

Project Investment Justification

HEAplus - Pre Admission Screening (PAS)

HC24013

Arizona Health Care Cost Containment System

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1. GENERAL INFORMATION

PIJ ID: HC24013

PIJ Name: HEAplus - Pre Admission Screening (PAS)

Account: Arizona Health Care Cost Containment System

Business Unit Requesting: AHCCCS - DMPS

Sponsor: Patty Dennis

Sponsor Title: Assistant 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...):

ALTCS applications have significantly increased (1000/month), leading to a backlog of overdue applications waiting for a PAS assessment. Improving the PAS Assessment process is paramount to achieving a better experience for staff, improving operational efficiency, and improving customer experience.

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

-
- Reduction of caseloads, increased efficiency of PAS casework, and increased quality of PAS assessments
 - Improve PAS assessment process and technologies for PAS assessors, supervisors, and customers
 - Improve organizational culture to improve recruiting, retention, and operational effectiveness
 - Improvements to organizational culture and employee morale

2.3 Describe the proposed solution to this business need.

AHCCCS has prioritized 2 enhancements that will provide improvements to the PAS Assessor experience, add efficiencies to the process, and better communicate with customers.

1. Create an HEAplus offline capability to save data and upload once assessor is online, as hand-written or typed answers must be manually re-entered after the fact if the system is down or WiFi is unreliable.
2. Configure denial reason functionality in HEAplus to include "Missing Medical Records" with adequate notification guidance, including sending PDF of DE202. As failure to provide medical records creates a backlog of open cases, there is currently no denial capability in HEAplus.

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?

No

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

This project contains a milestone of requirements development and acceptance due to the nature of the funding and the timeline requirements. A milestone to create a CR and submit the requirements to ADOA has been included in the project plan

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?

3.1d 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
 - a. Develop Test Plans

- b. 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
2/1/2024 12:00:00 AM	9/30/2024 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
PIJ (and ITAC) approval	12/12/23	01/17/24
Requirements Design/Development	02/01/24	05/31/24
Payment #1 for SRXXXX (25%)	02/15/24	02/15/24

Project Plan due to ADOA-ASET	02/15/24	02/29/24
OA to check with PM on	03/15/24	03/15/24

(Requirements) possible to be submitted ADOA		
Check in on funding	03/15/24	04/19/24
SR UAT	06/02/24	07/12/24
Payment #2 for SRXXXX (50%)	06/15/24	06/15/24
M & O UAT	07/22/24	08/23/24
Deploy to Production	09/12/24	09/12/24
Payment #3 for SRXXX (25%)	09/15/24	09/15/24
Close Project and Lessons Learned	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?

No

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

No

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

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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. 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

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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?

Estimate provided from vendor

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:

Existing M&O vendor - Accenture

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:

100% as this is a custom application developed to support eligibility

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:

8

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:

Agency's data center

9.2b Were vendor-hosted options available and reviewed?

No

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?

Yes

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 is hosted in an AHCCCS managed environment conforming to CMS regulations to protect PHI data.

10. AREAS OF IMPACT

Application Systems

Application Enhancements

Database Systems

Software

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Hardware

Hosted Solution (Cloud Implementation)

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
PAS DDI	Professional & Outside Services	Development	1	1	\$1,700,000	\$1,700,000	0.00%	\$0	\$1,700,000

Base Budget (Available)	Base Budget (To Be Req)	Base Budget % of Project
\$425,000	\$0	25%
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
\$1,275,000	\$0	75%
Other Non-Appropriated (Available)	Other Non-Appropriated (To Be Req)	Other Non-Appropriated % of Project
\$0	\$0	0%

Total Budget Available	Total Development Cost
\$1,700,000	\$1,700,000
Total Budget To Be Req	Total Operational Cost
\$0	\$0
Total Budget	Total Cost
\$1,700,000	\$1,700,000

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

a. One year after implementation, 75% of ALTCS Pre-Admission Screenings are completed within 45 days, compared to 69% in 2023.

b. One year after implementation, improve external customer overall satisfaction from an average of 55% to 65%

b. One year after implementation, improve external customer overall satisfaction from an average of 55% to 65%.
(Ratings are obtained from a monthly survey sent by Constant Contact.)

13. CONDITIONS

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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 April 15, 2024.

14. OVERSIGHT SUMMARY

Project Background

What is the role of the agency?

AHCCCS administers Arizona's Medicaid program, which provides health insurance for low-income Arizonans based on eligibility criteria outlined in statute. AHCCCS is governed by federal and state requirements and is jointly funded by federal, state, and county government monies.

What is the role of a specific unit within the agency (if applicable)?

The Division of Member and Provider Services (DMPS) is responsible for accurately determining Medicaid eligibility, enrolling members into health plans, overseeing Medicaid eligibility completed by the Department of Economic Security (DES) and maintaining member data integrity.

What problem is the agency resolving with this PIJ?

Improving the PAS Assessment process is vital to achieving a better overall experience for AHCCCS staff, and ALTCS customers while improving operational efficiency.

Current Solution Issues

Arizona Long Term Care (ALTCS) applications have significantly increased (approximately 1000 more per month), leading to applications becoming untimely while waiting for a PAS assessment.

Business Justification

Reduction of caseloads, increased efficiency of PAS casework, and increased quality of PAS assessments
Improve PAS assessment process and technologies for PAS assessors, supervisors, and customers
Improve organizational culture to improve recruiting, retention, and operational effectiveness
Improvements to organizational culture and employee morale

Implementation Plan

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

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AHCCCS

1. SR UAT- User acceptance testing in the SR UAT environment

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

How will the solution be hosted? This solution will be hosted in an AHCCCS managed environment conforming to CMS regulations to protect PHI data. Per Emily Gross, data hosted in the agency's Azure environment. No AZRAMP or SSP required.

Vendor Selection

AHCCCS and Accenture worked through a PAS Assessment project to prioritize scope of project and Accenture provided a not-to-exceed cost estimate.

Accenture

No

Per our contract YH20-0001 with Accenture, for scopes of work over \$100,000, we pay 25% at the start of work, 50% at completion of the development phase, and 25% at implementation. For scopes below \$100,000, all fees are paid upon delivery to production.

No other competing quotes are required as YH20-0001 has awarded this work to Accenture over the next 5 years.

To view the awarded contract, you can download the complete Procurement file here:

<https://www.azahcccs.gov/Resources/OversightOfHealthPlans/SolicitationsAndContracts/closed.html#YH200001>

Budget or Funding Considerations

Base Budget: 25%

Start Date: 7/1/2023

End Date: 6/30/2024

Federal 75%

Start Date: 1/1/2024

End Date: 12/31/2024

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
