



**DEPARTMENT OF
HUMAN SERVICES**

DHS IT Systems Overview and Service Delivery Transformation Proposal Update

DHS and MNIT

Human Services Technology: Where we are, where we need to go

- Like all states, Minnesota is highly dependent on IT systems to deliver human services
- This dependency extends to counties due to the state-supervised, county administered environment we operate in, and to Tribal governments, many of which are delivering human services directly to their communities

Human Services IT Systems

Several large and complex technical systems serve as the backbone for counties, tribes, and DHS staff to:

- Determine program eligibility and enrollment
- Ensure program integrity and compliance
- Manage client data, provider data, cases and referrals
- Pay for services

Used by over 31,000 county, tribal and state workers, as well as over 450,000 health care providers, and 1.7 million clients

Provide support for the direct care of over 13,000 clients in treatment annually, many being served within secure 24 hours/7days operations throughout Minnesota

\$216 million of the DHS's overall FY2021 operating budget supports the operations of these IT systems



Where are we: Status of Current Systems

Greg Poehling – Chief Business Technology Officer, MNIT@DHS

Medicaid Management Information System (MMIS)

- **Purpose:** Processes health care claims and payment to providers and managed care capitation payments to the DHS-contracted managed care organizations. MN-ITS and MPSE are the provider facing front ends to MMIS
- **Inception:** 1994
- **Users:** Over 490,000 State and county workers, enrolled providers, and contracted vendors
- **Serves:** 1.5 million Medicaid and MinnesotaCare members
- **Processes:** 87 million claims annually and 28 million capitation payments to MCO's
- **Pays** \$14 billion to enrolled providers, counties, tribal governments, and MCO's annually

Eligibility System for Cash and Food Programs (MAXIS)

- **Purpose:** MAXIS supports eligibility for cash, SNAP, some health care programs and Title IV-E foster care programs.
- **Inception:** 1989
- **Users:** 9,500 state agency, county and Tribal Government users, and 73,000 providers
- **Serves:** over 1 million Minnesotans receiving cash, food, certain health care services and Title IVE foster care
- **Pays:** \$90M in cash and nutrition assistance each month
- **Processes:** 2.5 million online transactions per day
- **Sends:** over 230,000 notifications each month

PRISM (Providing Resources to Improve Support in Minnesota)

- **Purpose:** PRISM is a federally mandated computer system that supports Minnesota's child support enforcement program. Minnesota Child Support Online (MCSO) is the client/employer facing front end to PRISM
- **Inception:** 1997
- **Users:** 4,300 county staff users, 120,000 clients, and 24,000 employers
- **Serves:** PRISM supports approximately 230,000 children, and 331,000 parents
- **Pays:** PRISM makes over \$550 million in payments annually
- **Processes:** 1.2 million online transactions daily
- **Creates:** over 2 million legal documents and notices annually

METS (Minnesota Eligibility Technology System)

- **Purpose:** METS determines Minnesotans' eligibility for all of Minnesota's insurance affordability programs — Medicaid, MinnesotaCare and qualified health programs with advanced premium tax credits.
- **Inception:** 2013
- **Interfaces** with MMIS (enrollment system of record for public programs), and Get Insured (enrollment system of record for private programs)
- **Serves:** 1.17 million public program enrollees, 134,257 private program enrollees, and 8,330 caseworkers/assisters

Improving: METS/MMIS

- **METS** improvements have continued since its launch in 2013. A few notable improvements include updates to the METS/MMIS interface functionality, renewals process improvements, reduced creation of duplicate personal IDs, and improved accuracy in federal reimbursement claims (saving millions of State dollars).
- **MMIS** improvements include Minnesota Provider Screening and Enrollment for health care (MPSE) implementation, critical server and software upgrades for system sustainability, and progress on the roadmap for MMIS modernization.

Improving: MAXIS/PRISM

- **MAXIS** notable improvements include automation for Minnesota Supplemental Aid (MSA) program, Housing Support Program, and IV-E foster care. New interfaces for Electronic Disqualification Recipient System (eDRS), Workforce One Referral (WF1), and National Directory of New Hire (NDNH)
- **PRISM** improvements include parenting time adjustments to basic support, payment receipting improvements for participants and employers, system enhancements and prioritized system fixes designed to increase county worker efficiency, and updated external interfaces



Where are we going: Transformation Proposal

Chuck Johnson, Deputy Commissioner

Jeff Jorgenson, Business Transformation Officer

- Provide an update on IT modernization, including an overview of the Service Delivery Transformation legislative proposal to fund our business transformation and system modernization activities.

Focus: Improving Service Delivery

- Transformation of how we deliver human services is dependent on transformation of our IT systems
 - No wrong door access
 - Apply, update, communicate online/mobile; share documentation
 - Integrate data to support service delivery and outcomes
- This vision was developed by DHS, Counties, Tribal Nations and MNIT.
- DHS contracted with Gartner Consulting to help us develop a roadmap to achieve this vision

Human Services Systems Transformation and Modernization

Driving Factors:

- Person-centered transformation of human services delivery system
- Outdated and antiquated systems based on differing technologies making it difficult to share information across systems
- Technical challenges of making changes as a result of program/legislative changes
- Limited availability of expertise and loss of key staff
- Compliance with state and federal requirements as well as court mandates
- Providing safe treatment services in secure settings

Modernization Strategic Plan

Vision Statement:

All Minnesotans, from the people we serve to the workers who assist them, will have access to a full range of integrated, person-centered human services that are supported by comprehensive, sustainable technology.



Integrated Services Goals

Holistic, culturally appropriate human services to meet individual and family needs.

Empowerment for people to determine needs, choose services and establish personal goals.

Goal:

Provide all Minnesotans with access to a streamlined human services system.

Information access and control by people and those working with them at all points.

Quality customer service provided throughout the person's experience.

The **Service Delivery Transformation Continuation** proposal seeks \$77.516 million to continue our work towards an integrated, person-centered experience for the people we serve.

The request funds the following five initiatives that support our service delivery transformation effort:

1. Go Forward Strategy and Roadmap
2. Project to Product (P2P)
3. Cloud Computing
4. Systems Sustainability
5. DHS Operational Funding/Maintenance & Operations

Go Forward Strategy & Roadmap

- DHS contracted with Gartner Consulting to help define a [strategy and roadmap](#) for implementing its vision for systems modernization in support of integrated service delivery.

Start with Eligibility and Enrollment

- Gartner recommended we start with eligibility and enrollment.
- Eligibility and enrollment touches virtually everyone supported by human services – it is the “front door” to most services and benefits
- Eligibility and enrollment is full of pain points for consumers and count and tribal workers
- Our approach is to tackle those pain points and improve the process for consumers and workers

North Star - Minimum Viable Product (MVP)

- Incrementally implement software and services supporting integrated service delivery, beginning with a Minimum Viable Product (MVP) focused on integrated eligibility and enrollment.
- Once this functionality is enabled, extend the product to include additional capabilities supporting integrated service delivery.

Execution Principles

- Focus all efforts on improvements to the integration of the client experience.
- Move forward incrementally and deliver value frequently.
- Protect, share, manage data to enhance the client experience via policy and operational change.
- Engage State, County, Tribal Nation agencies and representatives as partners and active participants.

Execution Principles continued

- Procure the services of a Multi-Vendor Services Integration Management (MSIM) vendor to help oversee the design and establishment of the solution and technology architecture requirements for the integration platform ecosystem and coordinate the efforts of the specialist solutions vendors to implement the platform.
- Contract and partner with multiple specialist vendors to design and build the collection of products or the “integration platform ecosystem”.

- Build Organizational Capacity
 - Dedicated resources for integrated service delivery.
 - Strengthen vendor management capabilities and practices.
 - Fully establish an Enterprise Architecture function.
 - Establish a clear understanding of the endpoint and track progress.

Planning and Solution Acquisition

- Determine How We Will Build and Use the Solution
 - Develop a detailed Business Capability Model for integrated service delivery.
 - Understand technical capabilities the State, Counties, and Tribal Nations already have and how they will integrate or be used in the new system.
 - Devise a suitable data analytics strategy to meet the reporting needs of DHS and its partners.
 - Develop a competitive procurement strategy.

- Plan For The Full Implementation
 - Establish a Multi-Vendor Services Integration Management (MSIM) vendor management role.
 - Adopt and deploy Agile product management methodologies.
 - Create incremental deliverables with defined outcomes.
 - Deploy a product driven maintenance and operations approach.

Project to Product (P2P)

- The **Project to Product (P2P)** will transform how we collaborate with each other to deliver digital services across the DHS enterprise by building cross-functional, persistent teams using agile methodologies, DevOps, and human centered design to better respond to change, and deliver value faster with less risk.

Cloud Computing

- Expansion of **Cloud Computing** to support the use of subscription-based products and solutions across the DHS enterprise, including the integration platform ecosystem.



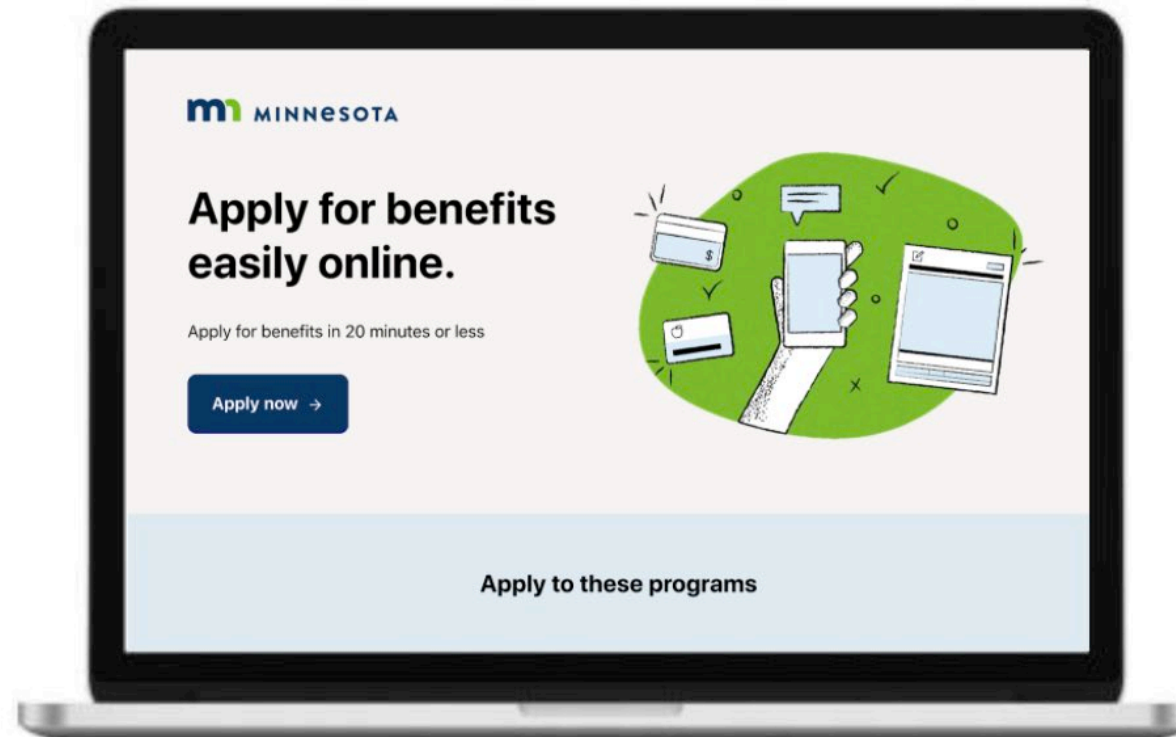
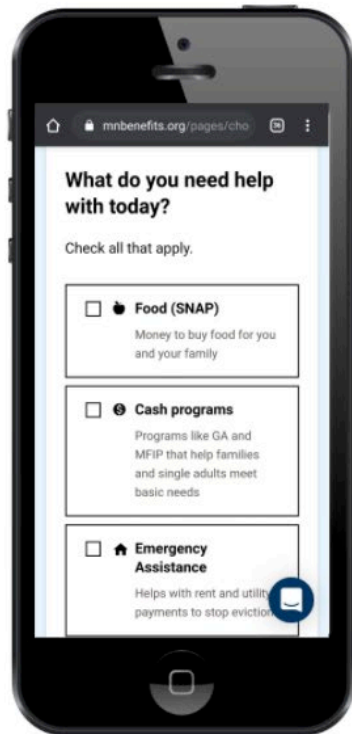
- Strategic **Systems Sustainability** investments to support existing legacy systems while the larger transformation efforts are taking place.

DHS Operational Funding/Maintenance & Operations

- Mindful investments in **DHS Operational Funding and ongoing Maintenance & Operations** to support existing and new vendor supported IT systems.

Example of Success

An example of this transformation is MNbenefits: a new online portal people can use to apply for nine programs (food, cash, emergency, housing support and child care assistance).



Outcomes - MNbenefits

VALUE

Continuous collaboration with key partners to identify what delivers the most value

- People centered
- Customer focused
 - Individual time to apply: 12.75 minutes (average)
 - Total application time: 1.3m minutes, 79% less than ApplyMN

STABILITY & QUALITY

Technical quality, security, compliance and stability

- System uptime
- Security vulnerabilities
- Defects, incidents, problems
 - Feature toggles allow for stress-free releases
 - Few customer reported bugs to-date (after one-year live)

SATISFACTION & ENGAGEMENT

Engaged teams working together to meet the needs of their customers

- Customers and partners
- Team members
 - Built-in feedback: 75.5% reacted “happy” with application experience
 - Caseworker survey, Spanish-Speaking and Native Community Usability Testing during development

SPEED & ADAPTABILITY

Delivery of new features and capabilities as quickly as possible

- Cycle time
- Lead time
- Deployment/change frequency
- Process efficiency
 - 52 releases so far
 - Quick adaptation to migration challenges

DHS Integrated Service Delivery Website

[Integrated service delivery / Minnesota Department of Human Services \(mn.gov\)](#)



Thank you.