

## SCOPE STATEMENT

### **The Kansas Eligibility Enforcement System: Evaluating Delays in the System's Implementation**

In August 2011, Kansas signed a \$135 million contract with Accenture to design a new benefits eligibility computer system to help identify and prevent fraudulent claims for Medicaid and other state assistance programs. Of that amount, approximately \$85 million was intended to pay for the system itself, and \$50 million for its operation during a five-year period. This system, called the Kansas Eligibility Enforcement System (KEES), is a web-based system intended to help streamline enrollment for state medical and human service benefits. The system also links several state agency databases to help agency staff identify applicants who provide inconsistent or inaccurate information regarding their income, age, or other relevant eligibility factors.

Since the KEES project began in February 2012, it has been subject to numerous delays and missed deadlines. The Kansas Enterprise Project Management Office (EPMO) has placed the KEES project on caution or alert status on numerous occasions because of delays in the project's schedule and insufficient task or deliverable completion rates. According to EPMO quarterly reports, all phases of the project were originally anticipated to be complete by November 2013. As of February 2015, the project is ongoing with no estimated completion or implementation date.

Legislators have expressed concern that delays in the system's implementation may have increased the project's costs and affected the system's functionality.

A performance audit in this area would address the following questions:

- 1. What is the current status of the Kansas Eligibility Enforcement System project?**  
To answer this question, we would interview Department of Health and Environment staff and review relevant reports from the Kansas Enterprise Project Management Office (EPMO) to determine the current status of the project in terms of scope, schedule, and budget. As part of that work, we would compare the project's current schedule against its planned schedule and would interview agency officials to determine any reasons for project delays. We would augment this work by interviewing staff from the EPMO to obtain their assessment of that project, and to identify any potential threats to its final implementation. We would perform additional work in this area as necessary.
- 2. Have project delays or other changes resulted in additional costs, reduced anticipated savings, or reductions in the system's functionality?**  
To answer this question, we would use information collected in Question 1 and work with Department of Health and Environment officials to identify significant changes to the KEES project's timelines, scope, or deliverables. Specifically, we would determine which components of the project have been completed and would try to compare planned to actual costs for those components. Moreover, we would interview department officials and would review available project documents to determine whether changes in project scope or deliverables have increased the project's cost or reduced the system's functionality. We

would also look for any project changes that might have reduced anticipated savings related to improvements in hardware or technology (e.g. upgrading from an antiquated mainframe system). For any of these changes we identified, we would interview department officials to determine why these changes were made. We would perform additional work in this area as necessary.

**Estimated Resources:** 3 LPA staff

**Estimated Time:** 4 months (a)

(a) *From the audit start date to our best estimate of when it would be ready for the committee.*