

Integrated Eligibility & Enrollment

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Goals for today

1. IE&E Overview
2. Delivery Strategy
3. Accomplishments and Road Ahead

Over 200k Vermonters rely on us for economic and healthcare benefits each year



Right now, applying for, enrolling in, and obtaining benefits in Vermont is a challenge





Apply

Vermonters applying for benefits have to submit the same information multiple times, deal with different call centers, and there is little to no coordination across programs.

Qualified Health Plans

Medicaid

General Assistance

???

Reach Up

3 Squares

Fuel Assistance



Verify

Enroll

Vermonters don't always understand what information they need to provide and they can't share that information easily.



Verify

Enroll

Receive

Vermonters face lengthy approval timelines, confusing information and have no way to apply for all benefits at once.

Multiple program
websites

Call Center

???

District Offices

Physical Paper



State Staff also face challenges as they deliver these services

- Processes are very manual and labor intensive
- Staff have to memorize complex rules and processes
- Systems don't talk to each other



The current systems we have in place to deliver these services pose a great deal of financial risk to Vermont

- Medicaid dollars could be at risk
- Lack of quality data makes it difficult to ensure that the right people are in the right programs
- Systems are hard maintain and expensive to update
- Vendor lock reduces our negotiating power
- Size and scale of IT contracts makes them unlikely to succeed



Vermont is not alone in this experience

**California junks \$179 million
Medicaid IT modernization
project with Xerox**

Maryland fires firm upgrading Medicaid
technology, may seek money back

**N.J. ends \$118M contract designed to ease
enrollment in Medicaid and other welfare
programs**

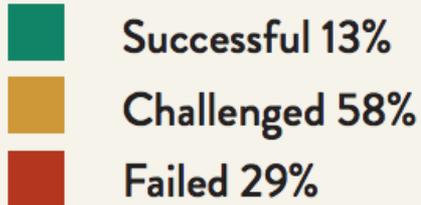
**R.I. Gov. Raimondo wants payment-for-performance
contract with computer contractor**

NEWS

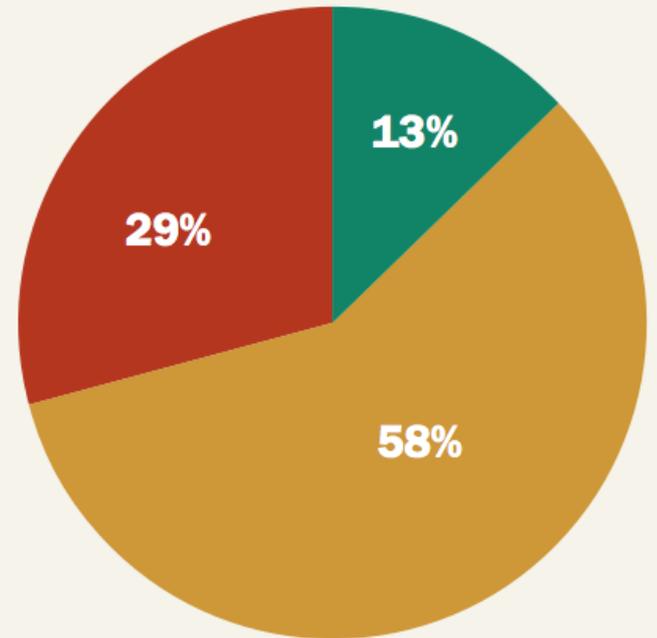
Maine's Medicaid Mistakes



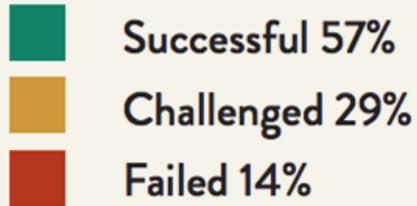
LARGE GOVERNMENT PROJECTS



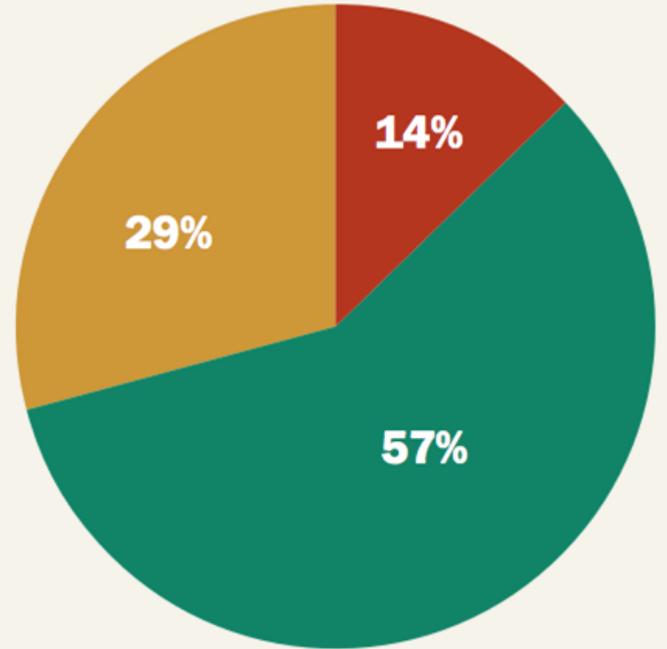
The resolution of large government software projects from fiscal 2010 to 2014 within The Standish Group's CHAOS database. In this case large is defined as labor cost over 5 million euros or 6 million dollars. Classic CHAOS metrics define successful projects as on time, on budget, and are on target. Challenged projects are over budget, late, and/or have an unsatisfactory target. Failed projects are projects that were either canceled prior to completion or not used after implementation.



SMALL GOVERNMENT PROJECTS



The resolution of small government software projects from fiscal 2010 to 2014 within the CHAOS database. Small is defined as labor cost less than one million euros or dollars. Classic CHAOS metrics define successful projects as on time, on budget, and are on target. Challenged projects are over budget, late, and/or have an unsatisfactory target. Failed projects are projects that were either canceled prior to completion or not used after implementation.



Eligible Vermonters have a **simple** and **easy** way to **apply for, access, and maintain healthcare and financial benefits**, without coverage gaps.

The State of Vermont delivers these services **efficiently and sustainably**, using **innovative ways of working** and **modern technology**.

A better customer experience

- Fill out a single, simple application to apply for benefits
- Do so online, by phone, on paper, or in person.
- Eligibility determinations will be correct and on-time.
- Information will be presented clearly and concisely, in method and language of their choosing



A better staff experience

- Empowered to focus more on customer service than program rules and systems.
- Fewer manual processes and less paperwork
- Better coordination across programs
- Less redundancy



Less Financial Risk

- Vermont to better meet Federal and State mandates and requirements.
- Benefit programs to be administered with financial integrity.
- Consistent data, used effectively for analysis, reporting and modeling.
- Deliver incremental business value with less financial risk if something goes wrong.

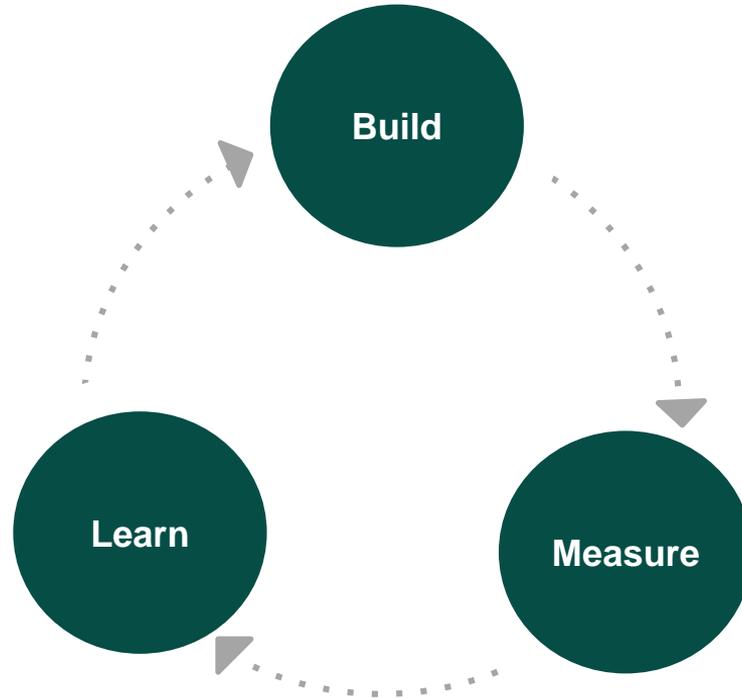


We're achieving this by
working in new ways

We're focusing on our users first



We're obtaining feedback and iterating along the way



We're breaking up big, giant pieces of work and using a modular contracting strategy



In the last 2 years,
we've come a long way

Strategy

- Reset our approach
- Defined roadmap, published in the open
- Implemented strong governance

Delivery

- Stabilized Vermont Health Connect
- Met federal requirements for MAGI Medicaid
- Implemented Asset Verification System
- Built new rules engine for health care programs
- 4 in flight products to be delivered in 2019

Procurement

- Implemented a streamlined procurement process for IE&E
- Expanded the State IT retainer pool to include vendors with user centered design expertise

Budget

- IE&E budget aligned with spend
- Received two years of funding approval from CMS

What's next for IE&E?

Big Picture Roadmap

- 12 modules that will be implemented incrementally over time
- Focusing on the modules that will bring us into compliance and improve the customer experience first
- Roadmap will evolve over time as the market and customer expectations change and as we learn more about the complexities of untangling from our legacy systems.

Current Roadmap

Healthcare Paper Application (April 2019)

Vermonters can apply for all health benefits using a single, streamlined paper application.

Document Imaging and Scanning (June 2019)

A single, maintainable, streamlined system to manage Vermonters' documentation

Reporting & Analytics (July 2019)

Systems are easy for staff to use, self-service, and allow real-time reporting and analytics

Self Service Document Uploader (October 2019)

Vermonters can upload documents, which are automatically associated with their case

Note: Dates represent final implementation of full product. Wherever possible, functionality will be implemented incrementally throughout the lifecycle of the project.

Future Roadmap

Online Customer Portal

A single place for Vermonters to apply for, and manage their benefits online

Authenticating Users (November 2018 - September 2019)

Vermonters identify validated

Online Application (April 2019 - August 2020)

Single streamlined application, online

Reporting Changes (August 2020 - June 2021)

Premium Processing

(July 2019 - October 2020)

Data Quality & Management

(September 2019 - December 2020)

Product Showcase: Self-Service Document Uploader



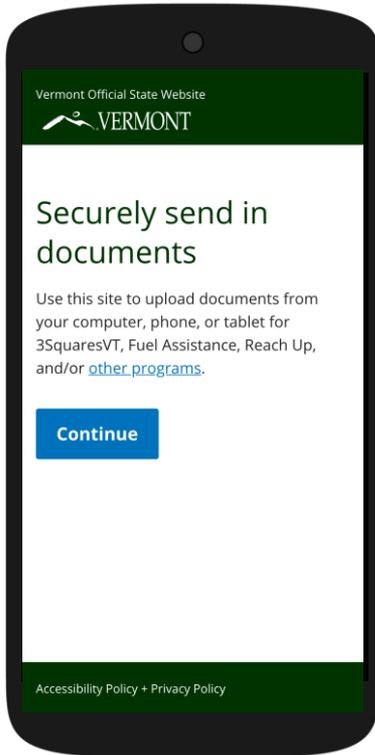
The Problem

Vermonters often need to submit documents to prove their eligibility for benefits programs. **Submitting documents can be a challenging, time-consuming, and frustrating experience.**

Mail and paper slow the entire process from initial notification, to mailing documents, to scanning and indexing.

Document Uploader Goal

Make it easier for **Vermonters to submit**, and **staff to process** manual verification documentation.



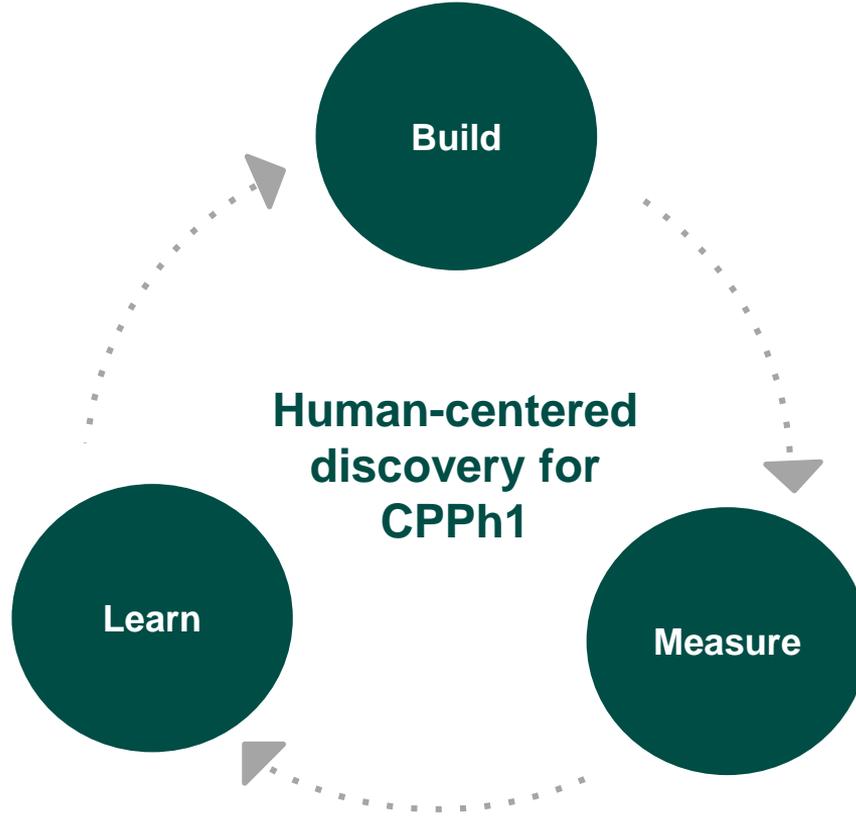
Vermont Integrated Eligibility Customer Portal

Phase 1, Document Uploader

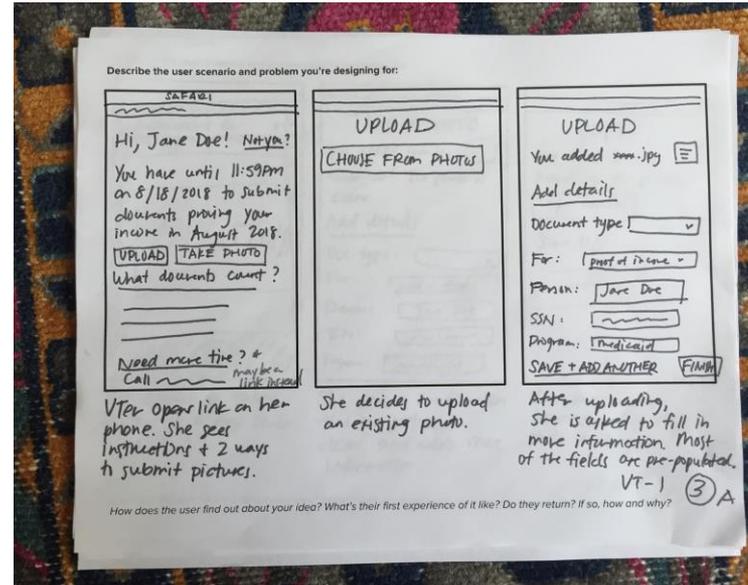
- Helping Vermonters get their benefits quickly
- Pilot launch in first 3 months
- Vermonter feedback informing where we start

Demo the site:

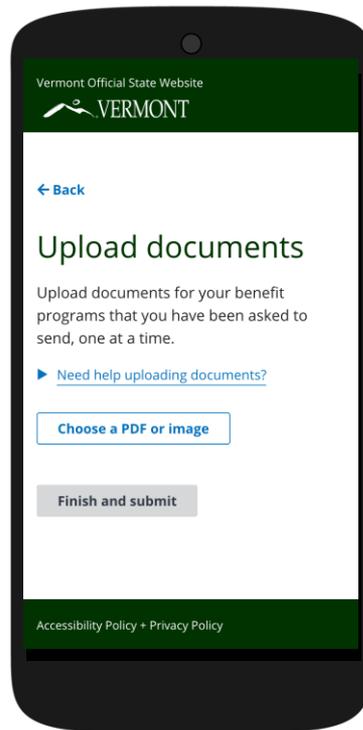
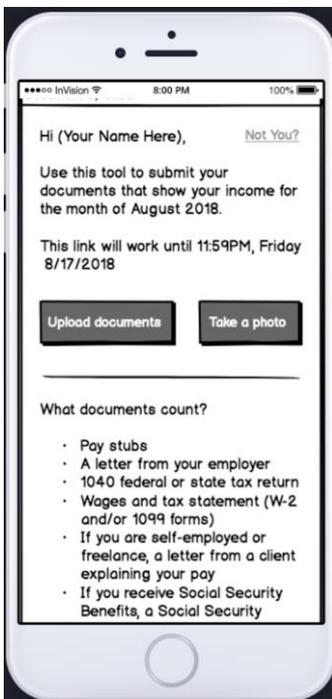
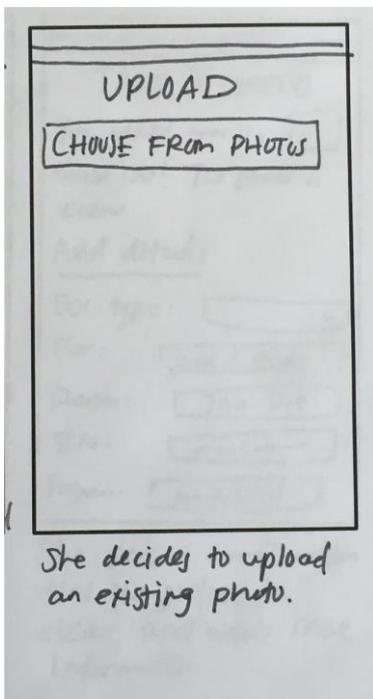
IEEuploader.com



Prototyping & Iterating



Small, manageable pieces that drive business value



Providing same day service for Vermonters

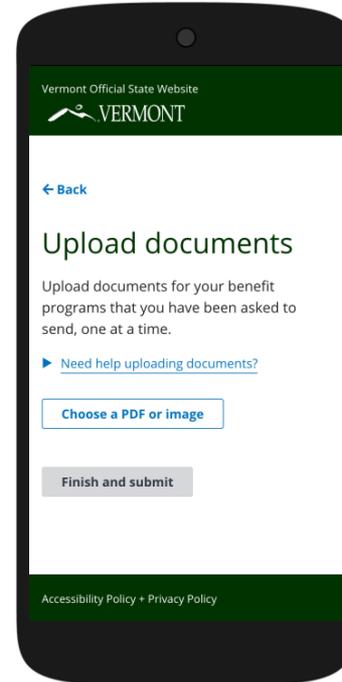
Baseline

11%

Pilot users

55%

Percentage of Vermonters able to submit on the day of their request



Providing Vermonters with faster service

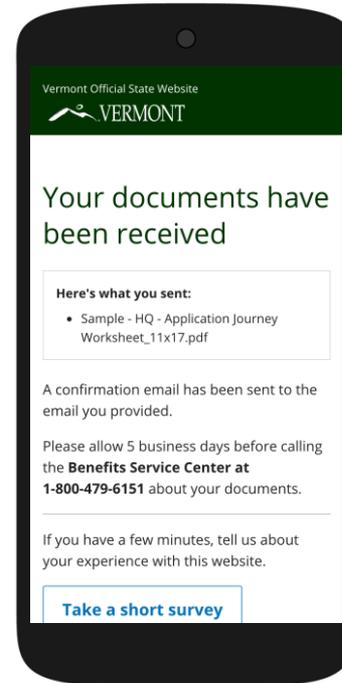
Baseline

9 days

Pilot users

5 days

Average days between document request and submission



Meeting Vermonters right where they are

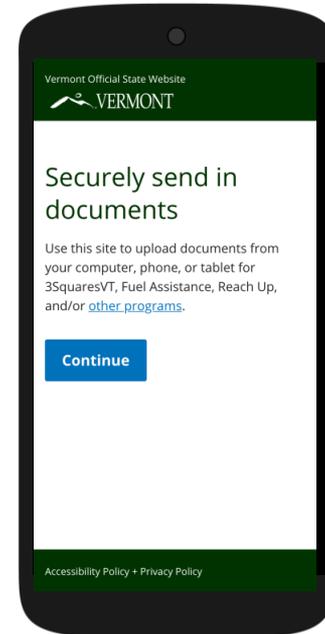
Pilot users

30%

of documents
submitted outside
of business hours

50%

of users submitted
documents on a
mobile device



Building Momentum in 2019

Improving the current experience

Integrating across programs

Empowering staff with real-time access to documents

Laying the foundation for future phases

Prototyping solutions that allow for more Vermonter functionality

How is ADS supporting the success of the IE&E Program?

- ADS has committed to a robust staffing plan to support the program, including experienced technical leadership and skilled developers.
- ADS leadership is actively engaged in providing strategic direction for this important program, ensuring synergy is achieved whenever possible with respect to systems, staff, and data.

What are the challenges in supporting this new way of working?

- The buildout of Vermont Health Connect was large and complex and with little knowledge transfer to our own technical staff -- making ongoing maintenance and modernization of the VHC platform a process requiring smaller, safer iterations to ensure success.
- Vermont is a difficult market to recruit for technical skills; we've found it important to take internal control of the underlying technology platforms to create a degree of technical stability where we can develop our workforce and build a more predictable recruitment process.

What are the successes being leverage across State government?

- ADS has been able to adopt many tools and methodologies for Continuous Integration (CI) in our development processes. These tools have allowed us to:
 - Improve transparency of progress, obstacles and effectiveness
 - Automate testing and deployment of our code.
 - Improve cross-functional (business & technical) engagement as tools are generally cloud/web-based and more intuitive to use.
- Projects beyond IE&E which are now using these tools:
 - State of Vermont Salesforce Platform
 - Dept. of Labor – Unemployment Insurance
 - Agency of Transportation – Bridge Degradation
 - Dept. of Health – Medical Practice Board