

Information Technology Capital Investment Program
Project Status Report

To: Information Technology Strategy and Investment Committee
John Vittner, Office of Policy and Management

From: Mike Gilbert

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Agency: Department of Social Services

Project: Connecticut Medicaid Enterprise Technology System (CT METS)

Project Manager: Mark Heuschkel

Reporting Period: Project Inception through 12/31/2019

Total Funds Requested: \$41,328,658

Total Funds Allotted to Agency: \$1,478,147

Accumulative Total Capital Fund Expenditures to Date: \$441,053

Brief Project Description/Summary:

The Connecticut Medicaid Enterprise Technology System (CT METS) is a large-scale business process improvement and technology program to improve services and outcomes for residents served by Medicaid and other programs. CT METS, which is led by the Department of Social Services (DSS), is expected to replace existing systems with new, modular technologies and services to enable person-centered service delivery across DSS and other state agencies that administer Medicaid services. The effort is expected to extend over several years, beginning with a two-year effort to optimize business processes and organizational structures, and to solidify plans for an enterprise platform and acquisition of modular systems and services. These systems/services will replace the existing Medicaid Management Information System (MMIS), which processes claims and other transactions for over 800,000 Connecticut residents annually. Other smaller-scale systems supporting Medicaid are also expected to be consolidated into CT METS. The effort is expected to positively impact multiple stakeholders including Medicaid members and providers, as benefits accrue from streamlined operations, new self-service functions, and improved access to data.

Summary of Progress Achieved to Date:

December 2018 Update:

Foundational Procurements:

- Issued Request for Proposal (RFP) for Master Service Agreement (MSA) for Independent Verification and Validation (IV&V) Services
- Received CMS approval on RFP for Organizational Change Management (OCM) and issued it for vendor bids
- Drafted System Integrator (SI) RFP for submission to CMS

Project Management

- Created Project Charter
- Drafted the Project Management Plan including all subsidiary plans and initiated reviews
- Created Master work plan and other sub-plans for SI OCM Prep, Program Architecture, Outreach and Communication to support the CT METS initiative
- Created CT METS web site as part of Outreach and Communication
- Established and held bi-weekly Steering Committee meetings

June 2019 Update:

Project status is flagged as RED pending CMS approval of the IAPD-U, submitted on 4/8/19 and confirmation of the IV&V and OCM procurement timelines. A RAI has been received from CMS which delayed IAPD-U approval. The overall health may return to GREEN once the IAPD-U, with the revised schedule, is approved by CMS and the IV&V and OCM timelines are confirmed

December 2019 Update:

Foundational Procurements:

- Awarded Master Service Agreement (MSA) for Independent Verification and Validation (IV&V) Services and issued CT METS SOW for bid; selected IV&V vendor and began SOW negotiations
- Selected Organizational Change Management (OCM) vendor and began contract negotiation discussions
- Received CMS approval for System Integrator (SI) RFP, issued it for vendor bids, selected vendor and began preparations for contract negotiations

Project Management

- Received IAPD-U approval from CMS on 7/31/2019
- Completed assessment of CT METS Program Alignment to DSS Vision, Mission, Values, Key Priorities and Strategies under the direction of the new Commissioner; Revised CT METS goals, objectives and strategies
- Continued Program initiation activities– foundational control processes instituted
- Completed MITA Validation in preparation for OCM onboarding
- Continued development of Outreach and Communication template to facilitate stakeholder engagement
- Managed Master work plan and other sub-plans for SI OCM Prep, Program Architecture, Outreach and Communication to support the CT METS initiative
- Maintained CT METS web site as part of Outreach and Communication
- Continued bi-weekly Steering Committee meetings

Issues and Risks:

December 2018 Update:

Issues

- **Schedule** - The 3 foundational procurements' (IV&V, OCM, SI) schedules have slipped, which will result in a delay in the completion of Phase 1. CMS (federal funder) has been informed of the delays. An updated funding request to CMS (As Needed-IAPDU) is needed to account for the delay and authorize funding beyond original Phase 1 end date. Extension of the project timeline not anticipated to incur additional project costs.

Risks

- **Data Quality** - If disparities in data quality and data governance are not addressed, then current data issues will engender challenges for data conversion, analytics, and interoperability. The approach and plan to improve data quality is being defined to incorporate into the CT METS Program.
- **Procurement Process** - If the project is not able to get visibility into DAS Procurement Process for IV&V vendor qualification and evaluation, then we will not be able to establish a credible project schedule. Working with DAS to understand the procurement process and establish a revised project schedule.
- **Phase 1 Schedule** - If the IV&V Procurement timeline does not support timely on-boarding of the SI vendor and the CMS Project initiation review, then Phase 1 timelines would be extended beyond 2020. Working with DAS and the AG Office to find ways to improve Procurement task timelines.

June 2019 Update:

A RAI has been received from CMS which delayed IAPD-U approval. The overall health may return to GREEN once the IAPD-U, with the revised schedule, is approved by CMS and the IV&V and OCM timelines are confirmed. Procurement delays have added to scheduling risks.

December 2019 Update:

Issues

- **Schedule** - The 3 foundational procurements' (IV&V, OCM, SI) schedules continue to slip, which has resulted in a delay in the completion of Phase 1. CMS (federal funder) has been informed of the delays. An updated funding request to CMS (As Needed-IAPDU) is needed to account for the delay and authorize funding beyond the Phase 1 end date earlier approved by CMS.
- Program Director is overallocated resulting in delays for specific tasks – A managerial position has been approved and posted

Risks

- **Data Quality** - If disparities in data quality and data governance are not addressed, then current data issues will engender challenges for data conversion, analytics, and interoperability. The approach and plan to improve data quality is being defined to incorporate into the CT METS Program.
- **Resources** - If required SMEs are not available for the project at the right time and/or with the right focus, then the project could experience delays, increased cost and/or reduced quality of deliverables.

Next Steps & Project Milestones:

December 2018 Update:

Complete IAPD-U updates as required
 Gather Project Certification Artifacts for CMS Initiation gate Review
 Execute Outreach and Communication initiatives as planned
 Complete required preparatory tasks prior to on-boarding the OCM vendor
 Complete required preparatory tasks prior to on-boarding the SI vendor
 Complete Program staffing tasks including supporting HR hiring activities and acquiring appropriate space
 Complete IV&V Solicitation and Procurement
 Complete OCM Solicitation and Procurement
 Complete SI Solicitation and Procurement

June 2019:

Secure As Needed APD federal approval
 Complete Program staffing tasks including supporting HR hiring activities and acquiring appropriate space
 Complete IV&V Solicitation and Procurement
 Complete OCM Solicitation and Procurement
 Complete SI Solicitation and Procurement

December 2019 Update:

Complete IAPD-U updates as required
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 Complete OCM Procurement
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