

AHCA Florida Health Care Connections (FX)

T-1: Data Management Strategy (DMS)

Version: 300

Date: August 23, 2022

Author: The SEAS Vendor

Submitted To: AHCA FX Program Administration Team





Revision History

DATE	VERSION	DESCRIPTION	AUTHOR
4/9/2018	001	T-1: Data Management Strategy (DMS) Initial Draft Version (Entry)	Steve Quante, Paul Moore
5/14/2018	002	T-1: Data Management Strategy (DMS) Revised with Response to Agency Review Comments	Steve Quante, Jessica Rein, Paul Moore
5/25/2018	003	T-1: Data Management Strategy (DMS) Revised with Response to Agency Review Comments	Steve Quante, Paul Moore
5/30/2018	100	T-1: Data Management Strategy (DMS) Final Draft	Sean Gibbs
8/21/2019	101	T-1: Data Management Strategy annual refresh draft version	Barry McConnell, Paul Moore, Dave Schiller
9/19/2019	102	T-1: Data Management Strategy (DMS) Revised with Response to Agency Review Comments	Barry McConnell, Dave Schiller
9/24/2019	103	T-1: Data Management Strategy (DMS) Revised with Response to Agency Review Comments	Barry McConnell, Dave Schiller
9/25/2019	200	T-1: Data Management Strategy (DMS) approved annual refresh	Carol Williams
12/18/2019	201	T-1: Data Management Strategy Q1-2019 refresh draft version	Joanna Redding Steve Ruskowski
1/2/2020	202	T-1: Data Management Strategy (DMS) Revised with Response to Agency Review Comments	Joanna Redding Steve Ruskowski
1/3/2020	203	T-1: Data Management Strategy (DMS) Revised with Response to Agency Review Comments	Joanna Redding Steve Ruskowski
1/6/2020	225	T-1: Data Management Strategy (DMS) Approved Final	Eric Steinkuehler
1/6/2021	226	T-1: Data Management Strategy (DMS) Annual Refresh <ul style="list-style-type: none"> ▪ Updated references to Program and Executive Governance to reflect FX Implementation Team (FXIT) and FX Executive Steering Committee (ESC) throughout ▪ Updated deliverable references and made minor grammatical and formatting edits ▪ Added the Operational Data Store (ODS) Rules in Section 9.2.2.1 	Steve Ruskowski
2/4/2021	227	T-1: Data Management Strategy (DMS) Annual Refresh – remediation addressing Agency reviewer’s comments	Steve Ruskowski
2/10/2021	250	T-1: Data Management Strategy (DMS) Annual Refresh – Approved Final	Carol Williams



DATE	VERSION	DESCRIPTION	AUTHOR
4/6/2021	251	T-1: Data Management Strategy (DMS) Draft Refresh: <ul style="list-style-type: none"> Updated Section 7.1.3. <i>Data Modeling Priorities</i> to include the Fast Healthcare Interoperability Resources (FHIR) standards 	Steve Ruskowski
4/13/2021	275	T-1: Data Management Strategy (DMS) Approved Final	Carol Williams
5/24/2022	276	T-1: Data Management Strategy (DMS) Draft Refresh: <ul style="list-style-type: none"> Updated Section 3.13 <i>Data Migration</i> Updated Section 4.1.1 <i>Use of FX Data Governance Processes</i> Updated Section 4.1.3 <i>List of Subject Areas for Governance</i> Updated Section 7.4.3 <i>Modeling Tool</i> Updated Section 8.3 <i>Enterprise Metadata Management Tools</i> 	Dave Schiller
8/24/2022	300	T-1: Data Management Strategy (DMS) approved final	Carol Williams

Modifications to the approved baseline version (100) of this artifact must be made in accordance with the FX Artifact Management Standards.



Quality Review History

DATE	REVIEWER	COMMENTS
4/8/2018	Sean Gibbs	QA Submission Review
5/14/2018	Courtney Sullivan	QA Resubmission Review
5/27/2018	Sean Gibbs	QA Submission Review
8/21/2019	Carol Williams	QA Submission Review
9/23/2019	Carol Williams	QA Submission Review
12/18/2019	Eric Steinkuehler	QA Submission Review
1/2/2020	Eric Steinkuehler	QA Submission Review
12/14/2020	Carol Williams	Conducted QC Review
4/6/2021	Carol Williams	Conducted QC Review
5/16/2022	Carol Williams	Conducted quality review



Table of Contents

Section 1	Introduction	1
1.1	Background.....	1
1.2	Purpose	1
1.3	Scope Statement	2
1.4	Goals and Objectives.....	2
1.5	Referenced Documents	2
1.6	AHCA Division of Information Technology Guiding Principles	3
1.7	Strategic Topic Inventory	4
Section 2	Roles and Responsibilities	6
Section 3	Data Management and Integrity Approach	7
3.1	Data Management Vision Summary.....	7
3.1.1	Data Management Strategy Vision To-Be Diagram.....	10
3.1.2	Data Management Strategy Vision Enabling Capabilities.....	11
3.2	Data Management Strategy	14
3.3	FX Data Types.....	15
3.3.1	Inventory of FX Data Types	15
3.3.2	FX Data Type Characteristics	16
3.3.3	FX Data Types Strategy Communication and Maintenance	16
3.4	Data Management Capability Framework	16
3.5	Data Management Goals	19
3.6	Data Management Guiding Principles	19
3.7	Master Data Management Approach.....	21
3.8	Data Quality and Data Integrity Approach	21
3.8.1	Data Quality Process	21
3.8.2	Data Quality Matching Techniques and Process.....	24
3.9	Business Intelligence (BI).....	24
3.9.1	Agency Strategy	25
3.9.2	User Personas and Processes.....	26
3.9.3	BI Tools	26



3.9.4 Data Architecture and Data Integration 27

3.9.5 BI Self-Service 28

3.10 Metadata Management 28

3.11 Data Modeling..... 29

3.12 Data Architecture and its Role for DMS..... 29

3.13 Data Migration 29

 3.13.1 Data Migration Practice: Converted Data Usage..... 30

 3.13.2 Data Migration Practice: Data Quality Expectations 30

 3.13.3 Data Migration Practice: Prototyping and Testing 31

 3.13.4 Data Migration Practice: Automated Migration 31

 3.13.5 Data Migration Practice: Flexibility 31

 3.13.6 Data Migration Practice: Link to Master Data Management..... 31

 3.13.7 Data Migration Principle: Archival and Inquiry Only Data 31

Section 4 Enterprise Data Management and Data Stewardship 32

4.1 Data Management and Data Stewardship..... 32

 4.1.1 Use of FX Data Governance Processes..... 32

 4.1.2 Governance Process 33

 4.1.3 List of Subject Areas for Governance..... 34

 4.1.4 Data Standards..... 35

 4.1.5 Data Governance Working Group Executive Sponsor..... 35

 4.1.6 Data Governance Working Group Agency Data Stewards 36

 4.1.7 Cross-Agency Data Stewards – Outside of the Data Governance Working Group.
..... 36

 4.1.8 Data Governance Working Group Agency Data Custodians 36

 4.1.9 Data Governance Working Group Agency Data Owners..... 37

4.2 Data Governance RACI Chart..... 37

Section 5 Enterprise Content Management (ECM)..... 39

5.1 Selection of a CSP 39

5.2 Critical Capabilities and Use Cases for CSPs 39

5.3 Use Case Support..... 41

5.4 Content Types 41

5.5 Platform 42



5.5.1 Content Storage..... 42

5.5.2 Front-End Functionality..... 42

5.6 Digital Asset Life Cycle 42

5.7 Migration Costs vs. Content Value 43

Section 6 Common Data Architecture 44

6.1 Common Data Architecture..... 44

6.1.1 Component: Master Data Management 47

6.1.2 Component: Master Data Services 48

6.2 Master Data Objects 50

6.3 Common Data Architecture Guidelines 51

6.3.1 Master Data Management Tools 51

Section 7 Enterprise Modeling 53

7.1 Data Modeling Strategy Overview..... 53

7.1.1 Types of Data Modeling 53

7.1.2 Roles in Performing Data Modeling..... 54

7.1.3 Data Modeling Priorities 54

7.2 Enterprise Data Modeling Capabilities 55

7.2.1 Business Driven..... 55

7.2.2 Access to Models Through a Shared Repository 55

7.2.3 Updated Models..... 55

7.2.4 Tiered Data Models..... 55

7.2.5 Common Enterprise Data Modeling Tool 56

7.2.6 Enterprise Data Dictionary 56

7.2.7 Modeling Standards Framework 56

7.3 Enterprise Data Modeling Governance 57

7.3.1 Availability..... 57

7.3.2 Usability..... 57

7.3.3 Integrity..... 58

7.3.4 Security..... 58

7.4 Enterprise Data Modeling Tools 59

7.4.1 Core Modeling Capabilities 59

7.4.2 Management and Collaboration Capabilities 59



7.4.3 Modeling Tool 60

7.5 Enterprise Data Modeling Scope..... 61

Section 8 Enterprise Metadata Repository 62

8.1 Enterprise Metadata Repository Capabilities..... 62

8.1.1 Data Life Cycle 62

8.1.2 Glossary 62

8.1.3 Metadata Discovery 62

8.1.4 Business Rules Management 63

8.2 Enterprise Metadata Management Processes..... 63

8.2.1 Critical Data Asset Identification Process..... 63

8.2.2 Change and Approval Process 63

8.2.3 Standards Enforcement 64

8.2.4 Access and Authorization..... 64

8.3 Enterprise Metadata Management Tools 64

Section 9 Data Sharing Architecture 66

9.1 High-Level To-Be Conceptual Data Sharing Architecture Diagram 66

9.2 Data Sharing Architecture Components 67

9.2.1 Integration Platform Components..... 67

9.2.2 Data Sharing Architecture Data Stores 67

9.3 Data Services and Integration 74

9.3.1 Data Services 75

9.3.2 Integration - Data Sharing Reference Architectures 76

9.3.3 Blockchain 78

9.3.4 Data Sharing Agreements..... 79

9.4 Recommended Tools for Data Sharing 80

Section 10 FX Specific Additions 81

10.1 Unstructured Data..... 81

10.2 Policy Automation Data..... 81



Table of Exhibits

Exhibit 1-1: Strategic Topic Inventory Item Sample	5
Exhibit 2-1: Roles and Responsibilities	6
Exhibit 3-1: Data Management Strategy Vision To-Be Diagram	11
Exhibit 3-2: DMS Vision Enabling Capability Descriptions	12
Exhibit 3-3: DMS Vision Enabling Capabilities – Strategy Mapping	14
Exhibit 3-4: FX Data Types Characteristics	16
Exhibit 3-5: Data Management Capability Framework	18
Exhibit 3-6: Data Quality Process	22
Exhibit 3-7: Business Intelligence Framework	25
Exhibit 4-1: FX Governance Structure	34
Exhibit 4-2: MITA 3.0 Information Capability Matrix (ICM) Guidelines	35
Exhibit 4-3: Subject Areas that Require Data Governance Process	35
Exhibit 4-4: Data Governance RACI	38
Exhibit 5-1: Digital Asset Life Cycle	43
Exhibit 6-1: Data Management Capability Framework – Common Data Architecture	45
Exhibit 6-2: Common Data Architecture	47
Exhibit 6-3: Future State Data Architecture	47
Exhibit 6-4: Master Data Objects	51
Exhibit 9-1: High-Level To-Be Conceptual Data Sharing Architecture Diagram	66
Exhibit 9-2: Data Management Framework – Data Sharing Architecture	75
Exhibit 9-3: Recommended Tools for Data Sharing	80



Table of Strategic Topics

Strategic Topic 3-1: Data as a Service (DaaS) Vendor Strategy	21
Strategic Topic 3-2: Data Access Control Strategy.....	24
Strategic Topic 3-3: Business Intelligence Tool Strategy.....	27
Strategic Topic 3-4: Business Intelligence Strategy.....	28
Strategic Topic 6-1: Common Data Architecture	46
Strategic Topic 6-2: 360° View of Recipient.....	48
Strategic Topic 6-3: Golden Record Strategy	50
Strategic Topic 7-1: Enterprise Data Modeling Tool Strategy	61
Strategic Topic 8-1: Enterprise Metadata Management Tool Strategy.....	65
Strategic Topic 9-1: ODS Build and Transition Strategy	68
Strategic Topic 9-2: RDS Refresh Frequency Strategy	70
Strategic Topic 9-3: Data Warehouse Architecture Strategy.....	72
Strategic Topic 9-4: Data Warehouse Technology Type Strategy	72
Strategic Topic 9-5: Data Warehouse Architecture Strategy.....	74
Strategic Topic 9-6: Data Service Granularity Strategy	76
Strategic Topic 9-7: System Data Integration Strategy	76
Strategic Topic 9-8: Social Determinates of Health Strategy	78
Strategic Topic 9-9: Blockchain Strategy.....	79



SECTION 1 INTRODUCTION

1.1 BACKGROUND

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

The Florida Medicaid Management Information System (FMMIS) has historically been the central system within the Florida Medicaid Enterprise; functioning as the single, integrated system for claims processing and information retrieval. As the Medicaid program has grown more complex, the systems needed to support the Florida Medicaid Enterprise have grown in number and complexity.

The Medicaid Enterprise System (MES) Procurement Project was re-named Florida Health Care Connections (FX) in the summer of 2018. FX is a multi-year transformation to modernize the current Medicaid technology using a modular approach, while simultaneously improving overall Agency functionality and building better connections to other data sources and programs.

1.2 PURPOSE

The purpose of the *T-1: Data Management Strategy (DMS)* is to develop and articulate the Agency's Data Management Strategy. The DMS aligns with the MITA 3.0 Part II Information Architecture - Chapter 2 Data Management Strategy (MITA DMS) while accounting for unique Agency requirements. The DMS is the product of current state discovery, stakeholder input, strategic analysis, program strategy, and direction about techniques and priorities to support overall improvement of Medicaid Program outcomes.

The DMS document may contain links to later versions of documents and diagrams, referenced within the following sections, that reside in the FX Projects Repository.

The DMS document communicates FX data management direction and strategy to interested stakeholders including Agency technology leadership, executives, CMS, existing, and potential FX Project Owners, FX stakeholder agencies (e.g., Department of Children and Families, Department of Health, Agency for Persons with Disabilities, Department of Elder Affairs, etc.), and other state Medicaid programs.

1.3 SCOPE STATEMENT

This iteration of the deliverable provides the foundational direction for FX data management focusing on the technologies, processes, and tools needed to implement the MITA 3.0 Data Management Strategy. This iteration enables the foundational capabilities of Integration Services/Integration Platform (IS/IP), Enterprise Data Warehouse (EDW), and modular capability implementation. This document is not a detailed implementation manual but provides the Agency context, aligned with MITA, required for planning purposes.

As per MITA guidance, the DMS will communicate strategy and direction for the following topics:

- Data Management and Integrity Approach
- Enterprise Data Management and Data Stewardship
- Common Data Architecture
- Enterprise Modeling
- Enterprise Metadata Repository
- Data Sharing Architecture
- FX Specific Additions

1.4 GOALS AND OBJECTIVES

The goals and objectives of this document are:

- Goal #1 – Establish the MITA compliant Florida Medicaid Data Management Strategy
 - › Objective #1 – Define and document the core Data Management Strategy areas for the Agency that align to the MITA standard as described in Section 1.3 - *Scope Statement*
 - › Objective #2 – Provide key strategic data management guidance and reference for future procurements as part of the Agency’s modular implementation approach
- Goal #2 – Provide a Data Management Strategy that addresses challenges and opportunities within the Agency
 - › Objective #1 – Provide strategic direction to address recurring themes, business pain points, and potential opportunities within the Agency related to data management
 - › Objective #2 – Recommend frameworks, processes, technologies, and tools that provide a future vision for resolving recurring data management challenges

1.5 REFERENCED DOCUMENTS

This document incorporates input from review and access to multiple documents including:



- iTrace (the Third Party Administrator's current system's documentation tool)
- FX Projects Repository (FXPR)
- AHCA Division of Information Technology Strategic Plan
- North Highland Data Management Framework
- Strategic Enterprise Advisory Services (SEAS) S-3: *FX Strategic Plan*
- MITA Part II Chapter 2 Data Management Strategy
- The Data Management Association - Data Management Body of Knowledge (DAMA DMBOK)
- Strategic Topic Inventory

1.6 AHCA DIVISION OF INFORMATION TECHNOLOGY GUIDING PRINCIPLES

In 2013, the Agency Management forged eight guiding principles, listed below, to consider in all development or enhancement of systems. These guiding principles are reiterated in the Agency strategic plan and must be considered in the design when creating a new system or significantly enhancing a legacy system.

1. Do not duplicate data – Whenever possible, data should be fed from a primary source and changed/edited at the source. For example, profile information needed for multiple systems should be maintained in one system.
2. Go Paperless where possible – Paper may never be entirely eliminated. However, when it comes into this Agency, we should make efforts to work the document electronically where possible and practical. Any item that is routinely passed through the Agency is a good candidate such as applications, forms, and anything requiring signature.
3. Ensure accountability and security – Whenever practical, all systems should ensure accountability throughout. This means that the system is engineered such that any changes or queries can be logged, and that the users should be restricted to a least access necessary role. The Agency uses Windows authentication and a centralized Active Directory for users within the Agency network.
4. Measure effectiveness – With each system designed to produce a product or output, the program area should have established performance measures designed to measure the effectiveness of the effort. For example, if a process from point A to point B should be completed in less than 30 days, then the system should be designed to dashboard and/or produce reports to measure the percentage of items completed that fall within the standard.
5. Communicate with appropriate systems – All systems should be designed to communicate with other systems when appropriate. Data should be shared in a manner that is useful to the programs in meeting their missions.
6. Do not recreate the wheel – Be sure to consider Software as a Service (SaaS) solutions that can manage all data and infrastructure in a secure and backed up environment. This also helps to ensure that the total cost of ownership (TCO) has been considered in the options.

7. Consider Mobile Devices – The long-term strategic view should consider how mobile technology will impact our work and how we interact with our systems.
8. Customer Impact – Always consider the impacts to the customer in your system design and processes.

1.7 STRATEGIC TOPIC INVENTORY

This document provides guidance on many data management strategy topics. In the development of this deliverable, the SEAS Vendor created a Strategic Topic Inventory tool used to develop and communicate the Agency's direction on a wide range of data management strategy topics. The tool organizes topics into hierarchical taxonomy based logical groupings in areas of interest to strategic, programmatic, technology, and program management domains.

The Strategic Topic Inventory tool has many features to present and communicate a spectrum of strategic direction options considered across the spectrum of time for a specific topic. A summary chart can dynamically display the strategic direction for a specific topic across the time spectrum from current state direction to direction for future years. The Strategic Topic Inventory tool includes a field documenting a summary analysis that describes the context and considerations that influenced the defined strategy for each specific topic.

Extracts of the topic specific summary chart from the Strategic Topic Inventory tool are included throughout this document to communicate strategy and direction for many of the data management strategy decisions that are important for FX stakeholders to understand.

Over the course of FX, the SEAS Vendor shall continue to define and elaborate strategic direction on many data management strategy topics. The SEAS Vendor intends to continue to use the Strategic Topic Inventory tool as a discussion, recommendation, and communication vehicle for defining data management strategy direction as topics arise.

The SEAS Vendor developed and maintains the Strategic Topic Inventory, a Microsoft Excel based tool that resides as a document in the FXPR.

Exhibit 1-1: Strategic Topic Inventory Item Sample shows a screen shot example of a populated strategic topic.



Area:	Service Delivery Offerings and Assets			Description:				
Category:	Data Modeling			Who performs conceptual data modeling for the FX Conceptual Data Model?				
Sub-Category	Conceptual, Logical, Physical Data Modeling							
Topic:	Who performs conceptual modeling							
Importance:		Strategy Status:						
Displaying Row:	462							
Strategic Direction		Current	2018	2020	2022	2025		
SEAS vendor			X	->				
EDW Vendor				Coordination with SEAS Vendor	->			
Module Vendor								
TPA Vendor		FMMIS,DSS						
AHCA Systems (e.g. IT, HOA,)		X						
Analysis:	The SEAS vendor is accountable and contractually responsible for conceptual and logical data modeling. The SEAS vendor will coordinate with the EDW vendor to coordinate data services implementation issues and logical to physical modeling activities.							

Exhibit 1-1: Strategic Topic Inventory Item Sample



SECTION 2 ROLES AND RESPONSIBILITIES

Exhibit 2-1: Roles and Responsibilities identifies the roles and responsibilities for the primary stakeholders that maintain or use this document.

ROLE	RESPONSIBILITY
SEAS Vendor Data Architect	<ul style="list-style-type: none"> ▪ Identifies the data management related technologies and processes necessary to improve the FX Enterprise. ▪ Propose data management solutions that align to MITA 3.0, state, and Agency specific Medicaid requirements. ▪ Reviews and proposes new emerging data management technologies to the Agency. ▪ Maintains the Agency Data Management Strategy. ▪ Supports vendor procurements by providing information, extracts, and details related to the DMS.
Data Governance Working Group	<ul style="list-style-type: none"> ▪ Coordinates the participation of Agency stakeholders that identify data management strategy topics needing definition, recommendation or elaboration, and review and provide feedback on proposed data management strategy topics. ▪ Communicates data management strategy to Agency FX Program Administration Team. ▪ Supports FX leadership communication to Agency executive leadership. ▪ Approves communications between the SEAS Vendor and FX Stakeholder Organizations related to the DMS.
FX Vendors (SEAS Vendor, IS/IP Vendor, EDW Vendor, Other Module Vendors)	<ul style="list-style-type: none"> ▪ Follows the strategic direction in the DMS in proposing, discussing, and implementing technology for FX. ▪ When necessary, recommends data management technologies and solutions applicable to the implementation of FX projects that align to MITA 3.0 and the DMS.
FX Stakeholder Organizations	<ul style="list-style-type: none"> ▪ Reviews and as appropriate may align technology solutions with FX data standards, systems, and processes per the DMS to improve healthcare outcomes.

Exhibit 2-1: Roles and Responsibilities



SECTION 3 DATA MANAGEMENT AND INTEGRITY APPROACH

3.1 DATA MANAGEMENT VISION SUMMARY

Quality data, tools, and systems optimized for the Agency workforce is a foundational enabler to improve health care for all Floridians. This section defines the FX Data Management vision that aligns with the overall FX strategic priorities and with the 2017-20 AHCA IT Strategic Plan. This vision guides the data management strategy allowing the Agency, FX Project Owners, health plans, providers, and FX Stakeholder Organizations to improve recipient and provider experience in pursuing wellness for all Floridians.

While the Agency compares favorably to other states in low cost operations, recipient wellness, and some recipient experience measures, the Agency has the opportunity to improve its organizational capability and potential. The people of the Agency demonstrate personal responsibility, ownership, and accountability to do their best to support providers and recipients. For many reasons, this culture of accountability and ownership has led many business units to:

- Gather and store data
- Perform data edits, cleansing, and transformation
- Profile and analyze data
- Produce reports
- Control and protect the security of the data

For many units, working independently with data is a necessity and not a preference. The current data and technology assets, culture, and processes of the Agency lead to processing from an isolated perspective rather than leveraging global assets of the enterprise. The current data management culture constrains maturity and realization of organization potential. It also creates opportunities to improve the:

- Consistency of information and analysis provided in response to inquiries to the Agency
- Quality of analysis and depth of insights provided to the legislature, health plans, providers, and the public
- Protection of data and privacy
- Transparency and ease of access to program information
- Reuse of data and data sharing between agencies, systems, and business units

As FX realizes its vision, data governance will evolve to ensure users have appropriate access to consistent, high-quality data from a common source. The migration from information silos is a current necessity that is becoming increasingly critical to effect program cost and data protection improvements.

The FX Data Management Vision emphasizes six primary strategies or pillars that align with the overall FX strategic priorities:



- Improve data quality by operating from a consolidated and comprehensive view of information
- Evolve core processing with data validation at the point of business event data collection
- Provide seamless access to a near real-time, 360-degree (360°) view (holistic description of all attributes) of recipient and provider information
- Decouple data from proprietary systems and application stores
- Operate with business area and persona optimized data marts and data analysis tools
- Prepare to collect and manage recipient and provider experience and outcome data

Improve data quality by operating from a single source of policy truth. Today, data edits, data validations, and data transformations are the electronic implementation of policy. The inconsistent application of data edits, validations, and transformations to the many different Agency data stores means there is no single source of policy truth, which lowers confidence in the data both within the Agency and with external consumers of Agency data. For example, data edit rules and policies are applied differently in the front end of FMMIS Interchange when compared to the back end, resulting in claims rejections. Different business units and individuals implement policy by applying specific data edits, validations, and transformations to their own data sets to meet their needs or preferences. Often, separate systems support different versions of data validation and transformation. When each business area can claim common data is not right for the unit, this leads to many propagations of duplicated data and no single source of the truth. The Agency's strategy is to centralize and standardize data edits, data validations, and data transformations, applying the policy to a single source of truth data set. After consolidation, a single set of policies operationalized as system edits, validations, and transformations decreases the need for business unit or individual specific clones of data. Once a single source of policy truth exists, health plans and providers can use the electronic implementation of this policy to validate information before submission to Agency systems thereby reducing errors and rejects.

Evolve core processing with data validation at the point of business event data collection. Currently, high-volume claims and encounter processing occurs in a single system that validates submissions in a complex and difficult to maintain claims processing engine. The current system is a stable, reliable workhorse that is essential for timely and accurate payments to health providers in Florida. Naturally, there is reluctance to introduce risk to this critical processing engine because of the transaction volumes and state spending processed by the system. However, evolution of core claims and encounter processing is essential for the Agency to meet its mission and strategic priorities. The most significant improvements in provider experience, recipient experience, levels of fraud detection, and provider administrative costs depend on how core processing works. The Agency strategy is to evolve core processing by allowing health plans and providers to validate and verify claim and encounter data before submission to the Agency. Evolution in core processing will reduce errors, rejected transactions, denied claims, and encounters and support costs. The Agency's strategy to evolve core processing involves:

- Providing access to an electronic set of policy truth (e.g., implemented via rules engine)



- Providing health plans and providers with recipient, provider, and reference data needed for evaluation against the electronic set of policy truth
- Having health plans and providers validate and resolve errors before claim and encounter submission by validating data at the point of the business event. This will be accomplished through services the Agency will expose to health plans and providers allowing them to validate data against edit rules and policies prior to submitting to the Agency
- Submitting validated claims and encounter records that can be accepted with minimal Agency processing

The Agency strategy of going beyond the boundaries of the Agency to fix data quality problems is foundational to address symptomatic and derivative issues that affect many business functions.

Provide seamless access to a near real-time, 360° view of recipient and provider information. The term “360 degree view” is an industry standard term to represent many disparate attributes that show additional information about an object (a person, place or thing) to give a full presentation of all information available about that object. At present, batch files drive most of Medicaid system processing. The Agency’s strategy is to use technology to assemble information in near real-time from all relevant sources to make processing decisions. The near real-time, 360° view of recipient information will eventually include information from other Medicaid stakeholder organizations providing access to comprehensive social determinants of care data. Access to current and complete recipient information will improve service authorization decisions, treatment, and enhance coordination of care by health plans and providers. The information will also help organizations in the community of care to deliver non-Medicaid services to recipients. Providers of education, child welfare, elder care, employment, and other services can be more effective by leveraging information and collaborating with other providers to benefit the recipient. For example, to determine root cause of an issue, data is integrated from disparate sources to help build that complete (or 360 degree) view in another state’s analysis of behavioral issues in schools leading to class disruption, detention, suspension, and expensive behavioral services found the root cause often originates from health issues related to vision, hearing, and dental screenings. By sharing claim or encounter information (with appropriate data privacy protections), educators may accommodate children, provide proper referrals, and confirm screenings occur. Providing service providers with real-time access to a comprehensive view of recipient information should also help the Agency, health plans, and providers to identify if increased coordination of care is prudent and justified.

Decouple data from proprietary systems and application stores. Today, FMMIS and most application systems use tightly coupled databases that contain information structured for use in an individual application. The Agency’s data management strategy is to manage data as a service. New FX modules will operate using data access services that connect to an operational data store, which is independent of specific systems or modules. The operational data store provides data to applications through describes all attributes of an entity by subject areas, which is a commonly used and supported technical pattern. Decoupling data from proprietary systems and databases helps operate from a single source of truth and reduces data duplication. This strategy simplifies access, improves security, and enables business



agility to replace or improve a new module. Decoupling will also simplify the future migration to emerging data access technologies (e.g., blockchain) that allow entire industry ecosystems to contribute and access data, and operate from a single, secure information source.

Operate with business area and persona type optimized data marts and data analysis tools. As it relates to data strategy, a persona categorizes and defines the data and analytic usage and processing characteristics for a person. The persona generalizes the types and breadth of data used and processed and the types of tools used to perform a role. In most organizations, there are 5-10 different personas. Currently, several hundred Agency personnel routinely develop and execute custom Structured Query Language (SQL) queries in their roles as power users. Moving forward, the Agency's data strategy is to provide optimized data marts, data sets, and tools that meet the needs of each combination of business area and data processing persona type. For example, users that perform advanced, data scientist level analytics may need access to pull the data query results into more sophisticated software programs such as SAS to analyze the data more effectively. A data set view to support those personas should allow for a large download to working memory in a quick and efficient manner directly by the users themselves. This new strategy should reduce costs and improve responsiveness to business needs by rightsizing technology spend based on business persona need. See Section 3.9 - *Business Intelligence (BI)* for persona definitions.

Prepare to collect and manage recipient and provider experience and outcome data.

Today, both the Agency and the entire healthcare industry have limited visibility to comprehensive recipient and provider experience or health outcome data. Surveys and sampling provide limited feedback, mainly about recipient satisfaction with provider interactions. Across all industries, system and process improvements are raising the expectations of recipients and providers. The Agency expects increased scrutiny on the overall costs, time spent, and quality of service interaction by recipients and providers in the delivery of healthcare services. For the Agency and providers, this means collecting, storing, and analyzing more and new types of data with new dimensions of analysis. Collecting experience data efficiently also requires new applications and technology. Likewise, emerging advanced payment models (e.g., Diagnosis Related Grouping (DRG), Enhanced Ambulatory Patient Grouping (EAPG), bundled payments) introduce changes to core claims and encounter processing systems.

3.1.1 DATA MANAGEMENT STRATEGY VISION TO-BE DIAGRAM

Supporting the six FX Data Management Vision primary strategies mentioned above, is the Data Management Vision To-Be diagram shown in **Exhibit 3-1: Data Management Strategy Vision To-Be Diagram** and the Data Management Strategy Vision Enabling Capabilities shown in **Exhibit 3-2: DMS Vision Enabling Capability Descriptions**.

Exhibit 3-1: Data Management Strategy Vision To-Be Diagram provides a conceptual overview of major data management strategy vision enablers of FX.

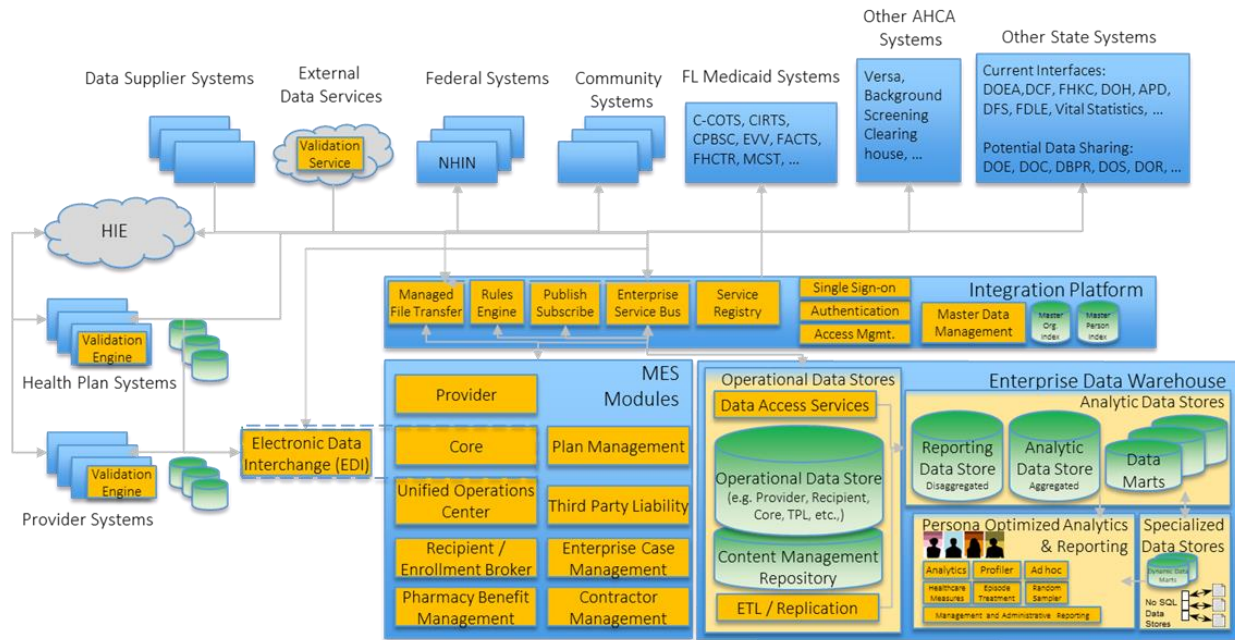


Exhibit 3-1: Data Management Strategy Vision To-Be Diagram

3.1.2 DATA MANAGEMENT STRATEGY VISION ENABLING CAPABILITIES

Exhibit 3-2: DMS Vision Enabling Capability Descriptions below provides a brief description of each data management strategy enabling capability depicted above in **Exhibit 3-1: Data Management Strategy Vision To-Be Diagram**.

ENABLING CAPABILITY	DESCRIPTION
Managed File Transfer (MFT)	Enables fast and secure transmission of files between systems.
Rules Engine	Provides decisions based on edit rules, policy, and data sets.
Validation Service	Public or third party service that validates pre-authorizations, claims, and encounter transactions.
Validation Engine	Processing engine within distributed plan and provider systems that validates and makes pre-authorizations, claims, and encounter acceptance decisions using rules and policy distributed by the Agency.
Publish Subscribe	Notifies subscribers/designated systems of information updates about a recipient or provider.
Enterprise Service Bus	Connects any approved request for data or processing to the data or processing service provider in real or near real-time. Real-time processing is continuous and typically happens in seconds. Near real-time processing may not be continuous and typically happens in minutes rather than seconds. In addition, real-time processing is synchronous, which simplifies the request response process. Near real-time processing implies asynchronous processing which adds to the complexity of input queuing and accepting asynchronous responses.
Service Registry / Repository	Tracks web services and usage information.



ENABLING CAPABILITY	DESCRIPTION
Single Sign-on	Allows users to authenticate to multiple systems using the same user ID across systems.
Authentication	Common framework that authenticates user access with modules and applications.
Access Management	Common framework that manages role-based access control within modules and applications.
Master Person Index	Processing that identifies records about the same person within a system or found in other systems. Recommend using commercial-off-the-shelf (COTS) Master Data Management (MDM) software to identify identity linkages.
Master Organization Index	Processing that identifies records about the same organization within a system or found in other systems. Recommend using COTS MDM software to identify identity linkages.
Master Data Management	System or rules that evaluates conflicting data about a person or organization to present a best or Golden Record, which improves data quality and encourages data sharing through data content clarity.
Data Access Services	Provides decoupled access to data at varying levels of granularity. Data access services will span from elemental data services to module specific data services to composite cross-module data services.
Operational Data Store	The data store of transactional data. Access to operational data is through data access services and APIs.
Extract Transform Load (ETL) / Data Replication	Software that transfers information between data stores.
Reporting Data Store	A data store optimized for use by dashboards and reporting and is continuously updated with data from the operational data store.
Analytic Data Store	The data store optimized for analytic analysis.
Data Marts	Specialized data stores that are structured and optimized for specific types of analysis or used by specific business units.
Dynamic Data Marts	Data stores that are created upon request in an optimized structure for a specific analysis or type of analysis.
Non-relational (NoSQL) Analytic Data Stores	Analytic data store that is optimized for unstructured data sources and big data analytics.

Exhibit 3-2: DMS Vision Enabling Capability Descriptions

Exhibit 3-3: DMS Vision Enabling Capabilities – Strategy Mapping below shows each data management strategy mapped to the pillars of the Data Management Strategy Vision.

ENABLING CAPABILITY	SINGLE SOURCE OF TRUTH POLICY AND EDIT RULES TRUTH	DATA VALIDATE AT POINT OF DATA COLLECTION	SECURE REAL-TIME 360° VIEW OF INFORMATION	DECOUPLE DATA FROM APPLICATIONS	BUSINESS AND PERSONA OPTIMIZED DATA / TOOLS	RECIPIENT AND PROVIDER EXPERIENCE / OUTCOME DATA
Managed File Transfer (MFT)			✓			
Rules Engine	✓	✓				
Validation Engine	✓	✓				
Validation Service	✓	✓				
Publish Subscribe			✓			
Enterprise Service Bus			✓			
Service Registry / Repository			✓			
Single Sign-on			✓			
Authentication			✓			
Access Management			✓			
Master Person Index			✓			
Master Organization Index			✓			
Master Data Management			✓			
Data Access Services		✓	✓	✓		
Operational Data Store				✓		
ETL / Data Replication				✓	✓	
Reporting Data Store				✓	✓	
Analytic Data Store					✓	✓
Data Marts					✓	✓
Dynamic Data Marts					✓	✓

ENABLING CAPABILITY	SINGLE SOURCE OF TRUTH POLICY AND EDIT RULES TRUTH	DATA VALIDATE AT POINT OF DATA COLLECTION	SECURE REAL-TIME 360° VIEW OF INFORMATION	DECOUPLE DATA FROM APPLICATIONS	BUSINESS AND PERSONA OPTIMIZED DATA / TOOLS	RECIPIENT AND PROVIDER EXPERIENCE / OUTCOME DATA
Non-relational Analytic Data Stores					✓	✓

Exhibit 3-3: DMS Vision Enabling Capabilities – Strategy Mapping

The rest of this document provides strategic guidance and elaboration on topics organized around an enterprise data management framework. The data management framework provides structure and allows reuse of best practices for organizations of similar size, industry, and profile.

The FX Technology Team also has a documented FX Technical Management Strategy in SEAS deliverable *T-4: Technical Management Strategy* that supports the primary strategies of the DMS and provides strategic guidance and elaboration on topics related to each area in the data management framework. Together the DMS and *T-4: Technical Management Strategy* communicate the strategic direction that will allow FX, including the Agency, FX Stakeholder organizations, FX Project Owners, and the SEAS Vendor, to help the Agency operate at optimal levels of efficiency and effectiveness thereby achieving the Agency’s potential.

3.2 DATA MANAGEMENT STRATEGY

The DMS provides guidance for future data systems and modernization of current enterprise data management systems. The strategy includes modernizing the Agency’s data infrastructure to support the transformation of Agency business and application systems. Over the course of FX, the DMS will incrementally evolve to refine and provide additional guidance on data management strategic topics that benefit FX.

The DMS describes an approach to the overall management of the availability, usability, integrity, and security of the Agency data assets. The overall purpose of the Agency’s Data Management Strategy is to:

- Make data integration efforts within and across agencies more efficient
- Support MITA’s guidance for modularized implementation of various healthcare components and easier sharing of data
- Provide a common set of processes, tools, and data standards for the Agency’s data solutions

- Improve data quality, reduce duplication, and associated overhead
- Comply with state and federal requirements
- Reduce technology support and maintenance cost
- Manage structured and unstructured, operational, transactional, reporting, and analytic data across the Agency

The first information systems to leverage the modernized enterprise data platform and processes for the Agency is IS/IP—which includes an Enterprise Service Bus (ESB)—and EDW. These two platforms provide the foundation for transforming the Agency into a data-driven organization and improving data quality, performance, and information accessibility.

Input from multiple business areas informed the overall DMS. Agency personnel knowledgeable in integration with Medicaid Accounts Receivable, Agency contracted enrollment broker, Division of Operations, Bureau of Financial Services, claims payment funding and disbursements, recoupments, and compiling and publishing required federal reporting all provided insights relevant to this initial definition of DMS. Future iterations of DMS will elaborate and refine the strategy as changes occur or more detailed direction is required.

3.3 FX DATA TYPES

This section defines a framework of the types of data managed in FX and prioritizes definition of management and integrity approaches for planned FX projects. An FX Data Type is a category of data that has a unique profile or data management characteristics.

The DMS generally applies to all FX Data Types. The uniqueness of some FX Data Types justifies additional analysis and elaboration of strategic direction, policy, and processes applicable to a specific FX Data Type. For example, contact center data recordings fall under an FX Data Type that has unique data management characteristics and opportunities for benefiting outcome (e.g., automated transcription of voice to text, analysis of speaker voice characteristics such as nervousness or stress, use of voice patterns for authentication). For each specialized FX Data Type, future iterations of the DMS will provide additional strategy at the relevant point in time for use in FX projects.

3.3.1 INVENTORY OF FX DATA TYPES

FX Data Types inventory, located in the FXPR (i.e., Florida Health Care Connections > SEAS > Documents > Technical Domain > Information > Data Types), lists anticipated FX Data Types used and managed during the FX program. The inventory provides a source for guidance and reference about FX Data Type specific considerations including responsibility, housing environment, and retention. Over time, as use of specific FX Data Type guidance is needed, the SEAS Vendor shall provide strategic direction to enable stakeholders and FX Project Owners to use and manage each type of FX data.

3.3.2 FX DATA TYPE CHARACTERISTICS

Exhibit 3-4: FX Data Types Characteristics is a preliminary list of the types of information that will describe each FX Data Type. The specific data type characteristic field types, format, and validations will be specified when the FX Data Type List is defined in the FXPR.

DATA TYPE CHARACTERISTIC	DESCRIPTION
Data Type Category	Categorization that groups related data types (e.g., Health Records, Client Case, Administrative)
Sub-Category	Refinement of the category (when needed)
Data Type Name	Name of the data type
Description	Description of the primary characteristics of the data type
EDW Vendor Responsibility	Is this data type under the purview of the EDW Vendor?
Retention Policy	Description of retention timeframes and exceptions
In ODS	Will the data for this data type be expected to reside in Operational Data Store (ODS)?
In EDW	Will the data for this data type be expected to reside in the data warehouse?
In Content Store	Will the data for this data type be expected to reside in a content store (e.g., FXPR)?
Other Location	Will the data for this data type be expected to reside somewhere else (e.g., file share, backup storage, etc.)?

Exhibit 3-4: FX Data Types Characteristics

3.3.3 FX DATA TYPES STRATEGY COMMUNICATION AND MAINTENANCE

Stakeholders of FX—including the Agency, SEAS Vendor, IV&V Vendor, external organizations, and FX Project Owners—will reference the Data Type descriptions and strategies throughout FX.

The strategy to communicate and maintain this information was to create a custom FX Data Type Strategy List located in the FXPR (i.e., Florida Health Care Connections > SEAS > Documents > Technical Domain > Information > Data Types). The FX Data Type Strategy List will become the standard for the data type characteristics for each defined FX Data Type. The FX Data Type Strategy List will include status fields that allow users to understand the maturity of each data type strategy record. This list has been turned over to the EDW Vendor for implementation and ongoing maintenance.

3.4 DATA MANAGEMENT CAPABILITY FRAMEWORK

Significant improvements in healthcare outcomes can be realized if data assets are leveraged properly. Agency executive management, the Florida Legislature, and CMS are under tremendous pressure relating to critical business data. These pressures include improving risk

management, eliminating fraud, providing transparency into business processes and controls, and the accelerating pace of fundamental changes in the healthcare industry. Consumers of this data require data they can trust, that is timely, and meets their specific business needs. Their priorities include:

- Transparency – give data consumers timely access and transparency to critical data
- Business Intelligence – deploy capabilities to support decision and policy-making
- Compliance – ensure strong controls, logs, history, and version control
- Time-to-value – reduce the time it takes to deploy solutions that add value
- Automation – incorporate straight-through transaction processing that includes alerts, graceful recovery, and shutdown
- Data Deluge/Complexity – process high volumes of complex data efficiently and within service-level agreements
- High Quality Data – data that meets or exceeds consumer requirements
- Data Lineage – capture data lineage as it flows through systems and data stores
- Total Cost of Ownership (TCO) – reduce development, maintenance, and infrastructure expenses to address budgetary challenges

In order to address these concerns, FX has defined a Data Management Capability Framework that provides a foundation for accomplishing the challenges above. It also provides a roadmap of capabilities that must be implemented to increase the data management maturity level of the Agency.

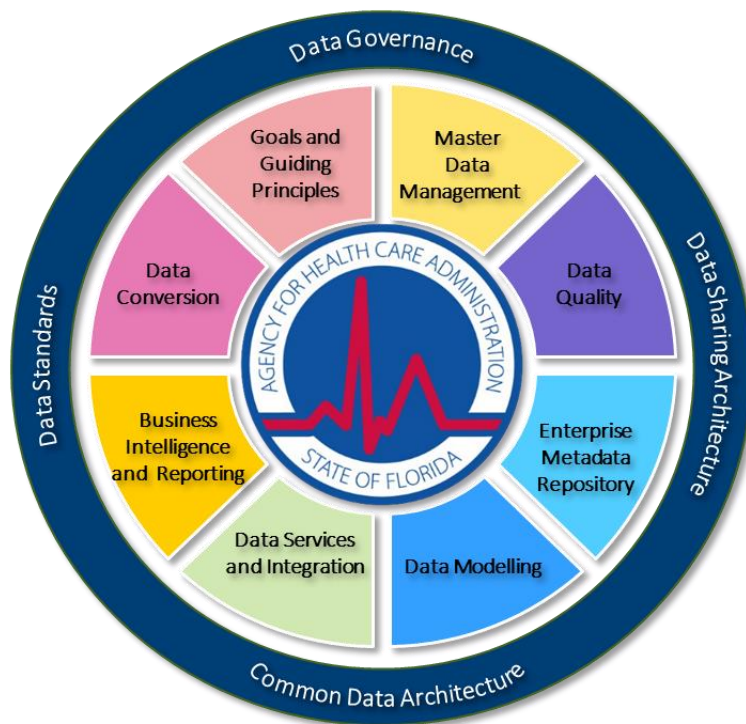




Exhibit 3-5: Data Management Capability Framework

The following further describes the capabilities outlined above in **Exhibit 3-5: Data Management Capability Framework**:

- **Data Governance:** Aligns the organization with the business strategy and enables prioritization and approval of initiatives and a plan for the introduction of processes that will continuously monitor and improve data quality.
- **Master Data Management:** The implementation of repeatable sets of business rules and the supporting data management and data distribution systems that define the value, content, and structure of specific data and data attributes. These data require consistent use by all systems within a given scope of the Agency.
- **Data Quality:** The processes for verifying data within source systems and following standards so that business rules are in place to govern the use and movement of data.
- **Data Sharing Architecture:** The framework that enables sharing of the underlying data with FX stakeholders through reusable data services.
- **Enterprise Metadata Repository:** A taxonomy for the effective definition and organization of the Agency's metadata, which provides valuable ways to view and report on information that drives decisions and actions.
- **Common Data Architecture:** An efficient process and infrastructure for common data repositories and services.
- **Business Intelligence and Reporting:** The process of converting transaction or production information into useful knowledge via available reporting tools for real-time (dashboard), snapshot (scorecard), and detailed data presentation (reporting).
- **Data Standards:** A set of rules that must be followed to make decisions about data and data management solutions. Data standards guide the implementation of each of the modules, key data domains, and data management capabilities within the Agency.
- **Data Services and Integration:** Standardizing data access methods to ensure consistency and security of data, and consolidation of disparate sources into a single integrated data set that represents one version of truth. This may include *extracting* data from internal and external sources, *transforming* it to fit business rules, and *loading* it into appropriate data stores, often utilizing an ETL (Extract, Transform, Load) or related tool.
- **Data Conversion:** The process and systems to transform data from source systems and formats to target systems and formats. Data conversion is both a one-time activity as part of system migration, as well as an ongoing activity related to the ingestion (input) and publishing (output) of data.
- **Data Modeling:** The process of creating, maintaining, and sharing data models necessary to support the information systems within an organization.
- **Goals and Guiding Principles:** The development of strategic direction and implementation planning for the acquisition, storage, and use of data. This includes all data types.

3.5 DATA MANAGEMENT GOALS

The Agency's DMS includes the following Goals and Objectives.

- Goal #1: Provide complete, accurate, and consistent healthcare information across all internal divisions, processes, and FX stakeholders.
 - › Objective #1: Enable more timely responses to meet regulatory demands (CMS, MITA, etc.).
 - › Objective #2: Enable a 360° view of key master data information such as provider and recipient.
 - › Objective #3: Enable flexibility and easier sharing of healthcare information through well-defined enterprise modeling and metadata management processes and guidelines.
- Goal #2: Promote reuse of existing and new services that enable interoperability and modularity as key principles and provide cost effective high performing data services and solutions through a well-designed common data architecture and data sharing architecture.
 - › Objective #1: Promote reuse and maximize the effective and efficient use of data and information assets.
 - › Objective #2: Enable both technology and business process consistency through reuse of common tools and processes through data services and integration hub.
 - › Objective #3: Reduce data duplication and redundant data management processes and environments.
- Goal #3: Provide ability to achieve increased insight from data.
 - › Objective #1: Build a well-integrated healthcare infrastructure that provides positive healthcare information throughout its divisions and across agencies.
 - › Objective #2: Provide capability for increased insight to key partners enabling better fraud analytics and decision-making.

3.6 DATA MANAGEMENT GUIDING PRINCIPLES

The Agency's DMS applies the following guiding principles.

- **Decouple information and application processing** – Application design and implementation uses highly decoupled, autonomous services enabling applications and systems to perform tasks independently. Design applications to access business data processing using APIs and design data access services using techniques to promote information decoupling and cohesive principles.
- **Reduce creation of multiple common person/organization identifiers** – The Master Person Index/Master Organization Index is the system of record to link person/organization identity records in different systems. Avoid approaches to assign multiple redundant identifiers used for cross-system identity matching.

- **Use data replication appropriately** – Overuse of data replication can lead to increased support, higher maintenance costs, and data synchronization and governance challenges. Reduce data replication whenever possible. In the Agency’s case, an example of appropriate data replication is to maintain the data integrity of the new ODS and legacy FMMIS data repositories during the modular transition.
- **Real-time Information access** – Data consumers and decision-making systems drive the need for real-time information access. While traditional approaches to data integration, such as ETL and data replication, are needed as part of the overall data management strategy, systems and modules should be designed with processes that enable real-time access to information as business requirements dictate.
- **Reusability** – The integration architecture and services must be designed with reusability in mind. The goal is to build tools, interfaces, and data services that can be leveraged in a standardized and consistent way across the Agency. This will help reduce operational cost and overhead.
- **Data-as-a-Service (DaaS) Vendors** – To manage the volume of data in an increasingly connected world, systems and processes should consider leveraging DaaS Vendors. DaaS is a business-centric service that transforms raw data into meaningful and reusable data assets and delivers these data assets on-demand via a standard connectivity protocol in a pre-determined, configurable format, and frequency for internal and external consumption. It is an emerging architectural pattern where an external vendor manages a topic or topics of data for the business and simply provides an interface, which could be Service-Oriented Architecture (SOA) based or REST (Representational State Transfer) API based. The FX IS/IP approach embodies this concept.
- **Interoperable** – Interoperability is the ability for different systems and applications to communicate, exchange data, and use the information that has been exchanged. All modules and services should be designed and implemented with interoperability as a key architectural goal.
- **Manage Information as an asset** – With the need for, and value of, data in day-to-day business operations and strategic decision-making, it is imperative that each data service is managed as an asset with distinct business value.
- **The business and IT have a shared responsibility** – The importance and connected relationship of proper data governance necessitate that both IT and the business need to be partners to be successful in implementing data governance processes. **Data governance is a business-driven function. It is supported by technology, but not driven by IT.** Enroll and involve both business and technology leaders to support the day-to-day management of data.
- **Apply key data quality processes** – Data accurately represents reality, so do not modify data without going through a data governance, remediation, and data resolution process.
- **Maintain data security** – Apply encryption and Agency approved security protocols, controls, and processes to all data managed within the Agency. Maintain data confidentiality to prevent disclosure to unauthorized persons or systems. SEAS deliverable *T-8: Enterprise Data Security Plan* contains additional information about FX Data Security.

- Comply with data standards** – Data standards enable better data governance and data management. Implement and enforce appropriate data standards as relevant to each module. Further details on data standards can be found in SEAS deliverable T-3: *Data Standards*.

Agency direction on strategic topics related to FX Guiding Principles follows:

Strategic Topic 3-1: Data as a Service (DaaS) Vendor Strategy describes the Agency strategy for leveraging DaaS Vendors.

DAAS VENDOR STRATEGY	Current	TIMELINE Future
No DaaS Vendors	X	
DaaS Vendor for Non-Critical Data		X
DaaS use case(s) implemented as part of modularized implementation		X
Expand and align DaaS Vendor use to overall data federation strategy		X

Strategic Topic 3-1: Data as a Service (DaaS) Vendor Strategy

3.7 MASTER DATA MANAGEMENT APPROACH

Section 6.1.3 - *Master Data Management Capability Strategies* explains further the MDM capabilities, tools, processes, and recommendations.

3.8 DATA QUALITY AND DATA INTEGRITY APPROACH

Data quality and integrity are especially important in the realm of healthcare information. As it relates to the Agency, data forms the basis for critical decisions like the payment of claims, provider licensure, services provided to recipients, rate setting, and deep analytics. Inaccurate, late, or inaccessible data can quickly lead to costly and even damaging mistakes by the Agency, health plans, and providers.

3.8.1 DATA QUALITY PROCESS

The Data Quality Framework provides structure to assess and measure data assets of the enterprise. **Exhibit 3-6: Data Quality Process** shows the six-step process to implement a data quality improvement program.



Exhibit 3-6: Data Quality Process

This Data Quality Process can be an input to the State Self-Assessment evaluation of data quality within the Agency.

There are five major categories (or dimensions) of data quality:

1. Accuracy

Data accuracy focuses on the correctness of data within the Enterprise. Is the data reliable and with the right level of precision for it to be considered accurate and usable?

2. Relevancy

Data relevancy is about the applicability and usability of data within the Agency. How comprehensive is the information?

3. Accessibility

Data accessibility is about the availability of the data and the ability to retrieve the data when needed.

4. Reliability

In the realm of data quality characteristics, reliability means that a piece of information doesn't contradict another piece of information in a different source or system. Does the information contradict other trusted resources?

5. Timeliness



Timeliness, as the name implies, refers to how up to date information is. If it was gathered in the past hour, then it's timely – unless new information has come in that renders previous information useless.

The Data Quality Process is a mechanism for the Agency to measure and assess data quality. This Framework can be an input to the MITA State Self-Assessment (no longer required by CMS) evaluation of data quality within the Agency and will be used to assess data quality during and after module implementations. Before and after data quality assessment scorecards will help assess the effectiveness of module implementations. The SEAS Vendor will work with the Agency to use the data quality framework to make data management decisions during the FX program. This initial data quality framework implementation will use a simple scale (high, medium, low, or not applicable) to assess each category and characteristic in the data quality framework when assessing data quality. The scale to be maintained by Enterprise Data Governance Workgroup.

The SEAS Vendor will aid in the ongoing evolution and adoption of the Data Quality Framework. The SEAS Vendor works with the Data Governance Working Group and FX Technology Standards Committee (TSC) of the FX Governance structure to protect and build value from enterprise data assets using the Data Quality Framework.

Recognizing that the data quality framework adoption and increased capability will happen over time; interim data quality measures should be taken through partial adoption of the framework and subsequent assessment. To build an initial data quality plan, the SEAS Vendor will work with the AHCA FX Technical Domain Lead as well as the TSC to provide an initial Agency assessment against the data quality metrics. This initial assessment and subsequent evaluation will focus on identifying the metrics and categories where the biggest return on investment can be achieved in improving data quality on an interim basis until the full data quality framework is able to be adopted.

FX direction on strategic topics related to the Data Quality Framework includes:

Strategic Topic 3-2: Data Access Control Strategy describes the Agency strategy for controlling access to data.

DATA ACCESS CONTROL	Current	TIMELINE Future
Ad hoc - No Agency-wide data access strategy. Individual systems control data access.	X	
Data access control is managed at the database level.		
Data access control is managed at the data service level.		

DATA ACCESS CONTROL	Current	TIMELINE Future
Data access control is managed at the application level.		
Hybrid - Data access is controlled using a tiered approach.		Role Based at Database / Data Service / Application

Strategic Topic 3-2: Data Access Control Strategy

3.8.2 DATA QUALITY MATCHING TECHNIQUES AND PROCESS

Until FX achieves the goal of operating with data that provides a single source of truth, data quality variations will exist between silos of information. The implementation and use of the FX ODS with data service access methods, and the creation of centralized consistent policies, business rules, data edits, data validations, and data transformations will improve data quality and consistency.

While duplicate data exists in different data stores and where a single source of truth can be difficult to determine, the following data matching technique and process may help improve data quality:

- Identify the key data elements that data matching will be based on. This may be a unique identifier, an address, etc., or a combination of multiple unique identifiers (e.g., fully qualified name and address combined).
- Establish business rules to promote data quality, especially for the data elements identified as data matching criteria. Typical business rules will be data validation in terms of ranges, masking, type, data duplication constraints, and preemptive rules enforcement at the point of data collection.
- Identify data outliers that either violate the established data quality business rules or do not match when linked to peer data sets via the established key data elements. To address data outlier issues requires either removing the exceptions from the data set, fixing the source data at the point of data collection, or leaving the data in the data set but limiting their use or flag their use as outliers. Generally fixing data outliers at the point of data collection provides the most effective improvement in data quality.
- Typically, the resources required to perform this work are AHCA data stewards, AHCA data custodians, and IS/IP and EDW Vendors. The Data Governance Working Group sets the priority, the scope, and the metrics for DQ improvement.

3.9 BUSINESS INTELLIGENCE (BI)

Business Intelligence (BI) is a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information to enable more effective strategic, tactical, and operational insights and decision-making. The Agency’s strategy is to use a Business Intelligence Framework (BI Framework) to improve the process of satisfying requests for reporting, dashboard, and analytical needs. The BI Framework organizes and

aligns the strategy, people, processes, tools, and data to support the requirements and needs of Agency business units and individuals. **Exhibit 3-7: Business Intelligence Framework** depicts the major components of the BI Framework that will help strategically align projects to meet the business intelligence needs within the Agency. Strategically aligned projects produce focused actionable insights that help achieve the Agency’s mission.

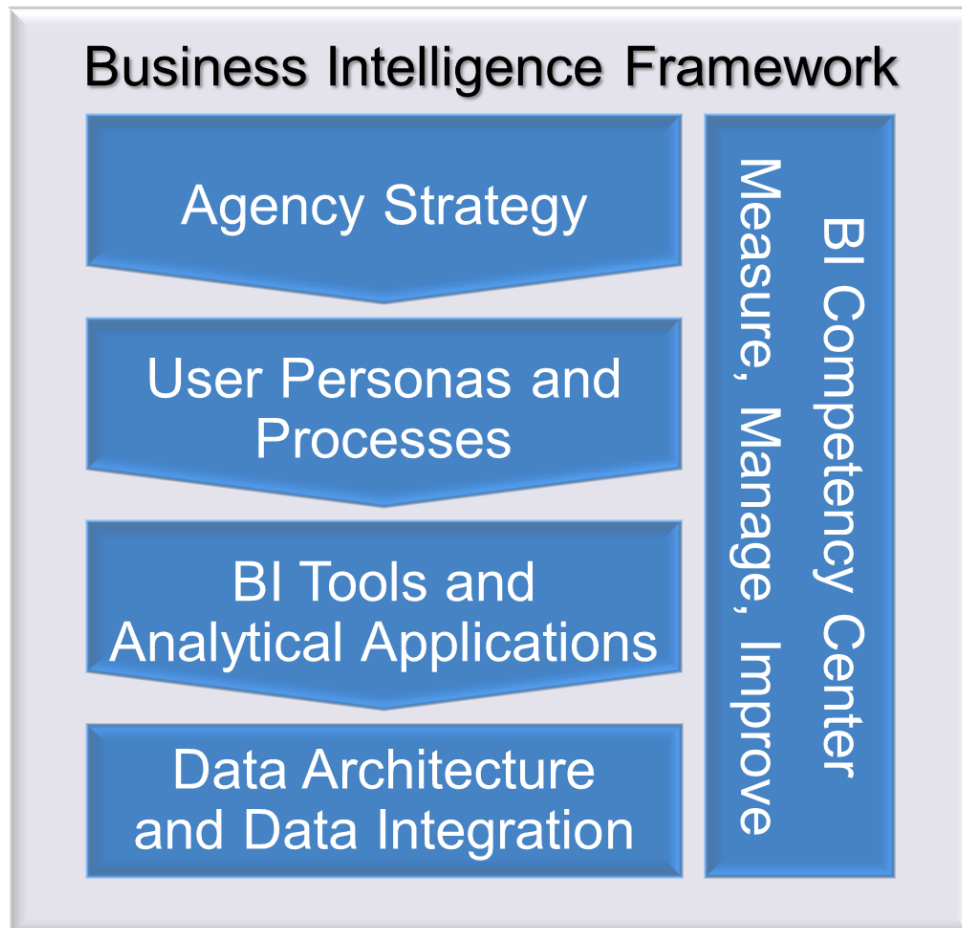


Exhibit 3-7: Business Intelligence Framework

The Business Intelligence Framework is a top-down model where each area informs the next area in the framework. The key components of the BI Framework are described in the subsections below:

3.9.1 AGENCY STRATEGY

Agency strategy and business needs serve as the overarching set of guiding principles for all BI decisions. Agency strategies and objectives are defined, documented, and communicated within the Agency and used as the starting point of principles that inform decisions regarding BI processes, tools, and underlying data architecture and data integration.

3.9.2 USER PERSONAS AND PROCESSES

Defining user personas and the corresponding processes used by each persona informs the BI tool selection process to confirm BI tools support the enterprise and the Data Architecture.

Within the Agency, the existing types of user personas include:

- **Data Viewer** – Views predefined reports. Primarily seeks discrete numbers, pieces of information, and insights pertaining to their job function.
- **Data Retriever** – Collects information from one or more sources. Collected information provides others actionable information for processing. The collection process may gather information through several iterations of selecting data sets, filtering, transforming, and reducing data before finding the insight they need.
- **Analysts** – Begins by selecting the data they need, typically from a larger data set and then enriching the data by creating calculated fields and possibly combining the data with additional data sets. Often creates comparisons between data and evaluates trends across time.
- **Advanced Analyst** – Creates models for the Agency using advanced analytic tools like SAS, SPSS, or R. Pulls data from multiple data sources both within the Agency and outside the Agency. Merges varied data sources together for analysis.
- **Data Scientist** – Creates machine learning based solutions for the Agency in the areas of predictive analytics, artificial intelligence, fraud detection and fraud prevention.

Each type of user persona has a unique set of processes based on their individual set of tools, data sources, and deliverables for the Agency. The goal of the BI Framework is to avoid standardizing on one set of processes across the entire enterprise but recognize the uniqueness within each persona and develop appropriate repeatable processes for each.

3.9.3 BI TOOLS

The FX strategy to select and evaluate COTS BI reporting and advanced analytic tools considers the Agency strategy and user personas. The BI tools strategy is to select a standard set of BI tools specific to business unit and user persona(s) requirements. The Agency plans to select a suite of BI tools to improve satisfaction and effective usability across the user community. Standardizing on one size fits all tools would result in significant dissatisfaction and inefficiency across the user community. This can also lead to additional/multiple tool purchases separate from the guidance of the Data Governance Working Group and Agency standards.

The Agency currently has multiple COTS reporting and advanced analytic tools deployed including Tableau, SSRS, Power BI, BusinessObjects, SPSS, SAS, and R. Some tool realignment across the Agency is warranted as Tableau, SSRS, Power BI, and BusinessObjects all provide similar capabilities and SPSS, SAS, and R do so as well. Standardized tools allow for skill fungibility across departments, scale in license purchasing, improved training, and an overall cost reduction. Confirmation of existing BI tools or selection of replacement or additional BI tools will occur as part of the EDW procurement and FX module procurements.

Enforcement of the BI COTS tool strategy is a shared responsibility across technology, purchasing/finance, and Agency level managers. Executive leadership plays an important role in coordinating tool decisions to achieve the benefits of standardization without constraining business units from maximum effectiveness. A Chief Data Officer (CDO) role can provide management and analytical expertise to implement the data tool strategy in the organization. For FX, the SEAS Vendor will perform periodic reviews of BI COTS tool usage for each user persona type according to the BI Framework.

Strategic Topic 3-3: Business Intelligence Tool Strategy describes the recommended business intelligence COTS tools strategy.

BUSINESS INTELLIGENCE TOOLS	TIMELINE	
	Current	Future
Bring your own tool	X	
Multiple authorized tools		Exception Only
Department specified tools by persona		Exception Only
Agency specified tool suite by persona		X
One size fits all		

Strategic Topic 3-3: Business Intelligence Tool Strategy

3.9.4 DATA ARCHITECTURE AND DATA INTEGRATION

The data architecture and data integration component of the BI Framework represent the foundation for all BI and advanced analytic activities and processes. This includes ensuring:

- The infrastructure is rightsized
- Appropriate data sets are available (via operational, reporting data stores, analytic data stores, and data marts)
- Data integration requirements are accounted for
- Performance considerations and requirements are defined

The SEAS Vendor collects and documents these non-functional requirements for each business area and user persona combination. The BI Framework will incorporate use of both the IS/IP and future EDW capabilities. A combination of the Integration Services Platform and the EDW will be key components in integrating the multiple disparate data sets used within the Agency. The Analyst and Advanced Analyst user personas most often perform analysis of integrated information data sets.

3.9.5 BI SELF-SERVICE

A strategic direction is to establish a BI Self-Service function that provides support of business intelligence capability improvement. The Self-Service plan is informed by other data governance activities and is prioritized for how the Agency supports BI. The Agency currently has a BI Self-Service function within the Health Quality Assurance (HQA) division. This focus and impact are primarily limited to HQA. The Self-Service function scope should be expanded outside HQA to drive BI consistency in the areas of tools, processes, and shared data across the Agency.

Strategic Topic 3-4: Business Intelligence Strategy shows the recommended business intelligence strategy roadmap recognizing current state, future modular implementation, and enterprise data warehouse strategy.

BUSINESS INTELLIGENCE STRATEGY	Past	TIMELINE Current	Future
Operational Data Store (ODS)	FMMIS / Non-Medicaid Stores	FX ODS	->
Reporting Data Store (RDS). ODS optimized for reporting (e.g., de-normalization)		X	->
Centralized data warehouse	DSS / Non-Medicaid Warehouse(s)	EDW	->
Fixed data marts	X	Business function and persona optimized, Medicaid Accounts Receivable reporting	->
Department managed BI stores	X	Exception Only	X
Dynamic data marts		Evaluate / Pilot	X

Strategic Topic 3-4: Business Intelligence Strategy

3.10 METADATA MANAGEMENT

Section 8 - *Enterprise Metadata Repository* describes metadata capabilities, metadata repository management processes, and metadata tools.



3.11 DATA MODELING

Section 7 - *Enterprise Modeling* describes enterprise data modeling capabilities, data modeling governance, and tools.

3.12 DATA ARCHITECTURE AND ITS ROLE FOR DMS

Section 6.3 - *Common Data Architecture Guidelines* and Section 9 - *Data Sharing Architecture* further describe the Agency's Common Data Architecture and Data Sharing Architecture.

3.13 DATA MIGRATION

Data migration involves moving data from one data store to another: either one-time, periodically for some time frame, or on-going. There are three primary methods of data migration: conversion, replication, and ETL. Each will be discussed below.

Data conversion is the process of performing a one-time migration of data in one or more data stores or systems to a different system or data store. The migration process can include data use analysis, data cleansing, data format and value changes, and iterative prototyping and testing to prepare data for use in the to-be data stores. Data conversion is a significant transition activity in the implementation of FX. The primary types of data conversion that will occur are:

- FMMIS databases to the FX ODS
- Many standalone application stores to use the ODS
- Multiple agency systems into consolidated data stores (e.g., licensing data)
- Historical DSS data no longer available in FMMIS to the data warehouse and data marts
- Consolidation of Content stores (e.g., document management data)

On an ongoing basis, data in some FX data stores will be used to refresh or enhance other FX data stores. These processes could be used to replicate data from one system to another to allow both to operate simultaneously during replacement and parallel testing such as ongoing replication of the FMMIS data to the FX ODS until retirement of FMMIS. Other processes are used to integrate and/or aggregate data and are collectively known as ETL (extract, transform, and load); though the order may sometimes be changed (e.g., ELT (extract, load, transform)). It may also use virtual or federated techniques to simulate data movement/transformation without physically copying data. The information in these other FX data stores is optimized for use by specific systems or data use personas. Replication and ETL may use many of the same data conversion processes and quality controls performed in one-time data conversion projects. Examples of ongoing FX ETL include:

- RDS data populated to the Analytic Data Store (ADS)
- ADS and ODS data populated to schema-specific data marts



This section highlights basic data migration practices to follow during the build and implementation of FX modules. The SEAS Vendor will elaborate and industrialize data migration practices to provide consistency and reduce transition risk related to FX Project implementations. While the data migration from and to each system requires unique analysis and planning, the large number of migrations justify standardization and process consistency.

3.13.1 DATA MIGRATION PRACTICE: CONVERTED DATA USAGE

Understanding the use of FMMIS data in the FX modular redesign is foundational to selecting the appropriate data migration strategy, level of investment, level of quality, testing approach, tools, and data architecture for the migrated data. Realistic consideration of migrated use allows the Agency to make informed decisions about the level of investment that is justified in the data migration process. Characteristics of usage consider:

- How frequently the migrated data is accessed
- What types of usage and user personas access migrated data
- How many different people access the migrated data
- How quickly migrated data needs to be accessed

These and other analyses help select a data migration strategy.

3.13.2 DATA MIGRATION PRACTICE: DATA QUALITY EXPECTATIONS

Managing migrated data quality expectations is one of most important data migration considerations and serves as a primary success factor in evaluating if the data migration was successful. Managing migrated data quality expectations involves accurately understanding the as-is data quality and articulating the to-be data quality.

Profiling existing data with automated profiling tools provides transparency to the quality of source data. This process helps identify data exceptions that could have implications on application and system logic.

The as-is data profile is an input to define and agree upon the to-be data quality for migrated data. A data migration project frequently brings a focus on data quality and often is a logical point to make data quality improvements. Often automated transformation can standardize data and correct inconsistencies in data values. Sometimes manual data cleanup occurs in source or target systems as part of the data migration process. It is not always appropriate to invest in improving the quality of migrated data. Likewise, the appropriate level of expenditures on testing and perfecting the data migration process will depend on many factors including future usage, size of data, type of data, and other factors. Formally defining data quality expectations provides transparency for better decision-making and effective stakeholder communications.



3.13.3 DATA MIGRATION PRACTICE: PROTOTYPING AND TESTING

FX Project Owners will perform pre-conversion testing to set a baseline and post-conversion testing to validate against the baseline. Prototyping will be conducted to test the entire process of data migration. The data migration strategy will define an appropriate number of prototypes and the level of testing with migrated data.

Minimally, migration error logs will be evaluated, record counts confirmed, and checksums validated. Multiple mock data migration runs will help iterate through data migration challenges and determine the necessary cutover period for the final Go-Live data migration.

Following final Go-Live data migration and testing, system users perform post migration User Acceptance Testing (UAT) as the final form of validation to confirm data quality.

3.13.4 DATA MIGRATION PRACTICE: AUTOMATED MIGRATION

The size and complexity of data assets at the Agency suggests automated data migration is the default. While manual data migrations are acceptable for small, simplistic data sets, they are unacceptable for large, complex data sets. Developing a complex data migration process is iterative, must be repeatable, and needs to execute in a timely manner. All these attributes necessitate automated data migration processes for the Agency.

3.13.5 DATA MIGRATION PRACTICE: FLEXIBILITY

Because most Agency's data migrations use automated tools and processes, the tools and processes required will require flexibility. The Agency's complex data landscape and modular approach to implementation will require the use of both COTS ETL tools and custom-built data migration scripts to successfully complete the necessary data migrations.

3.13.6 DATA MIGRATION PRACTICE: LINK TO MASTER DATA MANAGEMENT

Data migration and MDM considerations require evaluation when planning and executing a large-scale data migration effort. Throughout the process of data migration, potential master data will be identified which presents an opportunity for the Agency to profile, classify, and begin maintaining master data policies. 3.7 - *Master Data Management Approach* contains additional information on MDM.

3.13.7 DATA MIGRATION PRINCIPLE: ARCHIVAL AND INQUIRY ONLY DATA

Archival (historical data from systems) and inquiry only data merit special consideration. Migration of structured source data to unstructured data stores (e.g., data lakes) can be a method to migrate data without performing the rigorous validation and transformation processes required for active transactional data. This approach does not apply to all structured source data and its use requires careful consideration of how this data will be used.



SECTION 4 ENTERPRISE DATA MANAGEMENT AND DATA STEWARDSHIP

4.1 DATA MANAGEMENT AND DATA STEWARDSHIP

Per MITA 3.0 Part II, Chapter 2, “Data management and data stewardship implement Data Governance, Data Stewards, Data Owners, and Data Policy. Data Governance defines the governance processes for making enterprise-wide decisions regarding information holdings. It provides the capability to determine ownership and data standard adoption processes, to address data integrity, to define processes for business-process development, and to establish a mechanism for arbitrating differences. The benefits are that it decreases data duplication, improves cost effectiveness of data sharing throughout the enterprise, and increases data quality Data Management.”

This section discusses data management topics administered through the structures and processes described in the FX Data Governance Plan. This section also describes cross-agency data stewards, Agency data stewards, and Agency data owners. In the FX Data Governance Plan, each of these roles is a specialized type of subject matter expert. Data stewards and data owners perform important roles of identifying and communicating issues requiring decisions and implementing decisions resulting from the FX Data Governance processes. The FX Data Governance processes and structure support FX Enterprise Data Management. The following discussion about FX Data Governance reflects industry standard terminology and processes that are different from the FX Implementation Team (FXIT) and the FX Executive Steering Committee (ESC).

4.1.1 USE OF FX DATA GOVERNANCE PROCESSES

FX Data Governance is a specific implementation and use of the processes and framework identified in MITA. For FX, data governance refers to the overall management of the availability, usability, integrity, and security of the data available in the enterprise.

Although the Agency creates and controls a vast amount of Medicaid data, it also relies on other state agencies to provide critical Medicaid data. Conversely, the Agency also shares a large amount of Medicaid data with other state agencies. Data governance is critical to help data consistency and quality across all state agencies and all business processes. FX Data Governance describes the use of the FX Data Governance Plan to make and implement FX Data Management.

The Data Governance Working Group (DGWG) is the primary entity for data management subjects within the Agency. The DGWG consists of representation across the Agency. The DGWG researches, analyzes, and recommends data solutions to the FXIT and other governance groups within the Agency.

Planning function responsibilities include:

- Understand Agency strategic direction and data needs
- Understand data management strategy

- Approve data governance roles and responsibilities
- Engage data stewards and data owners as subject matter experts
- Approve data principles and standards

Control functions responsibilities include:

- Make decisions related to Agency data management and operations
- Review data quality scorecards

4.1.2 GOVERNANCE PROCESS

FX Governance consists of a multi-level recommendation committee structure as shown in **Exhibit 4-1: FX Governance Structure** below. The lower tier, the DGWG, has responsibility for analysis and recommendations on FX Governance topics at the project level. This group makes recommendations for data management activities to the FXIT. The upper tier, the ESC, has responsibility for analysis and recommendations on FX Governance topics at the portfolio level. This structure offers some insulation to the Agency senior leaders on the ESC from analysis or consideration of more day-to-day project operations.

Several other groups are associated with FX Governance in that they may provide specialized input or analysis on specific topics or recommendations requiring subject matter expertise. As needed, the ESC or FXIT can initiate workgroups of Agency subject matter experts (SMEs) and stakeholders to direct research and analysis concerning any discrete decision-need or topic of relevance to the committee.

Another workgroup, the FX Technology Standards Committee exists to establish and advise on FX enterprise-level technology and standards. In addition, the future Inter-Agency Leadership Council (IALC) will be composed of the Secretaries/Senior Leaders of all Florida MES Agencies to offer input and strategic direction to FX Governance, related to managing the Statewide Medicaid Program.

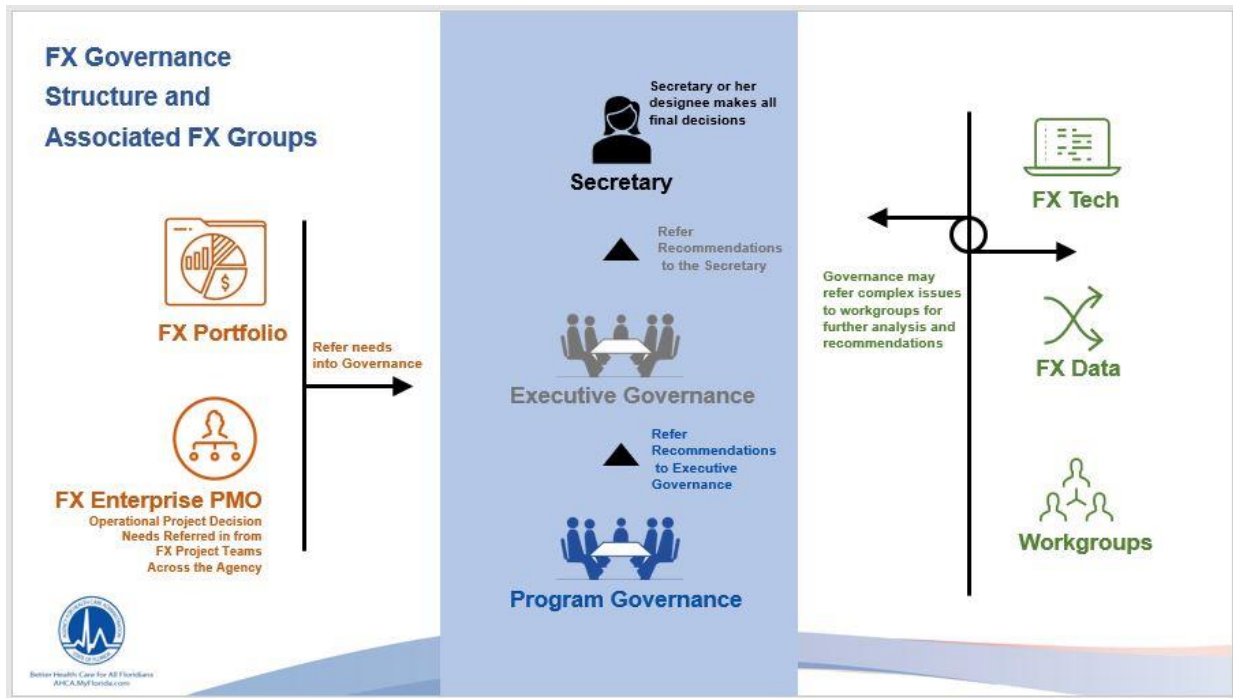


Exhibit 4-1: FX Governance Structure

Please refer to SEAS deliverable *T-6, Attachment E: Technology Standards Communication, Support, Compliance and Compliance Reporting Procedures* for more details.

4.1.3 LIST OF SUBJECT AREAS FOR GOVERNANCE

As per the MITA 3.0 Information Capability Matrix (ICM) guidelines, there should be data governance policies and procedures in place within the Agency and across data consumers. The Agency is currently a Level 2 per the chart below in **Exhibit 4-2: MITA 3.0 Information Capability Matrix (ICM) Guidelines**.

Table 6-1. MITA ICM

Business Area Title					
	Level 1	Level 2	Level 3	Level 4	Level 5
Data Management Strategy (DMS)					
Does business area have governance of data management?	No data governance implemented.	Implementation of internal policy and procedures to promote data governance, data stewards, data owners, and data policy.	Adoption of governance process and structure to promote trusted data governance, data stewards, data owners, data policy, and controls within intrastate.	Participation in governance, stewardship, and management process with regional agencies to promote sharing of Medicaid resources.	Participation in governance, stewardship, and management process with Centers for Medicare & Medicaid Services (CMS) and other national agencies and groups to promote sharing of Medicaid resources.



Exhibit 4-2: MITA 3.0 Information Capability Matrix (ICM) Guidelines

Exhibit 4-3: Subject Areas that Require Data Governance Process provides example subject areas that require data standards and policies.

SUBJECT AREA	EXAMPLES
Recipient	Enrollment, Eligibility, Demographics, Benefits Plan
Provider	Enrollment, Eligibility, Demographics, Specialty, Benefits Plan
Contractor	Outreach, Medicaid Contracts, Medicaid Solicitation
Plan	Goals, Plans, Policies, Benefits, Set-Rate
Care	Plan of Care, Diagnosis, Screening, Case Management, Transition Plan
Financials	Receivables, Expenditures, Payments, Rebates, Adjustments
Performance	Measurement Metrics, Expected Standards, Physician Quality Reporting System (PQRS)
Operations	Claim Activity, Invoice, Payment Liability, Remittance
Business Relationship	Outreach, Communications
Technology Standards	Governance details available in <i>T-6: Technology Standards</i>
Data Standards	Governance details available in <i>T-3: Data Standards</i>
Security	Governance details available in <i>T-8: Enterprise Data Security Plan</i>

Exhibit 4-3: Subject Areas that Require Data Governance Process

4.1.4 DATA STANDARDS

Data standards are the rules that enable interoperability, data sharing, and data consistency. The SEAS deliverable *T-3: Data Standards* defines FX data.

4.1.5 DATA GOVERNANCE WORKING GROUP EXECUTIVE SPONSOR

An executive sponsor is a *Chief*-level executive from the business (not IT) who is an active participant and advocate for Agency Data Management and Data Stewardship processes, disciplines, and activities. The executive sponsor is responsible for staffing, funding, business prioritization, and cross-functional collaboration.



4.1.6 DATA GOVERNANCE WORKING GROUP AGENCY DATA STEWARDS

Agency Data Stewards are functional SMEs who provide valuable input into the Data Governance Working Group (DGWG) data management and data stewardship processes. The responsibilities of Data Stewards include:

- Serving as the business function expert for the data for a specific business segment
- Defining data quality metrics and validation rules
- Defining and maintaining an enterprise data glossary
- Defining and maintaining business metadata including items such as data lineage, business definitions, validation rules, etc.
- Creating and submitting new policies or standards, as needed, to confirm appropriate data entry, usage, and transformation
- Maintaining business logic for data movement, transformations, and defining validation approaches
- Coordinating with other Data Stewards for enterprise data stewardship needs

4.1.7 CROSS-AGENCY DATA STEWARDS – OUTSIDE OF THE DATA GOVERNANCE WORKING GROUP

Cross-Agency Data Stewards, while not part of the DWDG, are representative business experts from agencies other than the Agency who may be asked to provide valuable input to the data management and data stewardship processes. Their responsibilities include understanding strategic priorities of the shared Medicaid data and relating to their agency-specific processes, tools, participating in defining rules, standards, data quality metrics, and championing data quality within their agency.

The holistic enterprise approach seeks to reduce duplicated data using integration technologies to provide real-time information exchange and service reuse. Cross-system information exchange relies on integration governance processes. When integration enables information exchange across organizational boundaries there is a need for governance and coordination. The strategy recognizes that as information crosses boundaries, there are data stewardship activities to optimize business operations as new and modified information exchanges evolve.

4.1.8 DATA GOVERNANCE WORKING GROUP AGENCY DATA CUSTODIANS

Data Custodians are the system or Database Administrators (DBAs) for a given system. They work with the Agency Data Stewards to provide technical support for issues found within the data. For example, as a Data Steward works on improving the quality of certain data items, they will need to work with the Data Custodians to pull the appropriate data sets from the system and to also assist with any new fields, data type issues, etc., that are impacting the quality of the data.

4.1.9 DATA GOVERNANCE WORKING GROUP AGENCY DATA OWNERS

Agency Data Owners are individuals who are responsible for owning and supporting data governance and best practices for data elements. Data Owners will need to be identified and appointed for each area within the Agency. Data Owner responsibilities include:

- Typically, a senior-level businessperson who has ultimate responsibility and accountability for a given data set/subject area/or data domain
- Support Data Stewards on current and future data governance activities
- Help define data quality standards and technical rules as needed to improve data quality and consistent use of data
- Define data confidentiality and security requirements

4.2 DATA GOVERNANCE RACI CHART

Exhibit 4-4: Data Governance RACI presents a Responsible, Accountable, Consulted, and Informed (RACI) table for an initial set of FX Data Governance activities.

GOVERNANCE ACTIVITY	DATA GOVERNANCE	SEAS VENDOR	IS/IP & EDW VENDORS	CROSS-AGENCY DATA STEWARDS	AGENCY DATA STEWARDS	AGENCY DATA OWNERS	DATA CUSTODIAN / DBA
Define data quality metrics and validation rules	C	C	I	R	R	A	I
Define and maintain business metadata, including items such as data lineage, business definitions, validation rules, etc.	C	C	I	R	R	A	I
Create new or update standards	C	A	I	R	R	C	I
Coordinate with other data stewards for cross-agency enterprise data stewardship needs	C	C	I	R	R	C	I
Inform the Agency on strategic data needs – business perspectives	C	A	C	R	R	C	I
Review and approve data architecture	A	C	I	C	C	C	R
Address technical matters as related to data	I	C	A	C	C	C	R
Document and update technical metadata	I	C	A	R	R	C	I

GOVERNANCE ACTIVITY	DATA GOVERNANCE	SEAS VENDOR	IS/IP & EDW VENDORS	CROSS-AGENCY DATA STEWARDS	AGENCY DATA STEWARDS	AGENCY DATA OWNERS	DATA CUSTODIAN / DBA
Prepare documentation including data integration, sources of origin, and downstream systems from a technical perspective	I	A	C	R	R	C	C
Define and maintain an enterprise data glossary	C	C	I	R	R	C	I
Update conceptual/logical data model in the enterprise repository	I	A	C	C	C	C	R
Define or revise existing data sharing architecture	C	C	A	C	C	C	R
Provide access to data	A	C	R	C	C	I	I
Implement data confidentiality and security requirement	A	C	R	C	C	R	C
Inform Agency's strategic data needs - technical perspectives	C	C	A	C	C	C	R
Approve Agency strategic direction on data topics	AR	C	C	I	I	I	I
Develop and maintain data management strategy	R	A	C	C	C	C	I
Establish data governance roles and responsibilities and appoint Data-Stewards and custodians	R	A	C	I	I	I	I
Maintain Data Governance Charter	R	AR	C	I	I	I	I

Exhibit 4-4: Data Governance RACI



SECTION 5 ENTERPRISE CONTENT MANAGEMENT (ECM)

As defined by the Association for Information and Image Management (AIIM), ECM can be broken down into five major components:

- Capture – converting paper documents into electronic format, obtain and collect electronic files into a cohesive structure, and organize the information
- Manage – modifies and employs information through document management, collaboration software, web content management, and records management
- Store – maintain information within flexible storage structures
- Preserve – manage backups, implement record management, and retention policies
- Deliver – provide clients and users with requested information

However, in the past few years, the classical model of an ECM as a self-contained repository and associated functions has been giving way to Content Services Platforms (CSP) using either headless or decoupled architectures and a service-oriented approach to providing functionality. The distributed nature of the Agency's content recommends using a CSP approach.

5.1 SELECTION OF A CSP

Selection of an appropriate CSP architecture should include:

- Evaluating CSP offerings by first examining critical use cases and related functional needs
- Developing a content services strategy that prioritizes content-related functionality and that aligns business needs—functional, use case, and delivery—with the most appropriate CSP
- Adopting content practices to address these functional needs
- Exploiting the CSP for business value innovation by segmenting use cases into types that balance:
 - › The necessary level of centralized control and oversight
 - › The flexibility of ad hoc usage and distributed content

5.2 CRITICAL CAPABILITIES AND USE CASES FOR CSPs

CSPs are characterized by an array of capabilities that include services and functionality that exploit digital technologies. Gartner has identified 15 critical capabilities that a CSP should possess.

- Administration – Controls and options for administration of the CSP including server and endpoint operating systems, general system administration, management dashboards, and reporting tools.

- Analytics and reporting – Features that enable users to discover insights regarding the content and data stored in the CSP. Such insights can be surfaced in dashboards and structured reports, either provided directly by the supplier or configurable by end users.
- Business application enablement – Features that describe how well the CSP supports the wider business application ecosystem via integrations with line of business (LOB) solutions.
- Capture – The ability to digitize information and have it stored in the content repository. The capture of paper-based information via optical character recognition (OCR) is the most traditional aspect, but productivity tool and mobile capture is also particularly important for CSPs.
- Collaboration – Collaboration capabilities help users work jointly on projects, using a common set of documents. They include recommendations, commenting, sharing, co-authoring, markup, and tasks. The workspace construct enables a persistent secure space for extended content collaboration.
- Content management – Functionality that enables users to work effectively with the content stored in multiple repositories by the provision of standard content controls for documents, images, and other media. This includes features such as importing, editing, deduplication, viewing multiformat content, versioning, and annotating.
- Content security – Controls that relate directly to the protection of content and include access control lists (ACLs), electronic digital rights management (EDRM) protection, and data loss prevention (DLP).
- Delivery model – How products are deployed, and the effectiveness of the service within which they are deployed. It includes consideration of whether the product is available both on-premises and in the cloud, and what service levels are available in each model.
- Information governance – Features that enable an organization to be compliant with regulatory and organizational mandates. It includes certification with international standards and formal controls for long-term content preservation.
- Metadata and classification – Metadata and classification define the features that are used to associate metadata with content in a CSP such as discovery, indexing, Artificial Intelligence (AI) / Machine Learning (ML)-based classification, taxonomies, and unstructured content.
- Platform – The platform capability represents the technical architecture of the CSP solution and its integration with the wider FX landscape and strategy.
- Productivity – Integrated and intuitive designs offer seamless cross-device access to files, productivity, and business applications.
- Search – The ability to search for information either directly in the distributed repository content or by using the metadata associated with the content, and then retrieve a set of results. Search should also allow for searching images and other forms of non-textual content rather than simply the metadata associated with the content.
- System security – How the underlying system is secured. It includes considerations for authentication, identity management, encryption, and logging of user activity.

- Workflow and process – The most basic feature is typically ad hoc task assignment, which can be used in an approval-type process. More advanced features enable authorized users to define flows and User Interfaces (UI) (represented as forms) suitable for end users to utilize for any number of business processes.

5.3 USE CASE SUPPORT

The CSP must provide integrated content services natively, or as active third party technical integrations that support the following five content use cases:

- Back-office processing – Focuses on the processing of content and information to support business operations. Includes capabilities that enable the content-specific requirements such as capture, data extraction (OCR), structured processing, and integration into applications.
- Business process applications – The ability to configure and define applications that combine process and content through the tight integration of content and business processes. Case management applications are common examples, including incident management or investigation management, and service delivery.
- Document management – The ability to support document and content management needs across teams, departments, and enterprises. Includes integration with common user productivity tools to enable effective content creation, and categorization and retrieval capabilities to enable users to locate and utilize the content as required.
- Records management – Information governance-centric use cases relating to the long-term preservation and protection of digital records within an organization. Includes a secure repository or integration with multiple secure repositories to support records management, regulatory compliance, and business continuity.
- Team productivity – Supporting individuals and knowledge workers who need access to relevant content in the context of their project or work tasks. Focuses on business teams in content-specific collaborative use cases such as projects, events, and other initiatives, with the provision of content sharing, coordination, shared workspaces, and social tools.

5.4 CONTENT TYPES

The CSP must provide support for a diverse set of content types, including but not limited to:

- Files
- Documents
- Audio/Video/Image
- Records
- Email
- Web Pages
- Lists



5.5 PLATFORM

The CSP concept effectively splits the content storage platform from the functional delivery platform and allows for a hybrid approach to platform selection.

5.5.1 CONTENT STORAGE

FX content is expected to reside in multiple, distributed repositories. Cloud-based approaches provide for broader distribution of repositories while allowing interoperability of functional services and aligns with the state and Agency strategic directions for cloud use. Cloud-based storage must provide appropriate security controls, as defined in T-8: Enterprise Data Security Plan, to comply with applicable regulations such as HIPAA (Health Insurance Portability and Accountability Act of 1996).

5.5.2 FRONT-END FUNCTIONALITY

CSP functionality is provided as either a decoupled architecture where the front end is provided by the CSP Vendor and attaches to their own, and other, back-end repositories through APIs and services, and headless architecture in which there is no pre-defined front-end or presentation layer; all functionality is provided within other applications through the same APIs and services as decoupled. The modular strategy of FX suggests that a decoupled architecture be used to provide centralized control but also allow FX Project Owners to embed additional functionality in applications and provide specialized repositories when necessary to handle content not provided for by the centralized system. Any CSP chosen for the centralized system must provide full integration capabilities with external repositories and access from external systems.

5.6 DIGITAL ASSET LIFE CYCLE

The CSP must support all phases of the digital asset life cycle as show in **Exhibit 5-1: Digital Asset Life Cycle**.

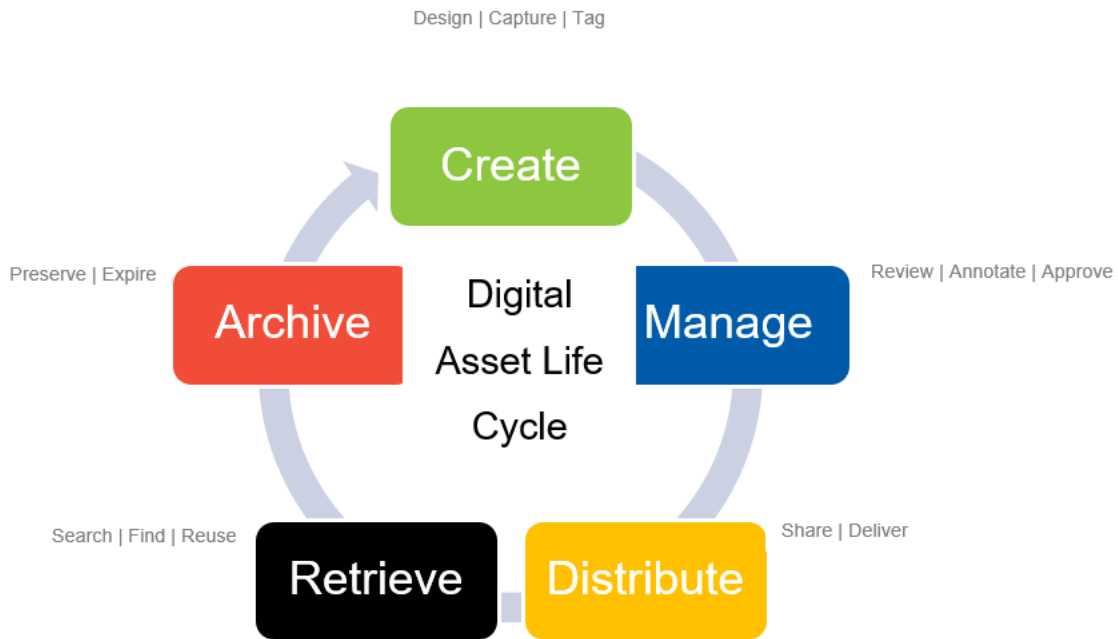


Exhibit 5-1: Digital Asset Life Cycle

5.7 MIGRATION COSTS VS. CONTENT VALUE

Prior to migrating existing content, an analysis needs to be made of the return on investment (ROI) of migration costs (effort, time, storage cost, retention period value) vs. an assessed value of the content. An important, and often overlooked, aspect of migration costs is the extraction costs from the current content storage; significant expense may be entailed in accessing the raw content and potentially recreating it in a new format.



SECTION 6 COMMON DATA ARCHITECTURE

The FX Common Data Architecture is a pillar of the overall FX Data Management Framework that includes Data Modeling and Data Service and Integration. These capabilities support the Data Sharing Architecture pillar of the FX Data Management Framework.

Per MITA version 3.0 Part II, Chapter 2, “The Common Data Architecture establishes standard data-management procedures for the data models. The data architecture provides specific guidelines regarding data documentation, data-sharing development and use applicable to both structured and unstructured data, and management of metadata of all types. These guidelines are in place so the SMA defines data entities and attributes, data models, and relationships to convey the overall meaning and use of Medicaid data and information. Common data architecture improves the consistency in the development and deployment of systems, increases the data quality, decreases the complexity of the Extract, Transform, and Load (ETL) process, decreases resource expenditures, and increases performance. The Seven Standards and Conditions, State Self-Assessment (SS-A), MITA Maturity Models (MMM), Concept of Operations (COO), and Business Process Models (BPM) provide a foundation for common data architecture.”

6.1 COMMON DATA ARCHITECTURE

The Agency’s future state data architecture is the foundation for realizing the Agency’s DMS. Common data architecture is about managing the data elements found in common in more than one of the key systems. Common data elements are sometimes referred to as master data or reference data elements. This is not to be confused with the overall Information Architecture as found in SEAS deliverable *T-2: Information Architecture Documentation*.

Exhibit 6-1: Data Management Capability Framework – Common Data Architecture depicts the common data architecture for the data management capability framework.

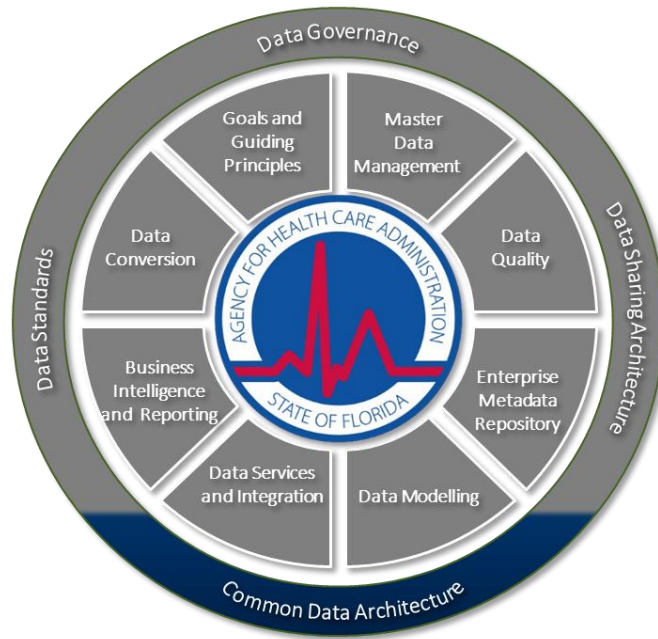


Exhibit 6-1: Data Management Capability Framework – Common Data Architecture

This section presents the FX direction on strategic topics in the Common Data Architecture pillar of the Data Management Capability Framework. Topics addressed in this release of the DMS focus on MDM, master data services, and related capabilities required for implementation of the FX infrastructure and future FX module implementations. Section 7 - *Enterprise Modeling* addresses the data modeling aspects of common data management.

Section 9 - *Data Sharing Architecture* describes data sharing guidelines, data architecture scenarios, and pros and cons for FX.

T-4 Technical Management Strategy, Section 3.6 *Cloud Computing*, contains the strategy for Cloud computing including data management considerations for adoption.

Strategic Topic 6-5: Common Data Architecture describes the Agency’s overall common data architecture strategy.

COMMON DATA ARCHITECTURE	Past	TIMELINE Current	Future
Continue without a common data repository and shared data services. Common data is replicated across multiple repositories.	X	X	
Establish a common data architecture strategy implemented as a master data repository.		X	

COMMON DATA ARCHITECTURE	Past	TIMELINE Current	Future
Each module to use common master data repository and data services.			X
Analysis	<p>Common data elements are those data elements that are generally found across multiple repositories throughout the enterprise. Examples of common data are Name, Address, Phone Number, and Email. Other examples of master data entities include Provider, Recipient, and Health Plans. In the current environment, the Agency lacks a strategy to manage common data elements or master data elements. In the future state, the Agency will have a common data repository for some of the data elements that are considered critical and yet commonly used, there will also be common data services to create and access those data elements.</p> <p>It is expected that common data elements will be identified by the business and implemented as such by EDW and module vendors. Common data elements will be implemented with the following considerations:</p> <ul style="list-style-type: none"> ▪ Identify the common data elements ▪ Develop the common data model ▪ Implement into a schema that can be accessed by other modules or module implementing vendors ▪ Provide common data services to access these common data elements 		

Strategic Topic 6-5: Common Data Architecture

Exhibit 6-2: Common Data Architecture displays the Agency’s overall common data architecture strategy.

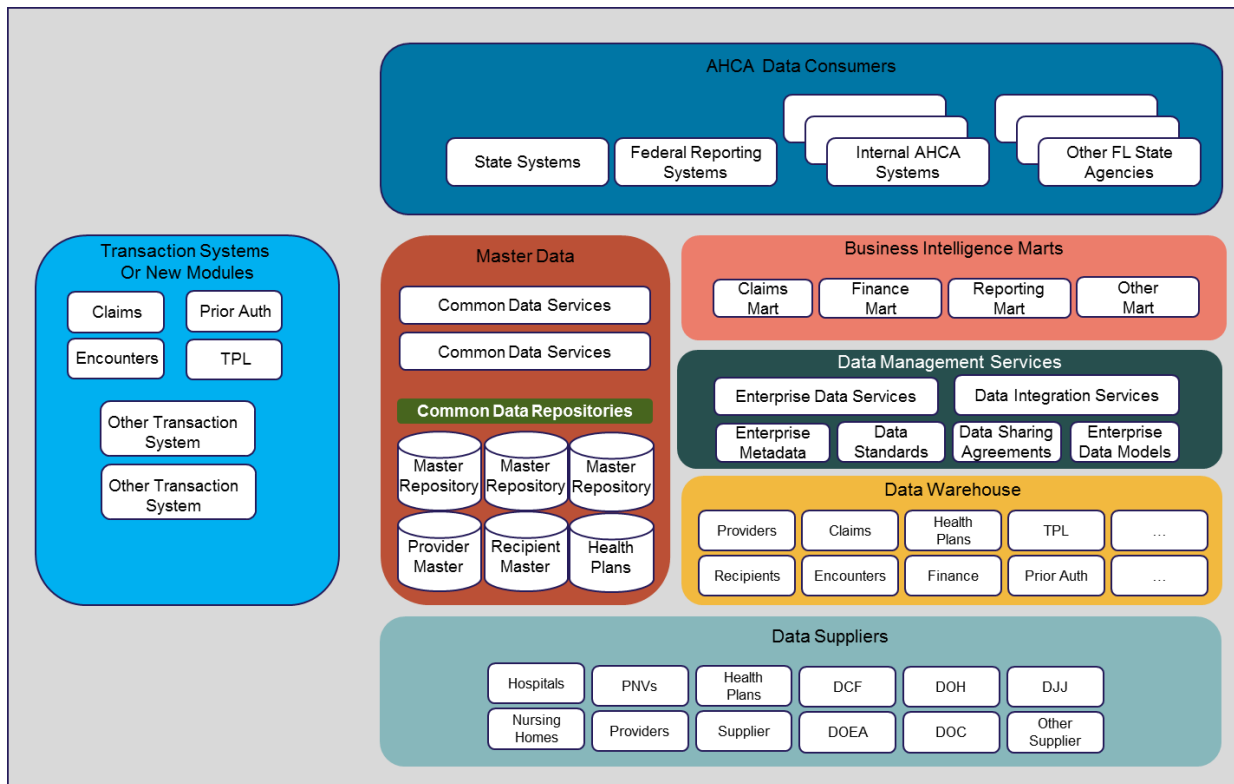


Exhibit 6-2: Common Data Architecture

Exhibit 6-3: Future State Data Architecture is the future state data environment that has Common Data Architecture as a foundational building block.

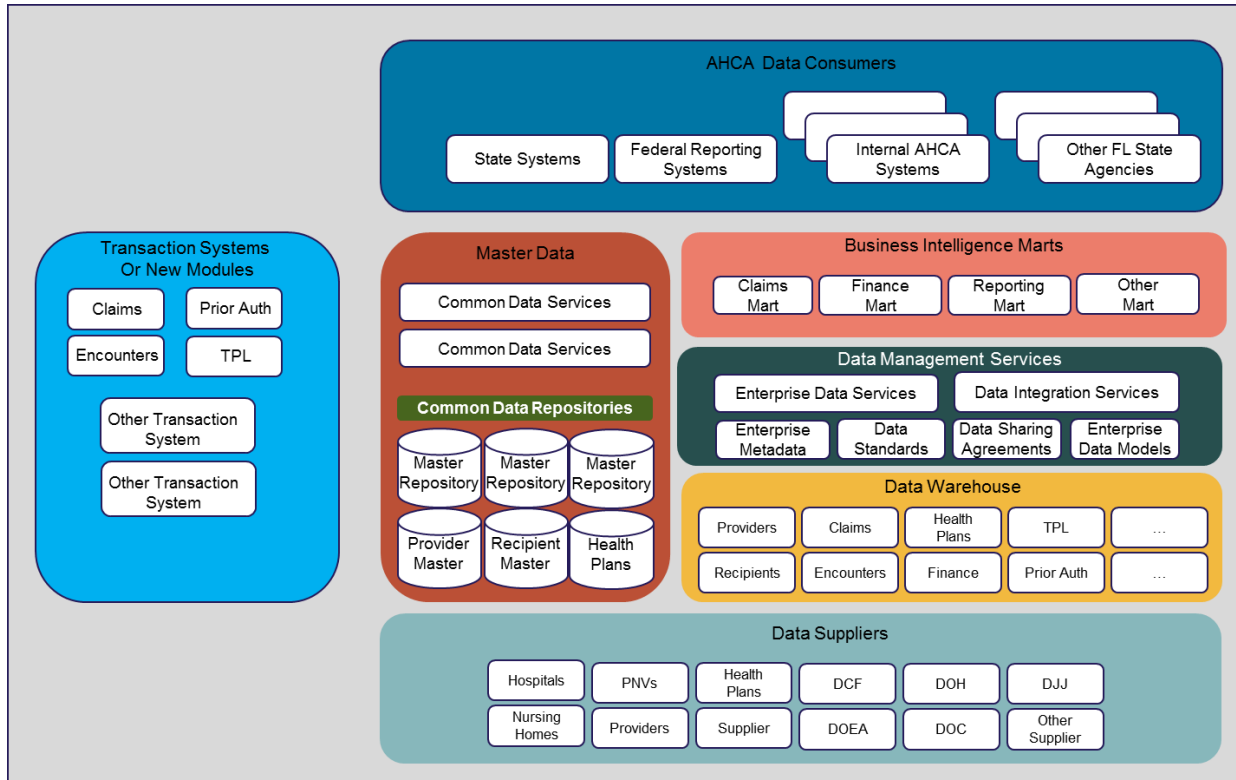


Exhibit 6-3: Future State Data Architecture

6.1.1 COMPONENT: MASTER DATA MANAGEMENT

MDM is the disciplined process in which IT engages business experts in the development and maintenance of consistent and accurate definitions of an enterprise's most critical information. An MDM methodology focuses on eliminating redundancy, inconsistency, and fragmentation by having a single, synchronized, comprehensive, authoritative source of master information. For example, almost every entity within the Agency and outside the Agency uses provider and recipient data. These data types affect every operational and analytical system in its daily work.

Example of master data entities include:

- **Provider Master (Master Person/Organization Index)** – A person or organization enrolled in the Florida Medicaid Program that provides healthcare services.
- **Recipient (Master Person Index)** – A person who is eligible for assistance in healthcare related services in accordance with the Florida Medicaid Program.

- **Health Plan (Master Organization Index)** – An organization that provides coverage to plan recipients for designated services at a fixed premium.

6.1.2 COMPONENT: MASTER DATA SERVICES

Many business components require complete, timely, authoritative, and quality master data information. Master data services are a set of core data services that enable interaction with the underlying master data objects. Examples of master data services include creating provider record or search for provider details by unique identifier(s).

The Agency’s DMS will implement MDM to enable reliable and consistent data with an integrated 360° information view of (at least) providers, recipients, and health plans.

Strategic Topic 6-6: 360° View of Recipient describes the Agency strategy for providing a 360° view of recipient data.

360° VIEW OF RECIPIENT DATA	Current	TIMELINE Future
Ad hoc - no strategy	X	
Master Person Index (MPI) modules are operational including data sharing strategy		X
360° view of information as per cross-agency data governance		Align to multi-agency data federation strategy
Analysis	Currently, the Agency lacks a unified strategy for supporting the 360° view of a recipient. The future state strategy is to provide a 360° view of recipient through a combination of Master Person Index (MPI) and advanced data matching techniques. This same pattern can be extended to other areas beyond recipient in the future.	

Strategic Topic 6-6: 360° View of Recipient

This section briefly explains strategic direction for FX use of various MDM technologies and techniques.

- **Master Data Management (MDM)** – The DMS is to establish registry style master person and master organization indexes that link records that have common identities. This strategy accepts that the enterprise can reduce, but never eliminate the creation of master data records and transaction records for people and organizations that share the same identity. The FX strategy is to centralize identity matching logic to automate identity matching using probabilistic and deterministic identity matching methods. The matching engine will perform real-time linking of identity records. The identity records will maintain unique keys to source systems for records linked to an identity. Pulling the collection of data using the identity keys from all linked identity records will provide

access to a 360° view of information about a person or organization. When the master person and master organization indexes are established, they can be used to reduce the creation of new duplicate master records and simplify reuse of information already collected about a person or organization.

- **Master Person Index (MPI)** – The FX strategy for the MPI is to procure and configure COTS software to perform real-time, high-volume identity matching and linking. The approach creates and maintains links for any type of record about a person. The MPI will ultimately include millions of entries as records in the many systems (in the Agency, State of Florida, and other systems) are linked.
- **Master Organization Index (MOI)** – The FX strategy for the MOI parallels the strategy for the MPI. The MOI will use COTS MDM software to identify identity linkages. Organization linkages can be found with more complex identity matching rules that consider ownership, name changes, and tax identity linkages.
- **Establish Unique Identifiers** – The FX strategy related to defining unique identifiers will be to minimize investment in trying to assign the same record identifier to all instances of records for a person. Instead of struggling with insurmountable challenges including trying to change history, the FX strategy will invest in the matching technology, the master person and master organization indexes, and make applications recognize and process considering records for all linked identities.
- **Match and Merge for Identity Resolution** – The MPI and MOI will be the source of truth of matching records for the same person or organization. The FX strategy recognizes that merging records of matching identities is extremely complex and expensive. The FX strategy may support simple merges of information but intends to focus investments on presenting and operating on aggregated sets of information assembled from all matching identity records. The ODS will be the source of record for person and organization data used in source of truth master person and master organization matching.
- **Publish-Subscribe** – The FX strategy is to use publish-subscribe technology to push communication and notice of updates or business transaction events that occur in one system to other systems for all the linked identity records in the MPI or MOI. Systems that receive notices from publish-subscribe services will make system specific decisions on how to act on the information. Some systems may auto apply changes to their systems, others may initiate processes (e.g., address confirmation or eligibility screening) on event notification and some may manually process or address at next system interaction with the person.
- **Golden Record** – The FX strategy will be to invest in the registry style MPI and MOI and provide a holistic view of the aggregate information of all linked identity records. In health and human service systems, the pursuit of Golden Record strategies is usually difficult as much of the data is sourced outside the Agency. Golden Record must be derived at the authoritative source of the data in order to enforce consistency across systems (a key feature of MDM).
- **Manual Matching** – While the techniques mentioned above will resolve many matching and merging use cases, they will not resolve 100% of the cases. The Agency will need to continue to have operational personnel and processes to address manual matching scenarios. To address this specifically, the Agency has created an item for the



Enterprise Data Governance working group. This item has been added to Data Governance’s backlog with further processes and resource definitions to come. As part of the manual matching process, and as manual matching cases are resolved, they should be coded accordingly so going forward they are automatically matched rather than manually matched.

Strategic Topic 6-7: Golden Record Strategy describes the Agency strategy related to the concept of implementing a Golden Record approach.

GOLDEN RECORD	TIMELINE		
	Past	Current	Future
Ad hoc - FMMIS is used as the Golden Source for operational data. Exception cases exist where additional external data is used.	X	x	
Source of truth services using advanced data matching techniques to align data into single view.			x
Cross-agency data governance with data federation.			Explore / Pilot / Limited
Analysis	Currently, FMMIS collects a large quantity of data from other agencies, providers, and organizations external to the Agency. FMMIS is thus acting as a single source of truth for some Agency data. In the future state, AHCA, in collaboration with other agencies should explore a cross-agency data governance model with data federation to determine source of truth. Each agency should have the accountability to keep their master data clean, maintain its data model on an easily accessible location, maintain a data dictionary, and maintain metadata as per the cross-agency data governance process. While this is the target for 2022, FMMIS should continue to be the Golden Source for operational data until module vendors implement advanced data matching techniques to establish the Golden Source of truth if the operational data exists in multiple sources.		

Strategic Topic 6-7: Golden Record Strategy

6.2 MASTER DATA OBJECTS

As per MITA 3.0, there are nine different subject areas, as outlined in **Exhibit 6-4: Master Data Objects** below, where MDM should be applied. These subject areas all exist within Agency systems.

SUBJECT AREA	EXAMPLES
Recipient	Enrollment, Eligibility, Demographics, Benefits Plan
Provider	Enrollment, Eligibility, Demographics, Specialty, Benefits Plan



SUBJECT AREA	EXAMPLES
Contractor	Outreach, Medicaid Contracts, Medicaid Solicitation
Plan	Goals, Plans, Policies, Benefits, Set-Rate
Care	Plan of Care, Diagnosis, Screening, Case Management, Transition Plan
Financials	Receivables, Expenditures, Payments, Rebates, Adjustments
Performance	Measurement Metrics, Expected Standards, PQRS
Operations	Claim Activity, Invoice, Payment Liability, Remittance
Business Relationship	Outreach, Communications

Exhibit 6-4: Master Data Objects

Focus areas for MDM are provider, recipient (member), and plan. Once MDM processes and procedures have been successfully established, they should then be extended to other areas within the Agency as listed above.

6.3 COMMON DATA ARCHITECTURE GUIDELINES

Common Data Architecture will adhere the guidelines as listed in Section 3.6 - *Data Management Guiding Principles*.

Typical data architecture for an MDM design includes employing a three-tier architectural approach, consisting of a staging layer, an integrated or core layer, and access layer.

Data will be loaded from Person and Organization data sources to build the Master Person and Master Organization indices into the staging area of the Integrated Platform. This is where the identity matching rules located in the rules engine will be applied. Any rule violations will trigger a notification to the assigned Data Steward for action. Once the rules are applied to the incoming data, the data will flow through to core within the Integration Platform where it will be loaded to the appropriate master index. Once built within the core, it is available for consumption.

6.3.1 MASTER DATA MANAGEMENT TOOLS

MDM tool evaluation and selection will occur as part of the IS/IP procurement. The SEAS Vendor defined MDM requirements to include in the competitive solicitation. Some of the industry leading MDM tools that support the Agency’s common data architecture are:

- Informatica (Siperian)



- IBM MDM
- Oracle MDM
- Talend MDM
- SAS MDM

The IS/IP Vendor has procured Informatica's Customer 360 for use as the Enterprise MDM tool for FX.

SECTION 7 ENTERPRISE MODELING

An enterprise data model is a holistic view of the data consumed and produced across an entire organization and represents a single integrated definition of data, irrespective of systems or applications. Enterprise data modeling is the process of creating, maintaining, and sharing the data models necessary to support the information systems within an organization. Most organizations create three types of data models:

- Conceptual Data Models
- Logical Data Models
- Physical Data Models

The following SEAS Vendor technology deliverables include additional FX Data Modeling content:

- *T-2: Information Architecture Documentation* – defines conceptual and logical data models
- *T-3: Data Standards* – defines the data dictionary and data standards

7.1 DATA MODELING STRATEGY OVERVIEW

This section provides an overview of the strategic direction for FX Data Modeling.

7.1.1 TYPES OF DATA MODELING

The main categories of data to be modeled for FX are listed below. These categories would typically be present in both logical and physical data models.

- **Operational Data Modeling** – This is modeling of the operational data including customer records and transaction records used by applications and systems (e.g., claims, recipient, provider data).
- **Information Exchange Data Modeling** – This modeling is for information passed between systems or services. The information in an information exchange is transitory and may not permanently reside as operational data.
- **Analytic Data Modeling** – This modeling is for information in the data warehouse, data marts, reporting data stores used for dashboards, reporting, ad hoc inquiry, and predictive analysis.
- **Rule and Policy Data Modeling** – This modeling is for information about business rules and policy data used by rules engines, data validation services, and validation engines.
- **Experience Data Modeling** – This modeling is of the interaction life cycle of recipients and providers. This type of modeling supports collection and analysis of behavior determinant data.



7.1.2 ROLES IN PERFORMING DATA MODELING

The SEAS Vendor will establish the data modeling strategy, processes, and tools to support modeling of enterprise capabilities and solution components. FX Project Owners use the established processes and tools to develop, provide, and maintain the content specific to each FX Project or module.

7.1.3 DATA MODELING PRIORITIES

The FX needs definition, structure, tools, policies, and processes for all categories of data modeling. The sequence to establish data modeling processes and capabilities is:

- **Integration Information Exchange** – Establish the data modeling process and content to enable information exchange using the Integration Platform:
 - › Integration Platform standard message structure and framework
 - › Service registry and repository data
 - › System User Identity and Access Data
 - › Data used to populate the MPI and MOI
 - › Publish subscribe data framework
 - › Rules engine data
- **Operational Information Exchange** – Establish the data modeling process and content for exchange of operational data. This modeling is the overall information exchange canonical model and information exchange development methodology. The Fast Healthcare Interoperability Resources (FHIR) standards shall be used to construct the data services APIs for information exchange. The FHIR API's will be used between the ODS and the module vendors for real time/near real time data exchanges. The FHIR APIs will use the vocabulary defined in the United States Core Data for Interoperability (USCDI) FHIR Core implementation Guide (US FHIR Core IG) as their standardized set of health data classes and constituent data elements.
- **Operational Data Store** – Establish data modeling processes and capabilities to support establishment of the ODS. This modeling defines the model that will support data services access methods.
- **Analytic Data** – Establish data modeling processes and capabilities to model analytic data for the RDS, data warehouse, Enterprise analytic data stores (EADS), and data marts. This work will be done in conjunction with establishing modeling processes and capabilities for the ODS.
- **Rule and Policy Data** – Establish data modeling or electronic business rules, data edits, data validations, data translations, and policy.
- **Experience Data** – Establish data modeling processes and capabilities to capture and store recipient and provider experience data.



7.2 ENTERPRISE DATA MODELING CAPABILITIES

This section describes the key Agency data modeling capabilities to successfully create, maintain, and share data models across the Agency. While each of these capabilities is important, the Agency's maturity in each will vary and grow over time. That difference among capabilities and growth path is expected and not unique to the Agency.

7.2.1 BUSINESS DRIVEN

Data models are a representation of the data requirements needed to support the business processes and systems for an organization. Data models are business driven. When considering the needs of the business, it is imperative to consider the full scope of the organization's requirements. In the context of the Agency, that includes the operational needs of the Agency to process Medicaid claims and the many downstream data requirements within and outside of Medicaid.

7.2.2 ACCESS TO MODELS THROUGH A SHARED REPOSITORY

Providing authorized shared access to those individuals directly interacting with data models is critical to confirm technical alignment and understanding across the Agency. This is a key capability that will support data modeling of data exchanges, interfaces, and modular integrations. All data models (conceptual, logical, and physical) will be controlled through a central shared repository with appropriate access and authorization based on roles within the Agency. Typical roles who will need access to the data model repository are IT Managers, Technical Architects, Data Stewards, Data Custodians, Programmers, Testers, Business Analysts, and Technical Writers. Most top-rated enterprise modeling tools provide some type of shared repository capability.

7.2.3 UPDATED MODELS

Data models are only beneficial when they are accurate and represent the current state of the organization and its data assets. In fact, outdated and inaccurate data models often do more harm than good. Section 7.3 - *Enterprise Data Modeling Governance* covers the process, roles, and responsibilities to confirm data models are accurately maintained in a timely manner.

7.2.4 TIERED DATA MODELS

The Agency will maintain three distinctly different levels of data models: Conceptual, Logical, and Physical data models. These three different data models each serve different and unique needs within the Agency and represent the logical progression from business requirements to the physical database. The three data models are:

- **Conceptual Data Model** – A high-level depiction of the Agency's information needs and assets. Conceptual data models describe key data and relationships in a technology and application agnostic way and are often used with stakeholders during initial requirements gathering.

- **Logical Data Model** – A diagram that represents the entities, attributes, and relationships across the enterprise. Sub models are typically used to define the elements involved in a specific business function. Logical data models are the basis for the creation of the physical data model.
- **Physical Data Model** – A database technology-specific implementation of the logical data model. Physical data models may contain tables, documents, nodes, columns, structures, keys, relationships, constraints, or any other necessary data objects required to implement a specific system or application.

7.2.5 COMMON ENTERPRISE DATA MODELING TOOL

While it is technically possible for an organization to use multiple enterprise data modeling tools, the FX strategy is to standardize on a COTS enterprise data modeling tool across the Agency. This will aid in consistency across data assets and systems and reduce unnecessary waste created when divisions within the Agency or external vendors use their individual data modeling tool of choice. Use of a common tool promotes efficiency and accuracy when modeling data exchanges, interfaces, and modular integrations. Section 7.4 - *Enterprise Data Modeling Tools* describes the key capabilities required in an enterprise data modeling tool.

7.2.6 ENTERPRISE DATA DICTIONARY

T-3: Data Standards contains information about building and maintaining an Agency data dictionary. Incorporating enterprise data models and the data dictionary provides exponential benefit in terms of the understanding and usability of the data models. When complete, the data dictionary, in conjunction with the business glossary, becomes the business vocabulary that provides invaluable context to the data models. Section 7.4 - *Enterprise Data Modeling Tools* describes the key capabilities required in an enterprise data modeling tool one of which is “business vocabulary definition mapped to usage within models.”

7.2.7 MODELING STANDARDS FRAMEWORK

The creation, consistent use, and enforcement of standards for data modeling is critical to confirm users who interact with data models can do so in a meaningful way. This promotes efficiency and accuracy when modeling data exchanges, interfaces, and modular integrations. These standards include both industry best practices for data modeling and Agency specific standards. All the modeling standards listed below will be followed. Modeling standards will include:

- Model and model object naming
- Creation of an enterprise glossary
- Primary key, foreign key, and secondary indices guidelines
- Data sensitivity classification
- Data type guidelines
- Stored procedure guidelines

- View guidelines
- Versioning using a [major version]. [minor version] technique
 - › Increment major version when changes are made that break backward compatibility (e.g., adding or removing a required element, changing the type of an attribute, changing the meaning of an existing component)
 - › Increment minor version when changes are made that do not break backward compatibility (e.g., adding optional elements or optional content)

7.3 ENTERPRISE DATA MODELING GOVERNANCE

Data modeling governance, not to be confused with data governance, is an important element of Agency data modeling to confirm the availability, usability, integrity, and security of the data model assets. The following recommendations are categorized according to the four principles mentioned above (availability, usability, integrity, and security). Section 7.4 - *Enterprise Data Modeling Tools* describes the key capabilities required in an enterprise data modeling tool, many of which align to these four data modeling governance categories. This reinforces the importance of tool selection as an enterprise data modeling tool not only as the mechanism to create, update, and share data models but also as the tool that helps enforce the Agency's data modeling governance processes.

7.3.1 AVAILABILITY

The FX Data Modeling strategy provides appropriate access to enterprise data models through a central repository, role-based authorization, and data model file formats.

The Agency will maintain a central repository, enabled through the enterprise data modeling tool, of all enterprise data models. This central repository will be organized in a way that allows easy navigation and searching. Access to the central data model repository will be role based and allow for standard CRUD (create, read, update, delete) operations based on each user's role. The central repository will also be organized with a section or folder for archived data models, which will serve as a historical reference. Contained within this section of the repository are all the data models that are no longer in use or active. Within the data model central repository, as enabled by the enterprise data modeling tool, models will be available in a variety of file formats to meet each user's need (e.g., tool native format, image, PDF). Models will be versioned according to Section 7.2.7 - *Modeling Standards Framework*.

7.3.2 USABILITY

To ensure the usability of data models within the Agency, they must be complete, accurate, and updated on a timely basis. Prior to any new project starting, the enterprise data models will be evaluated for usability and to determine what, if any, areas of data ownership, management, and stewardship will be impacted. Updates to data models will be performed in conjunction with all system changes that affect either the conceptual, logical, or physical data model. No database change, regardless of size or scope, should be done without first updating the corresponding data models. Data model change documentation is required to be included as part of the Module Change Board (MCB) process, or Agency equivalent pre-release



certification process. The only exception to this process is in the event where a critical system is down and services restoration is the top priority – database changes may be made immediately to restore system functionality but must be reflected accordingly in the data model and approved as part of a post-mortem process. These processes maintain the accuracy and completeness of all data models in the central repository. Disaster Types are defined and explained in the *T-7: Design and Implementation Management Standards, Attachment L – Disaster Recovery Plan* (i.e., FX Hub > Standards & Plans > Category: Technology > Design and Implementation Management Standards (T-7)).

7.3.3 INTEGRITY

Data model integrity begins with having a set of modeling standards as described in Section 7.2 - *Enterprise Data Modeling Capabilities* under the *Standards Framework*. Governance to enforce these standards will be in place and will be a layered approach including the use of standard data modeling templates, managerial review, and approval of data model changes requiring data model change documentation as part of MCB approval and periodic audits of the central data model repository conducted by appropriate Data Stewards.

Key data modeling governance roles are:

- **Enterprise Data Architect** – Responsible for reviewing and approving data model changes and helping establish data modeling standards, guidelines, and templates.
- **Data Modeler / Data Custodian / DBA** – Responsible for creating, updating, or deleting data models per Agency standards and guidelines. Can be at some or all model levels (conceptual, logical, and physical).
- **Change Manager** – Responsible for enforcing data modeling standards and guidelines through the MCB process.
- **Data Stewards** – Responsible for helping establish data modeling governance and enforcing compliance to standards and guidelines through regular audits.

7.3.4 SECURITY

Data models in all forms (conceptual, logical, and physical) contain highly sensitive information and should be controlled accordingly. A data model in the hands of the wrong person can easily result in a security breach through techniques like SQL Injection. Because of the sensitivity of data models, access to the central data model repository will be controlled with role-based security and allow for standard CRUD operations based on each user's role. Typical users who need access are IT Managers, Technical Architects, Data Stewards, Data Custodians, Programmers, Testers, Business Analysts, and Technical Writers. From a governance perspective, a timely process will be in place to remove access from the central data modeling repository when a user leaves the Agency or transitions to another role that no longer requires access to the data models. In addition, a quarterly audit will be conducted to identify individual outliers where access should be revoked.

7.4 ENTERPRISE DATA MODELING TOOLS

Based on AHCA's diverse data landscape, including significant operational data (e.g., providers, recipients, claims, and encounters), robust data warehousing needs throughout the Agency, and future modular implementation approach, the Agency will standardize on a common enterprise class data modeling tool. Tool standardization helps promote commonality across the data landscape and provides unity between implementation vendors as modules are developed and deployed.

Below is a list of key modeling capabilities the FX is considering when evaluating and adopting the enterprise data modeling tool. The capabilities in this list are Core Modeling Capabilities and Management and Collaboration Capabilities. Both capability categories are important when considering enterprise data modeling tools.

7.4.1 CORE MODELING CAPABILITIES

- Support for three levels of data modeling (conceptual, logical, and physical)
- Ability to generate new models from existing models (e.g., logical to physical, dimensional to physical) and generate sub models to isolate business areas and improve communications
- Model validation and error checking against industry standards and best practices
- Support for technology-specific object types in physical data models
- Management of dependencies between models and between model objects
- Reuse of models and model objects, including model patterns
- Business vocabulary definition mapped to usage within models
- Ability to import and export data models
- Ability to merge data models
- Ability to compare database models at the physical level to map the differences
- Ability to reverse engineer and document models from existing databases
- Ability to create a database by generating appropriate scripts such as SQL Data Definition Language (DDL) code or by creating a live database using connectors for the target database platform
- Support for multiple database platforms (e.g., SQL Server, Oracle, MongoDB)

7.4.2 MANAGEMENT AND COLLABORATION CAPABILITIES

- Export information from model objects for publication in other formats such as HTML, Word, Excel, PDF, and XML
- Support for a shared location, either file system or database, for the storage of and controlled access to data models

- Capability to resolve potentially conflicting changes made by different DBAs or Data Modelers
- Share reference models and common business rules via a common repository
- Ability to modify best practices to fit individual corporate standards
- Ability to define a business vocabulary or glossary
- Integration with BPM tool through a shared repository
- Support for read-only users to access and navigate model diagrams, data dictionary, and business glossary

Currently, erwin® is used as the data modeling tool for operational data in FMMIS. The AHCA IT Team uses Visual Studio Entity Designer (part of the Entity Framework ORM tools) as their data modeling tool. Many quality enterprise data modeling tools exist in the marketplace. Some of the top-rated data modeling tools are:

- erwin® Data Modeler
- IBM InfoSphere® Data Architect
- IDERA ER/Studio
- Sybase PowerDesigner

7.4.3 MODELING TOOL

FX has decided on erwin® as the standard enterprise data modeling tool. It has been adopted by the EDW Vendor. It was selected for the following reasons:

- erwin® is the CMS recommended data modeling tool per the CMS.gov website under Tool Use (i.e., Research, Statistics, Data & Systems > Data Administration > Tool Use)
- erwin® is already used as the data modeling tool for operational data in FMMIS (but not in the Agency)
- erwin® is platform and database technology agnostic that will provide needed flexibility as modules are being developed and deployed
- erwin® is the current modeling tool for the Agency as part of the EDW implementation

Strategic Topic 7-1: Enterprise Data Modeling Tool Strategy describes the recommended enterprise data modeling tool strategy.

DATA MODELING TOOLS	Past	TIMELINE Current
erwin® tool and native erwin® format	FMMIS	EDW
Visual Studio Entity Designer	AHCA IT	



DATA MODELING TOOLS	Past	TIMELINE Current
Standard Tool		Agency ALL / Module Vendors
Standard Tool Compatible Model Format		Module Vendors / Other Agencies
Analysis	<p>erwin® is the CMS recommended data modeling tool per the CMS.gov website under Tool Use.</p> <p>erwin® is platform and database technology agnostic that will provide needed flexibility, as modules are being developed and deployed.</p> <p>erwin® is already used as the data modeling tool for operational data in FMMIS.</p> <p>erwin® is the current modeling tool for the Agency as part of the EDW implementation</p>	

Strategic Topic 7-1: Enterprise Data Modeling Tool Strategy

7.5 ENTERPRISE DATA MODELING SCOPE

Given the Agency’s approach to modular implementation and Integration Services, consideration should be given to the scope of data that is appropriate to model. The following three categories exist:

- Data that should be modeled:
 - › Operational data including ODS and RDS
 - › Data warehouse, data marts, and reporting data
 - › Any Agency owned and controlled data that is stored in a database
 - › Data and Metadata used in the exchange of information through IS/IP
- Data that should not be modeled:
 - › Modular implementations where vendor COTS solutions bundle system functionality with proprietary data schemas and solutions
 - › SaaS solutions
 - › Platform as a Service solutions
- Data that may be modeled:
 - › Data from external sources or agencies used by the Agency but not owned or controlled by the Agency



SECTION 8 ENTERPRISE METADATA REPOSITORY

Metadata is descriptive data or information about other data. Metadata management is the process of administering and using metadata to inform key business decisions. Metadata management defines policies and procedures to access, integrate, share, analyze, and maintain information across the organization. Data lineage is another important aspect of metadata management. Data lineage graphically shows the path data has travelled within the Agency. This capability provides the Agency to determine any changes would impact downstream data, processes, etc. This view enhances the concept of data trust, as users can drill down to view the lineage of any data element.

The Agency currently uses IBM's Information Governance Catalog (IGC) as the metadata management repository.

8.1 ENTERPRISE METADATA REPOSITORY CAPABILITIES

This section describes the key metadata repository capabilities that will exist within the Agency to successfully document, maintain, and use metadata throughout the Agency.

The metadata repository serves as the central element and enabler for metadata management. Most organizations have a significant volume of metadata, but few are disciplined in collecting and publishing metadata in a central repository. The metadata repository is used to document, manage, and share metadata. Users of metadata within the repository are typically data consumers, business analysts, system architects and designers, system testers, and system support staff.

8.1.1 DATA LIFE CYCLE

The data life cycle describes in narrative and graphical form how data moves through an organization and systems. The life cycle includes the origin of data, how and where data moves over time, how data is transformed as it moves through the organization and systems, and how and when data is archived.

8.1.2 GLOSSARY

The glossary includes a comprehensive list of business terms and technical terms used within the Agency. The glossary will include the list of terms, their definition, and any linkages or relationships between the terms.

8.1.3 METADATA DISCOVERY

The Agency, like many organizations, has metadata spread throughout the enterprise in many forms and formats. Metadata discovery is the process and associated tools to extract metadata from existing sources and incorporates it in the metadata repository. These sources include data models, databases, BI tools, Word and Excel documents, policies, and procedures.



8.1.4 BUSINESS RULES MANAGEMENT

Business rules must be documented and include their linkage to both data and metadata. This can be accomplished within the scope of the metadata repository or a separate business rules engine. If documented in a separate business rules engine, it is imperative that the appropriate linkage exists within the metadata repository to connect the business rules to the corresponding metadata.

8.2 ENTERPRISE METADATA MANAGEMENT PROCESSES

Enterprise metadata management is not as much a technical or data problem as it is a business, people, and process problem. This section will address the key processes and roles and responsibilities that need to be in place to maintain and leverage an enterprise metadata repository effectively and efficiently.

The following processes must be in place and governed for the Agency to create, maintain, and use an enterprise metadata repository.

8.2.1 CRITICAL DATA ASSET IDENTIFICATION PROCESS

Identifying critical data assets identifies important data and corresponding metadata and reduces the risk of overlooked or missing data in the metadata repository. The process will use a top down approach to identify critical data assets first and subsequently review successively lower levels of data. A goal of critical data asset identification is to eliminate small, insignificant differences between divisions, departments, or groups and align on a common metadata definition through consensus of data stakeholders. As the Agency matures in metadata management processes and repository comprehensiveness, the scope of the metadata repository should be extended to include those partners, organizations, and agencies that the Agency does business with on a regular basis. This extension should only be considered once the metadata repository process and content are robust from an internal Agency standpoint.

8.2.2 CHANGE AND APPROVAL PROCESS

The Metadata Manager will prescribe a process, enforced by Data Owners, for how and when additions and changes will be made in the metadata repository. This process must be widely communicated within the Agency. The purpose of this process is not to be restrictive but to guard the integrity of the content in the metadata repository. Changes to metadata must be made in conjunction with corresponding system changes or be made according to the Agency's standard release cycle. Data Owners are the gatekeepers for all metadata changes and therefore must approve all changes. A critical component of the change and approval process is content versioning. All changes to content within the metadata repository must be version controlled so users and systems can reference a specific metadata definition by version and understand the changes across versions.



8.2.3 STANDARDS ENFORCEMENT

Metadata standards enforcement is the responsibility of Data Stewards. Standards enforcement occurs through a multi-tiered approach. Primarily, standards enforcement will occur by Data Stewards on a regular metadata repository update cycle. It is the responsibility of Data Stewards to review and provide feedback on the compliance to metadata standards before making changes to the metadata repository. Additionally, Data Stewards must conduct a regular (every six months recommended) audit of the metadata repository to evaluate standards compliance. To the extent the Agency metadata management tool of choice supports the configuration and enforcements of repository standards, they should be fully leveraged.

8.2.4 ACCESS AND AUTHORIZATION

Metadata is an extremely sensitive data asset and must be controlled accordingly. The Agency must appropriately control access and authorization to the metadata repository through role-based security. A timely process must be in place to remove access from the metadata repository when a user leaves the Agency or transitions to another role that no longer requires access to the repository.

Key roles and responsibilities related to metadata management are:

- **Metadata Manager** – Overall responsibility for the operation of the metadata repository and metadata management governance process.
- **Data Steward** – Responsible for enforcing compliance to metadata standards and managing metadata governance metrics.
- **Data Owner** – Responsible for the creation and maintenance of metadata within the metadata repository. This includes metadata they create themselves and metadata additions or changes submitted by others that they approve.
- **Data Consumer** – Anyone, either internal or external to the Agency, who uses, accesses, or consumes in any way data related to the Agency. These consumers, whether human or system, shall be given appropriate access to the metadata for the data they consume.

8.3 ENTERPRISE METADATA MANAGEMENT TOOLS

There are many quality metadata management tools in the marketplace that will meet the Agency's metadata management needs. When evaluating and selecting a metadata management tool it is critical to consider the capabilities listed in Section 8.1 - *Enterprise Metadata Repository Capabilities*. The Agency has taken the tool recommendation from the EDW vendor which is to use the IBM Infosphere Information Governance Catalog tool as their metadata management repository. The future state strategy is to store, maintain, and disseminate metadata from a single COTS based metadata management tool and the IBM Infosphere tool meets those requirements



Strategic Topic 8-1: Enterprise Metadata Management Tool Strategy describes the recommended enterprise metadata management tool strategy.

METADATA MANAGEMENT TOOLS	Past	TIMELINE Current
iTrace	X	X (Read Only)
Spreadsheets and Documents	X	
Database Extended Properties	X	
FX Projects Repository (FXPR)	X	
Informatica Exports (e.g., PDF, Excel)		Non-Informatica Users
Informatica		
Infosphere (EDW)		X
Analysis	<p>Currently, the Agency maintains metadata in a combination of tools and systems (e.g., iTrace, Spreadsheets and Documents, Database Extended Properties).</p> <p>The future state strategy is to store, maintain, and disseminate metadata from a single COTS based metadata management tool. Data management is critical to the Agency with ever increasing demands and value placed on data quality, accessibility, and transparency, hence the need for an Agency wide COTS metadata management tool.</p>	

Strategic Topic 8-1: Enterprise Metadata Management Tool Strategy

SECTION 9 DATA SHARING ARCHITECTURE

The Data Sharing Architecture section:

- Provides a high-level overview of the FX Data Sharing architecture.
- Describes the major components of the data sharing architecture and strategic topic direction related to specific data sharing components. These major components are the building blocks that promote modularity, reuse, easier integration, and less duplication.
- Describes acceptable data sharing approaches and data sharing reference architecture.
- Lists recommended tools for data sharing.

9.1 HIGH-LEVEL TO-BE CONCEPTUAL DATA SHARING ARCHITECTURE DIAGRAM

The Agency's Data Sharing Architecture promotes both MITA and Agency data management goals of interoperability and data availability. In the current environment, most Agency data is available for data sharing. While FMMIS and DSS are the backbone operational and decision support systems, there is significant healthcare data in other data repositories and formats (e.g., SQL Server for business intelligence and reporting, licensure information in Versa, hospital discharge data, financial data in a variety of financial data stores). The Agency uses all data sets to support internal processes or to share data with other non-Agency systems.

Exhibit 9-1: High-Level To-Be Conceptual Data Sharing Architecture Diagram depicts the high-level to-be conceptual data sharing architecture.

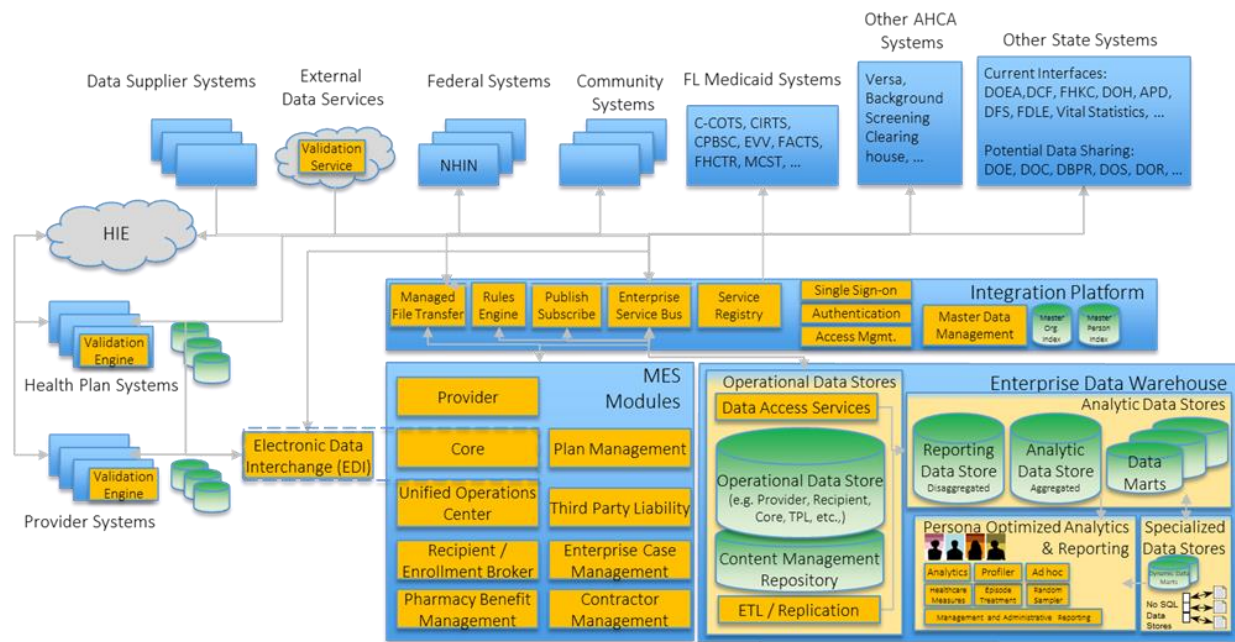


Exhibit 9-1: High-Level To-Be Conceptual Data Sharing Architecture Diagram

9.2 DATA SHARING ARCHITECTURE COMPONENTS

The components of the data sharing architecture establish new integration and interoperability capabilities and improve the existing data sharing capabilities. Each of the components contribute to improved data sharing. Each component adds incremental features. In total, the fully integrated solution of all components produces value in excess of the sum of each individual component.

9.2.1 INTEGRATION PLATFORM COMPONENTS

Section 3.1.2 - *Data Management Strategy Vision Enabling Capabilities* provides a summary description of each component of the overall High-level Data Architecture Conceptual Diagram. Additionally, the IS/IP procurement document specifies detailed requirements for each component that enables and improves data sharing.

9.2.2 DATA SHARING ARCHITECTURE DATA STORES

Four primary data stores will contain and manage FX data.

- Operational Data Store
- Reporting Data Stores
- Data Warehouse / Analytic Data Store
- Data Marts

The FX strategy is to design each data store to aid data sharing and use of the data stores as a single source of the truth. The combination of underlying technology and data design will allow these data stores to be used for their defined business purpose.

9.2.2.1 OPERATIONAL DATA STORE (ODS)

The ODS is the implementation of a data strategy that establishes a single source of record for transactional data. Other sources of record exist both inside and outside the Agency and will be identified and documented as part of IS/IP, EDW, and modular implementation design. As described in Section 6.1.3 - *Master Data Management Capability Strategies – Match and Merge for Identity Resolution*, the ODS will be the source of record for person and organization data used in source of truth master person and master organization matching. Data in the ODS is independent of a specific application or system. For this reason, after migration to the ODS, the Agency will be able to replace a module from one vendor with modules from another vendor. Applications access data in the ODS using data service or API calls as opposed to passing SQL language directly to a proprietary database. AHCA IT is in the adoption process of using this pattern for Agency internal IT projects.

The FX strategy to migrate to use of the ODS is to initially migrate all the information in FMMIS in a single step and maintaining a real-time data replication between the ODS and FMMIS afterwards. This approach minimizes disruption to FMMIS during the transition to the ODS.



Strategic Topic 9-1: ODS Build and Transition Strategy describes the Agency’s ODS build and transition strategy.

ODS BUILD AND TRANSITION	Past	TIMELINE Current	Future
FMMIS Database is the ODS.	X		
Incremental migration of data to the ODS (e.g., by module). Data in ODS is replicated with FMMIS.		X	
Implementation of Core (claims processing) functionality. Replication with FMMIS canceled.			X
Big bang migration of all data to the ODS with data replication with FMMIS. FMMIS continues to use its database, not the ODS.			X
Big bang migration to the ODS without data replication.			
Analysis	<p>The strategy of a single, big bang ODS migration is lower risk than an incremental migration implementation. The rationalization behind this thinking is due to the interconnectedness of the data. It will be less risky to move the entire database and set up bidirectional replication at the database level rather than trying to manage partial transactions in two systems with the necessary changes to the existing FMMIS system. The modules that are cut over can continue to feed FMMIS the data without needing coding changes. The direction to replicate data between FMMIS and the ODS reduces the need for modifications to FMMIS systems and processes during modular implementations.</p> <p>Once core functionality is implemented, ODS becomes the source of data for external systems and FMMIS replication is terminated.</p>		

Strategic Topic 9-1: ODS Build and Transition Strategy

The following rules will govern how the FX modules utilize the ODS:

1. Modules are not allowed to perform SQL to the ODS. Access to ODS data will be conducted only through data services
2. No module to module data exchange is allowed. All data exchange shall be implemented using data services that access the ODS
3. All data services, which exchange data with ODS, will use the FX Canonical model

4. Reporting shall be conducted via the RDS, which is a read-only replication of the ODS
5. An authoritative source needs to be defined for each business area, which will dictate who can update the ODS
6. Inbound files from MFT cannot access the ODS directly. The data from MFT must be updated through a service
7. Outbound MFT files may source from either the RDS or the ODS. The decision of which source to use will be made during design
8. Modules can have their own local database. Any add or update transactions to their local database must be synced to the ODS
9. While module components and tools will have their own databases, the need to update the ODS is dependent on the need to share the data
10. Any direct updates to ODS need to be approved by the DGWG
11. Existing Agency systems will migrate to use the ODS over time for Medicaid data
12. New Agency systems must use the ODS for Medicaid data. The goal is that all Agency data will eventually migrate to the ODS
13. All non-FMMIS Medicaid data from all external systems must eventually migrate to be housed in the ODS (i.e., eTrack, AIRS, LIP, ANNUBIS, ESS)

Any proposed exceptions to the ODS rules must be approved by DGWG and the Technology Standards Committee.

9.2.2.2 REPORTING DATA STORE (RDS)

The DMS is to have dashboards and reports access an RDS for FX operational data. A reporting data store is an optimized data store for real-time reporting, dashboards, and ad hoc queries. Use of a reporting data store reduces contention and performance impact on the ODS.

Strategic Topic 9-2: RDS Refresh Frequency Strategy describes how often data from the ODS is updated in the Agency’s RDS.

RDS REFRESH FREQUENCY	Current	2018	TIMELINE 2020	2022	2025
Weekly					
Daily					
Periodic scheduled (e.g., hourly, multiple per day)					



RDS REFRESH FREQUENCY	Current	2018	TIMELINE 2020	2022	2025
Near real-time (continuous update using queue, log shipping, replication, etc.)	Non-FMMIS	Non-FMMIS	ODS / RDS	->	
Analysis	<p>Currently, the Agency lacks an RDS for Medicaid processing outside of the operational reports available in the FMMIS.</p> <p>The future state strategy will provide near real-time operational updates to the RDS to support operational data reporting, improved data quality, and down-stream system synchronization. This will result in reduced load on the ODS by separating operational reporting load from transaction processing load.</p> <p>The RDS will also be optimized for operational reporting needs while the ODS will be optimized for transaction processing needs.</p>				

Strategic Topic 9-2: RDS Refresh Frequency Strategy

9.2.2.3 DATA WAREHOUSE / ANALYTIC DATA STORE

Data warehousing is a set of techniques and software to enable the collection of data from operational systems, the integration and harmonization of that data into a centralized database, and then the analysis, visualization, and tracking of key performance indicators. Data warehouse, data marts, ODS, and RDS are the backbone components for achieving business intelligence and enabling the ability to gain insight into the business. The business value delivered includes answers to decision support questions about providers, recipients, claims, financials, and more.

9.2.2.3.1 DATA WAREHOUSE CAPABILITIES

This section describes the key data warehouse capabilities that must exist within the Agency to successfully create, maintain, and use the FX EDW. While each of these capabilities is important, the Agency’s maturity in each will vary and grow over time. That difference among capabilities and growth path is expected and not unique to the Agency.

- Data Integration
 - › Integrate with multiple Agency owned data sources and data stores external to the Agency
 - › Integrate with existing and future business intelligence and data analytics tools to enhance the Agency’s decision-making activities around fraud, waste, and abuse detection and prevention
 - › Perform ETL activities
 - › Provide near real-time data replication
- Data Management:
 - › Store all data and metadata required for the administration and operation of the Medicaid Program

- › Scale as required to meet the growing data needs of the FX, preserving historical information as necessary
- › Manage disparate data sets across FX
- Data Access
 - › Provide an architecture for decision-makers to access data for enterprise-wide data analysis and reporting
 - › Provide data housing and data integration capabilities for data to be shared across system boundaries
 - › Enable multiple types of data services (e.g., elemental and composite)
 - › Support transaction processing across operational systems involving relatively small volumes of data routed as transactions through the ESB
- Metadata
 - › Prepare and provide metadata including a data dictionary and business glossary
 - › Identify critical data elements where metadata is required
 - › Support data lineage report views
- Data Quality
 - › Support data enhancement, data validation, and data confidence
 - › Identify and resolve data conflicts and data quality defects
- Data Standards
 - › Support Agency specific data exchange standards for integration and sharing

9.2.2.3.2 DATA WAREHOUSE ARCHITECTURE STRATEGY

The strategy is to implement a centralized data warehouse for analytic and reporting data needs that are not supported by the RDS. This strategy recognizes the challenges with data sharing across agencies and centralizes control. As the Agency's data warehouse implementation matures, data sharing with external agencies can be explored through federation.

Strategic Topic 9-3: Data Warehouse Architecture Strategy describes the Agency's data warehouse architecture strategy.

DATA WAREHOUSE ARCHITECTURE	Current	TIMELINE Future
Ad hoc - Multiple distributed repositories as warehouses	DSS, SQL Server, Others	DSS, SQL Server, Others
Central warehouse for all Agency Medicaid analytic and reporting data needs	EDW	->

DATA WAREHOUSE ARCHITECTURE	TIMELINE	
	Current	Future
Central warehouse for multi-agency (e.g., AHCA, DCF, DOH) analytic and reporting data needs		x
Federated warehouse across Agency boundaries (e.g., Medicaid, HQA)		x
Federated warehouse for multi-agency analytic and reporting needs enabled through semantic layer		x
Hybrid of centralized warehouse within the Agency and federated with external agencies, providers, and health plans		Explore / Pilot / Limited

Strategic Topic 9-3: Data Warehouse Architecture Strategy

9.2.2.3.3 DATA WAREHOUSE TECHNOLOGY TYPE

Strategic Topic 9-4: Data Warehouse Technology Type Strategy describes the Agency's data warehouse technology type strategy.

DATA WAREHOUSE TECHNOLOGY TYPE	TIMELINE		
	Past	Current	Future
Relational for warehouse	DSS / SQL Server	AWS Redshift for ADS	->
Data Vault stored relational for data warehouse		EDW	->
Non-relational (e.g., Hadoop) for Advanced Analyst persona			Pilot
Non-relational (e.g., Hadoop) for entire warehouse with dimensional data marts			Evaluate

Strategic Topic 9-4: Data Warehouse Technology Type Strategy

9.2.2.3.4 DATA MARTS

Data marts are data sets that are organized and optimized for use by a specific business unit and persona type combination. FX will implement two types of data marts: fixed and dynamic. Fixed data marts (e.g., Medicaid Accounts Receivable, federal reporting, division specific analysis) retain their organization and structure for ongoing analysis and are refreshed on regular intervals, determined by the data needs in the data mart, from the EDW. Dynamic data marts watch user behavior and usage and dynamically adapt the data mart dimensions, facts, relationships, indexes, etc., to best meet user needs. Section 3.9 - *Business Intelligence (BI)* describes Business Intelligence personas, which are the target data mart user community.

Please refer to the PD-9 design documentation for further detail.

9.2.2.3.5 UNSTRUCTURED DATA

In the future state, an EDW and ESB are core enablers to AHCA’s Data Sharing Architecture for structured data. Unstructured data will be stored, indexed, and used via a non-relational system.

Currently, there is not an Agency-wide strategy for managing non-traditional, often unstructured, data (e.g., behavioral, customer experience, photo, sensor, genetic, etc.). The methods for obtaining, storing, and using these data are ad-hoc across the Agency.

The future state strategy is to implement a non-relational system to support the storage, management, and use of unstructured data. The use of unstructured data will largely focus on the Advanced Analyst persona and supplement the relational data warehouse and dimensional data marts.

Strategic Topic 9-5: Data Warehouse Architecture Strategy describes the Agency’s support for Agency analytics that bring in non-traditional data types.

NON-TRADITIONAL DATA TYPES	Past	TIMELINE Current	Future
Ad hoc - No Agency-wide strategy. Non-traditional data landscape is not well defined or supported. Multiple provider systems and processes for storing and consuming data exist.	X		
Collect and store behavioral, photo, genetic, etc., data as structured data.			Evaluate

NON-TRADITIONAL DATA TYPES	Past	TIMELINE Current	Future
Collect and store behavioral, photo, genetic, etc., data in non-relational system and start meaningful analytics (e.g., 360° view of recipient, fraud analysis).		Advanced Analyst persona	->
Analysis	<p>Currently, there is not an Agency-wide strategy for managing non-traditional, often unstructured, data (e.g., behavioral, customer experience, photo, sensor, genetic, etc.). The methods for obtaining, storing, and using these data are ad-hoc across the Agency.</p> <p>The future state strategy is to implement a non-relational system to support the storage, management, and use of unstructured data (e.g., narrative reports, investigative and court reports, call session recordings, email content, documents, behavioral, customer experience, photo, sensor, genetic, etc.). The use of unstructured data will largely focus on the Advanced Analyst persona and supplement the relational data warehouse and dimensional data marts.</p>		

Strategic Topic 9-5: Data Warehouse Architecture Strategy

9.3 DATA SERVICES AND INTEGRATION

Data Services and Integration is the component of the Data Management Framework that provides for data access and data sharing. This section describes the FX strategic direction on the use of data services, integration using data sharing reference architectures, and the use of data sharing agreements.

Exhibit 9-2: Data Management Framework – Data Sharing Architecture depicts the data sharing architecture.

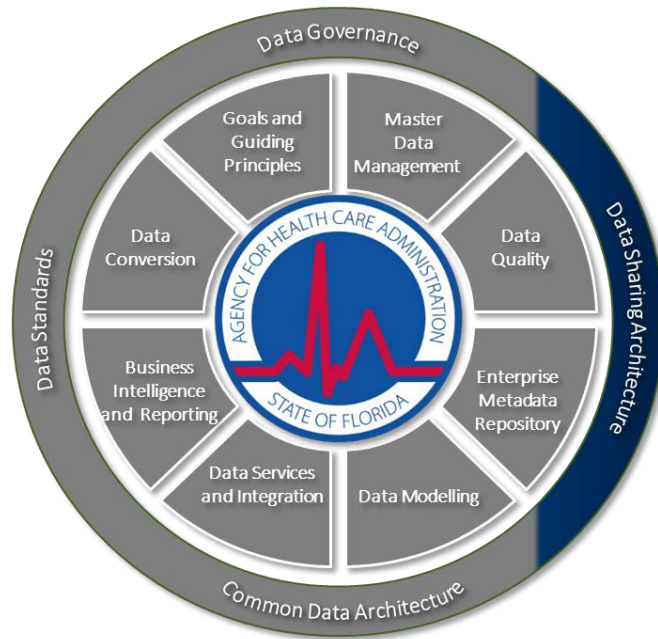


Exhibit 9-2: Data Management Framework – Data Sharing Architecture

9.3.1 DATA SERVICES

As part of data management, reusability is a key guiding principle and hence the Agency and its vendors will design and develop data management solutions with reusable data services. These data services will be registered and published as a library of reusable services. Currently, the Agency's use of data services is limited to select systems within AHCA IT where the Microsoft Entity Framework is being used.

The future state strategy is to leverage data services at varying levels of granularity within and across Agency systems. Data service granularity will span from elemental data services to module specific data services to composite cross-module data services.

Strategic Topic 9-6: Data Service Granularity Strategy describes the Agency's data services granularity strategy.

DATA SERVICE GRANULARITY	Past	TIMELINE Current	Future
No Data Services - Direct SQL.	X	X	
Elemental data services (e.g., CRUD operations). No public visibility.	Non-FMMIS	Non-FMMIS	X
Module specific data services. Local module visibility.	Non-FMMIS	Non-FMMIS	X



DATA SERVICE GRANULARITY	Past	TIMELINE Current	Future
Composite data services for reuse across modules. Public visibility.			X
Analysis	Currently, the Agency's use of data services is limited to select systems within AHCA IT where the Microsoft Entity Framework and Oracle platform are being used. The future state strategy is to leverage data services at varying levels of granularity within and across Agency systems. Data service granularity will span from elemental data services to module specific data services to composite cross module data services.		

Strategic Topic 9-6: Data Service Granularity Strategy

9.3.2 INTEGRATION - DATA SHARING REFERENCE ARCHITECTURES

Data Integration is the process of *exchanging data* between two processes, systems, or organizations. The ESB enables data integration methods on a real-time basis whereas ETL supports data integration through batch services.

Strategic Topic 9-7: System Data Integration Strategy describes the Agency's acceptable methods for sharing data between and across system boundaries.

SYSTEM DATA INTEGRATION	Past	TIMELINE Current	Future
Custom master file replication	X	X	
Custom batch via ETL	SFTP	SFTP	Large Volume Only
Custom integration to common cross-system repository			
Direct DB to DB enabled via COTS			Preferred
Publish-Subscribe			Preferred
Real-time event based via services / ESB	Point to Point	Point to Point	Preferred for Small Data Volumes
Analysis	Currently, the majority of the Agency's cross-system data integration is enabled through the exchange of files, custom data transformation processes, Secure File Transfer Protocol (SFTP), and some point-to-point system integration. The future state strategy will provide multiple methods for system data integration based on the size, type, and immediacy needs of the data being exchanged. The Agency's data landscape is diverse in terms of data types and volume. The FX data integration strategy implemented as part of IS/IP will provide multiple, right sized, solutions for data integration. This targeted approach improves data timeliness and relevancy.		

Strategic Topic 9-7: System Data Integration Strategy



9.3.2.1 DATA INTEGRATION THROUGH ENTERPRISE SERVICE BUS

The ESB, provided by the Integration Services / Integration Platform (IS/IP) Vendor, provides a communication system where software applications interact in an SOA that allows sharing of data between producers and consumers. The SOA is an organization-wide, shared, reusable service model used by all applications integrated into the ESB. Software applications integrated in this manner are called services. The ESB performs message management, service authorization and access control, availability management, usage and cost accounting, and service coordination for complex orchestration of services. The ESB decouples the network design from the underlying platform and allows the Agency greater data integration and sharing possibilities with modern technologies across multiple vendors. Data sharing through the ESB will largely be used for smaller, real-time, data exchanges. As the Agency moves from a monolithic MMIS system to a modular MMIS system the ESB becomes the communication broker and enabler between modules and systems, whether internal to the Agency or external to the Agency. The Oracle Service Bus (OSB) has been implemented by the IS/IP Vendor to provide ESB capabilities.

9.3.2.2 DATA INTEGRATION THROUGH ETL/ELT

Another integration approach is to leverage ETL/ELT (extract, transform, load/extract, load, transform). ETL/ELT will most often be used when the Agency needs to move large volumes of data between systems. This could be nightly batch processes or the ingestion of large data sets from external Agency partners.

There are several techniques to perform an Extract process. The most popular are:

- Through Publish-Subscribe notification where source system(s) publish a notification that a data record has been modified at the source and describe the nature of the change. The Subscribing system monitors events of a certain type and then responds accordingly to those events.
- Incremental extract where the source system(s) perform a change data capture on a periodic basis to capture the records that have been modified and provide an extract of such records.
- Full extracts where source system(s) provide a full copy of all available data (e.g., complete copy of data for disaster recovery purposes).

9.3.2.3 USE OF SOCIAL DETERMINANTS OF HEALTH DATA

Strategic Topic 9-8: Social Determinates of Health Strategy describes the Agency's strategy for use of social determinates of health.

SOCIAL DETERMINATES OF HEALTH	Current	TIMELINE Future
Ad hoc - No strategy. Individuals desiring to use social determinates of health for analysis are on their own to find solutions.	X	
Begin supporting common business processes from Ad hoc sources.		
Develop sourcing and data sharing strategy and plan.		X
Collect and store social determinates of health data for advanced analytics.		Non-relational or Non-relational / Relational Hybrid
Analysis	<p>Currently, there is not an Agency-wide strategy for the sourcing, sharing, and use of social determinates of health data. Select individuals/departments are using social determinates of health data but processes are entirely ad hoc.</p> <p>The future state strategy is to develop and execute a plan for sourcing, storing, and using social determinates of health data across the Agency. Given the structured, semi-structured, and unstructured nature of this broad category of data, either a Non-relational database or hybrid Non-relational / Relational database will be required.</p>	

Strategic Topic 9-8: Social Determinates of Health Strategy

9.3.3 BLOCKCHAIN

Blockchain is a distributed technology allowing users to record data through an ever-expanding list of *blocks*. Each data record is written into blocks, time-stamped and connected to the block that came before it, setting up a blockchain. Furthermore, each block cannot be modified, deleted, or otherwise changed.

Rather than a central database, the Blockchain data records are distributed and shared across networks with credentialed users able to add to but not delete or alter the transaction log.

In health care, a recipient's complete medical history is spread across many different systems and organizations. This creates both security challenges as well as challenges getting a 360° view of a patient's health. By design, Blockchain addresses both issues through its distributed ledger and ability to link data together. For example, Blockchain could play a role in the future including enrollments and claims processing; however, it is too early for the Agency to adopt Blockchain technology for the following reasons:

- Blockchain technology is in its infancy with few implementations in health care
- With Blockchain being an open technology platform, securing health care information and ensuring HIPAA compliance and interoperability will be challenging

- Most vendors and vendor tools used in the industry have yet to fully adopt Blockchain technology for their products
- Since Blockchain technology is new, implementation and operation/maintenance costs could be significantly higher

Strategic Topic 9-9: Blockchain Strategy describes the Agency’s Blockchain adoption strategy.

BLOCK CHAIN	Current	TIMELINE Future
Do not adopt Blockchain		
Wait for further penetration in health care		
Identify initial Agency use case and pilot		Evaluate / Pilot
Aggressively pursue adoption as a front running state		
Analysis	Blockchain appears to be a promising future technology for the healthcare industry. Given the newness of the technology, costs are high and healthcare implementations are few. The Agency should wait for the Blockchain technology space to mature a couple more years and then perform an initial evaluation/pilot.	

Strategic Topic 9-9: Blockchain Strategy

9.3.4 DATA SHARING AGREEMENTS

Data sharing agreements are an important method to confirm what data is shared, with whom, and how the data can be used. Such an agreement serves two purposes. First, it protects the Agency providing the data so that the data will not be misused. Second, it prevents miscommunication by the Agency as the data provider and the consumer receiving the data, by making certain that any questions about data use are addressed. Before any data is shared, both the provider and consumer should discuss data sharing and data use issues and come to a collaborative understanding that will then be documented in a data sharing agreement.

Securing data sharing agreements is a time consuming and expensive barrier to sharing data for the benefit of all Floridians. Today data sharing agreements are focused on specific types of data exchanges, even down to specific fields. FX will pursue implementing data sharing access controls in the integration layer of the FX architecture. With this enhanced security, FX may be able to execute data sharing agreements more efficiently.

At a minimum, the following items should be included in FX data sharing agreements:

- **Types of Data and a Data Model** – describing how the data is organized.
- **Metadata** – describing data definition and other characteristics of the data.

- **Format and Process for Sharing Data** – describing how the data will be used by the consumer and the file format by which data will be shared with the consumer.
- **List of Data Services** – describing the technical services that can be reused for sharing the underlying data.
- **Data Standards** – describing the quality rules used to maintain the overall data quality at the source.
- **Data Security Standards** – used to maintain the confidential nature of the data.

9.4 RECOMMENDED TOOLS FOR DATA SHARING

The FX will acquire COTS tools for the Data Sharing Architecture components through competitive procurement. **Exhibit 9-3: Recommended Tools for Data Sharing** lists tools already licensed by the Agency or public domain and open source tools used for data sharing.

TOOL	USAGE / ROLE IN DATA SHARING
SoapUI	Testing tool for SOAP and REST APIs
Oracle Data Integrator	Oracle ETL / Data Integration & Transformation tool
Talend ETL	Open source ETL / Data Integration tool

Exhibit 9-3: Recommended Tools for Data Sharing



SECTION 10 FX SPECIFIC ADDITIONS

This section describes FX-specific additions of new functionality to the established MITA components for the enterprise. At this point in FX, there are few additions to the MITA framework.

10.1 UNSTRUCTURED DATA

The Agency receives, generates, and manages unstructured data today from a variety of sources. In the current environment, the Agency uses Laserfiche document management, simple files, shared drives, local workstations, or in some cases paper form. The Agency direction to manage this type of data is to use a non-relational database that allows the Agency to manage the unstructured data through unified classification schemes. After data management processes classify unstructured data in taxonomies or ontology relationships, users can search, view, report on, modify, and analyze the unstructured data.

10.2 POLICY AUTOMATION DATA

The policy data that defines claims and encounter data edits, validations, and data transformations is a special type of data that is a hybrid of configuration data, reference data, and execution logic. The FX will emphasize enabling management of this type of data. The FX direction is to consolidate and harmonize all sources of this type of data use into the FX rules engine, public and third party validation services, and internally in plan and provider validation engines.