Rhode Island Department of Human Services

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Office of the Director
Eric J. Beane

March 12, 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,

Thank you for the opportunity to share more information on the Unified Health Infrastructure Project (UHIP). Below and attached you will find the materials and summaries that are responsive to your weekly request.

1. **FNS Reports and Correspondence**

   Please see attachments labeled *"FNS Report," "Lobby Volume," and "SNAP Monthly Terminations with Reasons."*

2. **Updated responses to Original Questions #8, #10, and #16**

   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.

   Deloitte has provided the following list of missing or incorrect benefits were identified this week and states that all of these have been resolved as part of ongoing reconciliation activities. There may have been additional incorrect issuances or non-issuances that have not yet been identified.

Program	Missing/Incorrect Benefits Identified This Week (All Resolved This Week)
SNAP	4
RIW	1
CCAP	27

   * Data range: March 3-March 9

   Original Question # 10: How many providers did not receive payments when they were accustomed to receiving?

   In the last week, there were no regular payments scheduled to CCAP providers. However, there were 27 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.

Attached are the Production Daily Health Reports used by Deloitte, identifying priority issues that need to be addressed. Please Reference slide two of the Report for priority issues.

3. **Application and payment manual work arounds**

The following data has been provided by Deloitte regarding 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 (March 3-March 9, 2017)

Program	Manual Workaround Executed	Total Applications	% of Applications Completed via Manual Work Around Process
CCAP	0	107	0
GPA	0	8	0
Medicaid	0	1638	0
RIW	0	200	0
SNAP	0	891	0

Payment Manual Work Arounds (March 3 – March 9, 2017)

Program	Manual Payments Executed	Total Payments	% of Payments completed via Manual Work Around
RIW	1	324	.30%
SNAP	4	3543	.11%
GPA	0	16	0
CCAP*	27	27	100%

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	Estimated End Date for Interim Business Process	Interim Business Process Definition
Long Term Care Payments	0 off-cycle payments	March 31, 2017	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.

*Child care Payments	27 off cycle payments	March 31, 2017	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.

4. "**UHIP Metrics**"

As noted in the UHIP assessment, our team has been working closely with Deloitte to develop a new dashboard of data measures that will more meaningfully communicate the full picture of system performance. We aim to submit the first document with these new metrics to the Committee by Friday, March 17, and plan to update this data monthly thereafter. We believe that this monthly dashboard will more effectively enable the Committee to evaluate how well the system is serving our clients than the previous weekly media metrics reports.

5. **An update on DHS's hiring plan?**
We continue to make progress on increasing staffing levels to address the large volume of pending applications and other work that has accumulated due to the issues with the system. We are actively recalling experienced staff that previously worked at DHS, and also filling permanent and term-limited positions with new hires.

How many jobs are currently posted, and how many jobs have been filled out of those postings?

Per the contractual bargaining agreement, staff on layoff status must be recalled first using the State's Preferred Reemployment List. Some job postings are therefore not advertised on the State's human resources website until this recall list has been exhausted. We are currently in the process of recalling individuals or filling advertised new postings for the following staff positions:

- 25 Eligibility Technicians
- 7 Supervising Eligibility Technicians
- 10 Social Caseworkers
- 2 Case Work Supervisors

We are continuing to evaluate the appropriate level of staffing for this temporary stabilization period. We anticipate that we may soon be advertising postings for additional eligibility technicians, social caseworkers, customer service aides, case work supervisors, or employment career advisors in order to backfill the positions of individuals who have recently been promoted and fill new positions that are currently necessary to handle the volume of work at DHS.

What is the expected start date of these new hires?

Staff began to return to work on February 5, 2017 and hiring will continue through April 2017.

6. **Update on training for both new hires and current employees**

Our first priority is to ensure that all new staff at DHS are sufficiently prepared to begin processing applications prior to starting work in a field office. All new ET hires that have not previously worked at DHS will receive at least two weeks of formal training on department policy and the UHIP system before being deployed to the field. Updated curriculums for each of the DHS programs and for the RI Bridges system are currently being finalized, and are slated for roll out with the first class of new eligibility technicians who will start at DHS in late March. Although all eligibility technicians are expected to eventually develop competency in a range of programs, trainings for new hires will initially focus them on one program — with a particular emphasis on SNAP — in order to ensure that they can quickly begin to assist with the backlog of work.

Once deployed to the field, new employees will be paired with more experienced workers who can support them as they initially develop comfort with policy and the system and ensure the quality of their work. As new employees develop proficiency in the field, they will be rotated back into training for modules that are focused on additional programs and system functionalities. Training will primarily be conducted in the Pawtucket field office, and will be led by staff from the State's Staff Development Unit with support from Deloitte trainers who are highly knowledgeable about the system.

DHS is also working with the University of Rhode Island to finalize a refresher training course for supervisors and managers. All DHS supervisory staff will be rotated into these sessions on a staggered basis to ensure that field operations continue to run smoothly.

7. **Is there a weekly work plan/ project management update?**

The UHIP assessment identified a wide range of short-term action items for both the State and Deloitte that are necessary to drive progress across each domain of the project, including project governance, progress on IT management and system fixes, agency operations, and stakeholder engagement and communication. Later in March, we will release a comprehensive update on progress toward this action plan to coincide with the publication of the new monthly data dashboard. Following this update, we will work with the Committee to establish a regular format and schedule for providing such updates on progress toward our objectives.

8. **Update on the non-functioning elements plan for the below listed four non-functioning elements and any others.**

The committee has identified four elements of system functionality that are of particular concern — the MMIS connection to RI Bridges, the Child Care Portal, the Customer Portal and the Worker Inbox.

Are there weekly milestones to attain for each, and were they met?

MMIS Connection – The State is actively monitoring data transfer error rates and Deloitte is developing a plan to further improve the successful transaction rate. The State and Deloitte jointly reviewed a preliminary breakdown of data reconciliation discrepancies between MMIS and RI Bridges in order to develop a more detailed reconciliation approach.

Child Care Portal – Due to a delay in information transfer from the Social Security Administration, a milestone to implement functionality that would enable the auto-enrollment of DCYF children in CCAP has been delayed to next week.

Customer Portal – Deloitte remains in SIT testing for a change that would improve the design of screens for income change reporting. A variety of additional proposed modifications that are intended to improve the functioning and usability of the customer portal have been submitted to the State for review.

Worker Inbox – The rollout of the worker inbox in Pawtucket proceeded on schedule. The State has identified concerns regarding the design of dashboards that will assist DHS supervisors with controlling workflow, and is working with Deloitte to improve these designs.

9. **Medicaid application numbers broken down into the following categories since "Go Live."**

   a) Backlog of LTC applications
   b) Received LTC applications
   c) Completed LTC applications
   d) Decision made in 30 days
   e) Decision made in 60 days
   f) Decision made in 90 days
   g) Decision made beyond 90 days

   Please see our response to Question 4 above regarding the release of a new monthly data dashboard.

10. **How many staff people from other departments are assisting with UHIP? List of these people including their job titles, which departments they came from and what their responsibilities are in regards to UHIP.**

The following is a list of 16 State staff with permanent positions at other departments who are currently assisting with UHIP for a significant portion of their time:

- Eric Beane is the Chief Operating Officer in the Governor's Office and is currently Acting Director of DHS and leader of the UHIP turnaround effort.
- Celia Blue is the Chief of Staff at the Department of Transportation and is assisting with the management of DHS.
- Andrew Braca is a Senior Management and Methods Analyst at the Office of Management and Budget and is assisting with data analysis for the UHIP.
- Michelle Burnett is an Assistant Chief of Planning at the Emergency Management Agency and is assisting with project management for UHIP.
- Tom Callahan is an Associate Director of Administrative Services at the Executive Office of Health and Human Services and is assisting with shared services including budget and contract management.
- Dylan Daniels is a Performance Management Analyst at OMB and is assisting with data analysis for UHIP.
- Tom Guthlein is an Assistant Chief of Planning at EMA and is currently Acting Associate Director of Operations for DHS.
- Rose Jones is a Public Affairs Officer at the Department of Environmental Management and is assisting with internal and external communications for UHIP.
- Phil Keefe is a Supervisor at the Department of Children Youth and Families and is assisting with employee engagement and training at DHS.
- Lisa Martinelli is an Executive Counsel at DOT and is assisting with legal work and labor relations related to UHIP.
- Keshav Poddar is a Policy Advisor in the Governor's Office and is assisting with activities related to the UHIP assessment and general project management.
- John Raymond is a Supervising Budget Analyst at OMB who is currently serving as the Chief Financial Officer for UHIP.
- Denis Riel is an Interdepartmental Project Manager at DCYF and is assisting with employee engagement and training at DHS.
- Marti Rosenberg is the Project Director for the State Innovation Model Test Grant, and is currently assisting part-time with stakeholder engagement and outreach.
- Ben Shaffer is the Director of the Office of Performance Management at OMB and is currently leading project management for UHIP.

- Matt Stark is a Chief of Strategic Planning assigned to EOHHS and is currently helping lead general management and operations for UHIP.
- John Washburn is an Administrator for Operations Management at DCYF and is assisting with operations at DHS.

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

Sincerely,
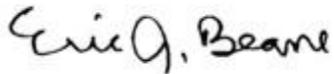
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