

Project Investment Justification

HEAplus REACH SR1045_1046

HC24004

Arizona Health Care Cost Containment System

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1. GENERAL INFORMATION

PIJ ID: HC24004

PIJ Name: HEAplus REACH SR1045_1046

Account: Arizona Health Care Cost Containment System

Business Unit Requesting: AHCCCS DMPS

Sponsor: Patty Dennis

Sponsor Title: Director, DMPS

Sponsor Email: patty.dennis@azahcccs.gov

Sponsor Phone: (602) 417-4170

2. MEETING PRE-WORK

2.1 What is the operational issue or business need that the Agency is trying to solve? (i.e....current process is manual, which increases resource time/costs to the State/Agency, and leads to errors...):

SR 1045

The State reviewed HEAplus satisfaction survey comments when prioritizing this project. Some of the comments appear below:

- “Document Upload is not currently mobile friendly.”
- “HEAplus is difficult to navigate on a tablet or mobile device as it does not respond to the screen size and requires left/right scrolling.”
- “Difficult to know when you have provided everything needed, and no mechanism to re-upload a document that is illegible.”
- “The website needs to be set up for smart phone users. I do not have a computer and it’s extremely difficult to fill out paperwork. Also trying to find where to submit needed documents took days. The only reason I used the online application is because I don’t have a car that works, and the office is too far to walk, and I don’t have bus money to get to the office.”

SR 1046

HEAplus was developed with a customer facing portal and was originally only being used for acute AHCCCS programs.

Once AHCCCS determined HEAplus was running smoothly for acute programs, we started working on adding in the ALTCS program.

Initially AHCCCS believed we could have used a modified customer facing acute portal to accommodate ALTCS use.

However, the complexities of programming the ALTCS eligibility took precedence over creating a customer portal. This idea remained as an option for future consideration.

When the America Rescue Plan Act (ARP) was proposed, States had the opportunity to put forth ideas for how to use the funds, AHCCCS explored ways to improve the eligibility process. We thought about areas of concern that had been

proposed by community entities and advocacy groups. One idea that resonated was the request for the ability to allow public users to apply for ALTCS online.

2.2 How will solving this issue or addressing this need benefit the State or the Agency?

SR1045

The goal of this effort is to improve customers' experience while interacting with HEAplus' across multiple critical use cases. By doing so, the external/agency support needed for customers to complete self-service activities such as document upload, ALTCS applications, and Renewals should be reduced. The proposed architecture improvements will make HEAplus a truly mobile responsive solution for public users whether they are using a desktop, tablet, or mobile device. These changes address HEAplus Satisfaction survey feedback from the public regarding HEAplus usability issues. It is proven in the industry that by improving self-service for Customers, we can increase customer engagement/satisfaction, and reduce calls to the call center and agency churn (especially around emailed and faxed documents). Overall improvement in digital engagement with customers will increase customer satisfaction, support timely responses, and increase self-service therefore reducing the reliance on call center agents to complete basic transactions.

SR 1046

Knowing how valuable online access has been over the years for our acute customers, AHCCCS determined it was a good opportunity for us to explore this option again for ALTCS using ARP funding. By having public user ALTCS portal

access, applicants and their representatives will be able to initially register new ALTCS applications, read electronic letters online and potentially provide documents upon request.

With the current unstable employment market and difficulties meeting our staffing requirements, adding a public user ALTCS portal is anticipated to reduce the number of applications that need state staff intervention to register. Should this trend continue but we have the portal, we could find that our current staffing levels are adequate and not be in a constant hiring/training cycle. This would lead to more engaged employees and opportunities for other projects

2.3 Describe the proposed solution to this business need.

SR 1045

Proposed Change/Recommendation:

Building end-to-end HEAplus flows on this newer, more responsive architecture that is quick to deploy and easier to maintain. This change focuses on the following use cases:

- Arizona Long Term Care (ALTCs) public user portal for initial registration applications.
- Document Upload (within current HEAplus flows)
- Document Upload Portal (new feature to reduce/replace email & pin process, and Fax, and allow document upload for customers without a HEAplus account)

Reach:

- The Accenture Reach Platform uses the principles of human-centered design to bring a commercial experience to digital government services. Reach is a flexible solution that is ready to scale and grow with HEAplus. Built on open-source technology, Reach's microservices and adapter pattern architecture can integrate with existing technical components and legacy software ecosystems. Reach provides the HEAplus team with a core set of capabilities and development tools, including SDK libraries and a form generation tool, to make it easier to build and customize HEAplus to deliver mobile responsive services to Arizona citizens.

The Reach platform is designed to be configurable. Lightweight microservices are built to fulfill discrete business functions and are easily extendable to meet HEAplus requirements. The front-end component library and form builder enables rapid development of a custom front-end, and the responsive framework enables citizens to engage with government through mobile and desktop devices.

Document Upload (within current HEAplus flows)

- The customer can upload documents for verification which includes the ability to take a picture from the public user's smart phone or device and upload directly into HEAplus' document management system.
- Agency staff are notified to review the new document in HEAplus.
- Utilize this feature built on Reach throughout HEAplus public portal where document upload is currently supported

Document Management Experience

- o In response to consumer survey feedback, and CMS concerns regarding procedural denials when incorrect or insufficient verification is provided, we are proposing a new document management flow.
- o Provide the ability for Agency staff to "mark a document illegible or <insert other reason tbd in design meetings >" for verification and provide a reason.
- o trigger a message to the message center to inform the customer that their document was not accepted.
- o Also send a text/email to the customer

Document Upload Portal (new feature to replace email/pin process and allow document upload for customers without a HEAplus account)

- Verify customer Identity (align to other self service verification e.g. Contact Info BOT) will map to their information in HEAplus and verifications needed
- Utilize Reach Document Upload from above Use Case
- Could consider updates to IVR flow to ask if the customer wants to upload their documents real time while they are on a call

- Send them an SMS, customer open links, navigate to HEAplus (do not need an account or to log in) to upload docs

SR 1046

Develop an ALTCS public user portal where public user can register initial ALTCS applications, and view letters.

2.4 Has the existing technology environment, into which the proposed solution will be implemented, been documented?

Yes

2.4a Please describe the existing technology environment into which the proposed solution will be implemented.

2.5 Have the business requirements been gathered, along with any technology requirements that have been identified?

Yes

2.5a Please explain below why the requirements are not available.

3. PRE-PIJ/ASSESSMENT

3.1 Are you submitting this as a Pre-PIJ in order to issue a Request for Proposal (RFP) to evaluate options and select a solution that meets the project requirements?

No

3.1a Is the final Statement of Work (SOW) for the RFP available for review?

3.2 Will you be completing an assessment/Pilot/RFP phase, i.e. an evaluation by a vendor, 3rd party or your agency, of the current state, needs, & desired future state, in order to determine the cost, effort, approach and/or feasibility of a project?

No

3.2a Describe the reason for completing the assessment/pilot/RFP and the expected deliverables.

3.2b Provide the estimated cost, if any, to conduct the assessment phase and/or Pilot and/or RFP/solicitation process.

3.2e Based on research to date, provide a high-level cost estimate to implement the final solution.

4. PROJECT

4.1 Does your agency have a formal project methodology in place?

Yes

4.2 Describe the high level makeup and roles/responsibilities of the Agency, Vendor(s) and other third parties (i.e. agency will do...vendor will do...third party will do).

Accenture

1. Design Sessions
2. Develop
3. QA in Dev/QA environments
4. M&O Pre prod- HEAplus vendor internal regression testing in the pre prod environment

Shared

1. Develop and Review User

Stories

2. Testing
 - Develop Test Plans
 - Execute Tests
3. Production

Implementation (All

agencies/Vendor)

4. Provide implementation and post implementation support

AHCCCS

1. SR UAT- User acceptance testing in the SR UAT environment
2. M&O UAT- User acceptance regression testing in the M&O environment

4.3 Will a PM be assigned to manage the project, regardless of whether internal or vendor provided?

Yes

4.3a If the PM is credentialed, e.g., PMP, CPM, State certification etc., please provide certification information.

4.4 Is the proposed procurement the result of an RFP solicitation process?

No

4.5 Is this project referenced in your agency's Strategic IT Plan?

Yes

5. SCHEDULE

5.1 Is a project plan available that reflects the estimated Start Date and End Date of the project, and the supporting Milestones of the project?

Yes

5.2 Provide an estimated start and finish date for implementing the proposed solution.

Est. Implementation Start Date

Est. Implementation End Date

9/22/2023 12:00:00 AM

9/12/2024 12:00:00 AM

5.3 How were the start and end dates determined?

Based on project plan

5.3a List the expected high level project tasks/milestones of the project, e.g., acquire new web server, develop software interfaces, deploy new application, production go live, and estimate start/finish dates for each, if known.

Milestone / Task	Estimated Start Date	Estimated Finish Date
SR1046 - REACH ALTCS Portal PIJ (and ITAC) approval SR1045 - REACH Document Upload PIJ (and ITAC) approval	08/11/23	09/22/23
SR1046 - REACH ALTCS Portal 1st Payment 25% Invoice	09/23/23	09/23/23
SR1045 - REACH Document Upload JADs and NTE	09/25/23	03/08/24
SR1046 - REACH ALTCS Portal Build and QA	09/25/23	05/10/24
SR1045 - REACH Document Upload 1st payment invoice	03/01/24	03/01/24
SR1045 - REACH Document Upload build and QA	03/11/24	06/21/24
SR1046 - REACH ALTCS Portal SR UAT Testing	05/13/24	08/16/24
SR1046 - REACH ALTCS Portal 2nd payment 50% Invoice	05/24/24	05/24/24
SR1045 - REACH Document Upload 2nd payment 50% invoice	07/01/24	07/01/24
SR1046 - REACH ALTCS Portal Final Payment 25% Invoice	08/01/24	08/01/24
SR1045 - REACH Document Upload Final Payment 25% Invoice	09/01/24	09/01/24
SR1046 - REACH ALTCS Portal Production Release	09/12/24	09/12/24
SR1045 - REACH Document Upload Production Release	09/12/24	09/12/24

SR1045 - REACH Document Upload Close Project	09/30/24	09/30/24
SR1046 - REACH ALTCS Portal Close Project	09/30/24	09/30/24

5.4 Have steps needed to roll-out to all impacted parties been incorporated, e.g. communications, planned outages, deployment plan?

Yes

5.5 Will any physical infrastructure improvements be required prior to the implementation of the proposed solution. e.g., building reconstruction, cabling, etc.?

No

5.5a Does the PIJ include the facilities costs associated with construction?

5.5b Does the project plan reflect the timeline associated with completing the construction?

6. IMPACT

6.1 Are there any known resource availability conflicts that could impact the project?

No

6.1a Have the identified conflicts been taken into account in the project plan?

6.2 Does your schedule have dependencies on any other projects or procurements?

No

6.2a Please identify the projects or procurements.

6.3 Will the implementation involve major end user view or functionality changes?

Yes

6.4 Will the proposed solution result in a change to a public-facing application or system?

Yes

7. BUDGET

7.1 Is a detailed project budget reflecting all of the up-front/startup costs to implement the project available, e.g, hardware, initial software licenses, training, taxes, P&OS, etc.?

Yes

7.2 Have the ongoing support costs for sustaining the proposed solution over a 5-year lifecycle, once the project is complete, been determined, e.g., ongoing vendor hosting costs, annual maintenance and support not acquired upfront, etc.?

Yes

7.3 Have all required funding sources for the project and ongoing support costs been identified?

Yes

7.4 Will the funding for this project expire on a specific date, regardless of project timelines?

Yes

7.5 Will the funding allocated for this project include any contingency, in the event of cost over-runs or potential changes in scope?

No

8. TECHNOLOGY

8.1 Please indicate whether a statewide enterprise solution will be used or select the primary reason for not choosing an enterprise solution.

There is not a statewide enterprise solution available

8.2 Will the technology and all required services be acquired off existing State contract(s)?

Yes

8.3 Will any software be acquired through the current State value-added reseller contract?

No

8.3a Describe how the software was selected below:

8.4 Does the project involve technology that is new and/or unfamiliar to your agency, e.g., software tool never used before, virtualized server environment?

No

8.5 Does your agency have experience with the vendor (if known)?

Yes

8.6 Does the vendor (if known) have professional experience with similar projects?

Yes

8.7 Does the project involve any coordination across multiple vendors?

No

8.8 Does this project require multiple system interfaces, e.g., APIs, data exchange with other external application systems/agencies or other internal systems/divisions?

No

8.9 Have any compatibility issues been identified between the proposed solution and the existing environment, e.g., upgrade to server needed before new COTS solution can be installed?

No

8.9a Describe below the issues that were identified and how they have been/will be resolved, or whether an ADOA-ASET representative should contact you.

8.10 Will a migration/conversion step be required, i.e., data extract, transformation and load?

No

8.11 Is this replacing an existing solution?

No

8.11a Indicate below when the solution being replaced was originally acquired.

8.11b Describe the planned disposition of the existing technology below, e.g., surplus, retired, used as backup, used for another purpose:

8.12 Describe how the agency determined the quantities reflected in the PIJ, e.g., number of hours of P&OS, disk capacity required, number of licenses, etc. for the proposed solution?

Accenture and AHCCCS/DES have a process of developing estimates based on the complexity of the system, the use case of the system, and develop a SR based on this information.

8.13 Does the proposed solution and associated costs reflect any assumptions regarding projected growth, e.g., more users over time, increases in the amount of data to be stored over 5 years?

Yes

8.14 Does the proposed solution and associated costs include failover and disaster recovery contingencies?

No

8.14a Please select why failover and disaster recovery is not included in the proposed solution.

Failover/DR already in place

8.15 Will the vendor need to configure the proposed solution for use by your agency?

Yes

8.15a Are the costs associated with that configuration included in the PIJ financials?

Yes

8.16 Will any app dev or customization of the proposed solution be required for the agency to use the project in the current/planned tech environment, e.g. a COTS app that will req custom programming, an agency app that will be entirely custom developed?

Yes

8.16a Will the customizations inhibit the ability to implement regular product updates, or to move to future versions?

No

8.16b Describe who will be customizing the solution below:

Accenture – current vendor performing M&O for HEAplus

8.16c Do the resources that will be customizing the application have experience with the technology platform being used, e.g., .NET, Java, Drupal?

Yes

8.16d Please select the application development methodology that will be used:

Agile/Scrum

8.16e Provide an estimate of the amount of customized development required, e.g., 25% for a COTS application, 100% for pure custom development, and describe how that estimate was determined below:

The Reach tool provides a run-time architecture and development libraries to build new mobile-responsive applications quickly. Reach applications will be about 25% COTS (UI components, service library, developer tools, integration with native cloud services, etc) and the remaining 75% is building out custom components to meet State-specific requirements (e.g. ALTCS Application Flow and data transfer to HEAplus)

8.16f Are any/all Professional & Outside Services costs associated with the customized development included in the PIJ financials?

Yes

8.17 Have you determined that this project is in compliance with all applicable statutes, regulations, policies, standards & procedures, incl. those for network, security, platform, software/application &/or data/info found at aset.az.gov/resources/psp?

Yes

8.17a Describe below the compliance issues that were identified and how they have been/will be resolved, or whether an ADOA-ASET representative should contact you:

8.18 Are there other high risk project issues that have not been identified as part of this PIJ?

No

8.18a Please explain all unidentified high risk project issues below:

9. SECURITY

9.1 Will the proposed solution be vendor-hosted?

No

9.1a Please select from the following vendor-hosted options:

9.1b Describe the rationale for selecting the vendor-hosted option below:

9.1c Has the agency been able to confirm the long-term viability of the vendor hosted environment?

9.1d Has the agency addressed contract termination contingencies, e.g., solution ownership, data ownership, application portability, migration plans upon contract/support termination?

9.1e Has a Conceptual Design/Network Diagram been provided and reviewed by ASET-SPR?

9.1f Has the spreadsheet located at <https://aset.az.gov/arizona-baseline-security-controls-excel> already been completed by the vendor and approved by ASET-SPR?

9.2 Will the proposed solution be hosted on-premise in a state agency?

Yes

9.2a Where will the on-premise solution be located:

Other

9.2b Were vendor-hosted options available and reviewed?

9.2c Describe the rationale for selecting an on-premise option below:

9.2d Will any data be transmitted into or out of the agency's on-premise environment or the State Data Center?

9.3 Will any PII, PHI, CGIS, or other Protected Information as defined in the 8110 Statewide Data Classification Policy be transmitted, stored, or processed with this project?

Yes

9.3a Describe below what security infrastructure/controls are/will be put in place to safeguard this data:

This solution is hosted within AHCCCS Azure tenancy and will follow AHCCCS security controls

10. AREAS OF IMPACT

Application Systems

Application Enhancements

Database Systems

Software

Hardware

Hosted Solution (Cloud Implementation)

Microsoft Azure

Security

Telecommunications

Enterprise Solutions

Contract Services/Procurements

11. FINANCIALS

Description	PIJ Category	Cost Type	Fiscal Year Spend	Quantity	Unit Cost	Extended Cost	Tax Rate	Tax	Total Cost
SR 1046 DDI	Professional & Outside Services	Development	1	1	\$3,188,000	\$3,188,000	0.00 %	\$0	\$3,188,000
SR 1045	Professional & Outside Services	Development	1	1	\$1,500,000	\$1,500,000	0.00 %	\$0	\$1,500,000
SR 1046	Professional & Outside Services	Operational	2	1	\$24,750	\$24,750	0.00 %	\$0	\$24,750
SR 1045	Professional & Outside Services	Operational	2	1	\$7,250	\$7,250	0.00 %	\$0	\$7,250
SR 1046	Professional & Outside Services	Operational	3	1	\$24,750	\$24,750	0.00 %	\$0	\$24,750
SR 1045	Professional & Outside Services	Operational	3	1	\$7,250	\$7,250	0.00 %	\$0	\$7,250
SR 1046	Professional & Outside Services	Operational	4	1	\$24,750	\$24,750	0.00 %	\$0	\$24,750
SR 1045	Professional & Outside Services	Operational	4	1	\$7,250	\$7,250	0.00 %	\$0	\$7,250
SR 1045	Professional & Outside Services	Operational	5	1	\$7,250	\$7,250	0.00 %	\$0	\$7,250
SR 1045	Professional & Outside Services	Operational	5	1	\$24,750	\$24,750	0.00 %	\$0	\$24,750

Base Budget (Available)	Base Budget (To Be Req)	Base Budget % of Project
\$378,945	\$0	8%
APF (Available)	APF (To Be Req)	APF % of Project
\$0	\$0	0%
Other Appropriated (Available)	Other Appropriated (To Be Req)	Other Appropriated % of Project
\$0	\$0	0%
Federal (Available)	Federal (To Be Req)	Federal % of Project
\$4,437,055	\$0	92%
Other Non-Appropriated (Available)	Other Non-Appropriated (To Be Req)	Other Non-Appropriated % of Project
\$0	\$0	0%

Total Budget Available	Total Development Cost
\$4,816,000	\$4,688,000
Total Budget To Be Req	Total Operational Cost
\$0	\$128,000
Total Budget	Total Cost
\$4,816,000	\$4,816,000

12. PROJECT SUCCESS

Please specify what performance indicator(s) will be referenced in determining the success of the proposed project (e.g. increased productivity, improved customer service, etc.)? (A minimum of one performance indicator must be specified)

Please provide the performance objective as a quantifiable metric for each performance indicator specified.

Note: The performance objective should provide the current performance level, the performance goal, and the time period within which that performance goal is intended to be achieved. You should have an auditable means to measure and take corrective action to address any deviations.

Example: Within 6 months of project completion, the agency would hope to increase "Neighborhood Beautification" program registration by 20% (3,986 registrants) from the current registration count of 19,930 active participants.

Performance Indicators

- 1) State of Arizona will have zero citations from CMS related to procedural denials due to document management hardships.
- 2) Reduce the number of unassociated emails and fax by 40% within the first 12 months after implementation.
- 3) Ensure compliance with Arizona's mitigation plan related to the consolidated appropriations act of 2023 that requires States to offer users the ability to electronically provide and access renewal documents for Arizona Long Term Care renewals.
- 4) Measure public user experience in HEAplus on new Reach Use Cases, setting a positive experience goal of 80%. *Upon implementation of each SR, the State will create a new measurable survey question(s) to track the new renewal experience.
- 5) Increase positive customer feedback related to their mobile experience from 42.74% to 70% or better within 12 months of implementation.
- 6) Decrease negative public user feedback, relative to mobile navigation errors, from an average of 38.5% to less than 10% within 12 months of implementation.
- 7) Ensure the State of Arizona has zero citations from CMS related to procedural denials due to document management hardships.
- 8) Reduce the number of unassociated emails and fax by 40% with the first 12 months after implementation.

13. CONDITIONS

Conditions for Approval

Should development costs exceed the approved estimates by 10% or more, or should there be significant changes to the proposed technology scope of work or implementation schedule, the Agency must amend the PIJ to reflect the changes and submit it to ADOA-ASET, and ITAC if required, for review and approval prior to further expenditure of funds.

Monthly reporting on the project status is due to ADOA-ASET no later than the 15th of the month following the start of the project. Failure to comply with timely project status reporting will affect the overall project health. The first status report for this project is due on November 15, 2023.

14. OVERSIGHT SUMMARY

Project Background

Arizona Health Care Cost Containment System (AHCCCS) is Arizona's Medicaid agency that offers health care programs to serve Arizona residents. Medicaid program eligibility is mainly determined by the income level of beneficiaries and their access to financial resources. The State of Arizona and providers utilize the Medicaid Management Information System (MMIS) to check eligibility of a beneficiary for receiving Medicaid, and properly process any claims to comply with federal law. The antiquated MMIS is an integrated group of procedures and computer processing operations (subsystems) developed at the general design level that is costly to maintain. The aged technology limits the available resources with skills to maintain the solution.

AHCCCS aims to improve customers' experience while interacting with HEAplus' across multiple critical use cases. The suggested portal enhancements will improve customers' experience on mobile devices, improve the ability to upload documentation and provide access to ALTCS applications, view letters and provide documents. The proposed enhancement to the HEAplus will allow for an overall improvement in digital engagement with customers will increase customer satisfaction, support timely responses, and increase self-service therefore reducing the reliance on call center agents to complete basic transactions.

Business Justification

SR1045:

Improving customers' experience with an enhancement to the architecture that will make HEAplus a truly mobile responsive solution for public users using a desktop, tablet, or mobile device. Self-service for Customers, can increase customer engagement/satisfaction, and reduce calls to the call center and agency churn rate. Providing an improvement in digital engagement with customers potentially increasing customer satisfaction, supporting timely responses, and increasing self-service resulting in a reduction on the reliance of the call center to complete basic transactions.

SR1046:

The value of online access has increased over the years for our acute customers, AHCCCS wanted to address the access to ALTCS to allow applicants and/or representatives to initially register new ALTCS applications, read electronic letters online and potentially provide documents upon request.

Implementation Plan

Data will be hosted in AHCCCS Azure environment. No AZRAMP or SSP required.

Roles and Responsibilities:

Vendor: Accenture

Design Sessions

Develop

QA in Dev/QA environments

M&O Pre prod- HEAplus vendor internal regression testing in the

Shared:

Develop and Review User Stories

Testing

Develop Test Plans

Execute Tests
Production Implementation (All agencies/Vendor)
Provide implementation and post implementation support

Agency:
SR UAT- User acceptance testing in the SR UAT environment
M&O UAT- User acceptance regression testing in the M&O environment
Project Manager
Product Owner

Vendor Selection

The vendor Accenture was selected off of existing state contract YH21-0001.

Budget or Funding Considerations

The budget will be available through the following sources: Base budget \$378,945.00 (8%) and Federal funds \$4,437,055.00 (92%)

15. PIJ REVIEW CHECKLIST

Agency Project Sponsor

Patty Dennis

Agency CIO (or Designee)

Dan Lippert

Agency ISO (or designee)

Michael Heiser

OSPB Representative

ASET Engagement Manager

ASET SPR Representative

Emily Gross

Agency SPO Representative

Katie Morris

Agency CFO

Jeff Tegen