

July 13, 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 Chairwoman Serpa and Chairman Abney:

Thank you for the ongoing opportunity to share information on the Unified Health Infrastructure Project (UHIP). Below and attached, please find materials and summaries responsive to your weekly request:

**1. FNS Reports and Correspondence**

Please see attachments labeled “FNS Report,” “Lobby Volume,” and “SNAP Monthly Terminations with Reasons,” and “FNS Backlog.” Additionally, please find:

1. A motion submitted on 7/6/17 requesting a fourth extension of time to reach a settlement agreement related to the \$805,000 FNS fine. FNS indicated approval of our proposed settlement (see email attached dated 6/30/17) however, the State requested an extension to allow for additional time for the execution of this agreement.
2. A letter of approval from Food and Nutrition Service (FNS) of the state’s motion, submitted on 7/6/17.

**2. Incorrect Benefits Identified this week by program Production Daily Health Reports (Updated responses to Original Questions #8 and #10 are below.)**

Original Question #8: Precise numbers on how many existing clients did not receive any benefits; how many received some but not all that they were entitled to, and how many received incorrect payments.

Please see the table below in response to this question.

Program	Missing/Incorrect Benefits Identified and Resolved (6/30-7/6)
SNAP	3
SSP	0
GPA	0
RIW	1
CCAP	0

In addition to the 3 incorrect SNAP monthly payments identified this week, we identified an ongoing issue with a portion of “Heat & Eat” payments that have been issued since September 2016. The table below has been provided by Deloitte and details the total cases impacted. Each impacted case did not receive the \$20.01 annual “Heat & Eat” payment as a supplement to their monthly SNAP benefit. The DHS team is currently working with Deloitte to fix this issue moving forward and develop a plan to appropriately issue this payment to customers who did not receive it. DHS will further update the committee about this plan when it is complete.

#### Heat & Eat Missed Payments

Month	Total cases
Sep-16	13
Oct-16	64
Nov-16	129
Dec-16	61
Jan-17	49
Feb-17	60
Mar-17	89
Apr-17	117
May-17	26
Jun-17	70
<b>Grand Total</b>	<b>578</b>

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

Please see above. There were 691 regular payments scheduled to CCAP this period and 0 off-cycle payments made for this period.

Original Question #16: Glitches reports.

Please find attached the Production Daily Health Reports used by Deloitte. These reports identify priority issues that need to be addressed. Please refer to slide two of the relevant Daily Report for priority issues.

**3. Application and payment manual workarounds**

Below are data, tracked by Deloitte, on manual workarounds for each program as defined in our report to the Honorable Joint Committee. As a reminder, this data encompasses manual actions taken on RIBridges applications filed between June 30 and July 6.

**Application Manual Work Arouns (June 30<sup>th</sup> - July 6<sup>th</sup>)**

<b>Program</b>	<b>Manual Workaround Executed</b>	<b>Total Applications</b>	<b>% of Applications Completed via Manual Work Around Process</b>
CCAP	0	17	0%
GPA	0	0	0%
Medicaid	0	992	0%
RIW	0	25	0%
SNAP	0	136	0%
SSP	0	2	0%

**Payment Manual Work Arouns (June 30<sup>th</sup> - July 6<sup>th</sup>)**

<b>Program</b>	<b>Manual Payments Executed</b>	<b>Total Payments</b>	<b>% of Payments completed via Manual Work Around</b>
RIW	1	1245	0.08%
SNAP	3	25732	0.01%
CCAP	0	691	0%
GPA	0	14	0%

#### 4. UHIP Metrics

The State released an updated monthly data dashboard on June 9. We anticipate that the next data dashboard will be available to the state soon and we will provide it the Committee as soon as possible.

For your convenience, the highlights from the June dashboard are provided below:

- The total number of pending applications for benefits continues to decline. As of May 31, there were just over 8,000 pending applications, which is an 11% reduction for the month of May.
- Pending SNAP applications remained steady, indicating we are now beginning to keep pace with the incoming volume.
- The number of pending Supplemental Security Income, Supplemental Payment applications had been reduced from 202 on April 30, to 14 as of May 31. This represents a 93% reduction in pending applications.
- Pending cash application declined 33% over the course of May to 609 as of May 31, 2017
- Pending child care applications declined 15% over the course of May to 224 as of May 31, 2017.
- Pending medical applications fell 9% from 6,621 to 6,003.

#### 5. An update on DHS's hiring plan?

In February 2017, due to the ongoing system challenges, DHS developed a hiring surge plan to address the demands of our customers and pending applications. The goal was to hire 143 new employees, consisting of 59 permanent full time positions and 84 limited term positions. To date, we have hired 136 new employees and they have started in their positions with the Department.

We anticipate hiring the following remaining 7 position by the end July 2017:

- 1 Employment and Career Advisor
- 3 Senior Casework Supervisor positions
- 1 Supervising Eligibility Technician
- 2 Eligibility Technicians

The table at the top of the following page provides a breakdown of the positions for this hiring surge.

**Hiring Surge Breakdown:**

<b>Role</b>	<b>Number of Positions</b>
Eligibility Technicians (ET)	79
Senior ET	7
Customer Service Aides	15
Supervising ET's	11
Social worker I	13
Emp. Career Advisor	6
Case Work Supervisor	3
Sr. Case Work Supervisor	7
Clinical Training Specialist	2
<b>Total</b>	<b>143</b>

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

**Background**

DHS staff were provided training prior to the implementation of the new eligibility system. However, it is essential at this time to make significant improvements to the training that was provided and to include critical updates in light of current system functionality. Staff members also reported that program policy training was limited and did not cover the complexities of each program's policy.

**Training Initiative Objective and Goals**

The main training objective is to develop and implement a comprehensive training plan for DHS employees. This would be accomplished by:

- 1) Enhancing training for State staff by developing and implementing a competency based training curriculum for all staff;
- 2) Augmenting human capital development to advise the Rhode Island team on enhancing training;
- 3) Providing more training for the State Staff Development Unit on RI Bridges;
- 4) Continuing child care portal training sessions for home-based providers;
- 5) Developing and implementing a new hire onboarding training strategy for DHS; and
- 6) Advancing and delivering new system training for all DHS field staff to prepare them to use deferred functionality that has not yet been introduced.

**Training Initiative Status**

The Department's Staff Development Unit (SDU) continues to work on enhancing staff training by developing policy and system curriculum, designing trainings that focus on hands on training, and working closely with Deloitte on developing appropriate materials and training on deferred functionality.

Fully developed curricula for SNAP, Medical, and Customer Service Aide training have been developed and implemented. We are in the process of finalizing training curricula for Rhode Island Works and the Employment Career Advisors, and are currently working on the Long Term Care Services Supports (LTSS) training program. Once these curricula are completed, we will work to develop additional training track programs. In total, we will complete the curriculum for all 9 DHS programs.

Additionally, training programs for existing staff members has begun. Deloitte worked closely with SDU to develop an administrator training, which provided program administrators and their teams a 30-hour training on RI Bridges, as well as a training within their specific program area. The Staff Development Unit will be participating in a one week knowledge transfer training to provide them knowledge and skills on delivering training on RI Bridges. SDU is working with Deloitte on finalizing the details to roll out the Learning Lab for field workers. The Learning Lab will offer the field staff an opportunity to learn about, in an intimate setting, RI Bridges through hands-on exercises and support from a Deloitte trainer. We are planning to roll out the Learning Labs by the first week of August.

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

Details on weekly progress toward improving some areas of functionality are described in the next section (8).

#### **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; 1) the MMIS connection to RI Bridges, 2) the Child Care Portal, 3) the Customer Portal, and 4) the Worker Inbox. Each of these areas are addressed in turn below.

- 1) MMIS Connection – This week, Deloitte is working to identify the population that is missing coverage in MMIS and does not have other overlap issues.
- 2) Child Care Portal – This week in a test environment, Deloitte ran the information needed to update FPL and shared this information with the State to begin QC.
- 3) Customer Portal – This week, Deloitte continued SIT for future Customer Portal changes.
- 4) Worker Inbox – This week, the State continued expanded worker inbox training on the functioning redetermination queue. Deloitte finalized plans to fix existing problem tickets with the worker inbox.

#### **9. Long term care application information**

As of June 30, the pending long term care applications is 2155. Of these applications, 1319 have been pending for over 90 days.


**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 individuals from other departments continue to assist with UHIP:

- 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.
- Deborah Castellano is a Chief Case Work Supervisor at DCYF and is assisting with management of the Long Term Services and Supports (LTSS) unit at DHS.
- Dylan Daniels is a Performance Management Analyst at OMB and is assisting with data analysis for UHIP.
- Lisa Martinelli is an Executive Counsel at DOT and is assisting with legal work and labor relations related to UHIP.
- John Raymond is a Supervising Budget Analyst at OMB who is currently serving as the Chief Financial Officer for UHIP.
- 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.
- Mia Patriarca, of the Physical Activity and Nutrition Program at the Department of Health (DOH), is currently assisting part time with the stakeholder engagement team.

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

Sincerely,



Director, HealthSource RI