprise Data Warehouse - Procurement	3/28/2018	1/20/2021	100%
Provider System and Technology Module - Procurement	8/9/2019	12/30/2021	On Hold — 40%
Integration Services/Integration Platform - Implementation	11/14/2019	3/8/2021	100%
Core Planning Unified Operations - Planning	3/19/2020	10/1/2020	100%
Single Source Credentialing Planning Project	9/9/2020	3/31/2021	96%
Unified Operations Center - Procurement	9/9/2020	3/2/2022	69%
Enterprise Data Warehouse - Implementation	12/31/2020	12/30/2022	0%
Core Systems - Procurement	2/1/2021	3/31/2022	0%
Module Integration	7/1/2021	8/5/2024	0%
Provider System and Technology Module - Implementation	1/4/2022	10/31/2022	0%
Unified Operations Center - Implementation	3/3/2022	9/27/2024	0%
Core Systems - Implementation	4/1/2022	12/2/2024	0%
Recipient - Procurement	8/1/2022	3/31/2023	0%
Pharmacy Benefits Management Module - Planning	3/6/2023	6/30/2023	0%
Recipient - Implementation	4/3/2023	10/31/2023	0%
Pharmacy Benefits Management Module - Procurement	7/3/2023	12/29/2023	0%
Pharmacy Benefits Management Module - Implementation	1/2/2024	10/31/2024	0%

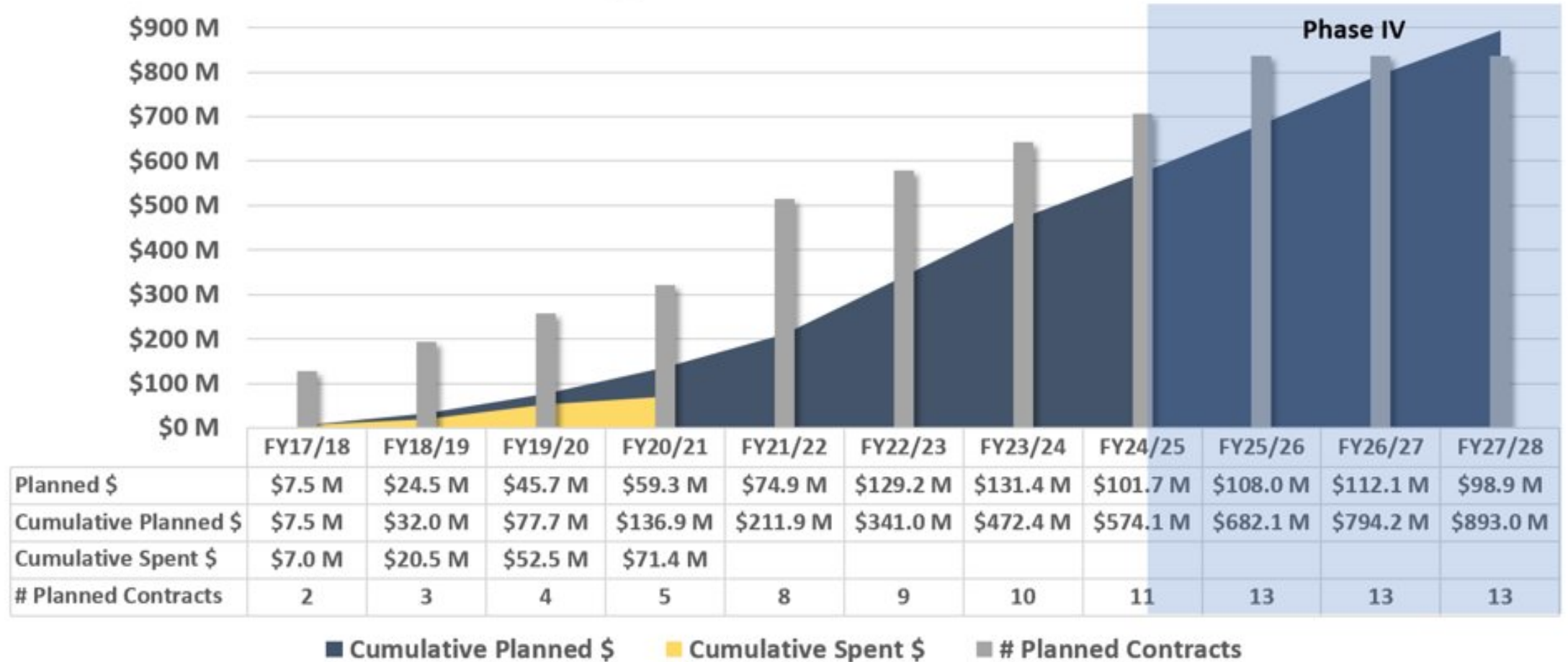Timeline years: 2019, 2020, 2021, 2022, 2023, 2024, 2025 (by quarters Q1–Q4)

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

FX Total Funding Estimate with Planned Contracts

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28
Planned $	$7.5 M	$24.5 M	$45.7 M	$59.3 M	$74.9 M	$129.2 M	$131.4 M	$101.7 M	$108.0 M	$112.1 M	$98.9 M
Cumulative Planned $	$7.5 M	$32.0 M	$77.7 M	$136.9 M	$211.9 M	$341.0 M	$472.4 M	$574.1 M	$682.1 M	$794.2 M	$893.0 M
Cumulative Spent $	$7.0 M	$20.5 M	$52.5 M	$71.4 M							
# Planned Contracts	2	3	4	5	8	9	10	11	13	13	13

Phase IV

■ Cumulative Planned $ ■ Cumulative Spent $ ■ # Planned Contracts

FY 17/18 to FY 20/21 – reflects Appropriated funding
FY 21/22 – reflects LBR as of 1/15/2021
FY 22/23 to FY 27/28 – reflects estimated funding

Cumulative Spent includes payments made through February 28, 2021
A vendor may be awarded multiple contracts

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FX Program Updates
Budget as of 2/28/2021 – FY 2020/2021

	Category	Final Appropriation (7/1/2020)	Contracted (Encumbrance)	Incurred
Phase 1	SEAS	$9,710,400	$9,710,400	$6,541,734
	IV&V	$3,230,996	$3,230,822	$2,085,992
Phase 2	IS/IP - Implementation	$6,363,460	$6,363,460	$5,530,462
	IS/IP - Operations	$4,503,602	$4,503,602	$2,251,801
	EDW - Implementation	$30,252,168	$11,775,711	-
	EDW - Data Governance	$240,232	$210,108	$79,248
	EDW - Legal Fees/Court Reporter	$230,000	$215,000	$92,269
Phase 3	Core - Procurement	$1,400,800	$500,000	$300,025
	Provider - Procurement	$150,000	-	-
	FMMIS Support	$3,194,400	$3,194,400	$2,025,523
Total		$59,276,058	$39,703,503	$18,907,054

FX Program Updates
Spend Plan – FY 2020/2021

	Category	Final Appropriation	Amount Released to Date (Quarters 1-3)	Quarter 4 Requested	Expected Spend through 6/30/21
Phase 1	SEAS	$9,710,400	$7,458,513	$2,251,887	$9,710,400
	IV&V	$3,230,996	$2,432,163	$758,659	$3,190,822
Phase 2	Integration Services and Integration Platform	$10,867,062	$8,172,333	$2,220,625	$10,392,957
	Enterprise Date Warehouse and Data Governance (FX Legal Fees, Court Reporting Fees, Data Governance)	$30,722,400	$344,039	$10,920,459	$11,264,497
Phase 3	Core Fiscal Agent Procurement and Modular Communications (FMMIS Transition, Core Procurement)	$4,595,200	$2,720,282	$1,874,918	$4,595,200
	Provider - Procurement	$150,000	-	$150,000	$150,000
Total		$59,276,058	$21,127,330	$18,176,548	$39,303,876

FX Modules

Integration Services/ Integration Platform (IS/IP) Implementation Update

Scott Ward, FX Project Sponsor

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IS/IP Update
Implementation

- Completed implementation on 3/8/2021

- Operations and Maintenance phase continues to progress

- Agency working to operationalize the integrations services/connections via Task Orders

UOC Update
What It Is

Component	Description
Operational Staff	Vendor staff who will perform front-line duties such as responding to Tier 1 inquiries via phone and email, as well as Tier 2 processing work such as provider enrollment application processing. Agency staff will function at Tier 2 or 3 performing task that typically require research or technical assistance such as complaints and Agency policy and procedure clarifications.
VOIP	Voice Over Internet Protocol is the phone system for the UOC.
CRM Platform	Customer Relationship Management is used to document our interactions with customers, process the facilitation of work and workload tracking and interface with the various module components.
Text	A communication tool available to interact with customers via cell phone text capabilities.
Chat	A communication tool available to interact with customers via the web portal.
Mail Operations	Inbound and outbound correspondence management and distribution staffed by the vendor.
Web Portal	The external interface used by customers to connect with the enterprise.
Facilities	The location(s) used to house the vendor to fulfill their obligations. The Agency will not be co-located with them.

The UOC is the consolidation of customer service (vendor) and customer service support (Agency) across enterprise operations and communications functions.

**(CENTRALIZED CUSTOMER SERVICE AND CUSTOMER SERVICE SUPPORT)**
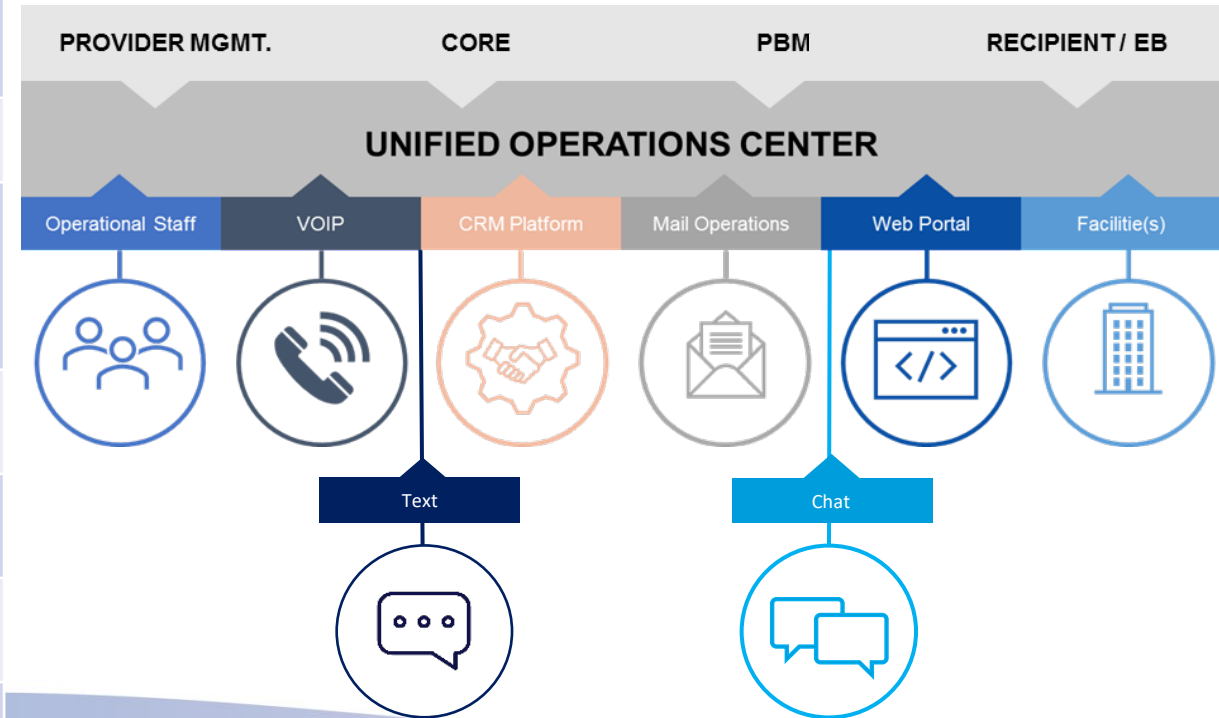
UOC Update
Tiers

Customer service delivery and customer service support will be delivered using a tiering structure.

Work Task Examples	Tier Definitions

Work Task Examples

- Vendor Compliance Concerns
- Escalated Legislative & Constituent Issues

- Provider Enrollment Processing (Vendor)
- Policy & Procedure Research (AHCA)
- Complaint Processing (AHCA)
- Medicaid Fair Hearing Support (AHCA)
- Exceptional Claims Processing (AHCA)
- Encounter Technical Support (AHCA)
- Provider Training (TBD)

- Website Navigation
- Sister Agency Referrals
- Choice Counseling
- Health System Navigation
- Provider Enrollment General Info
- Complaint & Medicaid Fair Hearing Intake
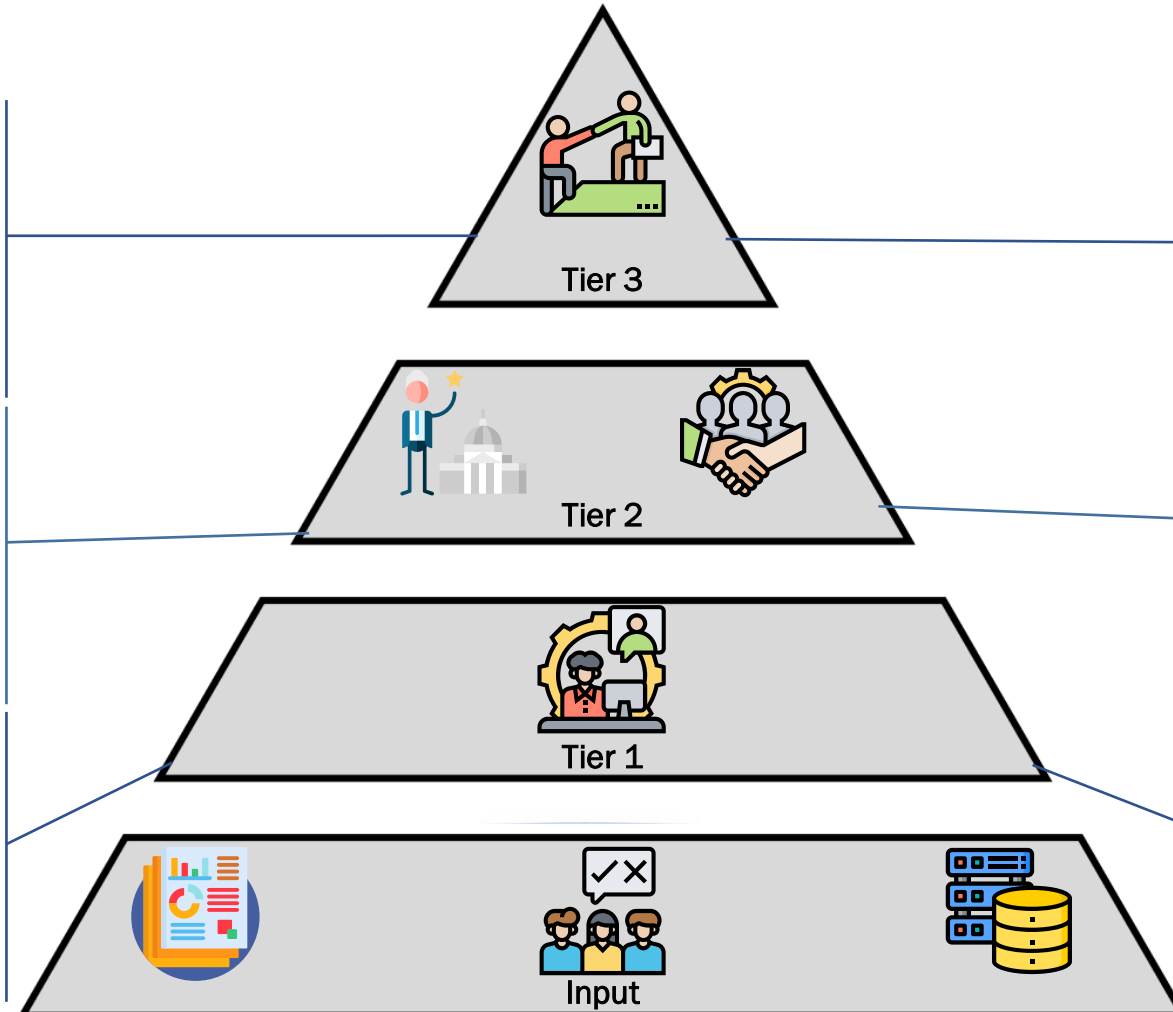
Tier Definitions

Tier Three Definition
Tasks that require a decision, authority, access, or policy clarification for response or resolution.

Tier Two Definition
Tasks that require a particular expertise, training or specific knowledge.

Tier One Definition
Tasks that can be completed by staff who are trained as generalist for the enterprise. Responses are typically scripted or can be easily found in the knowledgebase.

Tier 3

Tier 2

Tier 1

Input

UOC Update
Customer Persona Example

Name: Suzanne Independence						
Short Bio: Suzanne is a married mother of two and is very proactive when it comes to meeting the needs of her family. She likes to be well informed.						
Persona Quote: Don't wait for your ship to come in, swim out to it.						
Age: 33				Education: College-educated		
Daily Responsibilities: Suzanne and her husband have busy lives, with little time for distractions. Their children have an age gap that requires different needs to be met at different times and they are both just returning to the work force post COVID-19.						
Preference: DIY (Do It Yourself) Because Suzanne is proactive by nature, she also likes to do things on her time to achieve maximum efficiency.						
Key Attributes: Practical; autonomous; values family time						
Functional Needs: Expects comprehensive information to be available for her to explore and varied self-service methods available at her disposal. Especially when it comes to managing the Medicaid insurance needs of her family.						
Emotional Needs: Needs confirmation that steps taken will or have met and resolved her needs.						
Challenges: Because Suzanne is practical, values autonomy and family time, processes that require her to wait for service from others is frustrating.						
Hypothesized Jobs:						

COMPLETED BY AGENCY

What is <customer> doing?	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
What is <customer> thinking? Questions?						
What is <customer> feeling?						
With which touchpoints is <customer> interacting?						
Stage						
What are the <customer> goals for this stage?						

COMPLETED BY VENDOR

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UOC Update
Proposed Procurement Timeline

Currently, UOC procurement is in-process: Target contract in February 2022

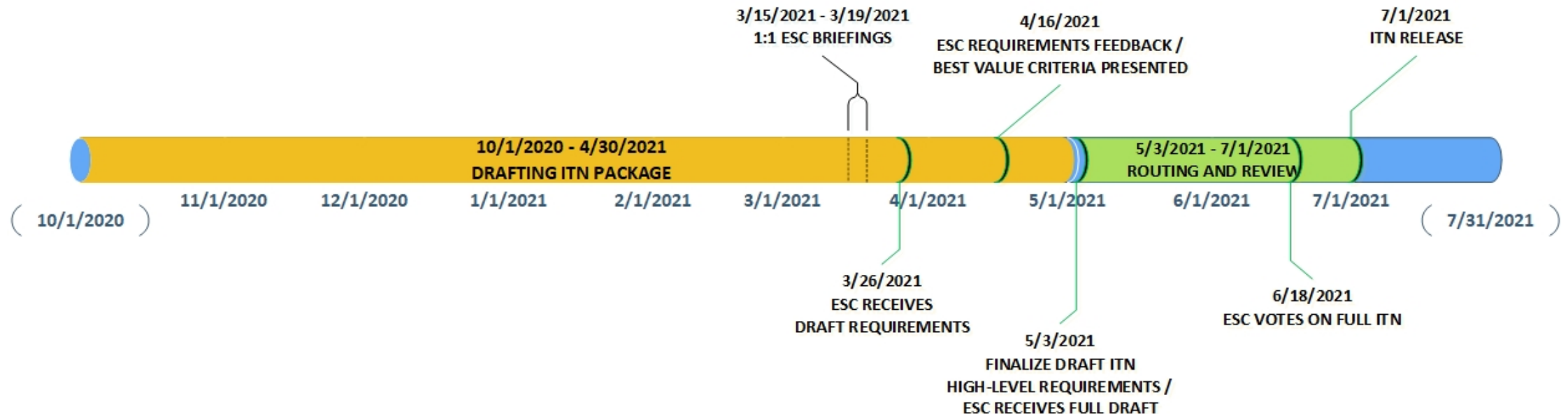|	FY20/21												FY21/22											
	JY	A	S	O	N	D	J	F	M	A	M	J	JY	A	S	O	N	D	J	F	M	A	M	J
Planning and Initiation			Sept. to Dec.																					
Business / Tech Requirements				Oct. to March																				
Drafting ITN Package				Oct. to May																				
Routing / CMS Review											May to July													
ITN Posted													July											
Solicitation and Award														July to Nov.										
Finalize Contract																	Nov. to Feb.							
DDI Readiness / Closeout																				Feb. to Mar.				

UOC Update
UOC Procurement Timeline Milestones

	FY20/21												FY21/22											
	JY	A	S	O	N	D	J	F	M	A	M	J	JY	A	S	O	N	D	J	F	M	A	M	J
Business /Tech Requirements				Oct. to March																			
Drafting ITN Package				Oct. to May																			
Routing /CMS Review										May to July													
ITN Posted											July												

3/15/2021 - 3/19/2021
1:1 ESC BRIEFINGS

4/16/2021
ESC REQUIREMENTS FEEDBACK /
BEST VALUE CRITERIA PRESENTED

7/1/2021
ITN RELEASE

10/1/2020 - 4/30/2021
DRAFTING ITN PACKAGE

5/3/2021 - 7/1/2021
ROUTING AND REVIEW

10/1/2020   11/1/2020   12/1/2020   1/1/2021   2/1/2021   3/1/2021   4/1/2021   5/1/2021   6/1/2021   7/1/2021   7/31/2021

3/26/2021
ESC RECEIVES
DRAFT REQUIREMENTS

5/3/2021
FINALIZE DRAFT ITN
HIGH-LEVEL REQUIREMENTS /
ESC RECEIVES FULL DRAFT

6/18/2021
ESC VOTES ON FULL ITN

SSC Update
Planning Phase

- Met with health plans and the National Committee for Quality Assurance (NCQA) and discussed contracting with a Credentials Verification Organization (CVO), staffing of the credentialing committee and delegated credentialing

- Identified credentialing requirements and additional items for consideration by the Provider Systems Management Module (PSMM) team

- Continuing to:
  - Determine how the credentialing committee will be formed and staffed
  - Be in contact with all stakeholders, and continuously solicits feedback
  - Communicate and work with NCQA and pursuing NCQA training for Agency staff (The Agency will continue working with NCQA beyond the closure of this project.)

- The SSC Planning Project wraps up at the end of March

Enterprise Data Warehouse (EDW) Implementation Update
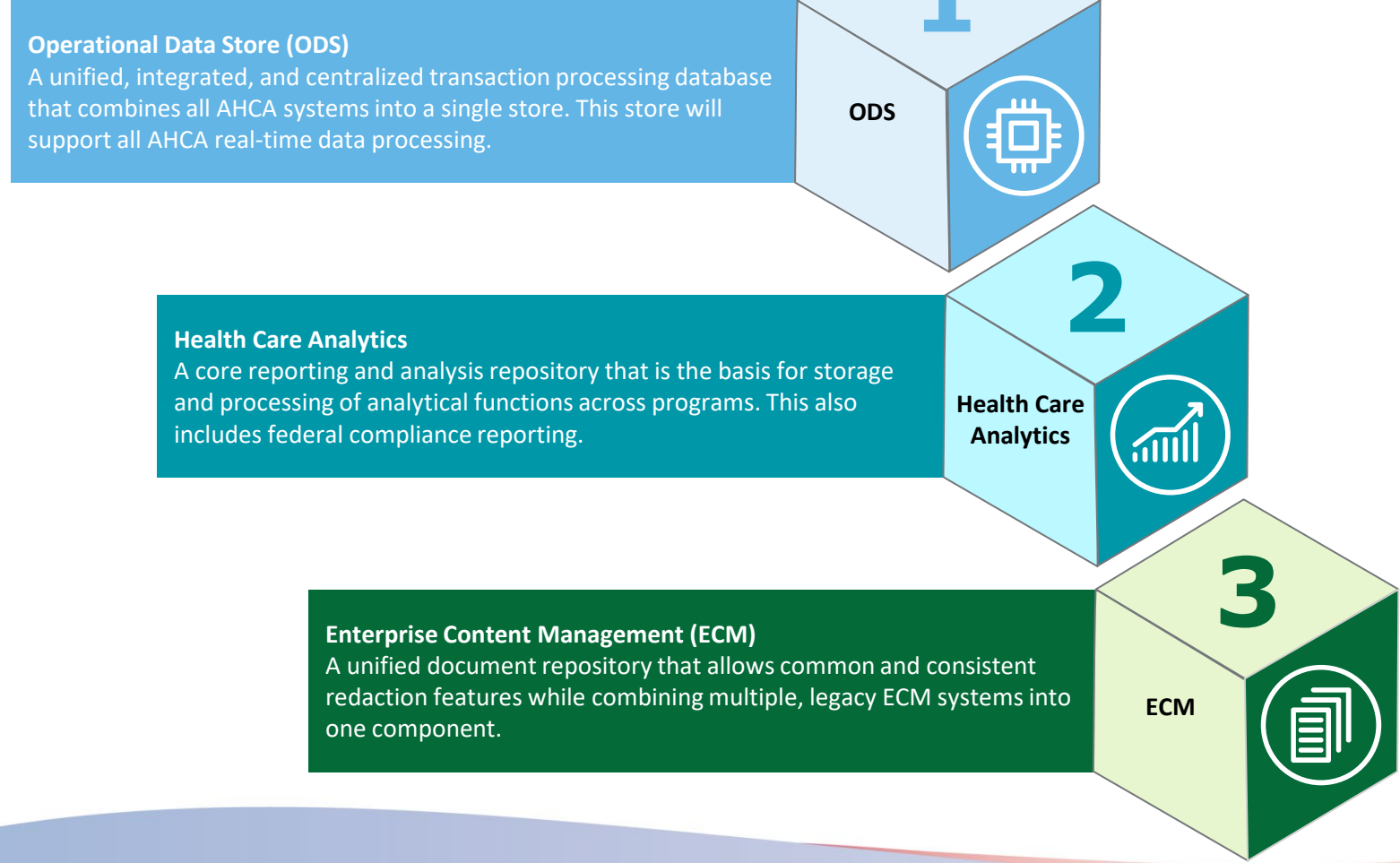
Nikole Helvey, FX Project Sponsor

EDW Update
Vision for the Future of Data Management

The vision is to centralize and unify all data, whether it be transaction processing or reporting/analytics or documents, into a single environment to make it accessible and standardized for those who support AHCA's business processes.

The primary features of this approach revolve around three functional pieces:

- Operational Data Store (ODS)

- Health Care Analytics

- Enterprise Content Management (ECM)

Operational Data Store (ODS)
A unified, integrated, and centralized transaction processing database that combines all AHCA systems into a single store. This store will support all AHCA real-time data processing.

1

ODS

Health Care Analytics
A core reporting and analysis repository that is the basis for storage and processing of analytical functions across programs. This also includes federal compliance reporting.

2

Health Care Analytics

Enterprise Content Management (ECM)
A unified document repository that allows common and consistent redaction features while combining multiple, legacy ECM systems into one component.

3

ECM

EDW Update
Approach and Components

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

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

Enterprise Content Management Store for specialized content types (documents, images, reports, blueprints, photos, …)

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

(Illustrative)
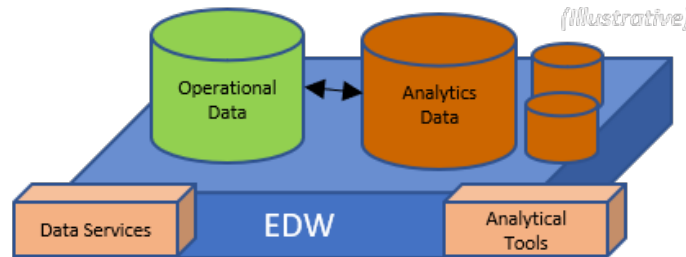
Analytical Data Store Data store optimized for analytical processing

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

Specialized Data Marts Data stores optimized for specialized types of analysis or special project

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

EDW Update
Implementation Update

- Executed project charter and work has begun

- Deliverable submission has begun:
  - Project Schedule
  - Project Management Plan
  - Bill of Materials
  - System Security Plan

- Collaborative working sessions held with Legacy vendor and EDW vendor to develop environments to support ODS implementation
  - Initiated Data Governance Cadence
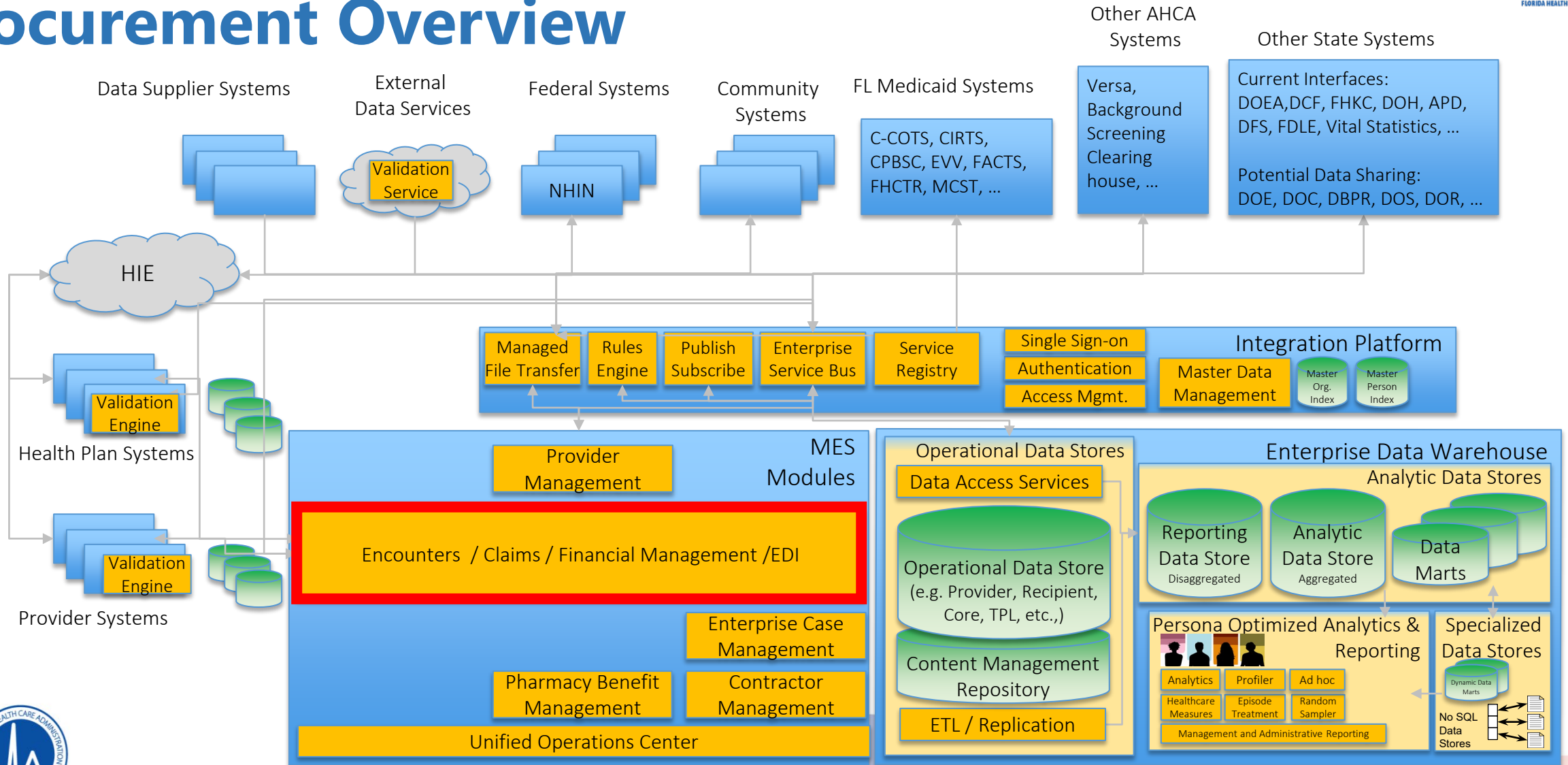
- Started requirements validation sessions

Core Procurement Update

Brian Meyer, FX Project Sponsor

Core Update
Procurement Overview

Data Supplier Systems

External Data Services
- Validation Service

Federal Systems
- NHIN

Community Systems

FL Medicaid Systems
- C-COTS, CIRTS, CPBSC, EVV, FACTS, FHCTR, MCST, …

Other AHCA Systems
- Versa, Background Screening Clearing house, …

Other State Systems
- Current Interfaces: DOEA, DCF, FHKC, DOH, APD, DFS, FDLE, Vital Statistics, …
- Potential Data Sharing: DOE, DOC, DBPR, DOS, DOR, …

HIE

Health Plan Systems
- Validation Engine

Provider Systems
- Validation Engine

Integration Platform
- Managed File Transfer
- Rules Engine
- Publish Subscribe
- Enterprise Service Bus
- Service Registry
- Single Sign-on
- Authentication
- Access Mgmt.
- Master Data Management
- Master Org. Index
- Master Person Index

MES Modules
- Provider Management
- Encounters / Claims / Financial Management / EDI
- Enterprise Case Management
- Pharmacy Benefit Management
- Contractor Management
- Unified Operations Center

Operational Data Stores
- Data Access Services
- Operational Data Store (e.g. Provider, Recipient, Core, TPL, etc.,)
- Content Management Repository
- ETL / Replication

Enterprise Data Warehouse

Analytic Data Stores
- Reporting Data Store — Disaggregated
- Analytic Data Store — Aggregated
- Data Marts

Persona Optimized Analytics & Reporting
- Analytics
- Profiler
- Ad hoc
- Healthcare Measures
- Episode Treatment
- Random Sampler
- Management and Administrative Reporting

Specialized Data Stores
- Dynamic Data Marts
- No SQL Data Stores

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Core Update
Procurement Overview

The Core module will:
- Process managed care capitation payments and encounters.
- Adjudicate fee-for-service claims for Medicaid reimbursement.
- Support all Medicaid financial activities.

This module represents the most fundamental functionality required for Medicaid processing and the most complex functionality within the existing FMMIS. In addition, the Agency is entering new territory by leveraging the National Association of State Procurement Officials (NASPO) ValuePoint Claims collaborative purchasing option to procure the Core module.

The Topline Objectives of the Core Procurement Project include:
1. Develop procurement vehicle for the Core module solution.
2. Conduct and support the Core procurement.
3. Award and execute contract with the selected Core module vendor.

Independent Verification and Validation (IV&V) Assessment

Kurt Hartmann, Project Manager

IV&V Assessment
February 2021 Observations

- **FX Integrated Services/Integrated Platform DDI Project**　　　[Risk Rating] - 2/2021 `Green`　3/2021 `Green`

  - The IS/IP vendor installed the Emergency Bug Fix (EBF) and HotFix2 into the production environment on February 26, 2021. The IS/IP Workstream B solution is now in compliance with Section 508 of the Rehabilitation Act. As a result, IV&V has upgraded the IS/IP DDI overall risk rating from yellow to green.

  - The IS/IP project schedule is 99% complete. The project remains on schedule to meet the March 8, 2021 completion date

- **FX Single Source Credentialing Planning Project**　　　[Risk Rating] - 2/2021 `Green`　3/2021 `Green`

  - The project completion date was extended from March 4, 2021 to March 31, 2021. IV&V does not anticipate the extension will negatively impact the overall FX program implementation timeline as the broader Provider Services and Technology procurement project will incorporate outputs of the SSCP project. This project is scheduled to resume April 1, 2021.

  - The latest version of the project schedule for February reported the project was 88% complete. The completion percentage and schedule performance indexes indicate the project is on track for completion on March 31, 2021.

  - External stakeholder outreach efforts to increase awareness and understanding of the Agency's efforts to establish a single-source credentialing platform continued during the reporting period. There were several meetings and other communications with representatives from Statewide Medicaid Managed Care (SMMC) health plans and health care associations in Florida.

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IV&V Assessment
February 2021 Observations

- **FX Enterprise Data Warehouse Project**   [Risk Rating] - 2/2021 `Green`   3/2021 `Green`

  - The EDW Vendor submitted the Project Management Plan Deliverable (PD-1) on March 1, 2021 and the EDWI Project Schedule (PD-2) on March 1, 2021.

  - Collaborative requirements discovery sessions are ongoing for the Enterprise Data Warehouse/FMMIS Operational Data Store (ODS) development environment and connectivity.

  - The Agency is prioritizing decisions the FMMIS tables that will be included for the ODS during Domain and Table list review sessions.

- **FX Unified Operations Center**   [Risk Rating] - 2/2021 `Green`   3/2021 `Green`

  - The procurement project is 65% complete and on track for completed development of major project deliverables including posting of an Invitation to Negotiate (ITN) package on July 1, 2021 and completion of the procurement project on March 3, 2022.

  - The decision was made this month to have the UOC vendor provide an option to replace the existing ticketing system (Cherwell) with a fully scalable ticket management system. The technical requirement was added to the draft ITN. The decision was also made to not include third party liability (TPL) in the optional services section of the ITN.

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Open Discussion / Member Updates

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Upcoming Activities and Closing Remarks

Simone Marstiller, Secretary and FX Executive Sponsor

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Upcoming Activities
Proposed 3-Month Lookahead FY 2020/2021

APRIL 16th (Voting Meeting)	MAY 21st	JUNE 18th (Voting Meeting)
• FX Program Updates • Quarter 1: FY 21-22 Budget Amendment • EDW Module: High-Level Technical Design – Approval	• FX Program Updates • Legislative Budget Request Update • UOC Final Draft ITN Input	• FX Program Updates • EDW Module: Requirements Document – Approval • UOC Requirements – Approval

Note: Meetings might be replaced with updates on our FX Website based on schedule of actionable events.

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Upcoming Activities
Proposed Lookahead for FY 2021/2022

Dates*	
July 16	January 21
August 27	February 18
September 17	March 18
October 15	April 15
November 19	May 20
December 17	June 17

* Dates may be subject to change.

Visit Our Website

ahca.myflorida.com/medicaid/FX