State of Rhode Island

Rhode Island Unified Health Infrastructure Project

RIBridges Hybrid Pilot Go/No Go Decision

Document Control Information

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1   Introduction

1.1   Hybrid Pilot Approach

This document provides an overview of the activities for Phase 2 Release 7 of the Rhode Island's Unified Health Infrastructure Project (UHIP), known as the RIBridges release, in preparation for RIBridges Hybrid Pilot entrance.

Hybrid Pilot is scheduled to start in the following location on July 25, 2016 is intended to run through August 31, 2016:

1) Rhode Island Department of Human Services (DHS) Pawtucket local office

2) Rhode Island Data Center (to be used for central scanning)

3) Rhode Island Executive Office of Health and Human Services (EOHHS) Hazard Building

4) Rhode Island HealthSource RI (HSRI) Contact Center

The hybrid pilot implements the system in a to-be production environment, while the legacy system remains the true production system, in order to perform parallel testing in an end-user environment. In addition, a hybrid pilot treats the daily case execution as it would be from an operations perspective complete with a command center, daily operational reports, quality assurance processes, batch and interface monitoring, etc. The legacy system, InRhodes and the Exchange, remain intact as the systems of record. Activities are completed in both InRhodes and RIBridges with the following objective:

"*Pilot as a parallel testing environment will validate the eligibility determination and benefits calculation of Phase 2 HIX/IES against live production cases being worked simultaneously in the legacy InRhodes system.*"

All activities completed in RIBridges during the Hybrid Pilot have no effect on actual cases or customer. In addition, all RIBridges activity will be discarded at the end of the Pilot phase.

The objectives of the Hybrid Pilot are detailed in the following table.

Pilot Objective	Description
Exercise RIBridges Functionality	Users practice RIBridges functionality using production data in a non-production environment which builds worker familiarity and comfort levels with the "new" way of doing business.
Confirm Business Process Alignment	The State tests alignment of its business processes and procedures with RIBridges functionality and assesses overall office process readiness. They will also validate handoffs between agencies.
Confirm Updated Local Office Setup and Infrastructure	The State assesses local office setup and infrastructure readiness for the RIBridges implementation including hardware, and scanning stations
Confirm Business Partner Readiness	Pilot exercises the interfaces with external systems and/or business partners.
Validate Training Materials	Training materials are reviewed and finalized based on Pilot outcomes and feedback. Training includes: • Instructor-led curriculum for social case workers and eligibility technicians

	• Quick reference guides and user guides in RIBridges
	• Computer-based learning for participants
Confirm Technical & Infrastructure Readiness	Technology and infrastructure are tested in a production-like environment.
"Grow" Champions	Pilot builds local office system expertise and "champions" for the state-wide RIBridges deployment.
Inform "Go/No Go" Decision	Pilot outcomes help project leaders make an informed "go/no-go" decision.

Table 1: Hybrid Pilot Objectives

1.2   Hybrid Pilot Go/No Go Decision

In accordance with FNS requests, this document demonstrates overall project and pilot location readiness for the Hybrid Pilot to assist with a decision to enter the Hybrid Pilot. The document details the following topics: test results, current system defect log, pilot training readiness, pilot site readiness, current program performance, pilot data conversion results and activities, pilot resources, pilot stakeholder buy-in and preparedness, pilot contingency plan, pilot issue escalation plan, pilot communication plan, and the current FNS system integrity review tool.

Relevant supporting documents for RIBridges progress to date include the following:

Name	Description	Type	Location
P2-FuncReq	RIBridges functional requirements categorized by business function/module for the initial RIBridges scope.	Deliverable	Approved version on project SharePoint.
P2-Conv-FuncReq	RIBridges conversion requirements categorized by business function/module for the initial RIBridges scope.	Deliverable	Approved version on project SharePoint.
P2-FuncDesign	Functional design for the initial RIBridges scope.	Deliverable	Approved version on project SharePoint.
P2-Conv-FuncDesign	Functional design of the conversion process for the initial RIBridges scope.	Deliverable	Approved version on project SharePoint.
P2-UnitTest	Unit test results demonstrating completion and successful unit testing of the development for the initial RIBridges scope.	Deliverable	Approved version on project SharePoint.
P2-Conv-UnitTest	Unit test results demonstrating completion and successful unit testing of the conversion development for the initial RIBridges scope.	Deliverable	Approved version on project SharePoint.

P2-TestPlan	Overall test plan for the initial RIBridges scope.	Deliverable	Approved version on project SharePoint.
P2-Conv-TestPlan	Overall conversion test plan for the initial RIBridges conversion scope.	Deliverable	Approved version on project SharePoint.
P2-TrainPlan	Plan to training end users on the initial RIBridges scope.	Deliverable	Approved version on project SharePoint.
P2-UAT Entrance	Document detailing the activities completed to start User Acceptance Testing (UAT) on the initial RIBridges scope.	Work Product	Previously submitted to federal partners.
Enhancements Designs	Designs detailing the functionality to incorporate approved enhancements into RIBridges.	Deliverable	Approved version on project SharePoint.
Updated P2-TrainPlan	Updated training plan to reflect changes in the approach and topics based on the approved enhancements.	Work Product	Submitted version on project SharePoint.
Change Management Plan	Plan detailing the change management approach and activities to prepare the State for the RIBridges implementation.	Work Product	Submitted version on project SharePoint.
State and Office Readiness Assessment	Document detailing the items to be completed for state and office readiness of the implementation.	Deliverable	Submitted version on project SharePoint.
Enhancements SIT Exit - Part 1	Details the exit out of System integration Testing (SIT) to introduce UAT Cycle 3 functionality into the UAT environment for testing starting 2/1/2016.	Deliverable	Approved version on project SharePoint.
UAT Cycle 3 Entrance	Document detailing the activities completed to start UAT on the approved enhancements on 2/1/2016.	Work Product	Previously submitted to federal partners.
Enhancements SIT Exit - Part 2	Details the exit out of SIT to introduce UAT Cycle 3 functionality into the UAT environment for testing starting 3/1/2016.	Deliverable	Approved version on project SharePoint.
Mock Pilot 1 Plan	Defines the plan for Mock Pilot 1 including location, functionality, entrance criteria, expectations, roles, etc.	Work Product	Previously submitted to federal partners.

Mock Pilot 1 Entrance	Documents the preparation activities completed to enter into Mock Pilot 1.	Work Product	Previously submitted to federal partners.
Mock Pilot 1 Closure	Details the case results, findings, and lessons learned of Mock Pilot 1.	Work Product	Previously submitted to federal partners.
Mock Pilot 2 Plan	Defines the plan for Mock Pilot 2 including location, functionality, entrance criteria, expectations, roles, etc.	Work Product	Previously submitted to federal partners.
Mock Pilot 2 Entrance	Documents the preparation activities completed to enter into Mock Pilot 2.	Work Product	Previously submitted to federal partners.
Mock Pilot 2 Closure	Details the case results, findings, and lessons learned of Mock Pilot 2.	Work Product	Previously submitted to federal partners.
Hybrid Pilot Plan	Defines the plan for Hybrid Pilot including location, functionality, entrance criteria, expectations, roles, etc.	Work Product	Previously submitted to federal partners.
RIBridges Hybrid Pilot Go/No Go Decision	Documents the preparation activities completed and readiness to enter into Hybrid Pilot.	Work Product	Previously submitted to federal partners.
Hybrid Pilot Closure	Details the case results, findings, and lessons learned of Hybrid Pilot.	Work Product	Previously submitted to federal partners.
RIBridges Contingency Plan	Details the contingencies for critical business functions including the triggers, business owners, and approach.	Work Product	Previously submitted to federal partners.
System Integrity Review Tool	Details alignment of RIBridges with requirements as listed in the System Integrity Review Tool.	Work Product	Initial drafts submitted to FNS. Seeking clarification on a few remaining requirements prior to final submission.

Table 2: Hybrid Pilot Entrance Supporting Documents

The document was prepared by the State of Rhode Island and is intended for submission to USDA/FNS and CMS subject matter experts to support Rhode Island's request to move to the Hybrid Pilot phase of the RIBridges project.

2   Transmittal Letter

The Rhode Island Transmittal letter submissions from Thom Guertin to Kurt Messner and Terry Lew are included with the submission of this document. This acts as the official request for FNS and CMS review of the entrance into Hybrid Pilot for the RIBridges release for the RI UHIP project.

3   Testing Goals Achieved

The State of Rhode Island commenced UAT testing of the RIBridges solution on November 10, 2014. To date, the State has met the exit criteria for the first three cycles of UAT testing and is approaching the exit criteria for cycle four, while passing 3,607 UAT test cases, which demonstrate test case readiness to enter into Hybrid Pilot. For critical day one business functions, the State has met the exit criteria for cycle four while passing 1526 UAT test cases. See below on for details on the subset of cases being deferred to a subsequent cycle as well as the associated rationale.

3.1   Test Case Results

The following tables detail the test results for the first four UAT cycles. These include the business functions tested in each cycles as well as the pass percentage targets and the current UAT pass percentage for each business function.

UAT Test Case Results

UAT Cycle	Passed	Failed	Blocked	Not Run	In Progress	Total	% Passed
Cycle 1	1,298	2	0	0	0	1,300	100%
Cycle 2	549	6	0	0	0	555	99%
Cycle 3	238	15	0	0	0	253	94%
Cycle 4	1,526	319	243	0	41	2,129	72%
Grand Total	3,607	343	243	0	41	4,235	85%

Table 3: UAT Test Case Results

Note: 488 of the **562** Failed and Blocked work requests are ready for test and can be validated in the Hybrid Pilot.

4   System Defect Log

Below is a summary of High and Critical Severity Work Requests (WRs) logged by state testers during Cycle 4 of UAT. The work request details are available in Jira, and the remaining open work requests are included in Appendix A.

Defect Status	Severity 1 - Critical	Severity 2 - High	Total
Open	0	18	18
Ready for Test	0	9	9
Closed/Cancelled/Deferred/On Hold	518	2,863	3,381
TOTAL	518	2,890	3,408

Table 4: UAT Work Requests (Cycle 1, 2, 3, 4)

As of 7/22/2016, there are only 27 outstanding High Work Requests that are at risk for not being validated by the end of the UAT Cycle 4. All of these have been analyzed and the impact and workaround for hybrid Pilot has been documented in Appendix A.

5 Training Readiness

End user training for the Release 7 of RIBridges began on April 18. Instructor-led training was conducted by Deloitte staff and followed a schedule agreed upon by Deloitte, DHS, EOHHS, and HSRI. To date, 555 state workers have been trained from the following program areas:

1. DHS Eligibility Technician (ET)
2. DHS Social Caseworker
3. Department of Children, Youth, and Families (DCYF)
4. EOHHS RIteShare Unit
5. EOHHS Katie Beckett Unit
6. EOHHS Office of Medical Review (OMR)
7. EOHHS Medical Assistance Review Team
8. HSRI Contact Center
9. Child Care Provider and Financial Units
10. DHS Clerical
11. DHS Long Term Services and Supports
12. DHS Supervisors
13. DHS Quality Control

The following table provides the schedule of completed instructor-led training sessions.

Week	Room	April	May	June	July
Week 1	**Room 1**	***Week of April 4***	***Week of May 2*** ET *(Monday, 5/2 - Thursday, 5/5, 25 participants)*	***Week of May 30*** ET *(Tuesday, 5/31, – Friday, 6/3, 25 participants)*	***Week of July 4*** Contact Center *(Wednesday, 6/6 – Thursday, 6/7, 25 participants)*
	Room 2		KB / OMR / MART Overview *(Tuesday, 5/3) (12 participants)*, *(Wednesday, 5/4) (12 Participants)*		
	Room 3		Clerical *(Wednesday, 5/4, 25 participants)*	Rite Share *(Tuesday, 5/31 - Wednesday, 6/1, 4 participants)*	
Week 2	**Room 1**		***Week of May 9*** ET *(Monday, 5/9 – Thursday, 5/12, 25 participants)*	***Week of June 6*** ET *(Tuesday, 6/7 – Friday, 6/10, 25 participants)*	***Week of July 11*** *Clerical simulation in Pawtucket (Tue), Woonsocket (Wed), Warwick (Thursday)*

	Room 2			LTSS *(Tuesday - Wednesday, 6/6 – 6/7, 20 participants)* LTSS *(Wednesday - Thursday, 6/8 – 6/9, 20 participants)*	
	Room 3		Clerical *(Wednesday, 5/11, 25 participants)*	Social Caseworker *(Tuesday, 6/7 – Thursday, 6/9, 25 participants)*	
Week 3	Room 1	***Week of April 18*** ET *(Hotline should attend)* *(Tuesday, 4/19 – Friday, 4/22, 25 participants)*	***Week of May 16*** ET *(Monday 5/16 - Thursday, 5/19, 25 participants)*	***Week of June 13***	***Week of July 18***
	Room 2		Quality Control (Wednesday, 5/18, 8 participants)		*Clerical simulation in Pawtucket (Tue), Middletown (Wed), Wakefield (Thursday)*
	Room 3		DCYF *(Tuesday 5/17 – Wednesday 5/18, 26 participants)*	Social Caseworker *(Monday, 6/13 – Wednesday, 6/15, 25 participants)*	
Week 4	Room 1	***Week of April 25*** ET *(Monday, 4/25 - Thursday, 4/28, 25 participants)*	***Week of May 23*** ET *(Monday, 5/23 - Thursday, 5/26, 25 participants)*	***Week of June 20***	***Week of July 25*** Contact Center *(Tuesday, 6/26 – Wednesday, 6/27, 25 participants)*
	Room 2	Clerical *(Wednesday, 4/27, 25 participants)*	CCAP Payroll & Provider Management – (DHS & OHHS) *(Tuesday 4/24 - Wednesday, 4/25, 16 participants)*		
	Room 3			Social Caseworker *(Monday, 6/20, - Wednesday, 6/22) (25 participants)*	
Week 5	Room 1			***Week of June 27*** Supervisors *(Tuesday, 6/28, 25 participants)* Supervisors	

				(Thursday, 6/30, 25 participants)	

Table 5: RIBridges Instructor-Led Training Schedule

As of July 20th, 2016, each agency has verified that their pilot workers have participated in instructor-led training.

In addition to the Instructor-led training, the following training opportunities were provided in preparation for the Hybrid Pilot and Go Live:

1. Three lobby and task management simulations were held at the DHS Pawtucket office location. This included simulating the lobby management flow, including logging visitors in the reception log and scanning documentation, as well as receiving and working tasks from the Worker Inbox.

2. Scanning refresher training was provided onsite at the DHS Pawtucket office.

3. Each worker was given access to a Sandbox environments to practice using RIBridges after attending instructor-led training. A Deloitte trainer provided onsite assistance in the office during scheduled sessions.

6   Site Readiness

Since early July 2016, pilot planning and preparation has been underway. In order to prepare the sites for the Hybrid Pilot, the activities as detailed in the following table have been performed or will be completed prior to day one of pilot execution.

Count	Activity	Status
1	Confirm DHS Participants	Completed
2	Confirm EOHHS Participants	Completed
3	Confirm HSRI Participants	Completed
4	Confirm Data Center Participants	Complete
5	DHS Site Setup Complete	Completed
6	EOHHS Site Setup Complete	Completed
7	HSRI Site Setup Complete	Completed
8	Data Center Site Setup Complete	Completed
9	DHS Scanning Setup Complete	Competed
10	EOHHS Scanning Setup Complete	Completed
11	HSRI Scanning Setup Complete	In Progress
12	Data Center Scanning Setup Complete	Completed
13	Stand up Pilot Environment	Completed
14	Deloitte Site Support Plan Complete	Completed
15	State Site Support Plan Complete	Completed
16	DHS/EOHHS User Setup Complete	Completed
17	HSRI User Setup Complete	Completed
18	Case Results Sheet Complete	Completed
19	Pawtucket Pilot Operations Plan Complete	Completed
20	Data Center Pilot Operations Plan Complete	In Progress
21	EOHHS Pilot Operations Plan Complete	Completed
22	HSRI Pilot Operations Plan Complete	Completed
23	Pawtucket Lobby Management Simulation Complete	Completed
24	Pilot Environment Availability to State Users	Completed
25	Complete pre-pilot communications to DHS workers	Completed
26	Complete pre-pilot communications to EOHHS workers	Completed
27	Complete pre-pilot communications to HSRI workers	Completed
28	Schedule Pilot Mr. Messenger Route	Completed
29	Secure EBT Cards for Pilot	In Progress
30	Complete Central Scanning Training	Completed

Table 6: Hybrid Pilot Site Readiness Activities

Based on site preparations to date, the Hybrid Pilot site, environment, and operational plans are ready and in place to kick off pilot execution July 25, 2016 except for two activities. The Data Center operational plan has been confirmed but is marked In Progress until dry runs are completed for confirmation of the process. Given this, Central Scanning is not planned to commence on day one of pilot. This will be included in subsequent weeks once the preparation items are completed. In the interim, the lobby Pawtucket office mail will be back-scanned in Pawtucket which will create the non-lobby tasks for workers. In addition, the full pilot EBT card inventory has been ordered but not yet received. For the first days, unused pilot EBT cards are available from Mock Pilot 3.

7   Current Program Performance

Rhode Island's latest SNAP application timeliness from a sample from April 2015 through September 2015 was 95.2%. Rhode Island's SNAP payment error rate for Federal Fiscal Year 2015 was 3.91%. Implementation of Hybrid Pilot will have no impact on current performance as the system will not be placed into production. During the transition period for statewide implementation, the State is expecting an initial dip in program performance before performance rises back to and above the current performance benchmarks.

From an office performance standpoint, the following table provides the Pawtucket office backlog as of July 17, 2016.

Task Type	Task Count	Average Processing Time
GREEN (SNAP/MEDICAL APPLICATION) NON-LOBBY	7	2 days
GREEN (SNAP/MEDICAL APPLICATION) PHONE	7	2 days
BLUE (RENEWAL) NON-LOBBY	34	2 days
BLUE (RENEWAL) PHONE	6	2 days
PURPLE (PEND WORK) NON-LOBBY	3	2 days
YELLOW (CHANGE) NON-LOBBY	25	2 days
INTERIM NON-LOBBY	6	2 days
SERVICE NON-LOBBY	7	3 days
Total	95	N/A

Table 7: Pawtucket Non-Lobby Backlog

8   Data Conversion

In order for Hybrid Pilot participants to compare the case results for existing customers in both the legacy system and InRhodes, converted data must be made available in that environment. To that end, Mock Conversion 14 was scheduled to start on June 2nd, 2016 to provide current production data to the user acceptance testing users.

Prior to Mock Conversion 14, thirteen other mock conversions were successfully completed. After each mock conversion of the legacy system, data cleansing activities were completed by the State to cleanse the data in preparation for the production data. In addition, after each mock conversion, the team executes the eligibility rules for existing cases in RIBridges and compares the results to the legacy benefit. If the benefit and/or type of assistance is **exactly** the same, this is a benefit match. For any identified mismatches, analysis is done to determine the cause of the mismatch. Some mismatches require system/data fixes while others are determined as a non-issue due to planned changes in policy change effective with the new implementation or incomplete worker actions in the legacy system.

For all benefit mismatch cases, the customer will not be affected at the time of implementation. The customer will continue to receive the legacy benefits. At the next change report or redetermination, a worker will review the case and eligibility results and make a determination on eligibility prior to authorization.

The following tables details the results of Mock Conversion 14 based on which the team is improving for hybrid pilot conversion.

Programs	Legacy Count	RIBridges Count	%Converted
SNAP	98,358	98,203	99.84%*
RIW	3,619	3,619	100%
Medicaid & MPP	71,485	86,096	N/A**
CCAP	6,657	6618	99.41%*
DCYF CCAP	714	714	100%
GPA	204	204	100%
RCA	7	7	100%

Table 8: Mock Conversion 14 Case Results

Note 1* – Cases which are marked as Denied or Terminated in the source file were included in the control totals file as Active. This led to a discrepancy in the legacy count and the RIBridges count. The conversion team has sent a follow-up to the legacy vendor and the State to confirm the discrepancy in the control file compared to the actual data received during Mock 14.

Note 2** – Medicaid RI Bridges counts will be higher than the legacy count due to logic which creates a new case for individuals receiving special Medicaid in the legacy system.

Program	Count from Legacy	Unapproved and/or Valid Match	Benefit Match	Match%
SNAP	98,358	4,744	84,111	85.65%
RIW	3,619	596	2,480	68.52%
CCAP	7,371	416	6,273	85.56%
Medicaid & MPP	71,485	5,812	80,929	93.99%
SSP	39,089	0	24,550	62.81%

Table 9: Mock Conversion 14 Benefit Match Results

Note: Overall, the benefit match rate increased from 79.9% to 84.63% from Mock Conversion 13 to Mock Conversion 14.

The following table provides the mismatch category breakdown for SNAP cases.

Description	# Of Cases	Mismatch %
One or more Individual is added/removed from assistance	4,079	4.15%
Income mismatches	4,482	4.57%
Shelter Deduction mismatch	2,673	2.72%
Application Exceptions	1,865	1.90%
Net income exceeding limit	255	0.26%
Gross income exceeding limit	122	0.12%
No Eligible Members	616	0.64%
One or more Individual is added/removed from assistance	4,079	4.15%

<div align="center">Table 10: Mock Conversion 14 SNAP Benefit Mismatch Analysis</div>

The following table provides the mismatch category breakdown for Medicaid and Medicare Premium Payment cases.

Description	# Of Cases	Mismatch %
AID Category code mismatches	5,167	6.01%

<div align="center">Table 11: Mock Conversion 14 Medicaid Benefit Mismatch Analysis</div>

The hybrid pilot conversion started July 17th, 2016 and currently has no identified risks or issues. Per the planned schedule, hybrid pilot conversion is scheduled to complete on Friday, July 22nd 2016 in order to provide the most up-to-date production data to the pilot environment. Results of hybrid pilot conversion (mismatch percentages and categories) are planned for Friday, July 22nd 2016 in order to enter pilot on July 25th, 2016. Detailed analysis of the mismatch root cause and next steps will be provided by the end of the first week of the pilot.

9   Resources

A successful Hybrid Pilot requires both State and Deloitte resources. The following table lists the planned Hybrid Pilot participants.

Team	Role	Description
State	Pilot Lead	Sets goals and operational plans for all agencies
State	Pilot Site Leads	Manage Pilot communications and operations; track and address policy/operational questions or issues
State	Supervisors	Liaise between Pilot and daily office operations
State	Hotline Staff	Provide user support; triage issues and write Jira tickets as needed; coordinate with Deloitte Command Center for fixes
State	Office Staff (DHS, EOHHS, and HSRI Contact Center)	Perform daily activities and case execution; record case data as needed for Pilot reporting
State	Courier	Transport mail between Pawtucket DHS Office and Central Scanning Facility
State	Central Scanning Staff	Receive incoming mail from Pilot offices; scan and index documents
Deloitte	Pilot Lead	Sets goals and operational plans for all agencies
Deloitte	Pilot Site Leads	Manage Pilot communications and operations; track case execution; track and address policy/operational questions or issues; coordinate with Deloitte Command Center
Deloitte	Command Center / Operations Lead	Coordinate between Site Support team and Deloitte functional team to triage issues and provide fixes as needed
Deloitte	Site Support Lead	Coordinates site support efforts across all three locations; liaises with Command Center Lead to develop plan for supporting issues as needed
Deloitte	Site Support Team	Provide user support; coordinate with Hotline staff to understand and escalate issues as necessary; coordinate with Deloitte Command Center

Table 12: Pilot Participant Roles and Responsibilities

10 Stakeholder Buy-in and Preparedness

Several RIBridges interfaces will be validated end-to-end during Hybrid Pilot. For trading partners to participate in the Pilot, prior to inclusion, the following will have occurred:

- All have undergone end-to-end SIT and user acceptance testing to validate both the functionality of the interfaces and that the networking between the systems is working

- A point of contact has been identified at the trading partner to assist with any issues identified during the Pilot and participate in Pilot meetings as needed

- A detailed packet of information has been provided to the trading partner providing details of the technical connectivity and expectations for participation during the Hybrid Pilot

- A corresponding Pilot environment has been identified to support data exchanges with the trading partner

- Trading partners have agreed to validate that their Pilot environments are working as expected during the Pilot and to perform a similar level of monitoring and validation as occurs in Production including functional validation of data exchanges on a periodic basis

The Deloitte and State team have dedicated individuals identified to monitor and validate Hybrid Pilot interfaces as well as address issues as they arise. Trading Partners which will be participating in the Hybrid Pilot include:

- FIS (EBT)

- MMIS

- Santander

- Bank of America

- Social Security Administration (SSA)

- Office of Child Support Enforcement (OCSE)

- Welligent

- Exchange Carriers and NFP

Confirmation on pilot participation has been received from all planned trading partners except for FIS and Welligent for which the State is still anticipating approval as they are actively engaged in connectivity preparations.

11 Stakeholder Buy-in and Preparedness

The RIBridges Contingency Plan includes procedures to support critical business operations after the deployment of RIBridges in the production environment. Areas that require contingency planning are deemed critical to the maintenance of business operations and delivery of services to customers. These areas are identified by project thread and include:

- Application
- Electronic Document Management (EDM)
- Interfaces
- Conversion
- Infrastructure
- Security
- Training
- Change Management

The Executive Office of Health and Human Services (EOHHS), Department of Human Services (DHS), Department of Administration (DOA) and Health Source Rhode Island (HSRI) project stakeholders participated in developing the RIBridges contingency plan.

For areas requiring a contingency plan, the following elements are documented.

Element	Description
Agency	Identifies impacted agencies – EOHHS, DHS, HSRI
Program	Identifies impacted programs – Health Insurance/Medicaid, SNAP, Rhode Island Works, Child Care
Issue	Describes the issue that requires contingency planning.
Impact	Describes the operational impact of the issues in terms of business processes, impacts to end users and impacts to customers
Priority	Indicates the priority of the issue: ○ High ○ Medium ○ Low
Contingency Plan	Describes the steps required to continue critical business operations while the issue is resolved
Implementation Trigger	Describes the threshold or trigger indicating that the contingency plan should be implemented
Decision Maker	Identifies a decision maker for each agency who will approve implementation of the contingency plan.
Restoration Trigger	Indicates when the issue is considered resolved and normal operations can be restored
Communication Plan	Describes the plan for communication with workers, customers and other external stakeholders

Table 13: Contingency Plan Components

During pilot operations, the plan will be used to support ongoing pilot operations should an unexpected issue impacting critical operations occur. The plan will be updated to reflect any lessons learned as a result of pilot operations.

In addition to the formal contingency plan, Deloitte is also reviewing outstanding defects that could impact the pilot. For each critical or high defect, the team is identifying the impact of the defect on business operations and any manual steps or workarounds that must be in place until defects are resolved. Additionally, as a contingency to support a seamless transition to pilot operations, multiple simulations of new lobby and task management business processes were conducted at the pilot site. These simulations provided participants with the opportunity to practice new roles and responsibilities and be better prepared to support pilot operations.

12 Escalation Plan

If any issues are identified during Hybrid Pilot execution, the following escalation paths will be followed

12.1 Work Requests

If any discrepancies or potential system issues are identified the following steps should occur:

- Inform onsite Deloitte Hybrid Pilot Site Support team members of the issue

- The Deloitte Site Support team uses the JIRA tracking tool to create a single issue per application that specifies the following:

  - RIBridges case number

  - Verification points that were not aligned between the systems, including the actual data points OR details of the potential system issue

- The Deloitte Site Support team will then perform further triage of the discrepancies, reviewing data collection screens and other reconciliation reports as needed to determine the difference and whether it is expected or indicative of a system issue

- The Deloitte Site Support team will then escalate the issue to the Deloitte Hybrid Pilot Command Center where it will undergo further triage, root cause analysis, and review with the State. If it is an issue requiring systemic correction it will then be scheduled for a fix release

12.2 Build Schedule

New builds will be delivered to the Hybrid Pilot environment to address issues that are found and determined to be valid defects. Scheduled builds will be planned for each Thursday morning prior to 8am. Exceptions will occur in the case of critical defects for which work request fixes are available nightly or in the case of mutual agreement in a change to the planned schedule. This schedule is in an attempt to mimic the production software release schedule of making code changes on a planned basis, barring emergency, and data fixes as needed because there is no application downtime in order to do so.

All issues to be fixed in the bi-weekly releases will be shared with the Pilot leadership team in release notes simulating the process that occurs in Production. This will also facilitate the communication back to the State Pilot staff so that there is greater awareness of any fixes/changes being made.

12.3 System Enhancement Requests

If any enhancements are identified, The State and Deloitte will assess the business impact and need for a change. As needed, enhancements will be prioritized and aligned to releases.

13 Communication Plan

The Hybrid Pilot communication plan consists of communications prior to, during, and subsequent to the actual pilot execution.

13.1 Pre-Pilot Communications

Several forms of pre-pilot communication have been completed to date. During the two weeks leading up to the Hybrid Pilot, Deloitte led seven sessions with pilot workers, which covered the following topics:

- Introduction to Hybrid Pilot
    - Pilot Objectives
    - Pilot Timeline
    - Agency Participation
- Hybrid Pilot Operations
    - Daily Schedule of Case Processing
    - Step-by-Step Office Operations
- Case Results Reporting
    - Case Results Sheet and Process Review
- Help and Issue Reporting
    - Hotline Support
    - Role of Site Support Resources
    - Process to Engage Site Support Team (For Users)
    - Issue Escalation Process
- Day Zero Assignments
    - Required User Role, Unit, and Queue Setup to Kick Off Pilot
- Open Forum for Questions

Additionally, Deloitte led three lobby management roadshows to familiarize staff in the Pawtucket DHS Office with the new business processes around lobby management, Electronic Document Management, and task management.

13.2 Pilot Execution Communications

During the five weeks of pilot execution, several forms of communication area planned. On a daily basis reports will be produced providing updates on the system operations (including notice generation and interface data exchanges), business metrics (including benefits issued), and pilot progress (including worker participation levels and cases processed). In addition, the team will also be sharing reports with not only issues identified but also implementing the production release notes process where prior to implementing a fix the team shares details of what is planned for the upcoming release, similar to production.

13.3 Post-Pilot Communication

Following the completion of Hybrid Pilot execution, a final Pilot closure report will be compiled and shared. The closure report details the cases processed, case outcome, benefit match results, issues

identified, policy/procedure/training considerations, lessons learned, and a recommendation as to the stability and readiness of the system.

14 Results of System Performance and Capacity Testing

From a Performance testing perspective, test results have been presented to the state. Deloitte conducted multiple iterations of performance testing to validate both compute cycles and memory management against our planned production capacity. The performance test environment was scaled to half the pilot/production capacity and tests were conducted against projected concurrent production user base of 300 workers and 600 customers being active within an hour. We have conducted multiple 1 hour tests to stress the peak hour usage scenarios with expected production load and also executed an endurance test that lasted 8 hours long. With this level of stress testing in the performance environment, the system was able to sustain the load both from a scalability and availability standpoint. Based on the system performance results, even with the projected production number of concurrent users on an environment with only half capacity, the CPU utilization peaks did not saturate the environment, and the system was able to perform well. The CPU utilization and memory usage for the expected peak number of users will adequately meet the requirements of the state both for the worker and customer portal. We are continuing to conduct additional tests for monthly/cut off runs to stimulate the correct level of concurrency and volume so that required tweaks can be made as required, before go live.

Module / Type	No. of VM's	Storage (GB)	CPU	RAM
Identity Management	2	110	4	16
Directory Server	2	120	2	12
Identity Transaction Server	2	100	2	8
Identity Integration Server	2	130	2	8
Access Management Server	2	120	4	12
External Web Seal for HIX and SSP	2	110	2	12
Internal Web Seal for WP	2	100	2	4
WEB Servers	4	70	2	4
Application	20	130	8	36
Mule	8	130	8	24
Rules Engine	8	90	4	16
HPExstream	1	110	8	32
TIBCO	1	110	16	36
Pentaho	1	110	16	64
Batch	4	120	16	32
ImageNow	1	600	6	24
Database	2	14400	12	128
Tableau	1	80	6	32

Table 14: RIBridges Performance Test Results

15 System Integrity Review Tool

The initial SNAP System Integrity Review Tool has been submitted to FNS on multiple occasions, most recently for the Mock Pilot 3 Go/No Go Document. Per discussions with Rhode Island's FNS representatives, the State has a few questions for FNS in order to accurately respond to a few outstanding questions. The State will be meeting with FNS to discuss the pending question and provide a final version for the statewide Go/No Go decision.

16 Appendix A: Cycle Four UAT Defects

The following document contains the full list and details of all Cycle 4 UAT work requests as of July 22nd, 2016.

UAT Cycle 4 Total
WRs.xlsx

The following document contains a list of the 27 Cycle 4 UAT work requests that are at risk of not being validated by the end of UAT Cycle 4. These work requests have been analyzed and the impact and possible workarounds have been detailed. The details of these work requests are broken out into two tabs – 'Ready for Test' and 'Pending Development' – to indicate current statuses.

Pilot Entrance
WRs_20160722_FINAl

17 Appendix B: UAT Test Case Results by Cycle

The following table provides the cycle-by-cycle breakdown of test cases.

UAT Cycle One Test Case Results

#	Business Function	Test Case Count	Pass % Target	UAT Pass %
1	High Level	462	95%	99%
2	MA	69	95%	100%
3	SSP	19	95%	100%
4	CCAP	87	95%	100%
5	Self Service	312	95%	100%
6	SNAP	209	95%	100%
7	Combo	143	95%	99%

Table 15: UAT Cycle One Results

UAT Cycle Two Test Case Results

#	Business Function	Test Case Count	Pass % Target	UAT Pass %
1	Correspondence	74	85%	100%
2	GPA	11	85%	100%
3	Admin	89	85%	94%
4	Rhode Island Works	238	85%	100%
5	Electronic Data Management	17	85%	100%
6	FIS	18*	85%	72%

Table 16: UAT Cycle Two Results

* The 5 failed Test Cases were deferred to Cycle 3 where they were tested and successfully passed execution.

UAT Cycle Three Test Case Results

#	Business Function	Current Plan	Executed	Passed	Blocked	In Progress	% Passed to Total	Deferred
1	Mass Benefit Replacement	25	25	25	0	0	100%	0
2	Split Issuance	15	15	15	0	0	100%	3
3	Disaster SNAP	24	24	12	12	0	50%	0
4	ABAWD	39	39	39	0	0	100%	7
5	FIS	5	5	5	0	0	100%	0
6	DLT	54	54	51	3	0	91%	0

Cycle 3 Total		162	162	147	15	0	91%	10
7	SNAP	27	27	27	0	0	100%	0
8	CCAP	10	10	10	0	0	100%	0
9	RIW	47	47	47	0	0	100%	0
10	QC-SNAP	7	7	7	0	0	100%	2
Regression Total		91	91	91	0	0	100%	2
Grant Total		253	253	238	15	0	94%	12*

Table 17: UAT Cycle Three Results

* The 15 Blocked and 12 Deferred Test Cases were moved to Cycle 4 where they were tested and successfully passed execution.

UAT Cycle Four Test Case Results

#	Business Function	Current Plan	Executed	Passed	Failed/ Blocked	In Progress	% Passed to Total
1	DHS	664	637	435	202	27	66%
2	OHHS	248	248	195	53	0	79%
3	HSRI	1075	1065	838	227	10	78%
4	Interfaces	142	138	58	80	4	41%
Cycle 4 Total		2129	2088	1526	562	41	72%

Table 18: UAT Cycle Four Results