
MEMORANDUM

TO: STEPHEN KLEIN AND CATHERINE BENHAM, LEGISLATIVE JOINT FISCAL OFFICE
FROM: DANIEL SMITH, IT CONSULTANT FOR THE JOINT FISCAL OFFICE
SUBJECT: ACT 42 – FY20/21 CAPITAL BILL AND THE INTEGRATED ELIGIBILITY PROJECT – SECOND
INSTALLMENT RECOMMENDATIONS
DATE: SEPTEMBER 1, 2019

Background. On August 21st, 2019 you asked me for recommendations regarding the second installment of Integrated Eligibility and Enrollment (IE&E) funding as described in Sec. 3 (e) of Act 42, the FY20-21 Capital Bill. This act specified that IE&E funding would be released in three parts as follows:

- \$3,250,000.00 upon passage of the act, which shall include \$250,000 to be used as described in Sec. 32 of the act (First Installment);
- \$750,000.00 following Joint Fiscal Committee approval to release the funds at its September meeting (Second Installment); and
- \$750,000.00 following Joint Fiscal Committee approval to release the funds at its November meeting (Third Installment).

Act 42 specifies that the second and third installment approvals will be based on the results of reports prepared as described in my memo to you of April 5, 2019. AHS and ADS jointly submitted the first required report on September 1, 2019. As required, this report includes the status, including successes, setbacks, and achievement of expectations, of the Healthcare Application Usability (HCAU) Project, the Electronic Content Management (ECM) Project, the Business Intelligence (BI) Project, and the Customer Portal Phase One: Document Uploader (CCP1) Project. This report is quite complete, and includes updated information on cost, schedule, and overall status for each of the required projects. The report also includes updates on the second set of projects that will be the subject of the November report to the JFC. While this information is not required in the September report, it does provide a more complete view of the IE&E program status.

Recommendations. Based on the submitted AHS/ADS report and other supporting documentation, I have the following recommendations:

1. Although not all schedule goals were met as hoped and expected, costs are greater than expected, and technical challenges may cause additional problems and delays, I believe that overall the IE&E program is proceeding satisfactorily. There is no indication that the program is in danger of failure at this point, and as a result I recommend that the Second Installment funds be released by the Joint Fiscal Committee. Failure to release the funds could have a significant adverse impact on the IE&E program.

2. As stated earlier, technical challenges are to be expected with a program of this size and complexity. At the same time, the same problems should not be repeated during the course of the IE&E program. Because of this, my second recommendation is that ADS and AHS work in concert to develop a process for testing network capacity and effective functionality prior to the November IE&E report to the JFC. This process and plan should address the network deficiencies that were experienced by the BI and ECM projects and how they will be prevented in the future. The process and plan should then be presented to the Joint Information Technology Oversight Committee (JITOC) at either the September or November meeting.

Report Review Details. After reviewing the September report, and taking into consideration the various reports and other documents that have been made available to me over the summer of 2019, I believe that the IE&E program is progressing reasonably well. My biggest concern involves the network issues that have hindered progress on the Enterprise Content Management (ECM) and Business Intelligence (BI) projects. While technical challenges are not at all unexpected, especially in a program of this complexity, I am troubled by the fact that these challenges persisted for so long and with such an impact. That said, the September report does indicate that progress has been made on this issue and that the ECM project should be deployed by the end of September.

In reviewing progress against schedules, things have not gone as quickly as AHS and ADS expected. However, with the exception of the Business Intelligence project, project completion has been relatively close to expectations:

- Healthcare Application Usability Project (a user-friendly paper application that combines several eligibility programs). Expectation: Complete by September. Actual: Complete.
- Electronic Content Management Project (the migration of document scanning and retrieval functions from an Oracle system to OnBase, a state-owned system). Expectation: Complete or nearly so by September. Actual: Incomplete, expected completion by September 30, 2019.
- Business Intelligence Project (the migration of reporting capabilities from an Oracle platform to state-owned reporting and analytics systems). Expectation: Complete or nearly so by September. Actual: Incomplete, expected completion by February 2020.
- The Customer Portal Phase One Project (a document loader that allows customers to submit required documentation online instead of in person or mail). Expectation: Complete or nearly so by September. Actual: Incomplete, expected completion (partial) by October 2019.