

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

Fiscal Year FY 2016-17	Business Unit 4260	Department Health Care Services	Priority No.
Budget Request Name 4260-306-SFL-DP-2016-A1		Program 3960010/9900100	Subprogram

Budget Request Description

CA-MMIS System Reprocurement

Budget Request Summary

The Department of Health Care Services (DHCS) requests one-year limited-term resources. The resources are necessary for California Medicaid Management Information System (CA-MMIS) Division to accomplish workload associated with closeout and increased legacy system work in prioritizing, resolving and implementing system changes, conducting new procurements for FI services, and re-evaluating the procurement approach to replace the legacy system.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed
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Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Department CIO <i>Barney Long</i>	Date 3/28/16
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If yes, departmental Chief Information Officer must sign.

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.

FSR 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 3/29/16	Reviewed By <i>[Signature]</i>	Date 3/29/16
Department Director <i>[Signature]</i>	Date 3/29/16	Agency Secretary <i>[Signature]</i>	Date 3/29/16

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 <i>[Signature]</i>	Date submitted to the Legislature APR 01 2016
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BCP Fiscal Detail Sheet

BCP Title: CA-MMIS Systems Replacement Project Operations

DP Name: 4260-306-BCP-DP-2016-A1

Budget Request Summary

	FY16					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Salaries and Wages						
Earnings - Temporary Help	0	2,001	0	0	0	0
Total Salaries and Wages	\$0	\$2,001	\$0	\$0	\$0	\$0
Total Staff Benefits	0	967	0	0	0	0
Total Personal Services	\$0	\$2,968	\$0	\$0	\$0	\$0
Operating Expenses and Equipment						
5301 - General Expense	0	96	0	0	0	0
5302 - Printing	0	48	0	0	0	0
5304 - Communications	0	48	0	0	0	0
5320 - Travel: Out-of-State	0	4	0	0	0	0
5322 - Training	0	24	0	0	0	0
5324 - Facilities Operation	0	216	0	0	0	0
5344 - Consolidated Data Centers	0	24	0	0	0	0
Total Operating Expenses and Equipment	\$0	\$460	\$0	\$0	\$0	\$0
Total Budget Request	\$0	\$3,428	\$0	\$0	\$0	\$0

Fund Summary

Fund Source - State Operations						
0001 - General Fund	0	736	0	0	0	0
0890 - Federal Trust Fund	0	2,692	0	0	0	0
Total State Operations Expenditures	\$0	\$3,428	\$0	\$0	\$0	\$0
Total All Funds	\$0	\$3,428	\$0	\$0	\$0	\$0

Program Summary

Program Funding						
3960010 - Medical Care Services (Medi-Cal)	0	3,428	0	0	0	0
9900100 - Administration	0	116	0	0	0	0
9900200 - Administration - Distributed	0	-116	0	0	0	0
Total All Programs	\$0	\$3,428	\$0	\$0	\$0	\$0

Personal Services Details

Salaries and Wages

	CY	BY	BY+1	BY+2	BY+3	BY+4
VR00 - Various	0	2,001	0	0	0	0
Total Salaries and Wages	\$0	\$2,001	\$0	\$0	\$0	\$0

Staff Benefits

5150350 - Health Insurance	0	481	0	0	0	0
5150600 - Retirement - General	0	486	0	0	0	0
Total Staff Benefits	\$0	\$967	\$0	\$0	\$0	\$0
Total Personal Services	\$0	\$2,968	\$0	\$0	\$0	\$0

Analysis of Problem

A. Budget Request Summary

The Department of Health Care Services (DHCS) requests one-year limited-term (LT) expenditure authority of \$3,428,000 (\$736,000 General Fund and \$2,692,000 Federal Funds). The resources will fund the equivalent of 24 positions to complete the following activities within DHCS' California Medicaid Management Information System (CA-MMIS) Division:

1. Conduct close out activities for Xerox State Healthcare's (Xerox) portion of the CA-MMIS system replacement project (SRP), including determining the disposition of legacy System Development Notices (SDNs) that were deferred as part of the SRP, and identifying salvageable assets;
2. Procurement of new Fiscal Intermediary (FI) contracts to conduct business operations of the legacy CA-MMIS system; and
3. Re-evaluate the procurement approach to replace the legacy system under new system replacement efforts.

The resources requested are for the equivalent of 24.0 positions that will complete the activities outlined above as summarized in the table below:

Equivalent Positions by Division		Workload Supported
Administration (1.0)	<ul style="list-style-type: none"> • 1.0 Associate Administrative Analyst 	This resource will support CA-MMIS Division in close out activities of the Xerox portion of SRP with a focus on financial aspects of the settlement agreement between DHCS and Xerox to include reimbursement of monies to Centers for Medicare and Medicaid Services.
CA-MMIS (16.0)	<ul style="list-style-type: none"> • 1.0 Data Processing Manager III • 2.0 Data Processing Manager IV • 1.0 Office Technician • 4.0 Senior. Information System Analyst • 2.0 Senior. Information Systems Analyst • 1.0 Staff Information Systems Analyst • 1.0 Staff Service Manager I • 1.0 Associate Administrative Analyst • 1.0 Associate Accounting Analyst • 2.0 Associate Government Program Analyst 	These resources are significantly allocated to the close out activities for Xerox portion of SRP and in determining the disposition of legacy SDNs that were deferred as part of the SRP. As the close out activities wind down, they will focus on procurement of new contracts to conduct business operations of the CA-MMIS system.

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Enterprise Innovation Technology Services (3.0)	<ul style="list-style-type: none"> • 1.0 Associate Information Systems Analyst • 1.0 Staff Information Systems Analyst • 1.0 System Software Specialist III 	These resources will provide desktop, LAN, software support, and adherence to security policies and procedures as well as providing continuing support for staff involved in both the closeout activities of the Xerox portion of SRP and the procurement of the subsequent FI contract.
Office of Legal Services (3.0)	<ul style="list-style-type: none"> • 3.0 Attorney III 	These resources will support CA-MMIS Division in legal aspects of close out activities of the Xerox portion of SRP and review proposed contract language for upcoming procurements.
Pharmacy Benefits Division (1.0)	<ul style="list-style-type: none"> • 1.0 Pharmacy Consultant II (Spec) 	This resource will support CA-MMIS Division in close out activities of the Xerox portion of SRP and will transition to providing subject matter expertise for upcoming procurements.

B. Background/History

DHCS is the single state agency responsible for the administration of California’s Medicaid program, known as Medi-Cal, which provides health care for more than 13 million members. DHCS contracts with a FI to maintain and operate CA-MMIS, which is utilized by Medi-Cal to process approximately 230 million claims annually for payment of medical services provided to Medi-Cal members, resulting in over \$23.66 billion a year in payments to health care providers. The CA-MMIS Division is responsible for overseeing the Fee-For-Service FI contract and the ongoing maintenance and operation of CA-MMIS, as well the design, development, and implementation (DD&I) of a new system to replace CA-MMIS.

A Budget Change Proposal (BCP) for fiscal year (FY) 2007-08 (BCP MC-27/DOF issue-71), authorized 17.0 LT positions to establish a team to develop a request for proposal (RFP) to procure a new FI to operate CA-MMIS, and to develop, design, and implement a new MMIS for California. Fifteen positions were authorized for DHCS and two positions were authorized for the California Department of Public Health (CDPH). Two positions were eliminated during budget reductions in 2008, leaving 15.0 positions; 13.0 in DHCS and 2.0 in CDPH. DHCS established the FI-MMIS Project Office to develop the RFP; the RFP was issued and a new FI contract was awarded.

A BCP for FY 2010-11 (FI-MMIS 10-01/002) extended 11.0 of the LT positions and added an additional 23.0 LT positions, resulting in a total of 34.0 three-year LT positions to oversee DD&I of the replacement system. Due to delays in awarding the FI contract and acquiring business operations, these 34.0 positions were dedicated to overseeing the turnover/takeover of CA-MMIS from the incumbent vendor to the new FI. Xerox (formerly Affiliated Computer Services), assumed operation of CA-MMIS in October 2011. At that time, SRP planning began and the positions have been significantly allocated to the SRP since then. However, 8.0 positions were eliminated during budget reductions in 2012, leaving 26.0 positions. The 26.0 positions were extended for an additional three years as a result of a BCP for FY 2013-14 (CA-MMIS 13-01/002). Key milestones that have been met to date are:

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- Effective October 1, 2011, DHCS successfully implemented the transition and takeover of CA-MMIS from the prior FI, Hewlett Packard, Inc., to the new FI, Affiliated Computer Services (ACS), which was subsequently acquired by Xerox.
- In October, 2011, the FI began system replacement project planning for the DD&I of the CA-MMIS replacement, which is known as the “Health Enterprise”.
- In December, 2011, the CMS approved the project’s first Advanced Planning Document Update (APDU) and authorized continuing enhanced federal funding for the project.
- As of March 20, 2012, Xerox fully assumed operations and is managing payments to health care providers who deliver services to Medi-Cal beneficiaries; average weekly payments total approximately \$400 million dollars.
- The project’s first Special Project Report (SPR) was approved by the California Department of Technology in July, 2012.
- The system replacement project moved from the planning phase to DD&I for the Health Enterprise in October, 2012. DD&I employed the traditional “waterfall” software development methodology.
- In November, 2012, CMS approved the project’s second APDU, which again authorized enhanced federal funding.
- In January, 2014, the system replacement project implemented the “Agile” software development methodology. This replaced the waterfall methodology. This change occurred to improve project productivity and facilitate delivery of the new system. With this implementation, the project moved from implementing the system in “phases” to implementing “releases”
- DD&I for Release 1 (Health Enterprise Framework) began in January 2014.
- DD&I for Release 2 (Initial Claims Processing) began in April 2014.
- DD&I for Release 3 (pharmacy, medical supplies, physician administered drugs, long term care claims and drug rebates), began in July 2014.
- CMS approved the replacement project’s third APDU in August, 2014.
- In December, 2014, Release 1 of the Health Enterprise was implemented. This release implemented the Health Enterprise Framework, including infrastructure, security, and single sign on capability. The migration of users to single sign on was completed in early June, 2015.

The Xerox FI contract was structured to provide:

1. Business operational services (including Medi-Cal call center, provider outreach and training, maintaining the Medi-Cal provider manual, etc.),
2. Maintenance and operations of the mainframe and related sub-systems (claims processing and utilization review),

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3. Technical services to make system changes to the legacy mainframe system (i.e. systems groups), and
4. Planning for and implementing the SRP of the existing CA-MMIS.

The SRP was scheduled to be completed by June 30, 2016, which is when the 26.0 positions are due to expire. However, a number of significant delays occurred in the delivery of the SRP. Eventually, Xerox determined it could not deliver a new system. On October 13, 2015, Xerox notified DHCS that it would not be completing the SRP. Subsequently, Xerox entered into negotiations with DHCS on terms and conditions of a settlement to terminate its contractual obligation to fully implement the SRP.

On March 21, 2016, Xerox and DHCS finalized a settlement agreement outlining the terms and conditions for Xerox to suspend all SRP activities, which include but are not limited to DD&I, project management, transition, integration, and testing. The settlement agreement includes compensation for the state costs incurred by the state for the SRP. Federal approval of the settlement agreement is anticipated to occur by April 2016. In order to move forward with the SRP project closure, and initiate a new SRP project DHCS must identify salvageable assets and re-evaluate the procurement approach to replace the legacy system. The CA-MMIS Division has developed plans to: close out the Xerox portion of the system replacement project; move forward with procurement of new contracts for FI business operations services; and re-evaluate the procurement approach to replace the legacy system.

Resource History
CA-MMIS
(Dollars in thousands)

Program Budget	2010-11	2011-12	2012-13	2013-14	2014-15
Authorized Expenditures	14,360	14,360	11,013	11,999	13,003
Actual Expenditures	11,874	12,068	10,279	11,941	12,639
Revenues	N/A	N/A	N/A	N/A	N/A
Authorized Positions	160.5	164.5	108.0	114.0	113.0
Filled Positions	139.4	113.6	99.0	104.3	113.0
Vacancies	21.1	50.9	9.0	9.7	0.0

Workload History

Workload Measure¹	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Deliverables	186	612	303	244	228	214
Project Tasks	5,040	15,120	3,840			
Issues and Risk Management Activities	105	315	80	452	1,263	1,400
Business Rules Validation			9,750			
Business Requirements Validation			13,553			
CA-MMIS Files	9,250	15,750				
Transition Paper Claims	37,000	63,000				
Test Scripts			7,875	1,280	2,518	7,500

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System Replacement (Main Sub-Systems ²)			1	1	5 ³	6
Conversion and Implementation			1,875			
Key decisions Written				65	192	249
Medicaid Information Technology Architecture (MITA) Business Areas Affected				6	9	9
Impediments Activities				38	292	400

¹ During 2013-2014, system replacement project moved away from a waterfall system development life cycle to an agile scrum methodology. Therefore, some workload changes have occurred. The Workload measures identified in the Workload History table are work products and deliverables.

² Main Sub-Systems: TAR, Claims, Medi-Cal Web, RAIS, ACMS, TPL, CHDP and COBRA

³ In 2014-15, one main sub-system, the Medi-Cal Web, was retired as it has now been replaced by the new Health Enterprise Web Portal.

C. State Level Considerations

This proposal reflects two of the Administration’s top priorities: fiscal discipline and health care. To exercise fiscal discipline, it is important to maximize federal matching dollars. All of the resources and workload in this proposal qualify for federal matching funds – most will qualify for 90% federal funding. The resources also support the Administration’s priority to provide health care to Californian’s through implementation of the Affordable Care Act, and expansion of Medi-Cal, as CA-MMIS has played and continues to play an important role in supporting all of these efforts, and will continue to do so with the requested resources. This proposal also supports DHCS’ mission to provide Californians with access to affordable, high-quality health care, including medical, dental, mental health, substance use treatment services, and long-term care. DHCS’ strategic plan outlines the department’s commitments to the people it serves and the public, and the strategies and actions to achieve those commitments.

This proposal supports many of those actions, as follows:

1. Expand options for consumer to contact and receive assistance from the Department;
2. Enhance education and training for providers to improve efficiency, encourage participation in the Medi-Cal program, reduce waste, and maximize federal funding;
3. Improve communication with stakeholders, including through various technologies and other outreach formats;
4. Ensure contracts contain metrics of accountability;
5. Define performance measures for DHCS and use them to drive continuous improvement in performance;
6. Maximize the use of project management standards and tools to encourage improvements in quality and efficiency;
7. Identify and prioritize areas to reduce waste, fraud, and abuse;
8. Identify and improve high priority business practices; and
9. Provide oversight for compliance in:
 - a. state and federal laws and regulations,
 - b. program standards, and
 - c. contractual requirements.

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Oversight of the FI contract, including maintenance and operations of CA-MMIS systems and business operations, directly or indirectly support each of the DHCS strategic plan actions listed above. For example, last year the FI Telephone Service Center responded to over half a million beneficiary calls, which directly supports expanding options for consumers to contact and receive assistance from DHCS. Provider services conducts dozens of training classes annually (and training webinars are available year round through the Medi-Cal learning portal) for the convenience of providers, which supports “enhance education and training for providers to improve efficiency and reduce waste.”

When replacement of the legacy system is eventually completed, it will be based on the latest technology that is flexible and scalable. This will not only enable quicker and less costly system changes, but enable DHCS to be more responsive to changes in the health care environment and “make it easier for providers to participate in Medi-Cal, and maximize federal funding” and act more quickly to “identify and prioritize areas to reduce waste, fraud, and abuse.”

CA-MMIS is a key factor in the operation of DHCS’ health care programs. The system includes participating provider information, accesses confidential member eligibility information, processes claims, retains detailed information on the services provided to program members as well as invaluable program metrics, and system data is utilized to calculate federal financial participation. The system touches every DHCS program and program member.

D. Justification

DHCS proposes additional limited-term resources equivalent to 24.0 positions for one year. These resources are necessary to perform new work streams resulting from termination of the FI’s system replacement project including:

1. Conducting close out activities for Xerox portion of the CA-MMIS system replacement project (SRP), which includes determining the disposition of legacy System Development Notices (SDNs) that were deferred as part of the SRP, and identifying salvageable assets;
2. Procurement of new FI contracts to conduct business operations of the legacy CA-MMIS system; and
3. Re-evaluating the procurement approach to replace the legacy system.

The 24.0 existing resources are currently authorized through June 30, 2016, which was previously the estimated project completion date. Given the upcoming closeout of the project and the new workload associated with closeout and increased legacy system work in prioritizing, resolving and implementing system changes, conducting new procurements for FI services, and re-evaluating the procurement approach to replace the legacy system, these resources are needed to conduct these new activities detailed below.

1. *Xerox System Replacement Project Activities Closeout and Deferred Legacy System Development Notices.*

While the DHCS explores the idea of a new modular approach for SRP, Xerox’s involvement in system replacement will end. As DHCS transitions from Xerox’s implementation of the SRP, to a new procurement approach; it will be necessary to close out the SRP activities that occurred under the FI contract. These close out activities will include, but not be limited to, the identification, tracking, and preparation of current SRP assets (people, process, and

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technology) for transition to and use by the subsequent DD&I vendor(s) and the SRP as it continues to develop and implement the CA-MMIS replacement solution.

The activities will be performed to identify and disposition SRP assets including people, process and technology. These assets will be classified into asset categories and asset types to associate and group similar assets for analysis and disposition. The closeout activities will include analyzing the current status of each asset and recommendations for disposition of those assets as they pertain to the continuation of the SRP and the completion of a CA-MMIS replacement solution.

Close out activities will also include an analysis and disposition of activities being performed by the FI, the formal acceptance of implemented functionality, administrative and financial audit and closure of vendor activities, archiving of project artifacts, re-alignment of SRP personnel, and completion of the Post-Implementation Evaluation Report for the SRP vendor activities. In addition, the close out activities will include the identification of SRP lessons learned for use in defining the approach for continuing the SRP and the completion of a CA-MMIS replacement solution. Finally, an amendment to the current Xerox FI Contract to remove SRP duties and activities will need to be completed.

During the life of Xerox's implementation of SRP, there was mutual agreement between Xerox and DHCS that certain SDNs would be deferred, to develop and implement the desired functionality into the new system in lieu of developing the functionality in the legacy system, and then duplicating that effort in the new system.

As a result of Xerox terminating its SRP implementation, the state must now revisit each of those deferred SDNs, and make a determination of whether the functionality should now be developed and implemented in the legacy system. Each SDN must be fully analyzed, the scope of the work determined, the work effort and time frames estimated, prioritized, and a recommendation made. Each of those SDNs that will go forward into the legacy system (changes developed and implemented) is new workload that will be managed by state staff. For those SDNs that are deferred, each will have to be managed by state staff to verify that the functionality is procured, designed, developed and implemented into the new system replacement. This is new workload that previously would have been managed by Xerox in the SRP.

2. Procurement of the FI Contracts for Business Operations

The five year base contract with Xerox will end on June 30, 2016. The contract does allow a state option of up to five extension years. Under the proposed settlement agreement, Xerox's contractual obligation to maintain and operate the legacy system would end on March 31, 2020, only four years from now. Thus, the state would only exercise three of the extension years plus the turnover extension provision for nine months. DHCS will be responsible for maintaining the existing business operations and will likely move to a modular approach for the procurement of business operations and FI services.

With this approach, the currently-bundled FI contract of business operations and IT system maintenance and operations will be separated. The FI contract will be for business operations only and may be obtained through one or more procurements. For example Call Center support may be separated from provider management and claims processing. The IT system procurements will be based on the modular approach and the technology risks of the legacy system components and will be conducted as described in the modular approach below. This approach adds some additional complexity and level of work effort for

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procurements that did not exist in the prior FI contract procurement. All procurements must be completed, contracts executed, turnover/takeover completed, and the new vendors must assume their component part of operations before March 31, 2020. In other words, all IT system operations, business operations and functions must be fully transitioned to new vendors by that date.

The procurement process for the current contract began in FY 2007-08. Preliminary planning began approximately a year earlier. It took almost four years from preliminary procurement planning to contract execution (effective May 1, 2010). Assumption of operations did not occur until October 2011, a year and a half later. It is imperative that DHCS begin this process as soon as possible, given the time it will take to develop multiple Requests for Proposals, conduct the procurements, execute multiple contracts that are vastly complex in size, scope, and dollar amount, and turnover the system and FI functions to new vendors. In order to accomplish all of this in less than four years, the work effort must begin immediately.

Resources currently allocated to the SRP were initially assigned to develop the RFP for the current contract, and subsequently were extended to oversee turnover/takeover and the SRP. This same complement of staff, and more, will be necessary to conduct the multiple procurements that will occur for new FI contracts. The new procurements will likely result in phased transition to multiple vendors. It is imperative that CA-MMIS build and retain qualified and experienced staff in this area, to put the State in the best position possible to plan, organize, and manage these activities.

3. Re-evaluating the Procurement Approach to Replace the Legacy System under New System Replacement Efforts

CA-MMIS is the largest and most complex state Medicaid claims processing system in the country. The system is integral to DHCS' ability to administer and support California's Medicaid Program, as well as other health care programs administered by DHCS (i.e. California Children's Services, Breast and Cervical Cancer Treatment Program, Family Planning, Access, Care and Treatment Program, the Genetically Handicapped Persons Program, etc.). The CA-MMIS replacement project is a highly significant IT project in California state government.

The existing CA-MMIS mainframe and associated sub-systems are aged, inflexible, and costly to modify. Replacement of this system is a priority for DHCS. Given the issues faced by DHCS and the current vendor with the implementing the SRP, it is critical that DHCS re-evaluate its procurement approach before contracting with a new vendor to replace the CA-MMIS legacy system. Central to this new procurement approach and implementation model will be the integration with the Department's Medicaid Information Technology Architecture (MITA) maturity efforts and alignment with California Department of Technology's (CDT) Cloud First policy initiative directing state organizations to shift toward cloud computing solutions for all new reportable and non-reportable IT projects in accordance with SAM 4983 and 4983.1. Organizations shall build and evaluate for cloud solutions to meet their business needs, whenever feasible. Similar to the state's need to own and control certain project management and other functions, by developing and implementing a plan to re-host certain CA-MMIS subsystems at OTECH or within CalCloud; the state's future reliance on technology vendors is significantly decreased. Based on the asset assessment of the current legacy environment, there may be procurements to support some of the current

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legacy environment as well as procurements for replacement modules for some legacy components that can be reasonably completed within the remaining contract term.

The SRP was included in the procurement for the current FI contract. Replacement of CA-MMIS was a contract requirement in that procurement effort. Under the contract, the winning bidder was responsible for taking over the maintenance and operation of CA-MMIS, as well as developing, designing, and implementing a new system to replace CA-MMIS. In effect, this was a “winner takes all” approach.

Unfortunately, this approach was not successful in that the FI was not able to deliver a complete system replacement. At the same time, CMS, through a Notice of Proposed Rulemaking, is now strongly urging state Medicaid programs to move towards DD&I of new systems based on a modular approach in order to continue to receive enhanced Federal Funding. With this approach, rather than engaging one vendor to develop an entirely new system, modules of a new system are developed independent of each other. This allows for more competitive bidding from a newly expanded marketplace, engages experts in various modules to participate in the DD&I for that module, and spreads the project risks. While these are all positive reasons to shift to a modular approach, this approach results in multiple procurements, rather than just one. DHCS will be working with the Office of Systems Integration (OSI) and CDT to analyze lessons learned from the previous CA-MMIS procurement approach and assess the modular approach as an option for moving forward with the replacement of the legacy system. A comprehensive integrated plan and schedule is being developed by DHCS, OSI, and CDT for the upcoming CA-MMIS SRP activities. Given the sensitivity of the project and constrained timeframe, DHCS anticipates a BCP in FY 2017/18 requesting additional resources that is consistent with the comprehensive plan.

E. Outcomes and Accountability

The following outcomes will be achieved with the approval of the requested resources:

- Closeout, lessons learned, and leveraging of the Xerox SRP activities.
- Begin disposition of SDN's that were deferred based on the Xerox SRP.
- Initiate development of new Requests for Proposals for existing FI services.
- Begin evaluating the procurement approach for the implementation of a new replacement system.
- Start creation and maintenance of the technical, information and business architecture for the CA-MMIS program and related systems.

Projected Outcomes

Workload Measure¹		2016-17	2017-18	2018-19	2019-20	2020-21
Deliverables		400	225	200	200	200
Business Rules Validation						
Medicaid Information Technology						

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Workload Measure ¹	2016-17	2017-18	2018-19	2019-20	2020-21
Architecture/Technical Architecture					
Test Scripts	6,600	2,000	2,000	2,000	2,000
System Replacement (Main Sub-Systems) ²					
Conversion and Implementation					
System Replacement – Main Subsystems impacted	8				
Impediments Activities	800	400	100	100	100
Issues and Risks Management Activities	1,200	600	200	100	50
System Replacement MITA Business Areas Affected	9				

¹ During 2013-2014, system replacement project moved away from a waterfall system development life cycle to an agile scrum methodology. Therefore, some workload changes have occurred. The Workload measures identified in the Projected Outcomes table are work products and deliverables.

² Main Sub-Systems: TAR, Claims, Medi-Cal Web, RAIS, ACMS, TPL, CHDP and COBRA.

F. Analysis of All Feasible Alternatives

Alternative 1: Approve one-year limited-term expenditure authority of \$3,428,000 (\$736,000 General Fund /\$2,692,000 Federal Funds) equivalent to 24.0 positions.

Pros

- Provides resources to complete close-out of current SRP activities under the FI contract.
- Provides resources to identify salvageable assets, which mitigate future unnecessary costs.
- Provides resources to complete the plan for a new procurement approach for DD&I of the new system, and enable federal and state requirements to be met.
- Provides sufficient resources to conduct oversight, review, and approval of vendor work products and deliverables.
- Enables the Department to have continuity of FI services before the current contract expires on March 31, 2020, which is critical in order to pay Medi-Cal fee-for-service providers.

Con

- Increases state expenditures.

Alternative 2: Redirect existing staff to perform the tasks needed. (No cost.)

Pros

- Does not increase state expenditures
- Decreases number of and funding for LT positions.

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Cons

- Leaves the Department short of resources to perform the new workload associated with the termination of the FI's SRP deliverables.
- Severely impedes and puts the Department at significant risk for not having FI services in place when the current FI contract expires on March 31, 2020, which would hinder the Department's ability to pay Medi-Cal fee-for-service providers.
- Reduces Division's ability to continue to perform oversight and to implement legacy system changes.
- Reduces the Division's ability to develop and retain technical and business process expertise.
- Impacts the Division's ability to properly oversee maintenance and operations, and manage the FI contract and new FI services contracts.
- Reduces the Department's ability to re-evaluate the procurement approach to replace the Legacy system under new system replacement efforts.

Alternative 3: Do not approve resources for staffing.

Pros

- Would not require resources.
- State workforce would remain constant.

Cons

- The Department will be unable to conduct the necessary workload to continue the existing business operations of CA-MMIS and closeout and assessment activities to move towards the planning of new system replacement efforts.
- Critical work will not be completed and jeopardizes the Department's ability to pay Medi-Cal fee-for-service providers.

G. Implementation Plan

No recruitment is necessary as existing staff resources are on-board.

H. Supplemental Information

None.

I. Recommendation

Alternative 1: Approve one-year limited-term expenditure authority of \$3,428,000 (\$736,000 General Fund/\$2,692,000 Federal Funds) equivalent to 24.0 positions.

The staff resources will provide the necessary short-term resources to help properly plan the new procurement approach, manage former FI tasks now owned by the state, and help the transition to and integration of maintenance and operations. Additionally, they enable DHCS to meet federal and state requirements Medi-Cal requirements. These resources allow for continuance of Division operations and existing critical workload while the new system is being developed and implemented. They provide subject matter expertise necessary to successfully implement the system replacement, and assumption of operations by new FI

Analysis of Problem

vendors. These staff would be the technical and business experts who will continue to support long term system success.

WORKLOAD STANDARDS
Administration Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Perform accounting functions applicable to policy of the uniform accounting system and financial organization of State rules, statutes, and regulations with State Administrative Manual, State Medicaid Manual, Code of Federal Regulations (CFR), Generally Accepted Accounting Principles and other accounting standards to facilitate the project's success. Responsibilities require analysis, validation, and tracking of budget allotments and expenditures for proper reporting.	24	25	600
Perform quarterly time studies and monitor staffing hours through tracking source data to claim appropriate level of Federal Financial Participation (FFP) on salaries and benefits. Reconcile and validate data with Human Resources (HR) Branch, Budget and Accounting Section, and State Controller's Office. Review samples of user acceptance testing procedures and cases across subsystems and provide input to business requirements to determine if new system and requirements conform to State and Federal requirements.	8	40	320
Compile data and perform detailed quantitative and qualitative analysis; perform compliance reviews on financial data and its validity and correctness; conduct financial reviews on data conversion, design, and results to verify that balances and accounts reconcile properly within financial systems.	11	30	330
Monitor expenditure forecast reports; analyze a variety of accounting data to assist in the application of financial data and information; prepare and provide projections/estimates of expenditures, reimbursements, and revenues; determine expenditure forecasts relative to support budget allotments; forecast and determine necessary cash flow to support financial operations; advisor on fiscal issues and provides recommendations to solutions.	12	25	300
Maintain appropriate internal management controls and separation of activities to protect financial assets through system conversion and plans for operation; respond to Ad Hoc requests for budgetary and/or expenditure data; develop proposals and issue papers; assists with numerous administration drills and prepares appropriate documentation.	12	20	240
Interpretation and application of Payment Provisions, General Terms and Conditions of contracts; developing CA-MMIS responses to FI inquiries and/or deliverables.	2	5	10
Total hours worked			1,800

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Provide, write and review business need documentation and business case analysis on a continuous basis.	25	8	200
Continue to research, develop, and recommend new technological approaches to assist staff with meeting their federal and financial accounting and reporting requirements.	10	15	150
Continue with attending and participating in Joint Application Development (JAD) meetings.	50	5	250
Identify, analyze, and resolve federal and state accounting and reporting issues on a continuous basis.	15	10	150
Continue to develop, review and approve testing criteria - User Acceptance Testing (UAT).	25	8	200
Provide testing of software interface and functionality and integrity of data and reporting on a continuous basis.	37.5	8	300
Continue enabling the installation deliverables, data integrity and reporting capabilities.	25	8	200
Provide training and documentation to accounting staff on a continuous basis.	10	20	200
Participate and make recommendations in Post Implementation Problem Resolution/Report on a continuous basis.	30	5	150
Total hours worked			1,800

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Perform accounting functions to enable compliance with management, budgetary and internal controls, in order to facilitate project success and compliance with the approved Advance Planning Document Update (APDU), State Medicaid Manual, Code of Federal Regulations (CFR), Generally Accepted Accounting Principles, and other accounting standards applicable to the FI contractor in the Medi-Cal Program. Responsibilities require analysis, validation, and tracking for the APDU; California Project Management Methodology Report for the California Technology Agency; Special Projects Report; Economic Analysis Worksheet; and project expenditures for proper reporting to CMS. Assist with legislative quarterly status reports, feasibility study reports and documents.	24	30	720
Monitor expenditures and report the appropriate level of Federal Financial Participation (FFP); analyze a variety of accounting data to assist in the application of financial data and information; prepare and provide estimates of expenditures, reimbursements, and revenues; advise management of expenditures relative to budget allotments; determine necessary cash flow to support financial operations; advise on fiscal issues and provide recommendations to solutions.	36	12	432
Prepare manuals of accounting procedures and guides; develop and implement installation of new procedures and systems; develop work flow charts to document and evaluate the flow of FI costs to determine proper reporting to CMS; provide training.	7	28	196
Monitor consultant contracts to verify fiscal compliance with their scope of work and determines business requirements comply with State Contracting Manual and Public Contract Code.	24	6	144
Participate in financial workgroups and determine action items; respond to Ad Hoc requests for budgetary and/or expenditure data; assist with numerous administration drills, conducts analysis and prepares appropriate documentation.	13	15	195
Interpretation and application of Payment Provisions, General Terms and Conditions of the FI contract; develop FI responses to inquiries and/or deliverables.	13	5	65
Complete budget Estimates and Assumptions for submission to the Governor's Office for the November Estimate and May Revise.	2	24	48
Total hours for workload projected for this classification			1,800

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Timely and efficiently verify, provide technical analysis, assign, track and route deliverable and operational letters to subject matter experts within DHCS and Xerox.	1,080	0.75	810
Oversee the Contract Policy and Management Branch (CPMB) SharePoint Resource Site (CSRS) and the Contractor SharePoint system by way of auditing, conducting reviews, identifying and reporting discrepancies.	1,080	0.25	270
Guide, coordinate, establish, and support customer relations with clear and effective communications throughout Department of Health Care Services (DHCS) staff, management, subject matter experts, and the fiscal intermediary.	156	0.25	39
Review for accuracy and completeness all letters (formatting and grammar errors to dates, letter numbers, subject titles, tracked changes that have not been accepted, etc.).	156	0.5	78
Conduct research for and participate in meetings to keep current with contract policy changes to adjust performances required when evaluating contractor compliance.	104	1	104
Upload CA-MMIS Division documentation in appropriate locations knowing all aspects of the CPMB SharePoint Resource Site (CSRS) and the Contractor system and determining permissions for DHCS staff.	1,020	0.25	255
Develop, organize and distribute deliverable due date reports in all contract phases, project scopes, and milestones.	152	0.5	76
Analyze and prepare clear and detailed objectives in finalizing responses for deliverables.	184	0.25	46
Develop spreadsheets for tracking and monitoring all fiscal intermediary and DHCS correspondence. This should include the identification of MITA, SRP, SDNs, Notification of Claims, etc. related items and manage a dashboard to show level of compliance/completion based on FI letters and deliverables.	14	0.5	7
Convert and manage all hardcopy and softcopy documents received, mailed, and stored.	250	0.124	31
Assist in efforts to implement correspondence processes to conform to operational and quality requirements and standards established by the DHCS.	18	2	36
Research, analyze, interpret and provide recommendations regarding fiscal intermediary contract questions about policy and procedures related to deliverables for DHCS staff and Consultant/Contractor staff.	36	0.5	18
Provide recommendations to the DHCS management for correction to problem areas.	30	0.5	15

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Provide training on use of CSRS, the Contractor SharePoint and create a User Guide for both.	30	.50	15
Total hours projected for this classification			1,800

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Perform critical functions to administer and enable compliance with CMS, CFR, American Institute of CPAs and other auditing standards applicable to the Medi-Cal Program; facilitate and coordinate audit activities of replacement system; communicate audit findings; identify corrective actions and confirm proper corrective action plans are implemented; conduct compliance reviews of the FI contractor for its validity, correctness, and reconciliation to plan records; develop and implement security measures related to highly sensitive data; maintain audit tasks and activities, reports, and documentation for resource utilization; maintain audit data base records.	12	80	960
Develop methods for improved process flow and quality control, assist in the installation of new procedures and systems, provide consultation, direction, and guidance to the FI and stakeholders for adherence to proper protocols.	12	20	240
Analyze, design, develop, and implement the elements of reporting; review statutes and regulations; develop recommendations on policy and standards; compile data and perform detailed qualitative analyses and provide written narratives on proposals and alternatives.	24	17	408
Perform compliance reviews on selected business rules extraction results to accurately capture and cross reference policies from system replacement and maintain conformance with State Contracting Manual and Public Contract Code; analyze, review and approve deliverable documents prepared by the FI contractor; develop, design, and implement process flows and procedures for guidance; address outstanding timelines in order to meet required deadlines.	4	10	40
Attend Entrance/Exit conferences; act as advisor to management related to complex Medi-Cal policy issues; facilitate meetings with the FI, external entities, and subject matter experts related to CA-MMIS.	24	2	48
Participate in the evaluation of procurements related to Electronic Data Processing audit.	1	24	24
Advisor on audit findings and fiscal issues and provide weekly reports on audit activities, action items, and outcomes; participate in meetings with internal and external auditors and the FI.	40	2	80
Total hours worked			1,800

WORKLOAD STANDARDS
Enterprise, Innovation & Technology Services Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Assist with the ongoing end user support of the CAMMIS System Replacement in DHCS –Basic Contact System Process.	10	4	40
Coordinate end user computing device configuration, maintenance, patches, warranty renewals, inventory maintenance, network connection, peripheral service and user orientation services including periodic refreshes of services on an ongoing basis for the CAMMIS system related users.	62	4	248
Provide interface/access request support for end users in line with the program/division in DHCS, setup and maintain shared directories, applications and IT inventory.	120	1	120
Work with users to troubleshoot and resolve level one computer incidents including Microsoft Office Suite issues, operating system problems, printer failures and user password resets.	1,500	0.2 (12 min)	300
Escalate and route complex incidents that cannot be resolved by telephone, remote access and/or user location visit to the subject matter expert level of support and follow up for resolution.	7,000	0.05 (3 min)	350
Document and process user account requests including network accounts, email accounts, mainframe accounts, and remote access accounts.	175	0.2 (12 min)	35
Assist in developing and/or reviewing procurement packages. This includes reviewing the DHCS standards document and communicating with customers and/or vendors.	75	2	150
Communicate to all employees, including reminders of scheduled Information Technology (IT) maintenance, IT service interruption, IT emergency alerts, and instructions from Enterprise Innovation Technology Services (EITS) during major incidents.	10	0.5	5
Reimage Desktop PCs and Laptops	25	3	75
Assist with and respond to IT service requests.	352	1	352
General administrative duties such as answering customer inquiries or attending meetings.	125	1	125
Total hours worked			1,800

WORKLOAD STANDARDS**Office of Legal Services****One-Year Limited-Term Resources Equivalent to 3.0 Positions**

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Analyze and prepare legal opinions relating to ongoing contract interpretation, contract disputes, and state and federal laws for compliance and continued federal financial participation related to the current CA-MMIS legacy system and the replacement system.	30	25	750
Review and analyze new and developing state and federal laws, regulations, executive orders, court decisions, etc. regarding Health Information Exchange implementation and administration requirements.	30	20	600
Negotiate and assist in drafting numerous contract amendments, change orders and other legal documents for program staff responsible for the replacement payment system; review, compare and perform gap analyses of state and federal laws against proposed contract language for adherence to proper contracting practices; and secure approvals from the Department of Finance (Finance) and CMS.	25	30	750
Coordinate all system activities with Finance, Department of General Services (DGS) and the California Health and Human Services Agency on all four major phases of the replacement system; draft and review the development of Privacy Policies and Standards with other governmental organizations in various workgroups and subcommittees.	35	30	1,050
Conduct ongoing legal research to address issues related to Health Information Exchange (HIE) and operation of the Medical Program such as legal authority to determine program eligibility, payments for pre-existing medical conditions and legal issues that arise as beneficiaries move from one coverage level to another due to loss of employment and salary levels and other issues that may arise as the Affordable Care Act is clarified and implemented.	75	10	750
Review the Business Rules Evaluation (BRE) portion of the CA-MMIS and review and analyze current law to identify statutory and regulatory changes needed to support the new MMIS system operations and resulting policy changes, like drafting and implementing Operation Instruction Letters and provider bulletins as appropriate.	20	30	600
Review CA-MMIS projects related to HIE for payments of all program areas. Analyze all payments, rates and financial methodologies for DHCS provider claims paid through the CA-MMIS system.	30	15	450
Provide legal counsel regarding Notices of Claim and other ongoing contract disputes and litigation regarding the CA-MMIS contract.	30	15	450
Total hours worked			5,400

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Use Project Management (PM) Methodologies & Standards which are based upon the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK), Institute of Electrical and Electronics Engineers (IEEE), and industry best practices to plan, organize and direct the activities of the Enhancements and Operations section. Adhere to PM guidelines as contained within the Statewide Information Management Manual; facilitate Information Technology (IT) enhancement and other project alignment and compliance with the Office of State Chief Information Officer, Department of Finance and Department of General Services direction, rules and regulations to deliver projects within approved baselines for scope, schedule, and budget. Direct and train staff in use of PM principles and methods of analysis and CA-MMIS project oversight with the Contractor, other state agencies and other vendors.	12	20	240
Plan, organize, direct, and manage section activities to oversee maintenance activities, operations, enhancements and modifications to CA-MMIS; and activities required to transition current section policies, procedures and work activities from the existing systems to the replacement systems. Develop and implement policy and operational changes to the current systems, while providing subject matter expertise on the design, development and implementation of program policy into the replacement systems.	12	60	720
Meet with all levels of State management, executive staff and stakeholders to provide project status, recommendations and alternatives for issue resolution and other recommendations as required. Testify at public hearings, legislative meetings, and judicial proceedings as necessary. Participate as a decision maker in meetings with DHCS and FI staff. Provide status, technical and project advice, and solutions to peers, DHCS management and executive staff and CA-MMIS executive staff. Provide expert judgments and recommendations.	12	20	240
Manage key project and System Development Lifecycle (SDLC) processes, such as budget, schedule and scope management. Validate the quality of detailed project planning documents. Manage or direct management of project resources, including material, state and contractor personnel directly and indirectly as required.	12	30	360
Manage activities related to enhancements and maintenance and operations for the existing and replacement systems as defined in the FI contract to meet service level agreements and quality standards.	12	10	120

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Leads, develops and provides input to program issue papers, talking points for management presentation, action requests, Budget Change Concept/Proposals, Feasibility Reports, Advanced Planning Documents, business case justification reports, progress reports, and status reports.	12	10	120
Total hours worked			1,800

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Plan, organize, direct, and manage branch activities to oversee maintenance activities, operations, enhancements and modifications to CA-MMIS; and activities required to transition current Branch policies, procedures and work activities from the existing systems to the replacement systems. Develop and implement policy and operational changes to the current systems, while providing subject matter expertise on the design, development and implementation of program policy into the replacement systems. All activity supports the DHCS mission and associated policy and program needs.	1	750	750
Plan, organize, direct, and manage branch to oversee maintenance activities, operations, enhancements and modifications to CA-MMIS to comply with federal and state mandates and legislative changes including audits, the Health Insurance Portability and Accountability Act (HIPAA), the Affordable Care Act (ACA), and MITA.	1	150	150
Direct the review of CA-MMIS systems and claims processing activities and make recommendations for CA-MMIS system changes and/or enhancement projects, payment policy changes, legislative and regulatory proposals, and items for inclusion or exclusion in the replacement system.	1	300	300
Interact with other organizations both within and outside the Department of Health Care Services (DHCS) including, but not limited to, DHCS' Enterprise Innovation Technology Services (EITS)) and Office of HIPAA Compliance, the Health and Human Services Agency, and the California Technology Agency, to formulate Information Technology (IT) strategy for CA-MMIS. Provide expert judgments, recommendations and decisions.	1	240	240
Confer with state control agency's staff, the State Controller's Office, federal government officials, and Medi-Cal providers. Provide technical support to Provider Relations staff as they respond to inquiries from providers, provider associations, the legislature, and the press on matters related to the Fiscal Intermediary (FI's) claims processing activities, and the design, development and implementation of the replacement system.	1	360	360
Total hours worked			1,800

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Plan, coordinate and direct the design, development and implementation (DD&I) of a new Medicaid Management Information System (MMIS) for California. Directly and indirectly manage and supervise the team performing oversight of the DD&I. Determine resource needs and oversee contract and state staff, and project status reporting to state and federal entities. Communicate project status, and assist with Department of Health Care Services (DHCS) portfolio management. Leader of Health Enterprise and Agile change efforts in maintenance and operations.	1	1,380	1,380
Direct project activities in coordination with Medi-Cal program leadership, procurement and division managers in support of DHCS' mission, the MMIS role in health care reform, health information technology, and the state's vision for IT governance. Assist with the development of a statewide enterprise network and its inclusion in the CA-MMIS replacement.	1	240	240
Represent DHCS in communication with national workgroups through meetings and conferences to lobby for California Medicaid business needs and to provide California's input on development of federal MITA strategies and guidelines.	1	180	180
Total hours worked			1,800

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Perform Attendance Coordinator duties; input data into Human Resources Information System; prepare monthly dock reports; process overtime requests and independently research and resolve problems and/or issues as they relate to attendance, medical benefits, various types of leave and pay issues; process a variety of leave request documents; collect and distribute personnel forms; prepare new employee packets and exit clearance forms; distribute leave balances and monthly attendance balances and files data to meet record keeping requirements.	320	1.5	480
Issues personnel appointment documentation packets; probation reports; merit salary adjustments, alternate range change documents, special in-grade salary adjustments; types and sends employees information, memos, and reminders regarding time reporting.	129	1	129
Perform word processing activities; develop charts, spreadsheets, and graphs; edit and proofread outgoing correspondence; maintain and update manuals; train new staff on office policies and procedures; training coordinator; maintain training log on mandatory training.	30	3	90
Perform receptionist duties; assist with travel arrangements; schedule meetings; receive and direct incoming telephone calls; screen incoming telephone calls; answer routine questions; perform photocopying and fax tasks.	730	.5	365
Prepare property transfer reports and service authorization requests; organize inter-office relocations; submit appropriate requests for telecommunications and transfer of telephone lines; troubleshoot; submit remedy tickets for personal computer set-up.	318	1.5	477
Submit security request forms for activation, changes in security levels, and de-activation on facility access; collect employee badges and other designated state property.	350	.5	175
Receive, distribute, retrieve, prepare, and track systems replacement documents and interface with Fiscal Intermediary (FI) contractor correspondence library.	24	2	48
Act as liaison and coordinator for the CA-MMIS Division's records retention schedule. Track and monitor records inventory, asset management, transport, storage and retrieval including archive and destruction.	12	3	36
Total hours worked			1,800

WORKLOAD STANDARDS
Pharmacy Benefit Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Review policies for pharmaceutical services and benefits provided under the CA-MMIS System and verify adherence to those policies in the DD&I of the Replacement CA-MMIS.	15	3	45
Coordinate the application of DHCS policies and regulations regarding the administration and reimbursement of drug-related programs and services and prescribing, procuring, manufacturing, and dispersing drugs within the Replacement CA-MMIS.	20	5	100
Serve as a consultant on critical issues relating to the SURGE/Pharmacy/Drug Utilization Review (DUR) components of the Replacement CA-MMIS.	25	1	25
Serve as Subject Matter Expert (SME) and lead coordination of the Fiscal Intermediary (FI), prospective DUR contractor and other pharmaceutical and medical policy staff for the redesign of prospective and retrospective DUR to maximize Federal Financial Participation (FFP).	1	200	200
On an ongoing basis identify cost containment opportunities resulting from the Replacement System flexibility and implementation of more accurate business rules adjudication. Work with the FI staff and Audits and Investigations to identify and implement fraud and abuse prevention measures for pharmacy.	20	20	400
Serve as SME for replacement of the Drug Rebate Accounting System and analyze opportunities to capture additional drug company rebates.	15	10	150
Develop and implement trend analysis for performance monitoring of clinical information across Medi-Cal beneficiary usage by drug class, disease code, and location within the State utilizing both CA-MMIS and the MIS/DSS.	1	300	300
Deliverable Review / Systems Analysis - review functional design, test, implementation, and post-implementation deliverables. Conduct analysis of deliverables for conformance to contract requirements, end-user business objectives, and appropriate testing.	20	4	80
Project Documentation - The FI Contract requires formal documentation of all development activities which will result in a high volume of correspondence being submitted to and from the FI Contractor. In addition to formal correspondence with the FI Contractor, the PC II will be responsible for documenting project artifacts such as policy directives from end-users.	250	2	500
Total hours worked			1,800

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 4.0 Positions

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Deliverable Review - Review functional, technical, test, implementation, and post-implementation deliverables. Conduct analysis of deliverables to enable conformance to contract requirements, technical design standards, end-user business objectives, and appropriate testing. In addition to deliverables, will be responsible for documenting project artifacts such as invoices paid as well as policy directives from end-users. Research more complex issues.	48	30	1,440
Communication - Arrange for frequent meetings between Fiscal Intermediary (FI) contractor and policy makers to reconcile differences in CA-MMIS coding and published policies.	144	4	576
Health Enterprise Subject Matter Expert and Agile Scrum Methodology - Will be the Health Enterprise and Agile subject matter expert responsible to educate and train internal staff on the technical aspects of the overall Health Enterprise system as well as the Agile Scrum methodology.	48	40	1,920
System Testing - System Test validation and User Acceptance Testing (UAT) - Will review FI, as well as end-user test criteria and plans. Will be responsible for leading gap analysis of FI contractor plans, and deriving test cases on behalf of the end-user. Will manage UAT by individually testing newly developed applications, and also by preparing UAT test plans for end-user groups to test.	120	8	960
Project Management / Contract Oversight - Will monitor the progress of the FI and its subcontractors for completion of deliverables as approved by DHCS in the Takeover provisions of the contract.	100	5	500
Transition Activities -Will perform transition activities to include operational readiness review and operational readiness test. This will help verify the resource changes are considered and that the resource knows how a change will impact his/her business process.	225.5	8	1804
Total hours worked			7,200

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 2.0 Positions

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Utilize Project Management (PM) Methodologies & Standards which are based upon the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK), Institute of Electrical and Electronics Engineers (IEEE), and industry best practices to plan, organize and direct the activities of the Department of Health Care Services (DHCS) Team; adhere to PM guidelines as contained within the Statewide Information Management Manual; structure Information Technology (IT) projects to align and comply with the Office of State Chief Information Officer, Department of Finance and Department of General Services direction, rules and regulations to deliver project within approved baselines for scope, schedule, and budget.	15	65	975
Supervise office staff. Assign work, review, guide, and train analysts in complex IT analyses and computations using advanced statistical methods, technology knowledge, computer processing skills, and provide expert judgments. Assist and train staff in use of PM principles and methods of analysis and CA-MMIS Division oversight with Fiscal Intermediary (FI) Contractor, other state agencies and vendors.	30	27	810
Participate in Project Prioritization meetings with DHCS and FI staff, and act as an advisor to the DHCS management and the Executive Staff.	172	1	172
Meet with all levels of State management, Executive Staff, and stakeholders to provide project status, recommendations, and alternatives for issue resolution, and other recommendations as required.	27	1	27
Serve as the CA-MMIS Division primary expert on the Replacement System management requirements, standards, and methodologies.	3	120	360
Manage key project processes, such as budget, schedule, and scope management. Validate the quality of detailed project planning documents. Manage or direct management of project resources including material, state, and FI contractor personnel directly and indirectly, as required.	235	1	235
Review and Approve FI Systems Group Invoices.	127	1	127
Manage activities related to project closeout, Post Implementation Evaluation report (PIER) development and submittal, development of post implementation service level agreements for maintenance and support contract closeout duties, as required. Manage and direct others in activities related to project closeout, PIER and other project planning and management activities.	81	2	162

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Leads, develops and provides input to program issue papers, talking points for management presentation, action requests, Budget Change Concept/Proposals, Feasibility Reports, Advanced Planning Documents, business case justification reports, progress reports, and status reports.	12	58	696
Represent DHCS in meetings with representatives and other agencies and make presentations as required; testify at public hearings, legislative meetings, and judicial proceedings as necessary.	12	3	36
Total hours worked			3600

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Assist with the ongoing end user support of the CAMMIS System Replacement in DHCS –Basic Contact System Process.	10	4	40
Coordinate second level end user computing device configuration, maintenance and patches on an ongoing basis for the CAMMIS system related users.	80	4	320
Provide interface/access request support for end users in line with the program/division in DHCS, setup and maintain shared directories, applications and IT inventory.	120	1	120
Work with users to troubleshoot and resolve level two computer incidents including Microsoft Office Suite issues, CAMMIS subsystem troubleshooting, operating system problems, printer failures and user password resets.	2250	0.2 (12 min)	450
Escalate and route complex incidents that cannot be resolved by telephone, remote access and/or user location visit to the subject matter expert level of support and follow up for resolution.	7000	0.05 (3 min)	350
Document and process user account requests including network accounts, email accounts, mainframe accounts, and remote access accounts.	175	0.2 (12 min)	35
Communicate to all employees including; reminders of scheduled IT maintenance, IT service interruption, IT emergency alerts, and instructions from ITSD during major incidents.	10	0.5	5
Assist with and respond to IT service requests for rollout and support of CAMMIS System Replacement.	380	1	380
General administrative duties such as answering customer inquiries or attending meetings.	100	1	100
Total hours worked			1,800

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Using established project management and SDLC processes, serve as a lead technical expert on Enhancements and for assigned Operations System Development Notices, Erroneous Payment Corrections, and Operating Instruction Letters for both the replacement system and the existing system. All activity supports the DHCS mission and associated policy and program needs.	35	18	630
Lead, prepare for, conduct and participate in peer reviews (walk-throughs) for system artifacts and documentation as a lead technical expert for assigned existing or replacement system projects. Provide technical comment, judgment, direction, and analysis to the operations or project teams.	35	4.45	155
Lead work assignments with other DHCS Information Technology (IT) staff, consultants, and vendors. Also serve as a liaison with other Department of Health Care Services (DHCS) staff for assigned maintenance, operational, project activity.	35	5	175
Serve as a lead technical expert in ensuring the requirements, business processes and business data models satisfy the service level expectations and business needs of the contract.	35	7	245
Make presentations and provide support for recommendations to customers, peers, consultants, and managers. Prepare communications and communicate status to peers, management, and customers on project work, service requests, and incident corrections.	35	5	175
Provide technical expertise on the Fiscal Intermediary (FI) Contractor's and the State's project management requirements, standards, and methodologies.	35	5	175
Monitor, identify, troubleshoot, isolate, resolve and document technical issues associated with claim processing or other CA-MMIS systems in production. Prepare and communicate status.	35	7	245
Total hours worked			1,800
1,800 hours = 1 Position			
Actual number of Positions requested			1.0

WORKLOAD STANDARDS
California Medicaid Management Information Systems Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Plan, organize, and direct the activities of the Administration and Procurement Unit in a manner that complies with regulations and practices prescribed by State Administrative Manual and Health Administrative Manual. This includes but is not limited to oversight of human resources, timekeeping and reporting and facilities maintenance.	6	100	600
Supervise staff and assign work, review, guide, and train in complex analysis and computations using statistical methods, computer processing skills, and provide expert judgments, assist and train staff in the use of project management principles and methods of analysis. CA-MMIS oversight with the FI Contractor and other State agencies and contractors.	9	40	360
Participate in meetings with DHCS and FI contractor staff. Act as advisor to DHCS management and Executive Staff.	115	1	115
Meet with all levels of State management, executive staff and stakeholders to provide project details, status, recommendations, and alternatives to issue resolution and other recommendations, as required.	12	1	12
Manage key project processes in relation to schedule, and scope management, and quality of detailed planning documents. Manage and/or direct management of resources, including material, State and FI contractor personnel directly and indirectly as required.	100	2	200
Provide administrative support to the CA-MMIS Division in areas such as supply requisition and maintenance, equipment requisition and maintenance, development and maintenance of health and safety protocols and facilitation of training for staff and managers.	93	1	93
Lead, develop, and provide input to program issue papers, talking points for management presentation, Budget Change Proposals, Out of State Travel requests and progress and status reports.	7	60	420
Total hours worked			1,800

WORKLOAD STANDARDS
Enterprise, Innovation & Technology Services Division
One-Year Limited-Term Resources Equivalent to 1.0 Position

Activities	Number of Items Weekly, Monthly, Etc.	Hours per Item	Total Hours
Conducting annual detailed audits of contractor compliance with applicable Department, state and federal security requirements. Analysis of a wide variety of regulations, laws, and standards, and detailed review of security controls, technical logs, technical documentation, policies, and procedures.	1	140	140
Reviewing and participating in annual contractor security risk assessments. Detailed analysis of data collected by contractor, for independent validation and verification of their findings.	1	140	140
Serving as lead and liaison with contractor during security incidents and data breaches.	5	20	100
Reviewing and approving contractor security policies and procedures semi-annual, for compliance with applicable requirements.	2	20	40
Serving as subject matter expert for project related decisions (example: Security SME/Product owner for the HE solution), which may impact the security and confidentiality of the data, or which may require new security controls. Review of proposed changes, design documents, security of data transfers, electronic interfaces, and any architectural change which may impact security.	25	25	625
Representing Enterprise Technical Policy and Standards Branch (ETPSB) during audits from federal or state control agencies.	2	50	100
Updating ETPSB events with the Information Security Officer, Privacy Officer, Chief Information Officer, and other executive staff on all security risks and incidents, and ensuring policies and positions are represented.	3	5	15
Participating in internal and external committees and workgroups which have the potential to impact security of the CA-MMIS system. Review and comment on deliverables.	18	12	216
Performing risk assessments of proposed new security controls for CA-MMIS.	15	20	300
Maintaining documentation and knowledge of all data interfaces with CA-MMIS.	5	20	100
Participating in the Disaster Recovery (DR) approach, deliverables, and testing required by the FI contract.	4	6	24
Total hours for workload projected for this classification			1,800