

Enterprise Objective Monitoring and Control Services

Performance Management Plan Aid

V1.0



GOVERNMENT OF PUERTO RICO

Department of Health
Medicaid Program

Submitted by:

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Revision History

The Puerto Rico Medicaid Program's (PRMP's) Program Management Office (PgMO) will store the approved Performance Management Plan Aid and any approved revisions on the PgMO Sharepoint site or in an alternative location specified by PRMP. PRMP and the PRMP PgMO will make the plan available to project stakeholders as needed. Currently, BerryDunn provides PRMP PgMO services.

Table 1 presents the revision history for this document. When changes occur, the PRMP PgMO will increment the version number and the date. The PRMP PgMO will record the name of the person or entity making the change and a description of the change in the revision history.

Table 1: Revision History

Date	Document Version	Description	Author(s)
6/22/2022	V1.0	Initial delivery	BerryDunn PgMO Team

1.0 Introduction

The Puerto Rico Medicaid Program (PRMP) has established a Puerto Rico Medicaid Enterprise System (PRMES) Program Management Office (PgMO) to provide guidance, support, and oversight of projects within the Medicaid Enterprise. The PRMP PgMO has created Plan Aids to help ensure consistency in managing and monitoring projects through the use of quantifiable and evidence-based performance measures. This Plan Aid will enable PRMP to more effectively manage projects and programs related to the PRMES via data-driven metrics. This process will help ensure increased efficiency, cost effectiveness, and optimized performance for projects and programs within the PRMES. PRMP is committed to working to ensure the success of Medicaid projects and priorities to produce desired outcomes centered on improving the health and well-being of the residents of the Commonwealth.

The Performance Management Plan Aid is a living document intended to provide guidance to PRMES vendors on PRMP's expectations regarding performance management. PRMP expects vendors to develop and submit a Performance Management Plan for their respective projects. Vendors should reference this document when creating their Performance Management Plans to help ensure PRMP's expectations are met and that there is a common understanding between PRMP and the contractor regarding performance management expectations. Vendors are also expected to submit evidence-based reports to help corroborate the authenticity of performance measures.

If a vendor finds a contractual conflict with guidance provided in this plan aid, vendors should defer to their contract and/or any updated PRMP guidance.

The PRMP PgMO will update this Performance Management Plan Aid when new applicable standards (or versions of a standard) are released or when there are changes to PRMP policies that affect performance management. The PRMP PgMO will update this Performance Management Plan Aid as additional performance metrics are developed surrounding performance for the latest PRMP guidance on performance management or the vendor's contract. The Introduction section of this document provides information on the Performance Management Plan Aid's purpose and objectives, scope, standards, assumptions, dependencies, and constraints. To help ensure an understanding of project performance management, Table 2 provides definitions for terms related to measuring performance by PRMP, other Puerto Rico government agencies, and related service vendors.

Table 2: Performance Management Definitions

Term	Definition
Key Performance Indicators (KPIs)	Quantifiable measures used to evaluate the success of a project in meeting objectives for project performance.
Metrics	Measures of quantitative and evidence-based assessments used for tracking performance.
Outcome	The final result or consequence related to performing and activity.
Performance Management	The process of measuring how a project is performing using quantifiable and evidence-based metrics over time and in accordance with stated objectives.

1.1 Purpose and Objectives

The purpose of the Performance Management Plan Aid is to:

- Provide guidance to the PRMES vendors in the development and maintenance of performance management deliverables.
- Describe recommended process to determine who is responsible for monitoring and managing performance for projects and programs monitored across the PRMES.
- Define a process to report performance measures to PRMP on a routine basis as well as to describe the responsibilities of vendors to monitor performance measures.
- Establish performance management consistency across the Medicaid Enterprise.
- Implement a means to manage the PRMES based upon quantifiable and evidence-based measures.

These processes are defined in detail in the Performance Management Process found in Section 3.0.

1.2 Scope

This section outlines the scope of a Performance Management Plan. The PRMP PgMO and the PRMP Project Director shall monitor and manage the effectiveness of the performance management approach used by the vendors.

The Performance Management Plan will help address all aspects of performance management that might have an impact on project success, cost, delays, and inefficiencies.

The guidance for carrying out vendor tasks contained in this plan aid include:

- Methods for calculating and monitoring performance-related metrics across the enterprise.
- Mechanisms for reporting performance metrics for the PRMES.
- Guidelines related to performance management.

1.2.1 In Scope

The Vendor shall monitor the performance of projects as defined by PRMP. This pertains to the entirety of the project and includes changes in scope, schedule, and performance indicators that may be developed over the life of the projects identified. New projects may be added to the scope as determined by PRMP.

1.2.2 Out of Scope

Vendors shall list the items considered out of scope. Any scope exclusions must be in alignment with the Request for Proposal (RFP) and the final signed contract.

1.3 Approach

This section describes dependencies, standards, and references. The Performance Management Plan takes into consideration the dependencies, standards, and references related to performance measures identified for the PRMES.

1.3.1 Dependencies

Per the *PMBOK Guide*[®], a dependency is a logical relationship between two activities, or between an activity and a milestone. For example, an activity that cannot begin until another activity has been finished has a dependency. This Performance Management Plan Aid has dependencies, at a minimum, on the following plans:

- **Quality Management Plan:** The Quality Management Plan documents the necessary information required to manage project quality from project planning to delivery. It defines a project's quality policies, procedures, criteria for and areas of application, and roles, responsibilities, and authorities.
- **Risk and Issues Management Plan:** The Risk Management Plan describes how a project team will identify, analyze, and monitor risks.
- **Change Management Plan:** The Change Management Plan defines the activities, roles, and tools used to manage and control change during each stage of the project.

- **Schedule Management Plan:** The Schedule Management Plan defines the processes required to aid in timely completion of the work needed to complete a project.
- **Scope Management Plan:** The Scope Management Plan includes two components:
 - Product scope is a collection of functions and features that characterize a product, service, or result.
 - Project scope is the work performed to deliver the product, service, or result related to performance management.

In addition to the above dependencies, the Performance Management Plan is heavily dependent on each Vendors contract, the related solicitation, and the vendor's proposal response to the solicitation. Within those documents there may be RFP requirements, specifications, Service-Level Agreements (SLAs), Key Performance Indicators (KPIs), and/or contract clauses that require some degree of performance management. Vendors must use those documents to inform their Performance Management Plan.

1.3.2 References and Standards

This section provides an initial list of references and standards applicable to the Performance Management Plan. Per the *PMBOK Guide*[®], a standard is a document established by an authority, custom, or general consent as a model or an example. A reference is a source of information and context.

PRMP vendors are required to use the appropriate standards and references. The PRMP PgMO might incorporate additional standards and references if appropriate for plan content.

The Performance Management Plan should be developed and maintained in accordance with applicable standards and industry best practices. PRMP vendors shall work with PRMP to determine if updates are required to the Performance Management Plan when a new applicable standard (or version of a standard) is released.

2.0 Roles and Responsibilities

This section describes the primary roles and responsibilities of the groups consisting of the project staff, sponsors, and stakeholders as they relate to performance management. Table 3 illustrates which stakeholders are responsible (R), accountable (A), consulted (C), and informed (I) (RACI), defined as:

- **Responsible:** This stakeholder does the work to complete the task area. This stakeholder may also serve as an Accountable stakeholder for some task areas.
- **Accountable:** This stakeholder delegates work and is the last one to review the task area before it is deemed complete. According to best practice, one stakeholder (or the lowest number possible) should be deemed Accountable.
- **Consulted:** This stakeholder provides input based on how the task area will impact the future work of the project and the stakeholder’s expertise.
- **Informed:** This stakeholder should be aware of the progress associated with the task area.

Table 3 provides insight into how PRMP and the PgMO will interact with performance management processes and responsibilities. Each vendor should propose its own stakeholder groups and RACI matrix according to its team’s organizational structure. Table 3 provides vendors with the RACI matrix for PRMP and/or PgMO responsibilities. This matrix can be edited from this baseline if deviations are discussed with PRMP and the PgMO based upon what is appropriate for the project.

Table 3: RACI Matrix for Project Performance Management

Task Area	PRMP Leadership	PRMP Program Director	PRMP PgMO	PRMP Project Lead	Vendor
Plan Performance Management	I	C, I	C, I	A	R
Reporting of Performance Metrics for Projects Across the Enterprise	C	I	C, I	A	R
Determine Performance Metrics to be Utilized	I	C, I	C, I	A	R
Project Performance Indications	I	C, I	C, I	A	R

Task Area	PRMP Leadership	PRMP Program Director	PRMP PgMO	PRMP Project Lead	Vendor
Change in Performance Metrics	I	I	C, I	A	R
Change in Projects to be Monitored	I	C, I	C, I	A	A

The following subsections describe each stakeholder group.

2.1 PRMP Leadership

PRMP is responsible for administering the Medicaid Program in Puerto Rico, including the Children’s Health Insurance Program (CHIP). PRMP is an agency within the Puerto Rico Department of Health (PRDoH). While leadership roles might vary among projects, in general, the PRMP Leadership stakeholder group refers to the PRDoH Secretary, PRMP Executive Director, and the PRMP Executive Steering Committee.

2.2 PRMP Program Director

An important responsibility of the PRMP Program Director is to set expectations and approve processes for performance management among MES projects.

2.3 PRMP Project Lead

PRMP appoints a Project Lead to oversee each of the PRMES projects under the PRMP programs utilizing the defined PRMP PgMO processes. The Project Lead collaborates with the vendor’s Project Manager to help ensure the project execution and implementation are in accordance with the approved schedule and processes defined by the PRMP PgMO.

The PRMP Project Lead, PRMP PgMO, and vendors shall be the initial implementers of the performance management processes defined in this plan.

The PRMP Project Lead will have joint responsibility with the vendor Project Manager for defining, developing, monitoring, controlling, and verifying changes to the performance management plan.

2.4 PRMP PgMO

PRMP has designated the PgMO to provide program management guidance and collaborative oversight for its IT initiatives. As part of this responsibility, the PRMP PgMO has developed this Performance Management Plan Aid as a guide for the PRMES.

Each vendor shall create an individual Performance Management Plan to manage project quality and shall collaborate with the PRMP PgMO to gain approval of its process.

2.5 Vendor

The vendor implementing the Project Management Plan is responsible for developing a project-specific Performance Management Plan, obtaining PRMP and PRMP PgMO approval of the plan, and managing performance in accordance with that plan. Vendors should further elaborate and divide its organizational team as required to implement the tasks required by the Performance Management Plan as outlined per the signed contract.

In accordance with the assumptions described in this document, PRMP anticipates that performance management will be deployed according to the PRMP-approved Performance Management Plan. The vendor project manager will have joint responsibility with the PRMP project lead for defining, developing, monitoring, controlling, and verifying changes to the Performance Management Plan.

3.0 Performance Management Process

This section outlines considerations related to performance management for the PRMES.

3.1 Measuring MES Performance

Performance measurement involves developing a standardized set of performance metrics that can be used to monitor the performance of PRMP projects across the Medicaid Enterprise. Performance management involves collecting and analyzing data, applying quantitative models, techniques, tools, and databases.

Performance management metrics are used to monitor project performance based on a series of attributes. Performance metrics are calculated for projects based on considerations that include, but are not limited to:

- Project Goals and Objectives
- Defined Data Points
- Project Milestones, Deadlines, and Action Items
- Contract Deliverables
- Service-Level Agreements
- Routine and Standardized Monitoring of Project Outcomes and Associated Metrics
- Ongoing Assessment, Reporting, and Escalation of Project Performance

Performance management will be accomplished using best available practice approaches, tools, and methodologies. The performance measures used to monitor projects and programs are subject to change as new data and tools are available and as new guidance is provided by Centers for Medicare & Medicaid Services (CMS).

3.2 CMS Considerations for Performance Management of the MES

CMS requires an outcomes-based performance measurement approach as a condition of awarding enhanced federal funding for MES projects. CMS requires the submission of evidence-based performance measures in the Design, Development, and Implementation (DDI) Phase, Streamlined Modular Certification (SMC), and the ongoing Maintenance & Operations (M&O) Phase of performance.

In guidance issued related to SMC, CMS has identified two types of outcomes.

- **CMS-required outcomes** are based on statutory or regulatory requirements and provide a baseline for what is required of an MES, including its contribution to the efficient, economical, and effective administration of the state's Medicaid program.
- **State-specific outcomes** reflect the unique circumstances or characteristics of the state

or territory and its Medicaid program and focus on improvements to the program and its administration that are not specifically addressed by the CMS-required outcomes.

CMS has outlined the below expectations for State Medicaid Agencies (SMAs) for CMS-required outcomes as a condition for an SMA to receive enhanced funding:

- Demonstrate measurable improvements to a state's Medicaid program resulting from the delivery of a new module or enhancement to an existing module.
- Leverage data and testing to inform CMS' assessment of the success of delivered systems and system investments, and inform decisions about future MES investments.
- Enable operational data reporting for system performance, operations monitoring, and functionality to demonstrate the continuous achievement of required outcomes measures.
- Reduce the burden on states and CMS without compromising CMS' responsibility to ensure that federally supported systems satisfy all applicable statutory and regulatory requirements.
- Advance incrementally toward a fully realized, outcomes-based certification (OBC) process for the entirety of the MES.

PRMP will approve the performance-based measures defined and evidence-based documentation for the PRMES metrics based on applicable guidance issued by CMS. The purpose of the performance management metrics and supporting documentation will help demonstrate to CMS:

- If conditions for enhanced federal funding have been met.
- System outcomes are being achieved.
- Performance metrics have been reported per CMS guidance.

Evidence to support system readiness and outcome achievement may include but is not limited to:

- Demonstrations of system functionality.
- Results of system testing.
- Operational reporting.
- Organizational resource readiness.
- User training.
- Readiness of system support services such as call centers, help desk, and other dependent vendor services.

Evidence that is collected and reported to substantiate PRMES performance will be evaluated by CMS to determine if the system is achieving identified outcomes.

3.3 Enterprise Performance Measures

Enterprise performance measures are characterized by data-driven, quantified analytics representing technology infrastructure and systems used to assess system performance. Related data points must be gathered, processed, and analyzed to assess system performance. These performance metrics can be instrumental in demonstrating system efficiency as well as indicating early signs of system implementation or maintenance and operational deficiencies

3.3.1 Performance Management Metrics

This section will provide examples of types of performance measures useful in assessing efficiency of the PRMES. This list is intended to be a sample of useful MES performance measures. The list is not an all-inclusive list of available performance measures.

Table 4: Examples of MES Performance Management Metrics

Metric	Description
Average Days Enrollee Application is in Error Status	Average number of days it takes to process pending errors at a point in time.
Call Center Abandonment Rate	Percentage of calls where caller hung up before call was answered by a representative.
Call Center Average Hold Time	Average time call was on hold.
Call Center Resolution Rate	Percentage of calls where issue was resolved.
Number of Enrollee Applications in an Error Status	Number of enrollee applications that cannot be processed due to pending errors.
Number of Enrollee Applications Processed	Number of enrollee applications successfully processed in a specified time frame.
Number of Enrollee Eligibility Redeterminations Processed	Number of enrollee eligibility reverification applications successfully processed in a specified time frame.
Service Desk Availability	Hours the help desk is in operation.
System Downtime	Percentage of time the system is not in operation.
System Uptime	Percentage of time the system is in operation.
Timely Clams Processing	Number of days required to process a claim; percentage of clean claims processed in a specified time frame.

Metric	Description
Timely Encounter Submission	Number of days required for a Managed Care Organization (MCO) to submit encounter data to an SMA or its Fiscal Agent.
Timely Enrollee Eligibility Processing	Measure of time for processing initial enrollee applications in an Eligibility and Enrollment System.
Timely Provider Enrollment	Number of days required to process an enrollment application for a new Medicaid Provider.
Timely Provider Recertification Processing	Number of days required to perform reverification steps for existing providers within a Provider Enrollment System.
Timely Enrollee Redetermination Processing	Measure of time for redetermination of enrollee eligibility in an Eligibility and Enrollment System.
User Satisfaction	Percentage of users surveyed who report satisfaction with the system.

4.0 Performance Management Monitoring, Escalating, and Reporting

This section defines the PRMP's expectations for monitoring, escalating, and reporting performance measures.

4.1 Performance Management Monitoring

PRMP expects that performance measures will be monitored by the appropriate vendor on a time frame approved by the PRMP and the PgMO. The below steps represent a process that defines the path for escalating identified issues.

4.2 Performance Management Escalation

This process includes a path for high-priority escalations. The vendor is responsible for the first step in the escalation process. When performance measures indicate that the vendor is not compliant with terms and conditions outlined in the contract, any matter that presents a significant instance of noncompliance should be escalated per the PRMES Governance Process for escalation. In the case of escalation, "significant" is defined as sufficiently important and indicative of material noncompliance with the agreed-upon terms and conditions in place for the vendor.

Performance measures indicating that the vendor is not in compliance with the signed contract will be addressed with the vendor to ensure the vendor is working on a strategy to correct deficiencies. When necessary and with the approval of PRMP, the vendor will be required to submit a Corrective Action Plan (CAP).

The program level is the first level for escalation of a vendor's performance management metrics indicating possible compliance issues. The second level of escalation requires the vendor to escalate to the PgMO. The third point of escalation involves the PgMO escalating issues to the PRMP PgMO Director. The fourth escalation level is the PRMP Executive Steering Committee.

Escalation to the next level will occur when significant issues related to a vendor's performance occur and are not able to be resolved in the short-term. High-priority escalations occur when significant issues related to a vendor's performance management are discovered and decisions are needed on a priority basis related to short-term action steps. PRMP expects that all stakeholders involved in the Performance Management Plan will follow the defined PRMP escalation steps.

4.3 Performance Management Reporting

The Vendor is responsible for the development of a standardized reporting mechanism (e.g. reporting dashboard), to maintain the PRMP-approved performance measures. The reporting tool should allow for reporting of the identified performance measures as well as evidence of any anomalies and any action taken to remediate detected issues. Performance measures for

each identified project should be kept for the life of each contract. PRMP expects that performance measures will be monitored by the vendor on a time frame approved by the PRMP and the PgMO.

For CMS-required outcomes, the vendor should develop a reporting tool that meets CMS-required outcomes. Vendors will be responsible for preparing reports for PRMP to deliver to CMS on deadlines as defined by CMS.

Appendix A – Acronyms List

Table 5 presents a list of the acronyms used in this document.

Table 5: Acronyms

Term or Acronym	Definition
CAP	Corrective Action Plan
CHIP	Children's Health Insurance Program
CMS	Center for Medicaid Services
DDI	Design Development and Implementation
EOMC	Enterprise Objective Monitoring and Control
EPMO	Enterprise Program Management Office
ISO	International Organization for Standardization
KL	KnowledgeLink
KPI	Key Performance Indicator
MCO	Managed Care Organization
MES	Medicaid Enterprise Systems
M&O	Maintenance and Operations
OBC	Outcomes based procurement
OIAT	Oficina de Informática y Avances Tecnológicos
PgMO	Program Management Office
PMBOK®	A Guide to the Project Management Body of Knowledge®
PMP	Project Management Plan
PRDoH	Puerto Rico Department of Health
PRMES	Puerto Rico Medicaid Enterprise Systems
PRMP	Puerto Rico Medicaid Program
RACI	Responsible, Accountable, Consulted, Informed
RFP	Request For Proposal
SMA	State Medicaid Agency
SMC	Streamlined Modular Certification
SOW	Scope of Work