NEW MEXICO
HUMAN SERVICES DEPARTMENT

Medicaid Management Information
System Replacement (MMISR) Project

PROPOSAL ADDENDUM 20 (Twenty)
ADDENDUM TITLE: HHS 2020 20 Vision and Architecture
NM HSD and Medicaid

Created/Updated: August 20, 2019
Version: 1.0

Revision History

Date	Version # & Reason for Revision	Requester	Editor/Author
12/01/2017	1.0 Initial Document	S. Pearson	S. Poindexter
01/31/2018	1.1 updated – removing extra line returns	n/a	S. Poindexter
08/20/2019	1.2 updated	n/a	J. Hunt

I.   HUMAN SERVICES DEPARTMENT VISION

This Section introduces the NM HSD Vision and plans related to the MMISR Project. Subsection A introduces the HHS 2020 Vision, which provides context to the HHS 2020 Framework, and modularity in relation to the MITA Business Processes. Subsection B provides an overview of the HHS MMISR Project Vision, providing context and long-term goals that guide the MMISR Project. Addendum 19 – HHS 2020 Organizational Chart, presents the current governance structure for the HHS 2020 initiative, which at this time encompasses both the MMISR Project and the Child Support Enforcement System Replacement (CSESR) Project.

A. HHS 2020 VISION

Historically, HSD and HHS programs and systems were developed and operated in silos. Major programs, such as Medicaid, traditionally were supported through very large, monolithic systems typically Contractor developed and operated. Systems were typically proprietary "one off" solutions from a single Contractor. Options for changes or improvements were expensive or not feasible. When these endeavors were undertaken, they were time consuming and risky to both the customer and the Contractor. While this approach allowed successful program operation for decades, it also has many drawbacks, including:

- Large, monolithic systems are expensive to build and maintain and often lack flexibility to respond quickly to programmatic, technology or information changes; and

- The program-centric approach and the attendant cost, redundancy and lack of flexibility becomes embedded not just in technology, but also in organization structure, business processes, communications, data collection and reporting and Stakeholder interaction.

The HHS 2020 Vision is about a transformational, Enterprise approach to the health and human services business. Fundamentally, HHS 2020 is about moving from a program-centric structure to a Stakeholder-centric structure. This involves moving away from program and technology silos into an integrated, flexible framework that supports service provision and Stakeholder interaction _across_ HHS programs and organizations.

HHS 2020 is technology-enabled, but represents much more, including rethinking organizational design, redesigning and streamlining business processes and reducing barriers between organizations within the HHS Enterprise. Initially HHS 2020 implementation is focused on HSD programs and systems; however, the vision is to include the entire HHS Enterprise, serving all HSD divisions and other NM HHS

organizations such as the Department of Health (DOH); the Children, Youth and Families Department (CYFD); the Aging and Long-Term Services Department (ALTSD) and more.

Additionally, the NM HHS 2020 Vision takes a fresh look at how to obtain needed support moving from a strict technology focus to a combination of technology and outsourced services that take advantage of commodity capabilities in the marketplace. With HHS 2020, HSD is increasing its focus on data, which is the key to understanding and more effectively planning, delivering, managing and assessing human services programs.

By adopting a modular approach that blends functionally aligned components within a module, HSD anticipates realizing the following benefits:

a. Enhanced ability to operate in a dynamic environment with increasingly restricted funding without degrading service levels;

b. Greater flexibility to take advantage of rapidly evolving technology to achieve service improvements and/or to reduce maintenance and operation costs;

c. Increased ability to respond promptly and insightfully to changing program or population needs;

d. Opportunity to support an outcomes-based approach to planning, delivering and assessing service delivery while focusing on the end impact and value to New Mexico citizens instead of on internal processing requirements;

e. Reduced duplication through Enterprise-wide sharing of technology, services, data and processes to deliver high-quality customer service; and

f. Realization of a customer-focused approach to service management and delivery that can make it easier for New Mexico citizens to understand and receive needed services and for Providers to interact with the State.

The foundation of New Mexico's HHS 2020 Vision is a modular framework comprising both technology and service components. The HHS 2020 Framework is designed to provide a scalable, integrated and shared technology and services framework that can readily support the HHS Enterprise through a standards-based approach to implementation and through adoption of SOA approaches. Additionally, the HHS 2020 Framework emphasizes reuse of existing NM investments in applications and technology infrastructure as much as possible without adversely affecting long-term performance, flexibility or sustainability. For example, HSD's Automated System Program and Eligibility Network (ASPEN) is considered part of the

HHS 2020 Framework and will be enhanced to assume MMIS Member enrollment functions.

1.   HHS 2020 Enterprise Architecture

This section is intended to provide context to the Offerors who will be implementing the MMISR Solution on how its services and subsystem fit into the HHS 2020 vision in a manner consistent with the MITA 3.0 Architecture, which contains the three architecture views outlined below.

a. **<u>HHS 2020 Business Architecture</u>**

The Business Architecture component of the HHS 2020 Architecture will express itself in myriad business models, epics, User stories, use cases, business process models and other expressions of business process.

b. **<u>HHS 2020 Information Architecture</u>**

The HHS 2020 Information Architecture consists of specifications of all business subject areas, entities, classes, schemas, attributes, data quality specifications and other forms of information specifications. It is reflected in the overall HHS 2020 Technology Architecture below.

c. **<u>HHS 2020 Technology Architecture</u>**

Figure 1- Layer View of HHS 2020 Technology Architecture, below shows a simplified "layer diagram" representation of the HHS 2020 Technology Architecture. Each architecture relies on the architectural layers below them to inform the specification of how components in that architecture are designed, developed/constructed/assembled, tested and how they interact with other components in other architectures.

For example, the User Experience layer implements functionality from the Business Applications layer and the Shared Services layer. It ensures that it is using service invocation methods prescribed and enforced by the Service Integration architecture and is implementing User experience components that are consistent with the Information Architecture. It ensures that the composite applications are in concert with business process specifications in the Business Architecture. See Addendum 17 - HHS 2020 Process Views - in the Procurement Library for detailed process flow.
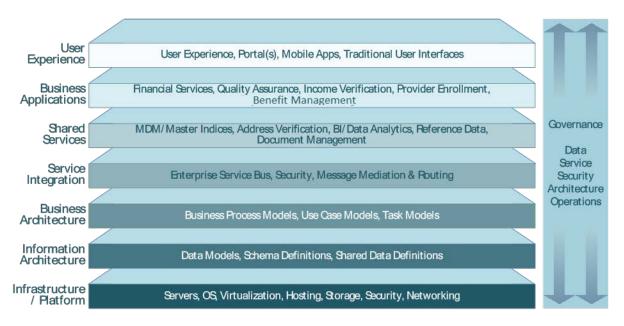
Figure 1 Layer View of HHS 2020 Technology Architecture

B. HHS MMISR PROJECT VISION

The MMISR Project is part of NM HSD's HHS 2020. HHS2020 is an Enterprise vision for transforming the way HHS programs and services are delivered to New Mexico citizens. HHS 2020 is not limited to technology; it encompasses a re-evaluation of processes and organization structures used to manage and deliver program services, efforts to work across organizational boundaries to more effectively manage and deliver all HHS programs in the state and transition from current operating models to outcomes based focus for our work. Through the MMISR Project, HSD will obtain an SI to implement the technology foundation for HHS 2020. It is expected that proposed services from Offerors will afford the State the opportunity to incorporate business process improvements.

The HHS 2020 Framework is intended to support multiple programs in the NM HHS Enterprise. Our vision for the future is that the MMISR Solution will enable us to reduce costs while improving Member health outcomes. To achieve this, the MMISR Solution must have the capability to support informed and timely decision-making both at the policy administration level and at point of care, while promoting service coordination, transparency and accountability. The State expects all prospective Contractors to understand and be familiar with MITA Business Processes. Upon contract award, each selected Contractor will be required to map its services

functionality, processes and services to the MITA Business Processes in order to support the State in achieving MITA Maturity Level 4.

The MMISR Solution, which incorporates all modules as well as the existing integrated eligibility and enrollment system, Automated System Program and Eligibility Network (ASPEN), must be:

1. **Modular:**
Use a modular approach that is design-independent with modules that are capable of being changed without excessive impact. The modular approach is intended to create a framework aligned with MITA Version 3.0, supporting New Mexico's goal of operating Medicaid functions at a MITA Maturity Level 4 in all business and technical areas, as outlined in the 2015 MITA State Self-Assessment, which can be found in the Procurement Library.

2. **Compliant with Federal Standards:**
Comply with the CMS Seven Conditions and Standards (SCS); promote the use of industry standards for information exchange and interoperability, and provide a seamless business services environment for Users. The MMIS must comply with CMS MITA 3.0 requirements as well as with all other applicable Federal requirements and standards.

3. **Eligible for Maximum Federal Financial Participation (FFP):**
Is designed and implemented to qualify for and secure enhanced FFP for development, implementation and operation of the MMISR. Development and implementation of the modular MMISR Solution must be done in a way to ensure CMS certification. Contractor must support the State in maintaining eligibility for FFP for the design, development, installation and enhancement of mechanized claims and encounter processing and information retrieval, as specified under 42 CFR 433.112, by implementing a modernized system that meets the certification conditions specified by Federal regulation.

4. **Tools Driven:**
Provide information management and business intelligence tools to assist the State in effectively managing Medicaid and related HHS programs.

5. **Adaptable:**
As noted previously, the MMISR Solution is intended to encompass technology-enabled elements and services. The State's goal in adopting this approach is to provide an extensible, flexible and soundly designed framework that can adapt over time to changing programmatic needs, solution approaches and technologies. The MMISR Solution must be standards based to facilitate interoperability and maintainability. The State seeks to implement a flexible, rules based, modular, configurable Solution to enhance decision-making and increase management efficiencies. The State seeks to use

Service Oriented Architecture (SOA) principles to deliver interoperability to support modernization and enable continual Enterprise evolution to meet evolving business needs. In addition, the State seeks a highly configurable and flexible system that can enable the expansion of technological capabilities to other State and Federal agencies and incorporates the capability to take timely advantage of changing technology.

6. **Sustainable:**

Working together with the adaptability objective, the State seeks a MMISR Solution that can be efficiently sustained and affordably maintained throughout its life, while offering enhanced program support and customer experience. It is imperative that a balance is achieved to deliver a modular and extensible networked system while sustaining quality data, integrity of Medicaid program operations (and those of other HHS Enterprise participants) and offering adaptability to meet changing needs.

7. **Analytics Friendly:**

The MMISR Solution will include an Enterprise Data Services (EDS) component encompassing business intelligence, analytics and use of a Master Data Management (MDM) tool provided by the System Integrator. The goal of this component is for the State to have ready and flexible access to accurate, timely information needed to support reporting, to support insightful management of the Medicaid Enterprise, to evaluate performance, to enable cost savings, to inform policy and process decisions and to enable population health management and an outcomes focused approach to benefit delivery and management.

8. **Service Focused:**

Technology based modules shall be modifiable by User configuration, rather than through constant custom coding. Modules shall offer adaptable services that can take advantage of evolving technology and/or expanded capacity and that allow Commercial-Off-The-Shelf (COTS) products to be installed, integrated and upgraded through scheduled releases when such installations are appropriate and to the State's advantage.

9. **An Enterprise Solution:**

The State is not seeking Medicaid-only solutions. The MMISR Solution will provide a framework to support the broader NM HHS Enterprise and will serve as an information gateway for all NM HHS Stakeholders. The Solution must support effective automation and paperless transactions across traditional program lines, facilitate data access and exchange in real-time while ensuring compliance with privacy and security and enable effective and timely transfer of information to program Users. In addition, the Solution is envisioned to include a consolidated, easy-to-use and appealing User interface (e.g., portal, social media, call center) to provide an enhanced customer service experience for Providers and Clients.