



## Rhode Island Department of Human Services

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Office of the Director

***Eric Beane***

February 17, 2017

The Honorable Marvin L. Abney, Chairman  
House Committee on Finance  
The Honorable Patricia A. Serpa, Chairwoman  
House Committee on Oversight  
Rhode Island House of Representatives  
82 Smith Street  
Providence, RI 02903

Dear Chairman Abney and Chairwoman Serpa,

This week, Governor Raimondo released a comprehensive analysis which details the challenges and missteps surrounding the launch of Rhode Island's new health and human services eligibility software system. The analysis finds that Deloitte delivered Rhode Island a broken system and, as a result, the Department of Human Services, HealthSource RI, and publicly funded healthcare programs are not functioning effectively. Based on this report, the Governor has concluded that UHIP needed more time, more people, and more training before it launched.

Governor Raimondo is holding Deloitte accountable to delivering the system they promised. She will continue to withhold payment from Deloitte until the contract has been re-negotiated and future payments are tied to performance. Governor Raimondo also expects Deloitte to cover unanticipated costs to the State related to their mistakes.

The challenges and issues faced with the UHIP system are significant. But they are not intractable. The UHIP 30-Day Assessment includes planned actions to improve customer service and fix the system. And as discussed in this week's Oversight Committee Hearing and included in the Assessment, near-term actions include developing a dashboard that provides predictable, reliable data on system performance and customer service.

More information on the Assessment and near-term actions is available on the State's [Transparency Portal](#). Below, please find this week's response to your weekly questions.

Weekly Question #1: FNS Reports and Correspondence.

**Response:** We did not submit written correspondence to the Food and Nutrition Service (FNS) this week.

Weekly Question #2: Updated responses to Original Questions #8, #10, and #16 are below.

- **Original Question #8:** Precise numbers on how many existing clients didn't receive any benefits, how many received some but not all that they were entitled to, and how many received incorrect payments.
- **Response:** All of the below missing or incorrect benefits were identified this week but have already been resolved as a part of our ongoing reconciliation activities.

Program	Missing/Incorrect Benefits Identified This Week (All Resolved This Week)
SNAP	22
RIW	6
CCAP	226
GPA	0
SSP	0

\* Data range: February 10-February 16

- **Original Question # 10:** How many providers did not receive payments when they were accustomed to receiving?
  - **Response:** Please see above. In the last week, there were 632 regularly scheduled batch payments to CCAP providers. In addition, there were 226 off cycle payments made to child care providers as a result of the ongoing billing reconciliation process and missing or incorrect Batch payments.
- **Original Question # 16:** Glitches reports.
  - **Response:** The Production Daily Health Reports used by Deloitte to list priority issues that need to be addressed and fixed are attached. Lists of priority issues can be found on slide two of each daily health report. Production Daily Health Reports for February 13-17 are attached. (Labeled "**Daily Health Reports.**")

Weekly Question #3: Application and payment manual work arounds.

**Response:** Below are data, tracked by Deloitte, on manual workarounds. As previously reported, these data reflect instances in which an individual or worker reported a challenge processing an application or generating an eligibility determination, and a specific data fix was deployed.

**Application Manual Work Arounds (February 10 – February 16, 2017)**

Program	Manual Workaround Executed	Total Applications	% of Applications Completed via Manual Work Around Process
CCAP	0	60	0
GPA	0	1	0

Medicaid	6	1018	.59%
RIW	1	141	.71%
SNAP	1	574	.17%
SSP	0	6	0

**Payment Manual Work Arounds (February 10 – February 16, 2017)**

Program	Manual Payments Executed	Total Payments	% of Payments completed via Manual Work Around
RIW	6	4,554	.13%
SNAP	22	2,862	.76%
CCAP	226	858	26.34%
GPA	0	491	0%

Below please find data (and data definitions) related to the instances in which manual or technology-assisted interim business processes were utilized this week.

Technology Assisted/Manual Interim Business Process	Instances This Week	Interim Business Process Definition
Long Term Care Payments	0 off-cycle payments	Long Term Care eligibility and customer service authorizations are processed in RIBridges. An interim business process is used to transmit those service authorizations into MMIS for payment to be generated to providers.
GPA Burial	44 off-cycle payments	An interim business process is being used to make payments to funeral homes for eligible GPA recipients.
*Child care Payments	226 off cycle payments	Childcare providers are paid on a biweekly payment cycle based upon attendance sheets that have been submitted. The interim business process includes ongoing reconciliation of enrollments and payments, resulting in off cycle payments.

Weekly Question #4: An update on our escalation team in the Call Center.

**Response:** The escalation unit continued to process escalated cases this week in line with our multi-tier triage protocol. Between 2/9/17 - 2/15/17, 390 escalations were opened and 72 escalations were closed for DHS.

Weekly Question #5: The status of the DHS call-back system:

**Response:** The DHS callback system remains turned off.

Weekly Question #6: Report on additional efforts to enhance employee engagement and examples of any suggestions or feedback implemented.

**Response:** Acting DHS Director Eric Beane, who is leading the State's UHIP turn-around effort, continues to engage with staff across affected agencies. His UHIP 30-Day Assessment, which was released this week, includes several near-term actions to deepen relationships with employees and support them in their daily work. Among them are:

- Implementing a comprehensive training plan for DHS staff
- Beginning a temporary staffing surge at DHS field offices and the call center to address backlogs and improve customer service
- Temporarily increasing staffing levels at the HSRI contact center to assist with Medicaid verifications and escalations
- Finalizing and implementing a comprehensive employee engagement plan for DHS and EOHHS.

Weekly Question #7: Report on progress toward implementing different measures to address regional office wait times and capture true customer experience (once implemented):

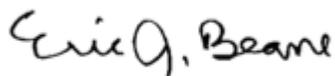
**Response:** DHS field offices in Providence, Woonsocket, Pawtucket and Warwick are now open the first Saturday of the month – to ensure customers receive timely assistance during peak times and staff are deployed most effectively. DHS staff will continue to work on Saturdays throughout the month to more efficiently address application backlog which can have an effect on overall visitation to field offices. Extended weekday hours continue at the Providence and Woonsocket offices. The first week of the month is the busiest time for DHS field offices, as the system completes a number of significant activities on the first of day of the month; this includes, but is not limited to, SNAP certifications and recertifications, post-eligibility verification, and state supplemental social security payments. DHS will continue to monitor visitation and make adjustments as needed to best serve our customers.

Weekly Question #8: Daily Media Updates and Media Metrics

**Response:** We did not release daily media updates or media metrics this week.

As always, please let us know if we can provide any additional data or information related to this submission.

Sincerely,



Eric J. Beane, Acting Director  
Department of Human Services