KPMG

Transformation Advisory Services

Creating the connected, powered, and trusted enterprise necessary for modern delivery of Medicaid agency services

Change is here. A new, holistic approach is required to achieve today's expected outcomes.

Amid rising expectations and demand for services, leaders face a challenge to improve efficiency and productivity to better serve their citizens. Historically, addressing this challenge with a technology-centric approach has failed to deliver the programmatic outcomes for the agency and citizens served.

Traditional system implementation and procurement approaches can threaten intended outcomes. As budgets tighten and vendors are stretched, examples of failed transformation efforts increase—often caused by neglecting critical activities, abandoning consistent governance practices, and insufficient quality control.

Successful transformations are not about the technology—they are also about the transformation of people and process. A fresh perspective is needed that combines business alignment, change readiness, program governance, and quality control and incorporates these drivers into one cohesive strategy.

Achieving success requires a holistic approach with a partner who is collaborative, stays relevant on industry trends, is engaged and consistent throughout the entire lifecycle, yet independent from the software development activities.
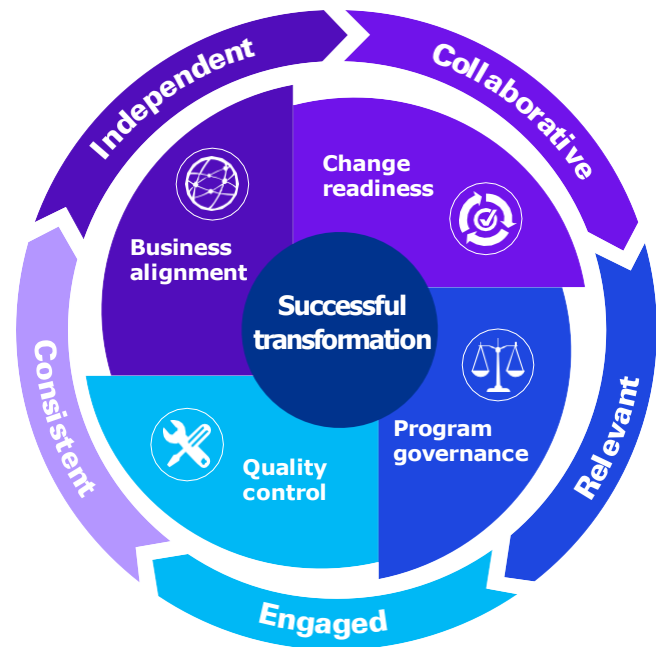
From advising on funding and procurement strategies to designing and delivering training, Transformation Advisory Services, also known as TAS, helps guide Medicaid Enterprise System (MES) modernization that meet the business and technical objectives, program and regulatory requirements, and quality and budget expectations through six key disciplines.

Strategic services & financial management

Supports the early stages of transformation planning, including making the case for change, setting a direction, and establishing objectives and a business case to fund the program. Our approach puts people at the center and leverages industry leading tools to create a realistic and executable plan to achieve programmatic objectives while maximizing funding and providing flexibility for change.

Enterprise architecture

Designs the future state of business and systems operations that is fully aligned to the transformation program's vision and objectives. By leveraging the KPMG Enterprise Resource Architecture (KERA), based on industry standards and leading practices, we expedite and enrich the future state design process and deliver a design that is reflective of the needs of all people engaged, from clients and workers to providers and administrators.

Quality control & quality assurance

Provides oversight of technology solution vendors through performance management, standards monitoring, and testing strategies. For KPMG, quality is a style of working. We instill a culture of continuous quality improvement with a tested approach and tools to deliver improvements in staff productivity, organization adaptability and the client experience.

Policy & program outcomes

Aligns the transformation to the mission of human services programs—improving the wellbeing of the most vulnerable in the most effective ways possible. We keep the transformation effort focused on the constituents being served by ensuring activities align to the program mission and programmatic milestones are measured throughout the project in order to drive improvements beyond system performance.

Governance & program management

Supports all aspects of transformation program operations, reporting, decision making, and coordination. We bring tested program management and governance strategies to address needs quickly and model a structure that aligns the various project teams to support timely decision making so that IT investments deliver maximum business value.
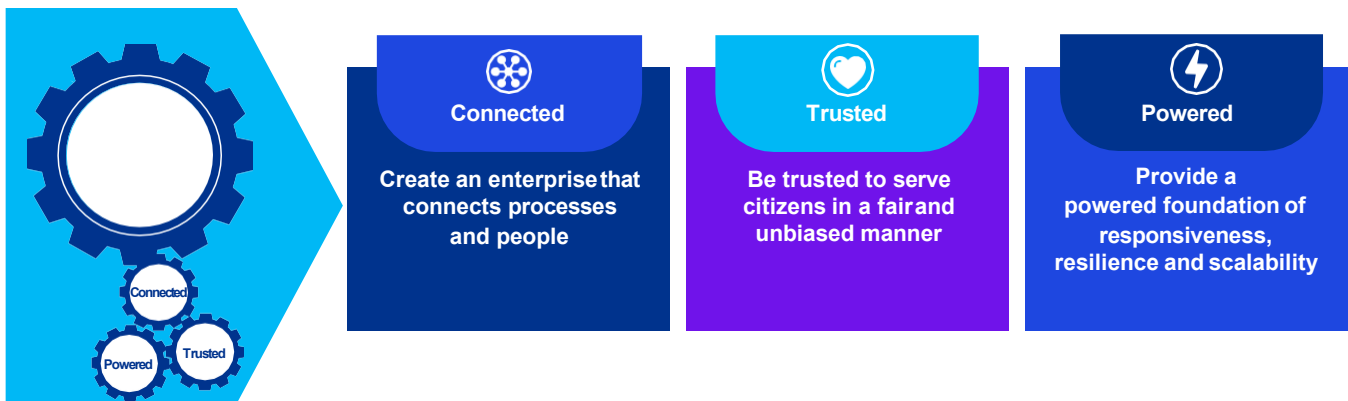
Organization change management & training

Supports the people side of transformation, including the organization, communications, and training that influence peoples' acceptance and adoption of change. KPMG's approach anticipates resistance, engages stakeholders and minimizes disruption to provide a pathway for people to understand, accept and adapt to change and ultimately effect an organizational culture that embraces change.
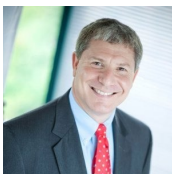
Recent sample of value added for KPMG state Medicaid clients

— Supported successful certification of a Medicaid system component already in operation for 5 years, which led to the state client **recouping 25% of the funds expensed**

— CMS selected a state client to become one of the first states in the nation to pilot three modules under the new Outcomes-based Certification (OBC) process. The client received OBC for Eligibility & Enrollment and Pharmacy Benefit Management (PBC) modules

— CMS requested KPMG and our state client **provide training to 3 other states** embarking on MMIS modernizations as a result of the state's successful certification journey

— **Standardized and streamlined** a state client's Advanced Planning Document (APD) process to reduce the preparation time and efficiently managed an APD submission schedule

— A State agency leveraged the KPMG KERA Methodology to create a Target Operating Model, which has **expedited federal approval processes** and enhanced implementation timelines

— Aligned a state client's organization design with its Target Operating Model, **allowing processing of over 2x the amount of new eligibility applications**

— A state client able to submit APD and RFP **in half the amount of time anticipated** and **estimated costs within 5% of the winning bid**

— Provided change management advisory during a system modernization to deliver **2,500+ hours** of system trainings to an agency's employees, vendors, and partners. As a result, **70%** of employees understood how to do their job and **65%** felt more confident working in new system
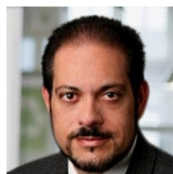
TAS encourages an application of the six critical TAS disciplines to drive a successful transformation. Our fresh take on system modernization is a business transformation approach that addresses citizens Modern Government expectations, built on a foundation of our connected, trusted and powered principles:

Connected
Create an enterprise that connects processes and people

Trusted
Be trusted to serve citizens in a fair and unbiased manner

Powered
Provide a powered foundation of responsiveness, resilience and scalability

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