

Attachment 3 – Project Workplan

<b>Pre-Implementation – Activities specifically related to the start up of the proposed expansion program(s)</b>					
<b>Task</b>	<b>Timeline</b>		<b>Responsible Party</b>	<b>Anticipated Results</b>	<b>Evaluation / Measurement</b>
	<b>Start</b>	<b>Finish</b>			
<b>(I) Project / Grant Management and Oversight</b>					
<b>(I.A) Project Leadership Team</b>					
<p>The Governor’s Office and the Agency will form a project leadership team (Trish Riley and Karynlee Harrington) who will be responsible for developing and maintaining a detailed project plan. This plan will allow the project team to plan, measure progress against key milestones, allocate resources, and take appropriate action for contingencies.</p> <p>The project leadership team will conduct weekly meetings with the appropriate staff and consulting resources, produce regular management reports for ACHSD and HRSA, and is responsible for the overall leadership of the project.</p>	9/15/2009	NA	GOHPF/DHA	<p>Establishment of team.</p> <p>Project plan</p> <p>Weekly meetings</p> <p>Regular management reports</p>	<p>Progress tracked against plan.</p> <p>General compliance with dates and milestones set in plan.</p> <p>Advisory group satisfaction &amp; program support registered in interviews.</p>
Develop and maintain detailed project plan	9/15/2009	NA	GOHPF/DHA		
Conduct weekly project management meetings	9/15/2009	NA	GOHPF/DHA		
Develop and produce regular project management reports to ACHSD and HRSA	9/15/2009	NA	GOHPF/DHA		
Manage contingencies	9/15/2009	NA	GOHPF/DHA		
<b>(I.B) Business Advisory Group Establishment</b>					
<p>The Agency and the Governor’s Office will establish a Business Advisory Group composed of businesses and consumers to provide guidance and input on the development and administration of the programs.</p>	9/15/2009	NA	GOHPF	<p>A group of 15 members including (but not limited to) Consumers, Employers, Insurers, and Providers</p> <p>Ongoing stakeholder input. Timely midcourse corrections.</p>	<p>Group satisfaction &amp; program support registered in interviews.</p>
Establish Group	9/15/2009	9/28/2009	GOHPF		
Manage Monthly Group Meetings / Input	9/29/2009	NA	GOHPF		

<p><b>(I.C) Other Oversight</b></p> <p>The Governor’s Office and the Agency will work with the Advisory Council on Health Systems Development (ACHSD) and the Dirigo Health Agency Board of Trustees to gain guidance and direction on issues of policy and sustainability.</p>					<p>Advisory group satisfaction &amp; program support registered in interviews.</p>
<p>Advisory Council on Health Systems Development (ACHSD)</p>	<p>9/15/2009</p>	<p>NA</p>			
<p>Dirigo Health Agency Board of Trustees</p>	<p>9/15/2009</p>	<p>NA</p>			
<p><b>(II) Analysis and Design Tasks</b></p>					
<p><b>(II.B) Run Focus Groups</b></p> <p>The Agency, through its contractor, will conduct a series of focus groups in order to better understand the needs of employers employing part-time/seasonal employees offering health insurance and to gain insight on how to market the program offerings to the employers and their part-time/seasonal employees.</p> <p>Examples of the questions and challenges the Agency will address through this analysis are:</p> <ul style="list-style-type: none"> <li>• What are the barriers to employers in providing part time employees health coverage?</li> <li>• How many part time employees take up coverage?</li> <li>• What is average contribution employers make toward the coverage of their part time employees?</li> <li>• Would employers be willing to make contributions toward their seasonal employees?</li> <li>• What types of plans do employers offer part time/seasonal workers today?</li> <li>• What is the average wage for these workers?</li> <li>• What are the turn-over characteristics of this population?</li> <li>• Would employers support a “shared-responsibility” model similar to that in Massachusetts?</li> </ul> <p>The Agency will issue a request for proposal (RFP) in order</p>	<p>9/15/2009</p>	<p>11/2/2009</p>	<p>DHA</p>	<p>A detailed analysis of the employers’ responses specific to the part-time / seasonal workforce that will serve as a guide in designing the program.</p> <p>Deliverable: Consultant Report</p>	

to acquire the appropriate resources to conduct the focus groups.  The Agency will work with its consultant to interpret the results of the focus groups and incorporate these results into the design of its three programs and marketing strategy.					
Issue RFP	9/15/2009	9/28/2009	DHA		
Manage RFP response evaluation, vendor selection, contract negotiation and signing	9/29/2009	10/12/2009	DHA		
Conduct Focus Groups	10/13/2009	10/26/2009	DHA		
Produce Results Analysis	10/27/2009	11/2/2009	DHA		Project Milestone: Report
Review results with Advisory Groups	11/3/2009	11/9/2009	DHA		
<p><b>(II.C) Actuarial / Plan Design</b></p> <p>The Agency will engage in an actuarial analysis of its target population and the current plan offerings (i.e., level of deductibles, co-insurance, co-payments, core coverage, exclusions, lifetime limitations, and HSA options) available to the large group, low income, uninsured, part-time/seasonal workforce. This analysis will inform the program’s design, eligibility guidelines, and policy.</p> <p>Examples of policy and design considerations that the analysis will inform include:</p> <ul style="list-style-type: none"> <li>• Eligibility standards</li> <li>• Household income and/or asset thresholds</li> <li>• Credible coverage standards, considering both premium and deductible/out-of-pocket costs</li> <li>• Subsidy algorithms, considering differing employer plan designs relative to benefit levels and costs</li> <li>• Selective provider networks with limited risk sharing provisions</li> </ul> <p>The Agency will also consider the feasibility, regulatory, and actuarial issues relating to connecting multiple employers of part-time/seasonal workers under a single coverage plan for shared employees.</p>	9/15/2009	11/25/2009	DHA	<p>A detailed actuarial analysis of the target population.</p> <p>Eligibility and income standards, subsidy algorithms, established provider network.</p> <p>Plan(s) design based on the actuarial analysis and established standards and definitions.</p> <p>Enrollment projections based on the plan design and actuarial analysis.</p>	

Once the plan is designed, the Agency will work further with its actuary to develop its initial monthly enrollment and cost projections.  The Agency will issue a request for proposals in order to acquire the actuarial support.					
Issue RFP	9/15/2009	9/28/2009	DHA		
Manage RFP response evaluation, vendor selection, contract negotiation and signing	9/29/2009	10/12/2009	DHA		
Define Credible Coverage	10/13/2009	10/26/2009	DHA		
Define Subsidy Levels	10/27/2009	11/9/2009	DHA		
Design Subsidy Algorithm	10/27/2009	11/9/2009	DHA		
Define Eligibility Standards	10/27/2009	11/9/2009	DHA		
Review standards and definitions with Advisory Groups	11/10/209	11/16/2009	DHA		
Revise standards and definitions	11/17/2009	11/21/2009	DHA		
Obtain Dirigo Board Approval for standards and definitions	11/24/2009	11/24/2009	DHA		Project Milestone: Board Approval
Produce Monthly Enrollment Projections	11/25/2009	11/25/2009	DHA		
<b>(III) Build and Rollout Tasks</b>					
<b>(III.A) Marketing</b>  The Agency will engage in a marketing plan to build public support for expanded access initiatives, encourage large businesses with low-income, part-time/seasonal, uninsured employees to support the program, promote awareness of the program among low-income, part-time/seasonal, uninsured employees.  The marketing plan will incorporate feedback from the focus groups analysis as well as input from the Business Advisory Group.  The plan will define the Agency's objectives, creative strategy and approach, customer insight, value proposition, and overall tactics.  The plan will include analysis of best media (i.e., print /	9/15/2009	6/1/2010	DHA	Broad community awareness and name recognition of new coverage options.  Enrollment in conformance with projections for voucher program.  Enrollment in conformance with projections for DirigoChoice offering.  Increased public awareness of healthy	Measurement of enrollment levels.  Data on source of knowledge about program from enrollee survey.

<p>radio / television / internet). This analysis will also include an examination of how to maximize the media buys for greatest reach.</p> <p>The Agency will launch and run the media campaign over the period(s) of time that best promote awareness of the program consistent with program go-live.</p> <p>The Agency will coordinate the marketing effort with the Maine Center for Disease Control and Prevention (CDC) and the State's Universal Wellness initiative.</p> <p>Finally, the marketing plan will include development of a web site presence in order to provide information to the target populations as well as the identified stakeholders in the program offering.</p> <p>The Agency will issue a request for proposals in order to acquire the appropriate resources to support the marketing effort.</p>				lifestyles and need for medical home.	
Issue RFP	9/15/2009	9/28/2009	DHA		
Manage RFP response evaluation, vendor selection, contract negotiation and signing	9/29/2009	10/19/2009	DHA		
Build marketing plan and create media	10/20/2009	11/30/2009	DHA		
Review marketing plan with Advisory Groups	12/1/2009	12/7/2009	DHA		
Revise marketing plan	12/8/2009	12/14/2009	DHA		
Obtain Dirigo Board approval for marketing plan	12/15/2009	12/15/2009	DHA		
Run media campaign	12/16/2009	6/1/2010	DHA		Project Milestone: Media Campaign Launch
Make Web Site Modifications / Development	12/16/2009	1/5/2010	DHA		
Develop and execute communication strategy to inform part-time workers of Universal Wellness opportunities	12/16/2009	6/1/2010	DHA/GOHPF		
<p><b>(III.B) Sales and Distribution</b></p> <p>The Agency will develop a select network of statewide brokers to ensure that there is a clear understanding of the</p>	9/15/2009	NA	DHA	An identified select network of brokers with whom the Agency will partner to offer the	Measurement of sales achieved through broker network.

program in the broker community. These brokers will be in a strong position to explain the program, help enroll the target population, and help the Agency meet its enrollment goals.				plan(s).  A defined communication and education strategy for outreach to these brokers and other key partners.	
Manage broker outreach and education	9/15/2009	5/24/2009	DHA		
Broker educational seminar(s)	9/15/2009	12/7/2009	DHA		
Develop select network criteria	9/15/2009	9/28/2009	DHA		
Establish select network	9/29/2009	11/9/2009	DHA		Project Milestone: established network
Educate key partners (outreach organizations)	9/15/2009	12/7/2009	DHA		
On-going broker relations and support	9/15/2009	NA	DHA		
Explore negotiated higher commission structure for brokers selling to low-income, part-time/seasonal uninsured workers	9/15/2009	10/26/2009	DHA		
<b>(III.C) Voucher Program (Program 1)</b>  Program targeted at low-income, part-time, uninsured workers in large businesses where there is an employer contribution but the employer sponsored health insurance is still unaffordable for these low income part time workers to elect coverage. The monthly voucher program along with the employer contribution will make coverage more affordable allowing greater access to purchase employer sponsored health insurance for this segment of the workforce. The employer sponsored health insurance must meet the Agency's definition of credible coverage in order to be eligible for the voucher. Vouchers will be provided through an electronic benefit transfer card, similar to a debit card.	9/15/2009	11/9/2009	DHA		
<b>(III.C.i) System Build</b>  The Agency will engage a series of formal activities to implement business process and information technology (IT) system changes in order to operationally support the	9/15/2009	10/30/2009	DHA	Competed system(s) build and/or modifications.  Trained staff.	Acceptable level of bug/system modification requests (i.e., no mission critical system issues)

voucher program.  These formal activities will progress through an initial design phase (based on the results of the focus groups and actuarial analysis), a build phase, a test phase, and then training existing and new staff on the new processes and systems.					and user error rate < 5%.
Design	9/15/2009	9/21/2009	DHA		
Build	9/22/2009	10/9/2009	DHA		
Test	10/12/2009	10/23/2009	DHA		
Train	10/26/2009	10/30/2009	DHA		Project Milestone: System go-live
<b>(III.C.ii) Reporting</b>  The Agency will define and produce reports that provide detailed information to program administrators and on the operations of the new program, including enrollment and cost information.	9/15/2009	10/5/2009	DHA	A defined report package with key information produced on a regular basis.	Informed administrators and stakeholders as registered in interviews.
Define	9/15/2009	9/16/2009	DHA		
Build	9/22/2009	10/5/2009	DHA		
<b>(III.C.iii) Collateral</b>  The Agency will produce the collateral (e.g., member enrollment forms, required member notices, educational / informational material) that it will need to distribute to part-time employees, employers, brokers, and other parties as part of the program.  The Agency will file all forms with the Bureau of Insurance the appropriate authorizations.	9/15/2009	10/26/2009	DHA	Complete collateral ready for distribution 60 days prior to go-live.	
Design	9/15/2009	9/28/2009	DHA		
BOI Approval	9/29/2009	10/12/2009	DHA		Project Milestone: Approved collateral.
Print	10/13/2009	10/26/2009	DHA		
<b>(III.C.iv) Customer Service</b>  The Agency will hire and train staff in order to respond to all incoming requests for information on the new programs and to provide assistance to members understanding and	9/15/2009	11/9/2009	DHA	Staff trained in new program able to assist members.	Member satisfaction recorded through surveys.

accessing the subsidy. Staff will determine eligibility and subsidy level.					
Hire new staff	9/15/2009	10/12/2009	DHA		
Train new staff	10/13/2009	11/9/2009	DHA		Project milestone: completion of training
<p><b>(III.D) DirigoConnect - Seasonal / Part-Time Offer (Program 2)</b></p> <p>The Agency will make a DirigoChoice offer available to Employers who employ seasonal / part-time workers and whose plan(s) do not meet the Agency's definition of credible coverage (or who do not offer any plan to these workers). This offering will be designed for employers with a uninsured, low income, part- time / seasonal work force who have a low take up rate because of affordability issues.</p> <p>Employers must contribute towards the cost of coverage. This option will allow low-income, part-time, uninsured workers to access subsidies under DirigoChoice.</p> <p>Because of the complexity of issues associated with multiple employers the seasonal component of this program will require input from seasonal employers and workers as well as an understanding of the regulatory issues both on a state and federal level.</p>	1/1/2010	3/15/2010	DHA		
<p><b>(III.D.i) Carrier Contracting</b></p> <p>The Agency will negotiate specific contract provisions with the DirigoChoice insurance carrier to support this program.</p>	01/01/2010	03/01/2010	DHA	Complete contract with specific provisions.	
<p><b>(III.D.ii) System Build</b></p> <p>The Agency will engage a series of formal activities to implement business process and IT systems changes in order to operationally support the new program.</p> <p>These formal activities will progress through an initial design phase (based on the results of the focus groups and actuarial analysis), a build phase, a test phase, and then</p>	1/1/2010	2/18/2010	DHA	<p>Completed system(s) build and/or modifications.</p> <p>Trained staff.</p>	Acceptable level of bug/system modification requests (i.e., no mission critical system issues) and user error rate < 5%.



training existing and new staff on the new processes and systems.					
Design	1/1/2010	1/7/2010	DHA		
Build	1/8/2010	1/28/2010	DHA		
Test	1/29/2010	2/11/2010	DHA		Project Milestone: system go-live
Train	2/12/2010	2/18/2010	DHA		
<b>(III.D.iii) Reporting</b>  The Agency will define and produce reports that provide detailed information to program administrators and stakeholders on the operations of the new program, including enrollment and cost information.	1/1/2010	1/21/2010	DHA	A defined report package with key information produced on a regular basis.	Informed administrators and stakeholders as registered in interviews..
Define	1/1/2010	1/1/2010	DHA		
Build	1/8/2010	1/21/2010	DHA		
<b>(III.D.iv) Collateral</b>  The Agency will produce the collateral (e.g., member enrollment forms, required member notices, educational / informational material) that it will need to distribute to part-time employees, employers, brokers, and other parties as part of the program.  The Agency will file all forms with the Bureau of Insurance the appropriate authorizations.	1/1/2010	2/11/2010	DHA	Complete collateral ready for distribution 60 days prior to go-live.	
Design	1/1/2010	2/11/2010	DHA		
BOI Approval	1/1/2010	1/14/2010	DHA		Project Milestone: Approved collateral.
Print	1/1/2010	1/14/2010	DHA		
<b>(III.D.v) Customer Service</b>  The Agency will hire and train staff in order to respond to all incoming requests for information on the new programs and with to provide assistance to members understanding and accessing the subsidy.	1/19/2010	3/15/2010	DHA	Staff trained in new program able to assist members.	Member satisfaction recorded through surveys.
Hire	1/19/2010	3/15/2010	DHA		
Train	2/16/2010	3/15/2010	DHA		Project milestone: completion of training

<p><b>(III.E) Universal Wellness</b></p> <p>The Governors Office will work with the Maine Center for Disease Control and Prevention (CDC) and connect Universal Wellness initiatives through Maine's 28 Healthy Maine Partnerships.</p>			GOHPF	<p>Defined protocol for integrating Universal Wellness initiatives with new insurance programs.</p> <p>Defined, regular reporting for tracking utilization of Universal Wellness initiatives.</p>	Use of health care services and identification of a medical home
Meet with Maine Center for Disease Control (CDC) to review project and goals	9/15/2009	10/14/2009	GOHPF		
Develop protocol with CDC and 28 Healthy Maine Partnerships to link newly covered part-time/seasonal workers to Universal Wellness programs	10/15/2009	10/31/2009	GOHPF		
Develop communication strategy to inform part-time/seasonal workers of Universal Wellness opportunities	11/01/2009	11/30/2009	GOHPF		
Track participation rates through reporting from Healthy Maine Partnerships Quarterly	1/1/2010	NA	DHA		
<p><b>(III.F) Rule Establishment</b></p> <p>The Agency will establish policy and routine technical rules to govern the program, where appropriate. The rules will cover the determination of credible coverage, eligibility standards, and the application of the subsidy, as determined during the actuarial analysis task. The Agency's Board must approve the rules.</p> <p>Routine technical rules are subject to public hearing and review.</p>	12/9/2009	5/18/2010	DHA	Final rules	
Draft Rules	12/9/2009	12/29/2009	DHA		
Review rules with Advisory Groups	12/30/2009	1/5/2010	DHA		
Board Approval	1/6/2010	1/12/2010	DHA		
Manage Public Comment Process	1/13/2010	5/18/2009	DHA		
Promulgate Final Rules	5/18/2010	5/18/2010	DHA		Project milestone:

					Final rules.
<b>(IV) Sustainability Consulting</b>	9/15/2009	9/14/2011	GOHPF		
The Governor's Office will seek contractors to assist in developing plans to sustain and grow this coverage expansion. Two contracts will be bid. One will seek experts in Medicaid who are familiar with both the Massachusetts and Vermont expansion waivers, to assist Maine develop and negotiate a similar waiver that will allow the state to cover the expansion population (up to 300%FPL) through Medicaid. A second contract will secure an expert or experts to assist Maine develop a proposal to establish a shared responsibility strategy that will require individuals and businesses to contribute to the cost of coverage. Both contracts will begin in Year One, recognizing that both initiatives will take time to develop with extensive public and legislative input.					
<b>(IV.A) Medicaid Waiver</b>	9/15/2009	8/31/2010	GOHPF		
Issue RFP	9/15/2009	10/26/2009	GOHPF		
Manage Contract Negotiation and Signing	10/27/2009	11/16/2009	GOHPF		
Conduct research into similar Medicaid waivers (e.g., MA ,VT) re: design and budget neutrality	11/17/2009	12/10/2009	GOHPF	Knowledge of opportunities	
Meet with CMS to discuss interest / options	12/11/2009	12/17/2009	GOHPF	Understanding of Federal needs	
Prepare options paper	12/18/2009	2/19/2010	GOHPF	Options paper outlining acceptable opportunities	
Review options paper with Advisory Groups	2/22/2101	2/26/2010	GOHPF	Consensus on approach	
Review options paper with stakeholders	3/1/2010	3/5/2010	GOHPF		
Design and price out waiver	3/8/2010	3/30/2010	GOHPF / DHHS	Final waiver submission	
Review waiver with Advisory Groups	3/31/2010	4/13/2010	GOHPF / DHHS		
Review waiver with stakeholders	4/14/2010	4/28/2010	GOHPF / DHHS		
Submit waiver	4/29/2010	4/29/2010	GOHPF / DHHS		
Conduct on-going discussions with CMS	4/29/2010	6/23/2010	GOHPF / DHHS		
Waiver awarded	6/23/2010	6/23/2010	GOHPF / DHHS		Project milestone: Waiver awarded

Review waiver with Advisory Groups	6/24/2008	6/28/2010	GOHPF / DHHS		
Review waiver with stakeholders	6/24/2010	6/28/2010	GOHPF / DHHS	Advisory group understanding of waiver and status	
<b>Rules</b>	6/24/2010	9/8/2010	GOHPF / DHHS		
Draft Rules	6/24/2010	7/21/2010	GOHPF / DHHS		
Review rules with Advisory Groups	7/22/2010	7/28/2010	GOHPF / DHHS		
Manage Public Comment Process	7/29/2010	9/8/2010	GOHPF / DHHS		
Promulgate Final Rules	9/8/2010	9/8/2010	GOHPF / DHHS		Project Milestone: Final Rules
<b>(IV.B) Shared Responsibility</b>					
Issue RFP	9/15/2009	10/26/2009	GOHPF		
Manage Contract Negotiation and Signing	10/27/2009	11/16/2009	GOHPF		
Research programs in MA, VT, San Francisco	11/17/2009	12/23/2009	GOHPF		
Develop background paper	12/24/2009	1/29/2010	GOHPF		
Presentation(s) to DHA / GOHPF / Advisory Groups from other states and/or consultants	2/1/2010	2/5/2010	GOHPF		
Develop proposed model / approach	2/8/2010	6/4/2010	GOHPF		
Review proposed model / approach with Advisory Groups	6/7/2010	6/11/2010	GOHPF	Refined approach/strategy	
Present model / approach in public forums / stakeholders	6/7/2010	7/2/2010	GOHPF	Understanding of public sentiment, environment	
Refine model based on feedback	7/5/2010	7/30/2010	GOHPF	Final model	
Outreach / communication to public	8/2/2010	10/15/2010	GOHPF		
Prepare transition document for new Administration	10/18/2010	11/15/2010	GOHPF		
Identify Legislative sponsor(s)	11/16/2010	12/14/2010	GOHPF		
Draft Legislation	12/15/2010	12/31/2010	GOHPF		
Submit Legislation	12/31/2010	12/31/2010	GOHPF		
Support Legislative hearings	1/3/2011	3/1/2011	GOHPF		
Support Legislative Deliberations	3/2/2011	6/1/2011	GOHPF		
Bill enacted	6/1/2011	6/1/2011	GOHPF		Project milestone: Bill enacted
Convene implementation team	6/2/2011	6/15/2011	GOHPF		
Create implementation plan	6/16/2011	6/29/2011	GOHPF		
Review plan with Advisory Groups	6/30/2011	7/6/2011	GOHPF		

<b>Rules</b>			GOHPF		
Draft Rules	6/30/2011	7/27/2011	GOHPF		
Review rules with Advisory Groups	7/28/2011	8/3/2011	GOHPF		
Manage Public Comment Process	8/4/2011	9/14/2011	GOHPF		
Promulgate Final Rules	9/14/2011		GOHPF		Project Milestone: Final Rules
<b>(V) Financial Builds</b>  The Agency will establish the appropriate internal controls and accounts for its financial management of the programs funded under the Grant.  These activities will include establishing the account code structure, defining and producing the appropriate financial reports, and integrating these activities with the overall State of Maine financial systems.	9/15/2009	10/12/2009	DHA	Account structure, reports.	
<b>(VI) Stakeholder Communication</b>  The Governor's Office and the Agency will develop and execute a stakeholder communication plan to ensure full transparency into the management, design, and operation of the program. The stakeholder communication plan will include (but not be limited to):  <ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Email Blasts</li> <li>• Web site updates</li> </ul> Key stakeholders include, but are not limited to, the Legislature and key Committees of Oversight, the press, and advocacy groups.	9/15/2009	NA	DHA/GOHPF	List of identified stakeholders, defined communication strategy.	Stakeholder satisfaction as measured through informant interviews
Identify Stakeholders	9/15/2009	9/21/2009	DHA/GOHPF		
Manage communication with stakeholders	9/21/2009	NA	DHA/GOHPF		
<b>Implementation – Activities relating to the administration and ongoing support of the program</b>					
<b>(I) IT System Support</b>  The Agency will provide ongoing technical and end-user support for the technical systems developed for the	01/01/2010	NA	DHA	Consumer satisfaction including both enrollees and employers	Enrollee survey  Informant interviews with employers

programs, including help-desk and troubleshooting services.					
<b>(II) Financial</b>  The Agency will provide ongoing financial operations support for the program, including monthly reporting and accounting services as required.	01/01/2010	NA	DHA	Financial accountability to policymakers and stakeholders	Agency reports issued
<b>(III) Customer Service</b>  The Agency will respond to all incoming requests for information on the new programs. The requests will be fulfilled on a timely basis. All requests will be logged and tracked and reporting completed on all activity.	01/01/2010	NA	DHA	Enrollment growth and enrollee satisfaction	Reports from agency log of inquiries  Enrollee survey
<b>(IV) Operations / Enrollment</b>  Agency staff will maintain enrollment processing / eligibility determination operations.	01/01/2010	NA	DHA	Enrollment growth	Rate of enrollment growth and retention
<b>(V) Management/Administration</b>  Agency staff will continue provide supervisory and management functions for the operations and support of the programs.	01/01/2010	NA	DHA	Efficient program operation	Staff retention  Enrollee survey
<b>(VI) Reporting</b>  The Agency will provide ongoing, periodic financial and enrollment reports (as defined in the pre-implementation activities)	01/01/2010	NA	DHA	Program accountability	Deliverables: agency reports
<b>(VII) Forecasting / Budgeting</b>  The Agency will provide ongoing enrollment and financial forecasting, as well as annual/quarterly budgets.	01/01/2010	NA	DHA	Program accountability and financial sustainability	Deliverable: Agency reports
<b>(VIII) Business Advisory Group</b>  The Governor's Office and the Agency will continue to sponsor The Business Advisory Group. The Group will monitor actual enrollment to projections, actual program costs to projections, and recommend corrective actions as appropriate.	01/01/2010	NA	GOHPF/DHA	Program accountability and responsiveness	Stakeholder satisfaction as measured through informant interviews
<b>(IX) Stakeholder Communication</b>	01/01/2010	NA	GOHPF/DHA		

The Governor's Office and the Agency will manage a formal communication plan focusing on:				Program accountability	GOHPF and Agency reports  Enrollment and cost experience in relation to established benchmarks
<ul style="list-style-type: none"> <li>• Goals and benchmarks</li> <li>• Actual enrollment to projections</li> </ul> Actual program costs to projections					
<b>(X) Universal Wellness</b>	01/01/10		GOHPF/DHA		Use of health care services and identification of a medical home
As part of larger Agency marketing plan launch a communication strategy statewide regarding Universal Wellness.					
<b>Post Implementation – Activities relating to the ongoing communication and support of the program</b>					
<b>(I) Business Advisory Group</b>	01/01/2010	NA	GOHPF/DHA		Advisory group satisfaction as measured through informant interviews
The Governor's Office and the Agency will continue to sponsor The Business Advisory Group. The Group will monitor actual enrollment to projections, actual program costs to projections, and recommend corrective actions as appropriate.					
<b>(II) Stakeholder Communication</b>	01/01/2010	NA	GOHPF/DHA		Stakeholder satisfaction as measured through informant interviews
The Governor's Office and the Agency will manage a formal communication plan focusing on:					
<ul style="list-style-type: none"> <li>• Goals and benchmarks</li> <li>• Actual enrollment to projections</li> </ul> Actual program costs to projections					
<b>Program Evaluation – Activities relating to the evaluation of the implementation and operation of the program</b>					
(I) Monitor Pre-operations Program Implementation	9/15/2009	7/1/2010	Muskie School	Information to stakeholders, administrators, funders and the public on scheduled progress	Monitoring of milestones against scheduled dates (see tasks) above.
(II) Monitor stakeholder engagement	9/15/2009	NA	Muskie School	Information to stakeholders, administrators, funders and the public on	Formation of advisory boards Scheduled meetings and written

				program sustainability	communications Key informant interviews
(III) Monitor program enrollment	1/1/2010	NA	Muskie School / DHA	Information on program growth in relation to bench marks	Benchmarks established annually for: year end enrollment, total enrollment, and retention rates
(IV) Evaluate enrollee satisfaction (Years 1, 3 and 5)	7/1/2010 7/1/2011 7/1/2013	9/14/2011 9/14/2012 9/14/2014	Muskie School	Analysis of enrollee perceptions of program strengths and weaknesses to disseminate internally and externally	Enrollee assessment of program experience measured by survey
(V) Evaluate program risk selection and utilization experience (Annually, yrs. 2 – 5)	9/15/2010	9/14/2014	Muskie School	Reports of per capita use rates of various services by program enrollees, controlling for factors or age, sex,	Utilization benchmarked against other Dirigo enrolled populations and insurance partner's commercial population
(VI) Evaluate adoption of medical home model, use of primary and preventive services, and care management of chronic disease (Annually, yrs. 2 – 5)	9/15/2010	9/14/2014	Muskie School / DHA	Reports of trends in successful linkages of enrollees to medical homes and trends in preventive utilization and care management of chronic illnesses	Trends benchmarked against annually established project goals.
(VII) Evaluate program costs (years 2 – 5)	9/15/2010	9/14/2014	Muskie School / DHA	Reports of aggregate and per capita costs inclusive of administrative costs and medical claims costs	Per capita and aggregate costs benchmarked against annually established program benchmarks
(VIII) Assess program sustainability	9/15/2009	9/14/2014	Muskie School	Annual and Final Reports	Experience against benchmarks, observation of legislative action and key informant interviews