

Enterprise Certification Management for California Department of Health Care Services



Case Study

The Client

California Department of Health Care Services (DHCS)

The Project

Enterprise Certification Management

The Need

The Department of Health Care Services (DHCS) is California's state Medicaid agency (SMA), which serves the largest Medicaid population in the country. As the SMA, DHCS understood the complexity of pursuing enhanced federal funding under a new certification model for its enterprise certification project portfolio, comprised of over 40 modular solutions. The hundreds of millions of dollars used to support additional services for vulnerable populations through this new certification model were at risk. In light of this, DHCS partnered with Public Consulting Group (PCG) to manage the certification project portfolio and support each modular solution, not only through the certification process, but also through ongoing compliance.

The Opportunity

DHCS had many questions regarding the new requirements for the Centers for Medicare and Medicaid Services (CMS) Streamlined Modular Certification (SMC)/Outcomes-Based Certification (OBC) process. There was uncertainty around what Medicaid system modules the state would modernize and how they would be prioritized. The state needed guidance on how to ensure their modernized Medicaid Enterprise System (MES) modules would pass CMS' Operational Readiness Reviews (ORRs) and Certification Reviews (CRs), while adhering to ongoing CMS compliance requirements.

The Solution

DHCS was faced with serious challenges as a result of the transition to the new CMS SMC/OBC certification process. Up to that point, PCG had been providing certification independent verification and validation (IV&V) services to DHCS; however, the state realized that, to meet the new requirements for federal funding, additional support would be needed. To ensure this level of support, DHCS and PCG agreed to transition PCG's contract to provide comprehensive enterprise-level certification project portfolio management and oversight services. Acting as a fully integrated team, DHCS and PCG worked in tandem to address the multitude of changes presented by the transition to the recently adopted SMC/OBC approach to certification. PCG provided enhanced services to help each of the more than 40 MES solutions through the SMC/OBC certification lifecycle. PCG developed tools and processes for and assisted with:

- ✓ Advance Planning Documents (APDs)
- ✓ ORR/CR preparation and management
- ✓ Organization change management (OCM), testing, and security compliance
- ✓ Outcomes and metrics development to demonstrate meaningful and actionable performance assessment
- ✓ Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) and alternatives
- ✓ Ongoing CMS compliance artifacts assessments (e.g., Security Assessment Reports (SARs) and Business Continuity Plans (BCPs), including Disaster Recovery Plans (DRPs) with test results

These tools and support provided by PCG assisted DHCS in facing a variety of challenges, the primary of which being the development of metrics that could help the DHCS program pass CMS scrutiny and support ongoing certification requirements. PCG helped DHCS develop these metrics and prepare for the ORR and CR reviews by facilitating the development and collection of the appropriate documents and preparing them for CMS. PCG not only helped confirm that testing and security requirements were met, but also ensured that the program could clearly and accurately articulate how it met all the new requirements for OBC/SMC certification.

The Result

In partnership with PCG, DHCS certified 12 California Medicaid solutions since 2019. This has led to more than \$700 million coming into the state through 75/25 funding (enhanced FFP) for solution maintenance and operations (M&O)—in addition to 90/10 federal funding for design, development, and implementation (DDI).

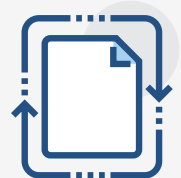
PCG enabled the team to overcome certification challenges by:



Assessing all documentation, artifacts, and evidence for each modular solution



Ensuring common CMS concerns (e.g., Transformed Medicaid Statistical Information Systems [T-MSIS] reporting) were appropriately mitigated



Facilitating continued compliance after certification to ensure that enhanced 75/25 funding was not at risk by working with each modular solution to keep their documents current every year



Understanding the nuances, details, and points of uncertainty that were essential to state success with a certification model that is still evolving

To learn more about PCG's enterprise certification management and Eclipse Certification and Compliance Services (ECS), contact us today!

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