

# **Kansas Enforcement Eligibility System: Technical Aspects**

Presentation to the  
**Senate Financial Institutions and Insurance  
Committee**

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**Our Mission: To protect and improve the health and environment of all Kansans.**

# KPMG Hosting Analysis:

KPMG was engaged by the Kansas Department of Health and Environment (KDHE) to conduct an objective, third party analysis on the hosting solution options for the Kansas Eligibility Enforcement System (KEES). The overall KEES Program objectives are:

- Meet all KEES timelines and minimize risk of failure to meet these timelines;
- The system and infrastructure (hosting) must be flexible and scalable enough to support sharing of the eligibility system with other states;
- The new system shall be built within the framework of Service Oriented Architecture (SOA) to easily facilitate system interfaces (modular, and extendable to other state agencies);
- Employ customer centric processes that make use of technology to allow for self-service based on the customers chosen venue and schedule, allowing citizens to apply for and access information about benefits, claims, and eligible household members at their convenience;
- The new system shall have a comprehensive workflow, tracking, and quality assurance mechanism to ensure that information entered at any entry point is as clean as possible and is processed as efficiently as possible and;
- Must be built with a sound architecture to allow for accurate data collection and reporting (so that informed decisions can be made that affect staff, policy and consumers, etc.)

# Four Hosting Options Analyzed:

Option 1. KEES hosted by the state's central IT organization  
\*Kansas Department of Administration, Division of Information Systems and Communication (DISC)

Option 2. KEES hosted by the selected KEES vendor

Option 3. KEES hosted by a third party vendor

Option 4. KEES hosted by another stakeholder agency

# Hosting Analysis Definitions

**Meet KEES Statutory Timelines** – the ability of the hosting to support meeting all statutory timelines and those made in agreement with CMS/CCIIO that are directly associated with core project funding, minimize risk of failure to meet these timelines

**Service Management and SLAs** – the a customer centric support process which includes formal Service Level Agreements (SLAs) and a defined customer relationship management function

**Cost of Service and Pricing Transparency** – the relative cost of the hosting service, and the ability to provide a pricing structure that provides sufficient transparency for federal reporting requirements

**Solution Flexibility** – the infrastructures (hosting) ability to be flexible and scalable enough to support potential growth and/or the sharing of the eligibility system with other states

**Alignment with State IT Consolidation Objectives** – the infrastructure (hosting) solution ability to enable the State’s IT consolidation objectives

# Hosting Analysis Results

Hosting Solution	Meet Timelines	Service Management & SLAs	Cost of Services & Pricing Transparency	Solution Flexibility	Consolidation Alignment
State Central IT					Supportive
KEES Selected Vendor					Supportive
3rd Party Vendor					Supportive
Other State Agency					Not Supportive
LEGEND:					
	Excellent Fit <-----> Poor Fit				

# Further Recommendations

**If the State elects to implement the KEES selected vendor (Accenture) hosting solution we recommend that the State;**

- Enhance the hosting contract to include a service level methodology appendix
- Include a transition assistance appendix which describes what happens if the State at some future point were to move these services to another vendor or in-source the services
- Include language in the contract which would provide more detail on how increased volumes either from other States and/or and expansion of scope (via the KEES project or other State Initiatives) would be addressed

# KEES Implementation: Phase 1

Project Phase	Deliverable/Scope	Purpose	Deployment Date
Phase 1 – Pilot	Self Assessment, Presumptive	1. Project momentum/success, project “warm up”	Month 10 June 20, 2012
Phase 1 – Implementation	Eligibility, Online Application	2. Commitment to sponsors 3. Benefit to consumers	Month 12 Aug 1, 2012

# KEES Implementation: Phase 2

Project Phase	Deliverable/Scope	Purpose	Deployment Date
Phase 2 – Implementation	K-MED Deployment with current Medicaid Rules	<ol style="list-style-type: none"> <li>1. Commitment to sponsors</li> <li>2. Benefit to consumers</li> <li>3. Project Management, Business Process Reengineering/Improvement, Technical Architecture and Infrastructure, Content Management (including Document Conversion), Eligibility and Benefits Administration System, and Business Intelligence Services (SRS)</li> </ol>	Month 22 June 3, 2013



# KEES Implementation: Phase 3

Project Phase	Deliverable/Scope	Purpose	Deployment Date
<b>Phase 3 – Pilot</b> <b>Phase 3 - Implementation</b>	<b>K-MED Plus – Deployment of new Medicaid rules</b>	<ol style="list-style-type: none"> <li>1. Meet requirements of law</li> <li>2. Benefit to consumers</li> <li>3. Scope management</li> <li>4. LIEAP (SRS)</li> </ol>	<b>Month 25</b> <b>July 15, 2013</b> <b>Month 27</b> <b>October 1, 2013</b>

# KEES Implementation: Phase 4

Project Phase	Deliverable/Scope	Purpose	Deployment Date
Phase 4 – Implementation	Business Intelligence Services build out	<ol style="list-style-type: none"><li>1. Scope Management</li><li>2. Business Intelligence Services dependent on patterns of data use</li><li>3. Deferred functionality</li><li>4. Virtual Contact Center (VCC)</li></ol>	March 3, 2014

# KEES Governance

# State Senior Leadership

**State Senior Leadership (Steering Committee and Executive Committee) is responsible to secure the budget, resolve inter-agency issues, and assist with changes to Statutes and policies necessary to assure the success of the Project.**

**They also define and control the high-level project scope, provide guidance on cross-agency matters, and champion the KEES Project within their agencies.**

# Project Management Team

The KEES Project Management team oversees daily operation of the project. The State Project Directors secure necessary project resources, address agency issues, and propose changes to Statutes and policies.

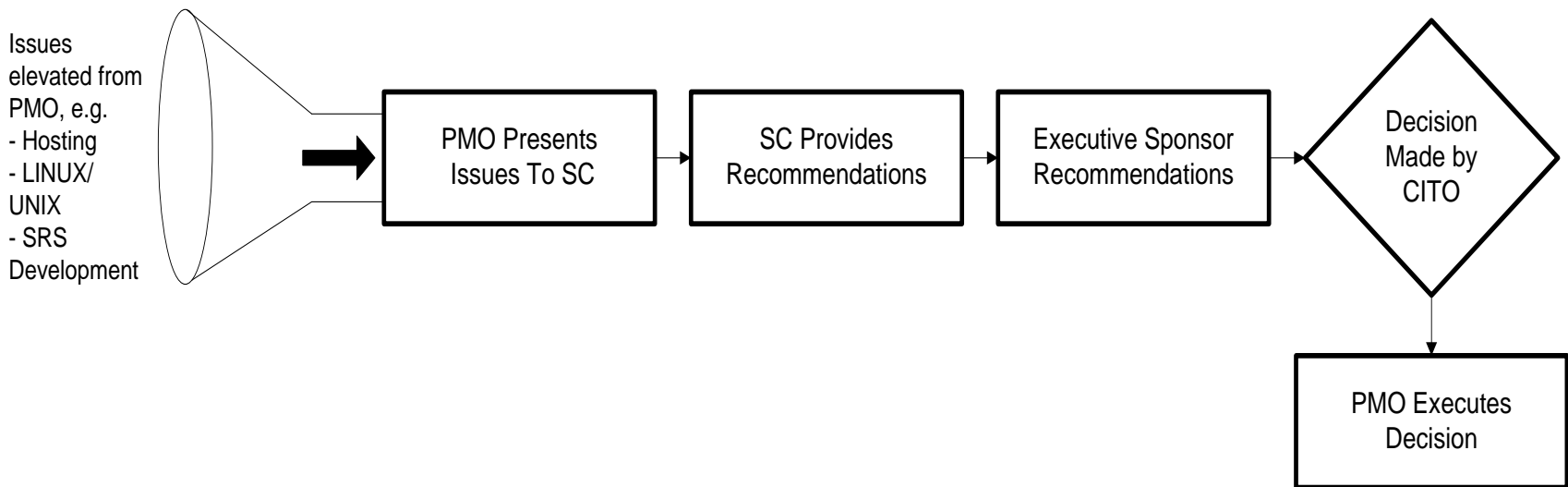
The State and Accenture Project Managers identify and manage strategic issues at a three to six month timeframe, assist Team Managers and Team Leads in both tactical and strategic problem resolution, resolve cross-team issues when needed, manage contractual issues, and provide overall control of scope, schedule, cost, and quality.

# KEES Project Management team members

- **Darin Bodenhamer, KDHE KEES Project Director**
- **Ben Nelson, SRS KEES Project Director**
- **Scott Lee Brown, KEES Project Manager**
- **Travis Haas, KDHE KEES Project Manager**
- **Mike Wilkerson/Bob Wickham, SRS KEES Project Manager**
- **Debora Morris, Accenture KEES Client Senior Executive**
- **Sean Toole, Accenture KEES Project Manager**
- **Jennifer Grover, Accenture KEES Deputy Project Manager**

# Project-Specific Decision Making Process

Figure 5.1 below outlines the specific process that the KEES Project has adopted for making “Major” decisions. Major decisions are defined as those that are above the threshold of the Change Control Board’s scope of authority (e.g. changes that will require \$50,000 or more in cost).



# Decisions Made During Formal Meetings

Decisions made within the confines of a formal meeting will be recorded and listed separately in the meeting minutes, which will be posted on the Project website.

In general, Accenture is responsible for recording and posting meeting minutes and decision in the appropriate place on the Project website.

Documenting action items, issues and decisions may also be performed by State Project Team members when deemed appropriate and mutually agreed to by Accenture and the State.



# Decisions Made During Informal Meetings or Via Email

Decisions made during informal meetings such as one-on-one discussions or via email communications will be communicated to Project team members during the appropriate formal meeting and recorded and listed separately in the meeting minutes.

In general, Accenture is responsible for recording and posting meeting minutes and decision in the appropriate place on the Project Website.

Documenting action items, issues and decisions may also be performed by State Project Team members when deemed appropriate and mutually agreed to by Accenture and the State.

# Decisions that Require Communication to Entire Project Team or External Entities

Those decisions made that require communication to the entire project team or external entities are captured in the Decision Log, located at:

KEES Joint Project Team Site >Project Management Office >Decision Log.

# Levels of Authority

The table below outlines the levels of authority for various decision points that will occur during the Project:

## Approval Item

Deliverable Expectation Documents (DEDs)  
Deliverables  
Design Decisions (not affecting scope or contract)  
Baselining of Project Work Plan  
Scope Decisions  
Change Requests

## Authorized Approver

State and Accenture Deliverable Leads  
State and Accenture Deliverable Leads  
Team Manager  
State and Accenture Project Managers  
Change Control Board  
Governor's Executive Branch CITO

# System Capacity Planning

## Methodology for Determining System Workload and Hardware Sizing

- Accenture Public Service Platform (APSP) architecture baseline from other state implementations.
- Use the current caseload in Kansas with projected caseload growth over the next 5 years.
- Calculate the average transaction time and frequency of transactions for each type of case.
- Develop a transaction algorithm to determine the workload on the system when all case types and case load estimates are applied.
- Calculate the technical performance requirements for CPU processing, memory and storage based on the system workload.
- Define the technical architecture to provide the CPU processing, memory and storage needs for the KEES system.

# System Scalability and Portability

- Generic CISCO blade servers
- Linux Operating System
- EMC Storage
- VMware Virtual Machine Architecture
- Soft partitioning of virtual servers within VM Cluster
- Performance tuning within VM allows easy migration of server resources as workload requirements of the system change
- Oracle Application stack with unlimited licensing for 3 Years to allow system performance tuning and growth with cost predictability

# Continuity of Operations

- NTT America Data Center Hosting Services
- Production Data Center located in Ashburn, Virginia
- Failover Data Center in Santa Clara, California
- 24 X 7 X 365 onsite staffing at Data Center
- Data Center secured with card readers and biometric scanning protocols
- Interior and exterior surveillance monitoring of data center access
- Firewalled VLANS with Intrusion Detection and Intrusion Prevention Services
- 4 Hour Recovery Point Objective
- Recovery Time Objective is 48 Hours