

MN DHS Modernization Strategy / Cúram Assessment

Go Forward Strategy, Recommendations and Roadmap Report – Executive Summary

May 25, 2021



Agenda, Goals & Objectives

Agenda

- Recommendations and Roadmap Process
- Summary of Go Forward Recommendations
- Summary of Go Forward Roadmap
- Getting Started on the Roadmap and Next Steps

Goals & Objectives

- Provide EAB with a summary of the *Go Forward Strategy, Recommendations and Roadmap*
- Ensure EAB is equipped with information to get started on implementing the roadmap

A note on confidentiality: *To maintain the integrity of potential future procurement processes that results from this project, please keep the materials included in this document confidential until finalized and approved.*

Recommendations and Roadmap Process

RESTRICTED DISTRIBUTION

3 © 2021 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner[®]

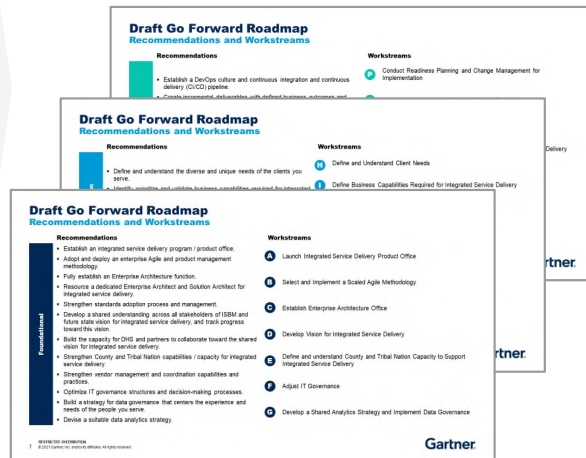
Gartner developed the Go Forward Recommendations and Roadmap to support implementing an Integration Platform Ecosystem with Multi-Vendor Services Integration Management

Defined **Go Forward Recommendations** across three domains:

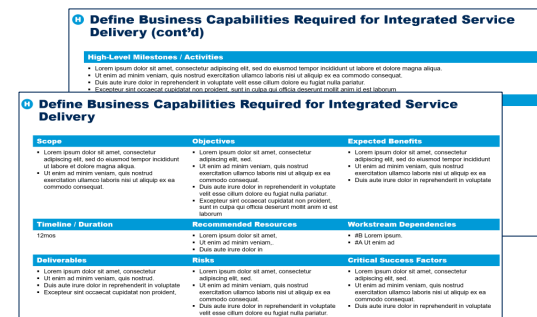
- Foundational
- Planning & Solution Acquisition
- Implementation



Grouped higher impact and priority recommendations with similar scope, objectives and dependencies into sequenced **workstreams**



Developed **workstream “mini-charters”** to provide actionable blue-prints for getting started on roadmap workstreams

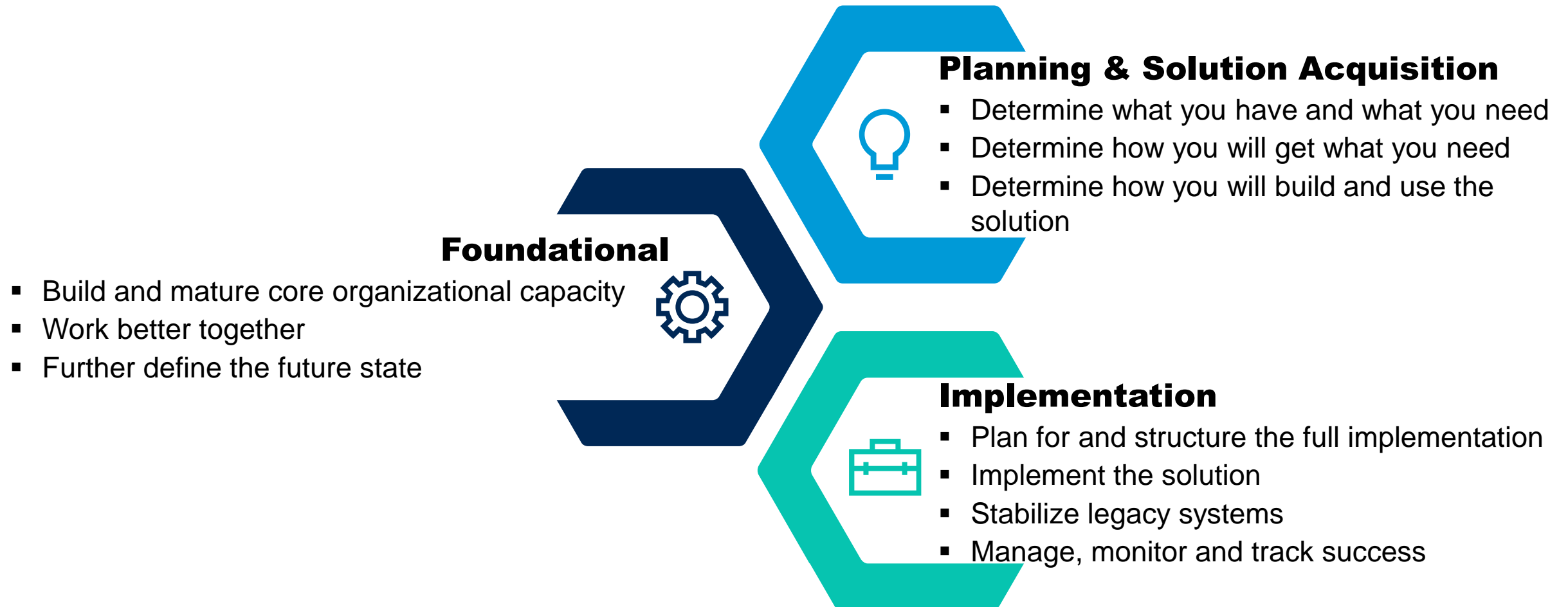


Developed a **Go Forward Roadmap** for implementing the *Go Forward Strategy*, mapping each workstream to timelines based on identified interdependencies.



Summary of Go Forward Recommendations

Gartner identified a set of Go Forward Recommendations across three key domains



Summary of Go Forward Recommendations

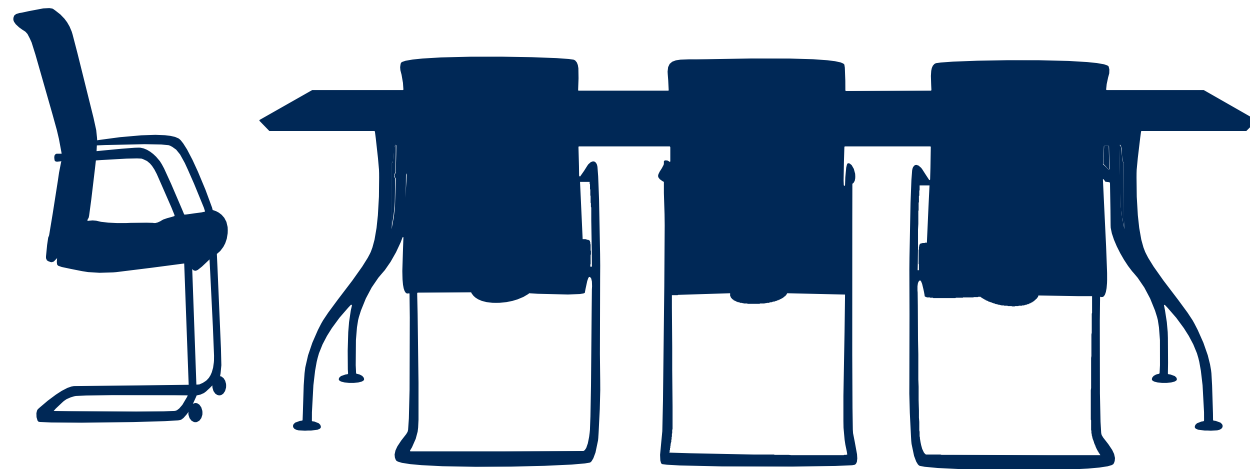
- Success of integrated delivery of services and benefits **will no longer be expected to depend solely on a single commercial-off-the-shelf (COTS) application / product** (e.g., the IBM Cúram product).
- Instead, MN will leverage **multiple “best-of-breed” software tools and solutions to implement an “integration platform ecosystem”** consisting of interoperating solutions that enable the future vision for integrated service delivery and care coordination.
- To deliver this, MN must **adopt an enterprise-scale Lean/Agile software development and systems integration methodology** (scaled for the scope of the modernization efforts) that provides clients, staff and community partners with the incremental delivery of valuable functionality, while enabling the enterprise to absorb and learn from each iteration, improving regularly along the way.
- In line with the MNIT-preferred “rent-buy-build” approach, DHS will **engage the services of multiple specialist vendors** to configure and implement the solutions and components of the integration platform ecosystem needed.
- The future solution architecture will:
 - Include architecture standards and preferences **ensuring modularity and composability of solutions** in compliance with MN and federal standards
 - **Leverage Cloud technologies** where possible to optimize the use of operationally flexible and rapidly scalable modern subscription-based products and solutions

Summary of Go Forward Recommendations (cont'd)

- This effort is complex, requires considerable change in both the software development methods previously adopted by MN DHS and MNIT and the day-to-day business of service delivery across DHS, Counties, Tribal Nations and community partners.
- Therefore, it must be **planned carefully** and can only move forward successfully with new approaches and the **prioritized sequencing of roadmap activities** considering these factors.

“Implementing these recommendations will involve some significant restructuring and culture change. New skill-sets will be needed, along with major changes in mindset e.g., moving from project/waterfall orientation to product/Agile orientation. On first glance, this looks like an enormous (but necessary) undertaking.”

- EAB Representative Workgroup member



Summary of Go Forward Roadmap

RESTRICTED DISTRIBUTION

9 © 2021 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner[®]

Introduction to the Go Forward Roadmap

- The **Go Forward Roadmap** consists of nineteen (19) workstreams, grouped by three themes:
 - Seven **Foundational** workstreams
 - Eight **Planning & Solution Acquisition** workstreams
 - Four **Implementation** workstreams

Foundational

- A** Launch the Product Office
- B** Establish Agile Methodology
- C** Enterprise Architecture Office
- D** Institutionalize Vision
- E** County & Tribe Capacity
- F** Adjust IT Governance
- G** Data Mgmt. and Analytics Strategy

Planning & Solution Acquisition

- H** Client and User Needs
- I** Define Business Capabilities
- J** Market Scan of Technical Capabilities
- K** Develop Solution Architecture
- L** Sourcing and Procurement Approach
- M** Enhance the Budgeting Process
- N** Establish MSIM Role
- O** Procure the Solution

Implementation

- P** Readiness Planning and Change Management
- Q** Implement the Integrated Service Delivery Product
- R** Stabilize Legacy Systems
- S** Continue Incremental Development

Foundational Workstreams

Work to be initiated prior to Solution Planning, Acquisition and Implementation

Foundational	Workstreams	Summary
	A Launch Integrated Service Delivery Product Office	Staff and launch a “product office,” with dedicated implementation resources charged with planning, implementing, governing and managing all business transformation, change and systems modernization efforts related to integrated service delivery, focused initially on integrated eligibility and enrollment.
	B Select and Implement a Scaled Agile Methodology	Select, develop and deploy an enterprise scaled Agile software development methodology to be used in the integration platform ecosystem in support of integrated service delivery, with an initial focus on integrated eligibility and enrollment.
	C Establish Enterprise Architecture (EA) Office	Establish and staff a business-outcome-driven EA office, to guide investments in technology that support the future state vision for integrated service delivery, system modernization and promote adaptability as business needs change.
	D Develop Vision for Integrated Service Delivery	Building on past efforts, engage with key stakeholders across DHS, Counties and Tribal Nations to develop and communicate a shared understanding of the future state vision for integrated service delivery, following systems modernization.
	E Define and understand County and Tribal Nation Capacity to Support Integrated Service Delivery	Define the resource capabilities and capacity needed for Counties and Tribal Nation human service administrative organizations to collaborate and participate in the future state definition and implementation of integrated service delivery.
	F Adjust IT Governance	In alignment with other workstreams included in this roadmap, adjust current IT governance structures to appropriately structure enterprise-wide decision making for systems modernization in support of integrated service delivery business transformation.
	G Devise a Suitable Data Management and Analytics Strategy	Develop a shared analytics strategy and supporting data governance structure, encompassing any available data that is of value to achieving the future state vision for integrated service delivery and improving the client experience.

Planning & Solution Acquisition Workstreams

Detailed planning, requirements definition and acquisition prior to Implementation

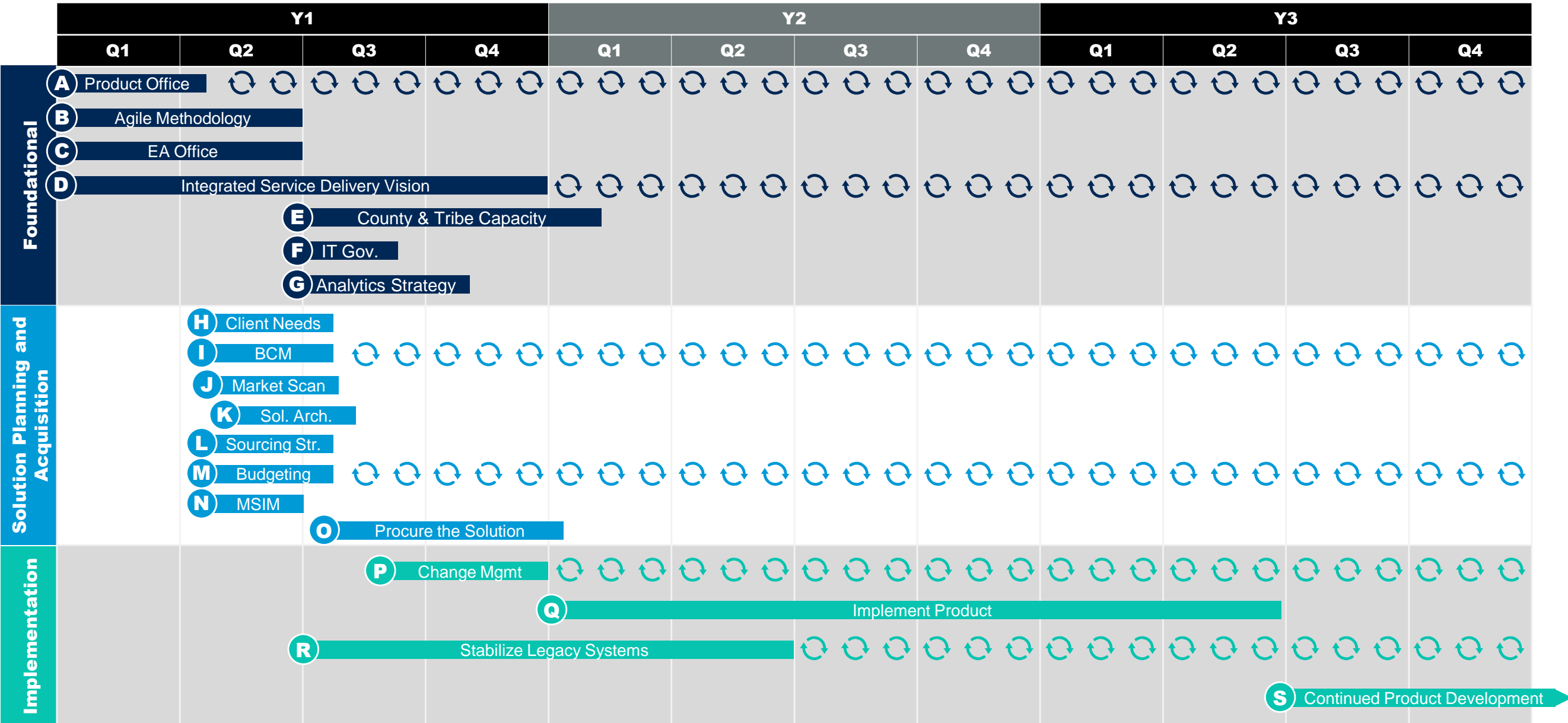
Planning & Solution Acquisition	Workstreams	Summary
	H Define and Understand Client Needs	Define, document, and understand 1) the diverse and unique needs of clients served by the future integrated services delivery model and 2) the integration ecosystem platform users and their varied use cases.
	I Define Business Capabilities Required for Integrated Service Delivery	Building on past efforts, validate (and modify where appropriate) the business capabilities model related to integrated service delivery, with initial focus on those business capabilities required for integrated eligibility & enrollment.
	J Conduct Internal Market Scan of County and Tribal Technical Capabilities	Conduct an internal “market scan” of all relevant technical capabilities across State, Counties and Tribal Nations.
	K Develop Integrated Service Delivery Solution Architecture	Define a high-level solution architecture for the target system and opportunities for core components of the envisioned integration platform ecosystem.
	L Define Sourcing and Procurement Approach	Develop a strategy to guide the sourcing, procurements and vendor management of software and services related to systems modernization in support of integrated service delivery.
	M Enhance the Budgeting Process	Strengthen Advanced Planning Document (APD) and budgeting processes , to support the entire lifecycle of integrated service delivery products and services.
	N Define and establish Multi-Vendor Services Integration and Management (MSIM) Role	Define the scope of responsibilities and services for a Multi-Vendor Services Integration and Management (MSIM) role , focused on integrated service delivery, starting with integrated eligibility & enrollment.
	O Procure the Solution	Execute the procurement and go to market strategy developed in Workstream L (Define Sourcing and Procurement Approach) to secure the technology solution and services required to implement the target integration platform ecosystem to realize the business benefits.

Implementation Workstreams

Design, development and implementation of legacy and new systems

	Workstreams	Summary
Implementation	P Conduct Readiness Planning and Change Management for Implementation	Conduct readiness planning activities and establish and implement a formal organizational change management strategy to support the business transformation and system modernization related to integrated service delivery.
	Q Implement the Integrated Service Delivery Product	Incrementally implement software and services in support of systems modernization supporting integrated service delivery, beginning with a Minimum Viable Product (MVP) scope focused on integrated eligibility and enrollment across DHS’s healthcare, food support and cash assistance programs. This includes the onboarding of the vendor(s) selected through procurement and ensuring that the MSIM role is able to effectively perform its coordination role.
	R Stabilize Legacy Systems	Stabilize and/or enhance the current METS / Curam and MAXIS systems to provide an opportunity to focus on the new solutions and their introduction. This includes a focus on development and delivery of short to intermediate term enhancements that can have direct and visible impact on the applicant / client, staff and case worker experience. This effort includes the removal of recurring defects in METS as well as addressing the master person index issues effecting the METS implementation. The ongoing efforts with SHEBA and other MAXIS improvements will be a part of the scope of stabilization.
	S Continue Incremental Development of the Integrated Service Delivery Product	Incremental implementation of software and services for integrated service delivery for any and all of DHS’s healthcare, food support and cash assistance program over the lifetime of the integrated service delivery product, as well as continued support, improvements and enhancements of the core shared components of the envisioned integration platform ecosystem.

Go Forward Roadmap



RESTRICTED DISTRIBUTION

Legend: ■ Initial Workstream Activities ○ Ongoing activities

Each workstream includes a “mini-charter” to jump-start work on the effort

Scope <ul style="list-style-type: none">Overall scope of the workstream including initial focus areas where relevant	Objectives <ul style="list-style-type: none">Primary objective(s) of the workstream	Expected Benefits <ul style="list-style-type: none">Primary expected benefit(s) of the workstream
Timeline / Duration <ul style="list-style-type: none">Estimated duration of key segment(s) of the workstream	Recommended Resources <ul style="list-style-type: none">Estimated resources and resource types required to deliver the workstreamInternal Resources include staff working in any of the collective organizations (i.e., DHS, MNIT, Counties, Tribal Nations)Internal Resources are estimated in Person YearsExternal Resources are listed with an estimated cost range to procure the required services	Workstream Dependencies <ul style="list-style-type: none">Other workstreams that must be started or completed for the workstream to begin
Deliverables <ul style="list-style-type: none">Key deliverables to be produced as part of the workstream	Risks <ul style="list-style-type: none">Risks to the success of the workstream	Critical Success Factors <ul style="list-style-type: none">Elements that are required for the workstream to be successful
High-Level Milestones / Activities <ul style="list-style-type: none">High-Level Milestones and Activities to be completed as part of the workstreamMilestones and activities are listed in approximately sequential order		
KPIs <ul style="list-style-type: none">Key Performance Indicator(s) for use in measuring and understanding progress toward achieving the workstream objective(s)		

Getting Started on the Roadmap and Next Steps

RESTRICTED DISTRIBUTION

16 © 2021 Gartner, Inc. and/or its affiliates. All rights reserved.

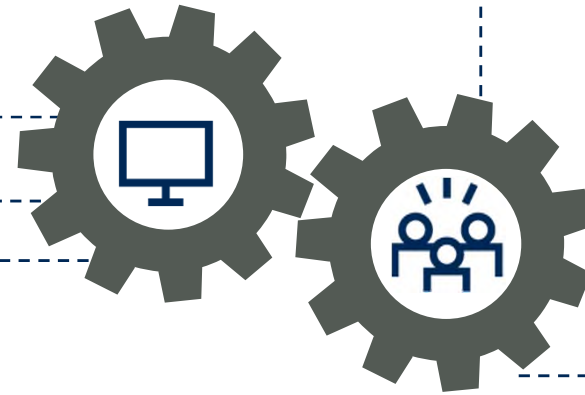
Gartner[®]

Roadmap Execution Principles

Focus all efforts on improvements to the client experience in accessing, receiving and realizing value from the delivery of healthcare, food support and cash assistance programs

Move forward incrementally and deliver value frequently where improvements in client / staff / community service provider experience are expected, delivered and clearly demonstrated by **every** increment, at a steady rate

Enable adaptability using composable business capabilities and leverage best value solutions with a design that incorporates reusable components and anticipates future change



Engage State, County, Tribal Nation agencies and representatives as partners and active participants by committing to collaboration, compromise and consensus at every step of the process

Build and deploy solutions that work for all Counties, Tribal Nations, and partners regardless of their varied sizes, complexity, infrastructure and available resources

Acknowledge, respect, and coordinate with other modernization efforts focused on practice models, including those initiated by Counties and Tribal Nations

Protect, share, manage and analyze data to enhance the client experience of individuals and populations **via both policy and operational change.**

Getting Started on the Roadmap

- As Gartner's assessment concludes, it is important for the MN collective (MNIT, DHS, Counties and Tribal Nations) to **focus on operationalization of the Go Forward Roadmap**, evolving it into a practical implementation plan.
- The first step is to **create a team who will be responsible for the implementation of the roadmap** and to enable the incremental delivery of integrated service delivery capabilities through lean/agile methods.
 - The timeline as presented is relative to a start point yet to be determined. This team must initially determine how best to describe the high-level schedule and share the roadmap details to maintain enthusiasm while managing expectations
 - This team will identify where key roles and responsibilities should belong within the organizational structure and assign ownership of the first four foundational workstreams:
 - A** Launch Integrated Service Delivery Product Office
 - B** Select and Implement a Scaled Agile Methodology
 - C** Establish Enterprise Architecture Office
 - D** Develop Vision for Integrated Service Delivery
- The second priority is to **create a budget request (CMS PAPD-U and State General Funds)** to ensure the procurement and development work required for modernization can secure funding in time to move forward in accordance with the overall schedule and expectations of the MN collective.

Resourcing and completing these key workstreams is critical to the success of the Go Forward Strategy and should be prioritized accordingly.

Key Organizational Aspects of the Go Forward Roadmap

In order to help focus leadership attention, we have highlighted five key action areas included in the roadmap where the recommended approach is considerably different than the approach used thus far on modernization efforts. They include:

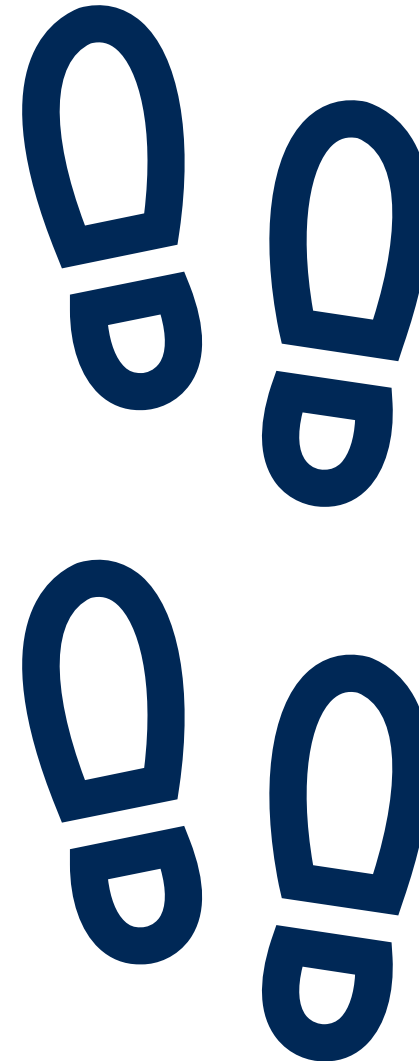
Action Area	What?	Current State	Recommended Roles & Responsibilities
Product Office	Manage the entire product lifecycle	Not currently addressed outside of aspirations	DHS Responsibility: Dedicated senior and authoritative executive to lead the full dedicated internal and external teams (business and technical) to achieve the intent of modernization.
Enterprise Architecture (EA)	Manage EA development, compliance and exceptions	Limited view and disjointed approach resulting in confusion and inaction	MNIT Responsibility: The Chief Enterprise Architect is an executive. Should be a high-level MNIT executive, responsible for all EA domains (business, information and technology architecture).
Scaled Agile	Software development method to incrementally develop and deliver business value and capabilities	Not yet attempted	MNIT Responsibility: In the short term focused entirely on integrated service delivery Modernization and driven by the Product Office but with wider application in the medium and long-term being adopted by MNIT.
Sourcing/Vendor Management	Purpose-driven, adaptive and measured sourcing with proactive and responsive management of vendors	Largely time and materials based with limited contractual terms and vendor management	DHS Product Office Responsibility: Drive from the contract with penalties and establish strong multi-vendor management capabilities within the Product Office.
Data Sharing	Shared and managed data assets and analytics as the conduit for service integration and decisions making	Data in silos with governance accountability not yet agreed upon. Key data in Cúram not formally mapped to an enterprise model	DHS Responsibility: initially worked by a specialist consultant that adopts a strictly outcome-driven and use case-based approach using external expert consulting help to develop in-house capability within DHS.

Why we Recommend Starting with Integrated Eligibility and Enrollment (IE&E)

- For the initial scope of the integrated service delivery product, Gartner is recommending that the MN collective focus on **support for integrated eligibility and enrollment** for means-tested healthcare, food assistance and cash support programs.
- Rationale:
 - Need is well established
 - Existing Preparations and Expectations across the collective
 - E&E Success is Understood
 - Integration Platform Ecosystem approach supports future extensibility beyond E&E
- **Integrated eligibility and enrollment is not the totality of integrated service delivery, and it should NOT be the final scope of the integrated service delivery product.** Instead, Gartner believes that providing this functionality initially positions you to prioritize and iteratively develop and implement functionality to support an expanding set of strategic capabilities related to integrated service delivery

Next Steps

- Late May / early June – Gartner finalizes *Go Forward Strategy, Recommendations and Roadmap* and prepares final reports based on *Go Forward Strategy, Recommendations and Roadmap*.
- 6/14 – Gartner provides EAB with orientation to Final Report – answers to 3 Questions that framed this assessment and roadmap.
- 6/24 – Gartner presents final closeout of project at June EAB meeting.



Contacts

MN DHS

Jason Anderson
Enterprise Planning Director
Minnesota Department of Human Services
Phone: 651-431-5575
Email: jason.anderson@state.mn.us

Gartner

Paul Denvir
Senior Managing Partner
Gartner Consulting
Phone: 908-329-7925
Email: paul.denvir@gartner.com

Gartner

Erika Cahil
Senior Managing Partner
Gartner Consulting
Phone: 703-201-6974
Email: erika.chahil@gartner.com

Gartner

Kevin Meadows
Associate Director
Gartner Consulting
Phone: 206-552-9526
Email: kevin.meadows@gartner.com