Ohio Integrated Eligibility Project
Organizational Change Management

Overview
- Eligibility processes for health and human services programs in Ohio are fragmented, overly complex and rely on outdated technology.
- Approximately 60 percent of Medicaid eligibility determinations generated by Ohio's 30-year-old Enhanced Client Registry Information System (CRIS-E) are wrong and require manual intervention to correct, which is inefficient for county governments, burdensome for customers and costly for taxpayers.
- The Governor's Office of Health Transformation (OHT) has initiated an eligibility modernization project to simplify client eligibility based on income, streamline state and local responsibility for eligibility determination, and modernize eligibility systems technology.
- In February 2013, the state entered into a contract with Accenture to design and implement a new eligibility system. The new system will be rolled out in several waves beginning in October 2013.
- On August 7, 2013, Ohio launched the next phase of the project when it selected Deloitte Consulting to redesign the business processes for eligibility determination and leverage the new system's capabilities to improve customer service and reduce costs—commonly known as "organizational change management."

Organizational Change Management
- Traditionally, the state has included organizational change management functions within new technology contracts. In this approach, however, technology needs tied to the system design typically dominate the work, limiting upgrades to business processes and to the overall customer experience.
- Separating the change management and system design functions will allow one vendor to focus on technology and another vendor to focus on the organizational change management work. Common management and oversight will ensure that both projects are compatible with each other and with the state's goal of improving services and eliminating inefficiencies.
- The selected vendor for the change management contract will help improve collaboration and streamline work between the state and counties, leading to improved efficiency at both the county and state levels. These new business processes will also improve the ability of applicants to access services they need through self-service capabilities online and via mobile devices.

Organization Change Management Award
- In March, the state released a request for proposal (RFP) for organizational change management services. Through a competitive RFP process, the state has awarded the organizational change management work to Deloitte Consulting.
- The contract value is worth $18.8 million over 3 fiscal years. The state is eligible for a 90 percent federal match for the project.
- Representatives from OHT, the Ohio Departments of Medicaid and Job and Family Services, and Ohio counties worked collaboratively on developing and scoring the RFP responses.

Benefits of Organizational Change Management
- Improve collaboration among the state and county governments;
- Improve the customer experience by simplifying eligibility processes and increasing access to eligibility determination via the Internet and mobile devices; and
- Reduce the use of paper-based applications, freeing up county resources to help individuals get the services they need.