State of Vermont
IE&E System Modernization Overview

Executive Summary

Vermont's Integrated Eligibility and Enrollment (IE&E) Program envisions a world in which eligible Vermonters have a simple and easy way to apply for, access, and maintain healthcare and financial benefits without coverage gaps. The IE&E Program will pursue a phased, modular procurement strategy to implement a "customer-focused" system that starts with a Customer Portal, Case Management, and Rules Engine. The IE&E Program will build the new IE&E system outside legacy systems to ensure systems and services remain intact as new functionality is delivered. The IE&E Program will ensure that the new IE&E system is extensible for future scalability and flexibility, leverage new and existing technologies, comply with relevant State and Federal laws and regulations, and provide maximum value for customers, staff, and taxpayers. The IEESM implementation approach will deliver incremental and timely business value and improved customer experience outcomes for Vermonter's and state staff.

Program Overview

Approximately 1 in 3 Vermonters each year rely on the State to provide economic and healthcare benefits. Many operational and technical inefficiencies exist today, leaving Vermonters with an eligibility and enrollment experience that needs to be more cohesive, coordinated, and manageable. Vermonters applying for benefits must submit the same information multiple times and deal with call centers with limited access and coordination across programs. Vermonters face lengthy approval timelines and confusing information and cannot apply for all benefits simultaneously. State staff also face challenges as they deliver these services as processes are very manual and labor intensive, and customer information exists across multiple systems.

The IEESM procurement will optimize eligibility, enrollment, and member management functionality for all in-scope programs by replacing legacy eligibility and enrollment systems. The IE&E system will be composed of functional modules allowing Vermonters to apply for and receive health coverage and financial assistance benefits through a user-centric access point that is personalized, welcoming, and comprehensive.

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Program Vision & Goals

Vermont's IE&E Program envisions a world in which eligible Vermonters have a simple and easy way to apply for, access, and maintain healthcare and financial benefits without coverage gaps. More specifically, the goal of the IE&E Program is to improve "customer experience outcomes."

A Vermonter's Customer Experience Outcomes Improve when they can…

1. Apply for all healthcare and financial benefit programs through a channel of choice that provides an experience that is welcoming, personalized, and comprehensive.
2. Leverage self-service for benefit renewals or receive automatic renewals when possible.
3. Easily understand the information needed and can share it with the State via a convenient channel.
4. Submit as little supporting documentation as possible and maximize the use of electronic data sources.
5. Feel confident their personal information is secure, are enrolled in the right programs, understand their benefits, and can use them when needed.
6. Choose programs, pay their bills, and get their questions answered in as few steps as possible.
7. Receive notifications, updates, and general program messages through their chosen channel.

A State Staff's Customer Experience Outcomes Improve when the IE&E system can…

1. Allow a Vermonter to use self-service to provide their information, improving accuracy and reducing manual entry by State staff.
2. Reduce the need for staff to focus on back-end transactions by improving data integrity and automating the enrollment processes.
3. Allow staff to see all case information in one place and have confidence that the data is accurate so they can communicate effectively with Vermonters.
4. Increase the percentage of Vermonters that receive benefit renewal via an automated process while reducing the manual steps needed to process renewals.
5. Ensure State staff can easily understand eligibility and case status, request the correct verification from customers, and interpret the next steps.
6. Provide an online learning experience to allow staff to easily run through system updates, perform new processes, and use new systems.

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The new IE&E System will also meet the following high-level objectives.

1. A streamlined application manages the determination of eligibility and enrollment in health and financial benefit programs.
2. The application is available through a channel of the customer's choice, including an electronic and mobile-friendly interface.
3. An accessible application and user-support experience for all that addresses physical barriers such as transportation, internet, and device access and social barriers such as sex, gender identity, race, ethnicity, disability, and language.
4. Provide a simple, user-friendly experience when applying and maintaining the continuity of benefits and services for renewals and during life-changing events.
5. Provide a web-based customer portal that allows Vermonters to apply, report changes, and review case information and notices in a timely and straightforward manner.
6. An enrollment process that reduces the amount of manual data entry for staff so they can dedicate resources to support Vermonter's unable to use a web-based portal.
7. Auto-renewal of services and benefits, using electronic data sources leveraging a self-service portal to report changes.
8. Eligibility and enrollment notices in the customer's preferred language and channel that is timely and concise.
9. Provide accurate and timely determination and notification of benefits.
10. Create a single master data management solution supported by automated data verification using electronic data sources, such as SSNs through the Social Security Administration (SSA) and/or other identity verification tools.
11. A solution that is extensible to support future State needs, such as emergency public health needs or existing programs such as child welfare.
12. Systems should leverage Business Process Automation and Workflow Automation to manage daily business functions such as approval hierarchies or internal process notifications.
13. Ensure financial integrity in the administration of benefit programs.
14. A preference to reuse existing State technology platforms where possible.
15. The system must meet the current functionality and services for end-users and align with Vermont's fiscal resources.
16. The system must comply with all Federal and State mandates, rules, and regulations.

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Program Scope

The IE&E Program seeks to centralize eligibility and enrollment functionality for health coverage and financial benefit programs within AHS. Table 1 outlines the high-level in-scope enrollment and benefit programs and the two primary systems used for eligibility determination and enrollment, ACCESS, and Siebel. This program list is incomplete and subject to change.

The IE&E Program requires a solution that can meet the IE&E requirements for all in-scope programs as mandated by our federal CMS/FNS partners and the approved exceptions as outlined in the VT 1115 Waivers. The system being procured must also support existing State and Federal program requirements and mandates but also be extensible to incorporate changes by the State or its Federal partners.

 o For details on Vermont Global Commitment to Health 1115 Waiver, please refer to the following link: https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/83391.

Table 1: Supported In-Scope Programs and Associated Systems

| System Name	Supported In-Scope High-Level Programs
Eligibility for State Programs (ACCESS Mainframe)	• Medicaid for Aged, Blind, and Disabled (MABD) • Pharmacy Programs • Refugee Medical Assistance (RMA) • Reach Up (TANF) • 3SquaresVT (SNAP) • Fuel Assistance (LIHEAP) • General Assistance (GA) / Emergency Assistance (EA) **Note:** ACCESS supports additional State Programs and services outside of IE&E.
State-Based Health Exchange - Vermont Health Connect (Siebel)	• Qualified Health Plans (QHP) • Medicaid for Children and Adults (MCA) • Children's Health Insurance Program (CHIP) (Dr. Dynasaur)

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Procurement Approach

The IEESM procurement will document high-level functional and non-functional requirements, business flow diagrams, and use cases to describe an end-to-end IE&E system to ensure vendors know Vermont's overall IE&E modernization vision. These requirements will be categorized based on their module and sub-module definitions as depicted in Vermont's Cost Allocation Methodology (CAM) Toolkit (see figure 1).

Figure 1: Vermont's Conceptual IE&E System
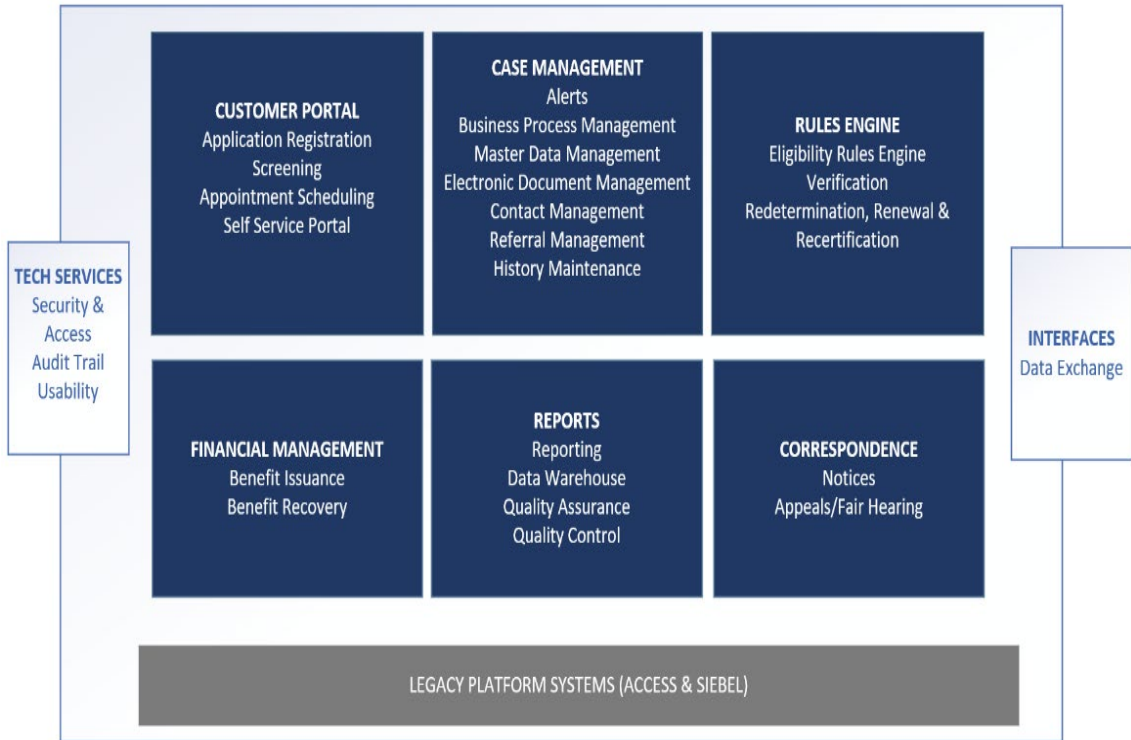
The IE&E Program is pursuing a modular procurement strategy to implement functionality beginning with Customer Portal, Case Management, and a Rules Engine due to its ability to deliver an improved customer experience for Vermonters and staff. The IE&E Program recognizes that a vendor's solution may include additional functionalities or enable a complete IE&E solution. The RFP bid response format will allow vendors to present their proposed solution's functionality and pricing details.

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The IE&E Program recognizes the complexity of the IEESM effort. As such, Vermont plans to contract with a vendor with experience implementing complex solutions with State governments. The IE&E Program will outline mandatory vendor qualifications, including that the Vendor (Prime only) must have experience with engagements similar in size, complexity, and scope of this procurement. The IE&E Program expects additional requirements to be identified and validated with the selected vendor during DDI.

Validating Vermont's Procurement Approach

Vermont engaged with other states and released a Request for Information (RFI) in November 2022 to solicit feedback from the vendor community. This outreach confirmed that the IEESM procurement represented approximately 75% of IE&E system functionality, and the implementation timeframe would average 3 to 4 years. Feedback from other states highlighted the challenge of system modernization with limited resources. A broad range of prime/sub-prime vendors would qualify to bid on the IEESM procurement and be able to provide the resources needed to support modernization efforts.

Implementation Approach

The IE&E Program has prioritized implementing functionality relating to the Customer Portal in its modernization efforts to provide immediate improvement to the customer experience for Vermonters and state staff, as described below.

- A web-based customer portal that allows most Vermonters to apply, report changes, and review case information creates an enrollment process that reduces the amount of manual data entry for staff.
- This reduction in manual work allows staff resources to prioritize their focus to support Vermonter's unable to use a web-based portal.

The IE&E Program is committed to regularly delivering improved customer experience outcomes throughout a 3–4-year project lifecycle. The IE&E Program recognizes a Minimum Viable Product (MVP) strategy could determine project phases as it defines a minimum level of system functionality needed to deliver an aspect of improved customer experience. However, the IE&E Program will work with the selected vendor to develop an implementation approach that meets the States priorities and works best with the proposed technical solution. The IE&E Program

expects vendor bid submissions will outline their solution's proposed implementation approach and schedule, which encompasses federal expectations for piloting new systems in limited production environments.

Integration Approach

The IEESM procurement is being built to eliminate dependencies on existing legacy systems, however data integrations to legacy functionality or programs not yet modernized or not in scope of this effort will be required throughout this modernization effort. This degree of integration with the legacy system(s) will depend on the functionality supplied by the module/component being implemented, the dependencies of the functionality which remains in the legacy system as well as other IEE programs dependent on the data or outcomes of the implemented module or component(s). It is also acknowledged that there will likely be changes to legacy processes or systems to support Federal and State mandates or policy changes while DDI of the new system is underway. These changes may require integration to programs outside the scope of this IE&E effort. Vermont's desire to create as much of the new system outside of the legacy systems will ensure these systems remain intact.

Technical Approach

The approach to Design, Development, and Implementation (DDI) will follow the Centers for Medicaid and Medicare Services (CMS) and the Food and Nutrition Services (FNS) standards for modularity which requires encapsulated functionality that, by its nature, allows the swap of a function/module without affecting the whole system. Modules will adhere to MITA 3.0's framework requirements – Technical, Business, Information, and Data Architectures. The State intends to apply hybrid agile principles and user-centered design in the planning and implementation of these modules. Business process improvements will be designed and implemented with the release of new technical capabilities to ensure stakeholders can realize the intended business benefits as IE&E system capabilities become available.

The State's technical vision for IE&E includes the following:
- Modular and incremental modernization of system functionality.
- Building systems that are seamless, configurable. interoperable, extensible, and maintainable.

- A preference to reuse existing State technology platforms where possible but open to alternatives with justification (see figure 2).
- Leverage open standards with "low code" and highly configurable modular development.

Figure 2: Current State Technologies
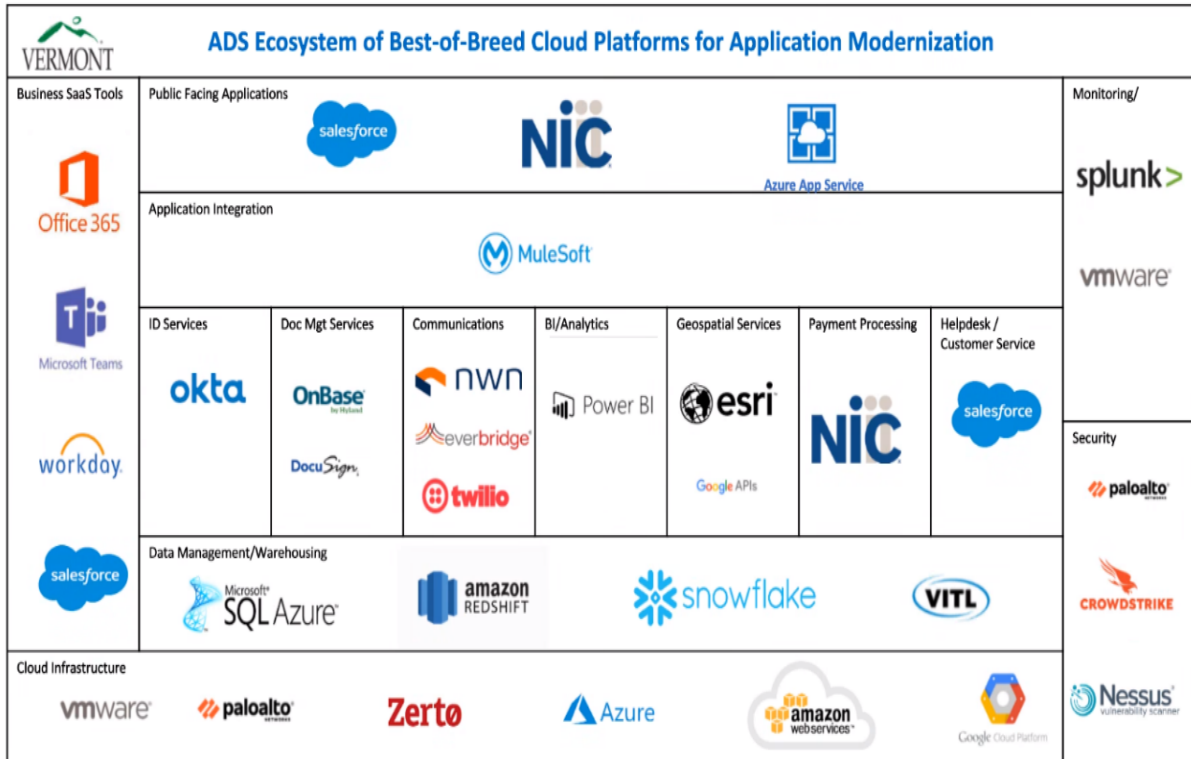
The State has identified OnBase for ECM and document storage, Hyland Content Composer for notices, MuleSoft for data and application integration, and Okta for IAM and SSO as core components of its infrastructure and requests vendors to integrate with these technologies for their identified functionality. The IE&E Program is interested in the best value proposal from vendors, which may result in vendors leveraging some or all current State technologies or proposing a solution that uses vendor-supplied technologies.

Timeline & Dependencies

The IE&E Program expects to release the IEESM RFP in the summer of 2023, with a DDI period expected to take 3-4 years extending through the end of 2028. The IE&E Program and IEESM

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procurement depend on contract approval from CMS and FNS and state and federal funding approval. The IEESM Project depends on the State procurement process and project management practices to successfully implement the proposed modular development approach. This IEESM procurement also depends on mandated Federal and State laws, regulations, and policies related to security, privacy, disaster recovery, and system technology.

In Closing

The IE&E System Modernization Overview represents a high-level summary of Vermont's system modernization and RFP development approach. This overview document is for informational purposes only and is subject to change. The IE&E Program is committed to ongoing engagement with other states and the vendor community. Future outreach or solicitation of an RFI does not commit the IE&E Program or the State of Vermont to award a contract.