

# Iterative Project Report for Programs & Multi-Year Phased Projects

Submitted to Project Oversight on 09/30/24

## GENERAL INFORMATION

**Program/Project Name:** Medicaid Management Information System Modernization

**Agency Name:** Department of Health and Human Services

**Project Sponsor:** Tory Brabandt

**Project Manager:** Steve Blaine

## PROJECT DESCRIPTION

Department of Health and Human Services (DHHS) plans to modernize the Medicaid Enterprise System (MES) to meet the Centers for Medicare and Medicaid Services (CMS) directive of modularity and to increase flexibility and responsiveness to rapidly changing health care, legislative, business, and technical needs. The modernized MES will be “modular” which means that it will consist of multiple individual systems referred to as “modules” and connected through a system integration platform.

The Medicaid Management Information System (MMIS) Modernization program will occur over approximately twelve years within six North Dakota (ND) State Legislative biennia. Separate projects will be created and managed to represent the work performed by the System Integrator (SI) and each Module vendor. The existing MES will be systematically modernized by incorporating new modules procured from module vendors.

**Completed** projects in the program include:

- Project 1 - Planning and System Integrator Consultant Procurement occurred from July 1, 2021, through April 18, 2022. This project included performing a MMIS Modernization survey with the DHHS Medical Services Staff, research on other State's MMIS Modernization approach, and procurement of a System Integration (SI) consultant vendor. Procurement of a System Integration vendor occurred from April 18, 2022, to May 17, 2024.

**New** projects starting up:

- Project 2 – The implementation of the System Integrator platform, to work with module vendors to ensure that all modules work together seamlessly and securely within the system integration platform as well as external systems.

**Future** efforts in the program include:

- Project 3 – The first module vendor will be procured to replace existing functionality in the existing MMIS and integrate into the new system integration platform. The RFP to this module is currently being developed.
- Project 4– The second module vendor will be procured to replace existing functionality and integrate into the new system integration platform.
- There will be additional projects until all modules of the current MES is replaced.

## BUSINESS NEEDS

1. Need to modernize the MMIS to meet a Centers for Medicaid and Medicare Services (CMS) directive and to increase flexibility and responsiveness to rapidly changing health care, legislative, business, and technical needs.
2. Need to increase stakeholder functionality such as: allowing members to access their information via a self-serving Member portal; enabling providers to be revalidated quicker and easier so STATE staff can operate the MMIS more efficiently and effectively.
3. Changes to the current monolithic system is time-consuming and expensive, need to modernize the MMIS to smaller, individual modules allowing changes to occur in smaller increments as business needs evolve versus making a complete system upgrade.
4. Many existing services are manual and/or paper-based requiring time from DHHS staff to perform; need to automate services such as prior authorizations to eliminate paper processes.

## PROGRAM/PROJECT FORMAT

**Project Start Date:** July 1, 2021

**Budget Allocation at Time of Initial Start Date:** \$35,000,000 for the 2021-2023 biennium. The 35 million funding received during the 21-23 biennium was rolled into the 23-25 biennium.

**How Many Phases Expected at Time of Initial Start Date:** Approximately ten to twelve projects over a twelve-year period are expected for the Program.

**Phase Approach Description:** The program consists of multiple projects delivering functionality to a production environment. Each project will continue until all planned work is complete. Multiple projects may occur concurrently such as in the event if project 1 is not completed prior to project 2 beginning. Each project is designed to incrementally replace existing MMIS functionality by leveraging technology advances and business functionality modularity to build a feature rich, highly automated and flexible MMIS.

**Estimated End Date for All Phases Known at Time of Initial Start Date:** The estimated completion date for all projects of the program is estimated to be March 2033.

## PROGRAM/PROJECT ROAD MAP

The program road map shows the high-level plan or vision for the program/projects/phases. It is intended to offer a picture of the lifespan of all the effort that is expected to be required to achieve the business objectives.

Project	Title	Scope Statement	Estimated Months Duration	Estimated Budget
Project 1 (Complete)	Planning, Procurement and Project Oversight	Planning and procurement of the System Integrator Consultant vendor and the System Integrator vendor.	24	\$1,804,114
Project 2 (In progress)	System Integrator project	Design, Development, Implementation of a MMIS System Integrator Vendor that will Design, Develop, and Implement a new MMIS System Integration Platform.  Project Management, Business Analyst, Developer, EPMO, System Integration Consultant, and Risk contingency	20	\$11,709,315
Project 3 (Future)	Module 1	Procurement, Design, Development, Implementation and CMS Certification of a MMIS module that will integrate into the new MMIS System Integration Platform.	TBD	TBD

Project	Title	Scope Statement	Estimated Months Duration	Estimated Budget
Project 4 (Future)	Module 2	Procurement, Design, Development, Implementation and CMS Certification of a MMIS module that will integrate into the new MMIS System Integration Platform.	TBD	TBD

## PROJECT BASELINES

The baselines below are entered for only those projects or phases that have been planned. At the completion of a project or phase a new planning effort will occur to baseline the next project/phase and any known actual finish dates and costs for completed projects/phases will be recorded. The iterative report will be submitted again with the new information.

Project	Project Start Date	Baseline End Date	Baseline Budget	Funding Source	Actual Finish Date	Schedule Variance	Actual Cost	Cost Variance
Project 1	07/01/21	05/17/24	\$1,804,114	Federal (90%) State (10%)	5/17/2024	0%	\$1,570,598	-13%
Project 2	05/15/24	01/09/26	\$11,709,315	Federal (90%) State (10%)				

## OBJECTIVES

Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Objective 1: Obtain the maximum 90% Federal Financial Participation (FFP) federal funding for the MES Design, Development, and Implementation (DDI) program by meeting CMS's Conditions of Enhanced Funding.	<p>Measurement 1: Confirm that all Advanced Planning Documents (APD) for MES vendors contain required CMS Conditions language.</p> <p>Measurement 2: Confirm that all Request for Proposals (RFP) for MES vendors contain required CMS Conditions language.</p> <p>Measurement 3: Confirm that all DHHS and MES vendors provide attestation of compliance of required CMS Conditions.</p> <p>Measurement 4: Confirm that all projects within the program address the required CMS Conditions.</p>		

Business Objective	Measurement Description	Met/ Not Met	Measurement Outcome
Objective 2: Develop a MES based on modern technology that business functionality can be easily updated or replaced and can communicate seamlessly with other modules both internal and external to ND State.	Measurement 1: DHHS and MES vendors to review all viable technology options for interoperability, reusability and sustainability to confirm that every module implements the lowest possible operational footprint while achieving the highest flexibility for sustainability at the lowest possible cost and rapid response time.		
Objective 3: Achieve the maximum possible automation for every business process.	<p>Measurement 1: MES vendors and DHHS to review all business processes for each module implemented during the design stage and testing stage to confirm that maximum possible automation has been achieved.</p> <p>Measurement 2: MES vendors and DHHS to review all business processes for each module implemented during the design stage and testing stage to confirm that all paper-based activities utilize an electronic-based option that is the primary, default method. Paper-based activities will only be used as an option in the event to support members and providers that only have access to lower technology capabilities.</p>		

## KEY LESSONS LEARNED AND SUCCESS STORIES

A lessons learned effort is performed after each project or phase is completed. This process uses surveys and meetings to determine what happened in the phase and identifies actions for improvement going forward. Typical findings include, "What did we do well?" and "What didn't go well and how can we fix it the next time?"

Project	Key Lessons Learned and Success Stories
Project 1	Clearly defined decisions needed and their impacts - As scope and vision for the SI was being considered and developed per ND goals, clear decisions were documented, presented along with their impacts to arm the ND Project sponsor in working with ND leadership to expediently adjudicate the decisions which led to a timely SI scope to drive the RFP development.
Project 1	Online requirements review - Established a location and format for all stakeholders to review and comment on requirements online. This limited the need for lengthy requirement review sessions as a Team to reach the final goal.

## KEY CONSTRAINTS AND/OR RISKS

### Constraints

- CMS review cycle requires 60 calendar days to review all contract documents, RFPs and APDs.

### Risks

- Resource availability - DHHS and ND Information Technology staff may not be able to support the project resource requirements and could take longer than planned.
- Cost - development of new system while maintaining existing system may increase the cost of the MES.
- Funding - continued approval and support from the ND State Legislative Council and Federal 90/10 Enhanced Funding support.