

State of Rhode Island UHIP New DDI IAPD As Needed

FFY 2024 and FFY 2025 Submission

July 21, 2023

Rhode Island Unified Health Infrastructure Project (UHIP) Medicaid Eligibility and Enrollment (EE)
Implementation Advanced Planning Document (IAPD)
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Name of State: Rhode Island

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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

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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 370,000 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 2024 and FFY 2025.

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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 RIBridges, formerly 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 2023 (FFY 2023) represented another positive step forward for the UHIP project and the RIBridges system. The system continued its levels of stability despite the continued impact of the COVID-19 public health emergency. The incident backlog remained under 75 for the past 2 years, a significant reduction from the previous 3 years. With the current Service Level Agreements (SLAs), the average time to market of problem tickets remains low, 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 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. 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; see Attachment A for this framework.

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:

- 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

Looking forward, the State currently has eight major application enhancement releases planned for FFY 2024-25. The scope planned for these major releases includes the following business outcomes:

- Address Audit Findings
 - Automation of RDOC and Auto-processing eligibility for SSA & DOH Death Matches
 - Paris Interface – Improve efficiency of ADR process
 - Child Support Sanction – verify correct benefits period
 - SNAP Prisoners Match
- Compliance
 - Enhance citizenship status and sponsor deeming portions
 - Per recent Federal legislature, update Medicaid process for children ages 0-19
 - Enhance notification to clients for negative decision per data from EAVS
 - Support CMS modernization of HUB services
- Benefit Determination improvements
 - Establish new logic within the BENDEX process
 - Improve Ex-Parte process to ensure member
- Budget Initiative
 - Improve process to determine Cost of Care for LTSS
 - Automate and streamline process for transitioning youth customers to Medicaid
- Worker Efficiency
 - Enhance Worker Portal to improve efficiency and allow the worker to view customer data more quickly with fewer navigation steps

The Center for Project Excellence (CPE) will continue to play a key role throughout FFY 2024-25 as the team continues to deliver ongoing improvements across RIBridges programs. The focus will be on reducing the cost of ownership through continued automation and modifying the SDLC to improve incident response times and time to market for system defects. The State is also implementing a design lab to have a more effective and efficient design, and development & implementation process to improve the vetting process and address any challenges and concerns earlier in the process.

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, RIBridges system enhancement enhancements required to address audit findings, implement budget initiatives or policy changes are also included in this request for FFY 2024-25. Section 3 provides more detail on the State's priorities for FFY 2024-25. 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 RIBridges system enhancement priorities outlined in this document are delivered holistically, on-time and on-budget.

2 RESULTS OF ACTIVITIES INCLUDED IN THE IAPD

A summary of the results of the DDI activities completed in FFY 2023 are listed below.

RI Bridges – Business Outcomes

The key business outcomes that were planned for FFY 2023 are outlined in detail below. The results are documented here

Implement Budget Initiatives: SFY23 EOHHS - Deployed

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 - Deployed

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: MEQC, PERM, OAG – In Progress

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) - Deployed

The State intends to expand the current LTSS Workflow in RI Bridges 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 - Deployed

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 – In Progress

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.

Implement Policy Change: Close the Family Glitch - Deployed

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 – In Progress

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 - In Progress

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 (see below)

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
 - In progress
- Cash Program Application Distinction
 - In progress
- Increase to RIW income disregard from \$170 to \$300
 - Completed
- Resource Limit for RIW will increase to \$5,000 from \$1,000
 - Completed
- Expand RIW Eligibility to all 18-year-olds in secondary school
 - Completed
- RIW Excluded Veterans Disability Pension
 - Completed
- RIW Time Limit Expanded to 60 months, hardship required after 60 months.
 - In progress
- CCAP Expansion to Include College Students
 - In progress

SNAP Health Incentive Program (HIP) - Deployed

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 - Deployed

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 – Phase 1 September 2023; Phase 2 December 2023

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.

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.

Previous APDs for RIBridges focused solely on the next FFY; per request of FNS/CMS, this APD is focused on the next two Federal Fiscal Years – FFY2024 and FFY2025. We have spent extensive time and effort to meet this request; our response to what will be required in FFY2024-2025 are shown in the details to follow. As described in Section 7, we have a defined process that reviews these details as we plan each individual Major/Patch release; if updates are required, this process follows defined steps to ensure all participants, especially the Executive Directors, have reviewed and approve these updates.

RIBridges – Business Outcomes

The key business outcomes that are planned for FFY 2024-25 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.

FFY2024

Address Audit Findings

- **Automation of RDOC and Auto-Processing Eligibility for SSA & DOH Death Matches**
- **Integration of the Work Number (TWN) Data from TWN ICI TI**

- Office of the Auditor General audit finding: Integrating TWN interface with Bridges will enable the State to make more accurate eligibility determinations.
- **Trigger 1A when DOD is added on closed case**
 - Office of the Auditor General audit finding: MMIS needs to receive DOD, even on members with eligibility closed, to mitigate adverse financial impact.
- **PARIS Interface - improve efficiency of ADR process**
 - Address SNAP specific enhancements to limit excessive requests for verification from PARIS
- **Child Support Sanction - ensure correct CCAP benefits period**
 - CCAP cases should continue their program until the recert period in case of Child Support Sanction
- **SNAP Prisoners Match - update notice**
 - Notice needs updated information regarding incarceration status.
- **SNAP Recert - allow closure with QC sanction**
 - Ensure that QC sanctions are applied in a timely manner

Compliance

- **Banner message on Special Circumstances Screen in WP/CP**
 - State will employ a banner message in Customer Portal, to provide information to applicants that were enrolled in Medicaid when they aged out of foster care at age 18 in another State
- **Citizenship status and sponsor deeming portions enhancement**
 - Enhance process to capture sponsor deeming information for immigrants when applicable
- **Continuous Eligibility: Children age 0-19 to receive Medicaid until renewal**
 - Per the Consolidated Appropriations Act signed by the President on 12/29/22, children age 0-19 enrolled in Medicaid should be continuously covered for 12 months.
- **FCRA Compliance Adverse Action Notices**
 - Per the Fair Credit Reporting Act, ensure the State to notify clients whenever a negative decision is made on the basis, at least in part, of information from the Election Administration and Voting Survey (EAVS).

- **MAPS-271 REST/JSON /XML Hub Implementation**
 - CMS is modernizing its synchronous HUB services; State plans to upgrade its system to continue optimally receiving certain CMS Hub Services.
- **Attendance hours during Summer/Fall flip**
 - Improve calculation school age children regarding Summer/Fall flip
- **Improve Logic for Extended SNAP Benefits**
 - The logic to build the countable months will be revised to ensure the correct calculation
- **Additional feature to allow individuals not currently in RIBridges to create a claim**
 - Track and account for all claims using the Bridges system ensuring Federal compliance

Correct Benefit Determination

- **Establish new logic within the BENDEX process to flag and re-submit BENDEX request to SSA**
 - New processing logic when there is no response from BENDEX on SSA request
- **Modify the Medicaid ex-parte transition process**
 - Improve the ex-parte process to ensure members are transitioned to appropriate coverage without having to re-apply for Medicaid.

Implement Budget Initiative

- **Correct Cost of Care Evaluation for LTSS eligibility**
 - Automate the process to determine COC and remove offline manual calculations.
- **LTSS Functional Renewal--Level of Care Redetermination**
 - Automate the process for Level of Care Redetermination
- **Transition Youth**
 - Automate and streamline the process for identifying, notifying and transitioning youth customers to a Medicaid programs that will best address their complex medical needs.

Improve Customer Experience

- **Customer cannot process Voluntary Withdraw from MAGI/Medicaid in CP**

- Enable functionality in Customer Portal to allow MAGI and non-MAGI members to voluntary withdrawal from Medicaid
- **Medicaid Plan Selection 3 (MAPCO Changes)**
 - Medicaid program seeks to further improve existing logic by foregoing MAPCO open enrollment period and aligning Medicaid plan election to renewal dates for members/Households.
- **Automation of refunds**
 - Automatically send refunds to customers meeting certain criteria and allow ACH refunds.
- **Change logic of QHP Year-End Termination**
 - Ensure customers eligible for special enrollment are terminated by year end batch.
- **QHP plans are shown in plan selection**
 - Provide customers with better understanding of CSR and APTC eligibility
- **Integrate QHP Plan Selection with Checkbook shopping tool**
- **SEP window should not close after plan selection**
 - Improve logic for the SEP window to stay open during the 60days the SEP is approved, even after plan is selected/confirm.
- **Enhance access for Community Partners**
 - Allow them to make basic account updates (e.g. mailing address)
- **Allow use of EBT card for refugee**
 - Provide RCA benefits through EBT, which will enable them to use the benefits while they create their bank accounts

Improve Worker Efficiency

- **Add Eligibility Results Button to Billing and Enrollment Data Screen**
 - Allow worker to view eligibility result quicker and with less navigation.
- **Add Expand/Collapse All Functionality in income and verification screens within eligibility determination**
 - Allows worker to view eligibility result quicker and with less navigation.
- **Add Export Option to Billing and Enrollment Data Screen**
 - Allows worker to export enrollment data for easier review.

- **Add Links to Billing and Enrollment Data Screen**
 - Allows worker to view application review, case notes, and ECF quicker and with less navigation.
- **Billing and Enrollment Data Screen Enhancements**
 - Allows worker to see column headers, view payment screen quicker and with less navigation.
- **Increase Worker Efficiency on B&E Data, Eligibility screens**
 - Reorders current fields and adds additional fields to allow easier and quicker research.

Additional Business Focus Areas

- **Managed Care Organization (MCO) Management Process**
 - Provide functionality, to change current MCOs and associated plans at the organization level.
- **MPP Buy-In**
 - RI Bridges Medicare Buy-In screen to allow RRU (Recipient Resolution Unit) to assign tasks and alert field workers to make changes on the existing RIB Medicare screen.
- **MPP Err Code**
 - For accurate benefit determination, all error codes should be displayed in daily frequency report
- **Rite Share Notice Revisions**
 - Improved and update Rite Share notices
- **RS - TMU shouldn't allow invalid enrollment dates**
 - Ensure invalid individual enrollment start/end dates are not used/entered
- **SSI Notice**
 - Notice Required for SSI Recipients who Close and then are Reinstated.

2025

Compliance

- **Add Complex Medicaid and MPP verifications to MVB**
 - Terminate eligibility for Complex Medicaid/MPP individuals that have not responded to requests for documentation by the due date.
- **CMS Proposed Final Rule: Streamlining Medicaid & CHIP**
 - This proposed rule would make significant changes to Medicaid and CHIP eligibility, enrollment, and renewal processes. Specifically, the rule proposes changes to facilitate enrollment of new applicants, particularly those dually eligible for Medicare and Medicaid; align enrollment and renewal requirements for MAGI and non-MAGI members; establish new regulations around returned mail; create timeliness requirements for redeterminations of eligibility in Medicaid and CHIP; streamline transitions between Medicaid and CHIP; prohibit premium lock-out periods, waiting periods, and benefit limitations for children enrolled in CHIP; and create new recordkeeping requirements for eligibility and enrollment determinations

Improve Customer Experience

- **Improvements to Quality of Race/Ethnicity Data+**
 - Update the format and responses of race/ethnicity questions on customer communications/interfaces to improve User Interface and data reporting
- **Non-binary gender option, Code X**
 - Allow individuals to select M, F, or X to represent gender
- **Automatically enroll customers in corresponding CSR plan when eligibility changes**
 - Enhancement to avoid gaps in coverage when an eligibility changes causes QHP disenrollment.
- **Implement Policy Change**
 - Update SEP questionnaire so customer is able to self-serve and gain SEP approval without worker intervention.

Correct Benefit Determination

- **Update to allow each tax household to enroll in the CSR Tier matching their eligibility**

- Improve selection process for multiple QHP plans
- **Improve APTC calculation**
 - Improve process if the newly approved APTC customer does not complete enrollment.

Additional Business Focus Areas

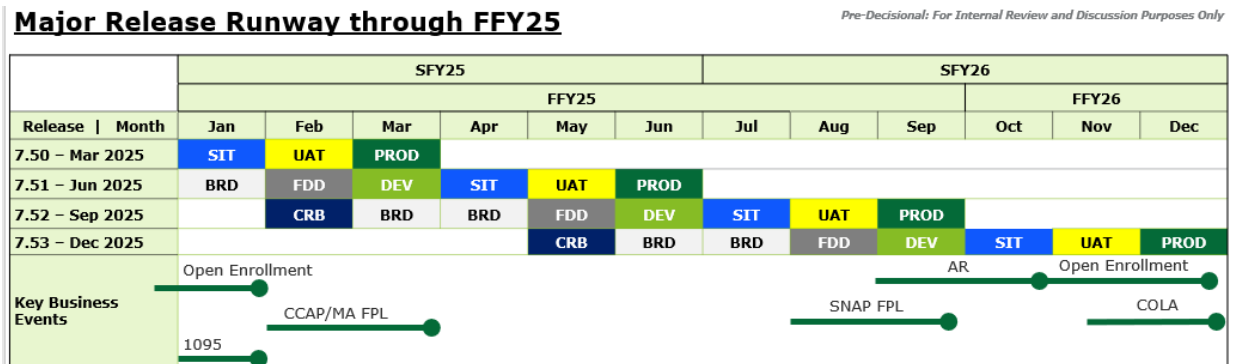
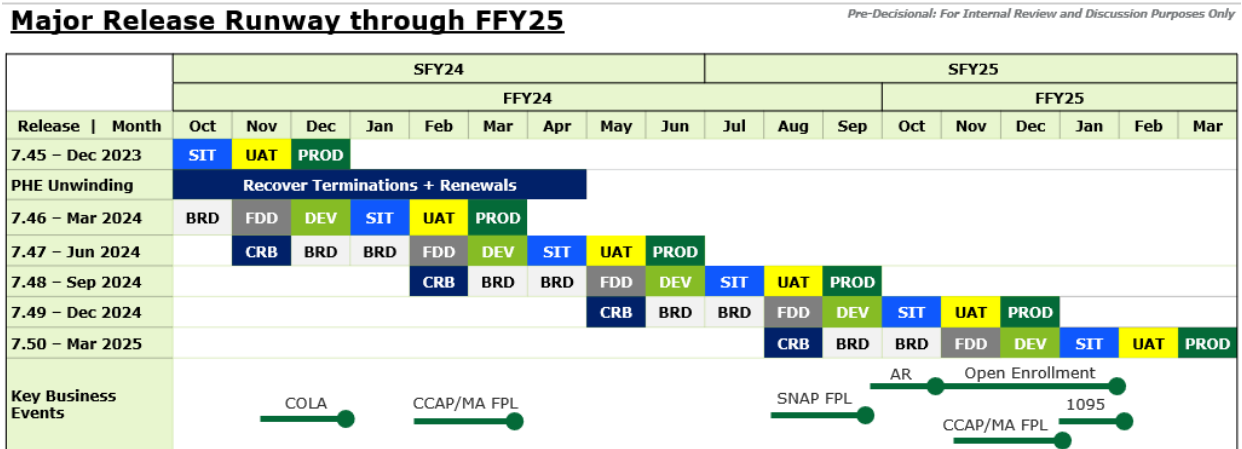
- **Align Recerts**
 - When a new individual is added to a case the renewal dates for all members should be reset to 12 months from the date the new individual is added. The agency must promptly redetermine eligibility between regular renewals of eligibility whenever it receives information about a change in a beneficiary's circumstances that may affect eligibility (i.e. addition of a new household member). If the agency has enough information available to it to renew eligibility with respect to all eligibility criteria, the agency may begin a new 12-month renewal period
- **MAGI 1/12th Income Rule**
 - Correctly determine MAGI eligibility if all other eligibility requirements are met and annual income does not exceed 100% FPL.
- **Modify 20 Day Renewal Batch**
 - Modify batch to only process approved, authorized cases and not terminated cases
- **Rite Share 60-Day Notice**
 - Create a new notice to the member that would be sent 90, 60, and 30 days prior to the renewal
- **RS Client Task**
 - Ensure Rite Share team receives enrollment and disenrollment tasks real-time

4 REQUIREMENTS ANALYSIS, FEASIBILITY STUDY, AND ALTERNATIVE CONSIDERATIONS

The Annual Release Plan for FFY 2024-25 was finalized early in the first quarter of FFY 2023 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 2024-25. A high-level summary of the business outcomes was provided in Section 3.

The FFY 2024-25 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. FFY2024-25 DRAFT Release Plan



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 continue 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.

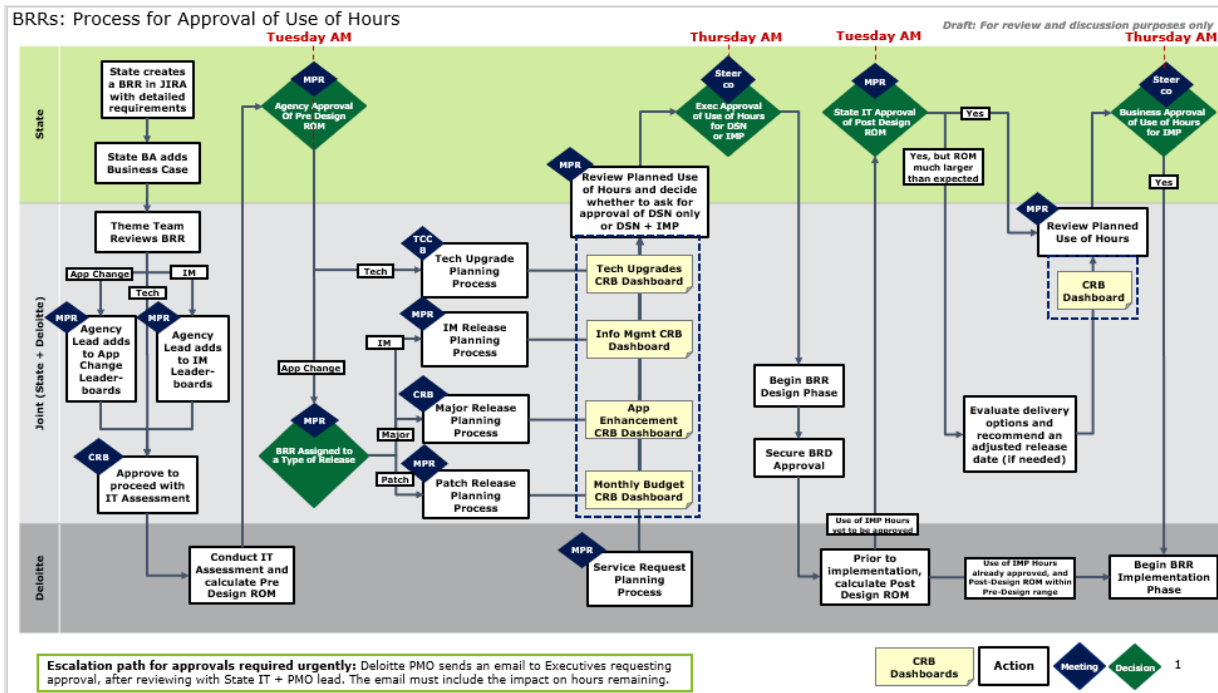
5 COST BENEFIT ANALYSIS

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 and continues, 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.

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 and 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 the inherent complexity contracted resources continue to be necessary to support implementation and operations. These resources will be needed for development support and ongoing efforts to invest 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. This Faulkner contract ends March 2025 and a request for proposals will be processed this coming year to have a vendor in place effective April 1, 2025.

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. This contract ends February 2024 and a request for proposals has been submitted for federal approval. The plan is to have the new contract awarded with an effective date of March 1, 2024.

See attachment D for further information on Knowledge Services Support. State personnel are listed in Attachment E.

RIBRIDGES – Technical – UHIP IT Management

Table 6c. UHIP IT Management Service Area

Support Description	Expected Vendor(s)
Deloitte – DDI	Deloitte
IT Program Management Services	Knowledge Services (KS)
UAT Testing Services	KS
Release Management Services	KS
IV&V Services	CSG
Strategic Planning/The Work Number	TBD

Deloitte

Deloitte's DDI activities include the following service areas:

- Program Management Services
- Application Enhancement Services

Program Management Services

Deloitte will continue to be responsible for supporting the overall RIBridges program management function including the following activities:

- Defining, operating and maintaining the overall project governance in accordance with the model that has been approved by the State
- Maintaining the overall project schedule and release runway
- Enabling effective decision-making by the State's Executive Committee regarding scope and ensure alignment to budgets
- Supporting business programs to enable release planning and scope prioritization
- Helping the State plan and facilitate annual portfolio planning
- Supporting Program Leads in achieving business outcomes
- Preparing and delivering regular executive status reporting
- Providing metrics to monitor performance
- Maintaining and updating all project and system documentation
- Performing contract management
- Providing support for audits

Application Enhancement Services

Deloitte is also responsible for improving the RIBridges system including the following items:

- Contractor will design, develop, test, and implement Application Enhancements (BRRs) utilizing the software development life cycle (SDLC)
- Application enhancements will be delivered as a part of ongoing application patch releases and as a part of major releases that are planned via the annual planning process. In the case of major releases and as governed by the release planning process, the SDLC may be elongated to support larger changes.

Knowledge 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 DDI services supporting IT Management, and DHS IT Support including release management, user acceptance testing, contract management and services that will examine the current system architecture, and work with business and

technical staff to recommend solutions that result in a more effective system within current contracts and for future procurements.

Please see Attachment D for the role title, description of work performed, budget for FFY 2024 and FFY 2025 and cost allocation.

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. The contract with CSG for IV&V services ends Jun 2024 and will not be re-procured.

TBD

The State will procure a vendor to implement The Work Number. This DDI request is to fund any necessary interface to Deloitte to implement this work. In addition, the state intends to procure a strategic planning vendor for RIBridges.

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 EP MO 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.

State personnel are listed in Attachment E.

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 2024-25.

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.

Please see Attachment D for the role title, description of work performed, budget for FFY 2024 and FFY 2025 and cost allocation. State personnel are listed in Attachment E.

Planning for Long-Term Support Levels

RIBridges was certified July 2022. System maturity continues to be a focus, along with continuing to achieve 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 bid system work as needed and explore opportunities to pare down contracts as needed, such as the planned end of IV&V services in June 2024.

7 PROJECT MANAGEMENT, PLANNING, AND PROCUREMENT

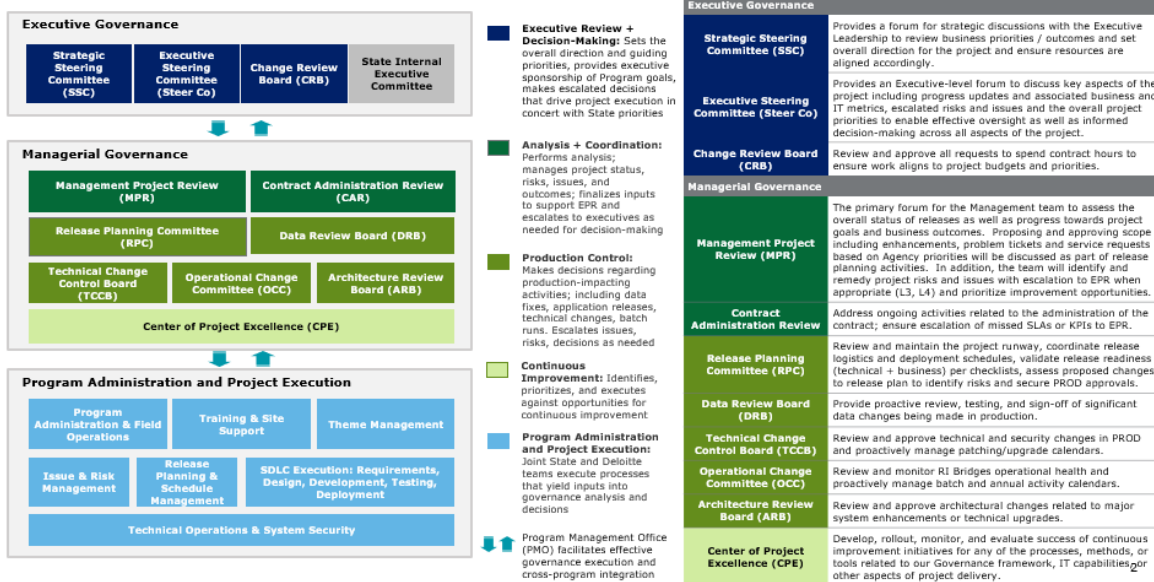
The State has continued the sound project management foundations laid in FFY 2019 and refined them as part of the Governance Refresh Initiative. The latest governance forums, artifacts, and processes are described in detail in the remainder of this section. These materials will continue to be maintained 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

RI Bridges 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. Dashboards are also used 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

April Patch Release (R7.42.1)
 As of April 21, 2023

Status Key: ● On-Track ● At Risk ● Off-Track - High Responsibility ● Off-Track - Decision Needed ● Complete ● Planned Start ● On Hold ● Gate ● Go/No Go

Draft: For review and discussion purposes only

Scorecard: Release Status											
Problem Tickets TR-1	Scope Definition	Solutioning		DEV	SIT	SIT-REGR	UAT		TFP	ORR	Stabilization
	Complete (1/4)	Complete (1/2 - 1/20)	Complete (1/9 - 2/10)	Complete (1/30 - 2/10)	Complete (3/20 - 3/24)	Complete (3/20 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track	
Problem Tickets TR-2	Complete (1/31)	Complete (2/6 - 2/24)	Complete (2/13 - 3/17)	Complete (3/6 - 3/17)							
Small BRRs Tranche 1	Scope Definition	FDD		DEV	SIT	SIT-REGR	SECURITY	UAT	TFP	ORR	Stabilization
RIB-120124 (Renew button for CP)	Complete	Complete (12/12 - 1/13)	Complete (1/9 - 2/3)	Complete (2/6 - 2/17)	Complete (3/13 - 3/24)	Complete (3/20 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track	
RIB-151140 (Improvements to LMS)	Complete	Complete (12/12 - 1/6)	Complete (1/9 - 2/3)	Complete (2/6 - 2/17)	Complete (3/13 - 3/24)	Complete (3/20 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track	
RIB-150267 (Update Data Consent)	Complete	Complete (12/12 - 1/13)	Complete (1/9 - 2/3)	Complete (2/6 - 2/17)	Complete (3/13 - 3/24)	Complete (3/20 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track	
Tranche 2	RIB-152203 (40 Qtrs. Of Coverage)	Complete	Complete (1/16 - 2/3)	Complete (2/6 - 2/24)	Complete (2/27 - 3/10)	Complete (3/13 - 3/24)	Complete (3/20 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track
Tranche 3	RIB-154034 (AVS Additional Changes)	Complete	Complete (2/27 - 3/3)	Complete (3/6 - 3/10)	Complete (3/13 - 3/24)	Complete (3/27 - 3/31)	Complete (3/20 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track
RIB-154764 (Remove attachments from the DHS-0035)	Complete	Complete (3/20 - 3/24)	Complete (3/27 - 3/31)	Complete (3/27 - 3/31)	Complete (4/3 - 4/7)	Complete (4/3 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track	
IVR Phase-1 (RIB-149878)	Scope Definition	FDD		DEV	SIT	SIT-REGR	UAT	TFP	ORR	Stabilization	
Complete	Complete (1/30 - 2/10)	Complete (2/13 - 2/24)	Complete (2/27 - 3/24)	Complete (3/27 - 4/7)	Complete (3/13 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track		
IM BRR RIB-152001 (Timeliness Dashboard)	Scope Definition	Requirements	FDD	DEV	SIT	SIT-REGR	UAT	TFP	ORR	Stabilization	
Complete	Complete (1/2 - 3/13)	Complete (1/16 - 1/20)	Complete (2/6 - 2/17)	Complete (3/20 - 3/24)	Complete (3/20 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track		
IM BRR RIB-152593 (MA Recovery)	Complete	Complete (1/9 - 1/19)	Complete (1/23 - 1/27)	Complete (1/30 - 2/10)	Complete (2/13 - 3/3)	Complete (3/13 - 3/24)	Complete (3/20 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track
IM BRR RIB-151569 (AM Report Updates)	Complete	Complete (1/16 - 1/27)	Complete (1/30 - 2/3)	Complete (2/6 - 2/17)	Complete (2/27 - 3/10)	Complete (3/13 - 3/24)	Complete (3/20 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track
IM BRR RIB-152474 (Supervisor Dashboard)	Complete	Complete (1/9 - 1/19)	Complete (1/23 - 1/27)	Complete (2/6 - 2/17)	Complete (3/13 - 3/24)	Complete (3/20 - 4/7)	Complete (4/10 - 4/21)	Complete (4/10 - 4/21)	Complete (4/24 - 4/28)	On-Track	

Detailed Status: Focus on Risks and Issues

Project Governance Processes

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 address annual planning, ongoing business prioritization, and scope approval. These processes have not changed significantly in FFY 2023.

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; these factors include available capacity of the IT teams throughout the SDLC process, plus 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.

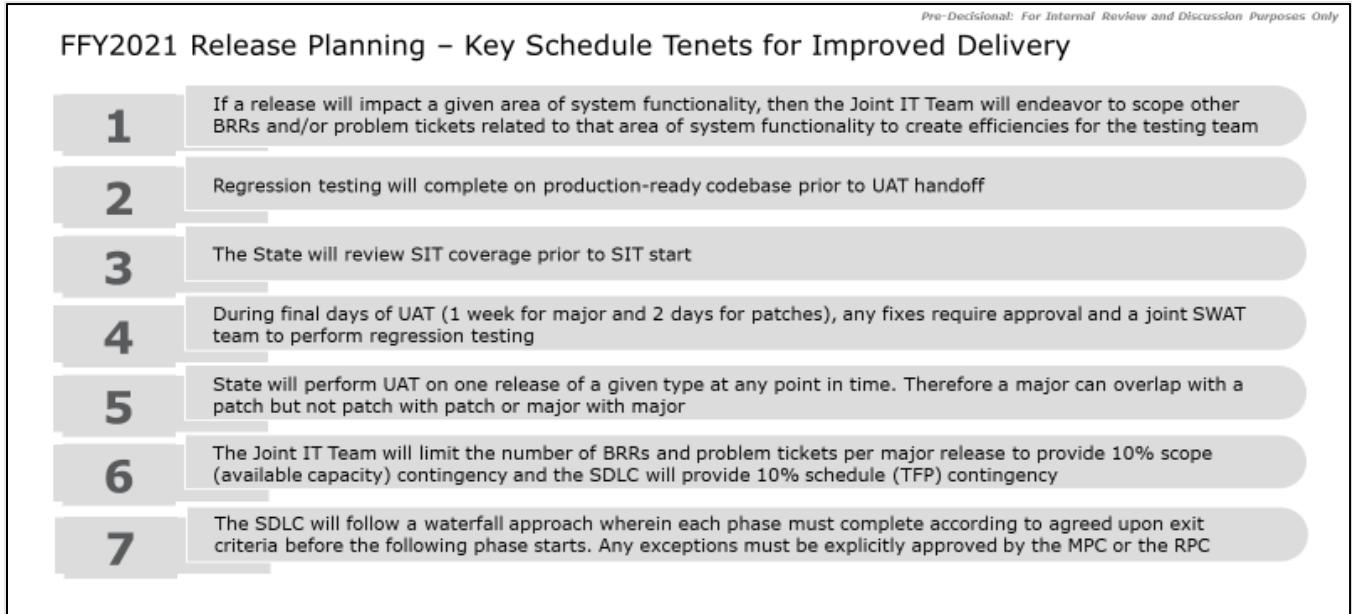
On an ongoing basis, Theme Teams and Agency IT Leads will manage the intake of BRRs not in scope of the Annual Release Plan by conducting business analysis and prioritizing these BRRs against existing priorities. Executives will then review Agency-Level Leaderboards and validate that the highest priority 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.

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 2024-25. 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

Draft: For review and discussion purposes only

Release Scope and Schedule - JIRA

As of April 1, 2023 (4:00 PM EST)

Summary	Status	Solutioning Start Date	Solutioning End Date	Development Start	Development End	SIT Start	SIT End	UAT Start	UAT End	Production Deployment
7.42.2	IN PROGRESS	13/Mar/23	31/Mar/23	20/Mar/23	21/Apr/23	10/Apr/23	21/Apr/23	24/Apr/23	05/May/23	11/May/23
7.43	IN PROGRESS	21/Nov/22	06/Jan/23	09/Jan/23	17/Feb/23	20/Feb/23	31/Mar/23	08/May/23	09/Jun/23	23/Jun/23
7.43.1 (Tranche A)	IN PROGRESS	03/Apr/23	21/Apr/23	10/Apr/23	12/May/23	01/May/23	12/May/23	19/Jun/23	07/Jul/23	20/Jul/23
7.43.1 (Tranche B)	PROPOSED	08/May/23	26/May/23	15/May/23	16/Jun/23	05/Jun/23	16/Jun/23	19/Jun/23	07/Jul/23	20/Jul/23
7.43.2	OPEN	05/Jun/23	23/Jun/23	12/Jun/23	14/Jul/23	03/Jul/23	14/Jul/23	17/Jul/23	28/Jul/23	03/Aug/23
7.44	IN PROGRESS	13/Feb/23	24/Mar/23	27/Mar/23	05/May/23	08/May/23	16/Jun/23	31/Jul/23	01/Sep/23	15/Sep/23
7.44.1 (Tranche A)	OPEN	26/Jul/23	14/Jul/23	03/Jul/23	04/Aug/23	24/Jul/23	04/Aug/23	11/Sep/23	29/Sep/23	12/Oct/23
7.44.1 (Tranche B)	OPEN	31/Jul/23	18/Aug/23	07/Aug/23	08/Sep/23	28/Aug/23	08/Sep/23	11/Sep/23	29/Sep/23	12/Oct/23
7.44.2	OPEN	28/Aug/23	15/Sep/23	04/Sep/23	06/Oct/23	25/Sep/23	06/Oct/23	09/Oct/23	20/Oct/23	02/Nov/23
7.45	OPEN	15/May/23	23/Jun/23	26/Jun/23	04/Aug/23	07/Aug/23	15/Sep/23	23/Oct/23	24/Nov/23	08/Dec/23

6

Approved Release Scope - JIRA

Fix For Versions (all)	BRR	Problem	T:
7.42.2	6	28	34
7.43	15	0	15
7.43.1	4	17	21
7.44	9	0	9
Total Unique Issues:	34	45	79

Grouped by: Issue Type Showing 4 of 4 statistics.

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 UHIP Executive Committee 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 is used 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

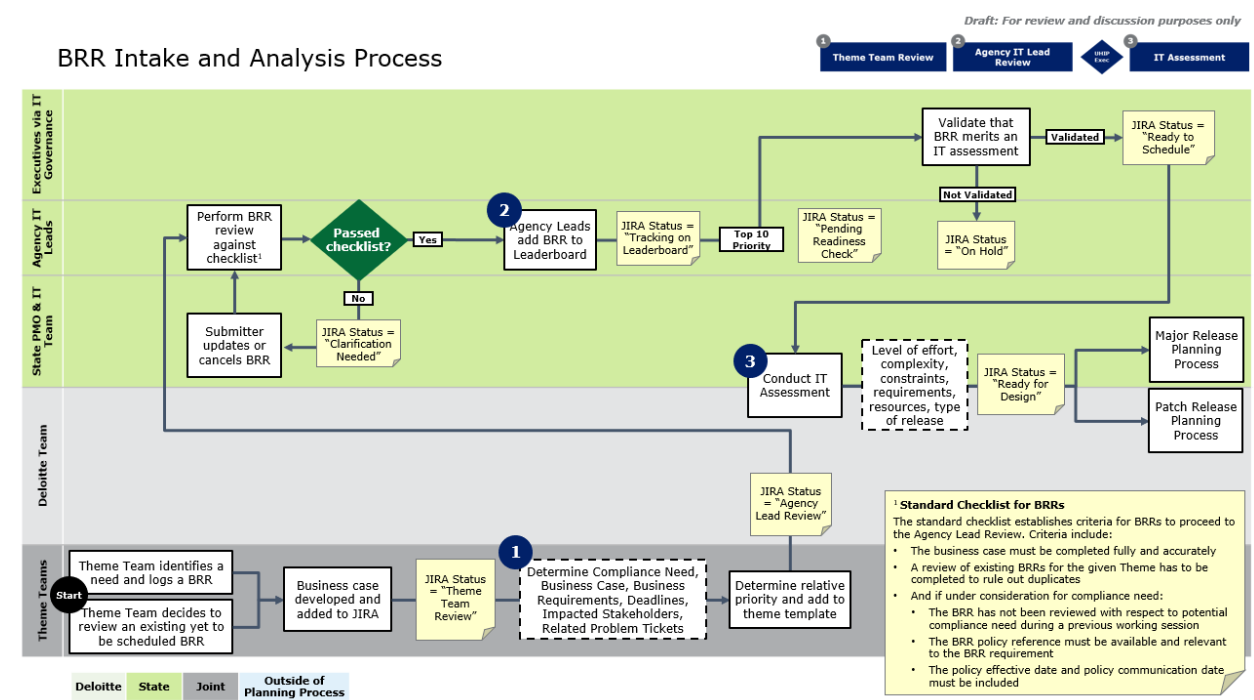
behavior, but the system does not behave accordingly. Problem Tickets are created by Deloitte, typically during the process of triaging incidents that are logged by the State.

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 Problems 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 Design” status, then is assigned to either a Major Release or a Patch Release.

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.

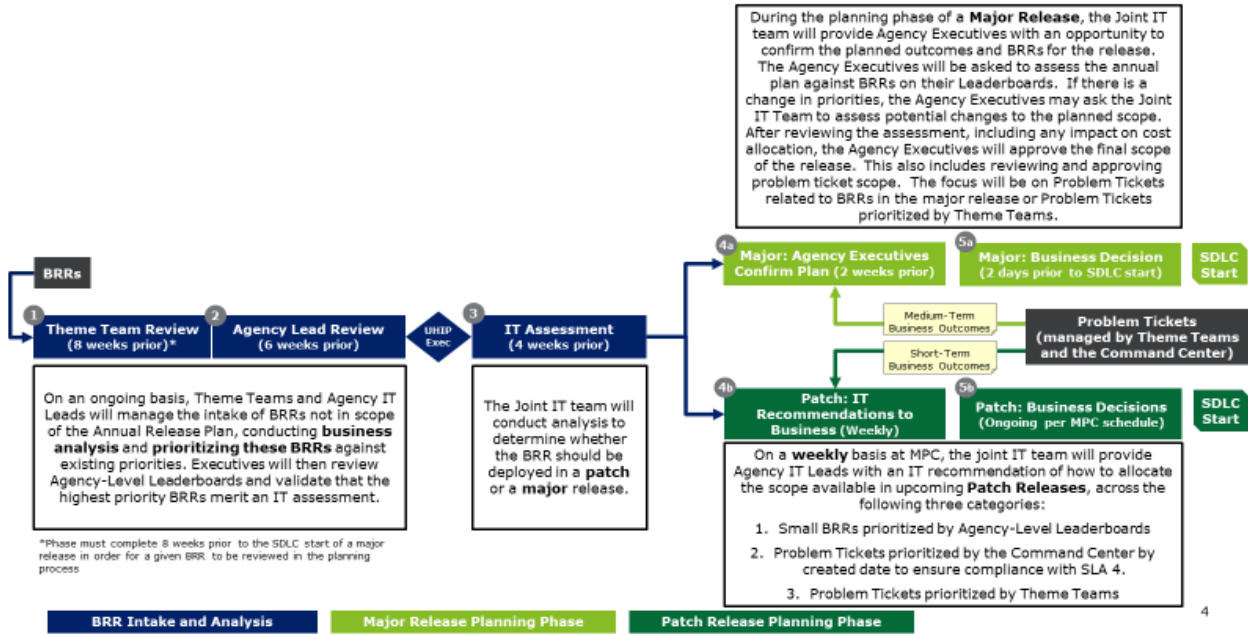
Prepare & Approve Release Scope

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

Overview of Release Planning Process for BRRs and Problem Tickets

Draft: For review and discussion purposes only



Major Release Planning

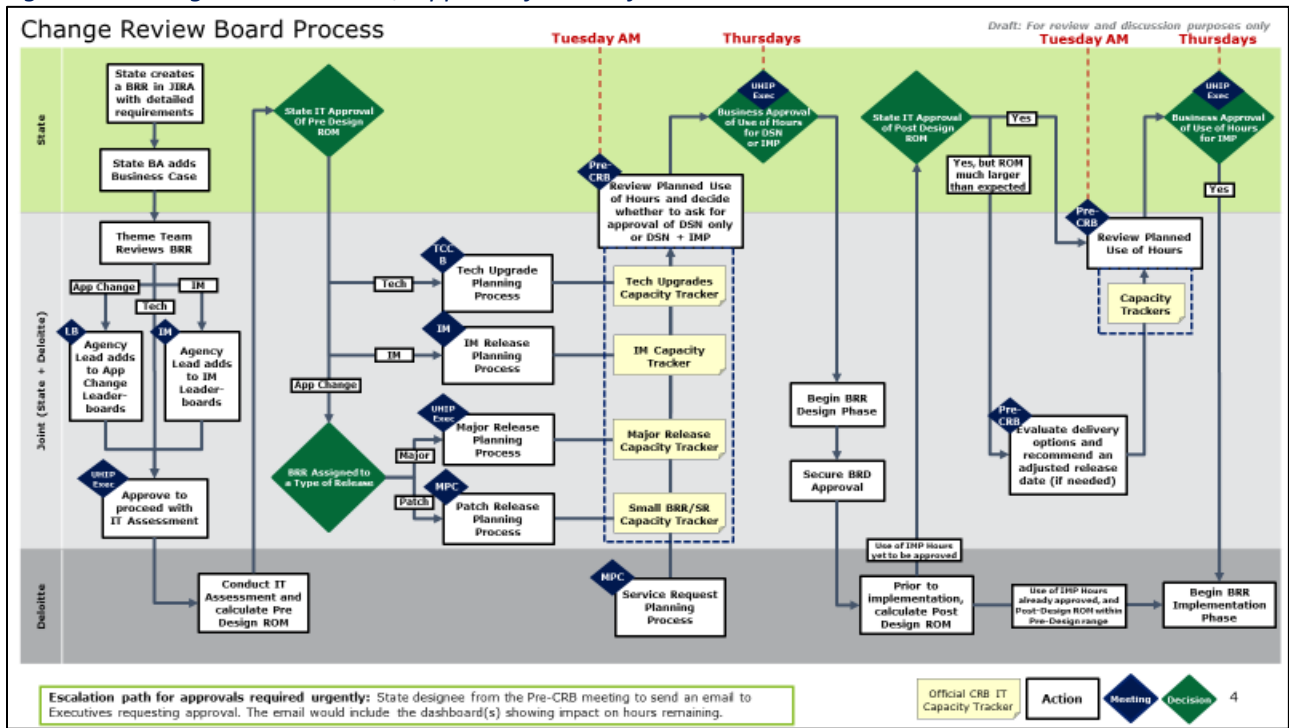
The Annual Plan defines the enhancement scope for the Major Releases. Any changes to the Annual Plan will be brought through the formal governance process which will include an impact assessment of any proposed changes on the cost allocation. Problem ticket scope for Major Releases follows the same process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



Performance Management

In addition to the descriptions above, there are details on Performance Management in Attachment C.

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, their salary and benefits, the cost-allocation applied, and total UHIP allocation.

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
Richard Charest	EOHHS	Secretary	Leadership
Kimberly Brito	DHS	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	Deputy Chief of Agency and Enterprise Applications	UHIP IT Oversight and Leadership Management
Nicole Nelson	EOHHS	EOHHS Director of Technology	Leadership/Medicaid Program Oversight
Maureen Wu	EOHHS	UHIP CFO	Budget, APD
Lisa Martinelli	EOHHS	In House UHIP Counsel	Legal
Brian Tardiff	DOIT	Chief Information Officer/Chief Digital Officer	Oversight of IT Leadership
Sean O'Connor	DOIT	UHIP Program Lead/EPMO Lead, Contracted	Lead IT Program Life Cycle, IT Project Execution and Enterprise PMO Lead
James Beardsworth	DHS	Chief Public Affairs Officer	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 2024 and FFY 2025 project budget and related cost allocations. All allocations are aligned with the federal fiscal year that begins October 1, 2023. 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 total requested project budget for federal and State shares. The total budget shown includes the FFY 2024 and FFY 2025 projected budget.

Table 9a. IAPD Budget Summary

DDI	Total Cost	Federal Share	State Share
DDI Federal Fiscal 24	18,000,461	13,349,209	4,651,253
DDI Federal Fiscal 25	15,805,607	11,743,542	4,062,065
Total DDI	33,806,068	25,092,751	8,713,317

The overall project budget through FFY 2025 is estimated to be \$33,806,068, of which \$25,092,751 is the expected federal share, and \$8,713,317 is the expected State share. Please see Attachment G for a budget summary by federal fiscal year. Please see Attachment E for details on personnel, and Attachment F for a breakdown of total budget by quarter for FFY 2024 and FFY 2025.

The following table provides details of the FFY 2024 and FFY 2025 budget by service area and category of service:

Table 9b. FFY 2024 and FFY 2025 Budget by Service Area

Rhode Island UHIP Project Budget for FFY 2024					
Sub Components	RIBridges		Project Management		Total
	Business Functions	Technical Functions	Administration	Process	
Service Areas	Agency Support	UHIP IT Management	Finance & Administration	EPMO	
Deloitte	-	8,481,946	-	-	8,481,946
Personnel	2,860,846	205,597	88,599	-	3,155,043
Vendor	2,049,323	3,805,090	40,059	469,000	6,363,473
Grand Total	4,910,170	12,492,633	128,658	469,000	18,000,461

Rhode Island Unified Health Infrastructure Project (UHIP) Medicaid Eligibility and Enrollment (EE)
Implementation Advanced Planning Document (IAPD)
OMB Approval Number: 0938-1268

Rhode Island UHIP Project Budget for FFY 2025					
	RIBridges		Project Management		
Sub Components	Business Functions	Technical Functions	Administration	Process	
Service Areas	Agency Support	UHIP IT Management	Finance & Administration	EPMO	Total
Deloitte	-	6,765,278	-	-	6,765,278
Personnel	2,847,888	197,690	88,600	-	3,134,177
Vendor	1,397,348	3,999,744	40,059	469,000	5,906,151
Grand Total	4,245,236	10,962,712	128,658	469,000	15,805,607

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

Table 9c. FFY 2024 and FFY 2025 Budget by Contractor Dollars

Vendor Name	FFY 24	FFY 25
CSG	795,150	-
Deloitte	8,481,946	6,765,278
Faulkner (FCG) Ops	711,581	760,012
Faulkner (FCG) Strategy	629,842	250,435
Knowledge Services	2,966,699	2,645,702
State Personnel	3,155,043	3,134,177
TBD	175,200	2,250,002
Other	1,085,000	-
Total M&O	18,000,461	15,805,607

The following table provides a breakout of costs by CMS and FNS program total and federal share.

Table 9d. FFY 2024 and FFY 2025 by CMS and FNS allocations

		Medicaid		SNAP		
	Total	CMS Total	CMS Federal	FNS Total (no grants)	FNS Federal (no grants)	All Other Programs
FFY 2024	18,000,461	11,894,157	10,704,741	3,386,268	1,693,108	2,720,036
FFY 2025	15,805,607	10,427,752	9,385,029	2,068,210	1,034,082	3,309,645
Total 24 & 25	33,806,068	22,321,909	20,089,770	5,454,479	2,727,190	6,029,681

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 2023 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 FFY 2021 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 years 2024. 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, 2023 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, 2023. 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 2025 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. As agreed, should this allocation change more than 2 percent for FFY 2024 or FFY 2025, the State will submit an IAPD-U.

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. Allocated Medicaid methodology
4. DDI Medicaid only methodology
5. Administration for Children and Families (ACF) - TANF
6. Home and Community Based Services

7. Social Services Block Grant
8. State Funds Only

All of these methodologies will be utilized during FFY 2024 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 methodology¹. 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.
- Cover All Kids

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 a person is counted 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, 2023 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

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

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 10a below:

Table 10a. Large/Small Programs

Program	Point in Time Enrollment on April 30, 2023	Percent Point in Time Enrollment on April 30, 2023	Resulting Program Size
Medicaid	371,977	62.48%	Large
CHIP	4,529	0.76%	
HSRI	29,118	4.89%	Small
SNAP	141,956	23.84%	Large
CCAP/Childcare	5,712	0.96%	Small
RIW/TANF	8,077	1.36%	Small
GPA - General Public Asst.	409	0.07%	Negligible
State Supplemental Payment	31,155	5.23%	Large
Refugee Cash Asst	180	0.03%	Negligible
Cover All Kids - State Only	2,245	0.38%	Small
Total	595,358	100.00%	

UHIP Development Projects Scheduled between October 1, 2023 and September 30, 2024

RI has determined the list of scheduled UHIP development projects for the period October 1, 2023 through September 30, 2024. The work planned for FFY 2024 benefits All Programs and there is work specific to each of the following: Medicaid/CHIP, HSRI, SNAP. There is also some work specific to SNAP and RI Works. In accordance with the CAM Toolkit definition of a Benefitting Program, which is eligible to share development costs, the allocation for the DDI Integrated Solution is shared among programs as noted below in Table 10b.

Table 10b. DDI Integrated Solution Allocation

Programs Impacted	Oct 1, 2023 - Sep 31, 2024	Oct 1, 2024 - Sep 31, 2025
Medicaid	59.98%	65.54%
CHIP	0.73%	0.80%
HSRI	3.07%	7.84%
SNAP	26.30%	17.67%
Childcare	0.31%	0.26%
RIW/TANF	0.41%	0.33%
State Supplemental Payment	9.19%	7.56%
Total	100%	100%

RI reviewed the various CAM DDI allocation methodologies in preparation of the FFY 2023 APD, including software development hours, lines of code, function points and screens. 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 benefitting 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.

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 10c. Medicaid/CHIP/HSRI Allocation

Medicaid/CHIP/HSRI Allocation	FFY2024 - % Allocation				Enrollment
	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	
Medicaid	91.70%	91.70%	91.70%	91.70%	371,977
CHIP	1.12%	1.12%	1.12%	1.12%	4,529
HSRI	7.18%	7.18%	7.18%	7.18%	29,118
Total	100%	100%	100%	100%	405,624

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 10d. Allocated Medicaid

Allocated Medicaid	FFY2024 - % Allocation				Enrollment
	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep	
Medicaid	98.80%	98.80%	98.80%	98.80%	371,977
CHIP	1.20%	1.20%	1.20%	1.20%	4,529
Total	100%	100%	100%	100%	376,506

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 10e. Medicaid Only Allocation

DDI Medicaid Only	FFY2024 - % Allocation			
	Q1 Oct-Dec	Q2 Jan-Mar	Q3 Apr-Jun	Q4 Jul-Sep
Medicaid	100%	100%	100%	100%
Total	100%	100%	100%	100%

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.

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.

Social Services Block Grant (SSBG)

This allocation is for work directly related to work for SSBG. No other UHIP programs are charged to this allocation.

State Funds Only

This allocation is for work directly related to work with the State. No other UHIP programs are charged to this allocation.

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

The State is continuing efforts to advance the UHIP security maturity model in FFY 2023. 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. Enhanced versions of Nessus and Fortify are in progress this year to improve the scanning and testing of system components and static code.

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 through 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. In addition to the MITA State Self-Assessment 3.0, 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 No
45 CFR Part 95.613 Yes 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 No
45 CFR Part 95.615 Yes No
SMM Section 11267 Yes No

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

- 45 CFR Part 95.617 Yes No
42 CFR Part 431.300 Yes No
45 CFR Part 164 Yes No

Independent Verification and Validation (IV&V)

- 45 CFR Part 95.626 Yes No