

**Deloitte.**



**Executive Leadership Meeting**

Thursday, 1 September 2016

State of Rhode Island UHIP

# Agenda

- Accomplishments
- Hybrid Pilot
- Cutover Plan
- Command Center
- Transition Contingency Plan
- Communication Activities
- Key Issues and Risks
- Go-live Entrance Updates

# RIBridges Accomplishments

**RIBridges** is an integrated case management, eligibility, and enrollment system for EOHHS, DHS, and HSRI to administer Health and Human Service and Exchange programs. **RIUHIP** is the Unified Health Infrastructure Project.

**48** Programs Administered Across:

- Medicaid (35 types)
- Health Insurance (3 types)
- Medicare Premiums (3 types)
- Cash Assistance (3 types)
- SNAP
- Child Care
- State Supplemental Payments
- General Public Assistance Burial

RIBridges Replaces **15** Legacy Systems in Different Technologies

**400M+** Transactions to be Converted

Over **45K** System Components

**10,661** System Integration and User Acceptance Test Cases Passed

Instructor-led Training for **580** Workers

**7** Monthly RIBridges Journal Newsletters Distributed

Piloted RIBridges in **5** Offices across **3** Agencies for **30** Weeks

# RI Bridges Hybrid Pilot

The Federal Partners (FNS/CMS) notified the State on 5/28/16 that they will require additional pilot testing prior to the system going live. The decision added a 6 week pilot which pushed the project go-live date by 2 months.



- One month before the original (7/11) RIBridges go live, FNS requested a live pilot.
- The State reached agreement with the Federal Partners to conduct a 6 week pilot. This included lobby management, case processing, scanning, and the technology with all 3 agencies participating. The pilot effort resulted 3,100 cases completed which exceeded the 2,800 case target.

# RI Bridges Cutover Plan

## Week of September 5

- Cutover Activities Begin (9/5)
- Production Deployment Begins (9/5)
- Data Conversion Begins (9/5)
- Legacy Systems Decommissioned (9/8)

## Sunday, September 11

- Data Conversion Completed
- Data Conversion Validation
- Final Production Deployment Completed

## Monday, September 12

- RIKidsBridges Go Live
- RIBridges Soft Launch
- Environment Readiness and Accessibility Validation

## Tuesday, September 13

**RI Bridges Go Live  
(customer and worker portals)**

# RIBridges Command Center

The **Command Center** will operate in conjunction with **Site Support** in the implementation of RIBridges.

## Command Center

**24/7** Support with **4** dedicated phone lines and **3** Check In's per day

The Command Center will consist of **4** rooms:

1. Communications Room
2. Operations Support
3. Technical Support
4. Triage Support



Over **35** key business indicators monitored daily

## Site Support

**12 Sites** supported by **12 Tiger Teams**

consisting of **over 60** Deloitte Staff

**across**

**Business** → **Technical** → **Security**

**Onsite Support** for **Critical Trading Partners**

- HP/MMIS
- Office of Child Support
- DCYF

**State Site Support** with Hotline, Policy & Staff Development

# Transition Contingency Plan



- Each checkpoint will have a defined cutover criteria to measure cutover success. At each checkpoint, if the criteria is not met there are three options:
  1. Identify, hold until the issue is fixed, then move forward
  2. Identify, develop an Interim Business Process, then move forward
  3. Stop and Roll Back
- After the checkpoint on September 11th AM, the option to fully rollback RIBridges will no longer be available as there are dependencies with other trading partners such as MMIS, Child Support, and DCYF.

# Communications Activities

We have prepared for the launch of RIBridges so that the system benefits are well-known, customers, community partners and staff are well prepared, and press coverage is balanced.

## Before Go-Live

### Internal Efforts

- New Change Champion Network
- Robust Staff Training
- Roadshows & Demos
- FAQs/Leadership Talking Points
- Newsletters

### External Efforts

- Agency Network Training
- Outreach
  - Providers/Hospitals/Pharmacies
  - Brokers/Employers/Insurers
- Status Reporting to Feds
- Media/Legislative Briefings



**Outcome:** Staff prepared to be successful in their new roles; leadership aligned; external partners engaged; messages consistent; press and legislators informed

## At Go-Live

### Internal Efforts

- Field Office Support
- Central Command Center
- Prioritize Benefit Applications from Transition Period

### External Efforts

- Updated Websites for Customers
- Self-Service Desks in Field Offices
- Designated POCs for Issue Resolution
- Ongoing Reporting to Feds
- Monitor Media Coverage for Accuracy



**Outcome:** Staff supported using new systems and processes; customers' needs quickly addressed; issues are quickly resolved; positive messaging communicated

## After Go-Live

### Internal Efforts

- Continue Site Support/Command Center
- Weekly Calls with Change Champions
- Monitor Key Business Processes
- Update Leadership Talking Points

### External Efforts

- Highlight Success with Media
- Resolve Business Partner Issues
- Resolve Customer Issues



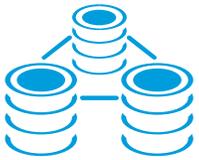
**Outcome:** Staff supported; customers can navigate services; partners successfully using system; press coverage is accurate and reflects key messages

# Key Implementation Issues and Risks



**Pending Case Processing:** In May it was 3,080, the field office staff was able to reduce it to 1,389 by beginning of June. Current backlog is 4,212. In general, if the current pace continues DHS there will be 6,000 cases by the end of September.

**Mitigation:** DHS management is currently working with the field office staff to manage the pending cases.



**Data Quality:** Data being converted is from a 20+ year old system. As a result, we started with over 141K data conflicts.

**Mitigation:** Data issues have been mitigated via 14 mock conversions wherein we reduced anomalies and data conflicts from 141K to 22K. Data cleansing will continue both pre and post-conversion to reduce these concerns. Dedicated staff are assigned to address conflicts or benefit mismatches post-implementation.



**Worker Productivity:** Anticipated dip in worker productivity for a period of time post-implementation.

**Mitigation:** To account for anticipated productivity dip until operations stabilize, DHS is:

- Transitioning work being shifted from social worker to the eligibility technicians
- Distribute cases based on complexity to experienced staff
- Assign staff to intake and experienced staff to changes/finishing unit
- Assign low volume offices to assist with non-lobby work for high volume offices
- Taken additional field staff and rotated them to Pawtucket to help understand the system



**Call wait times:** Potential call wait times in both the HSRI and DHS call center may increase.

**Mitigation:** The State will monitor the call center activity and mobilize staff based on the need. The State has conducted additional training and improving call processing activities.

# Go Live Entrance Updates

Thread	Key Criteria	Target Date	Go-Live Status	Go Live Metrics (As of 8/31)
<b>Hybrid Pilot</b>	<ol style="list-style-type: none"> <li>All targeted cases worked (2,800)</li> <li>80% of the worked cases are completed</li> <li>All priority 1 incidents closed</li> <li>All priority 2 incidents closed or have an interim business process</li> <li>Representation of typical office activity (programs and case actions)</li> <li>Critical interfaces and batch processes are executed and validated</li> <li>A plan in place to implement business process changes identified</li> </ol>	8/31/16	<b>Green</b>	<ul style="list-style-type: none"> <li>Exceeded cases worked against 2,800 target cases</li> <li>90% of worked cases completed (3,070 out of 3,421)</li> <li>4 priority 2 incidents open.</li> <li>Distribution of cases worked in RIBridges is similar to the case distribution today.</li> <li>60 out of 60 interfaces ran in pilot successfully</li> <li>7 business process changes identified for the Go Live.</li> </ul>
<b>Interfaces</b>	<ol style="list-style-type: none"> <li>Interfaces deemed critical for Go Live have exited UAT or identified interim business processes/manual issuance processes</li> <li>Connectivity established or trading partner agreement to connect</li> </ol>	8/31/16	<b>Green</b>	<ul style="list-style-type: none"> <li>As of 8/31, 79 out of 88 interfaces needed for the Go Live are ready, 9 Remaining interfaces are currently being tested in ERT and on target for go-live.</li> <li>6 Additional Priority Interfaces are required by the End of September, 4 have passed testing and 2 are on target for go-Live.</li> <li>Agreement and connectivity will be in place for the Go Live</li> </ul>
<b>User Acceptance Testing</b>	<ol style="list-style-type: none"> <li>Critical Severity work requests identified 30 days before the planned end of UAT have been tested and closed.</li> <li>Critical Severity work requests identified within 30 days will be assessed during pilot and for production readiness</li> <li>High Severity work requests closed or interim business process exists</li> <li>UAT pass percentage across all cycles exceeds 85%</li> <li>Unpassed scenarios have an associated interim business process</li> </ol>	8/31/16	<b>Green</b>	<ul style="list-style-type: none"> <li>All critical and high work requests from Cycle 1 thru 4 are fixed</li> <li>8 critical and high work requests remain with the development team. On target to fix those defects by go-live</li> <li>95% pass against the completed overall test cases.</li> </ul>

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Thread	Key Criteria	Target Date	Go-Live Status	Go Live Metrics (As of 8/31)
<b>Conversion</b>	<ol style="list-style-type: none"> <li>80% average benefit match across DHS programs and have a process to continue legacy determined benefits for remaining 20%</li> <li>Conversion run time within cut-over period (5 days)</li> <li>At least 95% cases and accounts converted successfully</li> <li>All mock conversions executed and data reports shared with the State</li> </ol>	8/31/16	<b>Green</b>	<ul style="list-style-type: none"> <li>Hybrid Pilot conversion had a benefit match of 85% for DHS programs and a benefit match of 75% for QHP/APTC</li> <li>Hybrid Pilot Conversion completed in 79 hours (&lt;5 days)</li> <li>99.91% of all accounts/ cases have been converted.</li> <li>Hybrid Pilot conversions have been completed and the results report has been shared with the State and Federal partners</li> </ul>
<b>Contingency</b>	Contingency approach for critical business processes is agreed upon including trigger points	8/31/16	<b>Green</b>	<ul style="list-style-type: none"> <li>Contingency Plan is completed.</li> <li>Interim business processes (IBP) are being drafted. Final list of items requiring IBPs will be defined for the go-live.</li> </ul>
<b>Implementation</b>	Backlog requires cleanup	8/31/16	<b>Green</b>	<ul style="list-style-type: none"> <li>Updated analysis of the non-lobby backlog shared with DHS. Need to focus on decreasing backlog to the extent possible prior to go-live.</li> </ul>



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