



DHS Integrated Eligibility Determination Project Using Oregoneligibility (ONE)

**Presentation to Joint Interim Legislative
Committee on Information Management
& Technology**

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DHS Integrated Eligibility Determination Project Overview

Kentucky has expanded its Eligibility Determination system, now called *benefind*, to include other human services programs, including Non-MAGI Medicaid, SNAP, TANF, and ERDC

DHS seeks to expand OHA's ONE System to take advantage of this increased functionality for our human services programs



- Kentucky already transferred the *benefind* code to Oregon for DHS use
- DHS is committed to making minimum necessary system customizations to ONE system, and changing policy and business processes wherever feasible



Comparing Oregon and Kentucky Programs

- A side-by-side comparison of KY and OR programs was completed
- DHS team went to Kentucky to observe *benefind* in operations and to compare service delivery models; findings included:
 - Minor variations in eligibility criteria exist
 - Similar caseload volumes exist
 - DHS business processes are more advanced than KY's but could be further enhanced with *benefind* functionality
 - Enhancements would be required for DHS's operational reporting needs

Overall: Strong belief that *benefind* transfer could work for Oregon with limited changes

The Future of DHS Eligibility Systems

Eligibility Determinations for DHS Non-MAGI Medicaid, SNAP, TANF and Childcare programs will be made through enhancing

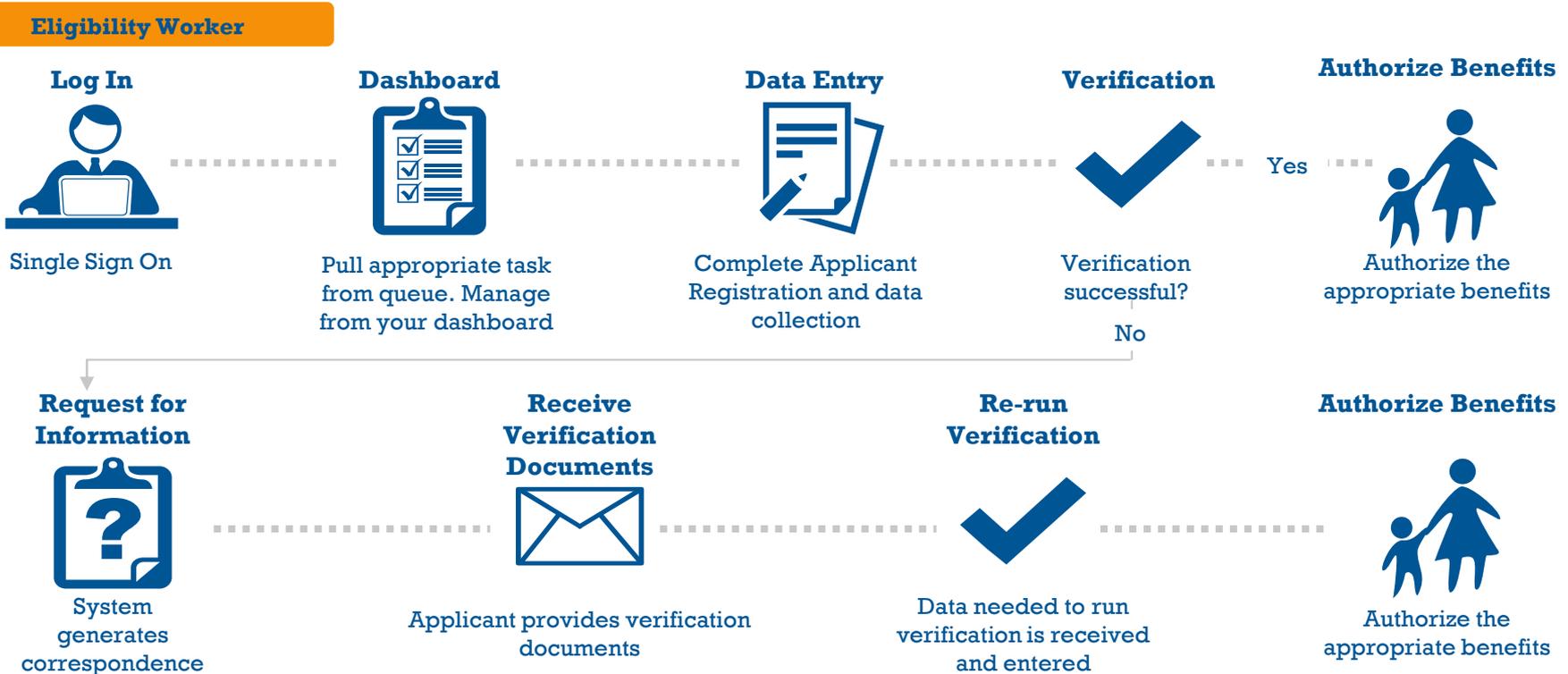
Oregoneligibility

- Using ONE, applicants will fill out a single application for multiple programs
 - OHA uses it for MAGI Medicaid eligibility
 - DHS uses it for Non-MAGI Medicaid, SNAP, TANF, and ERDC eligibility
- Just like ONE passes eligibility to MMIS for MAGI Medicaid, DHS will build interfaces from ONE to other systems for benefit issuance (i.e. EBT cards, etc)
- Several aging DHS legacy systems can be replaced with proven, current technology
- Faster, efficient, and accurate eligibility determinations can be made across multiple program areas
- Accurate information for data reporting and analysis will be available

High Level Project Business Objectives

1. Allow applicants to provide information online once for multiple programs
 - Online application portal extends the hours of access for applicants, reduces the need to travel to local offices, streamlines eligibility determination services
2. Eliminate manual processes for multiple program areas in order to:
 - Reduce the amount of time that elapses between completing an application and receiving an eligibility determination
 - Reduce the amount of time that DHS staff spend creating, reviewing, and acting on each application
 - Reduce the rate of errors in making eligibility determinations

A Future Day in the Life of a ONE Eligibility Worker



Project Approach

Phase	What We Will Do
Planning & Fit-Gap 	<ul style="list-style-type: none">• Create Foundational Project Management Deliverables• Transfer latest system code from KY to OR• Assemble DHS Project Team & System Integrator Project Team• Compare base KY system to OR business needs, identify gaps that must be addressed
Design 	<ul style="list-style-type: none">• Finalize system functional & technical requirements for Oregon• Define future-state business processes supporting new capabilities• Capture all changes occurring as a result of the new technology and processes• Plan to move data from existing systems into the new tool, prepare for data conversion• Communicate with staff and stakeholders about the project
Build 	<ul style="list-style-type: none">• Build technology, integrating and “talking to” current state systems not being replaced• Write business/operations scenarios that simulate how the system is used• Develop detailed training courses• Communicate specifics about changes and benefits that ONE will bring
Test 	<ul style="list-style-type: none">• Extensively test the system to confirm it is running correctly and works with other systems DHS currently uses• Make final adjustments to technology and processes as necessary, based on the results of tests
Implement 	<ul style="list-style-type: none">• Conduct training to help staff and others learn new technology and processes• “Turn on” the system to perform business processes• Conduct additional training as needed• Decommission DHS legacy systems

Why Now?

- Centers for Medicare & Medicaid Services (CMS) funds Medicaid eligibility system projects at 90%FF/10%GF match
- Food and Nutrition Services (FNS) funds SNAP eligibility projects at 50%FF/50%GF match
- Administration on Children and Families (ACF) does not provide funding for TANF or Childcare eligibility projects (100%GF) to block grant states like Oregon
- CMS, FNS, ACF developed a joint “A-87” Cost Allocation Exception allowing for sharing of costs across all three program areas so that the Federal/State match estimated at 85%FF/15%GF
 - Advanced Planning Document requesting funding permission from all three agencies was submitted on 12/24/15
- If completed prior to 12/31/2018, using cost allocation saves almost \$40Million in State GF

So What's Different for DHS This Time?

1. Establish clear, defined governance process, including partnership with the State CIO's office
2. Spend sufficient time planning in support of project objectives
3. Minimize changes to the transfer system; be willing to change policy and business process before making technology changes
4. Set scope and stick to it; use a defined scope management process for changes
5. Use architecture and technology that exists in OHA/DHS and supports similar programs in other states
6. Follow a defined methodology for organizational change management; use system integrator to supplement business expertise and experience

So What's Different for DHS This Time?

7. Ensure business leaders “own” organizational change management and act as translator between project, IT, and business operations, focusing on getting users ready for system
8. Dedicate communication professionals to the project
9. Develop better accounting for spending and federal billing purposes
10. Balance timely decision making with substantive analysis
11. Set realistic expectations for project staff workloads; the project should be a marathon, not a sprint with many interim milestones that deliver value
12. Define partnership between system integrator and business in order to get project accomplished using defined roles and responsibilities

What About All the Changes in Kentucky?

New Governor took office in December 2015, creating two major changes

- Close kynect – the Kentucky Health Insurance Exchange and transition to the Federally Facilitated Marketplace (FFM)
- Delaying the implementation rollout of *benefind* from December 28, 2015 to February 1, 2016

What does this mean for ONE System in Oregon?

- Nothing, OHA successfully implemented ONE on December 15, 2015 in Oregon

What does this mean for implementing Oregon's Integrated Eligibility solution?

- Nothing, Oregon is already in possession of the code base for *benefind* in its code repository

Can Oregon do anything to help Kentucky?

- Perhaps, OHA has developed code to connect its Medicaid program with Federal Healthcare.gov; we will offer to share that with KY.

What's Next?

1. Seek legislative approval for funding & project related positions in February 2016 session
2. Negotiate contract with System Integrator – Deloitte Consulting – with separate statements of work for the Fit/Gap Assessment and the Implementation work
3. Negotiate contract with quality assurance firm – Public Knowledge – mirroring approach with System Integrator
4. Identify roles & responsibilities for project team members, and resource staffing plan for Fit/Gap Assessment work
5. Complete project management foundational documents for Stage Gate 3 endorsement at the end of the Fit/Gap Assessment phase, in consultation with Office of the State CIO

Project Team Contact Information

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