



Executive Steering Committee (ESC) Meeting

April 16, 2021





Roll Call



Welcome Remarks and Agenda

Simone Marsteller, Secretary and FX Executive Sponsor

ESC Meeting

Agenda

- **FX Program Updates**
 - Update Since Last Meeting
 - FX Strategic Roadmap
 - Financials
- **FX Module(s) Update**
 - Unified Operations Center (UOC) 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

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](#).



FX Program Updates Since March ESC Update

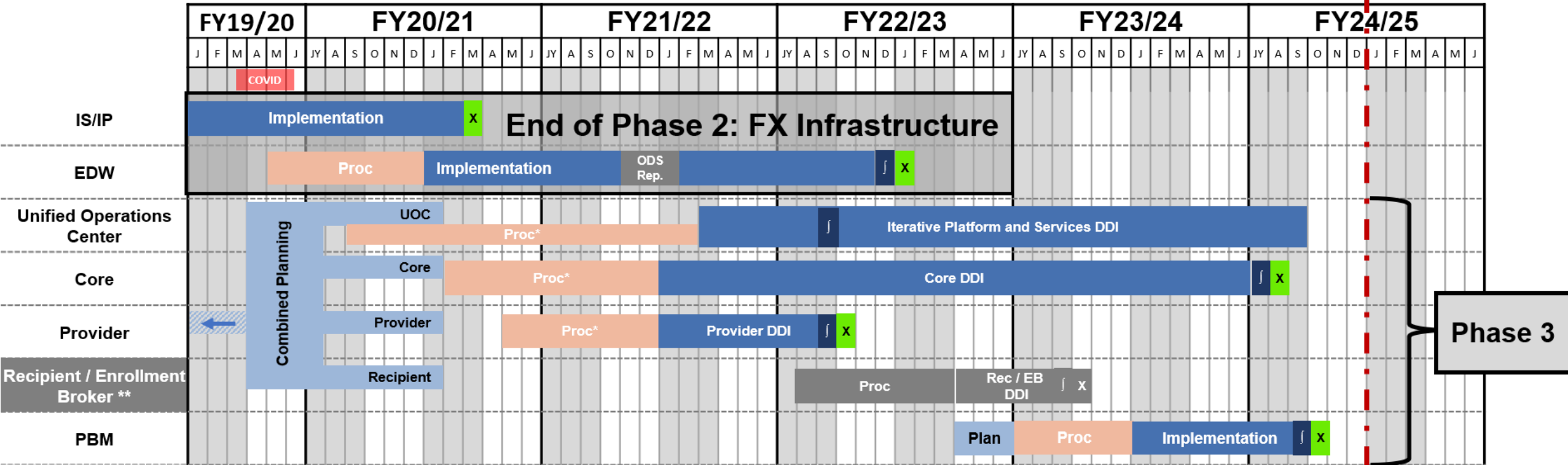
- Closed out Single-Source Credentialing Project
- Resumed Provider Procurement Project
- Baselined Core Procurement Project
- Conducted one-on-one meetings with ESC members on UOC requirements



FX Program Updates

FX Strategic Roadmap – Essential Modules for FMMIS Resolution

Deadline to resolve Fiscal Agent contract



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

** Recipient functionality will be included in UOC

LEGEND

Planning & Analysis

Procurement (Drafting, Release, Eval)

Implementation

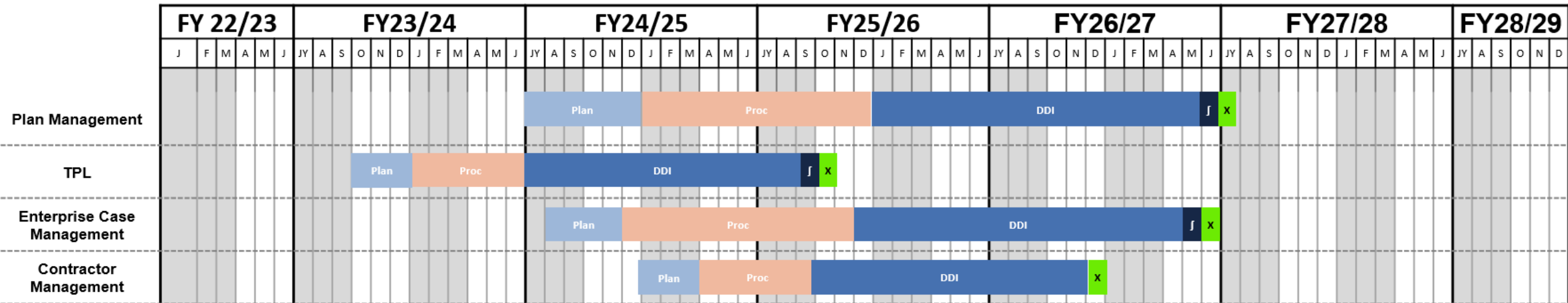
IS/IP Integration Point

Go-Live → Operations & Maintenance



FX Roadmap

Phase 4 – Non-FMMIS Modules



LEGEND





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FX Program Updates

Dashboard as of April 8th

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 <i>increasing</i> 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 ↔
Enterprise Data Warehouse Implementation (EDWI)			G ↔	G ↔
Core Systems Procurement	G ↔	G ↔	G ↔	G ↔
Provider Services Module (PSM) Procurement				G ↔

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 4/8/2021

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	2019		2020				2021				2022				2023				2024				2025			
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
Enterprise Data Warehouse - Procurement	3/28/2018	1/20/2021	100%																									
Provider System and Technology Module - Procurement	8/9/2019	12/30/2021	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	100%																									
Unified Operations Center - Procurement	9/9/2020	3/3/2022	75%																									
Enterprise Data Warehouse - Implementation	12/31/2020	12/30/2022	0%																									
Core Systems - Procurement	2/1/2021	5/2/2022	22%																									
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	3/4/2022	9/30/2024	0%																									
Core Systems - Implementation	4/19/2022	12/18/2024	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%																									

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

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



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FX Program Updates

Budget as of 3/31/2021 – FY 2020/2021

	Category	Final Appropriation (7/1/2020)	Contracted (Encumbrance)	Incurred
Phase 1	SEAS	\$9,710,400	\$9,710,400	\$7,370,516
	IV&V	\$3,230,996	\$3,210,059	\$2,375,028
Phase 2	IS/IP - Implementation	\$6,363,460	\$6,363,460	\$5,553,832
	IS/IP - Operations	\$4,503,602	\$4,503,602	\$2,627,101
	EDW - Implementation	\$30,252,168	\$11,775,711	-
	EDW - Data Governance	\$240,232	\$210,108	\$101,328
	EDW - Legal Fees/Court Reporter	\$230,000	\$215,000	\$92,429
Phase 3	Core - Procurement	\$1,400,800	\$500,000	\$341,215
	Provider - Procurement	\$150,000	-	-
	FMMIS Support	\$3,194,400	\$3,194,400	\$2,298,488
Total		\$59,276,058	\$39,682,740	\$20,759,937





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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	\$3,160,059
Phase 2	Integration Services and Integration Platform	\$10,867,062	\$8,172,333	\$2,220,625	\$10,392,958
	Enterprise Data Warehouse and Data Governance (FX Legal Fees, Court Reporting Fees, Data Governance)	\$30,722,400	\$344,039	\$10,920,459	\$11,272,917
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	\$39,281,534





FX Module Update(s)



Unified Operations Center (UOC) Procurement

Damon Rich, FX Project Sponsor

UOC Procurement

UOC Transformation

- **Operations and customer service support** across Florida Medicaid Management Information System (FMMIS) and **other existing Medicaid enterprise systems is fragmented**, including multiple contact centers, vendors, and supporting software/operations components. As a result, there is no unified record of Agency customer support communications and the Agency is incurring redundant staffing and software expenses.
- The FX UOC transformation moves the Agency from a fragmented and decentralized customer service environment to a centralized Medicaid operations center across programs and contact points.

CURRENT

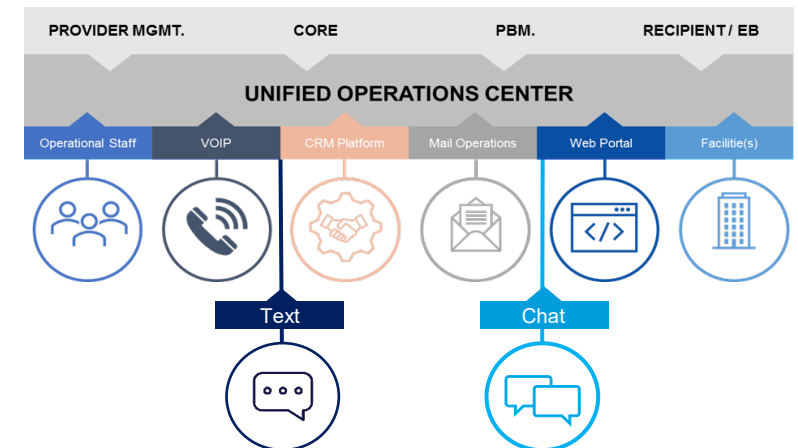


Fractured Modular Customer Service Environment with Redundant Vendors/Platforms

UOC PHASED TRANSITION

Modular transformation that consolidates vendors / platforms and improves stakeholder experience

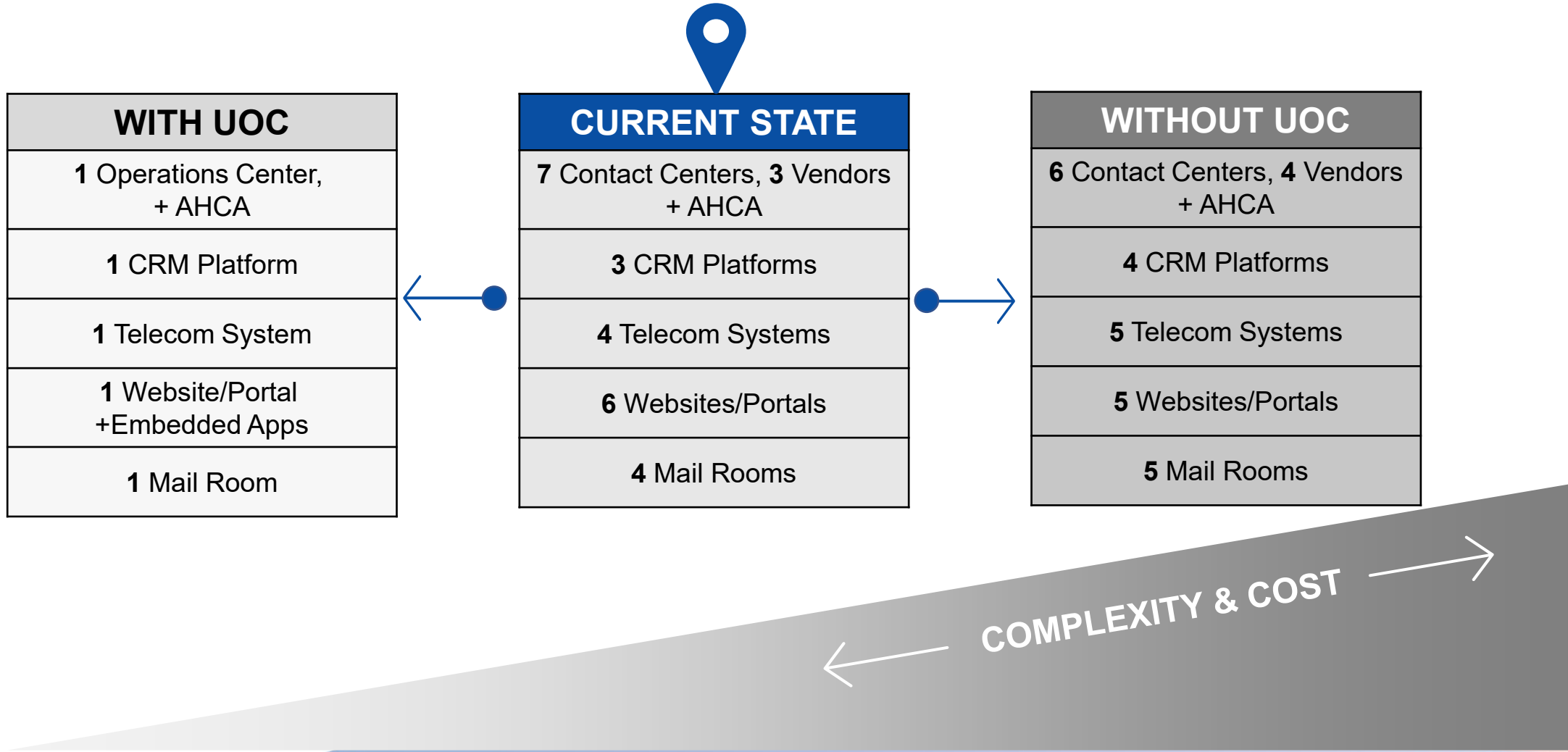
FUTURE WITH UOC (CENTRALIZED CUSTOMER SERVICE)



Streamlined and Integrated Medicaid Customer Service Environment with Unified Contact and Operations Support

UOC Procurement

Integrating Stakeholder Communication/Operations



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 (Claims, Provider, Recipient, Pharmacy Benefit Manager – PBM, Enrollment Broker).**



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.

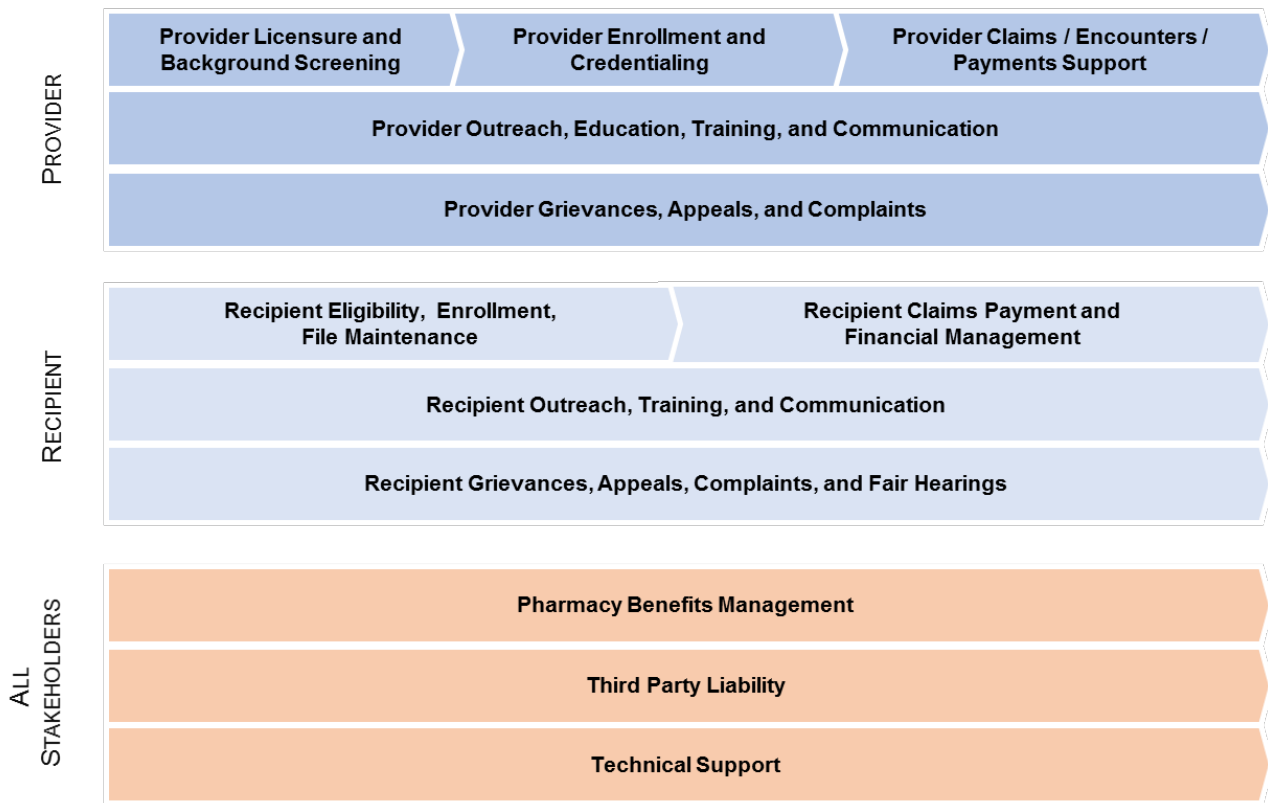


Cross-training Agency and UOC services staff on different call types will **reduce the overall number of agents and could bring more agent positions in-house at the Agency (further reducing costs).**

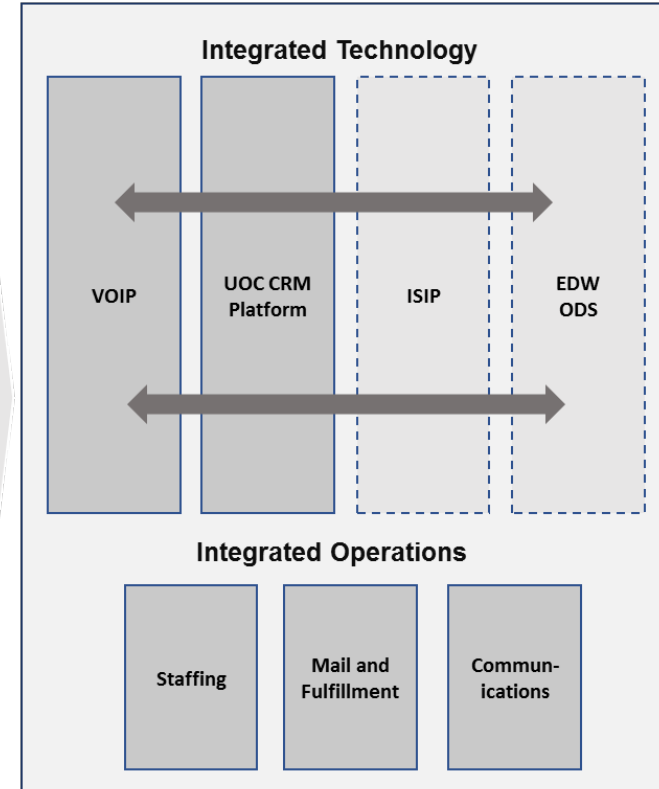
FX Module

UOC Scope Snapshot

BUSINESS PROCESSES SUPPORTED* BY UOC



UOC SUPPORTING CAPABILITIES



..... **Customer Journey**

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




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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.					

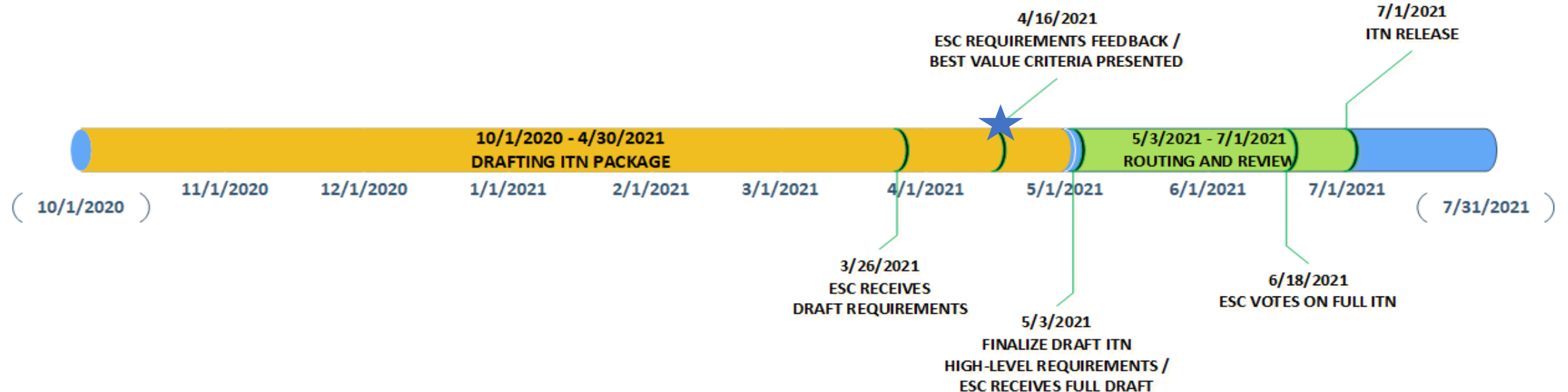


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UOC Procurement

UOC 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																								
ITN Posted																								





UOC Requirements Discussion



Independent Verification and Validation (IV&V) Assessment

Kurt Hartmann, Project Manager

IV&V Assessment

March 2021 Observations

- **FX Integrated Services/Integrated Platform DDI Project** [Risk Rating] - 2/2021 **Green** 3/2021 **COMPLETE**
 - The IS/IP DDI project closed out on time and under budget on March 8, 2021.
- **FX Single Source Credentialing Planning Project** [Risk Rating] - 2/2021 **Green** 3/2021 **COMPLETE**
 - The SSCP project completed on March 31, 2021.
 - All active tasks documented in the final project schedule were marked 100% complete. The final SPI of 1.0 and CPI of 1.01 indicated the project was completed on time and under budget.
 - A closeout report and project value presentation were created as part of the project closeout phase and both artifacts were approved by the project sponsor. With the approvals, all exit criteria documented in the project charter were met.
 - The outputs of the SSCP project will be integrated into the Provider Services Module (PSM) Procurement project which resumed on April 1, 2021.

IV&V Assessment

March 2021 Observations

- **FX Enterprise Data Warehouse Project**

[Risk Rating] - 2/2021 **Green** 3/2021 **Green**

- Operational Data Store (ODS) FMMIS collaborative discovery sessions are ongoing with the Agency, the EDW, SEAS, and IV&V vendors, and the current fiscal agent to refine requirements for the ODS Development, Systems Integration Testing (SIT), User Acceptance Testing (UAT), and Production (Prod) environments.
- EDWI ODS Requirement Validation sessions are being conducted in accordance with the draft project schedule.
- The PD-2: Project Schedule has not yet been approved, although the approval date in the reviewed schedule has passed.
- FX EDWI Initiation & Planning activities are being executed in accordance with EDW Contract EXD091.

- **FX Unified Operations Center**

[Risk Rating] - 2/2021 **Green** 3/2021 **Green**

- The draft ITN is 84% complete and on schedule to begin formally routing in April, complete on May 3, 2021, and post on July 1, 2021.
- There are currently five open risks, and all are stable, have mitigation plans, and triggers defined. No issues have been identified.

IV&V Assessment

March 2021 Observations

- **FX Core Project**

[Risk Rating] – 2/2021 **NA** 3/2021 **Green**

- The Project Team continues to build out the Core Procurement RFQ using the NASPO Scope of Work and the NASPO Requirement documents.
- The Project Schedule was delivered and baselined.
- Requirement identification is on schedule and began with Business and Technical Requirements.



Open Discussion / Member Updates

ESC Members





Upcoming Activities and Closing Remarks

Simone Marsteller, Secretary and FX Executive Sponsor

Upcoming Activities

FY 2020/2021

MAY 21st
(Voting Meeting)

- FX Program Updates
- Legislative Budget Request Update
- Quarter 1: FY 21-22 Budget Amendment
- EDW High-Level Technical Design – Approval
- UOC Final Draft ITN Input

JUNE 18th
(Voting Meeting)

- 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.



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.





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ahca.myflorida.com/medicaid/FX



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FX Governance

Florida Health Care Connections (FX) Governance is organized into a two-tiered structure with specific roles and responsibilities delegated to each tier. The first tier consists of the Project Execution Layer, which has three components: FX Implementation Team, the Module Procurement Project Teams (overseen by the FX EPMO), and FX Program Administration. The FX Project Execution Layer has the responsibility for the prioritization of FX procurements, MITA compliance, and tactical support of active FX projects. The second tier consists of the Program Oversight Layer, which includes the FX Executive Steering Committee (FX ESC) with input from FX Program Administration and the Executive Office of the Governor (EOG) Workgroup on Data Sharing and Interoperability. The ESC is comprised of 15 members from multiple State of Florida agencies. More information can be found in the [FX Governance Plan \(S-1\)](#).

Executive Steering Committee Meetings

Materials from the FX ESC meetings will be posted below. These materials may include presentations, meeting summaries, and other documents used or referenced during the committee meetings. Materials are organized chronologically starting with the most recent event. Select the meeting date below to view associated documents and information.

Note: 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 FX will be made available on this Website and in public FX ESC meetings. These public meetings will be noticed in the [Florida Administrative Register \(FAR\)](#). You may subscribe to receive FAR notifications when notices are posted.

> Fiscal Year 2020-2021





Appendix



FX Module Update(s)



Enterprise Data Warehouse (EDW) Implementation

Nikole Helvey, FX Project Sponsor



EDW Implementation (EDWI)

Planning Stage Update

Where we have been:

- The EDWI Project started in January 2021.
- The project team has been working on the contractual deliverables (Project Management Plan, Project Schedule, High-Level Technical Design, System Security Design, and Bill of Materials) and began requirements and design sessions.

Where we are:

- The EDW Vendor is reviewing and confirming Operational Data Store (ODS) requirements with Agency, SEAS Vendor, and Fiscal Agent.
- The project team is conducting discovery sessions to review the Fiscal Agent's current state and processes.
- The Agency and SEAS Vendor are working with the Centers for Medicare and Medicaid Services (CMS) to define EDW-related outcomes for Outcomes Based Certification (OBC).

Where we are headed:

- The project will use the confirmed ODS requirements to develop and implement the ODS by December 2021.





Core Procurement

Brian Meyer, FX Project Sponsor

Core Systems Procurement Execution Stage Update

Where we have been:

- The Core Systems Procurement Project started in February 2021 and the project schedule was baselined in March.
- The project team has started gathering requirements for the solicitation.
- The project team has developed a framework for the National Association of State Procurement Officials (NASPO) solicitation package.

Where we are:

- The project is on schedule.
- The project team is currently consolidating content from business and technical requirements workshops.
- The project team is reviewing sections of the solicitation with key Agency stakeholders.

Where we are headed:

- The project team is working to complete development of the NASPO solicitation in July 2021.
- The Agency will route the solicitation to appropriate state stakeholders and Centers for Medicare and Medicaid Services (CMS) prior to posting.
- Anticipated posting date in September 2021.





Provider Services Module (PSM) Procurement

Ryan Fitch, Project Sponsor

Provider Module Procurement Planning Stage Update

Where we have been:

- The project started in August 2019 and was placed on hold in June 2020 pending information from Core Planning and Unified Operations (CPUO) Project and the Single-Source Credentialing (SSC) Project.
- This project restarted on 4/1/2021 and held a kick-off session on 4/8/2021.

Where we are:

- The project team is updating the project schedule.
- The project team is finalizing credentialing requirements.

Where we are headed:

- The project team is working to complete development of the NASPO solicitation this fall.
- The Agency will route the solicitation to appropriate state stakeholders and Centers for Medicare and Medicaid Services (CMS) prior to posting.
- Anticipate posting date will be provided once the schedule has been baselined.