Executive Steering Committee (ESC) Meeting

May 21, 2021

Roll Call

Welcome Remarks and Agenda

Julie Madden for

Simone Marstiller, Secretary and FX Executive Sponsor

ESC Meeting
Agenda

- **FX Program Updates**
  - Update Since Last Meeting
  - FX Strategic Roadmap
  - Financials

- **Voting Action:** Enterprise Data Warehouse Implementation PD-3: High-Level Technical Design

- **FX Modules Update**
  - Integration Services/Integration Platform (IS/IP) Operational & Maintenance (O&M)
  - Unified Operations Center (UOC) Procurement
  - Core Procurement
  - Provider Services Module (PSM) Procurement
  - EDW Implementation (EDWI)

- **Independent Verification & Validation (IV&V) Assessment**

- **Open Discussion / Member Updates**

- **Upcoming Activities / Closing Remarks**

FX Program Updates

Mike Magnuson, FX Director

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.

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FX Program Updates
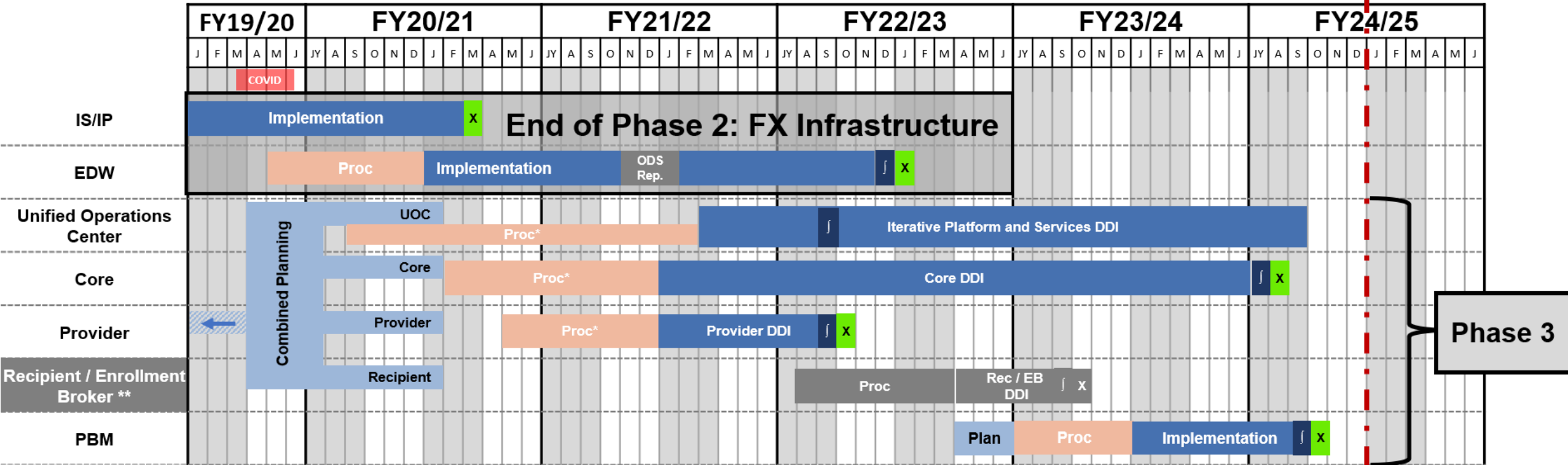## Since Last ESC Update

- Budget approval for Fiscal Year 2021/2022 by House and Senate

  - Focused on evaluating impacts on FX Program and Executive Steering Committee

  - Drafting Operational Workplan for Quarter 1 Budget release

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FX Program Updates
FX Strategic Roadmap – Essential Modules for FMMIS Resolution

FX Roadmap
Phase 4 – Non-Fiscal Agent Modules

FX Program Updates
Dashboard as of May 13th

FX Program

The FX Program Administration Team and the SEAS Vendor are conducting strategic planning sessions to align with the outputs from the 2021 Legislative Session.

Project Level Issues/Risks

Core Systems Procurement and Provider Services Module (PSM) Procurement Project –Legislative direction was given to procure solutions via an ITN rather than NASPO. The project schedules will be revised to reflect the shift from NASPO Request for Quote (RFQ) to an ITN.

Risks

PSM – The Risks indicator is *yellow* because the probability of delay has increased due to the issues above.

Enterprise Data Warehouse Implementation (EDWI) – The Risks indicator is *yellow* due to legacy data availability concerns. If data is not available in the lower environments by 5/25/2021, the EDW Vendor will not be able to identify any anomalies, which may cause quality issues during the development and testing phases of the project.
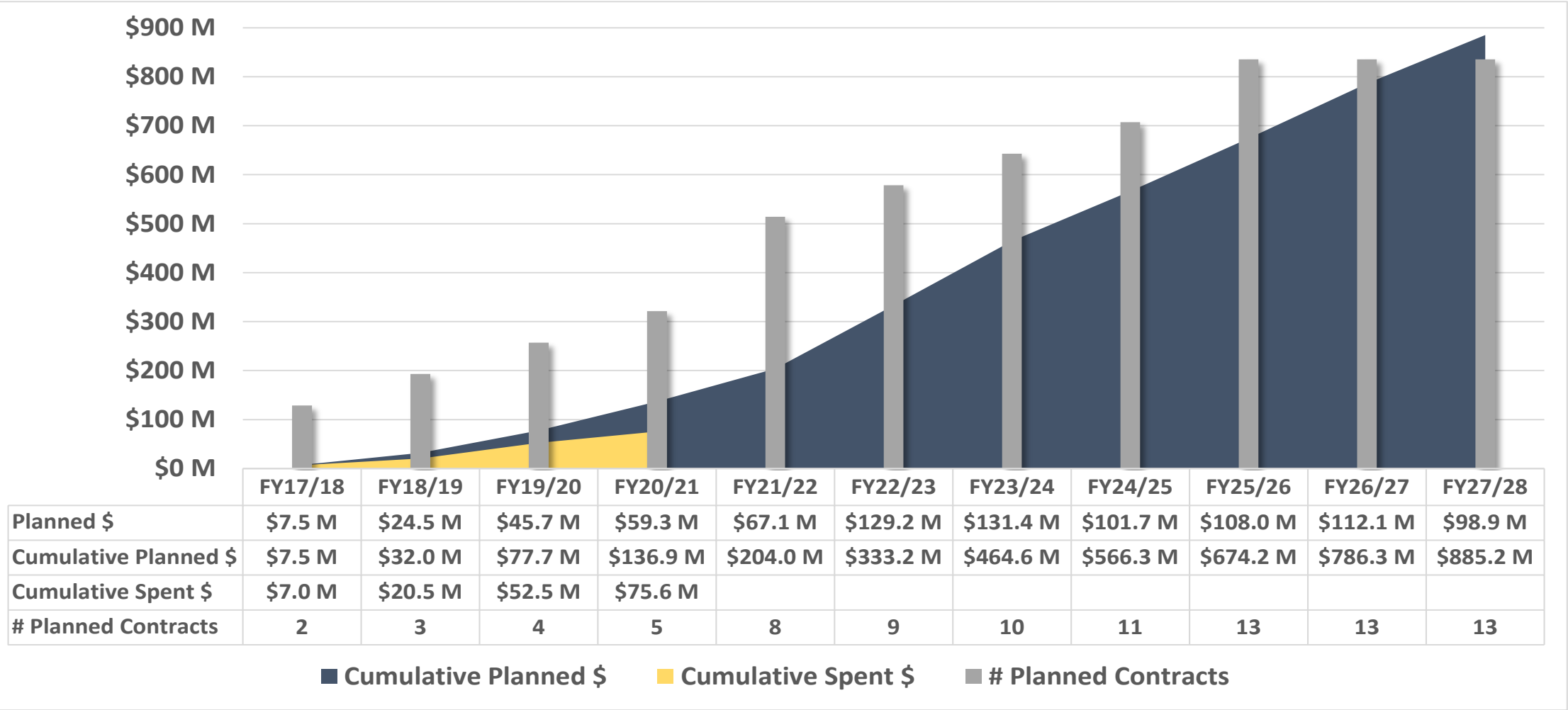
FX Program	Status				
	Scope	**Schedule**	**Budget**	**Risks**	**Issues**
	G ↔	G ↔	G ↔	G ↔	G ↔
Scope	• The scope of the FX Program is currently unchanged.				
Schedule	• The Agency and SEAS Vendor are working to keep the program on schedule to meet the December 2024 deadline.				
Budget	• The FY 2021-22 General Appropriations Act (GAA) appropriates $67M to FX. Considering revised estimates, this amount is sufficient to perform the work planned for next FY.				
Risks	• There are currently no program-level risks in an *increasing* status.				
Issues	• There are currently no program-level open issues.				

Active FX Projects	Status			
	Schedule	**Budget**	**Risks**	**Issues**
Unified Operations Center (UOC) Procurement	G ↔	G ↔	G ↔	G ↔
Core Systems Procurement	G ↔	G ↔	G ↔	Y ↓
Provider Services Module (PSM) Procurement	G ↔	G ↔	Y ↔	Y ↓
Enterprise Data Warehouse Implementation (EDWI)	G ↔	G ↔	Y ↓	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 Updates
Budget as of 3/31/2021 – FY 2020/2021

	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	$67.1 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	$204.0 M	$333.2 M	$464.6 M	$566.3 M	$674.2 M	$786.3 M	$885.2 M
Cumulative Spent $	$7.0 M	$20.5 M	$52.5 M	$75.6 M							
# Planned Contracts	2	3	4	5	8	9	10	11	13	13	13

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

FY 17/18 to FY 20/22 – reflects Appropriated funding
FY 22/23 to FY 27/28 – reflects estimated funding

Cumulative Spent includes payments made through March 31, 2021
A vendor may be awarded multiple contracts

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FX Program Updates
Budget as of 4/30/2021 – FY 2020/2021

	Category	Final Appropriation (7/1/2020)	Contracted (Encumbrance)	Incurred or Paid
Phase 1	SEAS	$9,710,400	$9,710,400	$8,197,563
	IV&V	$3,230,996	$3,210,059	$2,617,203
Phase 2	IS/IP - Implementation	$6,363,460	$6,363,460	$5,601,743
	IS/IP - Operations	$4,503,602	$4,503,602	$3,002,401
	EDW - Implementation	$30,252,168	$11,775,711	$551,744
	EDW - Data Governance	$240,232	$240,232	$123,727
	EDW - Legal Fees/Court Reporter	$230,000	$215,000	$93,411
Phase 3	Core - Procurement	$1,400,800	$790,585	$379,052
	Provider - Procurement	$150,000	$150,000	$12,985
	FMMIS Support	$3,194,400	$3,194,400	$2,559,585
Total		$59,276,058	$40,153,449	$23,139,414

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FX Program Updates
Spend Plan – FY 2020/2021

	Category	Final Appropriation	Quarters 1-4 Requested	Expected Spend through 6/30/21
Phase 1	SEAS	$9,710,400	$9,710,400	$9,710,400
	IV&V	$3,230,996	$3,190,822	$3,155,059
Phase 2	Integration Services and Integration Platform	$10,867,062	$10,392,957	$10,395,258
	Enterprise Date Warehouse and Data Governance (FX Legal Fees, Court Reporting Fees, Data Governance)	$30,722,400	$11,264,497	$11,262,917
Phase 3	Fiscal Agent/FMMIS Transition and Core Procurement	$4,595,200	$4,595,200	$4,595,200
	Provider - Procurement	$150,000	$150,000	$150,000
Total		$59,276,058	$39,303,876	$39,268,834

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FX Program Updates
FX Conceptual Diagram
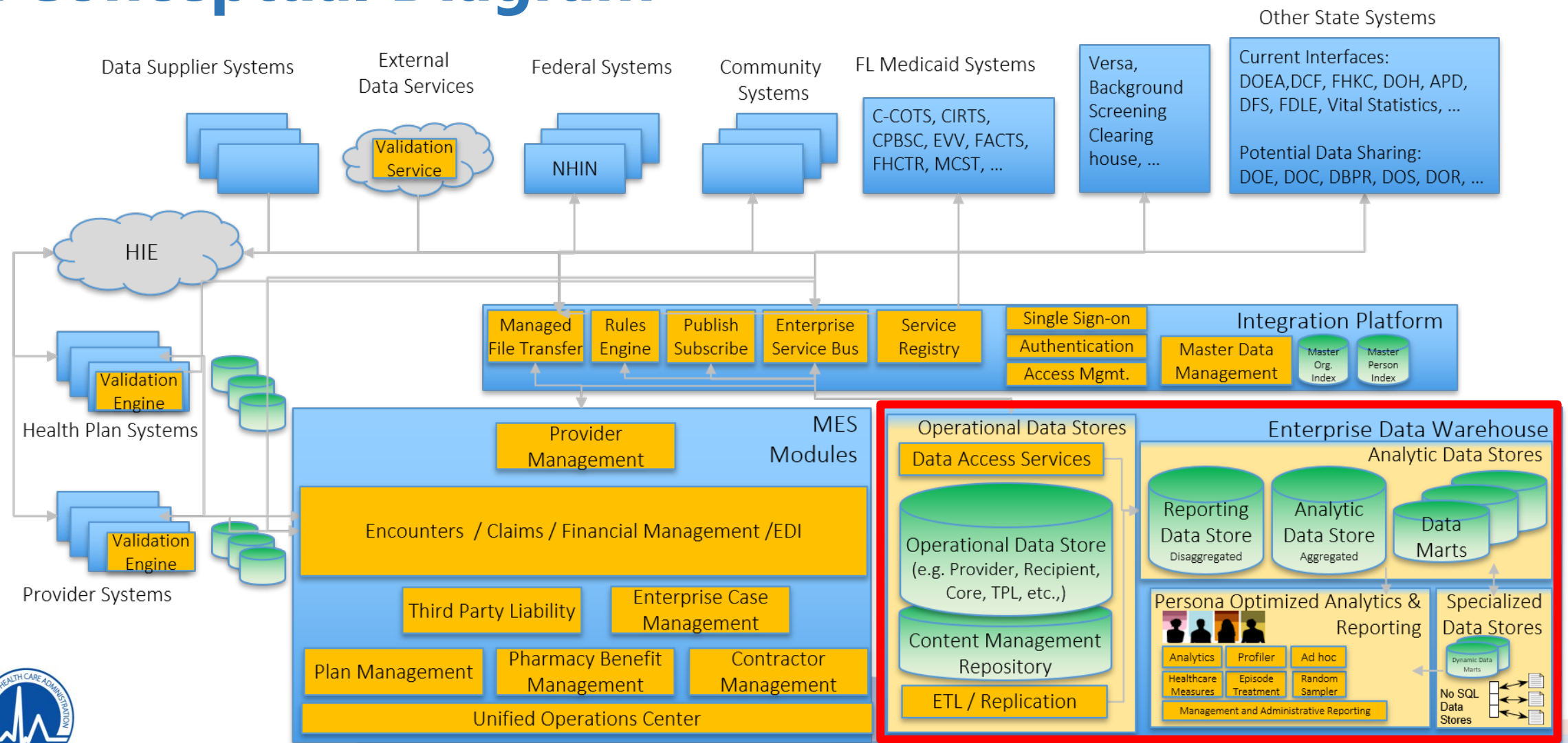
EDWI: Technical Design Overview
Approach and Components

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)

Operational Data ⟷ Analytics Data

Data Services — EDW — Analytical Tools
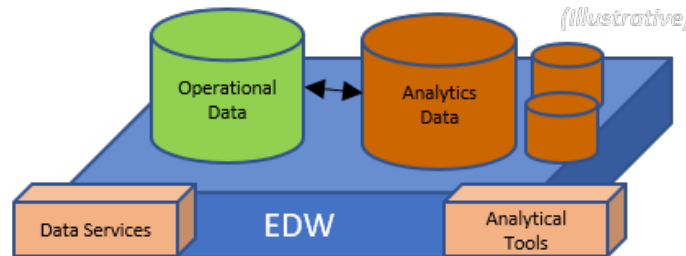
Analytical Data Store Data store optimized for analytical processing

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

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EDWI: Technical Design Overview
Business Overview
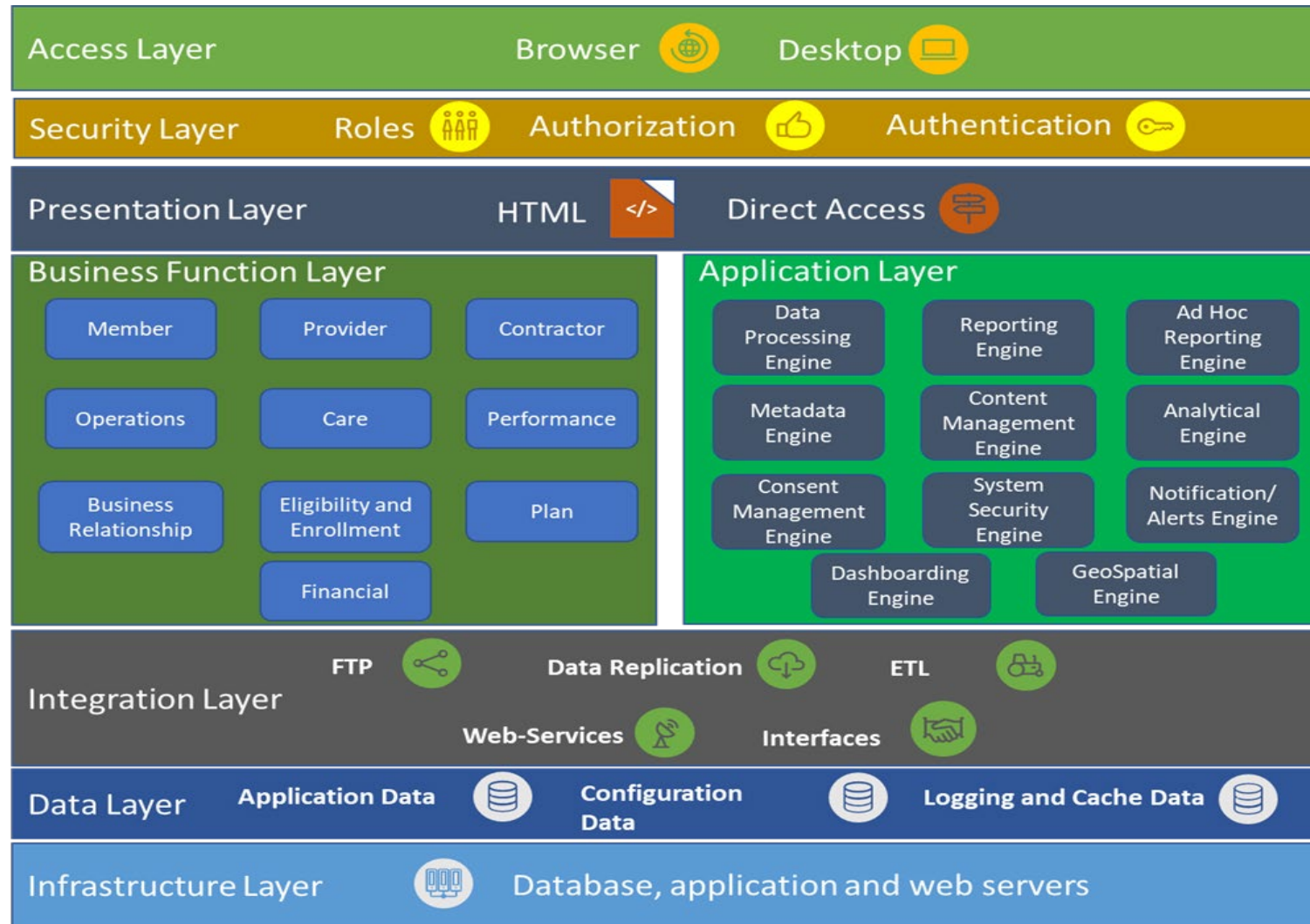
EDWI: Technical Design Overview
Systems Overview

FL AHCA Enterprise Data Warehouse Architecture
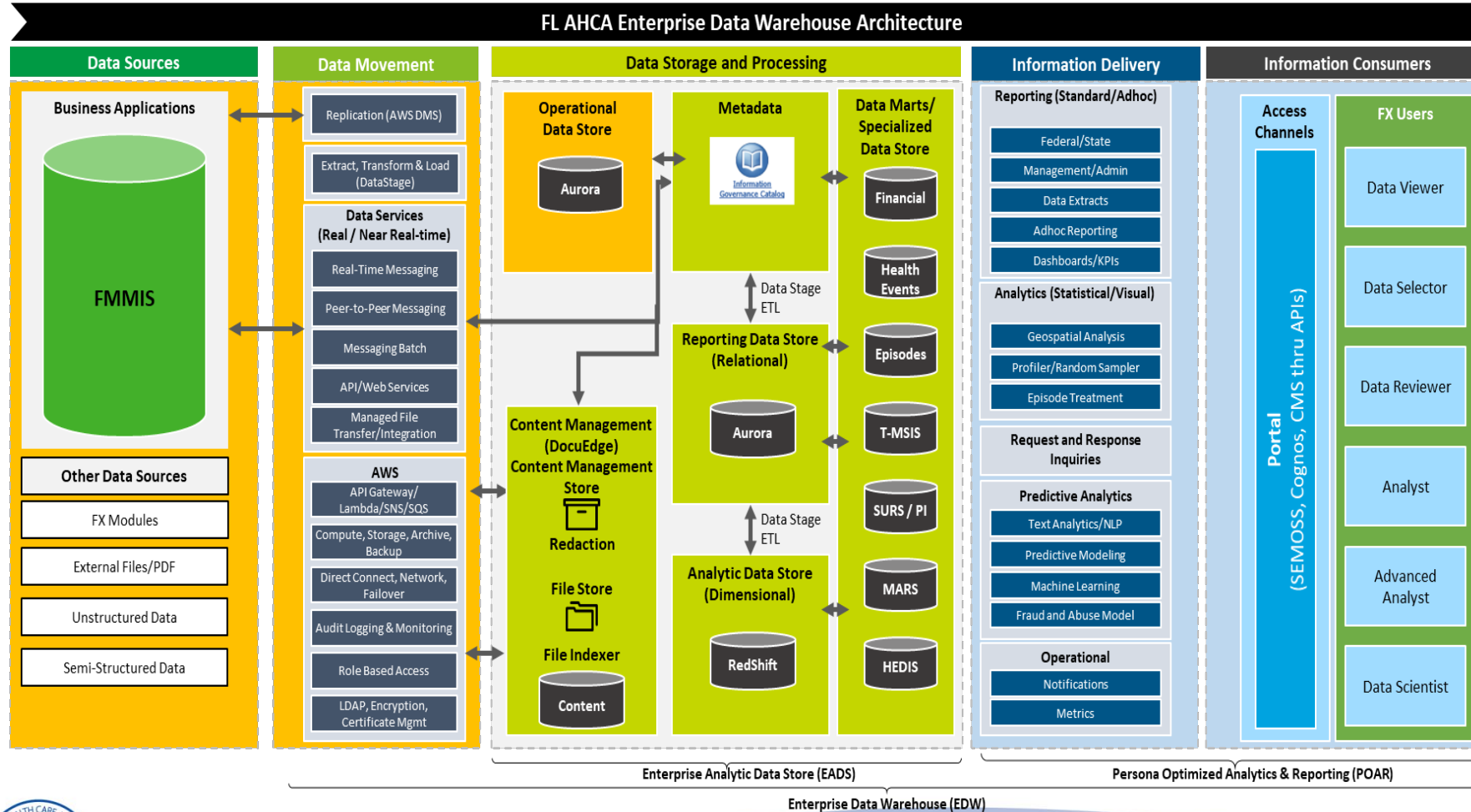
Data Sources – Systems that load data to the EDW solution.

Data Movement – Moves data from the source system to the EDW.

Data Storage and Processing – These are the ODS, ADS, Reporting Data Store (RDS), and SDS.

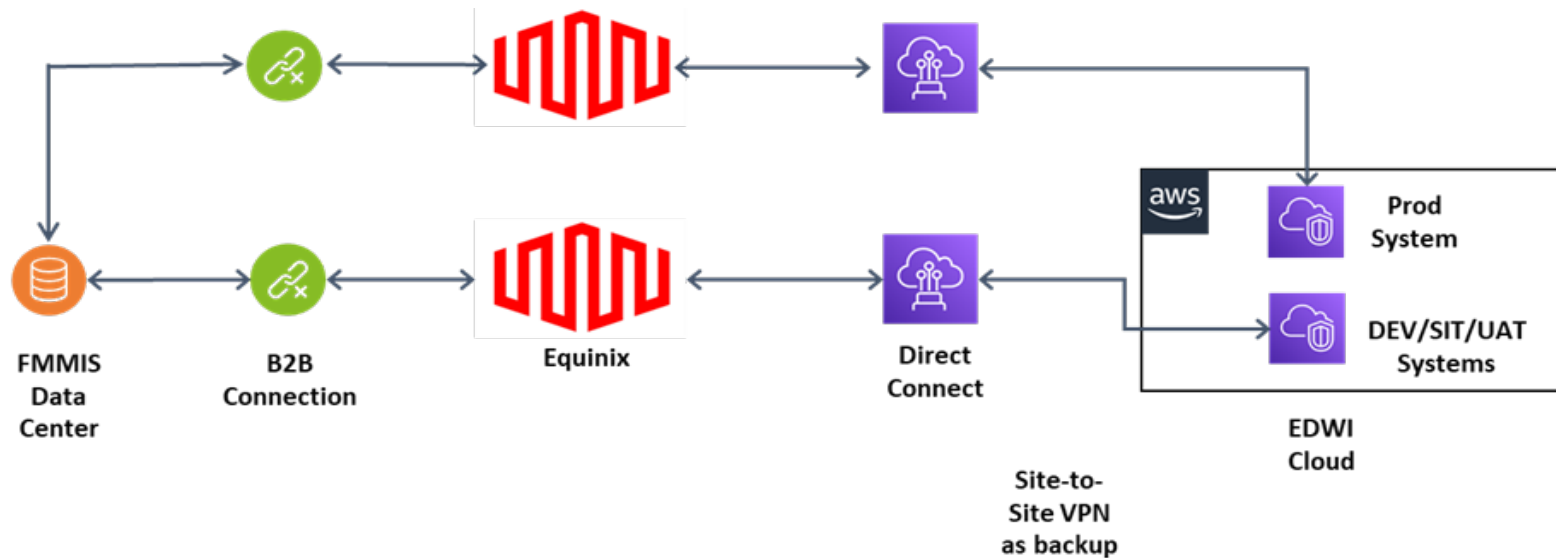**Information Delivery** – Makes the data and information available for the end users.

Information Consumers – The front-end portal leveraged by the users to access the solution.

EDWI: Technical Design Overview
Connectivity

The EDW solution will be interacting with the other FX modules or the Legacy MMIS system.

The Agency has decided to use Equinix as an integration platform to support the FX program networking needs. The EDW solution will use AWS Direct Connect to interact with other systems in the module. The diagram below provides a depiction of these connections:

FMMIS Data Center

B2B Connection

Equinix

Direct Connect

Site-to-Site VPN as backup

EDWI Cloud

aws Prod System

DEV/SIT/UAT Systems

The EDW solution will be required to connect with future individual modules. This will provide connectivity methods for new modules and define their data needs.

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EDWI: Technical Design Overview
Solution Components

COMPONENT	DESCRIPTION
Data Integration	Provides the mechanisms to integrate data from disparate sources. The Source system will use different methods for communicating with the EDW solution and will provide input in various formats.
Data Replication	Services used for near real-time migration of source system data to the ODS Replication Layer of the solution. The AWS Data Migrations Services are leveraged for the source system replication, as well as for the feedback process to the source system, like bidirectional replication.
Ongoing Data Transfer	AWS DMS will be leveraged for the OLTP data for the identified set of tables. This transfer will be near real-time. AWS DMS will use the log miner services configured on the FMMIS transaction database to identify the changes for data and will replicate the information to the ODS Replication Layer.
Web Services	The EDW solution will leverage the IS/IP provided ESB and protocols for data services, in order to interact with external vendors and modules where web services and/or API calls will be used.
Data Governance	As the EDW solution will be housing information from various source systems, it is of utmost importance that data is accurate and end users can identify the source of the information, as well as use a common term for similar data entries from different source systems.
Content Management	Includes management and storage of files, images, and documents.

EDWI: Technical Design Overview
Database Architecture Components

Databases are the key component of the EDW solution. The EDW solution includes various databases and data marts to fulfill the requirements of the FX EDW Project.

COMPONENT	DESCRIPTION
Operational Data Store (ODS)	Used as the single version of the truth for historical data and for any future module integration. The ODS consists of two major components: the ODS Replica and the ODS Evolution. The ODS replica is an exact copy of the FMMIS OLTP structure, only replicating the tables deemed necessary for ODS usage. The ODS Evolution leverages the SEAS Logical Data Model and FMMIS OLTP model to create an efficient physical model for the Agency.
Reporting Data Store (RDS)	A relational data model created to perform standard reporting and canned reporting for the EDW solution. In addition, the RDS is also leveraged for feeding data to the Analytical Data Store and the specialized data marts.
Analytic Data Store (ADS)	A dimensional model used by end users for execution of advance analytical functions such as Python algorithms.
Specialized Data Stores (SDS)	Created for the purpose of producing and maintaining the needs of specific business functions including T-MSIS, financial reporting, episodes reporting, SURS/PI mart, health events, HEDIS and MARS reporting.
Content Management Data Stores	Used to store documents and other relevant objects as they relate to the EDW solution.

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Voting Action Decision 039: EDWI PD-3: High-Level Technical Design

Julie Madden for

Simone Marstiller, Secretary & FX Executive Sponsor

FX ESC Members

FX Modules Update

IS/IP O&M
April Update

Performance Measures	Operational Metrics

Performance Measures

PM 1 - Level 1 & 2 Incident Tickets	Metric Met

PM 4 - Application and System Availability	Metric Met
Workstream A	⬆
Workstream B	⬆
Workstream C	⬆
ALM	⬆

100% Application and System Availability ⬆

PM 5 - Staffing Level	Metric Met
ALM Support	⬆
Database Support	⬆
Infrastructure Support	⬆
Middleware Support	⬆
O&M Project Management	⬆
Security Support	⬆

PM 6 - Production Report	Metric Met

PM 8 - Performance Report	Metric Met

PM 2, 3, and 7 are not active at this time

⬆ *Performance Measure component in compliance*

Operational Metrics

Patching by Component

Workstream A		⬆
Operating System	Completed	
Middleware	Completed	
Database	Not Applicable	
Infrastructure	Completed	
Workstream B		⬆
Operating System	Completed	
Middleware	Completed	
Database	Not Applicable	
Infrastructure	Completed	
Workstream C		⬆
Operating System	Completed	
Middleware	Not Applicable	
Database	Not Applicable	
Infrastructure	Completed	
Application Lifecycle Management		⬆
Operating System	Completed	
Middleware	Not Applicable	
Database	Not Applicable	
Infrastructure	Completed	

Legend:

⬆ : *All planned patching completed for reporting month*

Not Applicable: Patching not required for reporting month

Updates

- Deployed the ALM support request tool to Production Jira
- Deployed the IS/IP Task Order request tool to Production Jira
- Performed security scan/patch compliance activities

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IS/IP O&M
Performance Metrics

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

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.

Performance Metrics that are not currently active.

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 Perf.

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.

UOC Procurement
Execution Stage Update

Where we have been:

- The UOC Project started in September 2020 and has collected requirements, developed the solicitation, and conducted subject matter expert-level reviews to prepare for the formal routing and review process.

Where we are:

- The project team is supporting the formal routing and review process and is beginning to plan implementation readiness activities.

- The Agency will route the solicitation to appropriate the Executive Steering Committee and the Centers for Medicare and Medicaid Services (CMS) and will revise the solicitation prior to posting.

Where we are headed:

- The solicitation requirements will be voted on during the June ESC meeting.

- The project team will continue to support the solicitation process and will conduct implementation readiness activities.

- The anticipated solicitation posting date is in July 2021.

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 continued to gather business and technical requirements for the solicitation.

Where we are:

- All business and technical requirements collection activities are on schedule.
- The project team is assessing the impacts of the legislative requirement to use the Invitation to Negotiate (ITN) procurement vehicle and is working to develop an updated project schedule.
- The project team is continuing to consolidate content from business and technical requirements workshops.

Where we are headed:

- Once the project team has revised the solicitation framework to match the ITN requirements, the project team will resume the development and review of solicitation sections with key Agency stakeholders.
- The Agency will route the solicitation to appropriate state stakeholders and Centers for Medicare and Medicaid Services (CMS) prior to posting.
- Anticipated posting date will be provided once the schedule has been updated and re-baselined.

Provider Services Module (PSM) Procurement

Ryan Fitch, Interim Project Sponsor

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PSM 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 the Core Planning and Unified Operations (CPUO) Project, Unified Operations Center (UOC) Procurement, and the Single-Source Credentialing (SSC) Project.

- This project restarted on 4/1/2021.

Where we are:

- The project team is assessing the impacts of the legislative requirement to use the Invitation to Negotiate (ITN) procurement vehicle and is working to develop an updated project schedule.

- The project team is conducting requirements workshops with subject matter experts.

- The project team is conducting scope meetings to determine specific functionality (i.e., provider site visits, licensure) for inclusion in the procurement.

Where we are headed:

- The solicitation development activities will begin after the requirements validation.

- The Agency will route the solicitation to appropriate state stakeholders and Centers for Medicare and Medicaid Services (CMS) prior to posting.

- Anticipated posting date will be provided once the schedule has been updated and baselined.

EDWI Project
Execution Stage Update

Where we have been:

- The project team has approved several contractual deliverables (Project Management Plan, Project Schedule, High-Level Technical Design, and Bill of Materials).

- The project team completed the Operational Data Store (ODS) requirements validation sessions.

Where we are:

- The project team continues to work on other contractual deliverables and deliverable expectations documents (DED) (System Security Design, Requirements Document DED, and Requirements Traceability Matrix DED).

- The EDW Vendor is reviewing and confirming Enterprise Analytic Data Store (EADS) 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.

Independent Verification and Validation (IV&V) Assessment

Kurt Hartmann, Project Manager

IV&V Assessment
April 2021 Observations

- **FX Enterprise Data Warehouse Project**   [Risk Rating] - 3/2021 `Green`   4/2021 `Green`

  - The EDWI Integrated Master Schedule was baselined on April 30, 2021.

  - The EDWI Project has completed validating and approving the Operational Data Store (ODS) requirements and the EDW Vendor has begun design. The remaining requirements will be validated and approved by June 28, 2021.

  - An EDW Organizational Change Management (OCM) planning session was held on April 5, 2021, and a series of weekly OCM working sessions are occurring.

- **FX Unified Operations Center**   [Risk Rating] – 3/2021 `Green`   4/2021 `Green`

  - Routing of the ITN began May 3, 2021, with posting of the UOC ITN scheduled for early July 2021.

  - There are currently four open risks, and all are stable, have mitigation plans, and triggers defined. No issues have been identified.

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IV&V Assessment
April 2021 Observations

- **FX Core Project**   [Risk Rating] – 3/2021 `Green` 4/2021 `Green`

  - Based on new state legislation requiring the use of competitive procurements for the FX program, the project is no longer targeting procurement of a Core module through the National Association of State Procurement Officials (NASPO) but will instead shift focus towards development of an Invitation to Negotiate (ITN).

  - The project team is conducting schedule re-planning activities as a result of the recent legislative requirement to utilize the ITN procurement approach; the directives from leadership will help to shape the final schedule changes and next steps.

- **FX Provider Services Module**   [Risk Rating] – 3/2021 `NA` 4/2021 `Green`

  - The PSM procurement project resumed April 1, 2021.

  - Based on new state legislation requiring the use of competitive procurements for the FX program, the project is no longer targeting procurement of a PSM module through the National Association of State Procurement Officials (NASPO) but will instead shift focus towards development of an Invitation to Negotiate (ITN).

  - All planned NASPO related activities have been placed on hold and the project team is assessing new activities that are needed to support the development of an ITN.

  - IV&V anticipates schedule metrics may decline due to the halt of NASPO related activities in the project schedule until a new version oriented around the development and routing of an ITN has been baselined.

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Open Discussion / Member Updates

ESC Members

Upcoming Activities and Closing Remarks

Simone Marstiller, Secretary and FX Executive Sponsor

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Upcoming Activities

JUNE 18th
(Voting Meeting)

- FX Program Updates
- Legislative Budget Request Update
- Quarter 1: FY 21/22 Budget Amendment
- UOC ITN – Approval

JULY 16th

- FX Program Updates
- Roadmap Revisions

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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