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**Governor's Office of  
Information Technology**

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# The Road to Transformation, Phases 0 & 1: More than Meets the IT

**Category: Enterprise IT Management Initiatives**

**Project Start Date: January 2017**

**Project End Date: September 2018**

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## Executive Summary

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The Colorado Benefits Management System (CBMS) is a mission-critical, statewide integrated eligibility system. It is used to assess and issue government food, medical, and cash benefits to Colorado residents based on their eligibility. The system processes more than a million cases annually.

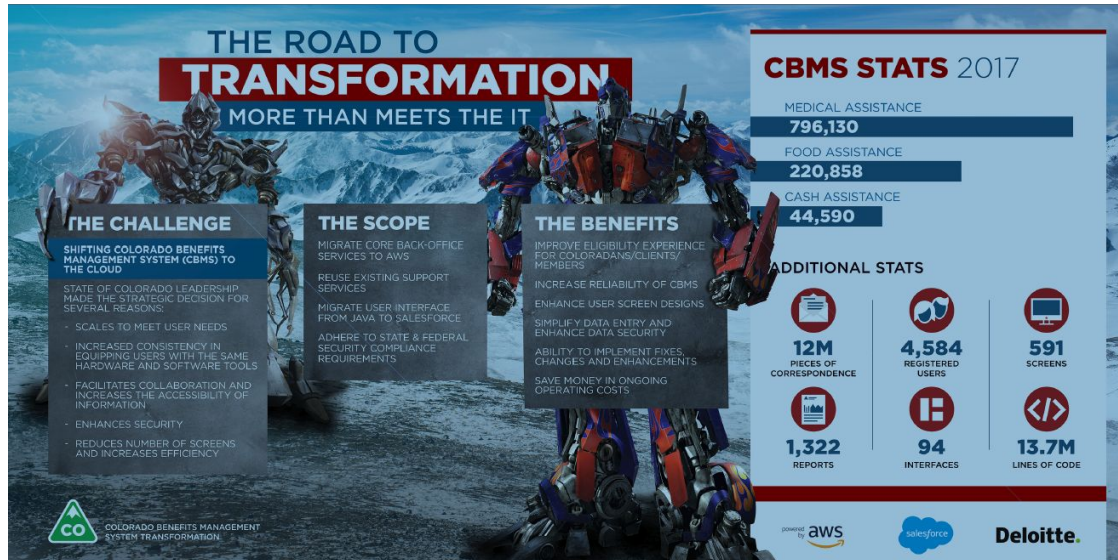
CBMS Transformation (“Transformation”) is a multi-phased project driven by a collaborative effort focused on a critical goal: to improve the state’s ability to deliver benefits to Coloradans. Through many months of gathering input, design, building, testing, and implementation, the effort to shape a new and improved CBMS stands to yield several key benefits including:

- Efficiency: Reduce processing time of eligibility applications.
- User Experience: Improves navigation and simplifies data entry.
- Accuracy: Reduces manual data entry errors and improves data validation.
- Infrastructure Costs: Reduces operating costs and secures a more predictable cost model.
- Security: Meets federal standards for protecting sensitive data by using FedRAMP authorized vendors.
- Flexibility: Simplifies the ability to adapt and expand for the future.

The work was divided into teams referred to as “threads” that coordinated input and activities across all stakeholder groups. The threads are Budget, Functional, Organizational Change Management & Communications, Security, Technical, and Testing. Stakeholders included the Colorado Department of Human Services (CDHS), Colorado Department of Health Care Policy and Financing (HCPF), Connect for Health Colorado (C4), Colorado’s 64 counties, and the Governor’s Office of Information Technology (OIT).

# Concept

The Colorado Benefits Management System (CBMS) is a mission-critical, statewide integrated eligibility system. It is used to assess and issue government food, medical and cash benefits to Colorado residents based on their eligibility. The system processes more than a million cases annually.



Transformation is:

- Migrating core services to Amazon Web Services (AWS)
- Reusing existing core services
- Migrating the user interface to Salesforce
- Improving security capabilities

Transformation is NOT:

- Changing core system functionality
- Altering eligibility rules
- Modifying interface functionality
- Changing policy/regulation

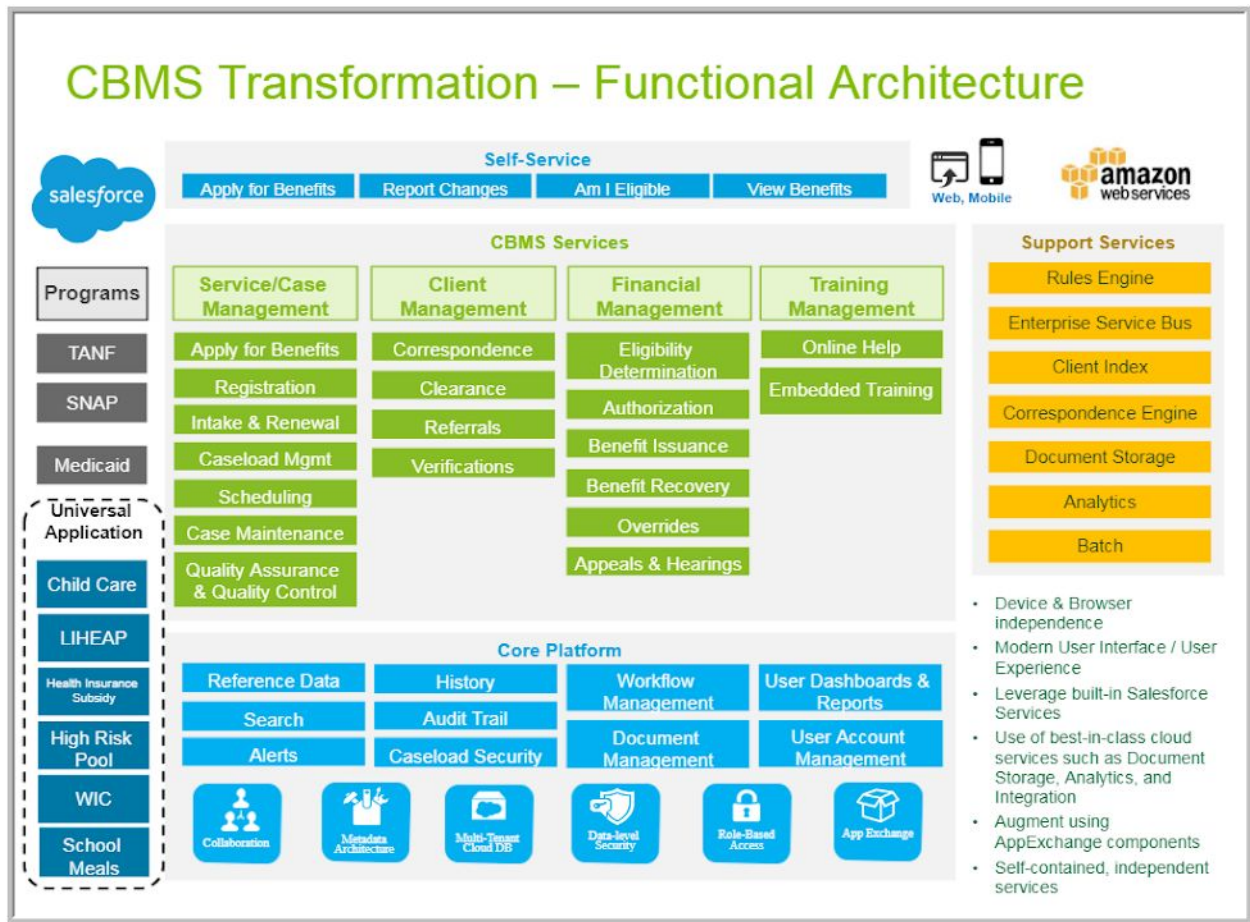
Transformation is being jointly led by:

- Colorado Department of Human Services
- Health Care Policy and Financing
- Connect for Health Colorado
- Colorado's 64 Counties
- Governor's Office of Information Technology

# Significance

Transform CBMS to get to the next level of capabilities while delivering benefits to people in Colorado.

- Move out of state data centers and modularize the system
- Increase the configurability of the system
- Maximize reuse of existing assets
- Stabilize unpredictable costs for data center, hardware, software
- Leverage cloud-based capabilities of FedRAMP security compliant solutions
- Transform to a modern and easy-to-use user experience
- Minimize disruptions to user workflows and processes



## Project Methodology

The project was divided into teams referred to as “threads” that coordinated input and activities across all stakeholder groups. Our threads are:

- Budget: federal approvals, procurement, contracting, and expenditure monitoring.
- Functional: user experience and screen design for 422 CBMS screens and additional system functionality.
- Organizational Change Management and Communications: oversight of change management for 4,800 users across 64 counties and 14 Medical Assistance sites including newsletters, fact sheets, web-based training (WBTs), virtual instructor-led training, work group sessions, resident expert program in-county support, a series of “Did You Know” videos, desk aids, online help, and leadership reports.
- Security: AWS and Salesforce security designs, vulnerability scanning, monitoring, compliance requirements, meeting state and federal compliance requirements including being granted an Authority to Connect (ATC), Medicaid Eligibility & Enrollment Toolkit (MEET), and audits.
- Technical: network, AWS and Salesforce architecture design, implementation, and transition to normal operations.
- Testing: system integration, regression, and user acceptance testing.

## Impact

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During what was known as Phase 0, we built out our network and Amazon Web Services (AWS) environments in support of “lifting and shifting” CBMS from state data centers into FedRAMP certified cloud data centers with modern, scalable, highly reliable environments. We cut over and went live with our existing county user experience on September 10, 2018.

CBMS is the first integrated eligibility and enrollment system in the nation to successfully complete a migration to AWS. The benefits include an estimated \$5,000,000 in cost avoidance from remediating operational and security deficiencies of aging hardware located in a state data center. Additionally 435 IRS audit findings were remediated by moving to AWS that were related to components that resided in the state data centers.

Phase 1 was migrating the CBMS homepage and the application initiation functions of CBMS to Salesforce. This served as a small but production demonstration of the Salesforce integration for 4,800 end users. Phase 1 went live on September 24, 2018.

A survey was sent to determine end user satisfaction with the delivery of Phase 1. 78% of the respondents reported that they somewhat agree or strongly agree that the updated CBMS helps me do my job more effectively. 93% reported they somewhat agree or strongly agree that they are confident in their ability to use the updated CBMS.

Though outside of this nomination, we are now working on Phase 2, the delivery of the balance of 422 CBMS screens in Salesforce for all county workers later this year. This is being supported by hundreds of communications, a resident expert program on site in the counties, web-based training on 18 topics, 11 types of virtual instructor-led training, desk aids, online help, and nine “Did You Know” videos.