



Medicaid Modernization Program Tennessee Eligibility Determination System Roadmap

STATE OF TENNESSEE DIVISION OF HEALTH CARE FINANCE & ADMINISTRATION
TN Technical Advisory Services for Medicaid Modernization Program

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Version 2.2

TABLE OF CONTENTS

1 EXECUTIVE SUMMARY 6

 1.1 PROJECT BACKGROUND 6

 1.2 PURPOSE OF THIS DOCUMENT 6

2 ROADMAP ANALYSIS PROCESS..... 7

 2.1 ASSESSMENT STAGES..... 7

 2.2 WORKSHOP TOPICS 7

 2.3 WORKSHOP PARTICIPANTS..... 8

3 FUTURE STATE IMPLEMENTATION APPROACH & ROADMAP 9

 3.1 OVERVIEW OF ROADMAP PHASES 9

 3.2 PROJECT AND INITIATIVE GROUPINGS 9

 3.3 PROJECT PHASING 11

 3.4 ORGANIZATIONAL INITIATIVES 14

 3.5 ENABLING INITIATIVES 17

 3.6 PRIMARY EXTERNAL FACING PROJECTS..... 21

 3.7 WORKER FACING PROJECTS AND GROUPINGS..... 25

 3.8 SUPPORTING BACK-OFFICE PROJECTS 31

 3.9 ROADMAP RELEASE SCHEDULE 35

APPENDIX A: ACRONYMS USED IN THIS DOCUMENT 45

LIST OF FIGURES

FIGURE 3-1 PROJECT GROUPINGS 10

FIGURE 3-2 LEGEND FOR ROADMAPS..... 12

FIGURE 3-3 HIGH-LEVEL VIEW OF TEDS ROADMAP 13

FIGURE 3-4 ORGANIZATIONAL INITIATIVES 14

FIGURE 3-5 ENABLING INITIATIVES 17

FIGURE 3-6 PRIMARY EXTERNAL FACING PROJECTS 21

FIGURE 3-7 NOTICE FUNCTIONALITY PROJECTS 22

FIGURE 3-8 MEMBER PORTAL PROJECTS 23

FIGURE 3-9 ENHANCED CONTACT CENTER PROJECTS 24

FIGURE 3-10 MOBILE FUNCTIONALITY PROJECTS..... 25

FIGURE 3-11 WORKER FACING PROJECTS 26

FIGURE 3-12 WORKER PORTAL PROJECTS 27

FIGURE 3-13 AUTOMATED PROCESSES OF WORKER FACING PROJECTS..... 28

FIGURE 3-14 ELIGIBILITY RULES AND BENEFITS PROJECTS 29

FIGURE 3-15 APPEALS PROJECTS 30

FIGURE 3-16 PARTNER PORTAL PROJECTS 31

FIGURE 3-17 SUPPORTING BACK-OFFICE PROJECTS 31

FIGURE 3-18 OPERATIONAL REPORTS PROJECTS 32

FIGURE 3-19 EXECUTIVE-LEVEL REPORTS PROJECTS 33

FIGURE 3-20 BUSINESS PROCESS MANAGEMENT PROJECTS 34

FIGURE 3-21 BUSINESS INTELLIGENCE PROJECTS 34

FIGURE 3-22 RELEASE 1 37

FIGURE 3-23 RELEASE 2 39

FIGURE 3-24 RELEASE 3 41

FIGURE 3-25 RELEASE 4 43

LIST OF TABLES

TABLE 2-1 ROADMAP WORKSHOPS 8
TABLE A-1 ACRONYMS DEFINED..... 45

REVISION HISTORY

REVISION	DESCRIPTION OF CHANGE	AUTHOR	EFFECTIVE DATE
0.1	Initial draft with internal team review. Consolidated all changes for leadership review.	Section intentionally left blank	11/23/2015
0.2	Internal Review	Section intentionally left blank	11/25/2015
1	Delivery for State of TN – consolidated all changes and comments from prior reviews.	Section intentionally left blank	12/9/2015
1.1	Updated to incorporate review comments	Section intentionally left blank	1/4/2016
1.2	Updated to incorporate Cognosante review comments	Section intentionally left blank	1/4/2016
1.3	Leadership review	Section intentionally left blank	3/7/2016
1.4	Remove track changes and paginate	Section intentionally left blank	3/9/2016
2.0	Implement State feedback, revisions to: Table 2-2 Roster list, Sections 3.4.3, 3.6.1, 3.6.2, 3.9 and 3.91.	Section intentionally left blank	3/22/2016
2.1	Minor revisions to pagination. Update to 3.6.1. to remove text regarding in person interviews.	Section intentionally left blank	3/23/2016
2.2	Added acronyms to Appendix A list.	Section intentionally left blank	3/24/2016

1 EXECUTIVE SUMMARY

1.1 PROJECT BACKGROUND

The State of Tennessee Department of Finance and Administration, Division of Health Care Finance and Administration (HCFA), hereinafter referred to as the “State” or “HCFA,” operates the federal Medicaid program in Tennessee known as “TennCare” through its Bureau of TennCare (Bureau), pursuant to Waivers granted by the federal Centers for Medicare and Medicaid Services (CMS). HCFA also operates the federal Children’s Health Insurance Program (CHIP) in Tennessee known as “CoverKids” (collectively referred to herein as “CoverKids” or “CHIP”). Eligibility determination and related responsibilities for TennCare and CoverKids are handled through a combination of State staff and HCFA contractors, as are operation and maintenance of the State’s Medicaid Management Information System (MMIS). In addition, HCFA oversees other health care-related functions and services, including the Tennessee Office of eHealth Initiatives (OeHI) and the Strategic Planning and Innovation Group.

Pursuant to federal law and CMS’ requirements, HCFA is undergoing a Medicaid Modernization Program (MMP or Program) which includes both:

- Information technology (IT) systems relating to TennCare and CoverKids (including the MMIS), and
- The TennCare and CoverKids eligibility determination processes.

The MMP must incorporate and comply with all applicable federal and State laws, rules, regulations, subregulatory guidance, executive orders, CMS TennCare Waivers, and all current, modified or future Court decrees, orders or judgments applicable to the TennCare and CHIP programs (collectively referred to herein as the Applicable State and Federal Requirements). These include, but are not limited to, the Patient Protection and Affordable Care Act (PPACA), Health Insurance Portability and Accountability Act (HIPAA), CMS Medicaid Information Technology Architecture (MITA 3.0), and CMS Seven Conditions and Standards.

The Tennessee Eligibility Determination System (TEDS) project represents the State’s highest priority in the MMP Program. Major features of TEDS include a rules-based decision engine, enabling eligibility determinations that are fully compliant with the Affordable Care Act, CMS requirements and all applicable State and Federal regulations. In order to support making near real-time eligibility verifications and determinations for TennCare and CHIP, the new system shall interface with the Federally Facilitated Marketplace (FFM) Federal Data Services Hub (FDSH).

1.2 PURPOSE OF THIS DOCUMENT

The scope of this document is to specify the roadmap of projects for implementing the future state vision for TEDS. Using input from key HCFA staff, the technical advisory consultants utilized a structured workshop approach to gain an understanding of HCFA’s priorities and to define a roadmap that transitions business and technical capabilities to the future state. This document fulfills deliverable A.60 (3), for the Enterprise Architecture Business Operating Model Roadmap.

2 ROADMAP ANALYSIS PROCESS

2.1 ASSESSMENT STAGES

The State of Tennessee engaged technical advisory services consultants to facilitate the gap assessment of current state and future state business processes for determining Medicaid/CHIP eligibility and enrollment, including the appeals processes. In support of this effort, the Enterprise Reference Architecture (KERA) was leveraged as the framework for eliciting requirements and modeling the business enterprise.

First, the project business architecture team documented Tennessee’s current state by conducting workshops and leveraging the KERA Context, Operating, Business Capability, and Technical Capability Models. Next, the project business architecture team used these models to define the Future State.

The future state was then analyzed to create the TEDS modernization roadmap:

Stage 9 – Roadmap for implementation strategies

- In this stage, the Technical Advisory Services (TAS) consultants guided discussion to evaluate the cost/risk tradeoffs of three implementation approaches: (1) Scenario-based, which implements projects focused on delivering end-to-end value for a target eligibility program type, (2) Capability-based, which implements a single functional improvement across all programs, and (3) Medicaid-wide, which implements multiple functionalities simultaneously across the entire system. Leveraging the KERA capabilities, the technical consultants guided participant discussion to assign an approach for each of the capabilities, and to group capabilities into project types. The roadmap was then created by defining projects, identifying first the primary projects that will contribute directly to HCFA Eligibility operations, followed by projects that reduce operating costs, improve operations timeliness, and improve capability for management oversight with real-time data and flexible “on-demand” query reporting.

With approval of the future state and roadmap, the planning process continues by detailing functional and nonfunctional requirements to support the approved high-level business requirements. Progress on these requirements has already been initiated and will be modified with feedback from review of this roadmap document.

2.2 WORKSHOP TOPICS

The Roadmap is an output of three HCFA Workshops, as listed in [Table 2-1](#).

Table 2-1 Roadmap Workshops

TITLE	SESSION DATES	GOAL/ACCOMPLISHMENTS
Workshop 9 – Future State Roadmap	11/5/2015	Reviewed and discussed TEDS roadmap, highlighting key milestones, based on participant feedback.
Workshop 10 – Implementation and Operational Effort Estimates	11/12/2015	Reviewed changes made to the TEDS roadmap. Discussed the methodology of the cost estimation process.
Workshops 11 – TEDS Benefit Analysis	11/17	Reviewed TEDS roadmap. Discussed the methodology of the benefits analysis process.

2.3 WORKSHOP PARTICIPANTS

Error! Reference source not found. identifies the workshop participants and organizations responsible for providing roadmap information and collaborating in the evaluation of project priorities.

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3 FUTURE STATE IMPLEMENTATION APPROACH & ROADMAP

3.1 OVERVIEW OF ROADMAP PHASES

In order to achieve the documented TEDS Vision and Guiding Principles, HCFA plans to undertake a lower-risk and incremental approach to modernization that allows for the achievement of “Initial Targets” that provide early value and incremental service delivery transformation while building systematically toward a larger, multiyear modernization effort. Transformations of this scope and complexity occur over a period of years, and require a series of targeted projects to develop and extend existing business and technical capabilities. Based on the State’s vision and recommendations to undertake the modernization incrementally, the TEDS Roadmap is the collaborative plan for how each of the projects should be sequenced. The Roadmap decisions include factors regarding the State’s priorities, dependencies between projects, and estimated time to implement. The TEDS Roadmap spans a four-year time frame.

The Roadmap includes the following core components:

- **Initial Targets (Release 1)** – Projects and initiatives that are capable of being completed within 12 to 18 months. This category of projects builds upon capabilities in order to provide the first wave of initiatives to pave the path for the future. Projects in this category include enterprise infrastructure and security, establishing a worker portal, electronic content management, and the ability to perform Modified Adjusted Gross Income (MAGI) based eligibility determinations. These projects form a platform that support eligibility program evolution and provide enhanced capabilities for the long term.
- **Modernization (Release 2 and Release 3)** – Projects in this category shall be completed within three years. The modernization starts with the addition of other Medicaid eligibility categories and builds upon the business and IT capabilities to modernize self-service channels. During this phase, certain business functions will initially have limited automation in order to meet the four-year time frame. Additionally, there may arise a need to de-prioritize certain automation capabilities in order to stay within the Roadmap schedule. These functions will be automated during the subsequent phase.
- **Transition (Release 4)** – Projects and activities in this category relate to enhanced automation and expanded functionality of the modernized system components. Enhancements in this category include business intelligence and data analytics functionality, development of a mobile application, and enhancements to the Contact Center. Completion of these projects shall occur within four years.

3.2 PROJECT AND INITIATIVE GROUPINGS

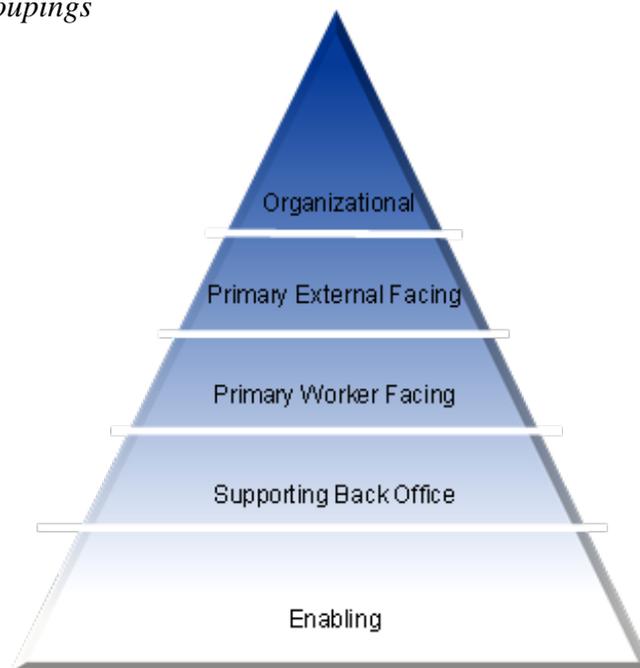
As noted above, each project in the Roadmap is intended to build or enhance a particular business or technical capability. Some projects address explicit needs of the TEDS program, such as enhancing internal business operations, while others (such as master data management or organizational governance) are required to build the foundational capabilities that enhance the effectiveness of the projects with more visible outcomes. In order to better represent these different

types of projects, the required TEDS components have been separated into project or initiative groupings. The “projects group” provides functionality to meet business or technical needs, whereas the “initiatives group” provides oversight, guidance, or standards to the projects, in order to manage them effectively. Each grouping has a number of projects and/or initiatives identified for each area that is required to complete the scope of the TEDS modernization. Each of these groups organizes the projects based on the types of capabilities that they implement.

[Figure 3-1](#) models the hierarchy composing the Projects Group:

- **Organizational:** Nontechnical projects that help the organization implement and adopt changes to business operations and technology.
- **Primary External Facing:** Projects that enhance capabilities to support greater self-service through multiple channels and improved overall member relationship management.
- **Primary Worker Facing:** Projects that enhance service delivery capabilities where State staff members are required to intervene and/or make case-related decisions.
- **Supporting Back Office:** Projects that develop and deliver program and resource management capabilities that do not directly enable member facing business functions.
- **Enabling:** Projects that implement the foundational technical and organizational capabilities and components that Primary and Supporting projects will leverage to be successful.

Figure 3-1 Project Groupings



3.3 PROJECT PHASING

The sections below summarize each of the projects (by Project Group) as workshop participants assigned for inclusion within the TEDS Modernization Project. They are broken down by Road Map phase (Initial Targets, Modernization, and Transition). These three Roadmap phases are depicted by their relative time to implementation on the high-level Roadmap Gantt charts ([Figure 3-3](#)).

The TEDS Roadmap has incorporated a hybrid-based approach of implementation options for different projects. It applies all three strategies (Medicaid-wide, scenario-based, and capability-based) selectively for various projects and initiatives.

- **Medicaid-wide:** which implements multiple functionalities simultaneously across the entire system,
- **Scenario-based:** which implements projects focused on delivering end-to-end value for a target eligibility program type,
- **Capability-based:** which implements a single functional improvement across all programs.

Selection of the phasing approach for each project mostly centered on the most logical breakdown of work, and how disparate each function would be across program areas. The TEDS Roadmap displays a breakdown of the Project Groupings ([Figure 3-1](#)), along with each of the Projects associated with a group. Each Project is also associated with a phasing approach, which is designated by the legend ([Figure 3-2](#)). When projects do not follow the Medicaid-wide approach, they could have several milestones associated with them. Each milestone implements a set of capabilities. When the project is implemented in a Medicaid-wide fashion, it establishes capabilities that are then continually used throughout the duration of the transformation. There may also be multiple capabilities implemented separately, even in the Medicaid-wide approach.

For projects that have a Capability-based approach, the designation of “M,” “S,” or “W” on the project identifies the MoSCoW prioritization that workshop participants applied to the project. The priorities are defined as:

- **M:** Must have
- **S:** Should have.
- **W:** Would be nice to have.

The key of [Figure 3-2](#) provides a reference for reading and understanding the use of the various colors, symbols, and patterns of the charts within this section. Solid color bars are intended to represent design and development phases. Milestones indicate a “go-live” of the capability, with transition to maintenance phase shown as a pattern of vertical bars.

Figure 3-2 Legend for Roadmaps

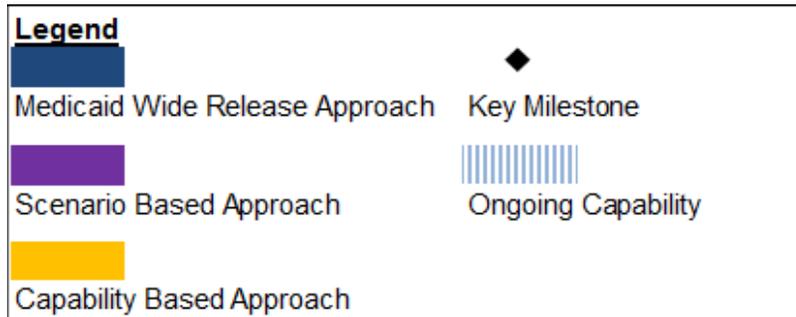
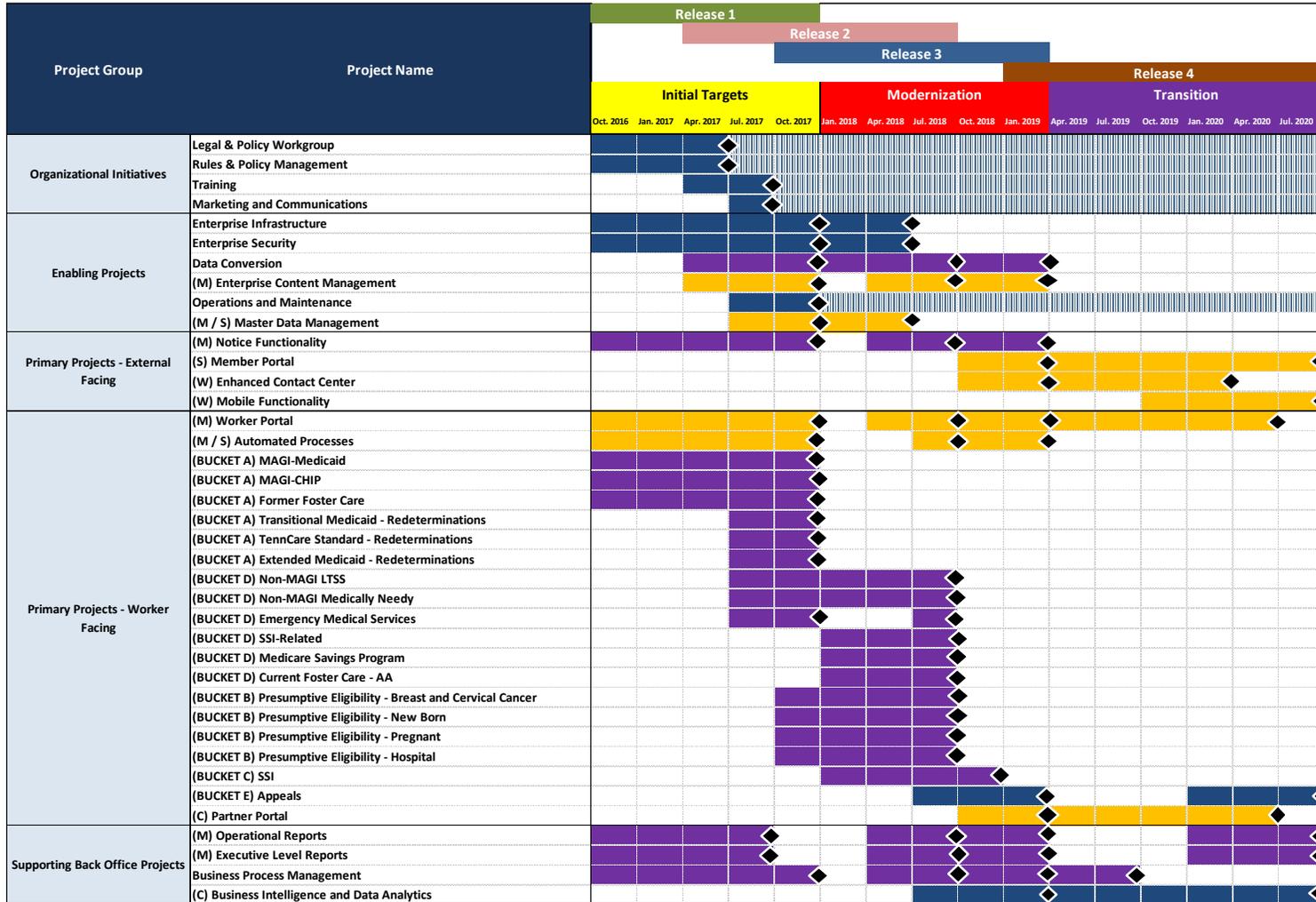


Figure 3-3 High-level View of TEDS Roadmap



The high-level Roadmap is elaborated in detail in this section of the document. The various legends apply to the project groupings; hence, the legend is not repeated in the rest of the document.

3.4 ORGANIZATIONAL INITIATIVES

3.4.1 Overview of Organizational Initiatives

Organizational Initiatives are nontechnical activities that help the organization implement and adopt changes to business operations and technology. Consequently, these initiatives are not reliant on business and technical capabilities. Rather, they support worker-facing, external-facing, and back-office projects by providing the capabilities necessary for implementation. They have been grouped together because each organizational initiative and activity must have one or more capabilities enabled to support the primary and supporting projects. As shown in [Figure 3-4](#), all of the organizational initiatives will take a program-wide release approach. That is, all functionality will be implemented together and should be initiated during the Initial Targets phase of implementation.

The Organizational Initiatives includes program management recommendations:

- Legal and Policy Workgroup
- Rules and Policy Management
- Training
- Marketing and Communications.

Each project is subsequently described in further detail.

Figure 3-4 Organizational Initiatives



3.4.2 Legal and Policy Workgroup

The Legal and Policy Workgroup involves the establishment of an ongoing activity within the Program/Projects Governance Board that is tasked with identifying legal and policy issues that could impede the implementation of the various projects within the program. The Legal and Policy Workgroup will be initiated in a Medicaid-wide release in Year 1 that takes into account all functionality at the program’s inception and will continue as a critical organizational capability to be leveraged by primary and supporting projects for the duration of implementation.

The scope of this initiative includes the following major activities/key tasks:

- Develop program charter

- Establish workgroup members and chair
- Develop and publish escalation procedures
- Integrate within the overall governance framework

Key dates for the Legal and Policy Workgroup are:

- Expected Start Date – October 2016
- Expected Deployment Date – June 2017
- Expected Completion Date – September 2020

3.4.3 Rules and Policy Management Workgroup

The Rules and Policy workgroup is tasked with rationalizing and documenting eligibility rules across Medicaid and CHIP to allow them to be codified within a new eligibility system. This is done to prepare for each phase of implementation of program rules in the rules engine described in the “Worker Facing” group of projects. This initiative also serves as a key source of policy issues that the Legal & Policy Workgroup will attempt to resolve.

The scope of this initiative includes the following major activities/key tasks:

- Defining standards for program rules and policy implementation
- Establish workgroup members and chair
- Documenting and cataloging all sources for eligibility program rules and policy requirements for Medicaid and CHIP
- Integrate with the overall governance framework
- Support the Legal and Policy Workgroup

Key dates for the Rules and Policy Workgroup are:

- Expected Start Date – October 2016
- Expected Deployment Date – June 2017
- Expected Completion Date – September 2020

3.4.4 Training

The Training initiative supports the development of training manuals and establishing capacity to facilitate training sessions.

The scope of this initiative includes the following major activities/key tasks:

- Establishing Medicaid-wide training materials
- Facilitating training sessions throughout the lifecycle of TEDS modernization

Key dates for the Training initiative are:

- Expected Start Date – April 2017
- Expected Deployment Date – September 2017
- Expected Completion Date – September 2020

3.4.5 Marketing and Communications

The Marketing and Communications initiative includes the creation, review, and approval of messaging and engagement with external stakeholders. The Marketing and Communications work group should be developed in tandem with Organizational Change Management in order to align both internal and external messaging. Implementation begins in Year 1 in order to help ensure that target populations are aware and fully engaged in the new system as it is deployed.

The success of the external facing, worker facing, and back-office projects will depend upon early deployment of Marketing and Communications activities. In particular, the State should establish a Marketing and Communications Strategy that remains active throughout the course of the transformation initiative.

The scope of this initiative includes the following major activities/key tasks:

- Develop marketing and communication strategy

Key dates for the Marketing & Communications initiative are:

- Expected Start Date – July 2017
- Expected Deployment Date – September 2017
- Expected Completion Date – September 2020

3.5 ENABLING INITIATIVES

3.5.1 Overview of Enabling Initiatives

The Enabling initiatives consist of technology-based initiatives and activities that provide the foundation for the implementation of primary and supporting projects. In this capacity, each of the primary and supporting projects require various capabilities associated with the enabling work stream.

The activities within the Enabling work stream include:

- Enterprise Infrastructure
- Enterprise Security
- Data Conversion
- Enterprise Content Management
- Operations and Maintenance, and
- Master Data Management.

As seen in the Enabling Projects Roadmap section ([Figure 3-5](#)), the majority of the Enabling work stream occurs during the Initial Targets and Modernization time frame (0 to 2.5 Years), with Operations and Maintenance continuing into the beginning of the Transition phase. As each of the Primary and Secondary projects are dependent on capabilities within the Enabling work stream, it is necessary to begin these activities at the beginning of the Roadmap. The implementation strategies utilized within the Enabling work stream vary based on the technological needs of each respective activity.

Figure 3-5 Enabling Initiatives



3.5.2 Enterprise Infrastructure Initiative

The Enterprise Infrastructure project includes assessing and implementing options for software, platform, and infrastructure capabilities required to support the TEDS technical capabilities and

replace existing legacy systems. A mixed strategy would be used for the various technical capabilities.

The scope of this project includes the following major activities/key tasks:

- Establish infrastructure strategy
- Develop capacity plan
- Technical design based on performance, uptime SLAs and security requirements
- Procure and configure infrastructure.

Key dates for the Enterprise Infrastructure project are:

- Expected Start Date – October 2016
- Expected Deployment Date – December 2017
- Expected Completion Date – June 2018

3.5.3 Enterprise Security

Enterprise Security will establish standards for a secure platform for current and future initiatives, including identity management implementation with associated workflows, two factor authentication, access management, securing the enterprise platform using Identity Management (IdM), Identity and Access Management (IdAM), and implementing security controls to support required federal standards as appropriate, such as Minimum Acceptable Risk Standards for Exchanges (MARS-E) and HIPAA.

The scope of this project includes the following major activities/key tasks:

- Establish enterprise security and privacy standards
- Inform detailed technical solution design
- Develop governance risk and compliance framework
- Establish and rationalize identity, access management platforms

Key dates for Enterprise Security are:

- Expected Start Date – October 2016
- Expected Deployment Date – December 2017
- Expected Completion Date – June 2018

3.5.4 Data Conversion

The Data Conversion project establishes capabilities to convert and transfer data from legacy systems as functionality is deployed within the future TEDS solution. This initiative will be performed on a scenario-basis by system due to the knowledge requirements of the legacy systems and interdependencies between the systems.

The scope of this initiative includes the following major activities/key tasks:

- Developing data dictionary and data issues log of legacy system(s) to be modernized
- Developing conversion metrics and establishing goals
- Developing a data clean-up process
- Developing a manual data fixes process.

Key dates for the Data Conversion project are:

- Expected Start Date – April 2017
- Expected Deployment Date – December 2017, September 2018
- Expected Completion Date – March 2019

3.5.5 Enterprise Content Management

The Enterprise Content Management project will leverage existing document management solution or establish a new solution with the ability for users to access documents and content from multiple locations to support eligibility processes without duplication of files.

The scope of this initiative includes the following major activities/key tasks:

- Develop a meta model for enterprise-wide content
- Develop document sharing policies in conjunction with content management and legal and policy guidelines

Key dates for the Enterprise Content Management project are:

- Expected Start Date – April 2017
- Expected Deployment Date – December 2017, September 2018
- Expected Completion Date – March 2019

3.5.6 Operations and Maintenance Initiative

The Operations and Maintenance (O&M) Initiative supports operational business systems and processes which are currently being used in production for live business operations, and assuming any new O&M responsibilities required to support newly implemented technologies.

The scope of this initiative includes the following major activities/key tasks:

- Establish O&M standards and processes
- Perform ongoing O&M activities.

Key dates for the Operations and Maintenance Initiative are:

- Expected Start Date – July 2017
- Expected Deployment Date – December 2017
- Expected Completion Date – September 2020

3.5.7 Master Data Management

The Master Data Management (MDM) project will support the creation of a single view of individuals through the establishment of a single authoritative set of information. This project includes the requisite step of reaching data sharing agreements between participating stakeholders to allow the creation of these shared records and sharing of data.

The key capabilities associated with this initiative include:

- Master Record
- Data De-duplication
- Data Alerts for information changes to linked records, and
- Reporting for overlaps, duplicates, and trends.

The scope of this project includes the following major activities/key tasks:

- Establish information exchange standards
- Identify data sources
- Work with Legal and Policy workgroup to define data linkage rules, rules of visibility, and alert requirements
- Establish data governance process and team to handle data conflicts and perform data de-duplication.

Key dates for the Master Data Management project are:

- Expected Start Date – July 2017
- Expected Deployment Date – December 2017
- Expected Completion Date – June 2018

3.6 PRIMARY EXTERNAL FACING PROJECTS

3.6.1 Overview of External Facing Projects

Primary External Facing projects enhance capabilities to support greater self-service through multiple channels and improved overall member relationship management and the member experience. These projects contain points of access between the State and an applicant or a member. Primary External Facing Projects leverage Enabling Projects such as MDM and Enterprise Security to support both Primary External Facing Project quick wins and long-term enhancements to the Enhanced Contact Center, Mobile Applications, and Member Portal.

Primary External Facing projects include:

- Notice Functionality
- Member Portal
- Enhanced Contact Center
- Mobile Functionality

Figure 3-6 Primary External Facing Projects



Improving customer service delivery begins with customer centric intake channels. Direct intake channels can be divided into two groupings: self-service and worker assisted channels. Self-service channels include application and ongoing self-service portals, Interactive Voice Response (IVR), and mobile devices.

The State can potentially realize business process and cost-savings opportunities while creating enhanced and new access points for members through increased self-service. This [can](#) be achieved by implementing enhanced entry points through online platforms and IVR, in addition to utilizing

remote access channels via mobile technology. Enhanced self-service is a trend nationally and globally with respect to service delivery and a number of states have initiated efforts to support this trend in their health care modernization programs.

3.6.2 Notice Functionality

Notice functionality will enable improved production of paper notices, along with online notifications for the distribution of Medicaid and CHIP-related information to applicants and members.

The scope of this initiative includes the following major activities/key tasks:

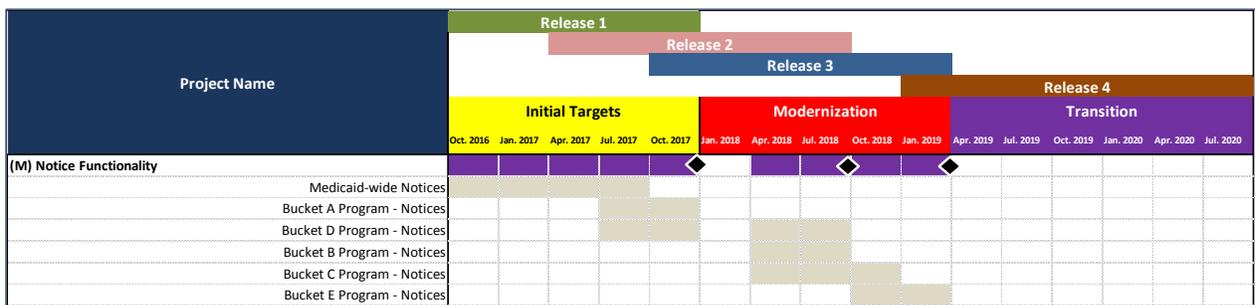
- Develop new content production capability
- Develop electronic notification architecture
- Design and establish integration with content management and secure messaging service
- Implement electronic notifications for Medicaid and CHIP

Key dates for the Notices Projects are:

- Expected Start Date – October 2016
- Expected Deployment Date – December 2017, September 2018
- Expected Completion Date – March 2019

[Figure 3-7](#) details the scheduling and dependencies of the Notices subprojects.

Figure 3-7 Notice Functionality Projects



3.6.3 Member Portal

The Member Portal project will utilize a capability-based approach that includes updating and harmonizing the application intake process, and providing a new electronic online channel for applicants to submit required information and documentation electronically through the internet.

The scope of this initiative includes the following major activities/key tasks:

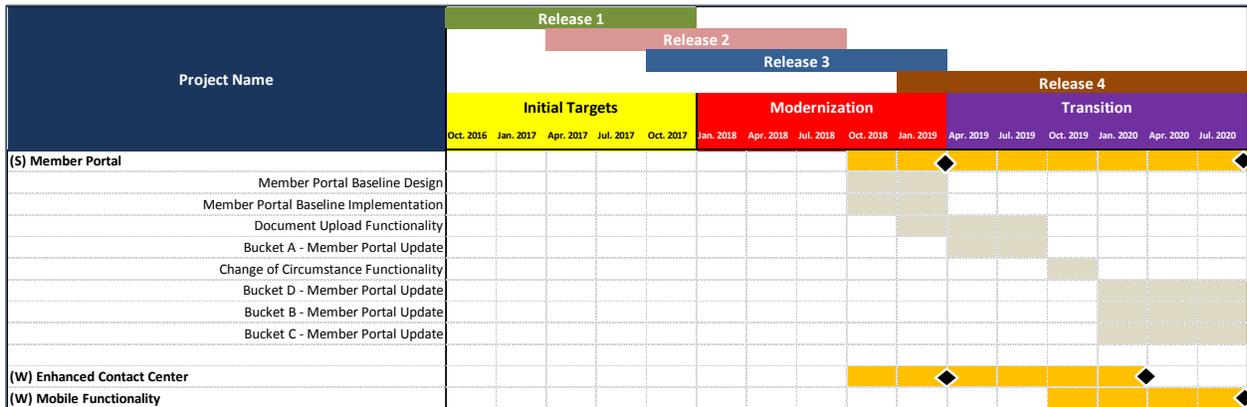
- Establishing User Interface (UI) design standards
- Implement online application functionality
- Implement redetermination and change of circumstance functionality
- Establish user-based profiles and roles for application assisters.

Key dates for the Member Portal projects are:

- Expected Start Date – October 2018
- Expected Deployment Date – March 2019
- Expected Completion Date – September 2020

[Figure 3-8](#) details the scheduling and dependencies of the Member Portal subprojects.

Figure 3-8 Member Portal Projects



3.6.4 Enhanced Contact Center

The Enhanced Contact Center will require a capability based approach of enhancing the contact center to be staffed with workers supporting both phone, fax and mail channels, who are trained to answer questions and perform basic transactions and to escalate to program specialists as required. The contact center includes the capability for self-service via phone and IVR technology. IVR technology supports ability to respond to applicant’s inquiry regarding the status of an application, regardless of whether the application was filed via paper mail, fax, or online channels. The IVR functionality enables filing an application via automated voice response, without requiring direct worker interaction. IVR functionality will also read the notice that was mailed to the applicant and advise of the mailing date and addressee information.

The scope of this initiative includes the following major activities/key tasks:

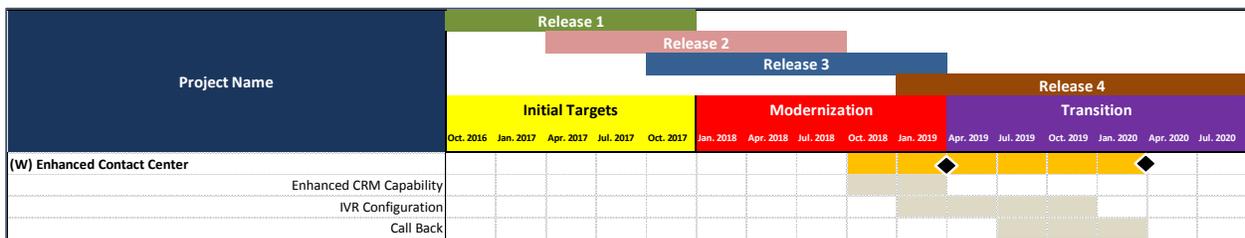
- Procure or amend existing contracts to enhance contact center capabilities
- Establish/enhance Customer Relationship Management (CRM) functionality
- Implement/enhance high volume mail and fax processing capabilities, and
- Implement IVR functionality across programs.

Key dates for the Enhanced Contact Center project group are:

- Expected Start Date – October 2018
- Expected Deployment Date – March 2019
- Expected Completion Date – March 2020

[Figure 3-9](#) details the scheduling and dependencies of the Enhanced Contact Center subprojects.

Figure 3-9 Enhanced Contact Center Projects

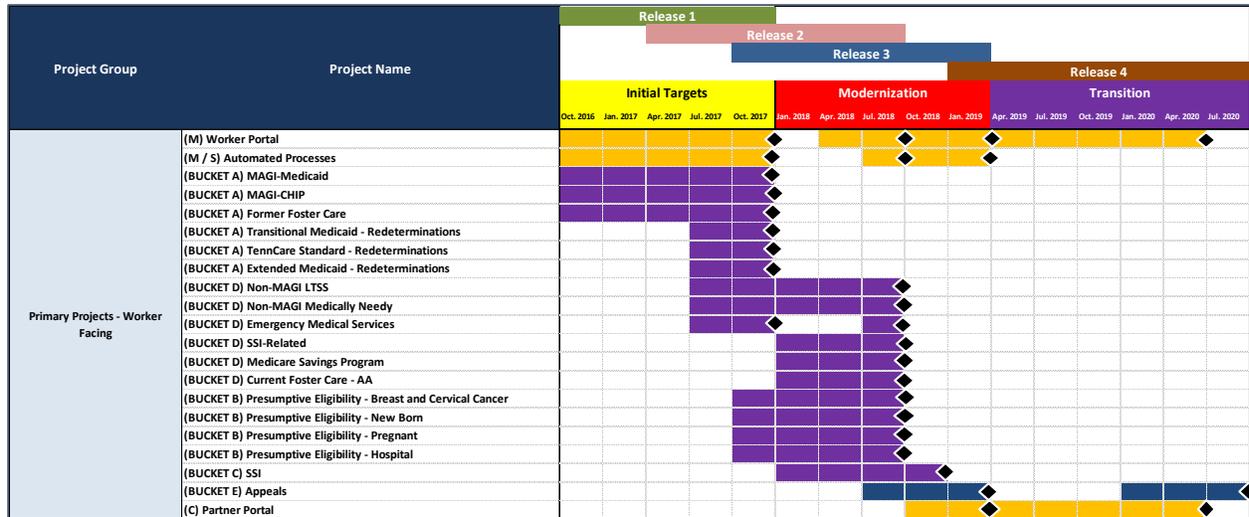


3.6.5 Mobile Functionality

Mobile applications will allow mobile access to eligibility and enrollment functionality and notifications via various tools (smart phone, tablet, etc.). The Mobile Application Project is an integral component to meeting the State’s approach towards delivery channel reform and promotion of self-service, as discussed earlier in this document.

- Eligibility Rules
- Appeals
- Partner Portal

Figure 3-11 Worker Facing Projects



3.7.2 Worker Portal

The purpose of the Worker Portal project is to assist case workers with tasks defined below through more automated systematic capabilities. A worker portal is a Web-based tool for caseworkers to intake, manage, track, and monitor applications and perform case management functions to support members.

The scope of this initiative includes the following major activities/key tasks:

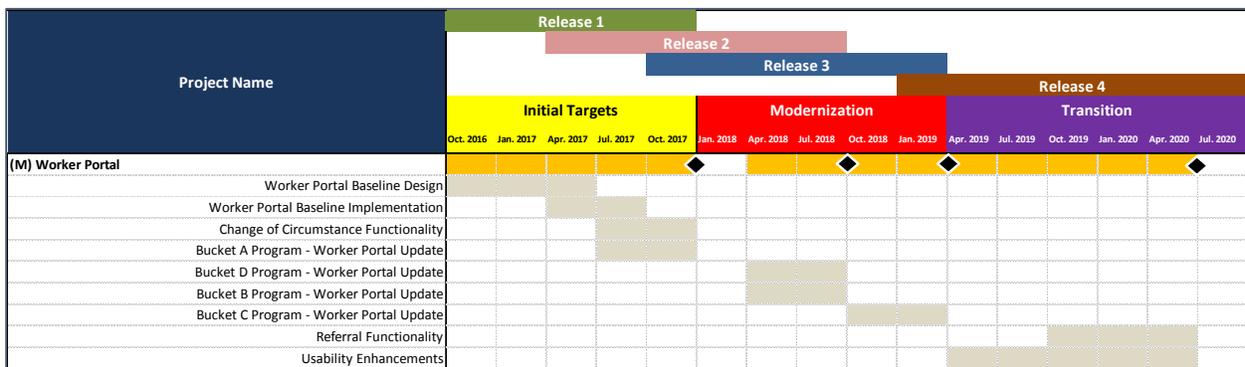
- Assess and resolve duplicate member identifiers
- Develop and implement interview and case management functionality across programs
- Develop and implement change of circumstance functionality
- Develop worker-based user roles and profiles, and
- Implement program referral functionality.
- Implement audit trail functionality to integrate with the eligibility rules engine and TEDS components for information used to determine eligibility at a point in time.

Key dates for the Worker Portal Projects are:

- Expected Start Date – October 2016
- Expected Deployment Date – December 2017, September 2018, March 2019
- Expected Completion Date – June 2020

[Figure 3-12](#) details the scheduling and dependencies of the Worker Portal subprojects.

Figure 3-12 Worker Portal Projects



3.7.3 Automated Processes

The Automated Processes Project deals with automation of interfaces, eligibility rules, account transfer, batch routines, and time-driven processes to support the eligibility and enrollment processes.

The Automated Processes projects support the interface requirements for TEDS, from both Federal and State Agency-based partners as well as the ability to track and monitor program-related time-based eligibility requirements. The Interfaces subproject implements the required Federal and State interfaces necessary for the performance of verifications that are critical to enhanced program integrity. The Timers and Clocks subproject implements the required functionality to track and monitor various timed events such as “age-out of benefits for Medicaid.” The batch scheduling subproject will implement the functionality and systems to schedule required batch processing.

The scope of this initiative includes the following major activities/key tasks:

- Develop enterprise data sharing agreements
- Develop enterprise service bus (ESB) capabilities to share data both internally with the State (such as MMIS) and externally with Federal partners, such as Social Security Administration (SSA)

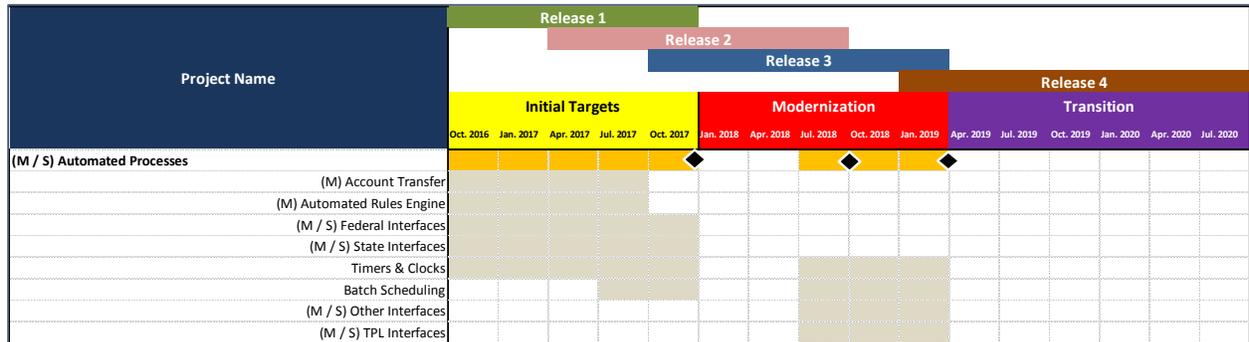
- Develop and implement timer and clock functionality to monitor and track member periods of eligibility
- Procure third-party asset verification vendors as required
- Design and develop internal and external interfaces to support asset verification
- Implement real-time and batch processes.

Key dates for the Automated Processes projects are:

- Expected Start Date – October 2016
- Expected Deployment Date – December 2017, September 2018
- Expected Completion Date – March 2019

[Figure 3-13](#) details the scheduling and dependencies of the Automated Processes subprojects.

Figure 3-13 Automated Processes of Worker Facing Projects



3.7.4 Eligibility Rules

The Eligibility Rules Project will start by implementing Medicaid and CHIP program rules on a scenario-wide basis to maximize the potential to benefit from enhanced funding and the A87 Cost Allocation Waiver. Automating program rules will assist in both the accuracy and completeness of eligibility determination through reduced errors during application intake and case management. In addition, a lower error rate allows for more robust verification processes.

The scope of this initiative includes the following major activities/key tasks:

- Procure modular-based rules engine
- Define core-based eligibility rules
- Design program-based rules, and

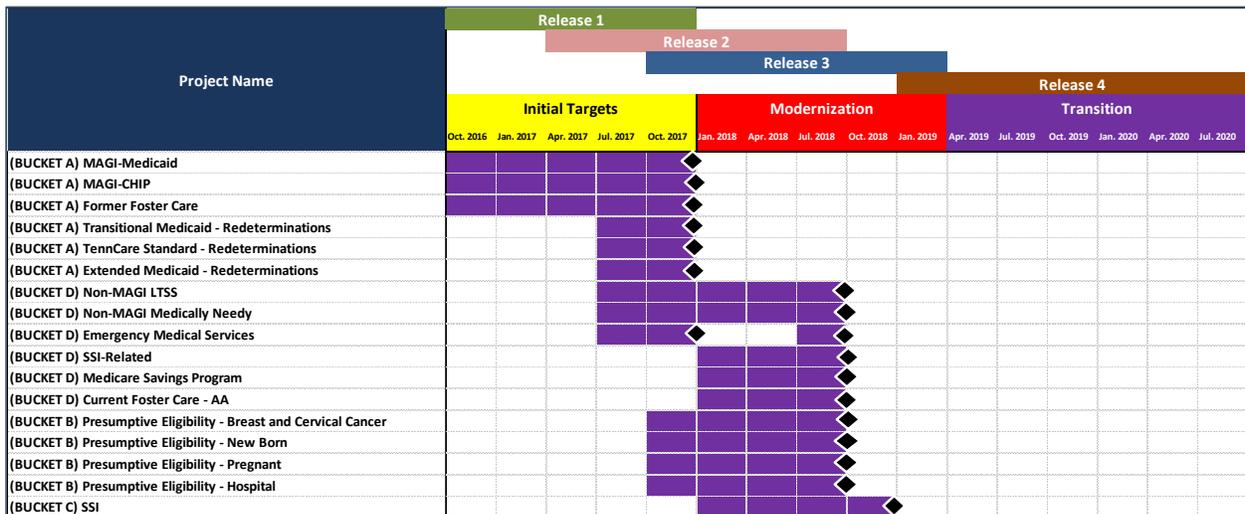
- Integrate rules engine with TEDS components.

Key dates for the Eligibility Rules and Benefits project group are:

- Expected Start Date – October 2016
- Expected Deployment Date – December 2017, September 2018
- Expected Completion Date – December 2018

Figure 3-14 details the scheduling and dependencies of the Eligibility Rules and Benefits subprojects.

Figure 3-14 Eligibility Rules and Benefits Projects



3.7.5 Appeals

The Appeals project implements the functionality to receive, track, and respond to appeals.

The scope of this initiative includes the following major activities/key tasks:

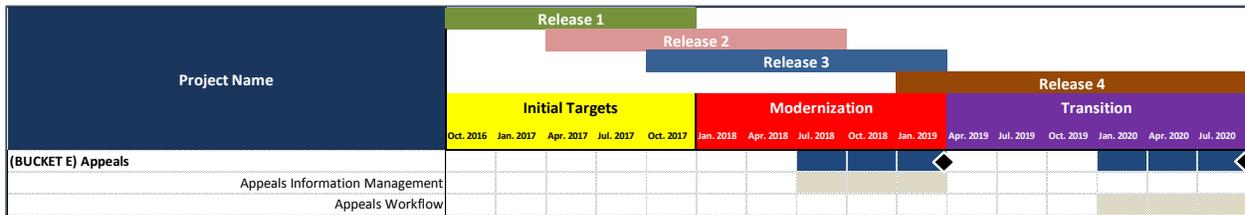
- Develop intake functionality grievances and appeals
- Develop tracking and management functionality for appeals

Key dates for Appeals projects are:

- Expected Start Date – July 2018
- Expected Deployment Date – March 2019
- Expected Completion Date – September 2020

[Figure 3-15](#) details the scheduling and dependencies of the Appeals subprojects.

Figure 3-15 Appeals Projects



3.7.6 Partner Portal

The Partner Portal projects group is the update and harmonization of the application intake process, providing a new electronic channel for external stakeholders to submit required information and documentation electronically across programs. In addition, the Partner Portal contributes to a single view of the member, where external workers use a common access point to be able to identify case information.

The scope of this initiative includes the following major activities/key tasks:

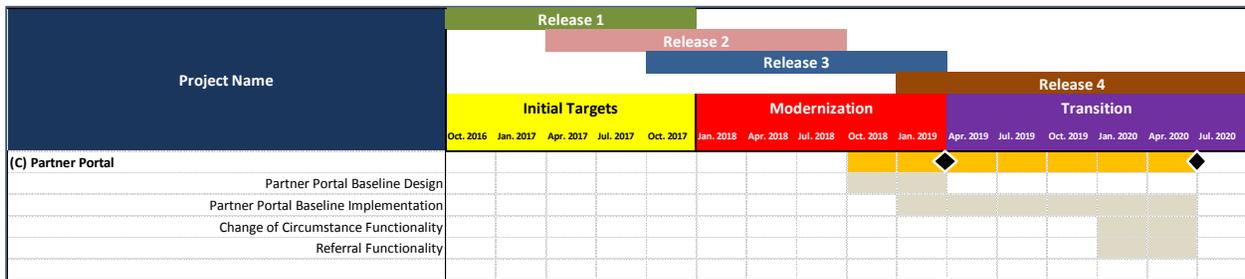
- Develop and implement application submission functionality
- Develop partner-based user roles and profiles
- Implement referral functionality.

Key dates for the Partner Portal projects are:

- Expected Start Date – October 2018
- Expected Deployment Date – March 2019
- Expected Completion Date – June 2020

[Figure 3-16](#) details the scheduling and dependencies of the Partner Portal subprojects.

Figure 3-16 Partner Portal Projects



3.8 SUPPORTING BACK-OFFICE PROJECTS

3.8.1 Overview of Supporting Back-Office Projects

Supporting Back-Office projects are used to support external member and worker facing projects by automating and implementing required functionality for business intelligence and data analytics, business process management, and reporting.

Supporting Back-Office projects include:

- Operational Reports
- Executive-level Reports
- Business Process Management, and
- Business Intelligence and Data Analytics.

Figure 3-17 Supporting Back-Office Projects



3.8.2 Operational Reports

Operational Reports are utilized by staff to assist with day-to-day business operations and by management to track business operations against key performance indicators.

The scope of this initiative includes the following major activities/key tasks:

- Define and implement operational reports
- Define and implement performance management reports, and
- Design and implementation of a dynamic monitoring dashboard

Key dates for the Operational Reports Projects are:

- Expected Start Date – October 2016
- Expected Deployment Date – September 2017, September 2018, March 2019
- Expected Completion Date – September 2020

[Figure 3-18](#) details the scheduling and dependencies of the Operational Reports subprojects.

Figure 3-18 Operational Reports Projects



3.8.3 Executive-level Reports

Executive-level Reports are utilized by leadership to assist with business operations management and to provide information to State and Federal entities.

The scope of this initiative includes the following major activities/key tasks:

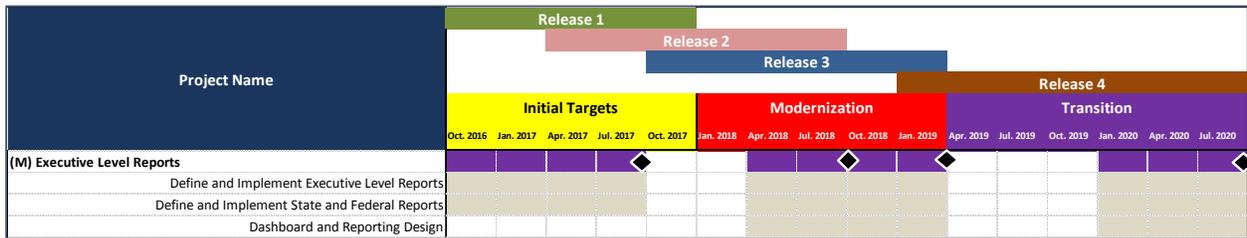
- Define and implement executive-level reports
- Define and implement State and Federal reports, and
- Design and implementation of a reporting dashboard

Key dates for the Executive-level Reports projects are:

- Expected Start Date – October 2016
- Expected Deployment Date – September 2017, September 2018, March 2019
- Expected Completion Date – September 2020

Figure 3-19 details the scheduling and dependencies of the Executive-level Reports projects.

Figure 3-19 Executive-level Reports Projects



3.8.4 Business Process Management

The Business Process Management project includes subprojects associated with application and case workflow allocation and tracking to workers and the ability to escalate tasks and activities to a supervisor. The basic task tracking and monitoring capability will be developed to manage the increased intake through self-service channels so that the intake to eligibility process can be better managed.

The scope of this initiative includes the following major activities/key tasks:

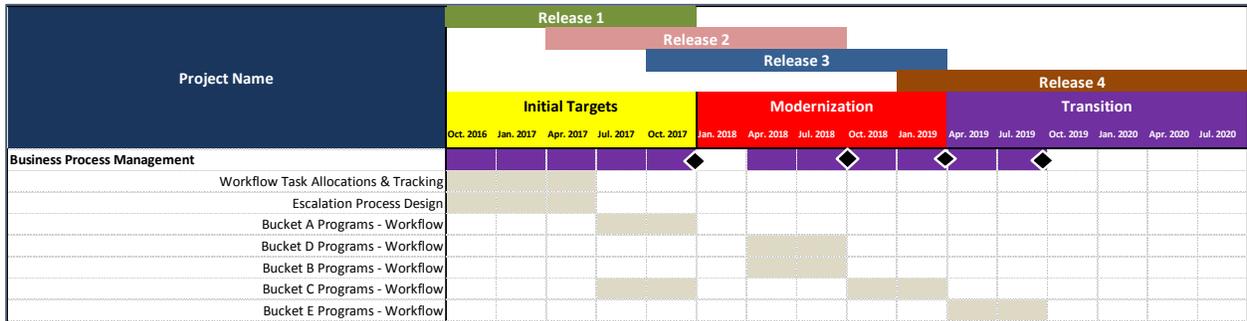
- Define case and task-based workflow requirements
- Procure workflow engine solution
- Design and implement workflow engine
- Define and implement workflow tasks and activities tracking, and
- Define and implement business partner workflow management.

Key dates for the Business Process Management project group are:

- Expected Start Date – October 2016
- Expected Deployment Date – September 2017, September 2018, March 2019
- Expected Completion Date – September 2019

Figure 3-20 details the scheduling and dependencies of the Business Process Management subprojects.

Figure 3-20 Business Process Management Projects



3.8.5 Business Intelligence and Data Analytics

The Business Intelligence (BI) and data analytics project involves implementing BI and Data Analytics functionality to support program management and advanced analytical data assessment, financial management, and compliance and risk management. This project will support the development of new capabilities to identify client and partner patterns from available data to inform new policy development.

The scope of this initiative includes the following major activities/key tasks:

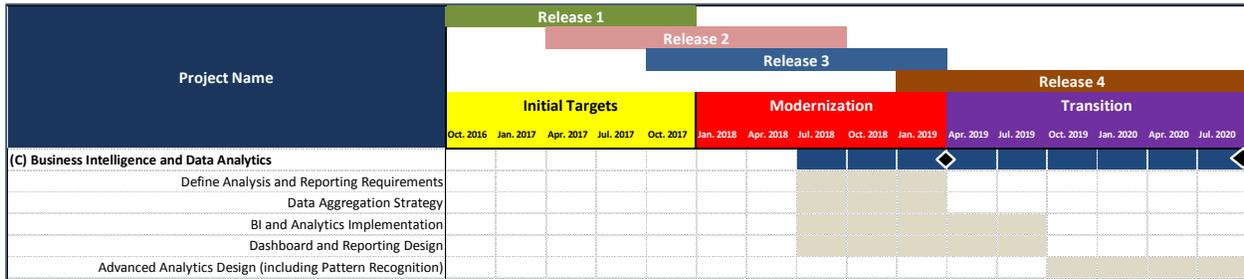
- Define required reports to support Federal and State programmatic needs
- Implement reporting dashboards based on defined trends Key Performance Indicators (KPIs)
- Design and implement “ad hoc” reporting capabilities at the State and local level, and
- Design and implement front-end program integrity capabilities.

Key dates for Business Intelligence and Data Analytics projects are:

- Expected Start Date – July 2018
- Expected Deployment Date – March 2019
- Expected Completion Date – September 2020

Figure 3-21 details the scheduling and dependencies of the Business Intelligence subprojects.

Figure 3-21 Business Intelligence Projects



3.9 ROADMAP RELEASE SCHEDULE

In addition to the implementation strategies associated with each of the projects in the TEDS Roadmap, a multiple-release approach is being considered for the four-year duration of the TEDS initiative. Given the timing of the various projects within the Roadmap, four releases have been identified to address the deployment of capabilities and functionality within the specified timeframe. The main focus of each release will be the Medicaid categories as follows:

- Release 1 (Bucket A & Bucket D)
 - MAGI-Medicaid
 - MAGI-CHIP
 - Former Foster Care
 - Deemed Newborns
 - Transitional Medicaid – Redeterminations
 - TennCare Standard – Redeterminations
 - Extended Medicaid – Redeterminations
 - Emergency Medical Services (EMS) for MAGI
- Release 2 (Bucket B & Bucket D)
 - Non-MAGI Institutional and HCBS
 - Non-MAGI Medically Needy
 - Emergency Medical Services
 - Supplemental Security Income (SSI) Related
 - Medicare Savings Program

- Current Foster Care and Adoption Assistance
- Presumptive Eligibility
- Release 3 (Bucket C & Bucket E)
 - SSI
 - Appeals Information Management
- Release 4 (Bucket E)
 - Appeals Automated Workflow Management

- Data Conversion (Bucket A Programs)
- Enterprise Content Management
- Operations and Maintenance
- Master Data Management

The key External Facing Projects within Release 1 include:

- Notice Functionality (Medicaid, CHIP-Wide and Bucket A Programs)

The key Worker Facing Projects within Release 1 include:

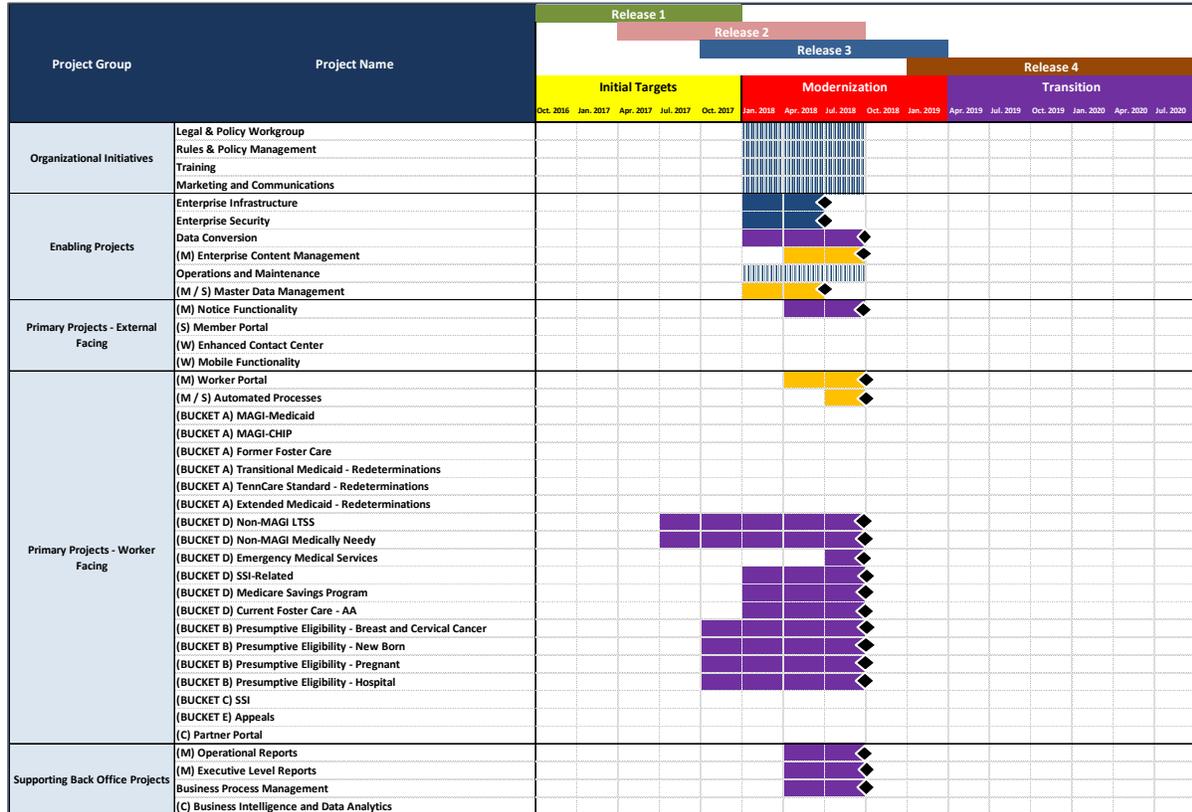
- Worker Portal
- Automated Processes
- Bucket A Programs
- Bucket D Programs (EMS for MAGI)

The key Supporting Back-Office Projects within Release 1 include:

- Operational Reports
- Executive-level Reports
- Business Process Management (Bucket A Programs)

3.9.2 Release 2 – Project Milestones

Figure 3-23 Release 2



The key Organizational Initiatives within Release 2 include:

- Legal & Policy Workgroup
- Rules & Policy Management
- Training
- Marketing and Communications

The key Enabling Projects within Release 2 include:

- Enterprise Infrastructure
- Enterprise Security
- Data Conversion (Bucket D Programs and Bucket B Programs)
- Enterprise Content Management

- Operations and Maintenance
- Master Data Management

The key External Facing Projects within Release 2 include:

- Notice Functionality (Bucket D Programs and Bucket B Programs)

The key Worker Facing Projects within Release 2 include:

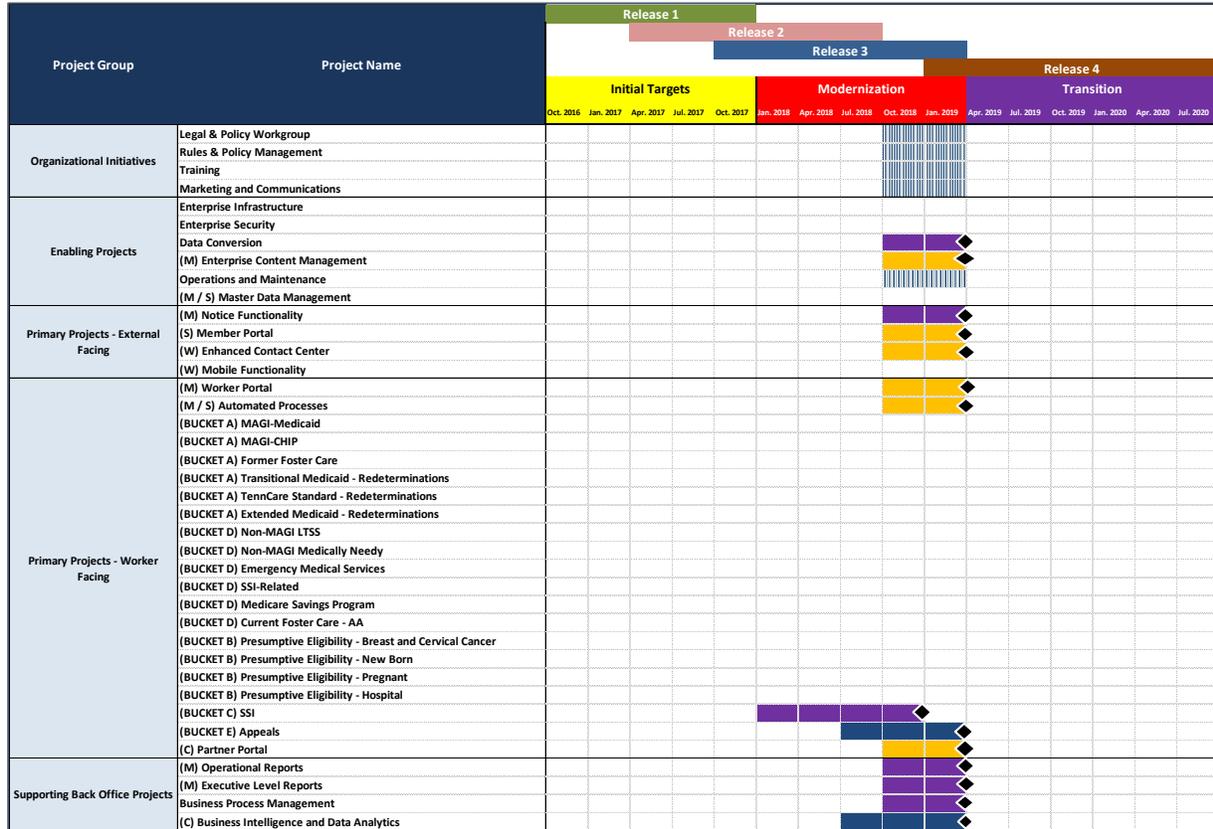
- Worker Portal
- Automated Processes
- Bucket D Programs
- Bucket B Programs

The key Supporting Back-Office Projects within Release 2 include:

- Operational Reports
- Executive-level Reports
- Business Process Management (Bucket D Programs and Bucket B Programs)

3.9.3 Release 3 – Project Milestones

Figure 3-24 Release 3



The key Organizational Initiatives within Release 3 include:

- Legal & Policy Workgroup
- Rules & Policy Management
- Training
- Marketing and Communications

The key Enabling Projects within Release 3 include:

- Data Conversion (Bucket C Programs and Bucket E Programs)
- Enterprise Content Management
- Operations and Maintenance

The key External Facing Projects within Release 3 include:

- Notice Functionality (Bucket C Programs and Bucket E Programs)
- Member Portal
- Enhanced Contact Center

The key Worker Facing Projects within Release 3 include:

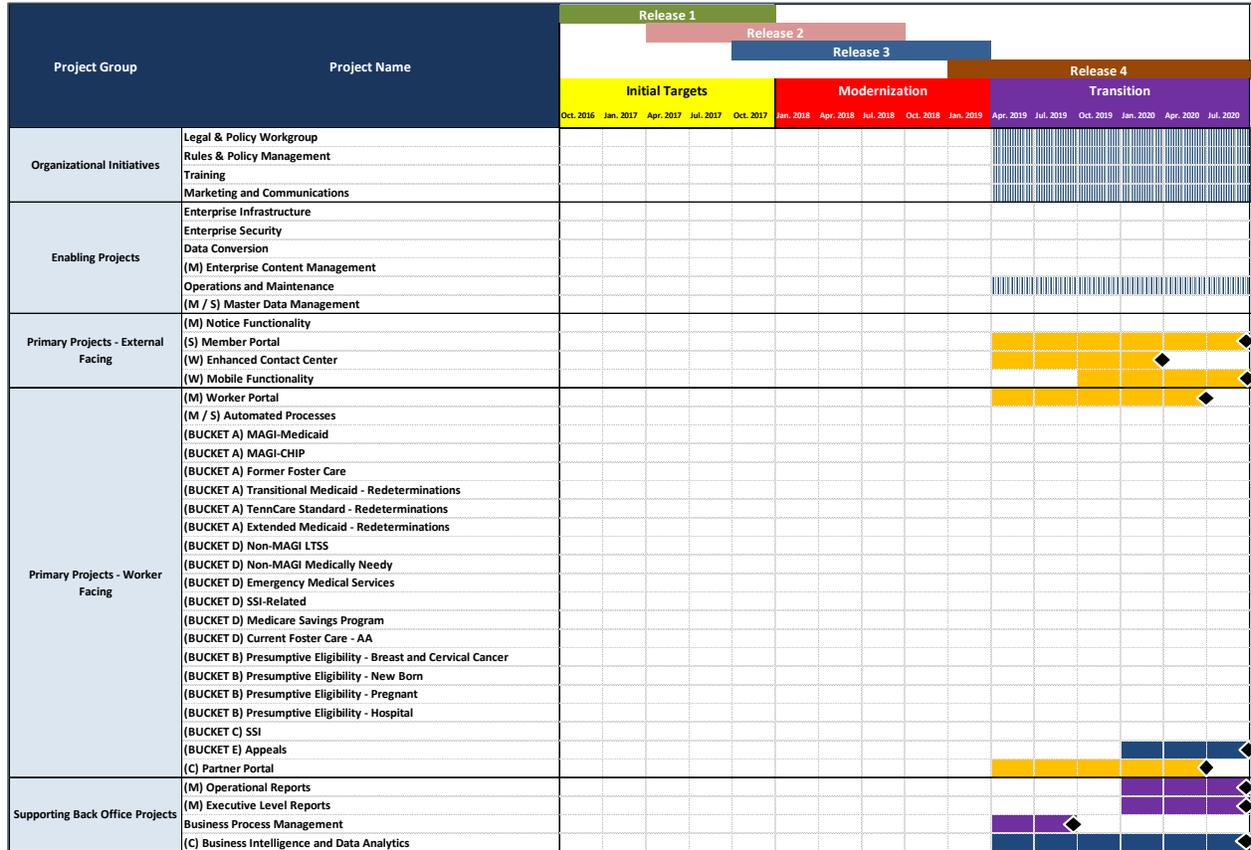
- Worker Portal
- Automated Processes
- Bucket C Programs
- Bucket E Programs
- Partner Portal

The key Supporting Back-Office Projects within Release 3 include:

- Operational Reports
- Executive-level Reports
- Business Process Management (Bucket C Programs and Bucket E Programs)
- Business Intelligence and Data Analytics

3.9.4 Release 4 – Project Milestones

Figure 3-25 Release 4



The key Organizational Initiatives within Release 4 include:

- Legal & Policy Workgroup
- Rules & Policy Management
- Training
- Marketing and Communications

The key Enabling Projects within Release 4 include:

- Operations and Maintenance

The key External Facing Projects within Release 4 include:

- Member Portal
- Enhanced Contact Center
- Mobile Functionality

The key Worker Facing Projects within Release 4 include:

- Worker Portal
- Bucket E Programs
- Partner Portal

The key Supporting Back-Office Projects within Release 4 include:

- Operational Reports
- Executive-level Reports
- Business Process Management
- Business Intelligence and Data Analytics

APPENDIX A: ACRONYMS USED IN THIS DOCUMENT

Table A-1 Acronyms Defined

ACRONYM	DEFINITION
BI	Business Intelligence
BVTQ	Business Value Technical Quality
CHIP	Children’s Health Insurance Program, marketed under the name of CoverKids
CMS	Centers for Medicare and Medicaid Services
CRM	Customer Relationship Management
ECM	Enterprise content management
EMS	Emergency Medical Services
EOG	Eligibility Operations Group
ESB	Enterprise Service Bus
FDSH	Federal Data Services Hub
FFM	Federally Facilitated Marketplace
HCFA	Division of Health Care Finance and Administration
HIPAA	Health Insurance Portability and Accountability Act
IdAM	Identity and Access Management
IdM	Identity Management
IT	Information Technology
IVR	Interactive Voice Response
KERA	Enterprise Reference Architecture
KPI	Key Performance Indicator
LTSS	Long-Term Services and Supports
MAGI	Modified Adjusted Gross Income

ACRONYM	DEFINITION
MARS-E	Minimum Acceptable Risk Standards for Exchanges – CMS’ Exchange Reference Architecture Supplement
MDM	Master Data Management
MITA	CMS Medicaid Information Technology Architecture (reference is to 3.0)
MMIS	Medicaid Management Information System
MoSCoW	“Must have,” “Should have,” “Could have,” and “Would like but won't implement”
MMP	Medicaid Modernization Program
MPI	Master Patient Index or Master Person Index
OeHI	Office of eHealth Initiatives
O&M	Operations and Maintenance
PCG	Public Consulting Group
PPACA	Patient Protection and Affordable Care Act
SSA	Social Security Administration
SSI	Supplemental Security Income
TAS	Technical Advisory Services
TEDS	Tennessee Eligibility Determination System
TN	Tennessee
UI	User Interface