

Understanding and Approach to M&E Services

Section 4

RFP Reference: 6.3.8.6 Section 4 – Understanding and Approach to M&E Services

The Bidder shall provide a detailed narrative response to the Understanding and Approach topics outlined in Section 5.3. Bidders will respond to the following areas to satisfy or exceed the RFP requirements as described in Section 5 - Requirements, addressing the following topics:

- Sub-Section 5.3.3.1 - Integrated Multi-Contractor Environment
- Sub-Section 5.3.3.2 - Application/Architecture Evolution
- Sub-Section 5.3.3.3 - System Change Requests
- Sub-Section 5.3.3.4 - Innovation
- Sub-Section 5.3.3.5 - Transition-In

By “coloring outside the lines” with Deloitte, the CalSAWS Consortium can deliver County-requested changes faster, provide better integration across vendors, and deliver a next-generation CalSAWS architecture. To help the Consortium rethink the status quo, we bring a fresh perspective informed by delivering 31 Eligibility and Enrollment (E&E) systems from various states, including California. This experience enables us to **implement improved M&E processes via user-centered design and enabling technologies (as we did with BenefitsCal and CalHEERS)**. We have a track record of collaborating with California agencies transitioning them from their old SDLCs to this approach. At CalHEERS we integrated UCD to deliver improved results and gain greater engagement across multiple sponsors and stakeholder groups. We used our UCD process to align key leadership on a strategic vision, define opportunities, prioritize system change requests, and transparently and collaboratively review and approve changes that maximize user impact in meaningful ways. All of this was achieved by enabling informed data driven decisions to verify SCR capacity is spent on the most optimal and innovative solutions possible.

The End Result: The Consortium obtains a responsive, reliable, and innovative vendor that leverages national experience and technical knowledge to support the Counties with their mission to provide health and human services through supporting individuals on their journeys to self-sufficiency.

Helping the
Consortium

color
outside
the lines



SECTION HIGHLIGHTS

- An M&E approach informed by current E&E delivery projects in 26 states.
- An approach that puts humans in the center rather than technology.
- An evolved CalSAWS architecture that delivers higher levels of responsiveness while retaining stability.
- An approach that helps the Consortium color outside the lines to better serve California Counties.
- Processes and tools that accelerate delivery of System Change Requests (SCRs).

4.3.3 Improving the Existing CalSAWS Approach to UCD / UX (ME-UA11)

RFP Reference: 5.3.3.3 - M&E Understanding and Approach to System Change Requests

ME-UA11 Describe how you will improve the existing CalSAWS approach to UCD and the overall User experience as part of the SDLC.

At Deloitte, we work to “Elevate the Human Experience” of our clients with their customers. This means thinking inclusively of the people within the CalSAWS ecosystem including County workers, customers, Community Based Organizations (CBOs), State Partners, CalSAWS contractors and other stakeholders. By thinking of the user experience holistically, it promotes workplace efficiency and positive interactions between the Counties, the public, and other partners (i.e., CBOs). Our approach treats the humans in the process with the importance most organizations reserve for “customers,” regardless of whether they exist within or outside of a particular organization.

Currently, user experience in CalSAWS involves committee-based engagement with approval at SDLC's end. This approach restricts CalSAWS' potential impact due to California's size. Improving UCD approach will enable:

- **Handling alignment of business processes across 58 counties:** CalSAWS functionality should complement business process for Counties big and small, task-based or case-based.
- **Balancing the end-to-end user experience:** Changes that work well for customers may not work for CalSAWS users and vis versa.
- **Achieving Continuous improvement:** SCRs should not cause an additional work burden for CalSAWS users nor should a SCR lead to follow on work to rectify unintended consequences.
- **Acquiring stakeholder buy-in:** System design must align with Consortium expectations, County policy/operations, CalSAWS users, CWDA, State partners, and necessary advocates.
- **Identifying and prioritizing SCRs across stakeholders:** SCR selection should be data-driven, based on factors such as severity, prevalence, and impact.

Delivering an impactful CalSAWS user experience means finding tools for engagement and efficiency, while prioritizing the human touch over technology for its own sake.

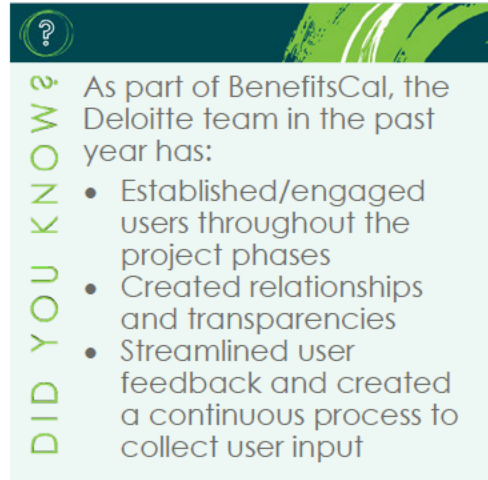
4.3.3.1 Our Proven Approach to UCD

We have directly engaged with health and human services (HHS) organizations using our UCD approach in California, Colorado, Florida, Texas, Oregon, Pennsylvania, Tennessee, Kentucky, Wisconsin, New Mexico, and others. Our design capabilities combine proven commercial best practices with a careful understanding of the specific characteristics of diverse organizational user bases and served populations. We study user expectations for government services to gain a comprehensive understanding of today's needs, expectations, and pain points. For example, similar to BenefitsCal, we have recently modernized integrated portals for human services agencies in Colorado, Florida and Kentucky, and went live with the first release of the Texas.gov My Government My Way application—a bold initiative to provide a one-stop-shop for Texas government service.

Product Value Delivered

Repeatedly, we see that our UCD approach amplifies results. By partnering with us to integrate our UCD approach, the Consortium can expect to achieve:

1. **More strategic innovation:** Unite stakeholders to solve critical CalSAWS ecosystem issues using data-driven insights for informed leadership decisions.
2. **More effective release and backlog prioritization:** Efficiently pinpoint and prioritize SCRs through data-driven insights aligned with County processes and user needs. Proactively identify SCRs by monitoring CalSAWS performance across diverse data sources.
3. **Lower cost and less operational disruption risk:** Prevent wasted time, money, and resources by solving for the wrong problem, implementing solutions that have unintended consequences, or don't align to County business processes and user needs.
4. **Better user adoption:** Design effective and user-friendly solutions with continuous feedback and iterative design by testing concepts with users and actively engaging stakeholders throughout the project lifecycle.
5. **Accelerated SCRs and incident turnaround:** Respond to County needs efficiently by on-going monitoring of the user experience and prototyping solutions to address an evolving understanding of the problem.
6. **Better focus on the right problems to solve:** Determine root causes via qualitative and quantitative data to verify efficient resource allocation. Viewing problems from a user perspective enables impactful solutions that drive success, compliance, engagement, and growth.



DID YOU KNOW?

As part of BenefitsCal, the Deloitte team in the past year has:

- Established/engaged users throughout the project phases
- Created relationships and transparencies
- Streamlined user feedback and created a continuous process to collect user input

4.3.3.2 Elevating the CalSAWS Experience

Alongside the Consortium, we want to enhance the existing SDLC approach with UCD to achieve human-centric solutions. In our UCD approach, the users of CalSAWS with hands on experience provide feedback and propose changes that can create efficiencies, timeliness, and reduce errors when processing cases. BenefitsCal is a key example of the success of our UCD approach. Our approach to improve CalSAWS UCD processes is based on extending what we have seen work already with BenefitsCal with additional improvements to support ongoing discovery and accelerate designs.

In our approach, Counties' feedback and **enhancement recommendations are not one-time observations** but instead are implemented continuously. In fact, we start with the user to understand the problem from their perspective and define user stories to achieve desired outcomes. Figure 4.3.3-1 below illustrates the comparison of the traditional SDLC approach to our UCD.

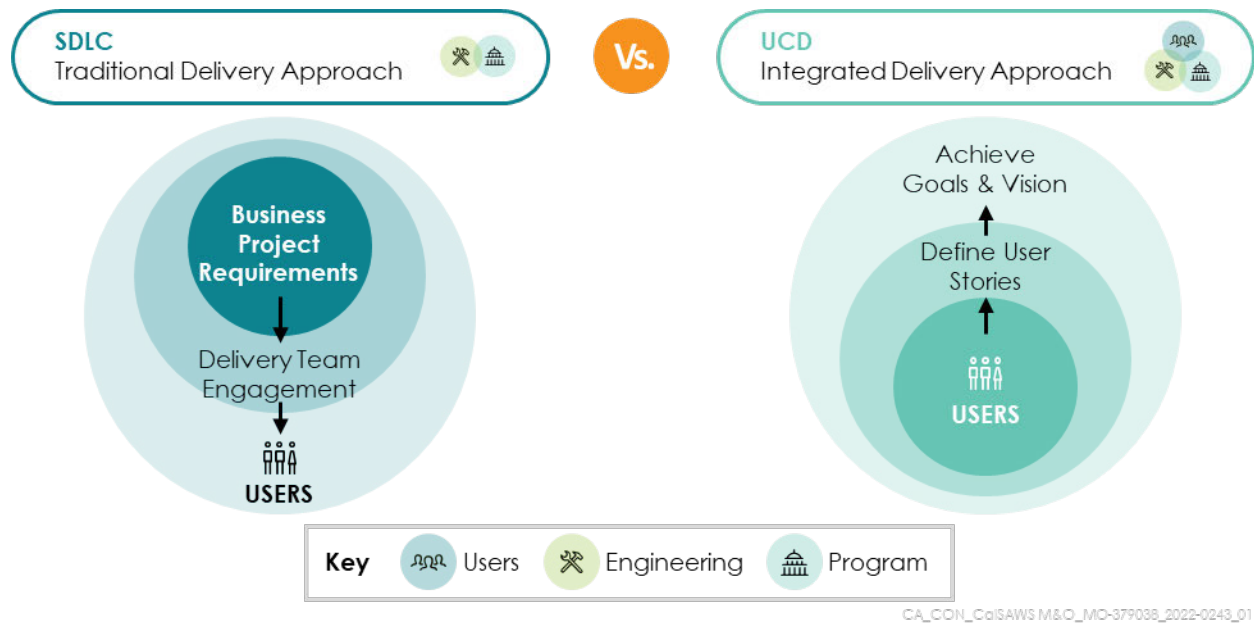


Figure 4.3.3-1. Delivery Approach: SDLC vs. UCD.

The current CalSAWS approach is based on a traditional SDLC approach that is “development process” focused, versus UCD which is customer or user focused. UCD should not be thought of as a stand-alone, bolt-on approach that is added to the SDLC process, rather it should be fully woven in and integrated to the overall CalSAWS delivery process to achieve optimal results. In fact, separating the two processes leads to confusion, inefficiencies and impedes the overall effectiveness of UCD to deliver its full potential. For example, when comparing the two, each use similar terms for their different phases and activities. This division and lack of synchronicity between the two approaches leads to confusion and uncertainty on how the phases align operationally to improve the overall delivery process. To solve this challenge, Deloitte brings forward a model that integrates the UCD and SDLC phases into **one unified end-to-end approach**, as shown in Figure 4.3.3-2.

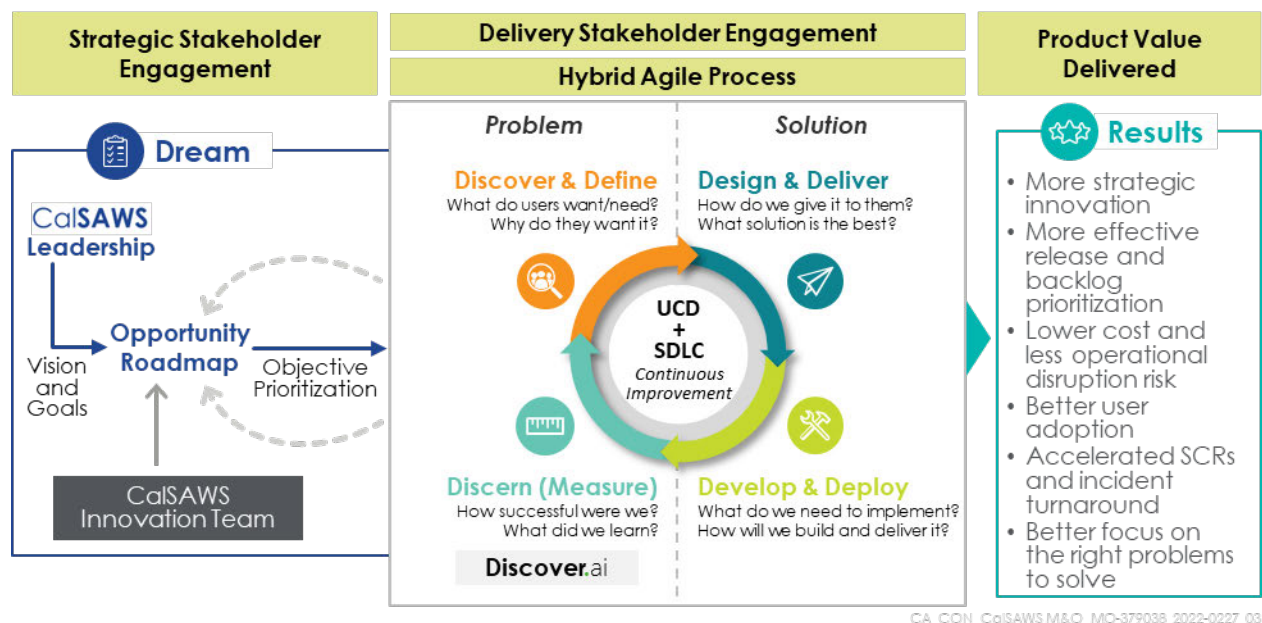


Figure 4.3.3-2. Elevating the CalSAWS User Experience – User Centered Design Process.

Our process starts by collaborating with the Consortium leadership and key partners to define a vision and goals for ongoing CalSAWS improvements. This process, called **"Dream,"** utilizes curated user research insights and performance data from listening channels and analytics (described in the Discern Section below). These inputs highlight fresh possibilities and refine enhancement prioritization.

Through **Discover & Define**, we engage with users and key stakeholders (e.g., other CalSAWS contractors, policy, Committees, interface partners, CWDA, County leadership and advocates (for public facing aspects such as IVR and correspondence), etc.) to understand and define the problems to resolve. In **Design & Deliver**, we use what we've learned to design and prototype solutions. We engage users again during this phase for usability testing and integrate their feedback before delivering specifications for development to begin. The **Develop & Deploy** phases follow a traditional SDLC process, but with an integrated UCD Team providing oversight to promote a human-centered approach throughout development and testing activities. In the **Deploy** phase, we also determine how we'll measure the adoption and usability of our solution and implement the appropriate data tracking methods – we call this **"Discern."** In **Discern**, we measure the success of the solution and monitor for enhancement opportunities, which serves as an input to the Consortium's overall strategy. In the remainder of this section, we talk about these key phases in more detail.

Dream – Strategic Stakeholder Engagement

The "Dream" phase empowers leadership in establishing strategic goals for CalSAWS. It revolutionizes the conventional SDLC method, which often involves the program making informed estimations about user needs and system enhancements. This approach falls short of delivering optimal results due to its lack of direct user input and its reactive nature. Our team is dedicated to assisting the Consortium and Counties in making well-informed, data-driven choices that pinpoint and define opportunities for broader improvement.



KEY BENEFITS

The goal of **Dream** is to establish a shared vision for the future state of CalSAWS. The key benefits are:

- More strategic innovation
- More effective release and backlog prioritization
- Lower cost and less operational disruption risk

The Dream phase starts with a collaborative kickoff session co-created by the Consortium and Deloitte. We facilitate this session to unite stakeholder groups like CDSS, DHCS, and CWDA, establishing a shared vision for CalSAWS. This vision serves as a "North Star," we construct an Opportunity Roadmap aligning with your goals. During the kickoff, we'll inventory data sources from stakeholder groups. This informs measuring CalSAWS' current state and reveals user experience and system performance gaps. This shapes our strategy for extra UCD data collection, like surveys and business metrics. Finally, we establish design principles aligned with CalSAWS Key Stakeholders' priorities. This simplifies design review, approval, and confirms consistency by setting standards beforehand.

Dream is an ongoing process through a structured meeting cadence. Our team will form a foundational group comprising CalSAWS stakeholders and representatives from the CalSAWS Innovation Team. This group will convene on a consistent schedule that enables them to comprehensively assess progress and develop the Opportunity Roadmap. In these sessions, our team brings in qualitative and quantitative data

analysis, and output of our Discern phase, to support data-driven leadership decisions to smartly allocate time and resources towards CalSAWS enhancements. This helps stakeholders see universal problems which prevents larger Counties from drowning out the user needs of smaller Counties. This time is also used to propose and approve new initiatives, agree on system-wide adjustments, share lessons learned and best practices, and communicate quick-turn changes for urgent policy items.

While this phase supports the Hybrid-Agile process it is separate from the day-to-day delivery activities. The Opportunity Roadmap tracks strategic enhancements over the course of several months. The Opportunity Roadmaps feeds into the Hybrid-Agile process that drives the research topics for Discover & Define and the tactical-level backlog for project delivery. **Key outputs from the Dream phase include:** Opportunity Roadmap, data inventory, and research insights/reports.

Delivery Stakeholder Engagement

We think of the user experience holistically, understanding there are interdependencies across stakeholders within the CalSAWS ecosystem. Who we engage in our UCD approach is critical to develop a thorough understanding of solution requirements. When we work on a solution, we actively engage and take into consideration three groups: **Users, Engineering, and Program**. We know, from prior experience, if we only focus on one or two of these groups, we may develop a solution that is feasible, desirable, **or** viable. To achieve the optimal solution that is feasible, desirable, **and** viable, we must engage the three groups throughout the duration of a project as indicated in Figure 4.3.3-3.

USERS

Project

- UCD Team - Researchers and Designers

Non-Project

- County Workers
- Customers
- Providers

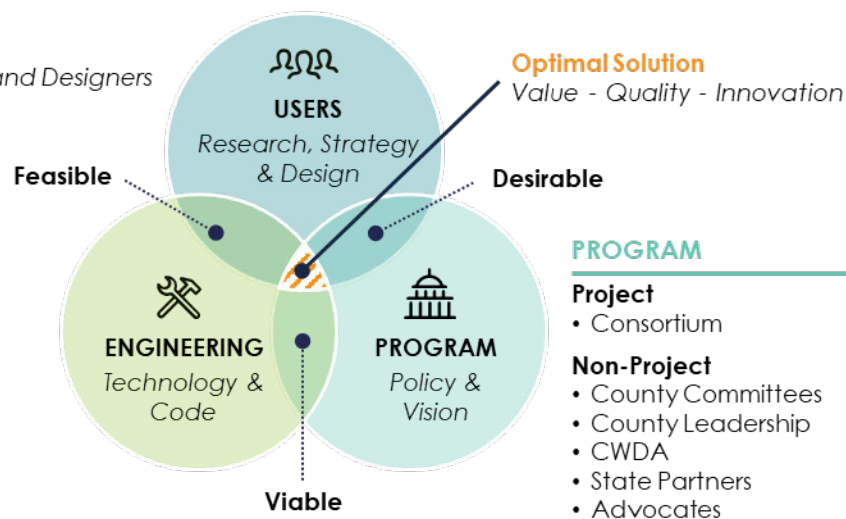
ENGINEERING

Project

- Developers
- Functional Team
- Design Team
- Partner Vendors

Non-Project

- Technology Partners



PROGRAM

Project

- Consortium

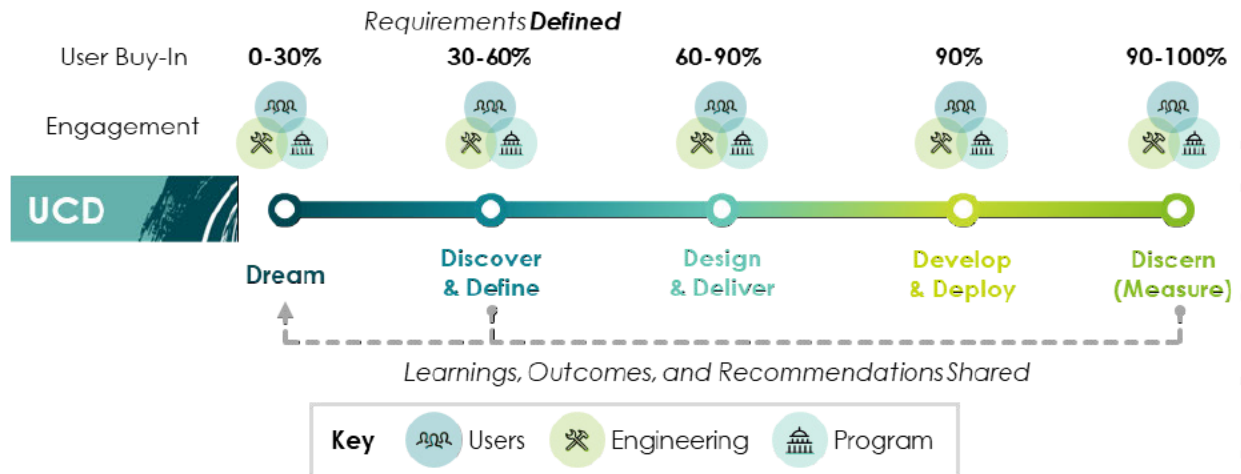
Non-Project

- County Committees
- County Leadership
- CWDA
- State Partners
- Advocates

Figure 4.3.3-3. Delivery Stakeholder Engagement.

How and when stakeholder(s) are engaged also influences the success of a solution. In contrast to the traditional SDLC process, our unified UCD approach starts with users to understand the problem from their perspective. We then present these findings to both Program (e.g., CalSAWS committees, state partners, etc.) and Engineering (e.g., functional teams, partner vendors) in order to establish alignment on user stories. We engage users outside of formal meeting structures, such as the Self-Service Portal Committee, through research and usability testing which validate we are developing solutions users value. We bring the data and insights from these user engagements to help inform Program and Engineering's decisions. Our process allows Users, Program,

and Engineering to have a hand in forming and finalizing the requirements from the start. This allows time to achieve consensus and promotes quicker approval of SCR's because we start to collect buy-in from the beginning and actively pursue buy-in throughout the project, as indicated in Figure 4.3.3-4.



Hybrid-Agile Process

In Section 4.3.1.1, we introduced the Hybrid-Agile process, combining Agile and Waterfall best practices. It's an iterative approach, managing complex issues predictably. To fully implement UCD, we'll integrate it with Hybrid-Agile, managing prioritized work's rhythm while transparently involving stakeholders. Hybrid-Agile's goal is to enable UCD's benefits, prioritizing user needs over scope and requirements. This minimizes costly rework, enhances predictability, gains stakeholder approval, and confirms a consistent user experience for each SCR's end product.

Discover & Define

The Discovery phase is where our team conducts qualitative and quantitative research to understand and document the needs of CalSAWS' users. To accelerate this work and establish a strong foundation, we draw upon Deloitte's extensive national work in HHS, in addition to research in California with the Consortium's stakeholders. Our goal is to learn as much as we can and as fast as we can about CalSAWS users, their needs, expectations, and pain points, using UCD tools and techniques throughout. We craft current state journey maps to find and document pain points, moments that matter, and opportunities for improvement. These are reviewed by stakeholders and users, and feedback is used to craft future state journey maps.

The Define phase is where we transition from research and gaining insight to narrowing down and distilling these inputs to root cause problems to prioritize. We identify specific focus areas and distill the information we've gathered into a clear and actionable

KEY BENEFITS

The goal of **Discover & Define** is to understand user needs and expectations to define the core problem for which to solve. The key benefits are:

- More effective release and backlog prioritization
- Lower cost and less operational disruption risk
- Better user adoption
- Better focus on the right problems to solve

problem statement to guide the Design & Deliver phases. Clearly defining the problem set us up for success when eventually measuring the impact of the developed solution against the initial problem definition. **Key outputs from Discover & Define include:** User journey maps, future state journey maps, user personas/mindsets, research insights, and user stories with acceptance criteria.

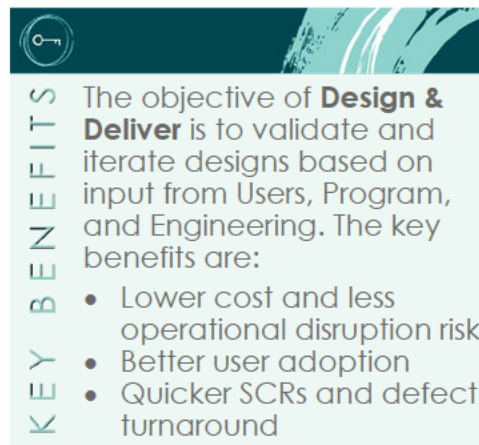
Design & Deliver

In the Design phase, we craft the efficient, intuitive, and adaptable foundation for CalSAWS' future state. Built on prior user insights, evaluations, and stakeholder input, we translate insights into designs. Usability tests validate these designs, leading to iterative, high-fidelity prototypes aligned with user needs. Overall, the Design phase involves iteration on initial designs and content per user and stakeholder evaluation to produce feasible, desirable, and viable designs with the supporting design documentation. Key Design phase activities:

- Translate insights from previous user engagement and inputs from the Consortium into low-fidelity prototypes: initial visualizations of design solutions.
- Conduct usability testing with users to determine if the initial design concepts meet user needs and where revisions are required. We consider clarity of language, page layout, navigation, ease of use, impact to business process and more. We typically cycle between 1-2 rounds of design iteration and usability testing, depending on the complexity of the SCR.
- Conduct design reviews with Program and Engineering through existing committee structures, as referenced in Delivery Stakeholder Engagement, to confirm the designs align with the Consortium's future-state vision, technical feasibility, and policy compliance.

During Deliver, we confirm that the pieces of the puzzle are identified and documented. This reinforces that CalSAWS achieves a consistent user experience that aligns with design principles established in the Dream phase, as well as industry best practices. In addition to existing design systems and standards for the system, we define and review designs against UCD guidelines, which take into account accessibility, usability, behavioral insights, and other best practices. The UCD team reviews the designs for consistency of look and feel, and with existing screens.

We collaborate with Engineering stakeholders (e.g., development team, other CalSAWS contractors) to assess design feasibility and create development specifications. We adjust designs to meet user needs and technical feasibility. Finalized designs are documented, integrated into schematics, and referenced in user stories and acceptance criteria for technical teams. Thorough pre-Development reviews confirm efficient resource allocation, avoiding costly rework. Early integration of user insights, Program, and Engineering input yields a feasible, desirable, and viable product. **Key outputs from Design & Deliver:** Wireframes, clickable prototypes, usability testing reports, and design documentation.



KEY BENEFITS

The objective of **Design & Deliver** is to validate and iterate designs based on input from Users, Program, and Engineering. The key benefits are:

- Lower cost and less operational disruption risk
- Better user adoption
- Quicker SCRs and defect turnaround

Develop & Deploy

In this phase, the UCD Team utilizes inputs, deliverables (e.g., journey maps, wireframes, design docs), best practices, and lessons learned. This team oversees Development and Testing Teams to confirm user and stakeholder perspectives integrate during deployment. As technical teams build, we share user insights with Change Management and Training Teams for user-centric materials.

We gear up for implementing user experience measurement strategies outlined in earlier phases and executed in Discern. This encompasses readying focus group protocols, dashboards, and reporting templates. The Delivery phase isn't the UCD conclusion, but a juncture for gathering additional data to guide solution measurement, business efficiency, and user satisfaction. **Key outputs from Develop & Deploy** encompass user-informed plans, change management/training materials, and data dashboards/report templates.

Discern (Measure)

Discerning effectiveness in UCD requires a user experience measurement plan that merges operational data and user sentiments to gauge our level of success. In the Design phase, we collaborate closely with the Consortium to define success factors and key performance indicators for measuring achievement. From Day One, we continuously gather enterprise-wide user data from multiple channels that highlight areas of friction, user satisfaction levels, and task success rates.

Feedback collection occurs through distinct processes. Initially, our UCD Team conducts virtual focus groups across Counties to grasp shared and unique needs, goals, and constraints. Counties can build on this baseline through subsequent periodic focus groups, such as after significant releases. Aligned with critical touchpoints along the user journey, these surveys are strategically designed to capture 'Moments that Matter.' These pivotal moments swiftly gather insights into present experiences and challenges, furnishing valuable qualitative data for in-depth analysis. Supplementing this are business metrics—like application processing times and call waiting durations—as well as transactional data sourced from the CalSAWS system. Together, these sources provide a comprehensive foundation for Consortium-wide enhancement. Our team will help the Consortium understand the correlation between operational metrics, user sentiment, and mission output. The metrics drive future design iterations to distill the optimal user experience, so we use these measurements to feed back into the Discover & Define and the Design & Deliver phases. **Key outputs from Discern include:** Key performance indicators, success criteria, user experience reports, and dashboards.



KEY BENEFITS

The objective of **Discern** is to measure success and identify new opportunities for continuous improvement. The key benefits are:

- More effective release and backlog prioritization
- Lower cost and less operational disruption risk
- Better user adoption
- Quicker SCRs and defect turnaround



[REDACTED]

[illegible]

[REDACTED]

1. [REDACTED]
 2. [REDACTED]
 3. [REDACTED]
 4. [REDACTED]

[REDACTED]

- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- I [REDACTED]
 [REDACTED]