

Successful Go-live for Medicaid at Georgia Department of Community Health

Capgemini led PMO delivers a new Medicaid Management Information System (MMIS) – Georgia DCH enjoys one of the smoothest and successful go live efforts in recent history

The Situation

In 2006 the State of Georgia, Department of Community Health (DCH) required a new system and fiscal agent to support the Medicaid business (e.g., process medical claims). The replacement Medicaid Management Information System (MMIS) to be implemented would be crucial to one of the most complex state Medicaid processes in the US, serving 1.8 million Medicaid recipients, and applying an extensive rules base to determine the eligibility of cases and appropriately paying or denying each claim.

DCH's implementation of the previous Medicaid system in April 2003 had not been

without its challenges, and resulted in a backlog of unprocessed claims. DCH staff and management were apprehensive about the possible impact of another major systems implementation on their critical day to day activities while management was also concerned about the bigger picture.

Georgia, like all Medicaid programs across the country, is under increasing financial pressure to deliver additional programs and coverage while battling budgets impacted by the economy.



“The Team Capgemini PMO provided DCH with the rigor and insight needed to proactively manage our MMIS implementation through some tight timeframes and difficult situations. It was a truly collaborative effort.**”**

Vince Harris
CIO, GA DCH

People matter, results count.

In addition, the 2014 implementation of the Patient Protection and Affordable Care Act (ACA) will bring significant expansion to Medicaid enrollment and, therefore, Medicaid costs. According to a September report by Kaiser Commission on Medicaid and the Uninsured, Medicaid spending increased on average by 8.8 percent across all states in FY 2010, the highest rate of growth in eight years, and 7.4 percent in FY 2011 (assuming economic recovery and jobless rates improve).

To effectively manage these pressures, the MMIS capabilities have become more important than ever. Specifically, MMIS must provide the flexibility necessary to rapidly implement changes to benefits (to control costs) and eligibility rules (to implement ACA requirements). As such, it has been essential that the new MMIS solution be implemented in a timely and high quality manner. Another implementation like that of 2003 was not going to be acceptable.

The Solution

DCH engaged Capgemini, in partnership with Fox Systems in April 2006 in a program management and quality control capacity to support the re-procurement of a vendor for MMIS. During the initial phase of the program Team Capgemini provided advisory support to DCH on the definition of requirements, the development of the RFP, and the process guidance for proposal evaluation, which culminated in the selection of Hewlett-Packard (HP) as the vendor for the project.

Following the award to HP, Team Capgemini continued its support as the lead provider of the Project

Management Office (PMO) and quality management services for this complex \$67 million program spanning 30 months. The team was expanded to be comprised of Project management, MMIS Subject Matter Experts and testers. Team Capgemini PMO staff coordinated, directed, and supported the efforts of the systems implementation vendor, along with 12 other vendors and state agencies, a client program staff of 120 in 32 business process area teams, as well as hundreds of electronic trading partners and external interfaces.

The Result

The system successfully went live on 1 November 2010. Three weeks later, over \$100,000,000 in claims had been paid successfully with no major processing challenges identified. Emergency and contingency processes developed in the event of poor system performance after go live have not been needed.

This success is due in no small part to the thoroughness of the program's testing initiative. During the system integration phase, the Capgemini PMO team facilitated and managed the review and response of system integration test results from the MMIS vendor. During this process, the team was able to rapidly review and provide feedback on the functionality being developed (detection of errors in the development cycle is a proven method for delivery acceleration and higher quality).

During the user acceptance phase, Team Capgemini continued the management and facilitation of DCH's performance of almost 11,000 UAT test cases and achieved an average pass rate of 92% - well above the

stated customer goal of 85% and comparing very favorably with MMIS programs of this size and complexity. The Capgemini team provided detailed daily reports on vendor's testing results to facilitate close scrutiny by the client and to confirm that issues were identified and managed early. These fact-based reports reduced potential points of conflict and enabled work to proceed efficiently. Staff at DCH have been pleased with the results. "The Team Capgemini PMO provided DCH with the rigor and insight needed to proactively manage our MMIS implementation through some tight timeframes and difficult situations." said Vince Harris, CIO, GA DCH. "It was a truly collaborative effort."

How Georgia Department of Community Health and Capgemini Worked Together

Capgemini has had an established presence at GA DCH since early 2005, and delivered projects as diverse as oversight of Georgia's successful conversion to a Managed Care public health system, management of the agency's fiscal audit process over the course of five years, a business process reengineering effort for the contracting and procurement function, and dozens of other smaller projects impacting every functional area within the agency.

Capgemini's public sector and commercial experience in project management, and large scale systems implementation projects made it an ideal partner for DCH in this project. Further, Capgemini staff were able to apply their knowledge from previous engagements with DCH.

The vital importance of planning on a program of this scale was not to be underestimated. Capgemini PMO team leads structured the work to be performed, integrated that work into the overall plan, developed packages of work and assigned them to individuals from DCH. A master planner maintained a DCH program plan, and reported on dependencies between this and the vendor's detailed project plan, which was over 10,000 lines long.

The plan was architected to deliver a new MMIS solution that was tested and ready in time to meet a very aggressive go-live date. Team Capgemini PMO staff provided team leadership and MMIS subject matter knowledge through the design, system integration validation, user acceptance testing, and go-live readiness efforts. The team of Capgemini, Fox Systems, and Gabriel System assisted and coached DCH team members in carrying out their work packages, and monitored and reported on project metrics to ensure that progress was being made.

It was the role of the PMO team to balance the demands of the clients in DCH with what the vendor could reasonably deliver in the interests of reaching the finish line on time. This sometimes meant reaching difficult compromises and managing expectations robustly on both sides. However, Capgemini's collaborative and results-oriented approach, supported by best practice program management discipline, helped to forge one project team which built strong relationships with the business stakeholders in the 32 business areas.

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GEORGIA DEPARTMENT OF
COMMUNITY HEALTH

The Georgia Department of Community Health (DCH) was created in 1999 to serve as the lead agency for health care planning and purchasing issues in Georgia. It manages a budget of approximately \$12bn annually. Its mission is to deliver access to affordable, quality health care in

Georgia's communities, responsible health planning and use of health care resources, and healthy behaviors and improved health outcomes.

The department accomplishes its mission by delivering programs including Medicaid, PeachCare for Kids™, State Health Benefit Plan and Public Health. DCH is designated as the single state agency for Medicaid.

More information can be found at
www.dch.georgia.gov

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Fox Systems, a wholly-owned subsidiary of Cognosante and founded more than 20 years ago, has long been a trusted advisor to State Medicaid agencies providing requirements analysis,

design and development strategies, and independent verification and validation services for their Medicaid Management Information Systems (MMIS). Fox Systems is the primary architect behind the Centers for Medicare & Medicaid Services' (CMS) Medicaid Information Technology Architecture (MITA).

More information is available at
www.cognosante.com

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Gabriel Systems, LLC

Gabriel Systems LLC is a minority owned SBA certified small business founded in 2008 and headquartered in the Anacostia neighborhood of Washington DC. The Gabriel Systems management and consulting team has over 20 years of experience working

on healthcare related projects for the Centers for Medicare and Medicaid Services (CMS) and 11 states and DC. Gabriel Systems' mission is to provide training of up inner city residents as a source of top resources to government entities. Gabriel is delivering solutions to better serve the public, while giving back 10% of revenues to the Anacostia Community of Washington, DC.

More information is available at
www.gabrielsys.com



About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model called Rightshore®, which aims

to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 35 countries, Capgemini reported 2009 global revenues of EUR 8.4 billion and employs over 100,000 people worldwide.

More information about our services, offices and research is available at
www.capgemini.com

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