

STATE OF CALIFORNIA  
**Budget Change Proposal - Cover Sheet**  
 DF-46 (REV 08/15)

Fiscal Year 2016-17	Business Unit 4260	Department Health Care Services	Priority No.
Budget Request Name 4260-010-BCP-DP-2016-GB		Program 3960010	Subprogram

Budget Request Description  
 Medi-Cal Eligibility Systems

**Budget Request Summary**

The Department of Health Care Services (DHCS) requests the following resources to support the ongoing policy and system initiatives as required by the various statutory requirements of Assembly Bill (AB) X1 1, Chapter 3, Statutes of 2013, the Patient Protection and Affordable Care Act (Pub. L. 111-148) and the Health Care and Education Reconciliation Act of 2010 (Pub. L. 111-152), collectively known as the Affordable Care Act (ACA). Additionally, the requested resources are needed in anticipation of the increased workload resulting from the 24 Month Roadmap initiative and ongoing policy changes under ACA.

Three-year limited term funding of \$3,047,000 for staff resources and a technical training contract and four (4.0) permanent positions and expenditure authority of \$636,000.

Total funding requested: \$3,683,000 (\$1,788,000 GF and \$1,895,000 FF)

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO <i>Bonney Long</i>	Date <i>11/5/16</i>
For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance. <input type="checkbox"/> FSR <input type="checkbox"/> SPR    Project No.    Date:		

If proposal affects another department, does other department concur with proposal?  Yes     No  
 Attach comments of affected department, signed and dated by the department director or designee.

Prepared By <i>[Signature]</i>	Date <i>1.5.16</i>	Reviewed By <i>[Signature]</i>	Date <i>[Signature]</i>
Department Director <i>[Signature]</i>	Date <i>1/6/16</i>	Agency Secretary <i>[Signature]</i>	Date <i>1/7/16</i>

**Department of Finance Use Only**

Additional Review:  Capital Outlay     ITCU     FSCU     OSAE     CALSTARS     Dept. of Technology

BCP Type:     Policy     Workload Budget per Government Code 13308.05

PPBA    *Maricris B. Azon*    Date submitted to the Legislature  
*1/8/16*

# BCP Fiscal Detail Sheet

BCP Title: Medi-Cal Eligibility Systems

DP Name: 4260-010-BCP-DP-2016-GB

## Budget Request Summary

	FY16					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Positions - Permanent	0.0	4.0	4.0	4.0	4.0	4.0
<b>Total Positions</b>	<b>0.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>
Salaries and Wages						
Earnings - Permanent	0	351	351	351	351	351
Earnings - Temporary Help	0	1,685	1,685	1,685	0	0
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$2,036</b>	<b>\$2,036</b>	<b>\$2,036</b>	<b>\$351</b>	<b>\$351</b>
Total Staff Benefits	0	983	983	983	169	169
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$3,019</b>	<b>\$3,019</b>	<b>\$3,019</b>	<b>\$520</b>	<b>\$520</b>
Operating Expenses and Equipment						
5301 - General Expense	0	104	96	96	16	16
5302 - Printing	0	48	48	48	8	8
5304 - Communications	0	48	48	48	8	8
5320 - Travel: In-State	0	72	72	72	12	12
5322 - Training	0	24	24	24	4	4
5324 - Facilities Operation	0	216	216	216	36	36
5340 - Consulting and Professional Services -	0	100	100	100	0	0
5344 - Consolidated Data Centers	0	24	24	24	4	4
539X - Other	0	28	0	0	0	0
<b>Total Operating Expenses and Equipment</b>	<b>\$0</b>	<b>\$664</b>	<b>\$628</b>	<b>\$628</b>	<b>\$88</b>	<b>\$88</b>
<b>Total Budget Request</b>	<b>\$0</b>	<b>\$3,683</b>	<b>\$3,647</b>	<b>\$3,647</b>	<b>\$608</b>	<b>\$608</b>
<b>Fund Summary</b>						
Fund Source - State Operations						
0001 - General Fund	0	1,788	1,771	1,771	291	291
0890 - Federal Trust Fund	0	1,895	1,876	1,876	317	317
<b>Total State Operations Expenditures</b>	<b>\$0</b>	<b>\$3,683</b>	<b>\$3,647</b>	<b>\$3,647</b>	<b>\$608</b>	<b>\$608</b>
<b>Total All Funds</b>	<b>\$0</b>	<b>\$3,683</b>	<b>\$3,647</b>	<b>\$3,647</b>	<b>\$608</b>	<b>\$608</b>
<b>Program Summary</b>						
Program Funding						
3960010 - Medical Care Services (Medi-Cal)	0	3,683	3,647	3,647	608	608
<b>Total All Programs</b>	<b>\$0</b>	<b>\$3,683</b>	<b>\$3,647</b>	<b>\$3,647</b>	<b>\$608</b>	<b>\$608</b>

**Personal Services Details**

Positions	Salary Information								
	Min	Mid	Max	CY	BY	BY+1	BY+2	BY+3	BY+4
1312 - Staff Info Sys Analyst (Spec) (Eff. 07-01-				0.0	1.0	1.0	1.0	1.0	1.0
1337 - Sr Info Sys Analyst (Spec) (Eff. 07-01-				0.0	1.0	1.0	1.0	1.0	1.0
1581 - Staff Programmer Analyst (Spec) (Eff. 07-				0.0	1.0	1.0	1.0	1.0	1.0
1583 - Sr Programmer Analyst (Spec) (Eff. 07-01-				0.0	1.0	1.0	1.0	1.0	1.0
VR00 - Various (Eff. 07-01-2016)(LT 06-30-2019)				0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Positions</b>				<b>0.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>
Salaries and Wages	CY	BY	BY+1	BY+2	BY+3	BY+4			
1312 - Staff Info Sys Analyst (Spec) (Eff. 07-01-	0	84	84	84	84	84			
1337 - Sr Info Sys Analyst (Spec) (Eff. 07-01-	0	92	92	92	92	92			
1581 - Staff Programmer Analyst (Spec) (Eff. 07-	0	84	84	84	84	84			
1583 - Sr Programmer Analyst (Spec) (Eff. 07-01-	0	92	92	92	92	92			
VR00 - Various (Eff. 07-01-2016)(LT 06-30-2019)	0	1,685	1,685	1,685	0	0			
<b>Total Salaries and Wages</b>	<b>\$0</b>	<b>\$2,036</b>	<b>\$2,036</b>	<b>\$2,036</b>	<b>\$351</b>	<b>\$351</b>			
Staff Benefits									
5150350 - Health Insurance	0	489	489	489	84	84			
5150600 - Retirement - General	0	494	494	494	85	85			
<b>Total Staff Benefits</b>	<b>\$0</b>	<b>\$983</b>	<b>\$983</b>	<b>\$983</b>	<b>\$169</b>	<b>\$169</b>			
<b>Total Personal Services</b>	<b>\$0</b>	<b>\$3,019</b>	<b>\$3,019</b>	<b>\$3,019</b>	<b>\$520</b>	<b>\$520</b>			

## Analysis of Problem

### A. Budget Request Summary

The Department of Health Care Services (DHCS) requests the following resources to support the ongoing policy and system initiatives as required by the various statutory requirements of Assembly Bill (AB) X1 1, Chapter 3, Statutes of 2013, the Patient Protection and Affordable Care Act (Pub. L. 111-148) and the Health Care and Education Reconciliation Act of 2010 (Pub. L. 111-152), collectively known as the Affordable Care Act (ACA). The divisions impacted by this request are the Medi-Cal Eligibility Division (MCED) and the Enterprise Innovations and Technology Services Division (EITS).

The resources requested include three-year limited term funding of \$3,047,000, and 4.0 permanent positions and expenditure authority of \$636,000 for:

- EITS: 1.0 Staff Programmer Analyst; 1.0 Senior Programmer Analyst; 1.0 Senior Information Systems Analyst; and 1.0 Staff Information Systems Analyst

Total funding requested: \$3,683,000 (\$1,788,000 General Fund and \$1,895,000 Federal Funds)

In a continued effort to improve and enhance the multifaceted eligibility and enrollment components of the ACA for both administrative users and consumers in California, DHCS, in collaboration with Covered California (Covered CA), sponsored a 24 Month Roadmap to prioritize and reprioritize business initiatives and policy goals of the ACA within the California Healthcare Eligibility, Enrollment and Retention System (CalHEERS). The 24 Month Roadmap is a rolling timeline and ongoing effort to prioritize functionality over the course of a 2 year period. The requested resources are needed in anticipation of the continuous workload resulting from the 24 Month Roadmap initiative and policy changes required under the ACA and state legislation.

### B. Background/History

On March 23, 2010, President Obama signed the ACA, which impacted every sector of the health care system, including Medi-Cal. The law implemented comprehensive health insurance reforms that seek to hold insurance companies more accountable, lower health care costs, guarantee more health care choices, and enhance the quality of health care. As required by the ACA, states were to either create a health insurance exchange or use the federal exchange. The ACA require exchanges to be operational by January 1, 2014. Additionally, the Medicaid expansion was also required to be initiated by January 1, 2014.

In FY 2012-13, DHCS obtained 12.0 2-year LT positions (3.0 MCED/9.0 EITS) via FY 2012-13 May Revise Letter MRHBEX12-03 to support the planning, design, development, implementation, and ongoing maintenance of the Medi-Cal eligibility and enrollment system changes and integration with the California Health Benefit Exchange and county eligibility consortia systems.

In FY 2014-15, the 12.0 positions were extended for another 2-year term via BCP MCED 14-02/030 (3.0 MCED/9.0 EITS). These positions were extended for another 2-year term due to delays in federal regulations, policy guidance and state policy decisions, which caused significant scope and functionality delays in the timelines. EITS continued system integrations and MCED continued work on State legislation, State Plan Amendments,

**Analysis of Problem**

instructions for county partners (involving advocates in the process), developed the MAGI Medicaid eligibility rules for incorporation into CalHEERS, interacted with Health Benefit Exchange staff to coordinate Medicaid eligibility determination procedures, and conducted outreach to the residents of California.

In FY 2014-15, in conjunction with the implementation of CalHEERS, DHCS began the implementation of ABX1 1, Chapter 3, Statutes of 2013. The legislation authorizes DHCS to implement Medicaid provisions of the ACA, including the implementation of the new “adult group” in California; the transition of the Low Income Health Program (LIHP) beneficiaries to Medi-Cal; the use of the Modified Adjusted Gross Income (MAGI) methodology; simplifications to the annual renewal and change in circumstances processes for Medi-Cal beneficiaries; the use of electronic verifications of eligibility criteria both at initial application and redeterminations of eligibility; and performance standards for DHCS, Covered California, and the Statewide Automated Welfare Systems (SAWS). DHCS received 8.0 2-year LT positions (4.0 MCED/4.0 EITS) via FY 2014-15 BCP ABX 1 1/032.

These resources are set to expire June 30, 2016. However, resources are needed in anticipation of the continuous workload resulting from the 24 Month Roadmap initiative and functionality expected to be implemented in the next few years as a result of policy changes required under the ACA and state legislation. Current resources for both MCED and EITS (staff/contractors) are fully engaged in activities associated with ACA policy implementation and the impacts to CalHEERS, the county Statewide Automated Welfare Systems (SAWS), LEADER Replacement (LRS), Medi-Cal Eligibility Data System (MEDS), and the interfaces between all systems.

Additionally, MCED is responsible for the development of 16 regulatory packages over the next several years and accompanying policy guidance which continues to impact technology solutions for DHCS. EITS resources support MCED from a technology and application development perspective to ensure program business needs are met timely and efficiently.

**Resource History  
MCED**

*(Dollars in thousands)*

Program Budget	2010-11	2011-12	2012-13	2013-14	2014-15
Authorized Expenditures	26,858	26,858	29,631	25,054	18,393
Actual Expenditures	23,694	26,077	30,360	21,868	14,948
Revenues	N/A	N/A	N/A	N/A	N/A
Authorized Positions	112.5	131.5	123.8	137.5	161.0
Filled Positions	100.1	106.5	111.4	126.6	150.0
Vacancies	12.4	25.0	12.4	10.9	11.0

**Analysis of Problem**

**EITS**

*(Dollars in thousands)*

Program Budget	2010-11	2011-12	2012-13	2013-14	2014-15
Authorized Expenditures	34,267	34,267	37,657	45,576	52,947
Actual Expenditures	25,103	30,253	36,354	40,526	48,659
Revenues	N/A	N/A	N/A	N/A	N/A
Authorized Positions	196.3	207.3	246.3	276.5	303.5
Filled Positions	153.3	176.6	223.7	254.7	303.5
Vacancies	43.0	30.7	22.6	21.8	0.0

**Workload History**

See Attachment B.

**C. State Level Considerations**

DHCS plays a major role in helping Californians gain access to Medi-Cal benefits. The Administration committed to the ACA optional Medicaid expansion for the uninsured, childless adults, and created California's own state-based Exchange (Covered CA). As a result, California has seen an increase of over 3.1 million individuals in Medi-Cal enrollment. DHCS is responsible for providing timely access to coverage and having an effective process to perform necessary policy development and IT systems that will support this growth in ways that provide quality care. DHCS strives to:

- Improve the consumer experience so individuals can easily access high quality health care when they need it, where they need it, at all stages of life.
- Ensure there is a viable health care safety net for people when they need it.
- Maintain effective, open communication and engagement with the public, our partners, and other stakeholders. Hold ourselves and our providers, plans, and partners accountable for performance.
- Be prudent, responsible fiscal stewards of public resources.
- Focus on communication, collaboration, teamwork, and effective decision-making.

This proposal also has a direct impact on the goals and objectives of other state agencies such as Covered CA, which DHCS collaborates closely with in terms of intersections of policy and systems between health insurance affordability programs (IAPs). In addition, this proposal has a direct impact on the goals and objectives of the California Department of Social Services, most significantly, in the implementation of horizontal integration between health IAPs and other public assistance programs such as CalFresh and CalWORKs. The other state agencies fully support this proposal as inadequate staffing of DHCS workload would negatively impact their own business needs and the clients they serve. DHCS does not anticipate any opposition to this proposal as all stakeholders and interested parties understand the critical need for DHCS to have adequate resources to continue implementing and refining ACA provisions from both a policy and systems perspective.

## Analysis of Problem

### D. Justification

The resources requested will continue work currently deferred due to prioritization decisions between DHCS, Covered CA, counties and SAWS stakeholders. These resources will support the most critical ongoing system changes as prioritized through the 24 Month Roadmap. The associated workload includes, but is not limited to, the necessary functionality in CalHEERS/SAWS/LRS/MEDS and the interfaces between these systems, both in terms of functionality to comply with state and federal law, the correction of systems defects, enhancement of the consumer experience and reduction of administrative burdens on state and county staff engaged in eligibility and enrollment processes. MCED plays a key role in directing these policy and system changes and in working with counties, SAWS, health care advocates, and other stakeholders, while EITS staff implement the eligibility and enrollment policies in the systems that must be in compliance with federal and state statutes.

The resources will participate in dynamically changing policy business design sessions for Change Requests (CRs) with CalHEERS and associated systems, evaluate and assess impacts of CRs to MEDS and associated systems interfaces, perform all phases of the Software/System Development Life Cycle (SDLC), including gathering, business analysis, system analysis, design, development, testing, communication with all stakeholders, coordinating releases, validating the system after releases, and planning for subsequent ongoing future releases.

If this proposal is not approved, DHCS will not be able to adequately support the policy initiatives and systems changes necessary to comply with ACA and subsequent legislative requirements, resulting in potential federal sanctions and/or fiscal penalties. DHCS will also be subject to increased litigation for non-compliance with state and federal law and unnecessarily delay the eligibility, enrollment and retention experience for consumers envisioned by ACA.

#### **Limited-term expenditure authority to address the workload of 7.0 expiring positions.**

*Medi-Cal Eligibility Division Office*

- 1.0 Health Program Specialist II (HPS II)

The existing limited-term HPS II continues to serve as the MCED lead in the coordination of ongoing Division workload critical to the implementation and continued success of ACA in California. With the implementation of ACA, MCED experiences increased and continuous workload that requires subject matter expertise in all ACA policy areas. The new ACA eligibility rules, along with a significant increase in Medi-Cal enrollment and the implementation of CalHEERS, have resulted in major growth in Medi-Cal eligibility policy issues that must be researched and resolved, many times in conjunction with multiple business partners and stakeholders. In order to achieve state and federal statutory compliance, the HPS II is responsible for providing extensive technical program consultation to MCED management team and DHCS executive staff on eligibility and enrollment functions of CalHEERS, as well as the interface between SAWS and CalHEERS to effectuate the required policy-driven system changes. The HPS II functions in a lead capacity for AGPAs in developing policies supporting documents, testing, and

## Analysis of Problem

implementation of information technology system changes needed to implement ACA.

With the establishment of the current 24 Month Roadmap for CalHEERS system-related changes, resources to continue to address the workload of the HPS II position is critical to provide direct policy consultation to CalHEERS, SAWS, and MEDS teams to effectuate Medi-Cal policy and ensuring the alignment of state and federal regulatory guidelines and system modifications. Current projects include the implementation of Senate Bill 75 - Full-Scope Medi-Cal for All Children, automation of program transitions from Covered California to Medi-Cal, and change requests to mitigate duplicate applications and resolve income-related issues for MAGI Medi-Cal eligibility determinations.

In addition, the requested resource will serve as the MCED liaison and provides support to the State Office of Systems Integration (OSI), and other State agencies on obtaining approval of enhanced federal funding for SAWS and CalHEERS system changes required by the ACA as well as tracking the various OSI Advanced Planning Document (APD) invoices for funding.

### *Policy Development Branch*

- 1.0 Associate Governmental Program Analyst (AGPA)

The staff resource will continue the development of policies for use by CalHEERS to determine Medi-Cal eligibility to enroll eligible individuals and monitor and evaluate the policy change implementation. Resources will monitor that accurate Medi-Cal policies are implemented in CalHEERS and coordinate activities with Covered CA and other stakeholders. Duties to be completed: develop and evaluate the business rules that are implemented for ACA compliance and the impact to MEDS and SAWS; obtain and analyze feedback from advocates, users, and county staff during CalHEERS system CR development and implementation; and participate in intra- and inter-departmental workgroup efforts by engaging counties, advocates, and other key stakeholders in Medi-Cal policy development related to initial, change in circumstance, and annual eligibility determinations.

### *Policy Operations Branch (POB)*

- 1.0 Health Program Specialist II (HPS II)
- 1.0 Staff Services Manager I (SSM I)
- 3.0 Associate Government Program Analyst (AGPA)

The resources will continue the following workload:

- Provide extensive technical program consultation to departmental management staff and MCED on eligibility and enrollment functions to ensure state and federal statutory compliance.
- Serve as the division lead on cross-departmental consultation on eligibility and enrollment functions as they relate to Medi-Cal eligibility system issues related to managed care enrollment and horizontal integration with CDSS' CalFresh and CalWORKS programs into CalHEERS.
- Develop policies supporting development, testing, and implementation of information technology system changes needed to fully implement ACA.
- Function as the MCED eligibility systems lead in the implementation of programs in CalHEERS such as the New Qualified Immigrant Wrap, AB 1341 Medi-Cal Notices, and SB 75 Full-Scope Medi-Cal for All Children.
- Coordinate efforts between MCED cross-functional subject matter experts in implementing the 1095 Internal Revenue Service Reporting requirements.

### Analysis of Problem

- Oversee communication and engagement with the public and stakeholders by DHCS.
- Address critical beneficiary and applicant inquiries are addressed accurately and timely.
- Continued development of regulatory packages as follows:
  - Implementation by July 1, 2015: Authorized Representatives, California Residency, and Managed Care Information Sharing. These three regulation packages have been written and are going through the review process which will require staff resources to monitor and shepherd through the formal regulatory approval process in order to be implemented.
  - Implementation by July 1, 2017: Modified Adjusted Gross Income Financial Methodology, Redeterminations, Hospital Presumptive Eligibility (HPE), Agency Eligibility Information Sharing, 5-Year Bar for Qualified Aliens, New Adult Group Alternative Benefit Package, and County Administrative Cost Control Program.
  - Required to be developed due to ACA, but have no prescribed due date, and DHCS must provide semiannual status reports to the Legislature: Continuing Medi-Cal upon loss of Cash Aid, Transfer of Medi-Cal Eligibility between Medi-Cal programs, Information Verification, Eligibility functions to Covered CA, and IAPs Quick Sort Transfer Protocol.
- Update Medi-Cal Eligibility Procedures Manual to add new ACA related regulations.

#### **Limited-term expenditure authority to address the workload of 13.0 expiring positions.**

*Enterprise Portfolio and Project Management Branch (EPPMB) – 2.0 Positions*

- 1.0 Data Processing Manager III (DPM III)
- 1.0 Data Processing Manager II (DPM II)

Resources will manage contracted vendor relationships and will be the DHCS project management and oversight liaison with the various internal and external stakeholders participating in the modifications to MEDS related to the expanded business rules for eligibility and enrollment and integration with CalHEERS and SAWS. Activities/duties to be completed:

- Lead and participate in planning sessions with intra- and inter-departmental workgroups to define the business requirements for the ongoing MEDS system changes and to identify and evaluate various solution alternatives.
- Interpret Department of Technology (DOT) policies and directives and work with the programs to achieve compliance with these policies.
- Work with all control agencies, including the DOT, to ensure that all activities are conducted within appropriate policies, guidelines, manuals, laws and regulations.
- Responsible for the procurement and management of contracted vendor relationships and management and oversight liaison with internal stakeholders participating in the modifications to MEDS.
- Participate in planning sessions with inter- and intradepartmental workgroups to secure enhanced funding and project approval.
- Monitor compliance with federal, state and departmental policies and facilitate and coordinate communication between intra-departmental entities.

The EPPMB requires these resources to continue to adequately provide the appropriate level of professional project management and oversight of DHCS' implementation of the expanded business rules for Medi-Cal eligibility and enrollment and integration into CalHEERS. Failure to provide project oversight expertise could result in project cost overruns, project delays, and the inability to stay within the project scope.

## Analysis of Problem

After initial implementation of CalHEERS, EPPMB continues to provide ongoing project management, oversight and reporting for the changes to eligibility rules and processes that will affect CalHEERS as additional guidance will be forthcoming from the Centers for Medicare & Medicaid Services (CMS).

### *Application Support Branch (ASB) – 5.0 Positions*

- 2.0 Sr. Information Systems Analyst (SrISA)
- 2.0 Staff Programmer Analyst (Specialists) (SPA)
- 1.0 Sr. Programmer Analyst (Sr. PA)

Resources to function in lead roles and support the most complex system modifications to the existing MEDS and its sub-applications. The activities to be accomplished:

- Interpret business requirements set forth from ACA and program policies and turn them into technical requirements to provide complete design, development and implementation of system components and interfaces for new enhancements and maintenance activities to enhance and maintain the integration to MEDS and Statewide Client Index (SCI), and CalHEERS interfaces, using Service Oriented Architecture (SOA) technologies where possible to achieve CMS' MITA requirements.
- Document changes and ensure full system documentation for MEDS, CalHEERS and all interfaces are maintained to migrate beneficiaries between IAPs administered by Covered CA and DHCS as well as ensuring that the MEDS programming changes meet the new fraud and security challenges under the HIPAA requirements.
- Serve in a lead capacity and act as a technical resource that looks at issues from a business perspective with technology in mind.
- Support the system analysis, documentation, and communication between all interested parties to ensure full system requirements are well documented and approved, and in support of system enhancements to meet the requirements of this legislation.
- Perform interviews with program staff within DHCS, the counties, the stakeholders, and other State departments to gather and finalize business requirements.
- Work with other system experts and the business, facilitate workgroup sessions to identify the business process enhancements, design; collaborate with other technical teams to implement the solutions required for fulfillment of the ACA.
- Compilation of all required enhancements, processes refinement, and bug fixes during stabilization period of systems integration among CalHEERS, MEDS and SAWS.
- Continue to support the entire SDLC and Agile development methodologies as it relates to system enhancements, defects fixing, and address change requests.
- Staff will participate directly in the integration of all architecture, testing, and implementation activities.
- Conduct systems analysis, produce technical requirements, design deliverables, and develop test plans and scenarios; and oversight of the implementation of the system enhancements and interfaces between MEDS and external entities.
- Maintain the current MEDS system and ensure the program edits are implemented successfully.
- Monitor, enhance, and implement integration components with the Enterprise Service Bus, adapters to mainframe systems (such as MEDS and Statewide Client

## Analysis of Problem

Index), as well as adapters/APIs to new technologies to ensure the system functions effectively and accurately.

- Work side-by-side with the current state staff to share and cross train staff fostering and developing an increased knowledge of MEDS, which will allow them to develop high-quality subject matter experts, which ultimately will allow for increased continuity and ability to effectively support the system after implementation.
- Participate directly in the integration of all architecture with systems owners, through involvement with technical support, testing, and implementation activities, as well as ongoing support of MEDS and relevant interfaces to external systems and entities including, SAWS, LEADER Replacement System (LRS), County Consortium systems (e.g., C-IV, LEADER, CalWIN), and other ACA related business partners.
- Provide ongoing maintenance of the system without interruption of services or system downtime to the users.
- Work closely with the MCED, the counties SAWS and LRS staff in conducting gap analysis and identifying the need for changes in the current MEDS system.

### *Enterprise Technical Policy and Standards Branch (ETPSB) – 3.0 Positions*

- 1.0 Sr. Information Systems Analyst (SrISA)
- 1.0 Systems Software Specialist II (SSS II)
- 1.0 Staff Information Systems Analyst positions (SISA)

The resources will work in a lead capacity to provide testing services throughout the SDLC for enhancements to MEDS related to CalHEERS, as well as support integration with other DHCS systems. The first area of testing support includes the integration of the Medi-Cal eligibility and enrollment systems, including SCI, MEDS, SAWS, Social Security Administration (SSA), and other departmental systems. The second area of testing services includes user acceptance testing of Medi-Cal eligibility and enrollment systems that have been modified to comply with ACA policies. Additionally, support integration technologies including the ESB, adaptors to the mainframe systems (MEDS), adaptors to non-mainframe systems, and adaptors/Application Program Interfaces (APIs) to CalHEERS. Service Oriented Architecture (SOA) technologies will be used to fulfill CMS MITA requirements.

Resources will also coordinate the DHCS and CalHEERS teams in the direction, preparation, review, and execution of test cases and test scripts aligned to functional and non-functional requirements. Some activities to be completed:

- Creates and maintains testing schedules related the CalHEERS.
- Continue defect identification associated with the execution of test cases and test scripts.
- Direct the setup, reporting, and configuration of HP Application Lifecycle Management (ALM), the DHCS enterprise testing tool.
- Continue to lead the effort to integrate HP ALM with other enterprise testing tools and those efforts to define and report quality assurance metrics, critical success factors, and key performance indicators for all levels of DHCS and CalHEERS management.

Additionally, resources will provide testing services and support for requirements definition, design, development, user acceptance testing, release and change management implementation, and ongoing support of the enhancements to MEDS and other systems in

## Analysis of Problem

compliance with ACA policies. Testing services will be done throughout the Software Development Life Cycle (SDLC) for enhancements to MEDS related to the ACA, as well as support integration with other DHCS systems. Assistance will be provided in the testing and validation of the business requirements, as set forth by ACA and program policies and testing requirements will be created for the development and implementation of system components and interfaces. Requirements will be gathered to enhance and maintain the integration between MEDS and related systems.

### *Enterprise Architecture Office (EAO) – 1.0 Position*

- *1.0 Systems Software Specialist III (SSS III)*

Performs major oversight over DHCS' integration roles with the planning, analysis, development, testing, and interoperability as part of the CalHEERS quality assurance (QA) team. The QA Team works in a complementary role to the Project Management Office (PMO) and Technical Support Services already in place to increase the quality assurance presence in all areas of the CalHEERS Project. The value of the QA Team's quality assurance approach lies in the use of skilled personnel who have significant experience providing project verification, validation, and management support in human services automation projects. The QA Team employs a philosophy that has proven successful in similar projects by providing early identification of potential problems and issues, coupled with developing alternative courses of action or mitigation strategies, the QA Team can help the state address difficulties proactively.

### *Information Security Office (ISO) – 1.0 Position*

- *1.0 Systems Software Specialist III (SSS III)*

Performs ongoing security oversight and assessment work associated with the development and maintenance of new infrastructure and interfaces between DHCS Medi-Cal eligibility and enrollment systems, SAWS, and CalHEERS. Federal and State privacy and security statutes and requirements mandate numerous security controls be in place for protecting health information including policy and procedure development, encryption, periodic risk assessments, incident response, design and change control reviews, threat monitoring, and secure perimeters to avoid theft or leakage of data. Activities to be completed include being the lead for the security of highly complex data transport and identity management systems which authenticate and authorize security credentials and encryption of highly confidential data passing between all the systems and participate in initial design, implementation, and ongoing maintenance. A security oversight role is essential due to rising threat of malicious attacks on Internet based health IT systems with the risk of data theft.

### *Enterprise Services Branch - 1.0 Position*

- *1.0 Systems Software Specialist (SSS) III*

Provides database services related to ACA work including maintenance and support of existing and future database solutions and configurations essential to the MEDS and SCI production and ongoing enhancement of DB2 Database Management Systems and other MEDS related subsystems such as Children's Medical System (CMS), SCI, HPE, Medi-Cal Eligibility History System (MEF) and many more. Functions in lead DB2 database administration roles, and will support the most complex system modifications and enhancements to the existing MEDS and its sub-applications by following industry best

## Analysis of Problem

practices. The responsibilities include: data architectural guidance, the overall support for database analysis, database security support, database support tools, utilities, software use, performance monitoring and tuning, and general technical expertise. Additionally, provides database services to MEDS and MEDS related subsystems. Collaborates with MEDS programmers in penetration test activities and perform database tuning to mitigate security risks identified in penetration test activities, and periodically run tools to determine and validate database integrity. This workload is critical to ensuring that MEDS databases are operational at all times. Without this resource, DHCS' critical DB2 systems availability and functionality will be at risk.

### Contract Conversion to State Positions (4.0 Permanent Positions - EITS Specific)

The DHCS' Health Exchange and Medi-Cal Interface (HEMI) project has contracted with multiple California Multiple Award Schedules (CMAS) vendors to obtain the professional services of 23 IT consultants. Local Assistance funding has been used to cover the approximately \$5 million annual cost of the multiple contracts. The contracted IT services have included business and systems analysis, design, testing, and project management support. Much of the work these consultants are performing today is ongoing workload and will continue permanently for DHCS. This workload will include batch processing, streamlining manual processes, automating to the furthest extent possible, ongoing data cleanup, and synchronization of data between CalHEERS and SAWS.

DHCS/EITS requests the conversion of contract funding associated with the work of 23 consultants to 4.0 permanent state staff. Due to the additional workload presently assigned to consultants, without adding the 4.0 staff, DHCS will not have the capacity to absorb all work. Some workload may be redirected to existing staff and other workload will require reprioritization or deferral. The 4.0 positions will help support the added workload resulting from the implementation of the CalHEERS, the respective systems interfaces, and 24 hour a day support for web-services between CalHEERS and MEDS. Once the 23 consultants are released, the work they perform will remain with DHCS, and will require ongoing support via maintenance and operational functions. EITS requires resources to continue to address enhancement requests through the full SDLC and Agile methodologies as appropriate, guided by changing business priorities. The resources will work collectively with the SAWS, CalHEERS, DHCS, Covered CA and Stakeholders as necessary to meet ACA objectives and the 24 Month Roadmap requirements.

Ongoing workload and ACA related demands have demonstrated the need for these positions. Workload continues to trend upward and additional ACA related workload continues to be identified. This is evident in the 24 Month Roadmap as deferred items are pushed out due to system capacity limitations and these items are shifted to subsequent releases. Changes in business partner priorities including SAWS, LRS, CalHEERS, CMS reporting requirements, new audit requirements, and other ACA related and legislative mandates, typically impact the MEDS system and Medi-Cal program eligibility policies.

As contracted resources term out, DHCS state staff are expected to continue the critical systems work and support. Knowledge transfer from the consultant work force to DHCS staff is currently underway and is negatively impacting existing IT workload, causing delays in program requests and expectations. Hence, DHCS is requesting resources for another

## Analysis of Problem

three years and the additional 4.0 permanent state staff to continue supporting this critical workload and to ensure staffing levels is able to manage existing workload in combination with the CalHEERS support work transitioned from HEMI to DHCS.

### **Application Support Branch (ASB) – 4.0 Positions**

- 1.0 Sr. Programmer Analyst (SPA)
- 1.0 Staff Programmer Analyst (SPA)
- 1.0 Sr. Information Systems Analyst (Sr. ISA)
- 1.0 Staff Information Systems Analyst (SISA)

Existing EITS staff resources are unable to absorb the additional volume of workload, previously handled by consultant resources, to provide timely response for system enhancements, various federal and state reporting, audit and litigation requests and ongoing maintenance and operations activities.

The 4.0 new positions will participate directly in knowledge transfer activities from the consultants in the areas of architecture integration with CalHEERS, testing methodologies, and change requests implementation activities, system and end user documentation as well as ongoing support of MEDS and relevant interfaces to external systems. MEDS has traditionally operated during business hours with batch processes running overnight. With the introduction of the web services interfaces to support CalHEERS, the team must maintain staff availability 24 hours per day, 7 days per week. Further, problems must be addressed in tens of minutes rather than typically hours or the next business day. With the current automated systems interfaces, staff must be available to react to and fix any system issues should they arise. Staffing levels are required to have enough breadth to support a rotating on-call schedule. The staff will facilitate on-going continuity and ability to effectively support the system on an on-going basis. The staff will participate directly in the integration of all architecture, testing, and implementation activities, as well as ongoing support of MEDS and relevant interfaces to external systems and entities. The staff will take over Maintenance and Operation (M&O) support 24 hours per day, 7 days per week on an ongoing basis to keep downtime to a minimum as to not impact CalHEERS and other external entities' automated eligibility and enrollment processes for IAPs. Staff will make modifications and program enhancements to the current MEDS web services and ensuring the changes are compatible to the existing MEDS interface standards and best practices.

## **E. Outcomes and Accountability**

DHCS has significant programmatic controls, policies, and procedures currently in place to ensure accountability for the requested resources. DHCS will retain oversight responsibility of the Medi-Cal program changes that relate to mandated ACA provisions. DHCS will maintain accountability through existing internal processes, such as staff work, review and performance monitoring.

## **Projected Outcomes**

See Attachment C.

## Analysis of Problem

### F. Analysis of All Feasible Alternatives

**Alternative 1:** Three-year, limited-term expenditure authority and establishment of four (4.0) permanent positions for a total of \$3,683,000 (\$1,788,000 GF and \$1,895,000 FF).

**Pros:**

- Facilitates the ongoing development of needed interfaces to support program integrity and verification processes as required by ACA.
- Facilitates interaction of Medi-Cal eligibility systems with CalHEERS.
- Allows for greater flexibility in adjusting DHCS workforce as workload demands change to meet the program needs and business initiatives on 24 Month Roadmap.
- Facilitates compliance with the required ACA Medicaid eligibility simplifications and expansions. Results in the completion of ACA regulation packages.
- Maintains oversight of communication requirements, allowing effective communication strategies with stakeholders to be implemented and maintained. Establishes and maintains the framework to streamline overall enrollment and application processes for Medi-Cal applicants and beneficiaries.
- Enables DHCS to continue the work efforts needed in seeking enhanced federal funding for eligibility system changes consistent with ACA and recently released federal regulations.

**Cons:**

- Requires additional state funding and resources.
- Growth in State government.

**Alternative 2:** Do not approve proposal.

**Pros:**

- Does not require additional state funding/resources.
- Does not increase the state workforce.

**Cons:**

- Results in non-compliance with the following ACA-mandates:
  - Interaction of Medi-Cal eligibility systems with the ACA-mandated Exchange;
  - Requirements for states' enhancement of Medicaid program integrity through increased data matching, interfaces, and verification exchanges; thereby, resulting in reduced Medicaid program expenditures for ineligible nonresident beneficiaries.
- Results in loss of enhanced federal funds for maintenance and operations beyond 2016 for MEDS and other SAWS legacy systems due to not demonstrating progress towards MITA compliance criteria mandated by CMS.
- Prevents DHCS from leveraging enhanced federal funds to streamline the State's eligibility processes and systems. Fails to facilitate compliance with ACA Medicaid eligibility simplification and expansion in a timely manner.
- Fails to ensure stakeholder involvement in ACA implementation and risks unnecessary litigation.
- Puts DHCS at risk for non-compliance with ACA and state legislation.
- Diminishes the framework to streamline overall enrollment and application processes for Medi-Cal applicants and beneficiaries

### Analysis of Problem

**Alternative 3:** Secure consultant funding, \$2.6 million (\$200,000 per consultant per year) per year for three years to hire thirteen (13.0) consultants to perform the same functions as the thirteen (13.0) limited-term EITS resources. Approve the seven (7.0) state MCED staff and four (4.0) permanent EITS staff, as identified in Alternative 1.

**Pros:**

- Achieves compliance with federal and state mandates.
- Permits leverage of additional federal assistance.
- Does not increase the state workforce from current levels.
- Procures specific skills and expertise needed for the project.
- Allows for greater flexibility in adjusting workforce as workload demands change to meet the program needs and 24 Month Roadmap.
- Provides an easier process to hire resources to meet federal timelines.
- Positively impacts the framework to streamline overall enrollment and application processes for Medi-Cal applicants and beneficiaries

**Cons:**

- Consultants are more expensive than state staff.
- Does not build long-term continuity of knowledge base.
- Does not address on-going support.
- Will need to address state employee union concerns with consultant hires.
- Impact to the General Fund.

### G. Implementation Plan

Once the budget is enacted, the current limited-term positions will continue their workload without interruption. New staff resources will be hired and trained to replace the prior contract resources. The team will collaborate with Covered CA and the CalHEERS' project to complete the CRs related to policy requirements and the special releases detailed in the 24 Month Roadmap.

Activity	Dates
Engage stakeholders	07/01/2016 - Ongoing
Develop and issue ACWDLS and regulations	07/01/2016 - Ongoing
Hold inter-departmental meetings to identify needed system changes	07/01/2016 - Ongoing
Conduct internal and external trainings	07/01/2016 - Ongoing
Implement regulatory changes	07/01/2016 - Ongoing

## Analysis of Problem

### H. Supplemental Information

EITS staff will require technical training to build and support the new and existing interfaces. Training will cover technologies including: DB2, .NET, Java, web services, SOA, Agile Scrum, and related technologies. \$100,000 will be needed in FY 2016-17, FY 2017-18 and FY 2018-19 to ensure staff continues to become proficient in newer technology and IT processes and practices. \$36,000 will be needed in FY 2016-17 only for cubicle build-out and office automation for 4.0 new positions.

### I. Recommendation: Alternative 1

Three-year, limited-term expenditure authority and the establishment of four (4.0) permanent positions for a total of \$3,683,000.

Approve three-year, limited-term expenditure authority equivalent to twenty (20.0) resources and establish four (4.0) full time permanent positions. This will ensure that the program fulfill outstanding goals, collaborate with the technology division in integrating the Medi-Cal systems with CalHEERS and are fully operational in compliance with ACA requirements. If DHCS does not receive the requested resources to maintain the Medi-Cal systems' interfaces with CalHEERS and SAWS, there is risk that CalHEERS will not comply with ACA and California may miss a significant opportunity towards securing additional, enhanced federal funding.

**WORKLOAD STANDARDS**  
**Medi-Cal Eligibility Division**  
**Medi-Cal Eligibility Division Office**  
**(1.0) Health Program Specialist II**  
**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Research and analyze implications of ACA provisions related to Medi-Cal eligibility.	1	250	250
Work closely with the OSI and CalHEERS on review and approval of Advanced Planning Documents (APDs) for enhanced federal funding to support the ongoing development and maintenance of California's eligibility systems.	1	150	150
Develop issue memos, briefing documents, talking points, policy matrix/ spreadsheet/flowcharts needed by executive management on topics related to the new state provisions and impacts on Medi-Cal program operation.	1	150	150
Provide expert consultant services to MCED and department management staff on the more complex areas of the eligibility changes resulting from the legislation; coordinate review of policy documents for Division with business partners and stakeholders.	1	420	420
Organize stakeholder and consumer advocacy workgroups relating to Medi-Cal eligibility and the policy development and implementation of the 24 Month Roadmap on CalHEERS changes.	1	265	265
Provide policy consultation on CRs and system modifications required as a result of federal and state law changes that affect MEDS and the CalHEERS interface with SAWS.	1	260	260
Provide briefings and presentations to executive staff at DHCS, the Agency, the Governor's Office, and stakeholders on items related to the changes in state law pertaining to Medi-Cal.	1	80	80
Provide ongoing analysis of CMS guidance on complex aspects of ACA provisions that affect Medi-Cal eligibility.	1	80	80
Work as the lead with the MCED policy analysts in the development of policies, procedures, guidelines, and regulations in response to the state legislation.	1	220	220
<b>Total hours worked</b>			<b>1,875</b>

**WORKLOAD STANDARDS**  
**Medi-Cal Eligibility Division**  
**Policy Development Branch**  
**(1.0) Associate Governmental Program Analyst**  
**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Assists in the development of policies in the form of ACWDLs and MEDILs.	1	300	300
Coordinates with intra- and inter- departmental staff, conducts ongoing policy reviews and analyses of the eligibility requirements.	1	350	350
Reviews and interprets ongoing federal guidance.	1	100	100
Prepares and provides policy guidance to counties and other stakeholders.	1	350	350
Obtains and analyzes feedback from advocates, users, and county staff to implement CalHEERS system change requests, providing policy analysis, direction, and support for development, testing and implementation.	1	400	400
Prepares talking points, surveys and analyzes data.	1	100	100
Researches and responds to prehearing requests and lawsuits.	1	150	150
Creates or updates related eligibility forms.	1	75	75
<b>Total hours worked</b>			<b>1,825</b>

**WORKLOAD STANDARDS**  
**Medi-Cal Eligibility Division**  
**Policy Operations Branch**  
**(3.0) Associate Governmental Program Analysts**  
**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

Activities	Number of Items	Hours per Item	Total Hours
Provide research and analysis of the various provisions of the new state law pertaining to Medi-Cal, and draft documents such as work plans, gap analysis, and timelines for the thorough follow through action items.	10	16	160
Participate in the drafting of ACWDLs and MEDILs on provisions specified in the new state law pertaining to Medi-Cal.	10	16	160
Arrange and set-up meetings with DHCS staff of other divisions of DHCS such as Managed Care, Benefits, and ITSD for input on the drafting of the ACWDLs and MEDILs on new state provisions pertaining to Medi-Cal.	30	4	120
Work closely with Office of Legal Services in analyzing and interpreting the new state law pertaining to Medi-Cal for the drafting and development of regulations, ACWDLs, and MEDILs.	30	8	240
Draft regulations on policy areas as specified in new state law pertaining to Medi-Cal.	30	50	1500
Oversee the official process of the release of Medi-Cal regulations, including all public hearings, ensuring availability of all materials to the public in soft and hard copy, and working with the Officer of Administrative Law to ensure finalization and distribution of the regulations.	30	50	1500
Participate in meetings with county welfare department staff and stakeholders for the review of draft regulations, document input at these meetings, and provide briefings on the meetings to management.	30	20	600
Participate in drafting the final regulations and responses to public comments following public hearings.	30	20	600
Draft and provide content such as informational summaries and/or frequently asked questions on new state law pertaining to Medi-Cal for a webpage on DHCS' website and maintain continued update of the content.	30	16	480
Provide continued technical assistance to county welfare staff, advocacy groups, and other state departments on regulations and policies related to new state law on Medi-Cal.	30	8	240
<b>Total hours worked</b>			<b>5,600</b>

**WORKLOAD STANDARDS**  
**Medi-Cal Eligibility Division**  
**Policy Operations Branch**  
**(1.0) Health Program Specialist II**  
**3-Year Limited-term Expenditure Authority (7/1/16-6/30/19)**

Activities	Number of Items	Hours per Item	Total Hours
Research and analyze implications of the new state provisions related to immigration, managed care enrollment, horizontal integration, and noticing.	30	16	480
Provide expert consultant services to MCED and DHCS management staff on the more complex areas of the eligibility changes resulting from the legislation related to immigration, managed care enrollment, horizontal integration, and noticing.	30	16	480
Develop and finalize issue memos and talking points needed by executive management on topics related to the new state provisions related to immigration, managed care enrollment, horizontal integration, and noticing.	40	4	160
Lead on addressing system enhancements stemming from state law that affects CalHEERS, MEDS and SAWS	85	4	340
Coordinate, monitor, and research system reacted issues that impact the performance of CalHEERS, MEDS, and SAWS.	60	3	180
Provide briefings and presentations to executive leadership at DHCS, the Agency, the Governor's Office, and stakeholders on items related to changes in state law pertaining to immigration, managed care enrollment, horizontal integration, and noticing	20	1	20
Provide technical expertise regarding eligibility systems, and system policy and procedures to other division within DHCS, county human services department, other state departments, and health care advocacy groups.	25	4	100
Lead on the development and review of training materials developed by DHCS, CWDA, and/or Covered CA, as these materials relate to newly established state provisions.	20	4	80
Work as the lead with MCED policy analysts in the development of policies, procedures, guidelines, and regulations in response to state legislation.	30	4	120
<b>Total hours worked</b>			<b>1,960</b>

**WORKLOAD STANDARDS**  
**Medi-Cal Eligibility Division**  
**Policy Operations Branch**  
**(1.0) Staff Services Manager I**

**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Plan, organize, and direct a communication and marketing program to promote public understanding of Medi-Cal Eligibility's objectives, functions, and accomplishments.	10	20	200
Coordinate and attend meetings with the DHCS' Office of Public Affairs, advocates, health plans, county and state communication offices and other stakeholders.	320	2	640
Develop communication and marketing plans, prepare training presentations and coordinate presentation content with programs within Medi-Cal Eligibility.	10	8	80
Manage, prioritize, assign and track staff workload including email responses, developing presentations, monitoring website content, and modifying website content for ADA compliance.	100	3	300
Provider oversight, monitor and track emails received in the Medi-Cal Now customer service email. Review and approve template responses and assist staff with resolving more complex Medi-Cal inquiries and issues.	300	1	300
Provide oversight for the Medi-Cal Eligibility website content, modify content, consult with program areas on content changes and make recommendations. Ensure documents are ADA compliant.	100	2	200
Prepare budget documents, research and advise management regarding budget requests and issues	50	3	150
<b>Total hours worked</b>			<b>1,870</b>

**WORKLOAD STANDARDS**

**Enterprise Innovation Technology Services Division  
Enterprise Project and Portfolio Management Branch  
(1.0) Data Processing Manager III**

**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Provide project management and oversight to successfully plan, execute, report, monitor, and complete project.	12	48	576
Lead the development and review of project documents to secure project funding and control agency approval.	12	8	96
Develop and present presentations to DHCS Executive management and DOT concerning project status.	12	8	96
Participate in scheduled and ad hoc meetings to discuss or resolve CalHEERS interface technical issues.	12	48	576
Liaison with internal and external stakeholders to manage relationships and coordinate project management activities	12	40	480
<b>Total hours worked</b>			<b>1,824</b>

**WORKLOAD STANDARDS**

**Enterprise Innovation Technology Services Division  
Enterprise Project and Portfolio Management Branch  
(1.0) Data Processing Manager II**

**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Support the development, review, and maintenance of project documents to secure project funding and control agency approval. Project documents include Change Requests, BCPs, status reports, IAAs, Post Implementation Evaluation Review/Report (PIER).	12	40	480
Responsible for project procurements and acquisition documents for hardware, software and consulting services.	12	16	192
Contract manager for vendor contracts	12	16	192
Facilitate and coordinate communication between intra-departmental entities to implement and maintain the governance structure.	12	40	480
Update management and resolve problems, issues and needs of the project	12	40	480
<b>Total hours worked</b>			<b>1,824</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation Technology Services Division**  
**Application Support Branch**  
**(1.0) Senior Information Systems Analyst**  
**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

Activities	Number of Items	Hours per Item	Total Hours
Provide expertise in technical aspects of the Medi-Cal eligibility & enrollment integration and provides oversight on the work efforts including the overall planning, scheduling, issue and risk identification, communication, and status reporting. Perform ongoing technical analysis of the business and technology needs for MEDS and its interfaces to CalHEERS.	12	20	240
Provide expertise when needed for all Medi-Cal eligibility and enrollment integration system development work efforts, including business requirements development and capturing of specifications for system interfaces with CalHEERS and its web portal.	15	20	300
Respond to complex inquiries and correspondence from the legislature, the stakeholders, the counties, policy staff and the technical staff.	12	2	24
Coordinate and enlist the other appropriate subject matter experts (SMEs) as needed for the Medi-Cal eligibility & enrollment integration development scope analysis from programs.	12	10	120
Coordinate meetings and communication activities with stakeholders, program experts, system developers, and consultants. Document problems and concerns and track issues. Attend, participate, and lead in the system enhancement discussions/meetings to understand business needs and business requirements.	52	1	52
Monitor and prepare necessary system documentation and assist in collecting background documentation and resource requirement information for the assessment of the Medi-Cal eligibility and enrollment integration with CalHEERS. Prepare and assist in the ongoing preparation of required documents and provide analysis for the Medi-Cal eligibility & enrollment integration with CalHEERS project. Develop System Requirements Specifications deliverable.	12	6	72
Coordinate all project documentation and ensure the documentation is up to standards and archives are accessible and correctly filed.	12	1	12
Participate in research and design activities related to the correction of system errors or maintenance, once enhancements are in production status.	12	10	120

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Perform data maintenance, including research/verify cause of data inaccuracy, coordinate data change with program staff, edit individual records or write minor script for group change, and confirm desired changes.	12	6	72
Develop test plans and conduct system and regression testing to ensure functionality of new processes; coordinate efforts regarding troubleshooting and problem resolution activities internally and with stakeholders. Perform quality assurance activities, including obtaining user acceptance testing.	12	15	180
Coordinates resources and maintenance & operations' needs, updates management, and resolves problems, issues and needs of the project.	24	10	240
Identify risks and elevates issues to appropriate upper management, along with recommended solutions and impact analysis.	24	5	120
Communicate status and changes to DHCS staff and user groups.	45	8	360
<b>Total hours worked</b>			<b>1,912</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation Technology Services Division**  
**Application Support Branch**  
**(2.0) Staff Programmer Analysts**  
**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

Activities	Number of Items	Hours per Item	Total Hours
Collaborate with teams and assist lead staff by providing oversight on the work efforts including the overall planning, scheduling, issue and risk management, communication, and status reporting. Perform ongoing technical analysis of the business enhancements and technology needs for MEDS and its interfaces integration with CalHEERS and associated systems.	24	10	240
Provide analysis expertise for Medi-Cal eligibility & enrollment integration and development, design, modification, and enhancement requests. Play lead role in designing the technical solutions to meet the business requirements, building the technical solutions, support web page implementation as it relates to integration to other mainframe and SOA based systems.	30	15	450
Liaison between stakeholders and other technical staff. Assists with responding to complex inquiries and correspondence from the legislature, the stakeholders, the counties, and the Policy staff and the Technical staff.	26	2	52
SME and/or coordinate and enlist the other appropriate SMEs as needed for design and development of code related to Medi-Cal eligibility & enrollment systems integration with CalHEERS.	29	10	290
Prepare and assist in documentation and provide analysis for the Medi-Cal eligibility & enrollment integration with CalHEERS. Responsible for development of System Requirements Specifications and Systems Design Specifications deliverable. Adhere to DHCS Systems Development Lifecycle (SDLC), DHCS hardware and software standards, the state IT policies, and federal policies & guidelines.	24	6	144
Participate in research, deployment, change control, and design activities related to the correction of system errors or maintenance, once new applications are in production status.	30	4	120
Review data maintenance needs, including systems integration, research and verification of data accuracy. Coordinate data changes with program staff, and write Structured Query Language (SQL) scripts for reports.	45	40	1,800
Develop test plans, use cases, and conduct system and regression testing to ensure functionality of new processes.	24	8	192
Acquire more knowledge by involving in JAD sessions, and participating in the knowledge sharing sessions	48	5	240

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Actively communicating status and changes to DHCS staff and MEDS user groups.	96	1	96
<b>Total hours worked</b>			<b>3,624</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation Technology Services (EITS)**  
**Applications Support Branch (ASB)**  
**(1.0) Senior Information Systems Analyst**  
**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

Activity	Number of Items	Hours per Item	Total Hours
Lead the technical aspects of the ACA and provide oversight of overall planning, scheduling, issue and risk management, communication, and status reporting. Perform ongoing technical analysis of the business and technology needs for MEDS and its interfaces. Efforts include LRS, HPE, BCCTP and CHDP Gateway.	10	48	480
Provide expertise for all MEDS modifications and enhancement requests and work efforts, including business requirement development and capturing of specifications for the insurance exchanges and its web portal.	13	20	260
Liaison between stakeholders and other technical analyst/programmer staff. Respond to complex inquiries and correspondence from the legislature, the stakeholders, the counties, and the policy staff and technical staff.	10	4	40
Coordinate and enlist the other appropriate SMEs as needed in MEDS system enhancements and modification scope analysis from programs.	12	10	120
Coordinate meetings and communication activities with stakeholders, program experts, system developers, and consultants. Document problems and concerns and track issues. Lead system enhancement discussions/meetings to understand business needs and business requirements.	48	1	48
Monitor and prepare necessary system documentation and assist in collecting background documentation and any resource information for MEDS assessment needs. Prepare and assist in the ongoing preparation of required documents and provide analysis for MEDS. Develop System Requirements Specifications deliverables.	15	5	75
Participate in research and design activities related to the correction of system errors or maintenance, once enhancements are in production status.	15	10	150
Perform data maintenance, including research/verify cause of data inaccuracy, coordinate data change with program staff, edit individual records or write minor script for group change, and confirm desired changes.	12	5	60
Develop test plans and conduct system and regression testing to ensure functionality of new processes, coordinate troubleshooting efforts, and problem resolution activities internally and with stakeholders. Perform quality assurance activities, including obtaining user acceptance testing.	15	20	300

<b>Activity</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Coordinate resources and maintenance & operation activities. Update management, and resolve problems, issues and needs of the project.	12	5	60
Identify risks and elevates issues to appropriate upper management.	12	10	120
Communicate status and changes to DHCS staff and user groups.	48	2	96
<b>Total hours worked</b>			<b>1,809</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation Technology Services (EITS)**  
**Applications Support Branch (ASB)**  
**(1.0) Senior Programmer Analyst**  
**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

Activity	Number of Items	Hours per Item	Total Hours
Monitor and prepare necessary system documentation and assist in collecting background documentation and any resource information for MEDS assessment needs. Prepare and assist in the ongoing preparation of required documents and provide analysis for MEDS. Contribute to System Requirements Specifications deliverable.	30	5	150
Coordinate all project documentation and ensure the documentation is up to standards and archives are accessible and correctly filed.	24	2	48
Participate in research and design activities related to the correction of system errors or maintenance, once enhancements are in production status.	40	10	400
Perform data maintenance, including research/verify cause of data inaccuracy. Coordinate data change with program staff, edit individual records or write minor script for group change, and confirm desired changes.	24	5	120
Develop test plans and conduct system and regression testing. Coordinate troubleshooting efforts and problem resolution activities internally and with stakeholders. Perform quality assurance activities, including obtaining user acceptance testing.	30	20	600
Coordinates resources and maintenance & operation activities. Update management, and resolve problems, issues and needs of the project.	24	5	120
Identify risks and elevate issues to appropriate upper management.	24	8	192
Communicate status and changes to DHCS staff and user groups.	96	2	192
<b>Total hours worked</b>			<b>1,822</b>

**WORKLOAD STANDARDS**

Enterprise Innovation and Technology Services Division  
 Enterprise Technical Policy and Standards Branch  
 (1.0) Senior Information Systems Analyst (Specialist)  
 3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Create test plans; setup test case scenarios; execute test cases; validate test results related to CalHEERS.	200	4	800
Report defects; re-test conditions to ensure defects have been resolved.	250	2	500
Create test results and implementation documentation for assigned work requests.	100	2	200
Document and execute test scripts.	100	2	200
Attend System Requirement Specification (SRS)/Business Requirements Document (BRD) requirements meetings including CalHEERS meetings.	4	1	4
Involve CCMS meetings with ASB	4	2	8
Represent MEDS Testing Unit (MTU) in Work Load Planning Meetings and report back to the unit.	4	2	8
Review and approve Business Requirement and System Requirement documentation related to CalHEERS.	4	2	8
Involve in switching of environments in CICS Mainframe.	40	1	40
Respond to correspondence and issues addressed to MTU.	40	.5	20
SOP1 web service testing activities related to CalHEERS.	40	2	80
<b>Total hours worked</b>			<b>1,868</b>

**WORKLOAD STANDARDS**

Enterprise Innovation and Technology Services Division  
 Enterprise Technical Policy and Standards Branch  
 (1.0) Systems Software Specialist II (Technical)  
 3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Creates and maintains project plans for CalHEERS related testing activities.	25	8	200
Coordinates CalHEERS related functional and non-functional testing tasks.	500	1	500
Directs the preparation of test plans, test cases, and test scripts.	300	2	600
Directs the installation and setup of HP ALM for CalHEERS related testing efforts.	150	2	300
Directs integration of HP ALM with other testing tools.	10	1	10
Generates reports of testing metrics for CalHEERS and DHCS management.	200	1	200
<b>Total hours worked</b>			<b>1,810</b>

**WORKLOAD STANDARDS**

Enterprise Innovation Technology Services (EITS)  
 Enterprise Technical Policy and Standards Branch (ETPSB)  
 (1.0) Staff Information Systems Analyst (Specialist)  
 3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Create test plans, setup test case scenarios Execute test cases and validate test results related to ACA.	200	4	800
Report defects, re-test conditions to ensure defects have been resolved.	250	2	500
Create test results and implementation documentation for assigned work requests.	100	2	200
Document and execute test scripts in HP ALM.	80	2	160
Attend SRS/BRD Requirement meetings. Facilitate CCMS meetings with ASB. Represent MTU in Work Load Planning Meetings and report back to the unit.	4	5	20
Facilitate the switching of environments in CICSO Mainframe.	40	1	40
Respond to correspondence and issues addressed to MTU.	40	1	40
SOAP UI web service testing activities related to ACA.	40	1	40
<b>Total hours worked</b>			<b>1,800</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation and Technology Services Division**  
**Information Security Office**  
**(1.0) Systems Software Specialist III, Technical**  
**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Policy and procedure development, maintenance, and training.	12	15	180
Review design documents, system development changes, and change control processes.	51	8	408
Review and approve new or changed federally mandated security plans.	4	40	160
Perform or oversee security risk assessments.	4	50	200
Security incident response and threat monitoring.	52	4	208
Participate in ongoing planning and oversight meetings.	52	2	104
Consult on technical security controls, e.g. encryption, firewalls, intrusion detection, anti-malware, authentication, authorization.	52	6	312
Improve Current Security Governance Structure.	12	16	192
<b>Total hours worked</b>			<b>1,764</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation and Technology Services Division**  
**Enterprise Architecture Office**  
**(1.0) Systems Software Specialist III, Technical**  
**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

<b>Activities</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Hours</b>
Improve configuration and deployment processes.	12	16	192
Improve end user readiness.	12	8	96
Improve CR discussion process, governance, and members.	12	8	96
Improve end-to-end release management process.	12	8	96
Improve and make consistent SDLC methodology and adherence.	12	24	288
Improve CalHEERS application architecture.	12	48	576
Improve understanding of business model/architecture of participating organizations.	12	24	288
Improve current security governance structure.	12	16	192
<b>Total hours worked</b>			<b>1,824</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation Technology Services (EITS)**  
**Enterprise Service Branch (ESB)**  
**(1.0) Systems Software Specialist III**  
**3-Year Limited-Term Expenditure Authority (7/1/16-6/30/19)**

<b>Activity</b>	<b>Number of Items</b>	<b>Hours per Item</b>	<b>Total Annual Hours</b>
Provide support, technical advice and implementation for development projects including CICS, DB2, JCL and ESP. Oversee the analysis and determination of database performance characteristics, data relationships, data flow and storage requirements and data output for ACA database and SAR files. Attend workgroup meetings weekly. Provide day-to-day support of HEMI/HBEX mainframe computing environment.	66	1.5	99
Perform enhanced implementation of various tasks as assigned, including problem determination; creation, modification, and running of utilities; automation of common tasks. Provide assistance and guidance to ASB developers. Determines data to collect and analyzes information as appropriate.	45	10	450
Provide problem remediation and root cause analysis for CICS configurations issues, CICS or third party-software issues, and CICS application software issues. Assist with documentation and support of DR recovery scenario.	25	20	500
Monitor databases activity, dataset and file usage, and ensures necessary resources are present. Coordinate with Sender/Receiver of data files transmitted. Monitor and maintain CICS and DB2 regions to achieve peak performance and uptime.	30	6	180
Implement and support database and file transfers between ITSD and HP. Coordinate with external partners to establish file transfer solutions. Collaborate with multiple groups to troubleshoot SFTP issues.	20	10	200
Stand up and configure Test CICS environment. Define logical attributes and data inter-relationships to accommodate CICS database test and production environment, storage, maintenance and accessibility to enhance performance.	2	80	160
Perform a variety of JCL programming to establish data load procedures and data processing. Maintain and modifies JCL and stored procedures as needed. Confer with users, and developers to gain understanding of needed changes or modifications of existing programs.	25	10	250
<b>Total hours worked</b>			<b>1,839</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation and Technology Services Division**  
**Application Support Branch**  
**(1.0) Senior Information Systems Analyst (802-340-1337-XXX)**  
**Full Time/Permanent**

<b>Activities</b>	<b>Number Of Items</b>	<b>Hours Per Item</b>	<b>Total Hours</b>
Assess resources and maintenance & operations' needs, updates management, and resolves problems, issues and needs of the project.	24	4	96
Organizing SCRUM meetings, weekly change cycle and workload meetings, as well as all other meetings required to support business customer groups and management.	100	1	100
Research and design activities related to the correction of system errors or maintenance, once enhancements are in production status.	24	10	240
SME and coordinate and enlist the other appropriate SMEs as needed for the Medi-Cal eligibility & enrollment integration development scope analysis from programs.	96	2	192
Provide / lead briefings to DHCS management with information and recommendations for staff training and system enhancements as well as recommendations for inclusion of additional outside stakeholders impacted for project planning and implementation efforts.	60	1	60
Identify the business needs associated with the IT workload and key stakeholders, and document those needs. Identify risks and offer recommended solutions.	60	1	60
Provide leadership and analysis to promote the successful use of web-based technologies (SOA and ESB) in the DHCS environment. Coordinate with external stakeholders (CalHEERS, Office of Technology Services (OTech) and the SAWS) to ensure the successful use of web-based technologies project-wide.	60	1	60
Communicate status and changes to DHCS staff and user groups.	100	4	400
Assess the interdependencies and integration needs of the major business functions (i.e. integration of disparate systems, analysis, reporting, and management information).	90	4	360
Help support system and user acceptance testing.	60	1	60
Provide education sessions, training content, and documentation to ensure DHCS staff is knowledgeable about system interfaces and enhancements.	40	3	120
Support the enterprise alignment with Medicaid Information Technology Architecture (MITA).	120	1	120
<b>Total hours worked</b>			<b>1,868</b>
<b>1,800 hours = 1 Position</b>			
<b>Actual number of positions requested</b>			<b>1.0</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation Technology Services Division**  
**Application Support Branch**  
**(1.0) Staff Information Systems Analyst (802-340-1312-XXX)**  
**Full Time/Permanent**

Activity	Number of Items	Hours Per Item	Total Hours
Coordinate the maintenance & operations' needs, updates management, and resolves problems, issues and needs of the project.	24	4	96
Participate in daily SCRUM meetings, weekly change cycle and workload meetings, as well as all other meetings required to support business customer groups and management.	100	1	100
Participate in research and design activities related to the correction of system errors or maintenance, once enhancements are in production status.	24	10	240
Assists and leads/subject matter expert and help to coordinate and assistance in support of the Medi-Cal eligibility & enrollment integration development scope analysis from programs.	96	2	192
Attend and assist in preparation for briefings to DHCS management with information and recommendations for staff training and system enhancements as well as recommendations for inclusion of additional outside stakeholders impacted for project planning and implementation efforts	60	1	60
Identify the business needs associated with the IT workload and key stakeholders, and document those needs. Identify risks and offer recommended solutions.	60	1	60
Communicate status and changes to DHCS staff and user groups.	100	4	400
Assessment of the interdependencies and integration needs of the major business functions (i.e. integration of disparate systems, analysis, reporting, and management information).	90	4	360
Help support system and user acceptance testing.	120	1	120
Provide education sessions, training content, and documentation to ensure DHCS staff is knowledgeable about system interfaces and enhancements.	40	3	120
Support the enterprise alignment with Medicaid Information Technology Architecture (MITA).	120	1	120
<b>Total hours worked</b>			<b>1,868</b>
<b>1,800 hours = 1 Position</b>			
<b>Actual number of positions requested</b>			<b>1.0</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation Technology Services Division**  
**Application Support Branch**  
**(1.0) Senior Programmer Analyst (802-340-1583-XXX)**  
**Full Time/Permanent**

Activity	Number of Items	Hours Per Item	Total Hours
Participate in daily team coordination activities conveying progress on tasks and raising any impediments on getting tasks completed.	500	.25	125
Workload planning, estimation and focus on continuous improvement in processes and activities.	50	1	50
Provide SME and/or coordinate and enlist the other appropriate SMEs as needed for design and development of code related to Medi-Cal eligibility & enrollment systems integration with external entities.	100	2	200
Assess resources and maintenance & operations' needs, updates management, and resolves problems, issues and needs of the project.	24	5	100
Update programs and create new programs as needed to support change requests and system defects including unit testing.	25	20	500
Identify risks and elevates issues to appropriate upper management.	24	4	96
Perform after-hours production support as needed based on system issues, should they arise.	50	12	600
Participate in daily team coordination activities conveying progress on tasks and raising any impediments on getting tasks completed.	500	.25	125
<b>Total hours worked</b>			<b>1,796</b>
<b>1800 hours = 1 position</b>			
<b>Actual number of positions requested</b>			<b>1.0</b>

**WORKLOAD STANDARDS**  
**Enterprise Innovation Technology Services Division**  
**Application Support Branch**  
**(1.0) Staff Programmer Analysts (802-340-1581-XXX)**  
**Full Time/Permanent**

Activity	Number of Items	Hours Per Item	Total Hours
Assist lead staff by providing oversight on the work efforts including the overall planning, scheduling, issue and risk management, communication, and status reporting. Perform ongoing technical analysis of the business and technology needs for MEDS and its interfaces with CalHEERS.	24	5	120
Provide analysis expertise for Medi-Cal eligibility and enrollment integration and development, design, modification, and enhancement requests. Play lead role in validating business requirements, developing and capturing business specifications and converting them into business rules to populate into the business rules engine. Support web page design as it relates to integration to other mainframe and SOA based systems.	30	8	240
Liaison between stakeholders and other technical staff. Assists with responding to complex inquiries and correspondence from the legislature, the stakeholders, the counties, and the policy staff and the technical staff. .	26	1	26
Provide SME and/or coordinate and enlist the other appropriate SMEs as needed for design and development of code related to Medi-Cal eligibility & enrollment systems integration with CalHEERS.	29	5	145
Monitor and prepare necessary system documentation and assist in collecting background documentation and any resource information for exchange web portal assessment needs. Prepare and assist in the ongoing preparation of required documents and provide analysis for the Medi-Cal eligibility & enrollment integration with CalHEERS. Responsible for development of System Requirements Specifications and Systems Design Specifications deliverable. Adhere to DHCS SDLC, DHCS hardware and software standards, the state OCIO IT policies, and federal policies & guidelines.	24	3	72
Assist with procurement or acquisition needs and documents for hardware, software, and consulting services. Participate in research, deployment, change control, and design activities related to the correction of system errors or maintenance, once new applications are in production status.	30	4	120

Activity	Number of Items	Hours Per Item	Total Hours
Review data maintenance needs, including systems integration, research and verification of data accuracy. Coordinate data changes with program staff, and write Structured Queries for statistical reports associated with ACA regulations. Production maintenance and operation support activities (24x7).	40	16	640
Develop test plans, use cases, and conduct system and regression testing to ensure functionality of new processes; coordinate efforts regarding troubleshooting and problem resolution activities internally and with stakeholders. Perform quality assurance activities, including assisting with user acceptance testing.	24	4	96
Coordinates resources and maintenance & operations' needs, updates management, and resolves problems, issues and needs of the project.	48	3	144
Identify risks and elevates issues to appropriate upper management.	48	2	96
Assist with communicating status and changes to DHCS staff and MEDS user groups.	96	1	96
<b>Total hours worked</b>			<b>1,795</b>
<b>1,800 hours = 1 Position</b>			
<b>Actual number of positions requested</b>			<b>1.0</b>

**MCED**

<b>Workload Measure</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Submitted multiple change requests to CalHEERS related to ACA requirements.	NA	NA	20 Plus	20	50	50
Developed ACA Medi-Cal Eligibility Division Informational Letters (MEDILs) to provide counties with policy guidance.	NA	NA	2	15	61	50
Developed ACA-Related All County Welfare Directors Letters (ACWDLs) on new Medi-Cal eligibility provisions.	NA	NA	2	26	43	45
Submitted New Aid Codes for the new categories.	NA	NA	N/A	50	15	15
Participated in the development, literacy review, testing reproduction and distribution of the paper application.	NA	NA	1	1	1	1
Developed various ACA policy and business workflows and provided to counties, Covered CA, and other Stakeholders.	NA	NA	10 Plus	15	15	15
Participated in CalHEERS Joint Application Design (JAD) sessions to provide policy consultation and subject matter expertise on eligibility system design.	NA	NA	30	40	60	100
Submitted State Plan Amendments pertaining to income requirements, eligibility simplification, and Medicaid expansion to Center for Medicare and Medicaid Services (CMS) for approval.	NA	NA	N/A	15	15	15
Implementation of regulations.	N/A	N/A	5	5	5	10
Update Medi-Cal Eligibility Procedures Manual to conform to new ACA regulations.	N/A	N/A	N/A	N/A	N/A	15
Implementation of state law on new Medi-Cal eligibility provisions through guidance to counties via All County Welfare Directors Letters and Medi-Cal Eligibility Division Informational Letters.	N/A	N/A	46	80	75	75
Provide expert consultant services to MCED and DHCS management staff on the more complex areas of the eligibility changes resulting from legislation	N/A	N/A	4	4	4	4

**Attachment B**  
**Medi-Cal Eligibility Systems**  
**Workload History**

<b>Workload Measure</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Conduct pre-Joint Application Design meetings (JAD) and JAD activities to finalize the requirements	N/A	N/A	200	200	200	200
Coordinate , monitor, and research systems reacted issues that impact the performance of CalHEERS, MEDS, and SAWS	N/A	N/A	100	100	100	100
Changes to MEDS based on new Medi-Cal eligibility policies	N/A	N/A	75	75	75	75
Complete trainings on policies and regulations issued in accordance with new state laws on Medi-Cal eligibility provisions.	N/A	N/A	5	5	5	10
Plan, organize, and direct a communications and marketing program	N/A	N/A	4	4	4	4
Coordinate and attend meetings with the DHCS' Office of Public Affairs, advocates, health plans, county and state communication offices and other stakeholders	N/A	N/A	300	300	300	300
Provide oversight for the Medi-Cal Eligibility website content, modify content, and consult with program areas on content changes. Ensure documents loaded to the website are ADA compliant.	N/A	N/A	300	300	300	300
Prepare budget documents, and research and advise management regarding budget request issues	N/A	N/A	3	3	3	3

**EITS**

<b>Workload Measure</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Provide project management and oversight to successfully plan, execute, report, monitor the overall implementation of CalHEERS related projects enhancements	NA	NA	26	26	26	26
Develop and present presentations to DHCS Executive management and DOT concerning project status.	NA	NA	96	96	96	96
Participate in scheduled and ad hoc meetings to discuss or resolve CalHEERS interface technical issues.	NA	NA	60	60	60	60
Liaison with internal and external stakeholders to manage relationships and coordinate project management activities	NA	NA	60	60	60	60
Project procurements and acquisition documents for hardware, software and consulting services.	NA	NA	30	30	30	30
Facilitate and coordinate communication between intra-departmental entities to implement and maintain the governance structure.	NA	NA	480	480	480	480
Develop business process models, data models	NA	NA	96	96	96	96
Participate in ACA associated applications architecture planning, design, and be part of the solution implementation activities.	NA	NA	600	600	600	600
Define migration between the current and future architecture	NA	NA	192	192	192	192
Maintain a Best Practices Driven Service Oriented Architecture (SOA) compliant with MITA and National Information Exchange Model (NIEM) using commodity technologies – JAVA, WebSphere, etc.	NA	NA	12	12	12	12
Developed / Maintained Aid Codes for the all program categories	NA	NA	13	13	13	13
Involve in systems architectural Design for CalHEERS deliverables driven by DHCS Enterprise Architecture policies and strategies best implementation approach	NA	NA	200	200	200	200

**Attachment B**  
**Medi-Cal Eligibility Systems**  
**Workload History**

<b>Workload Measure</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Provide maintenance and operations activities and ongoing applications support tasks to development, testing, and production	NA	NA	150	150	150	150
Support multiple change requests, analysis, design, build, test and implementation related to ACA requirements.	NA	NA	550	550	550	550
Lead and participate in a variety of critical technical and program meetings; provided detailed minutes, action item logs and monitored resolutions, issues and problems.	NA	NA	150	150	150	150
Create test plans, set-up test case scenarios, execute test cases, and validate test result related to CalHEERS	NA	NA	200	200	200	200
Report defects and re-test conditions to ensure defects have been resolved	NA	NA	250	250	250	250
Create test results, and implementation documentation for assigned work requests	NA	NA	100	100	100	100
Document and execute test scripts in HP Application Lifecycle Management (ALM)	NA	NA	100	100	100	100
Simple Object Access Protocol (SOAP) User Interface (UI) web service testing activities related to CalHEERS and other systems	NA	NA	80	80	80	80
Coordinate CalHEERS functional and non-functional testing tasks	NA	NA	500	500	500	500
Information Security policy & procedure updates and training on ACA related programs.	NA	NA	12	12	12	12
Design documents, system development changes, and change controls reviewed.	NA	NA	60	60	60	60
Security incidents or threats identified	NA	NA	78	78	78	78
Number of planning /oversight meetings	NA	NA	52	52	52	52
Consultations performed for technical security controls.	NA	NA	52	52	52	52
Collaboratively work with business users and document the requirements more clearly for all CCMS worker requests	NA	NA	250	250	250	250

**Attachment B**  
**Medi-Cal Eligibility Systems**  
**Workload History**

<b>Workload Measure</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Conduct JAD sessions to finalize the requirements	NA	NA	300	300	300	300
Design and build the new programming modules to support the Medical Eligibility supporting systems	NA	NA	200	200	200	200
Develop new reports or enhance new reports to support the growing business needs	NA	NA	250	250	250	250
Support the systems modification and integrate with other agencies applications.	NA	NA	80	80	80	80
Interact with DHCS program divisions and understand the business requirements to design and build the scalable and reusable application modules	NA	NA	150	150	150	150
Implement and supports database changes and file transfers	NA	NA	200	200	200	200
Maintains and modifies JCL and stored procedures, and configures users user privileges	NA	NA	150	150	150	150
Create test plans, setup test case scenarios, execute test cases, and validate test result related to ACA	NA	NA	200	200	200	200
Report defects and re-test conditions to ensure defects have been resolved	NA	NA	250	250	250	250
Develop and execute test scripts in HP ALM	NA	NA	80	80	80	80
SOAP UI web service testing activities related to ACA	NA	NA	40	40	40	40

**EITS - Application Support Branch**

**Establish One (1.0) Senior Information Systems Analyst Specialist - full time / permanent**

<b>Workload Measure</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
Update management and guide problem resolutions and risk resolutions.	NA	84	84	84	84	84
Lead meetings in support of business customer groups and stakeholder management.	NA	100	100	100	100	100
Lead teams for maintenance and operations of production systems/processes.	NA	24	24	24	24	24
Subject matter expert (SME) with Medi-Cal eligibility & enrollment integration development.	NA	96	96	96	96	96
Identify the business needs associated with the IT workload and key stakeholders.	NA	60	60	60	60	60
Provide leadership to promote the successful use of web-based technologies (SOA and ESB) in the DHCS environment; and coordinate with external stakeholders (CalHEERS, Office of Technology Services (OTech) and the SAWS).	NA	60	60	60	60	60
Communicate status and changes to DHCS staff and user groups.	NA	100	100	100	100	100
Assess the interdependencies and integration needs of the major business functions	NA	90	90	90	90	90
Lead support system and user acceptance testing.	NA	60	60	60	60	60
Provide education sessions, training content, and documentation to ensure DHCS staff is knowledgeable about system interfaces and enhancements.	NA	40	40	40	40	40
Support the enterprise alignment with Medicaid Information Technology Architecture (MITA).	NA	120	120	120	120	120

**Establish One (1.0) Staff Information Systems Analyst Specialist - full time / permanent**

<b>Workload Measure</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
Assist in coordination of the maintenance & operations' needs, updates management, and resolves problems, issues and needs of the project.	NA	24	24	24	24	24
Participate in daily SCRUM meetings, weekly change cycle and workload meetings.	NA	100	100	100	100	100
Participate in research and design activities related to the correction of system errors or maintenance.	NA	84	84	84	84	84
Assists Leads/subject matter expert (SME) and help to coordinate and assistance in support of the Medi-Cal eligibility & enrollment integration development scope analysis from programs.	NA	96	96	96	96	96
Identify the business needs associated with the IT workload and key stakeholders, and document those needs.	NA	60	60	60	60	60
Assist with communications to DHCS staff and user groups.	NA	100	100	100	100	100
Assessment of the interdependencies and integration needs of the major business functions (i.e. integration of disparate systems, analysis, reporting, and management information).	NA	90	90	90	90	90
Provide support system and user acceptance testing.	NA	120	120	120	120	120
Assist in providing education sessions, training content, and documentation.	NA	40	40	40	40	40
Support, as directed, the enterprise alignment with Medicaid Information Technology Architecture (MITA).	NA	120	120	120	120	120

**Establish One (1.0) Senior Programmer Analyst Specialist - full time / permanent**

<b>Workload Measure</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
Lead collaboration efforts with CalHEERS operation support team and OTech on a constant basis to enhancing the Web services Interface support model	NA	24	24	24	24	24
Interact with software and hardware product vendors as State Subject Matter Expert to know their latest enhancements/products road map and analyze for possible impact on current architecture	NA	6	6	6	6	6
With operations mindset, provide subject matter expertise in change requests and systems architectural design for CalHEERS and SAWS deliverables driven by DHCS Enterprise Architecture policies, strategies and Medicaid Information Technology Architecture (MITA); assess the impact on interface support operations.	NA	120	120	120	120	120
Lead ongoing applications maintenance and operations support tasks including CalHEERS and DHCS 24 month roadmap related change requests applications development, testing, change control, and implementation.	NA	120	120	120	120	120
Manage the CalHEERS and DHCS interfaces work requests and remedy tickets.	NA	24	24	24	24	24
Prepare and present operations support statistics and status reports to management.	NA	24	24	24	24	24
Adopt the Information Technology Infrastructure Library (ITIL) operations best practices for any changes/enhancements to web services interfaces environment.	NA	12	12	12	12	12
Lead the operations support meeting with CalHEERS and OTech account director to bring frequently occurring challenges and collaborate to address them.	NA	48	48	48	48	48
Manage and participate in off hours support operations to monitor and resolve web services interface issues	NA	48	48	48	48	48

**Establish One (1.0) Staff Programmer Analyst Specialist - full time / permanent**

<b>Workload Measure</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
Participate in addressing the support issues related to CalHEERS-DHCS interfaces technologies.	NA	24	24	24	24	24
Review the products technology bugs, vendor patches, co-ordinate with CalHEERS and OTech to install and test them.	NA	12	12	12	12	12
Participate in resolving support related defects arise as part of new functionality enhancements.	NA	120	120	120	120	120
Assist lead in ongoing applications maintenance and operations support tasks including CalHEERS and DHCS 24 month roadmap.	NA	120	120	120	120	120
Participate in preparing operations summary reports for DHCS and CalHEERS interface support operations.	NA	48	48	48	48	48
Resolve CalHEERS and DHCS interfaces work requests and remedy tickets.	NA	24	24	24	24	24
Communicate systems availability status and changes to DHCS staff and user groups.	NA	48	48	48	48	48
Participate in off hours support operations to monitor the web services interfaces.	NA	48	48	48	48	48
Senior programmer back-up lead role to provide uninterrupted maintenance and support operations.	NA	24	24	24	24	24