



July 31, 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,” “SNAP Monthly Terminations with Reasons,” and “FNS Backlog.” Additionally, please find:

The State’s July 26 response to Food and Nutrition Services (FNS), who asked on July 11 for a Corrective Action Plan for the Supplemental Nutrition Assistance Program (SNAP) Quality Control deficiencies. The measures outlined in the correspondence includes staff assignments and specific timetables to ensure the Department of Human Services (DHS) moves into compliance. In addition, we have included the State’s July 24 letter to FNS requesting a discretionary reduction to the proposed recoupment from \$805,197 down to \$150,000. As part of our response to FNS, please see the State’s plan to reinvest by procuring and engaging a partner with expertise in lobby management practices and business process redesign.

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 (July 21-July 27)
SNAP	11
SSP	0
GPA	0
RIW	1
CCAP	51

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

Please see above. There were no regular on-cycle payments scheduled to Child Care Assistance Program (CCAP) providers this period and 51 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 track incidents and identified problems that need to be addressed. Please refer to slide two of the relevant Daily Report for priority issues.

3. Application and payment manual work arounds

Below please find data, tracked by Deloitte, on the number of new applications with the number of work arounds that were able to be tracked for each program in the past week. Deloitte and UHIP leaders are finalizing an updated and improved presentation of work around information. This data will be added to future weekly reports.

Application Manual Work Arounds (July 21- July 27)

Program	Manual Workaround Executed	Total Applications	% of Applications Completed via Manual Work
CCAP	0	13	0%
GPA	0	2	0%
Medicaid	0	1296	0%
RIW	0	15	0%
SNAP	0	135	0%
SSP	0	5	0%

Payment Manual Work -Arounds (July 21 - July 27)

Program	Manual Payments Executed	Total Payments	% of Payments completed via Manual Work Around
RIW	1	3176	0.03%
SNAP	11	67,217	0.01%
CCAP	51	51	100%
GPA	0	2	0%
SSP	0	35,470	0%

As previously mentioned, in addition to the manual system work around data presented above, we have been working to develop a more comprehensive report on manual and technology-assisted interim business processes outside of the system that are currently deployed across programs. Below, please find data (and data definitions) related to the instances in which these processes were utilized for the manual payments 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	50 off-cycle payments	TBD	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	51 off-cycle payments	TBD	Child care providers are paid on a bi-weekly payment cycle based upon attendance sheets that have been submitted. The technology assisted business process includes making payments to providers through the system but requires manual input of the physical attendance sheets into the portal for off-cycle payments.

4. UHIP Metrics

The State released an updated monthly data dashboard on July 18. It is attached. Additional metrics to help better understand how the State is impacting the customer experience are being developed to be included in future monthly dashboards.

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

- The number of pending applications in the system continues to drop. It is 5,781 as of July 3, a nearly 29 percent reduction in June.
- The number of pending medical applications has been reduced by 32 percent in June, falling from 6,003 to 4,058.
- The number of pending SNAP applications remained steady, indicating we are now beginning to keep pace with the incoming volume. Of the 1,065 pending SNAP applications that remain, nearly 58 percent need additional client action to make an eligibility determination.

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 140 new employees and 130 have started in their positions. In past submissions, we incorrectly stated the number of new staff who already started. The others have staggered starts in the coming weeks. A new hire also rescinded which is why we are now looking a Senior Eligibility Technician.

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

- 2 Eligibility Technicians
- 1 Senior Eligibility Technician

Below is a breakdown of the 143 positions for this hiring surge:

Role	Number of Positions
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
Total	143

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

DHS’s Staff Development Unit (SDU) continues to work on fully developing a staff training curriculum for all programs. Support and training for staff is critical for the department’s success.

Full- fledged curricula for SNAP, Medical, and Customer Service Aide training have been developed and implemented. The training curricula for Rhode Island Works is nearly complete and we are currently working on the Long Term Care Services Supports (LTSS) training program. Once these curricula are completed, we will work to develop additional track programs. In total, we will complete the curriculum for all nine DHS programs.

Additionally, training programs for existing staff members has started. 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 in their specific program area. SDU completed one week knowledge transfer training to provide them with the familiarity and skills to deliver 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, in an intimate setting, about 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.

The new staff that started on July 24th are in the process of completing the first week of training. We are currently planning to roll out Medicaid/MAGI training for existing staff and supervisors and we are working to finalize our target starting dates.

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. 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 RIBridges, 2) the Child Care Portal, 3) the Customer Portal, and 4) the Worker Inbox. Each of these areas are addressed in turn below.

MMIS Connection – This week, the State and Deloitte met to review plans for Medicaid reconciliation.

Child Care Portal – This week, the State completed Quality Control of cases that were to be run in mass update for the Federal Poverty Level. Defects discovered are being addressed by Deloitte.

Customer Portal – This week, Deloitte continued System Integration Testing for future Customer Portal changes. User Acceptance Testing passed for changes to go into production this weekend (July 29-30).

Worker Inbox – This week, Deloitte presented a plan to the State to resolve existing defects by August 12, 2017, at which point re-training for the worker inbox procedures could commence.

9. Long term care application information

As of July 27, the pending long term care applications is 2,242. Of these applications, 1,430 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:

1. Celia Blue is the Chief of Staff at the Department of Transportation and is assisting with the management of DHS.
2. 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.
3. Deborah Castellano is a Chief Case Work Supervisor at DCYF and is assisting with management of the Long Term Services and Supports unit at DHS.
4. Dylan Daniels is a Performance Management Analyst at OMB and is assisting with data analysis for UHIP.
5. Lisa Martinelli is an Executive Counsel at DOT and is assisting with legal work and labor relations related to UHIP.
6. John Raymond is a Supervising Budget Analyst at OMB who is currently serving as the Chief Financial Officer for UHIP.
7. Marti Rosenberg is the Project Director for the State Innovation Model Test Grant, and is currently assisting part time with stakeholder engagement and outreach.
8. Ben Shaffer is the Director of the Office of Performance Management at OMB and is currently leading project management for UHIP.
9. 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