



The Commonwealth of Massachusetts  
Executive Office of Health and Human Services  
Office of Medicaid  
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Mr. William F. Welch,  
Senate Clerk  
State House, Room 335  
Boston, MA 02133

Mr. Steven T. James  
House Clerk  
State House, Room 145  
Boston, MA 02133

Dear Mr. Welch and Mr. James,

Below, as required by Chapter 46 of Acts of 2015 in line item 4000-0300, is the plan outlining the implementation of an Integrated Eligibility System (IES) for the Commonwealth of Massachusetts that the Executive Office of Health and Human Services (EOHHS) is required to submit to your offices by October 1, 2015.

The Commonwealth is committed to developing an IES that will improve the process of applying for benefits while also improving administrative accuracy and eliminating avoidable redundancies. EOHHS is working to implement IES together with an integrated service delivery model (also known as “no wrong door”). While many improvements have already been made, it is important for Massachusetts to continue to make many more process and system enhancements. When fully implemented, IES will support a better consumer experience, more integrated and coordinated care delivery, and more efficient program administration.

Over the last four years, work has progressed on the development of the IES, but due to various unforeseen events the system has not been fully implemented. In October of 2011, Massachusetts submitted an Initial Advanced Planning Document to the Centers for Medicare and Medicaid Services (CMS) for the adoption of a Health Insurance Exchange Integrated Eligibility System (HIX-IES) supporting the Commonwealth’s multiple agencies. This HIX-IES was to be scaled out from the Health Insurance Exchange (HIX) portal and rules engine being developed for the Commonwealth by CGI



Technology and Solutions, Inc. (CGI). The plan at that time was to leverage the development of the HIX workflow and rules engine using the Federal A-87 waiver and create a “copy” of the HIX system as the foundation of the larger IES system.

As you know, in early 2014 the CGI HIX solution was determined to be a failure. The Commonwealth terminated the CGI contract and began implementing the hCentive Insurance Marketplace solution with Medicaid customizations via contracting with Optum Health Care Technologies. The hCentive application is a Commercial Off The Shelf (COTS) solution that was initially created for the commercial marketplace to meet the requirements of the federal Affordable Care Act (ACA). MassHealth has partnered with Optum/hCentive to enhance and develop Medicaid functionality within their software solution. The hCentive solution does not currently include an integrated IES solution.

The current focus of the HIX-IES project is on the continued success of the hCentive originally launched on November 11, 2014 and the planning and development needed for a successful Open Enrollment Period in November of 2015. As the system is stabilized, the Connector Authority and MassHealth are beginning to expand the hCentive functionality beyond the functionality included in the 2014 Go-Live release, in order to implement the full spectrum of services the new system can offer to Commonwealth residents.

In the interim, EOHHS is concentrating its efforts on enhancing and streamlining the application processes and expanding data sharing to improve coordination and eliminate redundancies between various state agencies. Here are a few examples of how EOHHS has streamlined the application process for state benefit programs:

- Consumers who are deemed eligible for cash assistance through the Department of Transitional Assistance (DTA) are now enrolled in MassHealth.
- Children who are in the care and custody of the Department of Children and Families (DCF) are now immediately enrolled in MassHealth coverage through the electronic transfer of information from DCF to MassHealth.

Here are some additional examples of how EOHHS has worked to improve data sharing between state agencies:

- DTA now provides the Department of Housing and Community Development (DHCD) with the necessary information to confirm financial eligibility for otherwise qualified consumers who apply for Low Income Home Energy Assistance Program (LIHEAP).
- DTA and MassHealth now share data with the Department of Elementary and Secondary Education (DESE) to identify children who are then eligible for free school meals.
- Through an expedited eligibility renewal process, certain individuals who are receiving Medicaid and Supplemental Nutrition Assistance Program (SNAP) benefits now have their MassHealth benefits renewed using DTA’s SNAP data at the time of their annual review.

There are also other new initiatives under way to improve communication among Massachusetts agencies administering public assistance programs. The Department of Revenue (DOR) is starting to provide income and employment information through the Interagency Data Sharing (IDS) program, a portal for immediate, on-demand data-sharing with agencies administering public assistance programs.

A key component of an IES is the ability to harmonize the data in the various participating state agencies and programs. This is accomplished through a Master Data Management (MDM) program. EOHHS is implementing an MDM to establish and maintain consistency for data elements regardless of the source system. Currently EOHHS program data flows through the key business processes but is in separate

systems that produce isolated, incomplete and sometimes duplicated data silos that are inefficient. The MDM program will help improve services and outcomes, increase efficiency, and reduce duplication of efforts for both clients and the workforce while protecting confidentiality and privacy, and increasing data security. The MDM is currently utilized by Mass Health and DTA, and provides services for deduplication of data, and a MDM client locator portal to support the Electronic Document Management Center (EDMC) in efforts to increase the efficiency of the indexing process.

The result of the HIX-IES project course correction and the existing efforts to provide more integrated services to residents is that the Commonwealth needs to reset its approach to implementing an IES. Our implementation of the ACA envisions a broad approach to IES using the “no wrong door” philosophy, where enrollment processes enable consumers to connect to other programs. This will require a deep multi-year effort involving multiple statewide data systems and enterprise scale applications over the course of multiple years.

To this end, the Massachusetts Office of Information Technology, EOHHS, and the Department of Elementary and Secondary Education have formed a working group to develop and submit an Advanced Planning Document (APD) to CMS to fund the engagement of a vendor to guide the Commonwealth through the internal assessment of state programs and the assessment of the current IES vendor solutions. The result of this engagement will be a strategic plan for the Commonwealth’s approach to IES as well as the development of a Request for Responses (RFR) to engage the vendor community in the implementation of the Commonwealth’s IES strategy.

The APD is currently in development and under review. The group anticipates submitting to CMS in October or November 2015. We expect that the engagement with the vendor to develop the strategic plan and IES Request for Responses will take approximately 6 months, after which an IES APD and RFR will be released to begin the work of implementing the Massachusetts Integrated Eligibility System.

Thank you for your interest in IES. If you have any questions regarding the implementation plan or other aspects of IES, please contact John May at 617-573-1763.

Sincerely,

Daniel Tsai, Assistant Secretary for MassHealth

cc: Marylou Sudders, Secretary, Executive Office of Health and Human Services