

# Integrated Eligibility & Enrollment

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# Goals for today

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

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



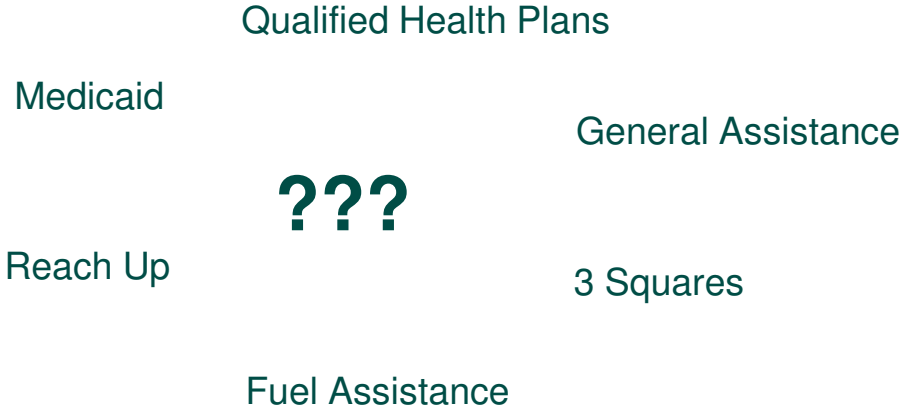
**Right now, applying for, enrolling in, and obtaining benefits in Vermont is a challenge**





## Apply

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





Verify

Enroll

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





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

Multiple program websites

Call Center

**???**

District Offices

Physical Paper

## State Staff also face challenges as they deliver these services

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





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

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



## Vermont is not alone in this experience

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

Maryland fires firm upgrading Medicaid technology, may seek money back

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

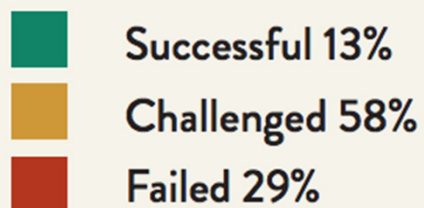
**R.I. Gov. Raimondo wants payment-for-performance contract with computer contractor**

NEWS

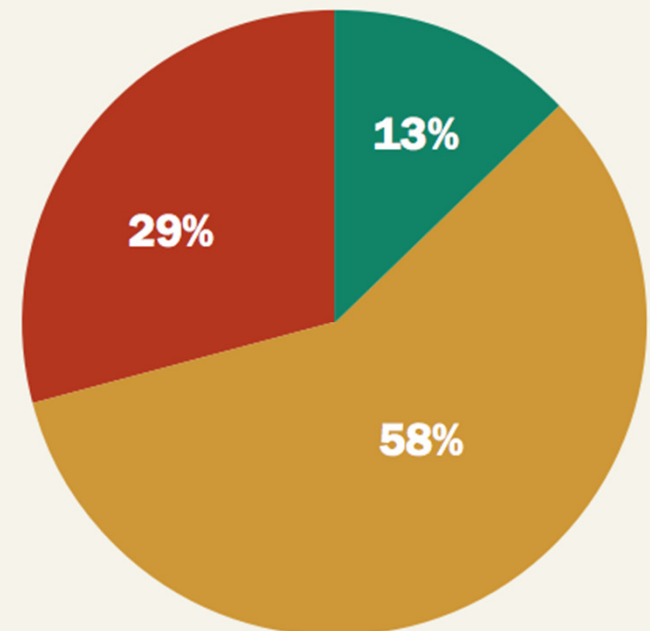
**Maine's Medicaid Mistakes**



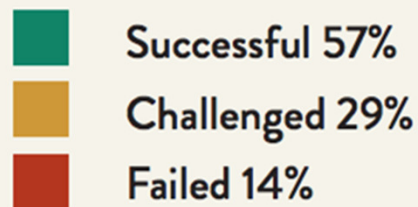
## LARGE GOVERNMENT PROJECTS



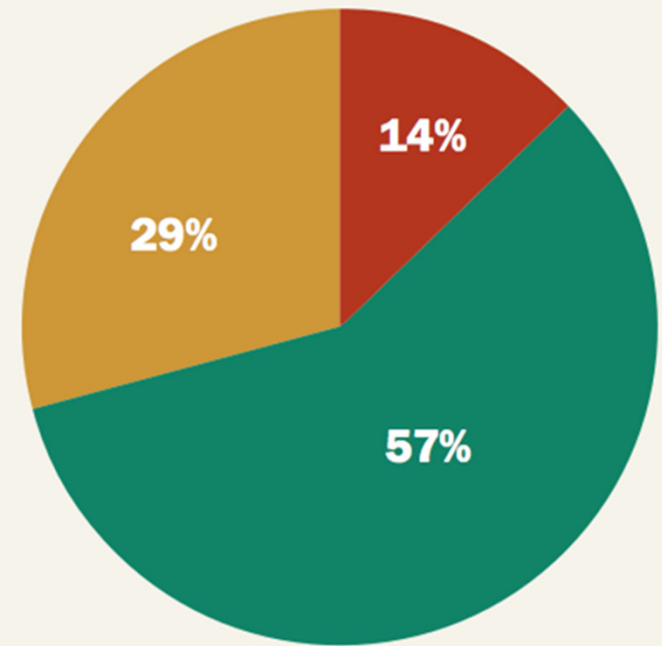
*The resolution of large government software projects from fiscal 2010 to 2014 within The Standish Group's CHAOS database. In this case large is defined as labor cost over 5 million euros or 6 million dollars. Classic CHAOS metrics define successful projects as on time, on budget, and are on target.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



## SMALL GOVERNMENT PROJECTS



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



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



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

## A better customer experience

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



## A better staff experience

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



## Less Financial Risk

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



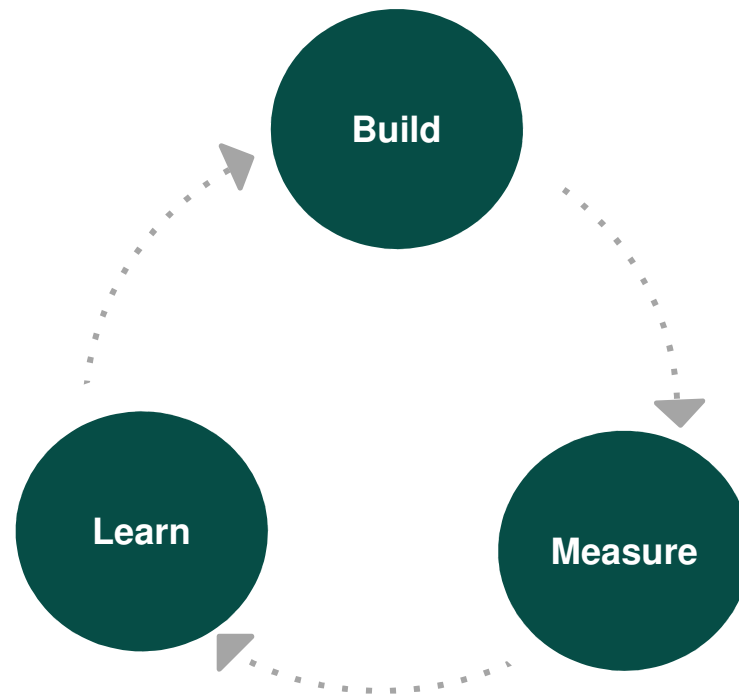
We're achieving this by  
**working in new ways**



## We're focusing on our users first



**We're obtaining feedback and iterating along the way**



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



# We're working transparently to ensure stakeholders understand our priorities and how we want to achieve them

## Integrated Eligibility & Enrollment Program

Welcome! This website contains information about the Vermont Agency of Human Services' Integrated Eligibility Enrollment (IE&E) modernization program. It is intended to provide a place where program participants and other parties can keep track of the overall program goals, progress to date, and planned work.

### Contents:

[Vision](#) | [Goals](#) | [Product Roadmap](#) | [Our Approach](#) | [New Ways of Working](#) | [Technical Principles](#) | [Key Products](#) | [IR Benefit Programs](#)

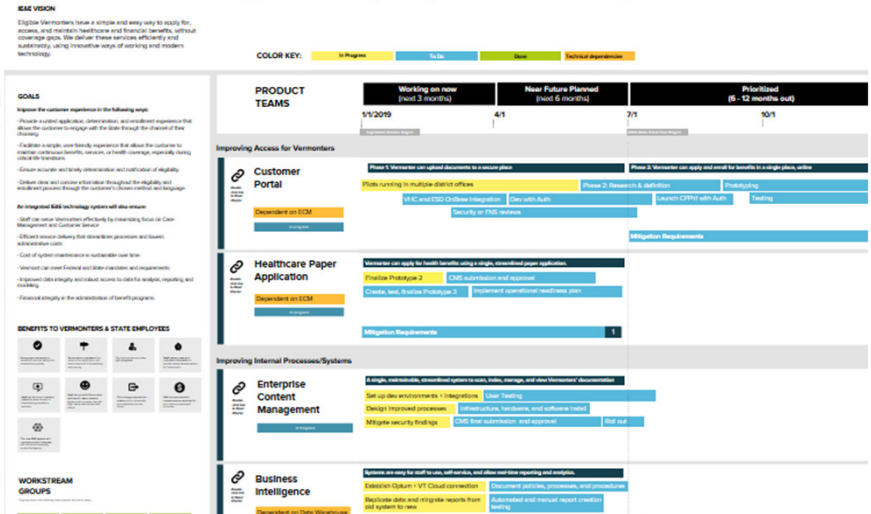
### Vision

*We live in a world where...*

Eligible Vermonters have a simple and easy way to apply for, access, and maintain healthcare and financial benefit coverage gaps. We deliver these services efficiently and sustainably, using innovative ways of working and modern technology.

[github.com/VermontAHS/IEE-Program](https://github.com/VermontAHS/IEE-Program)

### State of Vermont Integrated & Eligibility Product Roadmap



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



# Strategy

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

# Delivery

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

# Procurement

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

# Budget

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

# What's next for IE&E?

## Big Picture Roadmap

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



# Current Roadmap

## Healthcare Paper Application (April 2019)

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

## Document Imaging and Scanning (June 2019)

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

## Reporting & Analytics (July 2019)

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

## Self Service Document Uploader (October 2019)

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

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

# Future Roadmap

## Online Customer Portal

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

**Authenticating Users (November 2018 - September 2019)**

Vermonters identify validated

**Online Application (April 2019 - August 2020)**

Single streamlined application, online

**Reporting Changes (August 2020 - June 2021)**

**Premium Processing**

(July 2019 - October 2020)

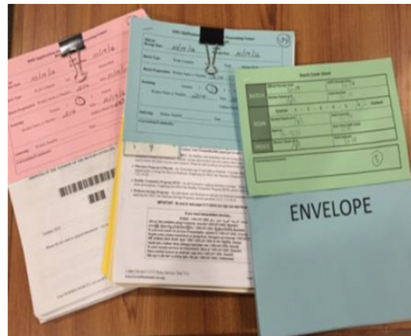
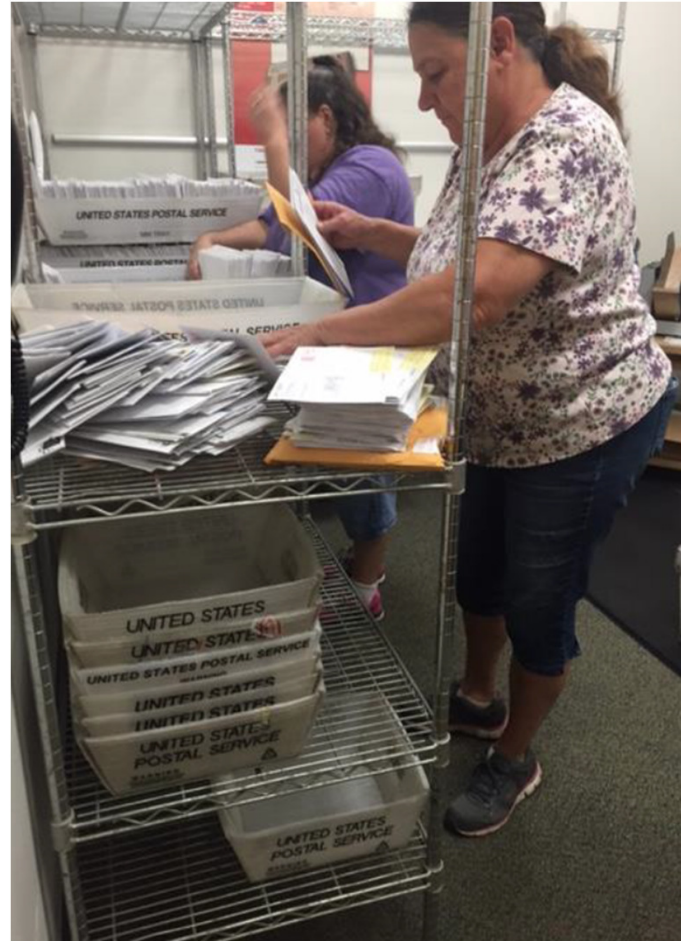
**Data Quality & Management**

(September 2019 - December 2020)

# How will we get there?

- Ensure funding for SFY20 and SFY21
- Agree with CMS on mitigation timelines and security approach
- Attract the right tech talent
- Encourage team adaptability and flexibility

# **Product Showcase: Self-Service Document Uploader**



## The Problem

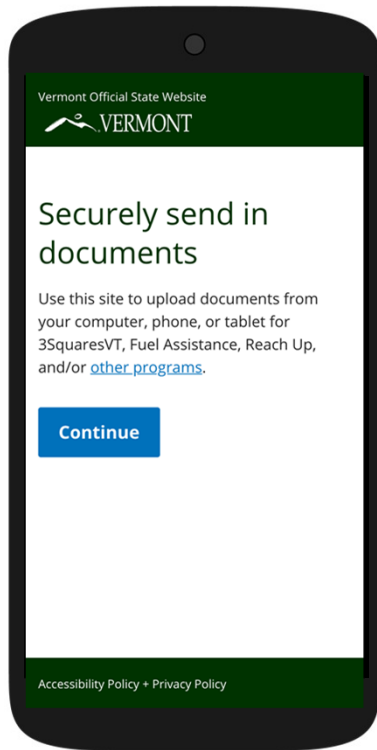
Vermonters often need to submit documents to prove their eligibility for benefits programs. **Submitting documents can be a challenging, time-consuming, and frustrating experience.**

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



## Document Uploader Goal

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



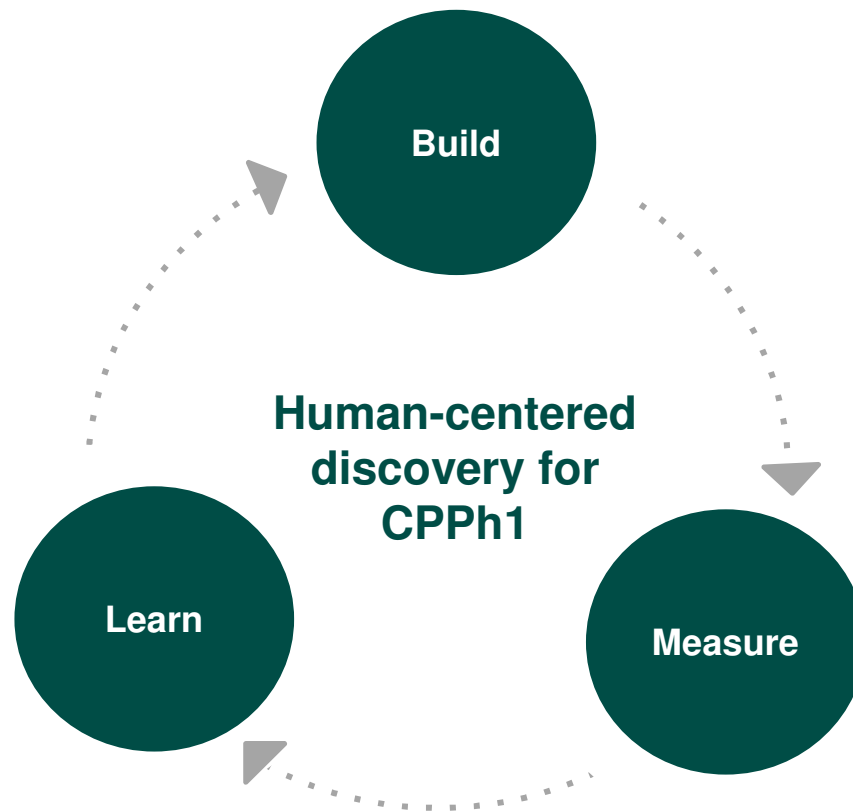
## Vermont Integrated Eligibility Customer Portal

Phase 1, Document Uploader

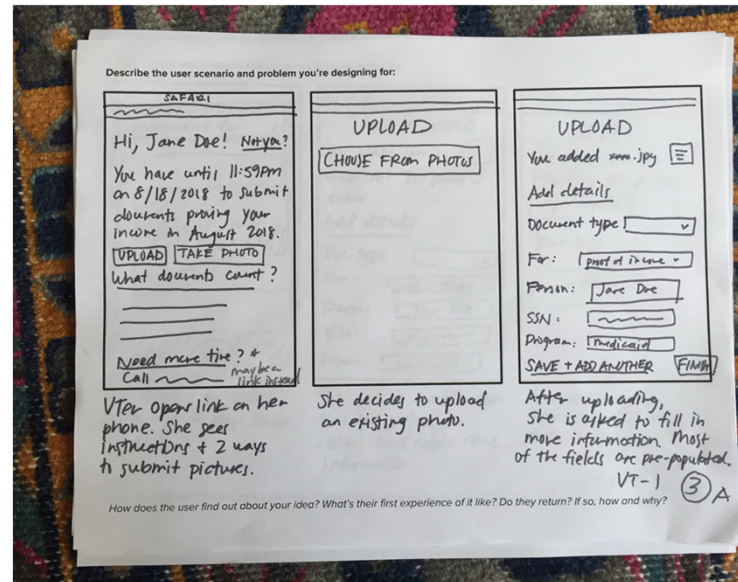
- Helping Vermonters get their benefits quickly
- Pilot launch in first 3 months
- Vermonter feedback informing where we start

Demo the site:

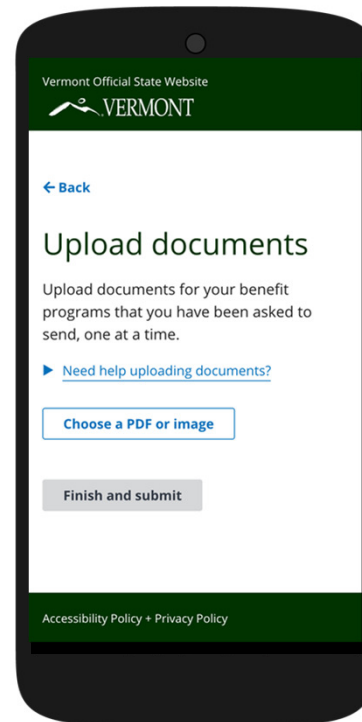
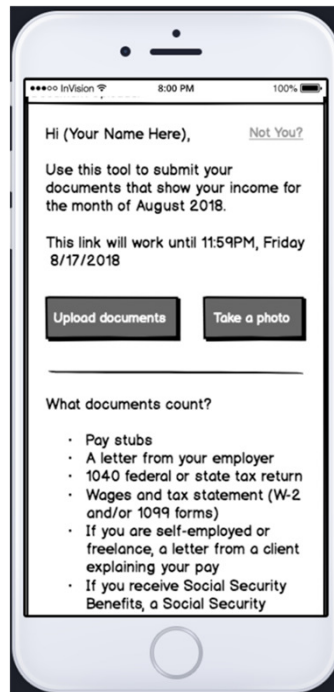
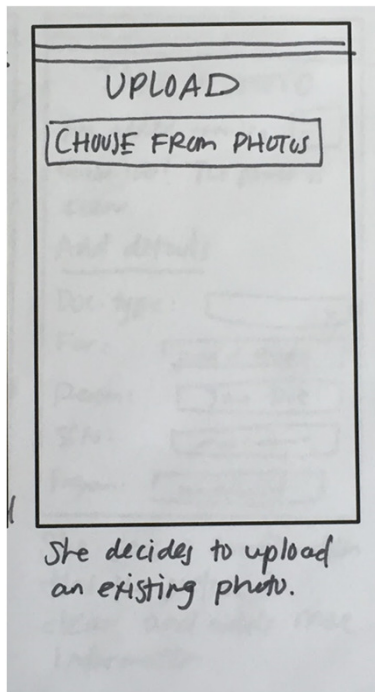
[IEEuploader.com](http://IEEuploader.com)



## Prototyping & Iterating



## Small, manageable pieces that drive business value



## Providing same day service for Vermonters

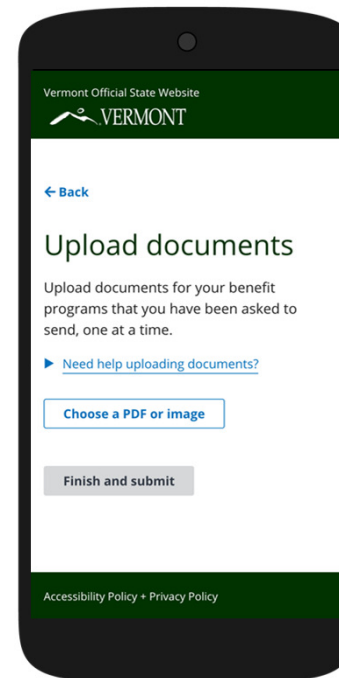
Baseline

11%

Pilot users

55%

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





## Providing Vermonters with faster service

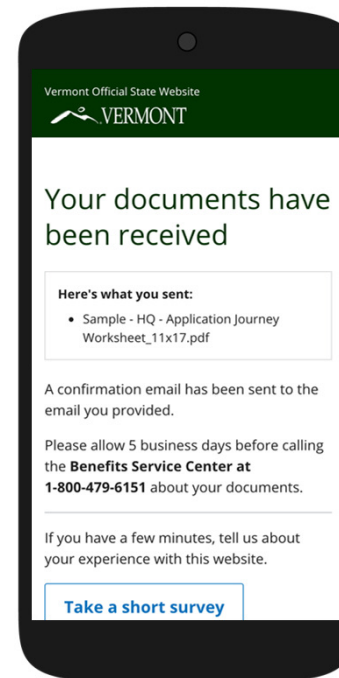
Baseline

**9** days

Pilot users

**5** days

Average days between document request and submission



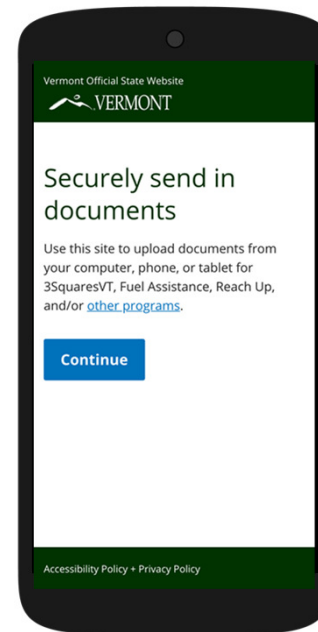
## Meeting Vermonters right where they are

### Pilot users

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**30%**  
of documents  
submitted outside  
of business hours

**50%**  
of users submitted  
documents on a  
mobile device



## Building Momentum in 2019

### Improving the current experience

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Integrating across programs

Empowering staff with real-time access to documents

### Laying the foundation for future phases

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Prototyping solutions that allow for more Vermonter functionality

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

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

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

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

## What are the successes being leverage across State government?

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