2023
2024

State of Rhode Island UHIP New DDI IAPD As Needed

FFY 2023 Draft Submission

July 29, 2022

Name of State: Rhode Island
Name of State Medicaid Agency: Executive Office of Health and Human Services

Name of Contact(s) at State Medicaid Agency:
Maureen Wu, UHIP Chief Financial Officer
Executive Office of Health and Human Services (EOHHS)

E-Mail Address(es) of Contact(s) at State Medicaid Agency: Maureen.Wu@dhs.ri.gov
Telephone Number(s) of Contact(s) at State Medicaid Agency: (401) 332-8078

Date of Implementation Advanced Planning Document Submission to CMS and FNS: July 29, 2022

Brief Description of Latest Version Additions/Changes/Deletions:
Rhode Island is requesting funding from the Centers for Medicare and Medicaid Services (CMS) and the Food and Nutrition Service (FNS) to support the system enhancements for RIBridges, which provides benefit access for more than 300,000 Rhode Islanders. This new DDI IAPD will be for work commencing on or after October 1, 2022. Please see Attachment A for a timeline of this IAPD. This submission includes updated project, budget, and cost-allocation details which includes a request for FFY 2023 and FFY 2024.

Table of Contents

1 EXECUTIVE SUMMARY

In Rhode Island, the Executive Office of Health & Human Services (EOHHS), the Department of Human Services (DHS) and HealthSource RI (HSRI), the State's health insurance exchange, are charged with promoting health, nurturing quality of life and supporting our most vulnerable residents by preserving and improving access to quality health coverage and care as well as ensuring efficient, effective, and timely delivery of human services. The State's work on the Unified Health Infrastructure Project (UHIP) serves approximately one third of the State and is a critical part of these efforts. Our highest priority remains ensuring that Rhode Islanders receive timely and accurate benefits.

Federal fiscal year 2022 (FFY 2022) represented another positive step forward for the UHIP project and the RIBridges system. The system reached new levels of stability despite the continued impact of the COVID-19 public health emergency. The incident backlog declined to a low of 59 tickets in June 2022, a reduction of 40 percent since the prior year. The backlog of system defects also declined by ~60% as the team successfully delivered 519 problem tickets. With the implementation of the new SLAs, the average time to market of problem tickets has also decreased substantially (~33% reduction) especially for Severity 3 and 4 tickets. Most tickets are now being addressed within three months or the next available Patch Release leading to 97% percent of the outstanding problem tickets having release dates scheduled at any given time.   Although Severity 1 and 2 tickets remain very uncommon, the team promptly addresses those issues leveraging off-cycle releases when needed to minimize any business impact. These positive trends highlight the predictability and reliability of the development and testing practices across the Software Development Life Cycle (SDLC), as well as the continued effectiveness of the UHIP governance framework.

Another significant milestone for the State was the facilitation of the new M&O contract enacted in July 2021. Under this new contract, Deloitte is providing 12,600 additional hours of services and system enhancements over the initial three-year term, an estimated value of nearly $4M. In addition, the new contract represents significant cost savings to the State and includes the retention of key staff and enhances contractor performance standards. Although Deloitte remained the primary M&O vendor, the new contract included some key changes including a more detailed scope of services, improved performance measures and specific improvements required to reduce the cost of ownership year over year.   More details regarding the implementation of the new contract can be found in Section 2 of the OAPD document. In addition, Section 3 of the OAPD further explains the new performance measures in detail. These measures were enacted to ensure the vendor continues to deliver quality and timely work.

In addition to delivering all required M&O services, the team also implemented many system enhancements which allowed the State to make significant progress towards achieving the following business outcomes:

- Improving the SMS/Email capabilities
- Expanding the HealthyRhode Mobile App with new features
- Adding the ability to send digital notice stuffers

- Integrating CHAT within the HIX workflow on the Customer Portal
- Introducing the QHP Easy Enrollment and introduce SEP logic changes
- Expanding the self-service capabilities by allowing auto scheduling of appointments through the Customer Portal and expanding features of the IVR
- Delivering enhancements in support of the PHE Unwinding
- Automating AVS
- Allowing Passive Renewals for Complex Medicaid

Please note that more details regarding these enhancements can be found in the Closeout APD document.
In March 2022, the State participated in the CMS Certification Review process which included completing the intake requirements and performing demos of much of the functionality provided within RIBridges. The State has provided the additional information requested by CMS and held an additional demonstration to further clarify processing of newborns. Based on this comprehensive review and assessment, CMS approved the State's request for certification of the RIBridges module based on the implementation date of July 1, 2021. As a result, the State is submitting this APD document to cover the DDI enhancement work and a separate OAPD for the M&O activities that are planned for FFY 2023.

Looking forward, the State currently has four major application enhancement releases planned for FFY 2023. The scope planned for these major releases will focus on delivering the following business outcomes:

- Implementing certain State policy changes related to budget initiatives passed as a part of the SFY23 State legislative process and to close the family glitch
- Addressing OAG audit findings related to the SWICA Interface
- Addressing other high priority audit findings (MEQC, PERM, OAG)
- Improving worker productivity by improving Katie Beckett Processing (HCBS population), streamlining the transition from youth to adult programs and updating the recertification date at Medicaid redetermination
- Improving the customer experience by enhancing the ADR notices for the LTSS Program
- Maintaining reliable Medicaid eligibility for people known to the Office of Child Support Services (OCSS)
- Delivering enhancements outlined in the SNAP ARPA Grant FFY 2023
- Building an interface between RI Bridges and National Grid to provide a 25% discount on electricity bills to Rhode Islanders by leveraging the Weatherization Grant
- Leveraging the TANF Block Grant to implement various State budget initiatives related to RIW and CCAP
- Implementing a pilot SNAP Health Incentives Program (HIP) "to promote healthy food access and nutrition among Rhode Island SNAP recipients.

- Supporting the HCBS expansion initiative

The formalization of the Center for Project Excellence (CPE) was also an important outcome of the Governance Refresh initiative. The CPE will continue to play a key role throughout FFY 2023 as the team continues to deliver ongoing improvements across the program. The focus will be on reducing the cost of ownership through continued automation and modifying the SLDC to improve incident response times and time to market for system defects. In addition, the implementation of the State UAT model will also continue to be a top priority for the team as we look for additional opportunities to refine the model as part of the Phase II implementation plan.

Through this IAPD, Rhode Island is requesting continued funding from CMS and FNS to support the ongoing strategic investment in the RIBridges system to improve the end-to-end customer experience while expanding customer access to benefits and increasing worker productivity. In addition, DDI enhancements required to address audit findings, implement budget initiatives or policy changes are also included in this request for FFY 23. Section 3 provides more detail on the State's priorities for FFY 2023. Sections 4 and 5 outline the cost analyses conducted by the State during the development of this IAPD. Sections 6, 8, 9, and 10 respectively lay out the detailed contractor, personnel, budget and cost allocation requests for the upcoming federal fiscal year. Lastly, Section 7 provides an overview of the well-established project governance processes that will remain in place to ensure that the DDI priorities outlined in this document are delivered holistically, on-time and on-budget. A high-level overview of the governance model can also be found in Attachment B.

2 RESULTS OF ACTIVITIES INCLUDED IN THE IAPD

A summary of the results of the M&O and DDI activities completed in FFY 2022 can be found in the closeout APD and the OAPD documents. As this is a new IAPD, this is a request for FFY 2023 and FFY 2024 so no activities have been completed at this time.

3 STATEMENT OF NEEDS, OBJECTIVES, AND PROPOSED DDI ACTIVITIES OF THE IAPD

The objective of UHIP in Rhode Island has remained constant over the life of this significant project. Broad goals such as realizing near universal health coverage, improving and modernizing access to human service benefits, improving accuracy and timeliness of provider payments and creating a no-wrong door approach for Rhode Island families to access services continue to remain as guiding principles for this project.

The activities, plans and resource requests contained in this IAPD are intended to further advance UHIP towards these overarching goals by investing strategically in enhancements focused on improving the end-to-end customer experience while expanding customer access to benefits and increasing worker productivity. DDI enhancements required to address audit findings, implement budget initiatives or policy changes are also included in the plan for FFY 23. Sections 6, 8, and 10 respectively lay out the detailed contractor, personnel, and DDI budget requests for the upcoming federal fiscal year. Section 7 of this document provides an overview of the project management and governance processes that are currently in place to ensure that as the needs are fulfilled, they are done in a way that is efficient, effective, and well-managed.

RIBridges – Business Outcomes

The key business outcomes that are planned for FFY 2023 are outlined in detail below. These outcomes will be delivered as part of our major releases. Decisions regarding the scope for each of our major releases will continue to be governed by our robust release planning process and our change management board. These functions are outlined in Section 4 of this document.

Implement Budget Initiatives: SFY23 EOHHS

The State plans to implement certain State policy changes related to budget initiatives passed as a part of the SFY23 State legislative process. The Governor recommended:

1. The extension of full benefit Medicaid coverage to women 12-months postpartum, compared to the current 60-days. This coverage will also extend to women if their only barrier to the benefit is their immigration status.
2. The extension of full benefit medical assistance to children who would otherwise be eligible for Medicaid, but not for their immigration status.

Address Audit Findings: OAG related to SWICA Interface

Per the Office of the Auditor General and MEQC review, RI Bridges does not currently retain the SWICA information for each eligibility determination run. The External Data Details screen will only display the latest return from SWICA. The OAG has specifically noted these issues in the FY2019 and FY2020 audit summaries. With this enhancement, the External Data Details screen will be updated to show historical information and the Eligibility Determination - Verification screen will be updated to show that SWICA was checked even when income reported was $0.

Address Audit Findings: Placeholder for additional EOHHS: MEQC, PERM, OAG

The State has set aside hours for work which may arise related to addressing new Medicaid audit findings throughout the course of the year, including but not limited to MEQC activities, the PERM Audit, and the annual State OAG Audit.

Improve Worker Productivity: Katie Beckett Processing (HCBS population)

The State intends to expand the current LTSS Workflow in RIBridges to better account for the Katie Beckett Program. This will require some system improvements and automations in order to align Katie Beckett cases to current LTSS processes from App Registration through to Eligibility Determination. In addition, though Medical recerts are not needed every year, when they are needed, they will be aligned to financial recerts and mailed in addition to the applicable DHS1010 and/or DHS0035. These changes will collectively reduce offline work and improve efficiency of worker processing of Katie Beckett cases.

Improve Worker Productivity: Transition from Youth to Adult Programs

When children receiving special needs services including home care and private duty nursing turn 21, they lose their EPSDT services and will need to transition to LTSS services to maintain continuity of service. Currently, DHS follows an extensive manual process to transition applications for DCYF clients to LTSS/BHDDH Waiver as coverage cannot overlap between Medicaid and waiver services. To prevent any potential lapse in coverage, the State intends to implement an automated process to transition customers who are currently enrolled in DCYF Medicaid programs, Katie Beckett, or receiving PDN services under FFS or managed care to LTSS/BHDDH Waiver when they turn 21. And for Medicaid Eligible children who are no longer eligible for EPSDT-related services when they turn 21, we intend to automate the process to notify their parents of the transition to LTSS.

Improve Customer Experience: ADR Notices for the LTSS Program

Currently the system allows up to 35 days for an individual receiving LTSS/Complex Medicaid/MPP benefits to return information requested via ADR. Per federal regulation the State is only required to provide a minimum of 10 days to respond. The State intends to apply a consistent time period of 15 days (10 + 5 days for mailing) for response. Furthermore, the State intends to trigger an ADR in certain additional scenarios (e.g. when resources are pending irrespective of case mode, expenses are unverified, or the individual is active on another type of Medicaid). This will allow the State to send ADRs and track applications to completion regardless of case mode and other factors.

Improve Worker Productivity: Medicaid redetermination should update the recertification date

The State intends to improve the Passive Renewal process to align the renewal date for all eligible members in the household with the recertification date for newly added individuals when a new individual is added or when the case has eligibility run. Since the newly added individual will cause the entire case to have their eligibility re-run, the renewal date will be moved for all members to reflect one year from the re-run of the eligibility. This will include cases where the client loses eligibility before the 60-day batch runs but becomes eligible (even in another category) before the recertification date from the previous eligibility.

Implement Policy Change: Close the Family Glitch

Under the ACA, people who do not have access to "affordable" health insurance through their jobs may qualify for APTC. Current regulations define employer-based health insurance as "affordable" if the coverage solely for the employee, and not for family members, is affordable, making family members ineligible for APTC even though they need it to afford high-quality coverage through the Marketplace. For family members of an employee offered health coverage through an employer, the cost of that family coverage can sometimes be very expensive and make health insurance out of reach. The "family glitch" affects about 5 million people and has made it impossible for many families to use the premium tax credit to purchase an affordable, high-quality Marketplace plan. The Treasury Department and the Internal Revenue Service are proposing to eliminate the "family glitch." Should today's proposed rule be finalized, family members of workers who are offered affordable self-only coverage, but unaffordable family coverage may qualify for APTCs. The system will need to be updated to reflect this change should it be passed. The proposed regulations would provide that an eligible employer-sponsored plan is affordable for related individuals if the portion of the annual premium the employee must pay for family coverage, that is, the employee's required contribution, does not exceed 9.5 percent of household income.

Correct Benefit Determination: Capture OCSS Known to IVD Flag in RIB

The RIKidsBridge system (for the RI Office of Child Support Services) requires that all person changes and eligibility updates on RIBridges be sent to the RIKidsBridge system, and vice versa. This is critical to maintaining reliable Medicaid eligibility for people known to OCSS. Currently, the "Known to IVD" flag is being set based on the presence of a Head of Household, NCP, Child (trio) combination in RIBridges. In addition to the known IVD members based on a defined trio, there are people known to IVD only or known in the RIBridges system but not part of a trio. A trigger needs to be sent from RIKidsBridge to RIBridges any time a new person is added to a RIKidsBridge case that signifies that this person is IVD only. This will be used by RIBridges to send eligibility updates for that person.

Weatherization Grant

The State intends to use Weatherization Grant funding to build an interface between RI Bridges and National Grid to provide a 25% discount on electricity bills to Rhode Islanders currently receiving benefits such as SNAP, SSI, Medicaid, RIW, and GPA through the RIBridges system. Every quarter National Grid will share list of active individuals in their system; this information will be matched against data present (active individuals currently receiving benefits) in RIBridges system. Once the match is complete, RI Bridges will send the same information indication where a match was identified to National Grid.

TANF Block Grant

The State intends to use TANF Block Grant funding to implement various State budget initiatives and policy changes related to the RIW and CCAP programs, including:

- RIW Earned Income disregard Phase B

- Cash Program Application Distinction
- Increase to RIW income disregard from $170 to $300
- Resource Limit for RIW will increase to $5,000 from $1,000
- Expand RIW Eligibility to all 18-year-olds in secondary school
- RIW Excluded Veterans Disability Pension
- RIW Time Limit Expanded to 60 months, hardship required after 60 months.
- CCAP Expansion to Include College Students
- Increase CCAP initial application FPL from 180% to 200% and exit at 300%

SNAP Health Incentive Program (HIP)

The FY23 State Budget includes implementation of a pilot SNAP Incentives Program "to promote healthy food access and nutrition among Rhode Island SNAP recipients. SNAP households will receive fifty cents ($0.50) credit on their electronic benefit transfer (EBT) card for each one dollar ($1.00) spent on eligible fruits and vegetables at participating retailers, up to a monthly limit as determined by the department." The State intends to make the necessary RI Bridges system modifications in order to implement the healthy

SNAP ARPA Grant FFY 2023

The State will be submitting a plan to FNS which will outline the proposed SNAP enhancements in accordance with the SNAP ARPA grant guidelines.

HCBS Expansion

ARPA provided enhanced FMAP to be used to enhance or expand HCBS services. The LTSS Modernization project leverages this funding to implement an IT solution for an LTSS e-record, which serves as a central repository for LTSS ancillary services (person-centered options counseling, assessments, service planning and case management). To maximize functionality, this system requires two-way interfaces with RI Bridges to share eligibility, cost of care and level of care information.

4 REQUIREMENTS ANALYSIS, FEASIBILITY STUDY, AND ALTERNATIVE CONSIDERATIONS

The Annual Release Plan for FFY 2023 was finalized early in the fourth quarter of FFY 2022 following the completion of the annual planning processes described in Section 7 of this document. This plan will allow the State to continue to maintain system compliance and to continue to capitalize upon the stability of the system by investing in strategic enhancements aimed at improving the customer experience, expanding access to benefits, increasing worker productivity and efficiency as well as driving down the cost of ownership through modernization of the system. The plan was also built around the business outcomes identified as the top priorities for continued investment in FFY 2023. A high-level summary of the business outcomes was provided in Section 3. It also supports the enhancement work being funded by special grants such as the SNAP Reinvestment Plan and the TANF Block Grant.

The FFY 2023 Release Plan will continue to be maintained through the governance structure that is described in detail in Section 7 of this document and in Attachment B. All funding decisions will continue to be made by the Executives via the Change Review Board (CRB). Please refer to table 4a for a draft of the high-level release plan:

Table 4a. FFY2023 DRAFT Release Plan

RI Bridges Major Release Runway thru FFY23 — Pre-Decisional: For Internal Review and Discussion Purposes Only

Release | Month	SFY22			SFY23												SFY24		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
7.39 – June 2022	SIT	UAT	PROD															
PHE Unwinding	Maintain Mitigations							PHE Unwinding (dependent upon PHE end date)										
7.40 – Sept 2022	BRD	FDD	DEV	SIT	UAT	PROD												
7.41 – Nov 2022	CRB	BRD	BRD	FDD	DEV	SIT	UAT	PROD										
7.42 – March 2023				CRB	BRD	BRD	FDD	DEV	SIT	UAT	PROD							
7.43 – June 2023							CRB	BRD	BRD	FDD	DEV	SIT	UAT	PROD				
7.44 – Sept 2023										CRB	BRD	BRD	FDD	DEV	SIT	UAT	PROD	
Cloud Migration	Vendor Assessment			Budget Approval Process												Start Work		
Key Business Events	CCAP/MA FPL			SNAP FPL	AR	Open Enrollment COLA		1095			CCAP/MA FPL					SNAP FPL		

1

The release plan assumes there will be Major Releases for all DDI work. The alignment of the business outcomes to specific releases is still being discussed as part of the normal release planning activity that occurs throughout the year. However, there is general alignment with the release schedule and the types of releases distributed across the plan. All aspects of this plan will continue to be assessed by the Joint IT Team via RPC and MPR and all BRR scope will continued to be approved through the Change Review Board (CRB). The financial feasibility of the plan was verified by the State finance team and is detailed in sections 9 and 10 of this document.

5 COST BENEFIT ANALYSIS

The State of Rhode Island is committed to implementing this project in compliance with federal and State law and regulation for UHIP programs served by the RIBridges system. An overall cost analysis of the UHIP project was conducted at the project inception. The State's commitment to this project has not changed or wavered.

In addition, to the overall cost analysis that was originally performed, the State has also made a commitment to responsible spending and financial management throughout the life of the project. To this end, a robust project governance structure has been developed that allows for prioritization and cost analysis at each step in the project plan and annual budget development. This governance structure is discussed in much greater detail in section 7; however, the following examples are provided as evidence of this structure in relation to cost analysis and sound financial management of the project.

1. The State continues to actively manage all of the vendor contracts associated with UHIP. Most recently, the State participated in a procurement process for the M&O contract. This was an extensive effort that resulted in significant savings for the State. In addition, the terms of the contract allow for additional control around performance management. Additional details regarding the performance standards can be found in Attachment C.

2. In addition to the overarching assessment of the system integrator costs, the State's IT governance process assesses the costs of each business request (BRR) that is brought forward through in the context of the annual budget and the annual cost allocation plan. The best example of this cost analysis can be found in the major release planning portion of the process. The following diagram demonstrates the overall process:

Table 5a. Major Release Planning Process
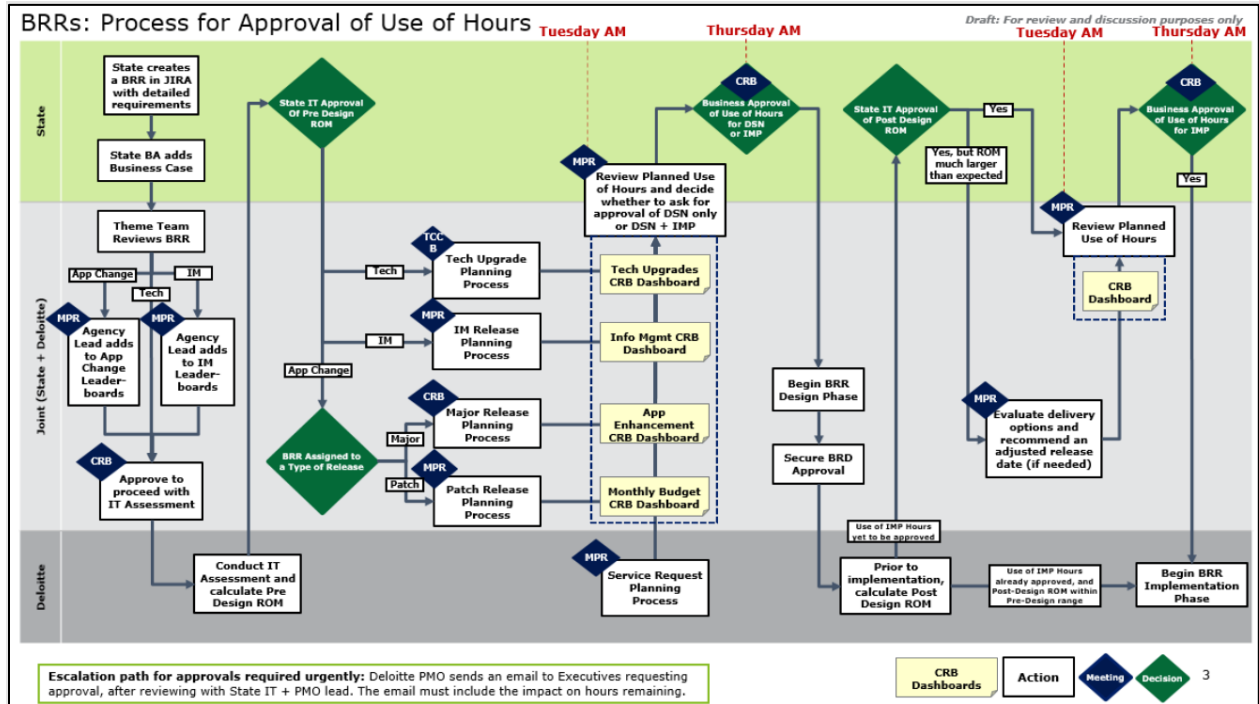
As part of the Annual Plan, BRR scope aligned to the Major Releases has already been approved by the Executive Committee. However, during the planning phase of each Major Release, the Executive Committee will re-confirm their business outcomes for the release. If a change or shift in priorities occurs, the Executive Committee may bring forward a potential scope change and direct the Joint IT Team to assess proposed change(s) to the Major Release in order to determine the impact within the annual budget and the currently approved cost allocation plan. Based on the assessment, the UHIP Executive Committee may approve a change to the Annual Plan for that specific Major Release. This process ensures that when release scope is set for each major release it not only complies with the functional themes that have been funded for the current fiscal year that it also complies with the established budget and cost allocation.

6 NATURE AND SCOPE OF ACTIVITIES

RIBridges is a complex, integrated eligibility system that combines eight major programs and more than 15 sub-programs into a single global system. As a result of both the inherent complexity and the initial system delivery issues, contracted resources continue to be necessary to support implementation and operations. These resources will be needed for development support and ongoing efforts to keep the system stable while also investing further in strategic business outcomes and system modernization. The State will continue to remain vigilant in its assessment of ongoing contractor needs and in their overall vendor management.

Contractor support is necessary to ensure a quality product is received from the SI vendor (Deloitte), to mitigate system issues until they can be fully addressed, and support State staff whose primary jobs are not technological, but rather business or program focused. It is critical that the State have appropriate levels of oversight of Deloitte's work to ensure quality. State staffing and internal resource needs are addressed in section 8 of this IAPD-U.

The State continues to review of all contract support for the UHIP project and updates the plans for contractor usage going forward. During FFY 2020, the State developed procured IV&V services through a public bid process and developed the M&O RFP in anticipation of the current SI contract ending in 2021. The M&O RFP resulted in an award to Deloitte effective July 1, 2021. UHIP has utilized the State master price agreement with Knowledge Services to procure staff support positions. This master price agreement is based on a procurement from the National Association of State Budget Officers. Please see Attachment D for a full list of the scopes of work for the Knowledge Services vendors.

The contractor support for DDI activity is organized into four service areas: UHIP IT Management; Agency Support; Executive Project Management Office (EPMO); and Finance and Administration. These service areas have also been mapped to the overall framework utilized in this IAPD-U for results, needs, and scope of activities. The following table shows the mapping of service areas to the IAPD-U project components framework.

Table 6a. UHIP Mapping of Service Areas to Overall Framework

Project Components	RIBRIDGES		PROJECT OVERSIGHT	
Sub-Components	Business Functions	Technical (System Functions)	Administration	Process
Service Areas	Agency Support	UHIP IT Management	Finance and Administration	EPMO

RIBRIDGES – Business Functions – Agency Support

The agency support service area encompasses a wide range of activities associated with the Design, Develop, and Implement (DDI) of related enhancements to RIBridges. The following table provides a high-level guide to the scope of services needed for agency support of the DDI business functions during FFY 2023:

Table 6b. Agency Support Service Area Details

Support Description	Expected Vendor(s)
IT Services for Agencies (including: incident management, leader board, etc.)	FCG and Knowledge Services (KS)
Development Operations	FCG
Report Development	FCG

Faulkner Consulting Group (FCG) Operations and Knowledge Services each provide services such as the establishment of workarounds for functionality that is not yet implemented, validation of releases, and identification of gaps as reported through customer facing channels and determining appropriate solutions for those gaps.

FCG Strategy work is attributable to strategic consulting projects related to UHIP systems operations and process development as well as ongoing report development and implementation support for RIBridges such as 1) Enhancements: new dashboards, reports and templates; enhance existing reports; development of data governance; 2) Interim Business Processes: identify and ad hoc manual reporting and transition to automated reporting; data reconciliation and data quality; and 3) Handling increased volume due to stabilization of RIBridges: standardization and alignment of reporting across agencies from RIBridges data.

RIBRIDGES – Technical – UHIP IT Management

Table 6c. UHIP IT Management Service Area

Support Description	Expected Vendor(s)
IT Program Management Services	Knowledge Services (KS)
UAT Testing Services	KS
Release Management Services	KS
IV&V Services	CSG

IT Program Management Services

The State continues to leverage Knowledge Services as a Managed Service Provider (MSP) for securing contract resources to augment the State's staff in support of several key IT Program Management Service areas including the following roles:

IT Program Lead

The IT Program Lead has responsibility for all IT related aspects of the UHIP Project and the RIBridges application. This includes overseeing the RIBridges systems integration vendor, leading the State IT team and serving as the primary point of contact to HSRI, DHS, and Medicaid agency Directors. Some of the key DDI responsibilities of the IT Program Lead include:

- Acting as the primary manager/point of contact to RIBridges systems integration vendor across DDI projects
- Maintains oversight of RIBridges application release planning and execution for all Major Releases (development, systems integration testing, user acceptance testing support, application deployment, post-deployment monitoring)
- Primary point of contact to business (HSRI, DHS, and Medicaid agency directors) for all UHIP IT DDI related matters
- Facilitation of scope decision making for RIBridges Major Releases
- Provides oversight of UHIP IT related vendor contracts related to DDI

Project Managers

Project Managers are aligned to support the most critical themes and programs by partnering closely with the IT Agency Leads and the Deloitte Track Leads. The primary DDI responsibilities of the project managers (PMs) include the following:

- Helps manage the requirements process including planning and facilitating kick off meetings and design sessions
- Ensures all designs are reviewed and approved by the Core BRR team and key stakeholders
- Identifies and escalates risks and issues as needed to ensure enhancement projects remain on schedule
- Supports the Agency Leads with prioritization of key enhancements
- Ensures all governance requirements are followed

Contract Manager

The State Contract Manager / Program Manager ensures compliance with the terms and conditions of all vendor contracts associated with the DDI activities required to enhance the RIBridges integrated eligibility system. This role is instrumental in driving vendor performance through active and ongoing management and proactively addressing issues when performance standards are not achieved. In addition, this role provides additional project management support to the Enterprise PMO for related continuous process improvement initiatives and other strategic projects. The primary responsibilities of the Contract Manager include the following:

- Provides a detailed understanding of the terms & conditions of all related vendor contracts
- Drives vendor performance by monitoring performance metrics including SLAs, KPIs and other Key Measures and ensuring any required corrective action plans are established and tracked until performance standards are met

- Facilitates any ongoing contract amendments and renewals including assisting with any necessary negotiations to vendor contracts in support of the State's DDI budget goals
- Obtains legal guidance if required to respond to questions or to gain legal interpretations of contracts when required
- Assists with any related procurement activities required to maintain the required vendor support for RIBridges in accordance with State and Federal purchasing guidelines
- Reviews and facilitates approvals for vendor invoices and any associated contract reporting
- Analyzes contract requirements, special provisions, terms and conditions to ensure legal compliance with regulations, corporate policies and business unit procedures
- Leads continuous process improvement initiatives and other DDI related strategic projects for the Enterprise PMO

UAT Testing Services

While the State relies on Deloitte as the system integrator for development, the State continues to maintain rigorous UAT testing practices for each Major Release to ensure high quality code is deployed into production. As noted above, these processes have allowed the system to remain stable and releases to become more predictable and routine.

Based on the significant progress that has been made in improving the quality of development and SIT, the Executive Committee approved a new model for UAT which involved transitioning responsibility for UAT from KPMG to the State.

The State "In-House" Model is led by the UAT Lead and staffed with a combination of KS resources and State staff. The UAT Lead has responsibility for overseeing the UAT effort for each Major release. This includes assessing the release scope and working with the Agencies and UAT Senior Testers to align the capacity to ensure the test coverage is adequate for the release. The UAT Lead also coordinates the test environment planning and facilitates all status reporting. In addition, the UAT Lead ensures issues are appropriately escalated to mitigate delays to the Major release schedule.

The State has also leveraged KS in staffing eight Senior Testers to operationalize the new model. The Senior Testers are responsible for the following:

- Assisting in the evaluation and management of project scope (Business Requirements Documents BRDs/Functional Design Documents FDDs) with the UAT Lead
- Working with the State Agency Leads, Program Managers and designated UAT representatives to understand business requirements/processes and act as a liaison between State Agencies and State Vendors as needed (also, to work on cross-agency UAT as and when needed based on release scope mix).
- Working closely with the project and development team to understand the project roadmap, features, user stories, and acceptance criteria; thoroughly review requirements to develop UAT test prep schedule, applicable test plans and test cases to ensure adequate test coverage
- Preparing the execution calendar and account/environment requests
- Consolidating and reviewing all scripts and scenarios to ensure they align with scope (BRDs/FDDs) and business processes

- Performing SQL queries as required to gather and validate data in support of UAT testing
- Reviewing and managing test scripts and defects in JIRA and JAMA (logging tickets, testing, etc.).
- Managing the test defect identification and logging process
- Collaborating with both technical and business-oriented project team members to resolve defects and ensure the Quality Assurance effort is meeting expectations and on schedule
- Attending all UAT-related meetings; providing UAT status updates and report testing metrics to the UAT Lead

Release Management Services

Release management is also provided by a contract resource through Knowledge Services. The Release Manager is focused primarily on DDI activities related to release planning, preparation and execution for the Major Releases which includes the following:

- Participating in all aspects of Major release planning and developing the release runway
- Developing release checklists and deployment playbooks
- Conducting Executive Go-No/go Meetings prior to all releases
- Providing oversight of deployments and post-release validations
- Ensuring business readiness for release deployment through existing governance committees
- Managing release scope approvals through the Management Project Review (MPR) and the Release Planning Committee (RPC) to ensure all decisions regarding scope and the release runway are governed in alignment with established processes

Independent Verification and Validation (IV&V)

CSG serves UHIP as the IV&V vendor providing independent risk assessment across the program, focused assessment of key areas of the program, and participating in the continuous improvement program, and providing monthly reporting. CSG also actively consults with the director of security, assessing the execution of the current security program and provides Minimum Acceptable Risk Standards for Exchange (MARS-E) attestations.

Project Oversight – Administration – Finance and Administration

Much of the work in the finance and administration service area is currently performed by State employees (listed in Attachment E) as described in section 8. Contractor services are used to support State employees as follows:

Table 6d. Finance and Administration Service Area

Support Description	Expected Vendor(s)
Financial Administration and Governance	KS

Financial Administration and Governance

EOHHS provides staffing for UHIP Finance that is accountable for contract oversight, procurement, budget and finance for UHIP. This internal staffing is supported by a small group from Knowledge Services that provides direct support for UHIP Finance in terms of report development and budget tracking. In addition, this group will continue to support UHIP Finance and the EPMO in further improving the operating model including improving financial forecasting tools and reporting as well as other related financial processes.

The State's Department of Administration provides procurement support in this area with a staff person in the purchasing department.

DoIT, the State's information technology division, established a Vendor Management Office (VMO). The VMO has a Statewide IT scope, serving all departments in State government. The VMO is focused broadly on strategic sourcing, contract management, vendor management, and vendor governance across all IT projects in the State. The VMO will coordinate between legal, purchasing, agencies and vendors and is currently developing a three-tiered governance model for executive, operational, and project-level oversight.

With respect to UHIP, the VMO team is working closely with UHIP Finance to coordinate the development of VMO governance in the context of UHIP governance. The VMO is taking an incremental approach as it develops its model and as capacity allows. Examples of VMO and UHIP Finance coordination include: reassignment of contract manager roles for CSG and oversight of the Knowledge Services resource management to VMO staff; agreement on roles, responsibilities, and process related to procurement and contract management; collaboration on contract review and re-negotiation; and VMO-led M&O vendor re-procurement process. In addition, the team has produced a procurement forecast for UHIP for inclusion in ongoing budgetary planning and oversight.

Project Oversight – Process – Enterprise Project Management Office (EPMO)

The following table provides an overview of the EPMO contract support for the DDI activity anticipated for FFY 2023.

Table 6e. EPMO Service Area

Support Description	Expected Vendor(s)
EPMO Execution and Governance Strategy	KS

The State EPMO provides oversight and governance to all aspects of the DDI program activities associated with planning and executing major application enhancements to RIBridges.

Enterprise PMO Lead

The Enterprise PMO Lead has responsibility for directing, organizing and controlling the PMO related activities across IT, Finance and Operations in support of the DDI projects within the UHIP Project. This includes overseeing business case development and prioritization, ensuring accountability to budgets

and maintaining governance procedures and standards.   In addition, the EPMO Lead coordinates status updates, tracks priority risks and issues and defines requirements for project metrics and reporting. The Enterprise PMO Lead reports directly to the overall UHIP Project Sponsor and facilitates the UHIP Executive Committee which is responsible for all key project decisions for the State. Some of the key DDI related responsibilities of the EPMO Lead include:

- Directs all activities and functions of the UHIP Enterprise Project Management Office
- Serves as the primary manager/point of contact to the UHIP Project Sponsor and Executive Committee regarding business prioritization, project decisions and risk / issue escalation. This includes gathering all relevant status updates and developing metrics and KPIs to enable informed decision making by the UHIP Executive Committee.
- Helps drive Major release planning activities in order to achieve the top priority annual business outcomes in support of the overall UHIP project goals
- Analyzes and communicates project status and risks while recommending corrective action plans
- Provides guidance and oversight of the governance model for DDI projects including:
  - Ensuring standards are well-documented and communicated
  - Defining and approving proposed process changes
  - Tracking adherence to DDI standards
  - Developing and managing the rollout of changes
- Helps to define project metrics, dashboards and reporting to manage all aspects of the UHIP DDI enhancement efforts
- Leads all relevant senior level meetings in support of the defined governance processes
- Provides leadership and guidance to continuously improve the EPMO function by encouraging process improvement including the implementation and updating of methodologies and best practices were appropriate

Planning for Long-Term Support Levels

Since the launch of phase two, significant progress has been made to stabilize RIBridges and ensure Rhode Islanders have timely access to benefits. Further stabilization and maturity continue to be a focus, along with achieving compliance with federal and State requirements. The State developed an overall framework for resource planning that is based on system development estimates. A process is in place to assess the budget compared to actual spending and to review ongoing project resource requirements. State leadership reviews and controls costs while meeting operational needs on the UHIP project. This requires ongoing analysis and decision-making. The State will continue to explore opportunities to pare down contracts and shift to State resources whenever possible.

# 7 PROJECT MANAGEMENT, PLANNING, AND PROCUREMENT

As described in Section 2, the State has taken the sound project management foundations laid in FFY 2019 and continued to refine them throughout FFY 2021 and FFY 2022 as part of the Governance Refresh Initiative. The latest governance forums, artifacts, and processes are described in detail in the remainder of this section. These materials will continue to be maintained in the appropriate SharePoint repository and governed through the standard approval processes.

Project Governance Forums

The project governance structure shown below remains in place. All aspects of the project remain fully accountable to the Executive Committee, for which the Enterprise Project Management Office Lead (EPMO) acts as a liaison. The EPMO is responsible for working with both the UHIP finance team and the technical/theme teams to ensure that the Executive Committee is properly informed and able to make educated decisions. The UHIP Executive Committee is responsible for all aspects of Contract Management and now reviews status against Contract KPIs, SLAs, Fixed Price Obligations, Hourly Services Progress, and Key Staff Changes on a monthly basis.

Figure 7a. IT Governance Structure
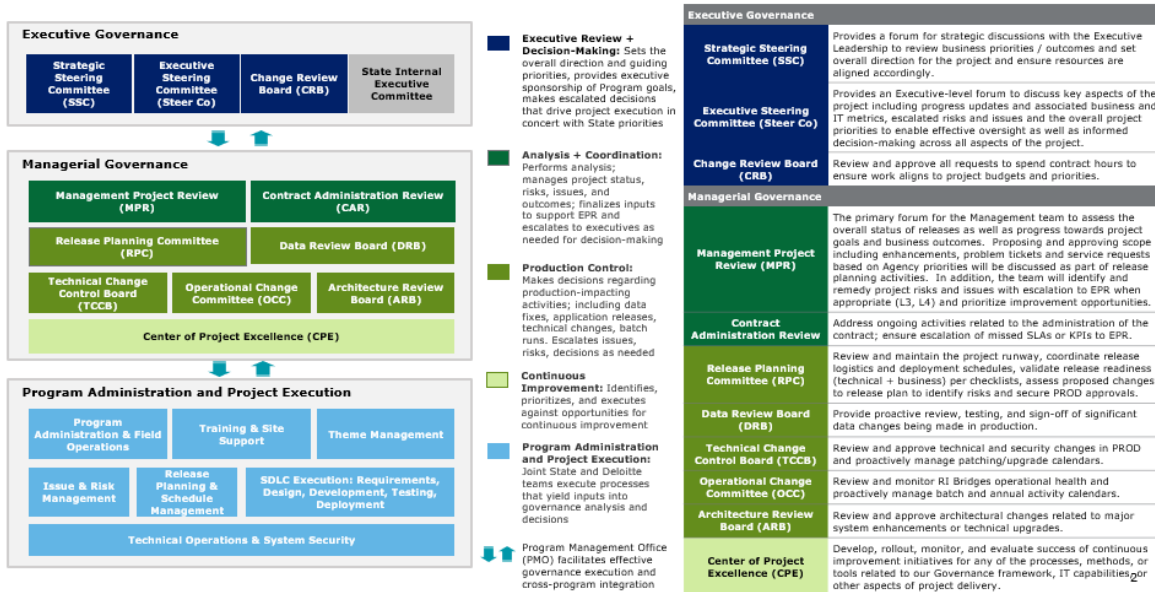
Project Governance Artifacts

The State has numerous means of tracking project status and system health on a daily, weekly, and monthly basis. The following are just a few of the artifacts generated to inform key stakeholders:

- **Executive Status Report:** The weekly executive status report provides a summary-level review of the project and publishes key progress updates for the week including metrics associated with tracking business outcomes, impacted cases, and problem management. It also provides a summary of the status of each release and highlights key action items and risks or issues. A sample of the release status dashboard is shown below in table 7b.

- **Daily, Weekly, and Monthly IT Metrics Reports:** These reports contain the detailed metrics + indicators which give management-level stakeholders the information they need to closely monitor project + system health. Examples include batch execution metrics, page crash + DB error counts, application performance, as well as backlog/inflow/outflow analysis for incidents, problem tickets, and data fixes. The monthly reports are accompanied by executive-level insights into how any why the metric has changed over the course of a given month.

- **Monthly Contract Report:** The monthly contract report demonstrates adherence to every line item in the new contract, lists all work products delivered in the past month, reports against hourly-based services progress within each CRB budget, notes any key staff changes, and provides measurements for all Contract KPIs and Contract SLAs. A summary of this report is presented at the UHIP Executive Meeting with Deloitte.

- **JIRA Release Dashboards:** A JIRA dashboard is developed for each release to track scope proposals + approvals. The dashboard shows real-time changes to any tickets associated with a release. Teams use these dashboards to track the status of every component within the release. New dashboards have been added to facilitate the review and approval of scope changes in real-time at MPR.

- **Project Runway:** The runway depicts the schedule for all approved project scope. The project runway is reviewed and approved weekly at Release Planning Committee (RPC).

- **Post-Implementation Evaluation Review:** After each release, Deloitte produces a report that evaluates the implementation and whether the objectives of the release were met. The report references key metrics and contract KPIs to measure the impact to the business.

Figure 7b. Release Status Scorecard

Project Governance Processes

As discussed in Section 2, the Release Management Plan was developed over the course of FFY2020 in order to document all release management processes in a single location. The Release Management Plan continues to be updated on a quarterly basis. The following excerpts from this document addresses annual planning, ongoing business prioritization, and scope approval. These processes have not changed significantly in FFY 2022.

Release Planning & Governance

The purpose of this section is to describe the governance and related processes concerning establishment and maintenance of the overall release plan (inclusive of the project runway).

Annual Planning: Extending the Project Runway

The Project Runway defines the available release windows and associated deadlines for all application releases, technical upgrades, and major operational activities scheduled to take place in a given calendar year. The runway reflects the alignment of business needs (mandates, operational improvements, etc.), maintenance activity (scheduled and unplanned) with budget and resources. As such, the management of and changes to the Project Runway are executed through strict governance processes.

On an annual basis, the Joint IT Team works to create the overall draft release plan, which results in the extension of the Project Runway into the next calendar year. The method by which the plan is developed (i.e. the inputs to the process) are as follows:

- On an annual basis, State executives define strategic priorities inclusive of federal, State and other legal mandates as well as key desired operational efficiencies. The Joint IT Team is then tasked with developing a release plan which, at a minimum, provides the State the ability to implement critical business and tech upgrades/enhancements when required and within the appropriate risk tolerances and defined budgetary guidelines.

- The Joint IT Team revisits the existing release tenets on an annual basis to evaluate whether any have lost relevance, and therefore need to be removed or edited, or whether the events and learnings of the past year have prompted the need for additional tenets.

- The Joint IT Team then consults across the project to identify any critical tech upgrades or system enhancements that must be implemented throughout the course of the next calendar year in order to keep the system operational. These activities are scheduled according to their critical deadlines before other potential upgrades or enhancements are considered for inclusion within the scope of the baseline release plan.

- In accordance with the tenets that have been established and considering both the strategic priorities of the project as well as State + Deloitte + Third Party resource constraints, the Joint IT Team develops a proposal for the type, frequency, capacity, and lifecycle of releases which take place throughout the year. Specifically, the plan determines, for each type of release (e.g. patch or major), how often the release will take place, when it will take place, how many enhancements (in terms of hours) or defect fixes it will contain, the duration of each phase of the SDLC, and any features of the release which differ from standard Release Management.

- The UHIP Executive Committee reviews and approves the draft annual release plan (specifically the extended project runway and major release scope and capacity).

Annual Planning: Business Prioritization

In order to determine the application development scope for the Annual Release Plan, Agency leadership, in conjunction with theme teams, define high priority business outcomes to be achieved in the upcoming fiscal year. The teams then work to document the necessary requirements to deliver these outcomes to the business. By leveraging the business cases to assess the value and impact of each outcome, the Executives make key decisions regarding the top priorities for the team to focus on in each FFY to continue to maintain compliance with state and federal policy changes and to invest strategically in select enhancements. Based on these prioritized business outcomes, the joint IT team recommends different scope options based on a variety of factors including available capacity of the IT teams throughout the SDLC process including the State's ability to completely and accurately conduct user acceptance testing and release readiness prior to deployment. Throughout this planning process, cost allocation and State fiscal budgets are also taken into consideration. Final recommendations for major release scope are then brought to the UHIP Executive Committee for review and approval.

During the planning phase of each Major Release, the Joint IT team will provide Agency Executives with an opportunity to re-confirm the planned outcomes and BRRs for the release. The Agency Executives will be asked to assess the Annual Plan against BRRs on their Leaderboards. If there is a change in priorities, the Agency Executives may ask the Joint IT Team to assess potential changes to the planned scope outlined in the Annual Plan. After reviewing the assessment, including any impact on cost

allocation, the Agency Executives will approve the final scope of the release. This also includes reviewing and approving problem ticket scope. The focus will be on Problem Tickets related to BRRs in the major release or Problem Tickets prioritized by Theme Teams. Once approved, all scope items associated with the Major Release will be updated in JIRA. The team then proceeds with the requirements phase for each BRR in the release. Once requirements (BRDs and FDDs) are fully signed off, the release scope is reviewed a final time to ensure any significant scope changes are reviewed and approved by the Executives. The scope of the release is considered final and the team moves forward with development of the in scope BRRs.

At times, the Executives may also approve hours for discovery sessions to assist the business in developing a set of high-level requirements to achieve specific outcomes. Generally, this approach is taken if there is a lack of clarity in terms of the current or future state vision. Specific deliverables are outlined and reviewed at CRB before this work is approved.

On an ongoing basis, Theme Teams and Agency IT Leads will manage the intake of BRRs not in scope of the Annual Release Plan by conducting business analysis and prioritizing these BRRs against existing priorities. Executives will then review Agency-Level Leaderboards and validate that the highest priority BRRs merit an IT assessment. If prioritized for an assessment, the Joint IT team will conduct analysis to determine whether the BRR should be deployed in a patch or a major release based on the complexity of the change, the technical feasibility and the testing resources required to perform SIT and UAT. See Section 2 for more details regarding the BRR intake process.

The annual release plan can only be updated with specific approval of the Executive Committee. State PMO will work with the Deloitte to monitor adherence to the Annual Plan to ensure no changes are made outside of the governance process and to report on progress towards the delivery of the plan and achieving the business outcomes.

Release Tenets

The release tenets guide development of the annual release plan – placing constraints upon both schedule and capacity to drive code quality. The tenets are revisited on an annual basis and are outlined below. Please note that currently there are no planned changes to the release tenets for FFY 2023. However, as we refine the SDLC and UAT transition, we will revisit these for any future updates.

Figure 7c. Release Planning – Key Schedule Tenets for Improved Delivery
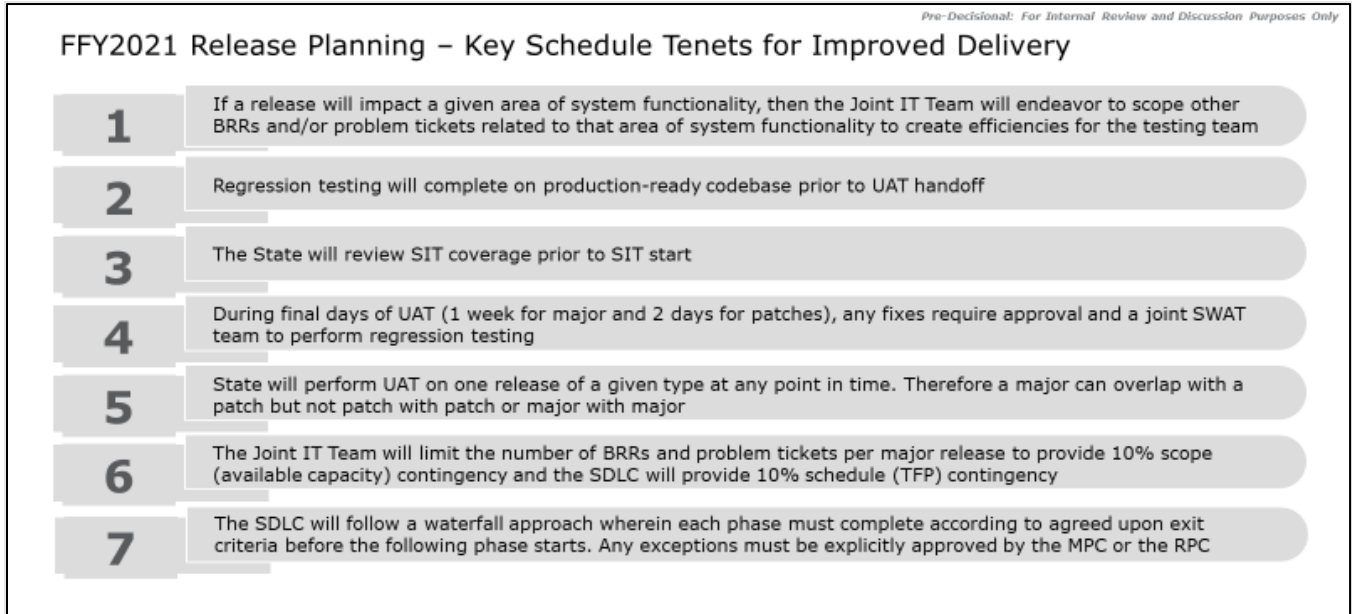
Release Types & Definitions

Major Release

A major release is considered the implementation of a large volume of both problem and BRR tickets. A major release includes new or enhanced features and content that will be added to the system beyond resolving known defects. BRR tickets are scheduled for major releases through the release planning process which includes review and approval by the CRB.

Patch Release

A patch release is considered the implementation of a set of software changes and supporting data fixes designed to update, fix, or improve upon current production baseline. Fixes included in patch releases include problem tickets / defects, updates for security vulnerabilities, and select small enhancements approved by CRB. Items to be included in a patch are prioritized and brought to the Maintenance Prioritization Committee (MPC) for approval and scheduling. Larger system enhancements are typically reserved for Major releases, whereas Patches are meant for addressing higher priority system issues.

Off-Cycle Release

An off-cycle release provides immediate relief in response to SEV1/SEV2 business or technology issues. Off-cycle releases are typically planned and delivered within a week's timeframe. SEV3 issues can be included in an off-cycle release with mutual agreement from the State and Deloitte.

Release Naming Convention

The above-mentioned release types are numbered according to the following naming convention:

Figure 7d: Release Naming Convention Slide

- The first digit reflects RIBridges Go-Live.
- The second digit refers to Major releases and is incremented with each major release.
- The third digit refers to the Patch releases and is incremented with each patch release. This number is reset with each Major release.
- The fourth digit refers to an off-cycle release. This can immediately follow a Major or Patch release, and resets after each Patch release.

Maintain Project Runway

Within a given calendar year, changes to SDLC deadlines for any given release are reviewed and approved by the Agency Leads at the Release Planning Committee (RPC) on a weekly basis. No changes are made to the runway without them being approved by the committee. The approved version is stored in SharePoint and distributed project-wide on a weekly basis.

Major changes to the overall release plan (such as an increase or decrease in the number of releases proposed to take place) cannot be approved by the Release Planning Committee and must instead be directed to the UHIP Executive Committee.

The Joint IT Team also leverages JIRA Dashboards to manage the release scope and the release schedule. Please refer to the following sample dashboards in the table below:

Figure 7e: Release Scope and Schedule

Release Scope and Schedule

Filter Results: Release Schedule

Summary ↑	Status	Design Start Date	Design End Date	Development Start	Development End	SIT Start	SIT End	UAT Start	UAT End	Production Deployment
7.26	IN PROGRESS	31/Dec/18	15/Feb/19	18/Feb/19	22/Mar/19	25/Mar/19	03/May/19	06/May/19	07/Jun/19	21/Jun/19
7.26.1	IN PROGRESS			29/Apr/19	17/May/19	20/May/19	14/Jun/19	17/Jun/19	12/Jul/19	12/Jul/19
7.26.2	IN PROGRESS			20/May/19	14/Jun/19	17/Jun/19	12/Jul/19	15/Jul/19	09/Aug/19	09/Aug/19
7.26.3	IN PROGRESS			17/Jun/19	12/Jul/19	15/Jul/19	02/Aug/19	05/Aug/19	23/Aug/19	23/Aug/19
7.27	IN PROGRESS	25/Mar/19	10/May/19	13/May/19	14/Jun/19	17/Jun/19	02/Aug/19	05/Aug/19	06/Sep/19	20/Sep/19
7.27.1	OPEN			24/Jun/19	02/Aug/19	05/Aug/19	30/Aug/19	02/Sep/19	11/Oct/19	11/Oct/19
7.27.2	OPEN			12/Aug/19	13/Sep/19	16/Sep/19	11/Oct/19	14/Oct/19	08/Nov/19	08/Nov/19
7.28	OPEN	17/Jun/19	09/Aug/19	12/Aug/19	13/Sep/19	16/Sep/19	25/Oct/19	28/Oct/19	29/Nov/19	13/Dec/19

Two Dimensional Filter Statistics: Approved Release Scope

Fix For Versions (all)	BRR	Problem	T:
7.25.4	1	29	30
7.25.5	1	34	35
7.26	31	156	187
7.26.1	3	63	66
7.26.2	1	68	69
7.26.3	1	0	1
7.27	24	136	160
7.27.1	3	86	89
7.28	24	114	138
Total Unique Issues:	**89**	**686**	**775**

Release Planning Committee

The Release Planning Committee (RPC) continues to remain focused on assessing the readiness of the release(s) from both the systems and business point of view (through the utilization of detailed release checklists), as well as the readiness of technology maintenance activities and operational activities (as dictated by State policy). These activities are documented, tracked, and maintained through the Project Runway and release readiness materials. The primary purpose of this committee is to:

- Review and maintain the Project Runway and release readiness materials to ensure any technical dependencies or issues pertaining to a given release are surfaced and addressed
- Review and maintain the Project Runway and release readiness materials to ensure all technology maintenance and operational activities are properly accounted for and tracked.
- Coordinate release logistics and deployment schedules
- Validate release readiness (technical and business) per checklists
- Assess and approve changes to the release checklist, deployment timeline, and validation plan
- Escalate issues / conflicts related to the overall release plan
- Facilitate post-implementation reviews and identify improvement opportunities to the release process.

The RPC meets weekly and provides a critical role in ensuring release activities are well-planned and coordinated to ensure success. The key objectives of this meeting are as follows:

- Review and approve Project Runway which incorporates all approved system changes including project-based enhancements, M&O code fixes, data fixes, infrastructure changes, and operational activities.
- Identify and manage risks and issues in JIRA and escalate to IRC when appropriate
- Ensure all aspects of release readiness have been appropriately assessed to inform and facilitate go / no-go decision checkpoints prior to production implementation
- Review and approve release readiness and post-implementation processes (e.g., changes to release checklist)
- Communicate summary release notes and coordinate any findings from the release activity

To achieve these objectives, a standing agenda was developed to facilitate the meeting. The topics covered in each meeting are shown below:

- Review and approve changes to Project Runway
- Validate the release readiness via checklists
- Review and approve release deployment timeline
- Discuss rollback review plan (in advance of every major release)
- For awareness, review technical/infrastructure changes that were approved at TCCB
- Maintain and review calendar of upcoming validation and operational activities

Ongoing Business Prioritization (Release Agnostic)

The key principle of the business prioritization process is that it takes place separate and apart from the planning process for any specific release. For example, business owners are not asked to request tickets for specific releases. Rather, they are asked to list their tickets in order of priority at the agency-level. Business prioritization is an ongoing process that continues throughout the calendar year irrespective of whether annual planning or planning for any specific release is in progress. All prioritization is relative and subject to change from day to day.

The subject of the prioritization processes are primarily BRRs and Problems, as defined below:
- Business Requirement Request (BRR): A code change that will require an update to both system code and system documentation. This is necessary when the system matches the FDD but does not behave as desired. BRRs are created by the State.
- Problem Ticket (System Defect): A code change that will make the system behave as described in existing system documentation. This is necessary when the FDD describes desired system behavior, but the system does not behave accordingly. Problem Tickets are created by Deloitte, typically during the process of triaging incidents that are logged by the State.

Root cause analysis of Problems and the intake and analysis of BRRs results in tickets which are either "Ready for Release Assignment" or "Withdrawal Requested". Tickets in the former status are then considered for inclusion within any given release.

The remainder of this section describes how BRRs and Problem are prioritized and evaluated such that when scoping starts for any given release, the Joint IT Team has all the necessary inputs available to them.

BRRs are subject to a rigorous intake and analysis process to ensure that the business need and requirements are well understood before the enhancement is scoped for a release. The key steps in this process are detailed in the slide below and further described below:

Figure 7f: BRR Intake and Analysis Process Slide
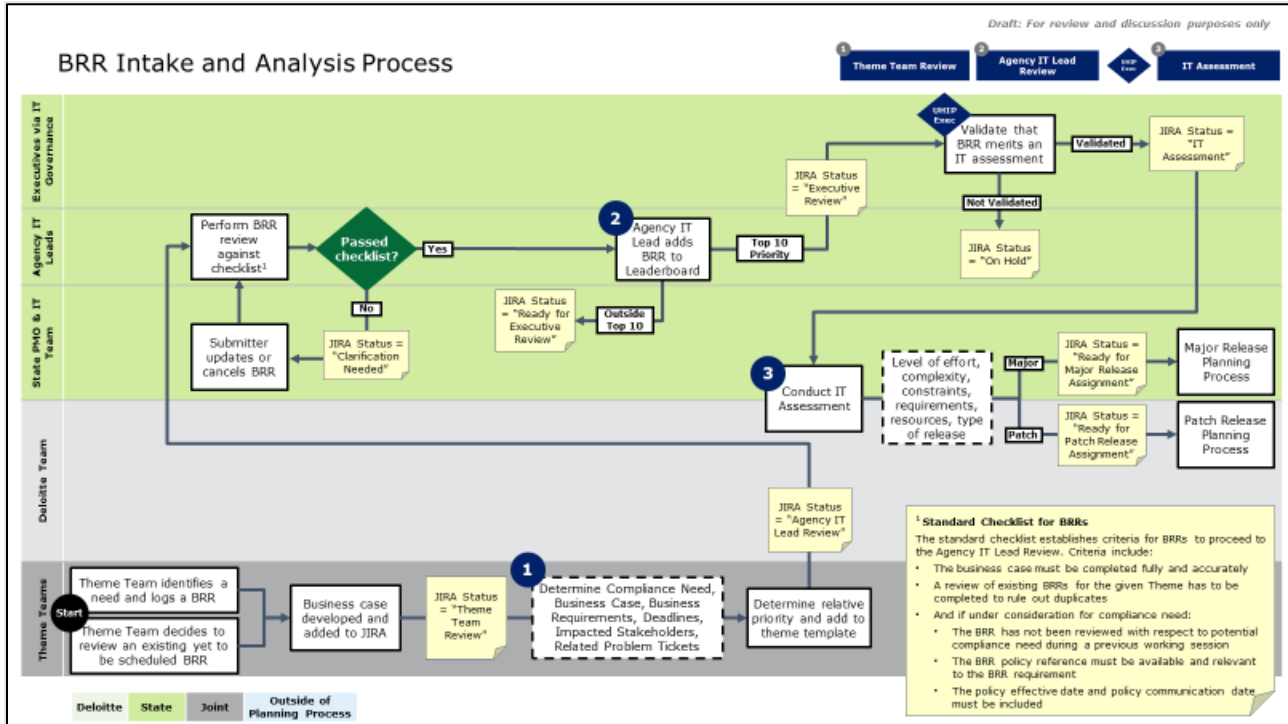
- State business owners identify a need for the system to work differently. They log a BRR, or flag an existing BRR as a priority
- State business analyst (BA) or business owner completes a business case for the BRR and provides initial requirements associated with the requested change(s)
- Theme Team reviews the business case for the BRR and confirms sufficient understanding of requirements to complete an IT Assessment
- Agency Lead reviews the business case for the BRR and then force ranks that BRR against all other BRRs requested by their agency (using Agency Leaderboards in JIRA)
- Agency Leads request top ranked BRRs for an IT Assessment
- Executives approve the BRR to proceed with an IT Assessment
- Deloitte completes an IT Assessment (estimated level of effort)
- State IT Team reviews and approves the IT Assessment (estimated level of effort)

Following the completion of the above steps, the BRR moves into "Ready for Major/Patch Release Assignment" status, depending on whether the Joint IT Team determined if it could feasibly be deployed in a patch.

For problem tickets, the intake and analysis process is more streamlined. After a ticket is created, Deloitte is expected to complete root cause analysis and propose the solution within ten business days.

Then the ticket is reviewed and prioritized by the theme team (using business capability sequencing). After the solution is approved by the State, the ticket moves to "Ready for Development" status in JIRA.

The following sections provide more detail regarding specific aspects of this process.

Theme Team Review

Themes are joint State + Deloitte teams tasked with managing the intake of BRRs and Problem Tickets for a given program and/or system functionality. Their primary function is to define business outcomes and then identify the necessary actions to deliver required business capabilities to achieve these outcomes. These priorities are expressed via "business capability sequencing" which is the subject of the next section.

Business Capability Sequencing

Business capability sequencing is a tool which theme teams use to prioritize their work:
- Theme teams define the business outcomes they aim to achieve in a given time period
- Theme teams define which business capabilities will need to be enabled in order for that business outcome to be met
- Theme teams order those business capabilities in order of priority (typically according to the impact that any given capability will have on the business outcome). This ordering is what is referred to as the "business capability sequence"
- Theme teams define which tickets (BRRs, Problem Tickets, Service Requests, and Data Fixes) must be delivered for each business capability to be met
- These tickets are then tagged with their capability's "business capability sequence" in JIRA
- Theme teams also define any operational activities necessary to deliver the business capability, as well as any operational impacts to the business of delivering certain tickets to production

To the extent possible, the Joint IT Team aims to deliver "whole" business capabilities to production in a single release, rather than splitting the tickets associated with one capability across multiple releases. This is to ensure that each release delivers incremental value to the business. The appropriate granularity for a business capability is therefore the lowest level that delivers useful value to the business. This business capability mapping and priority sequencing is stored in JIRA.

Agency Leader Boards

After the theme team review completes, Agency Leads are asked to review the business case and assess whether the priority warrants adding the BRR to their respective Leader Board. If the BRR is added, the Agency Lead will force rank the BRR against the other BRRs already on the Leader Board requested by their Agency. This ranking is stored in the "Leaderboard Ranking" field in JIRA and this field is used to drive a dashboard which serves as a visual representation of the leader board. Agency Leads continue to adjust the ranking as BRRs are added or priorities change.

At MPR, a weekly review of the Agency Leaderboards is conducted and the Agency Leads and the Joint IT Team decide which BRRs (based upon priority as expressed by the Leader board Ranking) should be recommended to executives to proceed with an IT Assessment. When the IT Assessment completes, the BRR remains on the leader board and moves to a "Ready for Release Assignment" status. This indicates that the ticket will be considered (in priority order) by the Joint IT Team for inclusion in a future release,

subject to CRB approval from the UHIP Executive Committee.

BRRs are removed from the Leaderboard when they are assigned to a release (after receiving CRB approval) and receive a fix version in JIRA. The "Final Leaderboard Ranking" is stored to assist with measuring leader board throughput.

IT Assessment Process

The IT Assessment is the phase where, based upon the understanding of requirements documented in the JIRA ticket and confirmed by the theme team, the Joint IT Team develops an understanding of the technical inputs to deliver a BRR.

As part of this phase, the following assessments are completed:

- Rough Order of Magnitude (ROM) – This an estimation provided by Deloitte using an existing tool, and subsequently approved by the State
- Patch Feasibility – Assessed by both Deloitte and the State.
- Complexity Assessment – Assessed by Deloitte based on the development needed to deliver the specified requirements.
- Clarity of Requirements – Assessed by Deloitte based on requirements documented by the State.
- UAT Complexity Assessment – Assessed by the State.

If Deloitte and the State agree that a BRR is patch feasible then the BRR status moves to "Ready for Patch Release Assignment". If not, then the BRR moves to "Ready for Major Release Assignment". If a BRR is especially complex or would require an extended runway to fully deliver the requirements, then the Joint IT Team can also recommend that a BRR be assigned to a long-term track.

Please note that BRRs are not assigned to a release until the Change Review Board (CRB) approves the use of hours (as reflected in the ROM) that would be required to design and/or implement the BRR.

Prepare & Approve Release Scope

This section of the document describes how tickets are assigned to major or patch releases after the business prioritization process detailed in the prior section is completed. At the conclusion of that process, the Joint IT Team knows for any given ticket the priority assigned by the theme team, the priority assigned by the Agency, the level of effort required, and the feasibility of delivering in a patch release.

Figure 7g: Release Planning Process
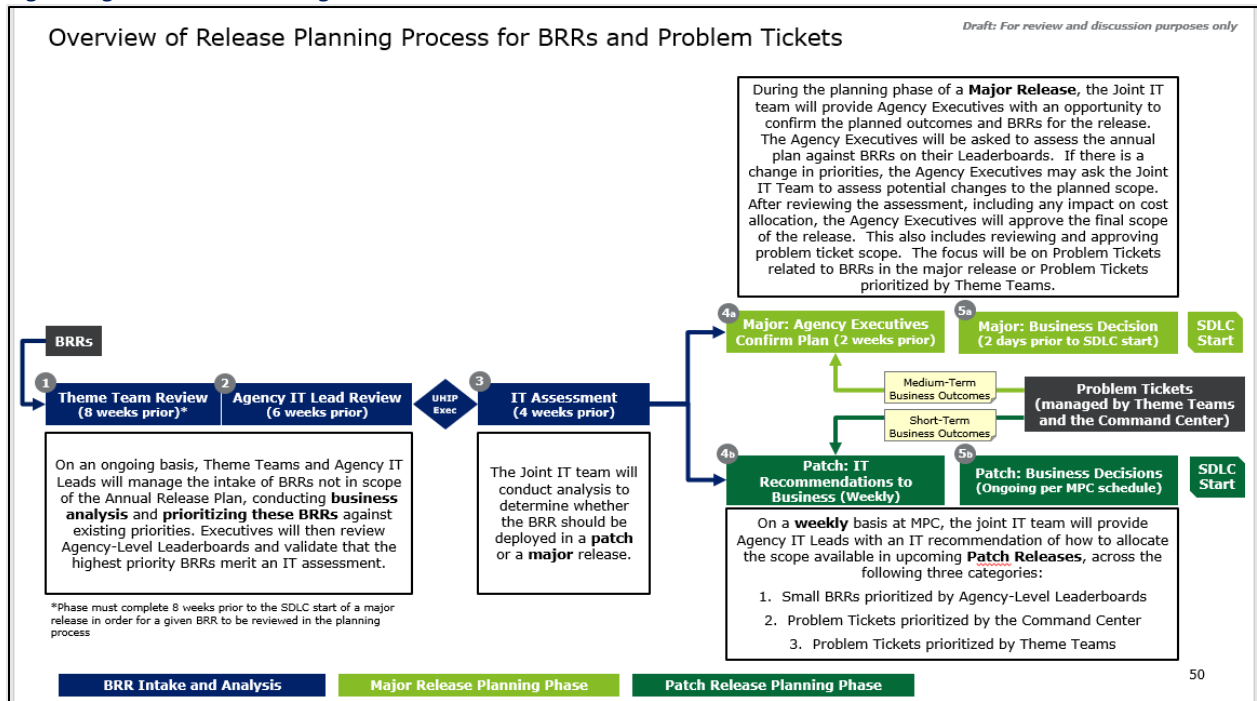
Major Release Planning

The Annual Plan defines the enhancement scope for the Major Releases. Any changes to the Annual Plan will be brought through the formal governance process which will include an impact assessment of any proposed changes on the cost allocation. Problem ticket scope for Major Releases follows the same process as problem ticket scope for patch releases, which is detailed below.

As a part of the Annual Plan, BRR scope aligned to the Major Releases has already been approved by the Executive Committee. However, during the planning phase of each Major Release, the Executive Committee will re-confirm their business outcomes for the release. If a change or shift in priorities occurs, the Executive Committee may bring forward a potential scope change and direct the Joint IT Team to assess proposed change(s) to the Major Release in order to determine the impact upon the annual budget and the approved cost allocation plan. Based upon this assessment, the UHIP Executive Committee may approve a change to the Annual Plan for that specific Major Release. This process ensures that when release scope is set for each major release it not only complies with the functional themes that have been funded for the current fiscal year but also with the established budget and cost allocation.

Major Release Approval

The Change Review Board (CRB) continues to play a key role in the overall governance of the project by authorizing the use of budgeted hours in support of the release planning and prioritization processes across Major Releases, Patch Releases, Information Management (IM) Releases and Technical Upgrades as illustrated in the table below:

Figure 7h: Change Review Board / Approval for use of Hours
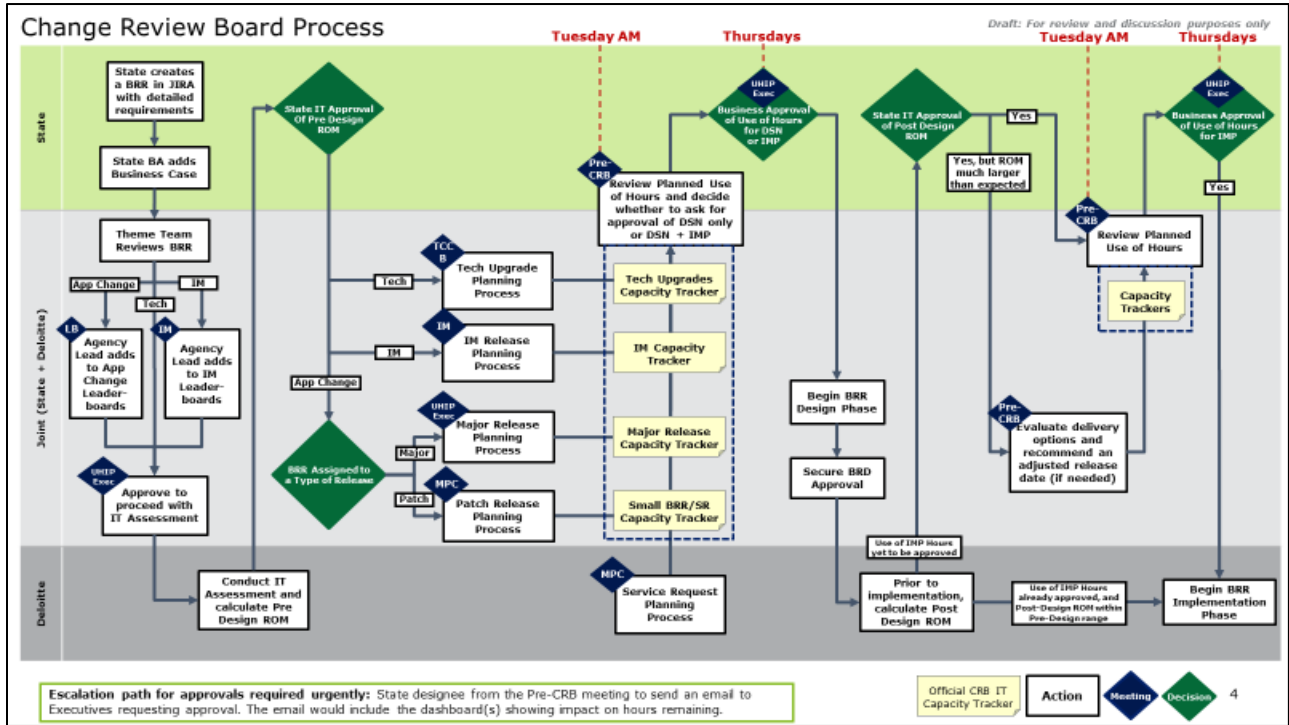
8 PERSONNEL RESOURCE STATEMENT

The State is providing an estimate of total staffing requirements and personnel costs in Attachment E. Included are all State staff, their organization and job title, the percent allocation to UHIP, whether they are DDI or M&O, their salary, the cost-allocation applied, and total UHIP allocation. Included in this is a complete list of DHS field staff with an allocation to UHIP based on the Random Moment in Time Study (RMTS) as detailed in section 10.

Please see the table below for a listing of key personnel on the project.

Table 8a. Key Project Personnel Listing

Key Personnel	Agency	Title	Responsibilities
Ana Novais	EOHHS	Acting Secretary	Leadership
Yvette Mendez	DHS	Acting Director	Project Sponsor
Lindsay Lang	HSRI	Director	Leadership
Kristin Sousa	EOHHS	Medicaid Director	Leadership
Phil Silva	DOIT	Sr. Information Technology Project Manager	Tech Ops Lead
Beth Tyler	DOIT	Information Technology Project Manager	UHIP IT Oversight and Leadership Management
Matt Stark	EOHHS	CAO	Finance and Admin Advisor
Maureen Wu	EOHHS	UHIP CFO	Budget, APD
Lisa Martinelli	EOHHS	In House UHIP Counsel	Legal
Bijay Kumar	DOIT	Chief Digital Officer	Oversight of IT Leadership
Lori Rota	DOIT	UHIP Program Lead/EPMO Lead, Contracted	Lead IT Program Life Cycle, IT Project Execution and Enterprise PMO Lead
Jose Garcia	DHS	Chief of Information and Public Relations	Communications
Jamie Weinstein	DOIT	IT Executive Contracted	Contract Management, PMO Support

9 PROPOSED BUDGET

For this IAPD update, Rhode Island is asking for federal approval for the full FFY 2023 project budget and related cost allocations. All allocations are aligned with the federal fiscal year that begins October 1, 2022. The State understands that this budget request and subsequent approval does not constitute contract or contract amendment approval. Federal funds will not be expended on individual contracts until federal approval is received.

The State affirms that the requested amounts are solely for salaries, benefits, and direct costs listed below. Indirect costs are not included in this budget request. Postage and other non-admissible items are also excluded from this budget request.

Table 9a below shows the overall project budget for federal and State shares, requested as of July 29, 2022. The total budget shown includes the FFY 2023 and FFY 2024 projected budget.

Table 9a. July 29, 2022 Submission IAPD Budget Summary

IAPD July 2022 Submission			
DDI	Total Cost	Federal Share	State Share
DDI Federal Fiscal 23	12,765,059	11,009,303	1,755,756
DDI Federal Fiscal 24	10,929,100	9,338,049	1,591,051
Total DDI	**23,694,159**	**20,347,352**	**3,346,806**

The overall project budget through FFY 2024 is estimated to be $23,694,159, of which $20,347,352 is the expected federal share, and $3,346,806 is the expected State share. Please see Attachment F for a budget summary by federal fiscal year. Please see Attachment E for details on personnel, and Attachment G for a breakdown of total budget by quarter for FFY 2023 and FFY 2024.

The following table provides details of the FFY 2023 budget by service area and category of service:

Table 9b. FFY 2023 Budget by Service Area

	Rhode Island UHIP Project Budget for FFY 2023				
	RIBridges		Project Management		
Sub Components	Business Functions	Technical Functions	Administration	Process	
Service Areas	Agency Support	UHIP IT Management	Finance & Administration	EPMO	Total
Deloitte	-	5,885,350	-	-	**5,885,350**
Personnel	1,583,750	597,771	61,173	-	**2,242,695**
Vendor	2,411,385	1,641,202	61,677	522,720	**4,636,985**
Grand Total	**3,995,135**	**8,124,324**	**122,850**	**522,720**	**12,765,029**

The following table provides a view of the budget organized by total contractor dollars:

Table 9c. FFY 2023 Budget by Contractor Dollars

Vendor Name	FFY 23
CSG	275,094
Deloitte	5,885,350
Faulkner (FCG) Ops	756,216
Faulkner (FCG) Strategy	1,382,512
Knowledge Services	1,973,163
State Personnel	2,242,695
TBD	250,000
Grand Total	12,765,029

10 COST ALLOCATION PLAN FOR IMPLEMENTATION AND MAINTENANCE ACTIVITIES

Overview of Cost Allocation

CMS and FNS approval of a cost allocation rate for DDI integrated solution on average over FFY 2022 was very helpful in providing the State with the flexibility to have some releases be more focused toward one or two programs, and balance out the allocation with other releases in the allocation time period. RI has a governance process in place to manage successfully to the agreed-upon cost allocation percentages. This has been very effective in helping RI achieve its business priorities in a timely way, managing to a State share, and ultimately contributing to the maturation of the system. During the prior IAPD, it was agreed that if the DDI allocation were to fluctuate more than 2 percent, then the state would submit an IAPD-U, otherwise any changes would be reconciled at year-end. This agreement would continue into this new IAPD.

Rhode Island has updated its business priority focus for federal fiscal year 2023. Therefore, to best meet Rhode Island's upcoming priorities and needs, the State is requesting that the requested cost allocation plan and management processes be approved effective October 1, 2022 for the DDI integrated solutions cost allocation. Rhode Island will continue to use the tools, governance process, and the commitment of the multiple agency directors to manage successfully to these program allocation levels. For the Allocated Medicaid; Exchange/Medicaid/CHIP Allocation; All Excluding Exchange Allocation and Duplicate Recipient Count, the State will base the allocation on the duplicated recipient count on April 30, 2022. In accordance with the cost allocation update approved effective January 30, 2020, the CHIP Medicaid expansion population is included in the Medicaid duplicated recipient count effective April 1, 2020. These individuals were previously included in the CHIP duplicated recipient count.

To support the annual plan, the team will continue monitoring and reporting on the cost allocation rate, as inevitable small modifications are made to the BRR release plan schedule throughout FFY 2023 to ensure RI remains within 2 percent of the approved DDI Integrated Solution program allocation for the allocation time period. The reporting tools are a part of the overarching governance process that has been discussed in previous sections. The tools ensure that leadership is aware of the budgetary and cost allocation constraints that exist if a new BRR or priority item requires a change to the Annual Plan.

Rhode Island's overarching UHIP Cost Allocation Plan has historically included the following cost allocation methodology components:

1. DDI integrated solution methodology (software development hours)
2. Medicaid/HSRI/CHIP methodology
3. All excluding HSRI allocation methodology
4. Allocated Medicaid methodology
5. Medicaid only methodology
6. SNAP ARPA FFY 2023
7. Administration for Children and Families (ACF)
8. SNAP Healthy Incentives Program
9. Home and Community Based Services

10. Weatherization/LIHEAP

All of these methodologies will be utilized during FFY 2023 assuming federal funded grants are approved. All methodologies will be applied on a federal fiscal year basis.

DDI Integrated Solution Methodology 1 (Software Development Hours)

CAM Toolkit

RI's proposed cost allocation methodology for DDI will be in accordance with the federal CAM Toolkit methodology [1] The CAM Toolkit provides a consistent, objective cost allocation process you can use to identify all federal and State benefiting programs and to calculate an equitable distribution of software development costs among those benefiting programs.

UHIP Participating Programs

The following programs utilize RI's UHIP integrated eligibility system:

- Medicaid (including CHIP 21E, 21PW and expansion)
- QHP/HSRI/Exchange
- SNAP
- CCAP/Childcare
- RIW/TANF
- GPA - General Public Asst.
- SSP- State Supplemental Payment
- Refugee Cash Asst.

Duplicate Count

RI intends to continue to use its current methodology of counting enrollees using point-in-time enrollment for each UHIP program as of April 30 each year. The point in time enrollment for each program is then summed. This results in a "duplicate count", such that if a person for each enrolled program on April 30. This is consistent with the direction in the federal CAM tool methodology.

Small and Large Program Determination

Using April 30, 2022 duplicated count, RI has determined which programs are considered large programs and which are considered small programs in accordance with the CAM methodology. A program is considered small if it has less than 5% of the duplicated recipient count of the total for all benefiting programs. The results are shown in the Table below:

---

[1] https://fns-prod.azureedge.us/sites/default/files/resource-files/CAM-handbook.pdf

Program	Point in Time enrollment on April 30, 2022	Percent point in time enrollment on Apr 30, 2022	Resulting Program Size
Medicaid (including CHIP 21E, 21PW and expansion)	373,112	63.56%	Large
QHP/HSRI/Exchange	31,329	5.34%	Large
SNAP	137,409	23.41%	Large
CCAP/Childcare	5,591	0.95%	Small
RIW/TANF	6,913	1.18%	Small
GPA - General Public Asst.	176	0.03%	Negligible
SSP - State Supplemental Payment	32,483	5.53%	Large
Refugee Cash Asst.	52	0.01%	Negligible
Total	587,065	100.00%	

UHIP Development Projects Scheduled between October 1, 2022 and September 30, 2023

RI has determined the list of scheduled UHIP development projects for the period October 1, 2022 through September 30, 2023. All are specific to Medicaid/CHIP except one. RI will allocate 100% of these development costs to Medicaid/CHIP, adjusted for Medicaid vs CHIP enrollment on April 30, 2022. There is one scheduled development project where both Qualified Health Plans through HSRI, RI's health insurance exchange, as well as Medicaid/CHIP are benefitting programs. This change is to fix what is well-known as the "family glitch", which disqualifies some dependents from purchasing insurance coverage through HSRI. This change will impact the MAGI eligibility submodule, which includes eligibility determination for both Medicaid/CHIP as well as for Qualified Health Plans, as these programs determine eligibility using the same MAGI eligibility determination submodule within UHIP. In accordance with the CAM Toolkit definition of a Benefitting Program, which is eligible to share development costs, Medicaid, CHIP and HSRI will share costs for this development project.

There are several ways that allocated costs of development projects can be shared in accordance with CAM. Each scheduled development project above was evaluated to test the following methodologies:

- Software development hours
- Lines of code
- Function points
- Screens

One additional potential methodology, Storage/Database Size, was not tested because the methodology was not applicable to these projects.

The results of testing these methodologies for the schedule of upcoming development projects are as follows:

RESULTS: COMPARISON OF CAM TOOLKIT METHODOLOGIES					
Methodology	Federal Share %	Federal Dollars	State Share	State Dollars	Total DDI Dollars
Function Point	82.77%	$ 4,138,339.44	17.23%	$ 861,458.56	$ 4,999,798.00
Lines of Code	83.92%	$ 4,195,878.84	16.08%	$ 803,919.16	$ 4,999,798.00
Screens	73.47%	$ 3,673,397.36	26.53%	$ 1,326,400.64	$ 4,999,798.00
Development Hours	83.87%	$ 4,193,357.53	16.13%	$ 806,440.47	$ 4,999,798.00

RI believes that using the development hours methodology is the most straightforward and fair measure of the level of effort to be shared between benefitting programs. RI recommends continuing with the development hours cost allocation methodology for DDI in this APD submission to calculate an equitable distribution of software development costs among benefiting programs. Basing the cost allocation percentages on an average of all releases for DDI work throughout the federal fiscal year enables the State to have the flexibility to have releases in some quarters concentrated in certain program areas, and releases in other quarters concentrated on different programs. In this way, the State's timing for business needs is met, while also achieving the cost allocation planning values. In addition, as agreed with the prior IAPD for UHIP, should the DDI integrated solution allocation vary more than 2 percent from the approved DDI allocation, the state will submit an IAPD-U. The planned DDI integrated solution cost allocation for FFY 2023 is listed below:

Development Hours Methodology Results									
Benefitting programs	Medicaid/CHIP combined	QHP	SNAP	CCAP	RIW/TANF	GPA	SSP	Refugee Cash Assistance	Total Dev Hours
	Large	Large	Large	0.95%	1.18%	Negligible	Large	Negligible	
Total Development Hours	14,150	1,000	-	-	-	-	-	-	15,150
Fed match for DDI	89.80%	0.00%	50.00%	0.00%	0.00%	NA	0.00%	NA	
state match	10.20%	100.00%	50.00%	100.00%	100.00%	NA	100.00%	NA	
Cost allocation of dev hours	93.40%	6.60%	0.00%	0.00%	0.00%	NA	0.00%	NA	
Federal share of dev hours	83.87%	0.00%	0.00%	0.00%	0.00%	NA	0.00%	NA	

Medicaid/HSRI/CHIP Allocation

The budget for Medicaid/HSRI/CHIP Allocation is for costs assigned to Medicaid, including both CHIP and Non-CHIP Medicaid, and to HSRI for the QHP population. Vendors allocated in accordance with this allocation are listed in Attachment G.

Table 10d. Medicaid/CHIP/HSRI Allocation

	FFY2023 - % Allocation					
	Q1	Q2	Q3	Q4		
Medicaid/CHIP/HSRI Allocation	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep		Enrollment
Medicaid	91.4%	91.4%	91.4%	91.4%		369,718
CHIP	0.8%	0.8%	0.8%	0.8%		3,394
HSRI	7.8%	7.8%	7.8%	7.8%		31,329
Total	100%	100%	100%	100%		404,441

All Excluding HSRI Allocation

This allocation is used for DHS specific work that does not impact HSRI. Vendors allocated in accordance with this allocation are listed in Attachment G.

Table 10e. All Excluding HSRI Allocation

All Excluding HSRI Allocation	FFY2023 - % Allocation					Enrollment
	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep		
Medicaid	66.6%	66.6%	66.6%	66.6%		369,718
CHIP	0.6%	0.6%	0.6%	0.6%		3,394
SNAP	24.7%	24.7%	24.7%	24.7%		137,409
Childcare	1.0%	1.0%	1.0%	1.0%		5,591
RI Works	1.2%	1.2%	1.2%	1.2%		6,913
SSP-State Supplemental Payment	5.9%	5.9%	5.9%	5.9%		32,483
Total	100%	100%	100%	100%		555,508

Allocated Medicaid

For staff that work 100 percent on UHIP Medicaid/CHIP, staff sign attestations to confirm that 100 percent of their work has been dedicated to that program. The allocation to be used for these State staff per the table below. Vendors allocated in accordance with this allocation are listed in Attachment G.

Table 10f. Allocated Medicaid

Allocated Medicaid	FFY2023 - % Allocation					Enrollment
	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep		
CHIP	0.9%	0.9%	0.9%	0.9%		3,394
Medicaid	99.1%	99.1%	99.1%	99.1%		369,718
Total	100%	100%	100%	100%		373,112

Medicaid Only Cost Allocation Methodology

The OHHS Long Term Services and Supports Unit supports the eligibility determination for Medicaid applications only. CHIP is not included in this work. The staff in this unit work to resolve eligibility issues due to system errors. Therefore, this expense is allocated 100 percent to Medicaid only with a 90 percent Federal Financial Participation (FFP).

Table 10g. Medicaid Only Allocation

DDI Medicaid Only	FFY2023 - % Allocation			
	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep
Medicaid	100%	100%	100%	100%
Total	100%	100%	100%	100%

SNAP ARPA FFY 23 100 percent Allocation

This allocation is for work directly related to the proposed FNS SNAP ARPA grant. No other UHIP programs are charged to this allocation.

ACF 100 percent Allocation

This allocation is for work directly related to a planned ACF approved grant for the RI Works and Childcare updates. No other UHIP programs are charged to this allocation.

SNAP Healthy Incentive Program Allocation

This allocation is for work directly related to the SNAP Healthy Incentive Program which is funded with 100% state general revenue. No federal funds and no other UHIP programs are charged to this allocation.

Home and Community Based Services (HCBS) Allocation

This allocation is for work directly related system enhancements related to the CMS Home and Community Based Services. The state match is funded with e-FMAP funds with a CMS 90% federal match. No other UHIP programs are charged to this allocation.

Weatherization/LIHEAP Allocation

This allocation is for work directly related system enhancements related to the Weatherization. No other UHIP programs are charged to this allocation.

Attachment G provides a breakdown of every FFY 2023 budget line item attributed to one of the allocation methodologies described above.

11 SECURITY, INTERFACE, DISASTER RECOVERY, AND BUSINESS CONTINUITY PLANNING

The State is continuing efforts to advance the UHIP security maturity model in FFY 2022. Security operations support has been transitioned to the Deloitte Security Operations team to partner with the State's oversight team with the start of the 2021 M&O contract. The state has a dedicated ISSO to oversee RIBridges Security Operations.

The enhanced team will continue to leverage industry knowledge of system security components to prevent cybersecurity threats and detect incidents. TrendMicro Deep Security has been implemented and the QRadar SIEM will continue to be enhanced with expanded event detection, new network flows and effectively tuned use cases for high fidelity alerting. In addition, Splunk continues to be leveraged to audit logs of user access to the system.

The Continuous Monitoring Program includes ongoing assessments to scan and test the application, network, and source code with automated software tools and manual testing techniques to identify vulnerabilities. These assessments are performed in production as well as the pre-release environments to prevent security defects released into production.

The State's security policies are in alignment with the NIST Risk Management Framework. Compliance with federal security and privacy guidelines is continuously assessed and corrective action plans are actively tracked for resolution through technical change or process improvement. The deliverables for the 2022 ATC package have been submitted to the CMS portal in July 2022.

RIBridges has a Disaster Recovery site in Sacramento, California. The RIBridges team successfully completed its annual disaster recovery test in September 2021. The test results demonstrated a Recovery Point Objective (RPO) of 5 minutes and Recovery Time Objective (RTO) of 8 hours, far below the respective targets of 15 minutes and 48 hours respectively. Additionally, for this year's test, the scope was expanded to include more realistic business operations including access to the system (hosted on the disaster recovery (DR) environment) via laptop over the internet and including Electronic Benefits Transfer (EBT) card printing. The annual disaster recovery test for this year is currently being planned and is scheduled to be complete by September 2022.

We continuously improve processes to enhance the reporting of interface data discrepancies and to provide relevant diagnostics. This prevents the consumption of incorrect data prior to processing to ensure data integrity. Interfaces are continuously monitored for exceptions. Processes are in place to maintain the key interface partner contacts and procedures to communicate exceptions and assure mitigation of discrepancies before they impact customers. Interface data security is maintained thru secure transport layer security, signed trusted certificates and secure storage.

12 CONDITION AND STANDARDS

The State worked to incorporate Medicaid Information Technology Architecture (MITA) and Medicaid Eligibility & Enrollment Toolkit/Lifecycle (MEET/LC) into its planning and decision-making. Through the MITA effort, the State's vendor, CSG, completed Rhode Island's portion of a three-State collaborative effort in April 2018, culminating in the MITA State Self-Assessment 3.0.

A separate, related effort was completed by CSG, at the request of Rhode Island's Executive Office of Health & Human Services; it focused on the impact of RIBridges on MITA maturity levels.

As requirements arise per CMS, the State will work with CMS to develop a project partnership understanding and identify the UHIP's correct placement in the Eligibility and Enrollment Lifecycle and establish checklist and gate-based monitoring as appropriate.

RIBridges was certified by CMS on July 20, 2022.

13 IAPD FEDERAL ASSURANCES

The State should indicate by checking "Yes" or "No" whether or not it will comply with the Code of Federal Regulations (CFR) and the State Medicaid Manual (SMM) citations.

The State should provide an explanation for any "No" responses.

Procurement Standards (Competition / Sole Source)

SMM, Part 11	☒ Yes ϒ No
45 CFR Part 95.613	☒ Yes ϒ No
45 CFR 75, Subpart D, Subject Group 26	☒ Yes □ No

Access to Records, Reporting and Agency Attestations

42 CFR Part 433.112(b)(5) – (22)	☒ Yes ϒ No
45 CFR Part 95.615	☒ Yes ϒ No
SMM Section 11267	☒ Yes □ No

Software & Ownership Rights, Federal Licenses, Information Safeguarding, HIPAA Compliance, and Progress Reports

45 CFR Part 95.617	☒ Yes ϒ No
42 CFR Part 431.300	☒ Yes ϒ No
45 CFR Part 164	☒ Yes □ No

Independent Verification and Validation (IV&V)

45 CFR Part 95.626	☒ Yes ϒ No