

## Arkansas Health Insurance Marketplace Workplan

The Arkansas Health Insurance Marketplace (AHIM) has established a workplan that focuses initially in establishing effective program management plans while understanding key critical path focus areas that will enable the AHIM to identify, define and procure the cornerstone elements to the future marketplace.

The AHIM has defined an initial workplan that will focus on understanding the state of both the National and State of Arkansas assets available to propel the marketplace forward through an appropriate and effective re-use model. The following summarizes the high-level activities that are planned during the January, 2014 through December, 2014 timeframe.

### **Program Planning/Governance Support –**

Strategic planning support and program governance support including –

- Development and implementation of Program Governance including Board-level decision-making and communication planning.
- Development and implementation of a Stakeholder Engagement model including design/definition of Stakeholder Management plan and External Communication plan.
- Ongoing support and management of the Program-level management plans.

### **Project Management/Federal Documentation Support –**

Project-level management including the development of the initial project schedule and project management plan including Risk/Issue Management and communications in support of the Program-level management plans.

Federal Documentation support including, but not limited to –

- Level 1/Level 2 Grant development
- Blueprint development
- Federal status reporting
- Related regular AID/CCIIO communication

### **Research/Assessment –**

For necessary Exchange Program Areas, the research/assessment activities include –

- National State Exchange research business practices, automation support, policy decisions and budget considerations;
- State of Arkansas Business/IT asset re-use analysis

The timing of the research/assessment activities have been scheduled to best support the critical project timelines, accommodate resource availability & timing, and leverage shared Program areas.

### **Business Analysis –**

Leveraging the Research/Assessment results, the Business Analysis activities must define the business processes and business/functional requirements necessary to support the AHIM model.

For the necessary Exchange Program Areas, the business model design will be a primary component in the definition of additional procurement requirements, as well as, the key communication material to manage the collaboration with other State/Federal entities associated with the asset re-use strategy.

#### **Technical Analysis –**

Leveraging the Research/Assessment results, the Technical Analysis will initially focus on developing an Alternatives Analysis in conjunction with the parallel Business Analysis activities. These Alternative Analyses will serve as a key element in supporting the Exchange Board's strategic decisions for future Exchange IT procurements.

The Technical Analysis will also be responsible for defining and managing the technical requirements to be included in the related IT procurements. The Technical Analysis responsibilities will include technical architecture, application architecture, and security components.

#### **Procurement –**

The procurement support activities include the initial development of an RFP which includes the incorporation of related Business Analysis, Technical Analysis and procurement policy guidelines. The development of each procurement includes initial analysis/design of the procurement vehicle including procurement design alternatives analysis, procurement development, procurement support (Bidders Conference, Q&A support, and evaluation support).

#### **Market Analysis/Business Financial Model –**

Leveraging the previous actuarial analyses and market predictions, the exchange will require updated market analysis utilizing the 2014 market behavior to establish predictive data regarding future exchange participation and related insurance rates. This market analysis and the Exchange Business Analysis/Technical Analysis data must be utilized to devise a future Business Financial Model to define the Self-sufficiency model for the AHIM. The AHIM must be self sufficient within calendar year 2017.

#### **3Rs Analysis -**

For the purposes of submitting the Level 2 grant in October 2014, research of both the nation and the State of Arkansas insurance marketplace Risk management tools must be conducted to produce an alternatives analysis and recommendations to the State Exchange Board to define the future AHIM Risk Management methods.

### **AHIM Exchange Establishment Grant**

#### **Level 1 Workplan by Core Area**

Core Area/ Key Tasks and Milestones	Completed	Nov-Dec 2013	Jan-Mar 2014	Apr-June 2014	Jul-Sept 2014	Oct-Dec 2014
<b>Legal Authority and Governance-</b> Ensure that the State has enabling authority to operate an Affordable Insurance Exchange, including a SHOP						
The State has enabling authority to operate an Affordable Insurance Exchange, including a Small Business Health Options Program (SHOP), compliant with the X Affordable Care Act § 1321(b) and implementing regulations.	ACT 1500					
The Exchange has been established with an Exchange Board and governance structure X in compliance with Affordable Care Act § 1311(d) and 45 CFR 155.110.	Bylaws Emergency Operating Rules Fiscal Impact Statement Statement of Necessity					
The Exchange has appropriate statutory and/or regulatory authority(ies) to certify QHPs. (Blueprint Requirement)	Ark. Code Ann. §§ 23-61-103 and 23-61-108 Provided by Zane			X		
Program Governance – Program management Planning (Communications Management, Issue/Decision Management/Risk Management/Organization Roles/Responsibilities (Board & non-Board Members)		X	X	X		
<b>Consumer and Stakeholder Engagement and Support- Part 1 of 4 - Stakeholder and Tribal Consultation Plans</b> – Communication and stakeholder engagement planning						
Assess current plans under the Partnership Model and previous preliminary SBE information		X		X		
Ascertain Stakeholder and Tribal communication under the SBE Model		X			X	
Identify GAPS		X			X	
Develop communication plans and schedules			X		X	X
Implement SBE Plans					X	X
<b>Consumer and Stakeholder Engagement and Support- Part 2 of 4 - Navigator/In Person Assister Program</b> – Individuals to work with uninsured Arkansans to assist them in purchasing insurance through the Exchange						
Assess current plans under the Partnership Model				X		
Ascertain navigator/in-person assister roles in the SBE				X		
Identify GAPS						X
Analyze staffing model					X	X
Identify new business functions					X	X
Develop SBE Navigator Model					X	X

Core Area/ Key Tasks and Milestones	Completed	Nov-Dec 2013	Jan-Mar 2014	Apr-June 2014	Jul-Sept 2014	Oct-Dec 2014
Develop migration plans for staff and business						
Develop conversion plan						
Implement new SBE Model						
<b>Outreach &amp; Education - Part 3 of 4</b> - Arkansas Health Insurance Marketplace outreach and education programs is to increase the number Arkansans with health insurance and gain public support of the Marketplace. Includes outreach and education for the public, inter/intra agencies, staff, etc.						
Assess current plans under the Partnership Model				X		
Assess current Outreach & Education IT solution				X		
Review previous SBE preliminary information				X		
Develop AR Health Insurance Marketplace Outreach & Education plan					X	X
Identify GAPS						X
RFP Development or Amendments to existing contracts						X
Develop plan to transition to a SBE						
Develop materials to transition to a SBE						
<b>Consumer and Stakeholder Engagement and Support - Part 4 of 4 Call Center</b> - The Marketplace provides for the operation of a toll-free telephone hotline (call center) to respond to requests for assistance from the public (including individuals, employers, and employees) at no cost to the caller as specified by 45 CFR 155.205(a).						
Assess current resource center		X				
Review other states SBE call centers		X				
Ascertain Call Center Organizational Structure and Staffing numbers		X				
Identify policy requirements			X			
Collect functional requirements			X			
Define business processes			X			
Job allocation approval process					X	
Job recruitment and training				X	X	X
Estimate Funding/Cost			X	X		
Establish Inter/Intra-agency agreements				X	X	X
Call Center Volume analysis and reporting				X		
Develop IT Solution RFP					X	X
Issue Call Center IT Solution RFP						January, 2015
Procurement approval process						X
Award Call Center IT Solution						
Design, Develop and Implement (DDI) for Call Center						
Create Call Center Knowledge						

Core Area/ Key Tasks and Milestones	Completed	Nov-Dec 2013	Jan-Mar 2014	Apr-June 2014	Jul-Sept 2014	Oct-Dec 2014
<b>Eligibility/Enrollment</b> - A central component of the ACA is the expectation of immediate enrollment and maintenance of enrollment in whatever program individuals may be eligible. To be primarily achieved through a verification process in which an applicant declares, affirms, or documents that eligibility requirements have been met so that enrollment occurs at the time of application or renewal.						
Review and analyze preliminary “as is” SBE eligibility and enrollment information		X				
Analyze current eligibility and enrollment Partnership Model		X				
Assess eligibility and enrollment model changes from Partnership Model to SBE Model		X				
Research other SBE states		X				
Determine reuse of current systems			X			
Identify GAPS			X			
Determine DHS eligibility and enrollment support in the Marketplace (including applications)			X			
Identify volume impacts with DHS staff					X	X
Collect functional requirements			X			
Define appeals process and activities			X			
Conduct Alternative Analysis			X			
Establish Inter/Intra-agency agreements			X	X	X	
Assess Conversion activities			X			
Define the “to be” Marketplace SBE Model			X	X		
Develop Marketplace IT Solution RFP				X		
Issue Marketplace IT Solution RFP				X		
Procurement approval process				X	X	
Award Marketplace IT Solution					X	
Marketplace DDI						X
Testing						
Training						
<b>Plan Management</b> - Functionality to support the Exchange in acquiring, certifying, monitoring, renewing, and managing withdrawal of QHP and Issuers that offer these plans						
Asses current Partnership model			X	X		
Identify GAPS or enhancements required for AR Health Insurance Marketplace model				X		
Develop integration requirements with AR Health Insurance Marketplace model			X	X		
“In year” price management			X	X		
Renewal management			X	X		
Final approval / load to enrollment						
<b>Financial Management, Risk Adjustment, and Reinsurance (option to use Federal Services)</b> – The administration of premium tax credits and cost-sharing reductions, program integrity, financial management, risk adjustments and transition reinsurance.						
Research other state SBE models				X		
Assess other state SBE models				X		

Core Area/ Key Tasks and Milestones	Completed	Nov-Dec 2013	Jan-Mar 2014	Apr-June 2014	Jul-Sept 2014	Oct-Dec 2014
Determine AR Health Insurance Marketplace direction for this activity					X	
<b>SHOP - limited activity for FFE Partnership model</b> - Small Business Health Options Program (SHOP) designed for businesses with 50 or less employees. Change in 2016 businesses with 100 or less employees						
Assess current Partnership Model			X			
Research other SBE states SHOP Models		X	X			
Conduct Alternative Analysis			X			
Ascertain SHOP Organizational Structure and Staffing numbers						X
Determine AR Health Insurance Marketplace SHOP Model			X			
Identify GAPS			X			
Analyze staffing model						X
Identify new business functions			X	X		
Collect functional requirements			X	X		
Assess Conversion activities				X		
Develop Marketplace IT Solution RFP				X		
Issue Marketplace IT Solution RFP				X		
Procurement approval process				X	X	
Award Marketplace IT Solution					X	
AR Health Insurance Marketplace DDI						X
Testing						
Training						
<b>Organization and Human Resources</b> – AR Health Insurance Marketplace has created a staffing plan that addresses competencies, roles and responsibilities for basic day-to-day SBE business.						
Assess the Partnership organization and human resources model		X	X			
Analyze other state SBE organizational and human resource models		X	X			
Define the AR Health Insurance Marketplace SBE organization and human resources model (includes organization for SBE and activity components)				X		
Develop organizational chart and staffing plan (Blueprint requirement through 2015)				X		
Identify GAPS				X		
Identify policy requirements			On-going	On-going	On-going	
Establish Inter/Intra-agency agreements					X	X
Funding/Cost Estimates					X	X
Develop roles and responsibility alignment				X	On-going	On-going
Develop training						X
Develop processes and procedures				X	On-going	On-going
Implement new organization and human resource AR Health Insurance Marketplace model		On-going	On-going	On-going		

Core Area/ Key Tasks and Milestones	Completed	Nov-Dec 2013	Jan-Mar 2014	Apr-June 2014	Jul-Sept 2014	Oct-Dec 2014
<b>Finance and Accounting – (no previous activity for FFE Partnership model)-</b> Supporting the requirements for the Exchange to process financial transactions for individual enrollees of QHPs and payments and fees for Exchange Health Plan Issuers. The Marketplace has a long-term cost, budget, and management plan, monitors its finances, and is able to track its costs and revenues.						
Review preliminary SBE Finance and Accounting information		X				
Analyze other state SBE Finance and Accounting models		X				
Conduct Alternative Analysis			X			
Define AR Health Insurance Marketplace “to be” Finance and Accounting model			X	X		
Collect functional requirements			X	X		
Define policy requirement			X	X		
Develop process and procedures			X	X		
Develop funding/cost estimates				X	X	
Establish Inter/Intra-agency agreements				X	X	X
Develop Marketplace IT Solution RFP				X		
Issue Marketplace IT Solution RFP				X		
Procurement approval process				X	X	
Award Marketplace IT Solution					X	
AR Health Insurance Marketplace DDI						X
Testing						
Training						
<b>Technology – Planning, designing, development and implementation of the AR Health Insurance Marketplace IT solution</b>						
Review technology documentation developed for the Partnership Model and preliminary SBE work		X				
Assessment of technology documentation and current technical infrastructure		X				
Research others states SBE technology		X				
Identify GAPS			X			
Conduct Alternative Analysis			X			
Define the AR Health Insurance Marketplace			X	X		
Collect technical requirements			X	X		
Identify policy requirements			X	X	X	
Develop Concept of Operations (ConOps)				X	X	X
Develop Project Management Plan				X	X	X
Develop funding/cost estimates				X	X	X
Establish Inter/Intra-agency agreements				X	X	X
Develop Marketplace IT Solution RFP				X		
Issue Marketplace IT Solution RFP				X		
Procurement approval process				X	X	
Award Marketplace IT Solution					X	
AR Health Insurance Marketplace DDI						X
Testing						
Training						
Develop Marketplace IT Solution IV&V RFP				X		

Core Area/ Key Tasks and Milestones	Completed	Nov-Dec 2013	Jan-Mar 2014	Apr-June 2014	Jul-Sept 2014	Oct-Dec 2014
Issue Marketplace IT Solution IV&V RFP					X	
Procurement approval process				X	X	
Award IV&V Marketplace IT Solution					X	
<b>Privacy and Security</b> - The AR Health Insurance Marketplace has established and implemented written policies and procedures and has all required privacy and security agreements in place according to the standards set forth in 45 CFR 155.260(a) – (g).						
Assessment of current privacy and security standards, policies and procedures			X			
Identify GAPS			X			
Develop Privacy and Security System plans			X	X		
Established and implement written policies and procedures regarding the Privacy and Security standards set forth in 45 CFR § 155.260(a)-(g).						X
Complete ACA Health Insurance Exchange Privacy Impact Assessment (PIA)						
Establish Third-Party Security Test Plan						
Develop Plan of Actions & Milestones (POA&M) based on open risks, results of third-party assessment findings						
Develop Information Security Risk Assessment document						
Develop Information Exchange Agreement (IEA) and submit to CMS						
Establish Inter/Intra-agency agreements						
Develop Interconnection Security Agreement (ISA)						
Develop ADA Safeguard Procedure Report (SPR) for IRS approval						
Perform System Certification and System Accreditation for Authority to Operate (ATO)						
Receive HHS approval for an Authority to Connect (ATC) to the Federal Data Service Hub (FDSH)						
<b>Oversight / Monitoring/ Reporting</b> - The written policies and procedures and tools and/or systems to perform routine monitoring and auditing of SHOP Marketplace activities, including fraud, waste, and abuse. Reporting performance and outcome metrics, Financial Integrity						
Assess current processes (AID, HHS, etc.)			X	X		
Assess current IT components that support this effort for the Partnership model		X	X			
Assess oversight/monitoring and reporting requirements for the AR Health Insurance Exchange			X	X		
Develop policies and procedures for performing routine oversight and monitoring of AR Health Insurance Marketplace activities			X	X		



Core Area/ Key Tasks and Milestones	Completed	Nov-Dec 2013	Jan-Mar 2014	Apr-June 2014	Jul-Sept 2014	Oct-Dec 2014
Develop business process, policies and procedures for reporting instances of suspected fraud, waste, and abuse, including mechanisms for reporting the results of fraud, waste, and abuse investigations.				X	X	
Define roles and responsibilities for individuals and organizations responsible for the oversight and monitoring (Marketplace, AID, DHS, etc)					X	X
Develop a comprehensive training program for AR Health Insurance Marketplace personnel on common oversight and monitoring concepts, regulations and processes						
Identify performance and outcome metrics						
Develop timelines for collection and reporting of performance and outcome metrics						
Establish Inter/Intra-agency agreements						
Collect requirements for Oversight/Monitoring and Reporting activity				X		
Develop financial or accounting standards in accordance with generally accepted accounting principles (GAAP)				X	X	
Collect financial integrity requirements				X		
Developed policies and procedures that promote compliance with financial integrity requirements, including accounting, reporting, auditing, cooperation with investigations, and application of False Claims Act.				X	X	
Develop funding/cost estimates					X	X
Develop Marketplace IT Solution RFP				X		
Issue Marketplace IT Solution RFP					X	
Procurement approval process				X	X	
Award Marketplace IT Solution					X	
AR Health Insurance Marketplace DDI						X
Testing						
<b>Contingency Planning-</b> Contingency planning for functionality that may not be available for initial “go-live” date of the State Based Exchange						
Assess current in house contingency plans (AID, DHS)				X		
Assess other SBE contingency plans				X		
Analyze AR Health Insurance Marketplace operational and technical contingency requirements				X		
Identify GAPS				X		
Collect requirements				X		

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Core Area/ Key Tasks and Milestones	Completed	Nov-Dec 2013	Jan-Mar 2014	Apr-June 2014	Jul-Sept 2014	Oct-Dec 2014
Establish Inter/Intra-agency agreements						X
Develop Marketplace IT Solution RFP				X		
Issue Marketplace IT Solution RFP					X	
Procurement approval process				X	X	
Award Marketplace IT Solution					X	
AR Health Insurance Marketplace DDI						X
Testing						
<b>Re-Use-</b> Re-use of other states SBE IT solutions and current AR systems to support AR Marketplace SBE						
Research other states SBE IT solutions		X	X			
Analysis on other states SBE IT solutions		X	X			
Assess current AR systems used in the Partnership Model		X	X			
Conduct Alternative Analysis			X			
Determine IT solution re-use for AR Health Insurance Marketplace SBE			X	X		
Establish Inter/Intra-agency agreements				X	X	X
Develop Marketplace IT Solution RFP				X		
Issue Marketplace IT Solution RFP					X	
Procurement approval process				X	X	
Award Marketplace IT Solution					X	
AR Health Insurance Marketplace DDI						X
Testing						
Develop re-use documentation for other states				X		