

Deliverable to:

Montana Department of Public Health and
Human Services



Independent Verification and Validation (IV&V)
Services for the Montana Medicaid Management
Information System (MMIS)

Monthly Status Report

August 21, 2013

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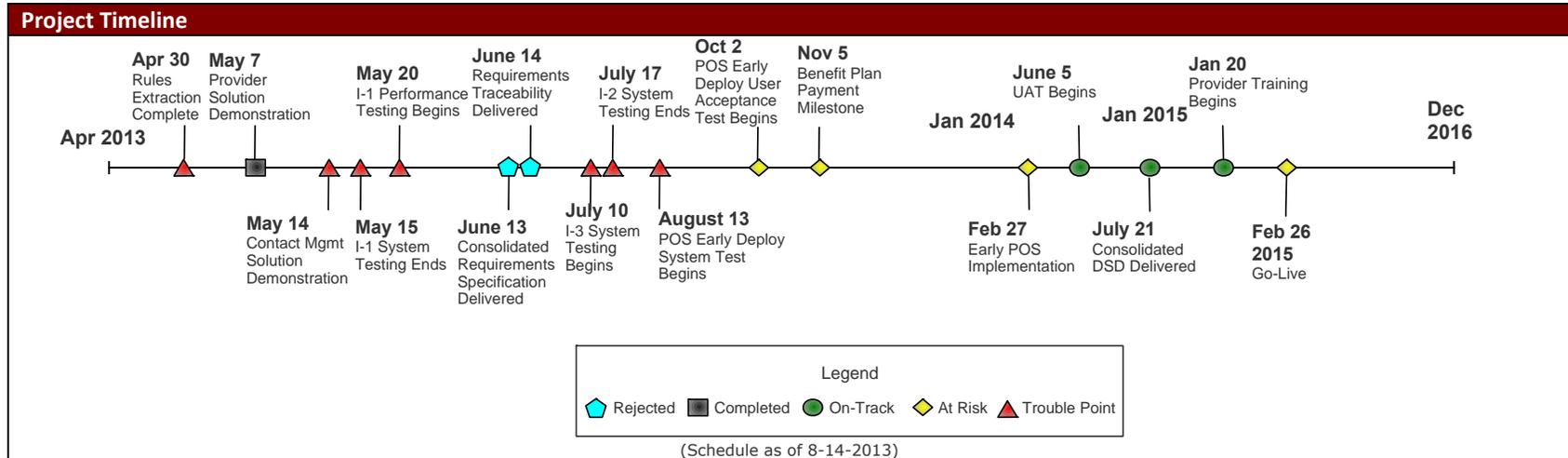
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1 - MMIS Project Quality

1.1 Project Summary

Current Phase:	Requirements Analysis/Iterative Design/Development
Most Recent Accomplishment:	Conducted Interdependencies kick-off meeting during the week of 8/19/13
Next Major Milestone:	Solution Demonstration for Contact Management – 5/14/13
Next Payment Milestone:	Benefit Plan – 11/5/13
Biggest Project Challenges:	<ul style="list-style-type: none"> • Lack of availability of Xerox Health Enterprise (HE) Experts to support collaboration sessions • Delays in design, development, and Iteration 1, 2, and 3 system testing • Gap tracking and process management concerns • Resource allocation is currently 132% • The current number of slipped tasks is 555
Status Overview	<p>Re-planning Effort - Xerox delivered the new work plan framework and accompanying Power Point presentation on 8/7/13. The framework and presentation were reviewed with the DPHHS team in a meeting on 8/7/13. Xerox is in the process of conducting a deep-dive to finalize their gap estimates. There are several important items missing from the work plan framework (e.g. data conversion, ICD-10, waiver, etc.). Xerox plans to redeliver a more complete work plan at the end of August. DPHHS/PK submitted comments to Xerox on the work plan framework on 8/16/13.</p> <p>Amendment 4 – Xerox has requested to have the work plan portion of Amendment 4 removed, due to the new work plan that will be delivered as a result of the re-planning effort. The amendment will be executed with the ICD-10 and change from Duane Preshinger to Jeff Buska content, but the work plan changes will be removed. DPHHS will continue to allow Xerox to utilize the Baseline Start and Baseline Finish dates in the current work plan, rather than the approved Start and Finish dates, during the re-planning effort. The formal submission of Amendment 4 was sent to CMS on 7/11/13. MT State ITSD signed this contract amendment on 8/1/13. The amendment has been signed by Xerox, and is awaiting DPHHS signatures.</p> <p>Staffing Changes - Xerox announced on 7/18/13 that any Xerox MMIS DDI project resources that have not previously worked for the Xerox Fiscal Agent Services in Montana are employed by Cognizant, effective 8/1/13. Staff that previously worked for the Xerox Fiscal Agent Services in Montana will be employed by Cognizant, effective 10/1/13. Tom Olsen and Tony Franklin have resigned. Their last day will be 8/23/13. DPHHS approved Kimberly Price as the DDI Manager on 8/12/13. Xerox presented a PM Transition Plan to DPHHS on 8/16/13. This plan is currently under review by DPHHS.</p>
Project Status/Xerox Performance Indicator Panel	
<p>Overall:  red</p> <p>NOTE: <i>The overall project status is red due to out of scope gaps not addressed, resource over-allocation, design, development and system testing delays, gap tracking and process management issues, the current project SPI, the large number of slipped tasks, and the contact management solution demonstration not being scheduled.</i></p>	<p>Performance Indicator Panel Key</p> <p> Green: no risk identified risk</p> <p> Yellow: identified risk – must be actively managed</p> <p> Red: identified problem – requires mitigation</p>
<p>Schedule:  red Scope:  red Resources:  red</p>	



Overdue Deliverables and Interim Deliverables

<p>Deliverables:</p> <ul style="list-style-type: none"> D: Glossary Update- Feature of Sharepoint (RS366) - 6/11/13 D: Test Cases and Scripts for System Testing (MI62076) - 7/8/13 D: I-4 - Unit Test Checklists (PI647) for DRAMS - 7/1/13 D: I-4 - System Test Cases and Test Scripts (PI280) for DRAMS - 8/12/13 D: Regression Test Results Complete (PI377) for Pharmacy POS Early Deployment - 8/6/13 <p>Interim Deliverables:</p> <ul style="list-style-type: none"> D-I: Provider Documentation I-1 (MI0102) - 5/10/13 D-I: System Test Results I-1 Contact Mgmt (MI75827) - 5/14/13 D-I: System Test Results I-1 Architecture (MI66307) - 5/21/13 D-I: Gap DSDD I-2 Benefit Plan Reports (MI2994) - 12/26/12 D-I: Gap DSDD I-3 Reference (MI1395) - 2/25/13 D-I: Gap DSDD I-3 Reference Reports (MI3004) - 2/26/13 D-I: Gap DSDD I-3 Member Reports (MI3020) - 2/27/13 D-I: Gap DSDD I-3 Member Letters (MI3012) - 2/27/13 D-I: Base DSDD I-3 Contact Management (MI3478) - 2/22/13 D-I: Gap DSDD I-3 Contact Management Letters (MI3028) - 2/22/13 D-I: Base DSDD I-3 Architecture (MI3486) - 2/22/13 D-I: Gap DSDD I-3 Claims Interfaces (MI3052) - 2/25/13 D-I: Gap DSDD I-3 Claims Reports (MI3060) - 2/25/13 D-I: Base DSDD I-4 Reference (MI3774) - 5/15/13 	<ul style="list-style-type: none"> D-I: Base DSDD I-4 Service Auth (MI3970) - 6/7/13 D-I: Gap DSDD I-4 Claims Letters (MI3903) - 5/21/13 D-I: Gap DSDD I-4 Claims Payment Letters (MI4005) - 5/24/13 D-I: Gap DSDD I-4 Claims Payment Reports (MI3998) - 5/31/13 D-I: Gap DSDD I-4 Claims Reports (MI3896) - 5/21/13 D-I: Gap DSDD I-4 Member (MI4083) - 5/20/13 D-I: Gap DSDD I-4 Provider Interfaces (MI3788) - 5/20/13 D-I: Gap DSDD I-4 Provider Letters (MI3802) - 4/15/13 D-I: Gap DSDD I-4 Provider Reports (MI3795) - 4/11/13 D-I: Gap DSDD I-4 Reference (MI3760) - 5/31/13 D-I: Gap DSDD I-4 Service Auth Letters (MI3945) - 5/30/13 D-I: Gap DSDD I-4 Service Auth Reports (MI3938) - 5/30/13 D-I: Gap DSDD I-4 TPL EDI (MI4061) - 6/4/13 D-I: I-4 - System Test Plan, System Test Cases and Scripts for RetroDUR - 5/10/13 D-I: I-4 - System Test Cases and Scripts for DRAMS - 7/17/13 D-I: System Test Results I-2 Provider (MI72001) - 7/24/13 D-I: System Test Results I-2 Reference (MI75827) - 7/31/13 D-I: System Test Results I-2 Contact Management (MI75827) - 8/7/13 D-I: System Test Results I-2 EDMS (MI72001) - 7/23/13 D-I: System Test Results I-3 POS - 7/9/13 D-I: DSDD for Pharmacy POS (PI350) - 7/26/13 D-I: Test Cases and Scripts for Pharmacy POS Early Deployment - 8/9/13
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1.2 Recommended Priorities for Next Reporting Period

Recommended Priorities	Responsible Party	Risk Level
<p>Request a change to the Resource Status Criteria Metrics in Xerox Weekly Status Report, based on the agreement with Xerox that the average resource allocation for the next 90 days should be 100%.</p> <p>Update: Discussed with Tom on May 10, 2013. An email formally requesting these changes was sent to Xerox on June 4, 2013. Xerox notified DPHHS on June 11, 2013 that they plan to include these changes in their re-planning effort. Issues, Risks and SPI criteria metrics will need to be adjusted as well.</p>	Tim Peterson	 yellow

Risk Level Key:

 Green: no risk identified risk	 Yellow: identified risk – must be actively managed	 Red: identified problem – requires mitigation
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1.3 Issues for Management Attention

The following table presents the most critical issues on the project. Refer to the project issue log in the DPHHS SharePoint for more detailed information about project issues.

Issue	What's Been Done	What's Still Needed
<p><i>1) Lack of availability of Health Enterprise (HE) Experts for collaboration sessions</i></p> <ul style="list-style-type: none"> - When the new collaboration session process was implemented, Xerox committed that they would have a HE expert present in each session - Lack of HE knowledge in sessions generates numerous action items for Xerox - Without proper knowledge of the HE system, gaps cannot be properly identified - Xerox has indicated that they are competing with resources for UAT in other states, and will not always be able to provide a HE expert for sessions in Montana - Sessions may have to be repeated when HE experts are available - Xerox committed on 7/26/12 that an HE expert will be on-site for each collaboration session - No Xerox SME present for Claims (Front End) Gap Identification session - Afternoon of Tuesday, 8/7/12 was canceled due to lack of Xerox HE expert availability - There was no Xerox HE SME present for the Reference session on 8/13/12 or 8/14/12 - Many questions in the Member 3 session, 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - DPHHS has requested that an HE SME be present for each collaboration and design session - DPHHS has requested that if an HE SME is not able to be onsite to support a collaboration session, they participate in the meeting by video conference, rather than over the phone - Xerox provided a spreadsheet outlining the qualifications and areas of expertise of the SMEs that will be supporting the collaboration and design sessions - Xerox SMEs participated in two of the collaboration sessions via video conference the week of 9/10/12 - Xerox provides a SME Help spreadsheet on a monthly basis, outlining the HE Experts scheduled for each collaboration session - This issue is reviewed weekly 	<ul style="list-style-type: none"> - Knowledgeable Xerox Health Enterprise SMEs on site for each collaboration and design session

Issue	What's Been Done	What's Still Needed
<p>week of 8/27/12, were not able to be answered – notably in the long term care portlets</p> <ul style="list-style-type: none"> - Many questions in the Claims Adjudication session were unable to be answered by the Xerox SME. A large number of Xerox action items were generated to obtain answers to questions about HE - No Claims SME was present in the Claims Adjudication meeting that began on 10/1/12 - No HE Expert was present in the Care Management session that began on 10/9/12 - No HE SME was present for the Claims Adjudication meetings on 10/11/12 and 10/12/12 - The scheduled HE Expert (Sybil Pepper-Spencer) for the Member Design session that began on 10/22/12 was not on video or on the phone until the last day of the session - The HE Expert for DSS for the session that began 10/29/12 has not been able to demonstrate the DSS or answer questions regarding DSS functionality. By the end of day 2, 47 action items had been recorded, with a majority of them assigned to Xerox - Xerox notified DPHHS on 11/2/12 that a SME would only be available for 1 – 2 hours at the end of each day for the 11/7-11/9/12 	<p>during the Xerox Weekly Status meeting</p>	

Issue	What's Been Done	What's Still Needed
<p>Claims session. This is unacceptable to DPHHS based on issues with past Claims sessions</p> <ul style="list-style-type: none"> - Xerox notified DPHHS at 4:41 pm that due to travel issues, the Reference session would not begin until 12:30 pm on 11/14/12. The morning of 11/14/12, DPHHS was notified that the session could not begin until 11/15/12 - If Xerox is unable to provide SMEs for the 2-wide sessions, they will have great difficulty staffing 4-wide sessions - Neither the scheduled expert or alternate resource (Alek Szlam or Gurdial Virk) were in attendance for the Web Portal design session - Kirk Blackmon is supporting the Claims Adjudication session the week of 1/7/13, however he is not actively engaged. He responds to questions when asked, but is not an active participant in the session - No HE expert was scheduled or present for the Member Design session the week of 1/14/13 - HE experts were not able to answer many questions about HE functionality in the Claims Front End session the week of 1/22/13 - The scheduled expert (Kati Tabert) was not in attendance for the Reference design session the week of 1/28/13 		

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - There was no HE DDI project resource in attendance for the Retro DUR session the week of 1/28/13 - There was no scheduled expert and no expert in attendance for the Care Management design session the week of 2/4/13 - There was no scheduled expert and no expert in attendance for the Claims Adjudication design session the week of 2/11/13 - The scheduled expert (Sibyl Pepper-Spencer) was not in attendance for the Member design session the week of 2/11/13 - There was no scheduled expert and no expert in attendance for the Provider design session the week of 2/25/13 - There was an expert present, Kati Tabert, for the Reference session the week of 2/25/13. Kati indicated that one of the gaps previously recorded in Reference were more appropriate for the Rules Management area of HE, rather than the Utilization Review area of HE - Reyne Bauman, the scheduled expert, was on the phone for the Claims Pricing design session the week of 3/18/13, but was not participating, resulting in a large number of action items - There was no scheduled expert for the 		

Issue	What's Been Done	What's Still Needed
<p>Claims interface meeting the week of 4/15/13, and there were HE specific questions that the Claims team was not able to answer. The Xerox SME Help schedule indicates "N/A"</p> <ul style="list-style-type: none"> - There was no scheduled expert for the AVRS/Faxback session the week of 4/15/13, and there were HE specific questions that the AVRS team was not able to answer. They are planning a follow-on session to address questions and functionality that could not be addressed in this week's session. The Xerox SME Help schedule indicates "No coverage" - Many action items to determine HE functionality were recorded during the Reference Conversion Mapping Walk-through on 4/22/13 - The scheduled expert in support of the DSS Design session the week of 4/29/13 was on the phone on Monday morning, but will not be available to support the session for the remainder of the week - The scheduled expert in support of the Provider Business Rules session the week of 4/29/13 was not available for the entire day on Monday, due to her time zone, and was not available on Tuesday - David Miller, the scheduled expert, was on the phone for the Benefit Plan design and configuration session the week of 5/20/13, 		

Issue	What's Been Done	What's Still Needed
<p>but was not actively participating.</p> <ul style="list-style-type: none"> - The scheduled experts participated in sessions by phone, but not video during the week of 6/3/13 - The scheduled experts are participating in the session by video the week of 6/10/13 - The scheduled expert in support of the Claims Pricing design review session the week of 7/8/13 was not available for the entire week, and no alternate expert was available to support the session - The scheduled expert in support of the Claims Pricing session the week of 7/22/13, Mary Lynn, was not able to answer many questions that came up in the session. Most gaps discussed had outstanding decisions/action items - The scheduled expert in support of the Claims Pricing session the week of 7/29/13, Mary Lynn, was not able to answer many questions that came up during the session and was not participating in the conversation. Mary Lynn was not on the line on Tuesday, July 29, 2013 - There was not an HE DDI team member present for the RetroDUR clinical rules session during the week of 8/5/13 - There was not an HE DDI team member present for the EHR clinical rules session during the week of 8/19/13 		

Issue	What's Been Done	What's Still Needed
<p><i>2) Delay in the start and completion of system and extended system testing for Iteration 1 functional areas</i></p> <ul style="list-style-type: none"> - Testing was scheduled to begin on January 31, 2013, but did not begin until March 18, 2013 - This impacts Provider, Contact Management and Architecture functional areas - Xerox experienced problems with the implementation of their system testing environment - Iteration 1 system and extended system testing tasks are not indicated on the slipped task report for their finish date, but the test execution tasks have not completed - Xerox is reporting completion of Iteration 1 system testing, however the exit criteria defined in the system test plan have not been achieved - There are currently 8 blocked and 186 deferred test cases in Iteration 1 system testing 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings 	<ul style="list-style-type: none"> - Completion of iteration 1 system and extended system testing - Demonstrate completed gap development for current sprints as soon as possible
<p><i>3) Delay in the start of system and extended system testing for Iteration 2 functional areas</i></p> <ul style="list-style-type: none"> - Testing was scheduled to begin on April 17, 2013, and has not yet started - This impacts the Provider, Reference, Contact Management, Web Portal, Architecture, Benefit Plan, and EDMS functional areas 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings 	<ul style="list-style-type: none"> - Completion of iteration 2 system and extended system testing - Demonstrate completed gap development for current sprints as soon as possible

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - Xerox experienced problems with the implementation of their system testing environment - Iteration 2 system and extended system test execution and test results tasks are indicated on the slipped task report for their start dates 		
<p><i>4) Delay in the start of system and extended system testing for Iteration 3 functional areas</i></p>		
<ul style="list-style-type: none"> - Testing was scheduled to begin on July 10, 2013, and has not yet started - Iteration 3 system and extended system test execution and test results tasks are indicated on the slipped task report for their start dates 		
<p><i>5) Gap tracking and process management concerns</i></p>		
<ul style="list-style-type: none"> - BAs have been unable to locate a number of their gaps in the RTM (both the comprehensive RTM and RTMs by functional area) - Xerox functional teams have been unable to locate specific gaps in DOORS or SharePoint during design sessions - Gaps are currently being tracked in multiple tracking systems (DOORS and multiple SharePoint action item categories), making it difficult for BAs to locate gaps - Gaps have been transferred to different functional areas and renamed, which prevents tracking of the gap originally 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - Xerox is conducting a gap assessment to identify transferred gaps 	<ul style="list-style-type: none"> - Xerox to provide a mapping of renamed gaps - Xerox to respond to the PK Remaining Requirements report

Issue	What's Been Done	What's Still Needed
<p>captured</p> <ul style="list-style-type: none"> - Iterations have not been included on the RTM - DPHHS/PK has requested that the Gap Clarification and Gap Status columns from DOORS be added to the RSD Working View - Xerox delivered an email on 3/17/13, outlining the proposed process for defect, demo, and transferred gaps - DPHHS responded to the proposed process with comments on 3/27/13 - Xerox response was received on 4/2/13 - DPHHS responded with a question on 4/12/13 - Gaps in the AVRS functional area were reworded and renumbered without involvement with or notification of DPHHS staff - BAs and PMs are unable to locate many Gaps in the Consolidated RSD and Consolidated RTM 		
<p><i>6) System Architecture requirements for Commercial off-the-Shelf (COTS) products</i></p> <ul style="list-style-type: none"> - Xerox is of the opinion that System Architecture requirements do not apply to the COTS products proposed to meet DPHHS RFP requirements - There is no stated exclusion in the RFP for products that Xerox has chosen to use to meet RFP requirements - DPHHS delivered a matrix outlining the 	<ul style="list-style-type: none"> - DPHHS delivered a matrix outlining the COTS products that are part of the DDI, and the system architecture requirements in question 	<ul style="list-style-type: none"> - DPHHS and Xerox to conduct a meeting to review the populated matrix

Issue	What's Been Done	What's Still Needed
<p>COTS products that are part of the DDI, and the system architecture requirements in question</p> <ul style="list-style-type: none"> - Xerox delivered the populated matrix to DPHHS on 6/7/13, however population of data for three of the COTS products is incomplete - Xerox delivered an updated matrix to DPHHS on 6/25/13, however the population of data for ImpactPro is not complete - DPHHS conducted an initial internal review of the populated matrix on 6/25/13 - DPHHS delivered review comments to Xerox on the populated COTS matrix on 7/29/13 - Xerox delivered an updated matrix, including the population of ImpactPro data 		
<p><i>7) Limited DPHHS/PK access to JIRA and Greenhopper</i></p>		
<ul style="list-style-type: none"> - Access to these tools is needed for DPHHS/PK to have visibility to development progress and defect identification and resolution - Until expanded access is provided, PK has requested that Xerox provide defect metrics, per the system test plan - Xerox provided JIRA/Greenhopper access to DPHHS on 4/19/13, however the view provided is very limited and does not provide the necessary information - DPHHS/PK met with Xerox on 4/30/13 to explain the expanded access needs for 	<ul style="list-style-type: none"> - RQM training was provided on 5/29/13 	<ul style="list-style-type: none"> - Xerox to provide expanded access to JIRA and Greenhopper as soon as possible - Xerox to provide defect metrics until appropriate access to JIRA has been granted

Issue	What's Been Done	What's Still Needed
<p>Greenhopper</p> <ul style="list-style-type: none"> - Access to RQM was provided on 4/25/13, and RQM training was provided on 5/29/13 - Access to the internal implementation JIRA/Greenhopper was provided to DPHHS on 6/10/13 - Adequate content for backlog management across the entire system does not appear to exist 		
<hr/>		
<p><i>8) Xerox has indicated that there are not enough available local codes in HE to accommodate the way HE generates their procedure code/modifier combinations</i></p> <ul style="list-style-type: none"> - HE has been built to take a procedure code/modifier combination and create an internal code (local code), behind the scenes, to process claims - There will be 12,000 internal codes that would need to be created - There are only 900 codes available because all others are used by HCPCS codes - Xerox delivered an email outlining proposed changes to Reference and Cross Reference tables in an effort to resolve the local code issue - The proposed changes do not align with DPHHS expectations - Related Reference design impacts were discussed on 6/18/13, however the discussion has not concluded and the local codes issue was not addressed 	<ul style="list-style-type: none"> - DPHHS has escalated this issue to Xerox management - Related Reference design impacts were discussed on 6/18/13, however the discussion has not concluded and the local codes issue was not addressed - A follow-up Reference re-design session was held on 7/11/13 	<ul style="list-style-type: none"> - Xerox architects/database architects to contact Tim to schedule a meeting to discuss the database design and potential limitations

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - Xerox has stated that this is no longer a design issue - Xerox provided a mini-ERD on 8/2/13 - DPHHS posed questions regarding the mini-ERD on 8/2/13 - Xerox responded to the questions on 8/5/13 		
<hr/>		
<p><i>9) The Contact Management Solution Demonstration for Iteration 1 has not been scheduled</i></p>		
<ul style="list-style-type: none"> - <i>This solution demonstration was scheduled for completion on 5/14/13</i> 		<ul style="list-style-type: none"> - Xerox to schedule and conduct the Contact Management Solution Demonstration for Iteration 1
<hr/>		
<p><i>10) Rejection of the Xerox Consolidated RSD and Consolidated RTM</i></p>		
<ul style="list-style-type: none"> - The Consolidated RSD and Consolidated RTM were delivered to DPHHS on 5/13/13 - DPHHS rejected these deliverables on 5/21/13 due to the documents being incomplete 	<ul style="list-style-type: none"> - DPHHS/PK delivered review comments to Xerox on 6/5/13 	<ul style="list-style-type: none"> - Xerox to address identified deficiencies and redeliver documents
<hr/>		
<p><i>11) Xerox did not request approval of the subcontract with Cognizant from DPHHS</i></p>		
<ul style="list-style-type: none"> - Section 11. A. of the contract states "The Contractor may not assign, transfer, delegate or subcontract, in whole or part, this Contract or any right or duty arising under this Contract unless the Department in writing approves the assignment, transfer, delegation or subcontract in advance." 	<ul style="list-style-type: none"> - DPHHS requested verbally and by email, a letter from Xerox requesting approval of the subcontract by DPHHS in advance of the 8/1/13 transition date 	<ul style="list-style-type: none"> - DPHHS response to Xerox request for approval letter

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none">- Xerox delivered a letter to DPHHS on 8/9/13, requesting approval for the subcontract with Cognizant.- Per the letter delivered on 8/9/13, the subcontract was executed on 6/30/13, prior to the required request for approval from DPHHS		

1.4 Risks for Management Attention

The following table summarizes the most important risks for the project along with recommended actions. Refer to the project risk log for more detailed information about project risks.

Risk	What's Been Done	Recommendation
<p>1) <i>There are currently 330 gaps in DOORS in a "Pending", "out of scope", "In Review", "PMO Review", "Discussion in Progress (DPHHS)", "Discussion in Progress (Xerox)", "DPHHS OOS Review", or "CCB Governance Comm Review" status</i></p> <ul style="list-style-type: none"> - Not all gaps have been entered in DOORS, so there may be additional pending gaps added in the future - The out of scope gaps that Xerox presented to DPHHS for the initial four functional remain unresolved - It is a project risk to have this large number of gaps for which it is unknown whether they will proceed to development - This impacts design and planning for development and testing 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - This risk is discussed weekly in both the Xerox Weekly Status meeting and the Weekly DDI PM meeting - Xerox delivered 23 out of scope gaps for DPHHS review on 3/8/13 - DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 3/29/13 - Xerox delivered 19 out of scope gaps for DPHHS review on 4/5/13 - DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 4/12/13 - Xerox delivered six out of scope gaps for DPHHS review on 4/17/13 - DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 4/25/13 - Xerox delivered 46 out of scope gaps for DPHHS review on 4/30/13 - Xerox delivered 33 out of scope gaps on 5/3/13 for discussion in the 	<ul style="list-style-type: none"> - The remaining out of scope gaps should be reviewed by the Xerox product review board and delivered to DPHHS for review

Risk	What's Been Done	Recommendation
	<p>meeting scheduled for 5/8/13</p> <ul style="list-style-type: none"> - A meeting to discuss the DPHHS responses delivered on 3/29/13 (23) and 4/12/13 (19) to the out of scope gaps was held on 5/8/13, but there has been no resolution on the outstanding gaps - A gap scope review meeting with DPHHS/PK and Xerox was conducted on 5/28/13 - A gap scope review meeting with DPHHS/PK and Xerox was conducted on 6/13/13 - Internal DPHHS/PK meetings to review and comment on OOS gaps were conducted on 6/14/13 and 6/17/13 - Project Governance - OOS Gap meetings with DPHHS, PK and Xerox were conducted on 6/26/13 and 7/11/13 - An internal DPHHS/PK meeting to review and comment on OOS gaps was conducted on 7/15/13 - Xerox delivered 72 out of scope gaps for DPHHS review on 7/27/13 - DPHHS submitted comments to Xerox on the 72 out of scope gaps on 8/13/13 	
	<p><i>2) Xerox is deferring unfinished sprint functionality to later iterations</i></p>	

Risk	What's Been Done	Recommendation
<ul style="list-style-type: none"> - Delays in the planning for and completion of functionality in sprints, is causing functionality to be deferred to later sprints - Iteration spreadsheets indicate that functionality is being deferred to later iterations than originally planned - All Claims Pricing and Claims Adjudication functionality planned for Iteration 3 has been deferred to a later iteration - The number of planned actual system test cases for execution in Iteration 2 is 55 - 933 I-2 system test cases were delivered to DPHHS for review - The number of planned actual extended system test cases for execution in Iteration 2 is zero - 959 I-2 extended system test cases were delivered to DPHHS for review - Xerox has not previously used the Agile methodology to implement an MMIS 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List 	<ul style="list-style-type: none"> - Monitor and discuss progress with Xerox often and adjust approach and processes as necessary
<p><i>3) Xerox has requested an abbreviated UAT for IMAR</i></p>		
<ul style="list-style-type: none"> - Optum has indicated dependencies on design and data that will not allow for a 6-month UAT for IMAR - The RFP requires a 6-month UAT timeframe - Making an exception for one COTS product sets a precedent for others 	<ul style="list-style-type: none"> - A meeting was conducted with Xerox, DPHHS and Optum 	<ul style="list-style-type: none"> - Xerox to present a plan to DPHHS for review
<p><i>4) Xerox has proposed the "swap" of the IFADS random sampling functionality for an IFADS LTC module</i></p>		

Risk	What's Been Done	Recommendation
<ul style="list-style-type: none"> - Xerox would like to move random sampling to the DSS - Xerox offered to replace the effort that would have been spent on developing random sampling in IFADS, with the IFADS LTC module - DPHHS does not believe that the DSS will meet their random sampling requirements and wants this functionality provided in IFADS, as originally proposed by Xerox 	<ul style="list-style-type: none"> - This issue is discussed during the weekly DDI PM meeting - A meeting was held to discuss this issue on 8/8/13 	<ul style="list-style-type: none"> - Xerox to propose a solution to meet the DPHHS random sampling requirements
<hr/>		
<p><i>5) Concerns with existing legacy data related to Provider that is either incomplete, inaccurate or not present in the legacy MMIS and may impact the MMIS DDI</i></p>		
<ul style="list-style-type: none"> - Many Provider SSNs, affiliations, ownership, and service locations are either incomplete, inaccurate or not present in the legacy MMIS - SSN will be required for CMS certification of HE - There are many other missing provider data elements that will be essential for proper functionality of the HE system 	<ul style="list-style-type: none"> - Internal DPHHS discussion was held on 7/8/13 - Further research is being conducted by DPHHS 	<ul style="list-style-type: none"> - DPHHS to submit documented concerns to Xerox - Xerox to propose a plan to ensure that comprehensive provider data will be populated in HE
<hr/>		
<p><i>6) Concerns that HE 2.0 will not be considered in the Xerox re-planning effort</i></p>		
<ul style="list-style-type: none"> - Amendment 2, incorporating HE 2.0, was signed by DPHHS and Xerox effective 1/3/13 - On June 21, 2013 DPHHS notified Xerox that they are expecting the delivery of the HE 2.0 solution for Montana - DPHHS received a letter from Xerox on July 	<ul style="list-style-type: none"> - This issue was discussed in a meeting with DPHHS and Xerox on 7/30/13 	<ul style="list-style-type: none"> - DPHHS to conduct additional internal discussions regarding HE 2.0 concerns

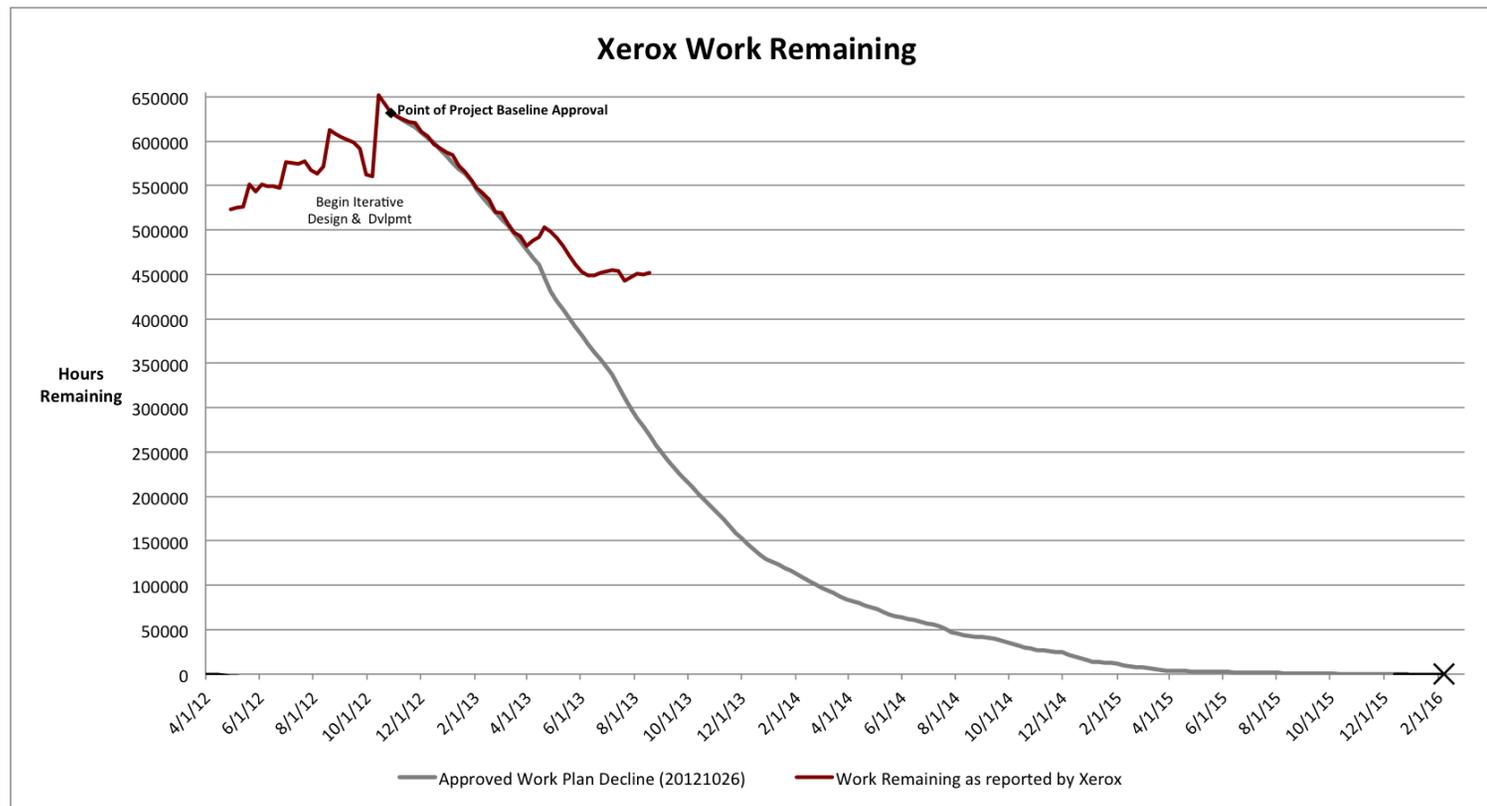
Risk	What's Been Done	Recommendation
<p>9, 2013 responding to the State's expectations for HE 2.0</p> <ul style="list-style-type: none"> - The letter received from Xerox indicates that Xerox is planning to provide the NH solution, which is built on the 1.0 framework, to Montana, and that only some 2.0 functionality will be provided - Meetings were held with Faiyaz Shakari and DPHHS on 7/30/13 and 8/13/13 to discuss the proposed Xerox plan for HE 2.0 delivery 		
<p><i>7) Possible attrition of Xerox staff transitioned to Cognizant</i></p>		
<ul style="list-style-type: none"> - On 7/18/13 Xerox announced that staff hired to work on the Montana DDI project, that did not previously work for the fiscal agent, will be transitioned to Cognizant employees effective 8/1/13 - On 7/25/13 Xerox announced that hired to work on the Montana DDI project, that did not previously work for the fiscal agent, will be transitioned to Cognizant employees effective 8/1/13 - The intellectual property remains the property of Xerox - There is a risk that essential Montana DDI team members will leave Xerox due to this transition - This transition should exclude named project staff, however Chris Bertelson and Gigi Pasqual have be transitioned to Cognizant 	<ul style="list-style-type: none"> - A Risk has been entered in the Xerox SharePoint Issues List - Xerox submitted a PM Transition plan to DPHHS on 	<ul style="list-style-type: none"> - DPHHS to comment on the Xerox PM Transition Plan

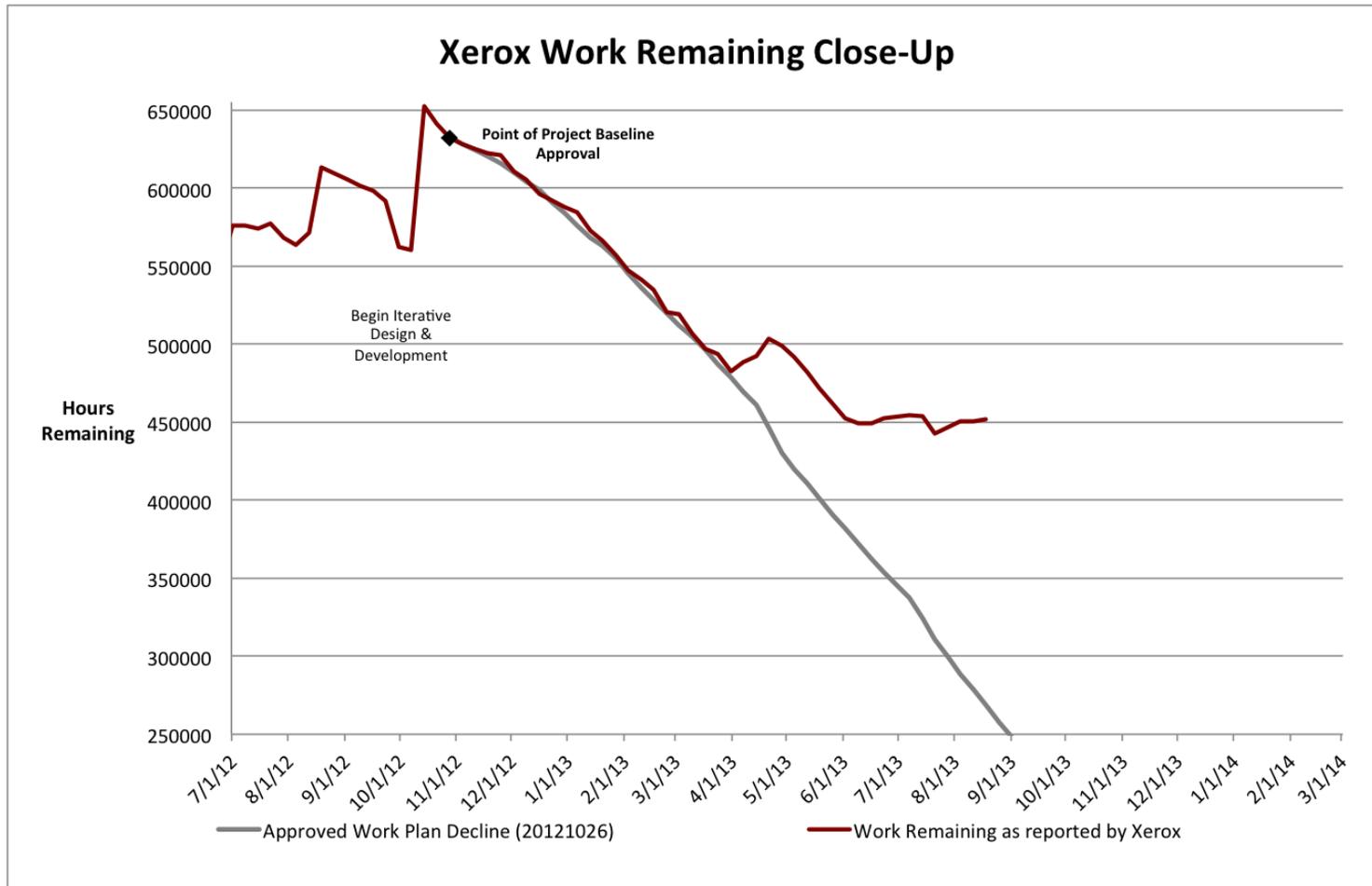
Risk	What's Been Done	Recommendation
<ul style="list-style-type: none"> - Tony Franklin and Tom Olsen have resigned from Xerox 		
<p><i>8) Risk to the early implementation of POS</i></p>		
<ul style="list-style-type: none"> - POS is schedule for early implementation on 2/27/14 - POS system test is scheduled to begin on 8/13/13 - POS development is delayed - The current POS SPI is .51 	<ul style="list-style-type: none"> - This issue is discussed during the weekly Xerox status meeting 	<ul style="list-style-type: none"> - Xerox to articulate the POS delays and present a plan to remedy the delay
<p><i>9) The contractually agreed go-live date is at risk</i></p>		
<ul style="list-style-type: none"> - Xerox has halted development, unit test, and system test due to changes in their technology stack - Xerox is currently undergoing a re-planning effort - Xerox delivered a Work Breakdown Structure to DPHHS on 8/7/13 - Many key elements are missing from this WBS (e.g. data conversion, ICD-10, waiver, etc.) - Xerox is in the process of conducting a deep-dive to finalize their gap estimates and plans to redeliver a more complete work plan at the end of August. 	<ul style="list-style-type: none"> - A risk has been entered in the Xerox SharePoint - This issue is discussed during the weekly Xerox status meeting 	<ul style="list-style-type: none"> - Xerox to submit a revised work plan, incorporating all elements necessary to complete the HE DDI

1.5 Performance Metrics

The metrics included in this section will vary according to project phase and major activity.

Declining Work Balance





Period	Actual Work Increase	Scheduled Effort	Decrease in Work Remaining	Increase in Xerox reported Earned Value
Five Weeks Ago				
7/16/13 Reporting Week	7,636	13,049	716	-3,974
6/11/13 – 7/16/13 Reporting Weeks	31,773	47,406	-4,562	4,046
Four Weeks Ago				
7/23/13 Reporting Week	5,439	13,565	11,366	0
6/18/13 – 7/23/13 Reporting Weeks	30,382	51,606	6,716	1,836
Two & Three Weeks Ago (contains information spanning a 2 week period)				
8/6/13 Reporting Week	4,667 avg per week (9,333 since last reported)	11,185 avg per week (22,370 total scheduled)	-4,068 avg per week (-8,135 since last reported)	0 avg per week (0 since last reported)
6/24/13 – 8/6/13 *Reporting Weeks	33,704	65,524	1,687	0
One Weeks Ago				
8/13/13 Reporting Week	4,027	9,807	534	10,218
7/16/13 – 8/13/13 Reporting Weeks	18,799	45,742	3,764	10,218
This week				
8/20/13 Reporting Week	3,634	10,096	-1,374	682
7/16/13 – 8/20/13 Reporting Weeks	16,994	42,273	-8,975	10,901

The reporting weeks is a span of five weeks due to last reporting period containing two weeks of information.

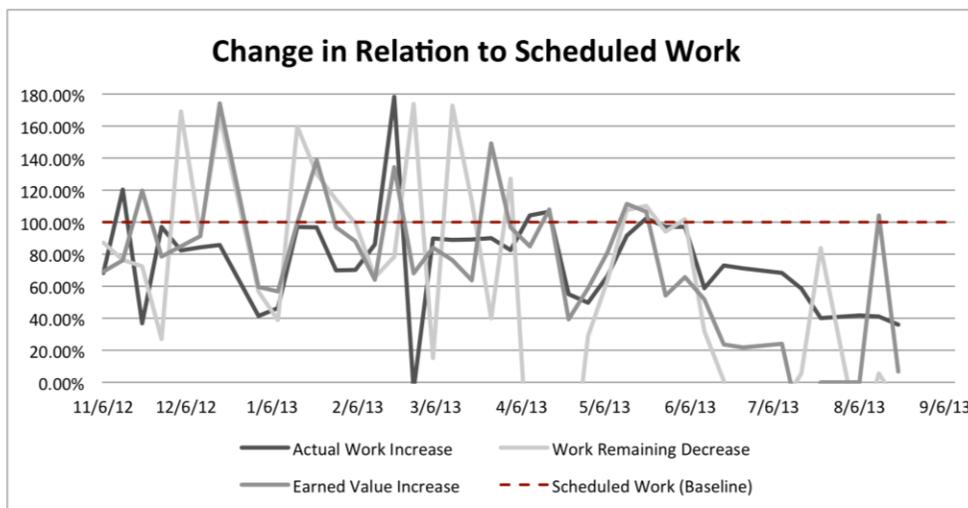
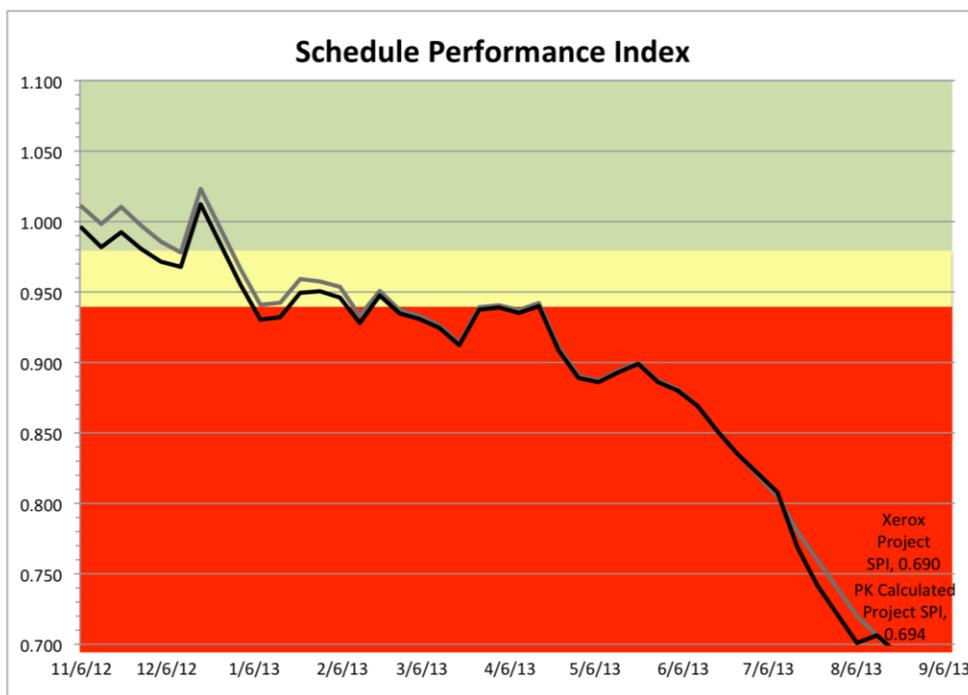
Actual Work Increase is similar to the previous reporting period, at 36% of scheduled effort; Work Remaining Decrease has dropped from 5.5% last reporting period to -14% this reporting period; and Earned Value Increase has drastically changed from 104% last period to 6.75% this period.

Schedule Performance Index (SPI)

PK has resumed calculation and reporting of SPI. The number may vary from Xerox reported number based on the following difference in Planned Value measurement:

- Xerox calculates planned value at the task level while evenly distributing planned hours over the lifetime of the task.
- PK calculates planned value by the hours scheduled to have been completed to date.

PK will be using the earned value calculations reported by Xerox in the SPI calculation.



Slipped Tasks

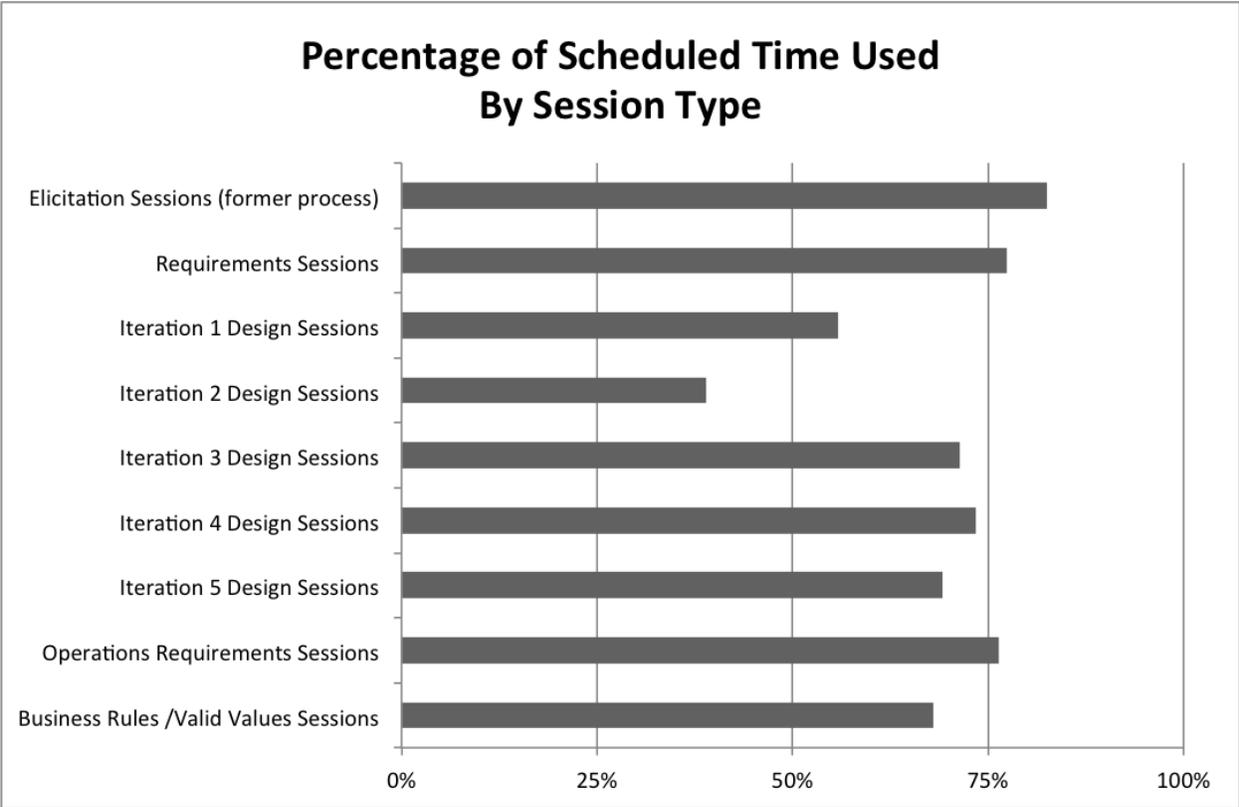
Slipped tasks are tasks whose baseline start and/or finish dates have passed. The number of slipped tasks has been gradually increasing since the project start. This week slipped tasks increased from 527 to 555. The majority of the tasks are slipped due to delays in system testing, design, and development. The Xerox slipped task count does not include deliverables or interim deliverables.



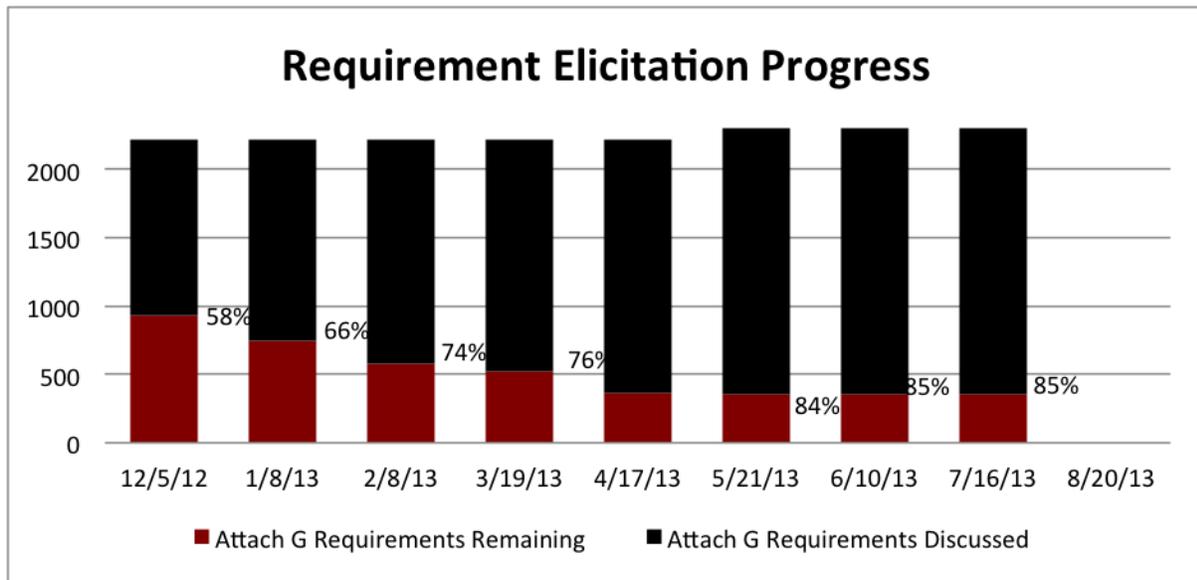
Xerox Functional Area Iterations – Progression and Approval

Progression and Acceptance of Iterations												
<i>Note: This table demonstrates completion of sessions or tasks and is not intended to reflect quality of work performed.</i>												
	Collaboration Step 1	Collaboration Step 2	Collaboration Step 3	Valid Values	Business Rules	Letters/ Reports Rosters	RSD Reviewed	Comprehensive RSD	Iterative DSDD Reviewed	Sys Test Results Approved	Accepted (Milestone)	
Percent Complete	100%	100%	100%	14%	5%		96%		52%	0%	0%	
Functional Area	Iteration Code & Name											
Web Portal	✓ 6/27/12					Letter and Reports process has been revised. These items will now be considered part of design. DPHHS has provided information on letters and reports. Xerox will respond with Specifications	✓ 10/6/12	The Comprehensive RSD was submitted 5/13/13, and found to be incomplete by DPHHS. The deliverable was rejected 5/21/13. Redelivery of RSD is impacted by Xerox replanning effort.	2 Web Portal ✓ 3/14/13			
System Architecture	✓ 5/31/12						✓ 1/28/13		3 Web Portal ✓ 4/1/13			
Pgm Mgmt - Benefit Plan Admin	✓ 7/10/12						✓ 11/13/12		1 Arch ✓ 4/1/13			
Contact Management	✓ 8/10/12	✓ 8/14/12					✓ 11/20/12		2 Arch ✓ 4/1/13			
Managed Care	✓ 7/13/12						✓ 12/6/12		3 Arch			
Provider	✓ 7/20/12		✓ 8/2/12				✓ 9/24/12		2 Benefit Plan ✓ 3/15/13			
Pharmacy POS Early Deployment	✓ 9/13/12	✓ 8/2/12					✓ 12/17/12		1 Contact Mgmt ✓ 2/12/13			
Member (Client Mgmt)	✓ 7/20/12		✓ 7/20/12	✓ 5/10/13			✓ 11/12/12		2 Contact Mgmt ✓ 4/24/13			
Pgm Mgmt - Reference	✓ 8/14/12	✓ 8/16/12		✓ 6/20/13			✓ 11/13/12		3 Contact Mgmt ✓ 4/24/13			
EHR & PHR	✓ 12/14/12	✓ 2/22/13	n/a				✓ 3/5/13		4 Managed Care ✓ 7/16/13 (Cover Letter)			
Ops Mgmt - Service Auth EDI	✓ 9/14/12		✓ 10/31/12				✓ 1/7/13		5 Managed Care			
Pgm Integration RetroDUR	✓ 1/29/13	✓ 2/27/13					✓ 3/26/13		1 Provider ✓ 4/2/13			
Ops Mgmt - TPL	✓ 11/8/12	✓ 12/18/12					✓ 3/19/13		2 Provider ✓ 4/2/13			
AVRS/EVRS	✓ 7/26/12						✓ 4/1/13		4 Provider ✓ 8/13/13 (Cover Letter)			
Care Mgmt	✓ 10/12/12	✓ 11/1/12					✓ 12/17/12		3 POS/SmartPA ✓ 3/19/13			
Ops Mgmt - Claims	✓ 10/26/12 (Adj)	✓ (Adj)					✓ 12/17/12 (Adj)		5 POS/SmartPA			
	✓ 8/31/12 (Front End)	✓ 9/26/12 (Front End)	✓ 11/8/12				✓ 1/4/13 (Front End)		3 Client (Member) ✓ 8/5/13			
	✓ 8/31/12 (Pricing)	✓ 11/8/12 (Pricing)					✓ 1/9/13 (Pricing)		4 Client (Member)			
	✓ 8/29/12 (Payment)		✓ 10/12/12 (Payment)	✓ 6/28/13 (Payment)					✓ 12/27/12 (Payment)	5 Reference		
Ops Mgmt - Finan/Acting	✓ 11/1/12	✓ 11/30/12					✓ 1/25/13		5 EHR & PHR			
Prg Int - FADS	✓ 8/24/12					✓ 12/3/12	3 Service Auth ✓ 4/1/13					
Prg Int - DRAMS	✓ 4/4/13						4 Service Auth ✓ 7/12/13					
Prg Int - MARS	✓ 9/13/12					✓ 11/21/12	4 RetroDUR ✓ 6/14/13					
Pgm Int - SURS	✓ 3/27/13		✓ 10/31/12			✓ 1/25/13	4 TPL ✓ 8/6/13					
DSS	✓ 3/27/13		✓ 10/31/12				4 AVRS/EVRS ✓ 8/5/13					
	✓ 3/27/13		✓ 10/31/12				4 Care Mgmt ✓ 7/3/13					
	✓ 3/27/13		✓ 10/31/12				5 Care Mgmt - ImpactPro					
	✓ 3/27/13		✓ 10/31/12				3 Claims - Edits/Audits					
	✓ 3/27/13		✓ 10/31/12				4 Claims - Edits/Audits					
	✓ 3/27/13		✓ 10/31/12				5 Claims - Edits/Audits					
	✓ 3/27/13		✓ 10/31/12				3 Claims - Front End					
	✓ 3/27/13		✓ 10/31/12				4 Claims - Front End ✓ 8/6/13					
	✓ 3/27/13		✓ 10/31/12				5 Claims - Front End					
	✓ 3/27/13		✓ 10/31/12				3 Claims - Pricing ✓ 4/1/13					
	✓ 3/27/13		✓ 10/31/12				4 Claims - Pricing					
	✓ 3/27/13		✓ 10/31/12				5 Claims - Pricing					
	✓ 3/27/13		✓ 10/31/12				4 Claims - Payment ✓ 8/5/13					
	✓ 3/27/13		✓ 10/31/12				5 Claims - Payment					
	✓ 3/27/13		✓ 10/31/12				5 Financial/Accounting					
	✓ 3/27/13		✓ 10/31/12				5 FADS					
	✓ 3/27/13		✓ 10/31/12				4 DRAMS					
	✓ 3/27/13		✓ 10/31/12				5 IMARS ✓ 3/13/13					
	✓ 3/27/13		✓ 10/31/12				4 DSS ✓ 8/5/13					
	✓ 3/27/13		✓ 10/31/12				5 DSS					

Xerox Collaboration Sessions – Over/Under Scheduling

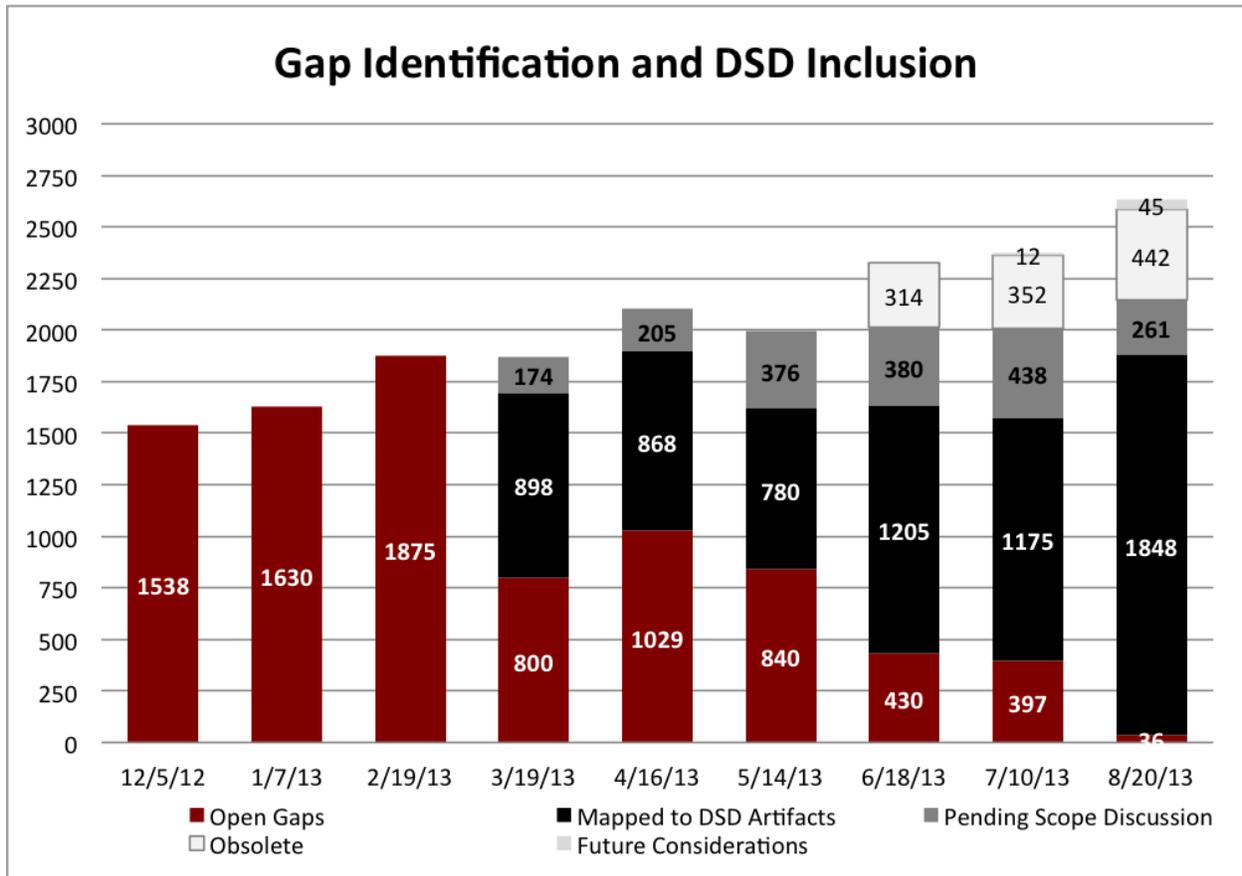


Requirement Elicitation Progress



There are 15% of the Attachment G requirements that have not yet been discussed in all relevant requirements sessions.

Gap Identification and Design



Note: The number (45) at the top of the 8/20/13 column is the count for Future Considerations.

System Test Results

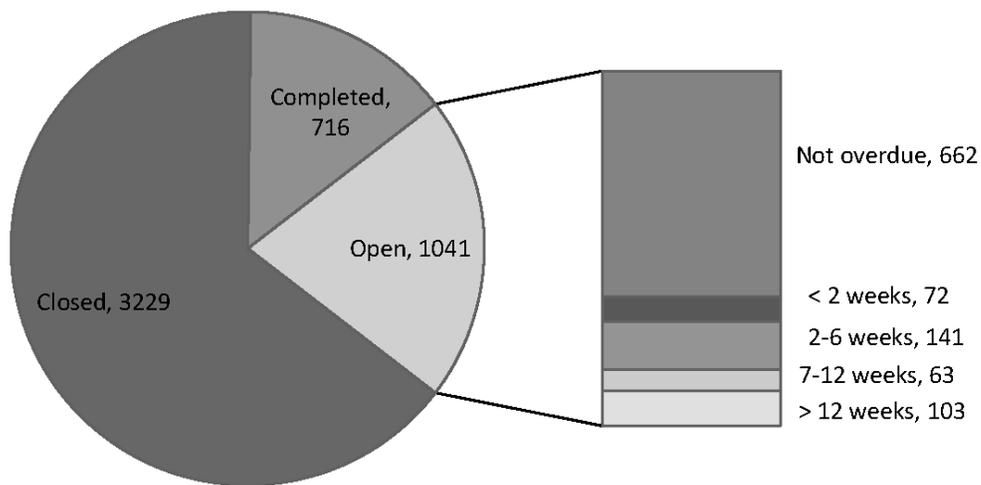
System Testing is currently on hold. Reporting of system test results will resume when testing activities resume.

System Test Defects

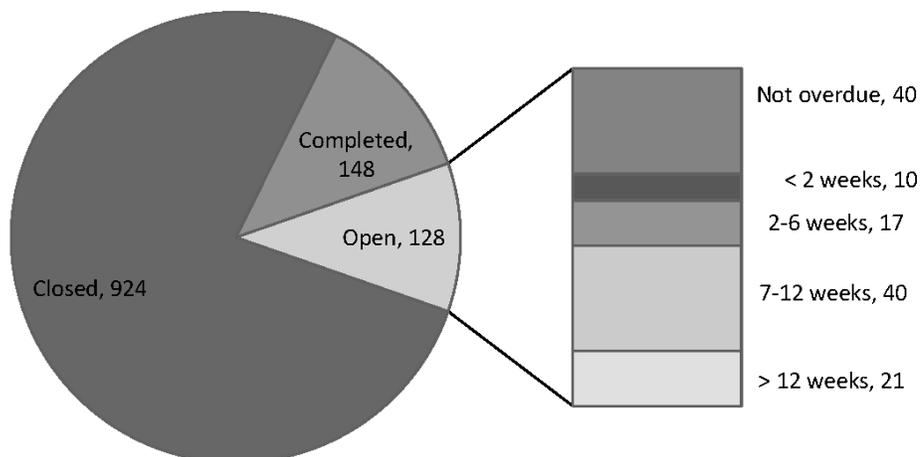
System Testing is currently on hold. Reporting of defect metrics will resume when testing activities resume.

Xerox SharePoint – Action Items Log

Xerox Assigned Action Items by Status and Weeks Overdue

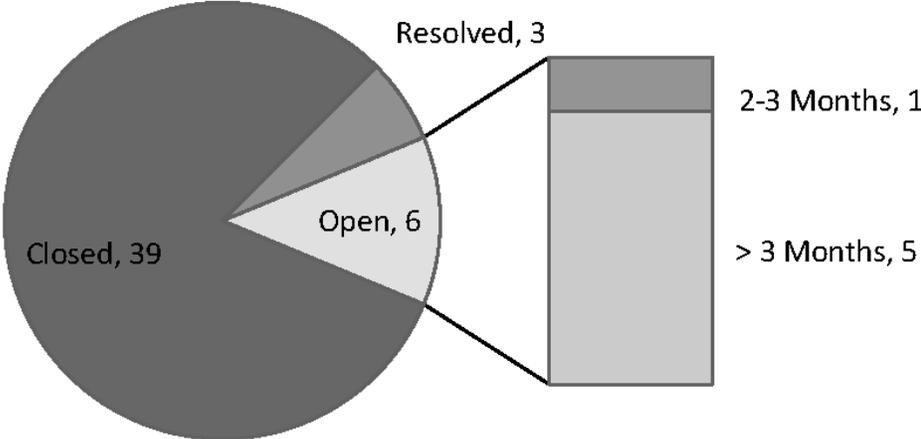


DPHHS Assigned Action Items by Status and Weeks Overdue



Xerox SharePoint – Issues Log

Issue Log by Age and Status



2 - IV&V Status Report

Activities Since Last Report

Planned Activity	Status	Summary of Results
Participating in the Financial design review (BR/VV), Claims Adjudication I-5 design review, and EHR I-5 design review sessions and scribing the sessions	In-progress	Sessions are in progress
Completed review of the Claims Adjudication I-5 Design Review, Waiver Design Review, and Managed Care design review agendas and supporting meeting materials and provided feedback to Xerox	Complete	Multiple review cycles were completed on each set of collaboration session materials
Conducted review of the WBS delivered by Xerox as the initial step of their re-planning process, and submitted comments to DPHHS	Complete	DPHHS submitted comments to Xerox
Submitted comments to Xerox on the Data Conversion Mapping Specifications for Acuity (CO152) interim deliverable	Complete	Comments submitted to Xerox.
Posted final minutes to the DPHHS SharePoint for the Waiver design review and Financial I-5 design review collaboration sessions	Complete	Minutes posted to the DPHHS SharePoint
Participated in the Discuss interface for RVD data meeting with DPHHS and Xerox on 8/19/13	Complete	Participated in this meeting
Participated in the MMIS MMIS DDI Contract Discussion with DPHHS on 8/19/13	Complete	Participated in this meeting
Participated in the CMS status meeting with DPHHS on 8/19/13	Complete	Participated in this meeting

Participated in the Collaborative Interdependencies Meeting meeting with DPHHS and Xerox on 8/19/13	Complete	Participated in this meeting
Participated in the DDI Manager meeting with DPHHS and Xerox on 8/20/13	Complete	Participated in this meeting
Maintained the PK Requirements Traceability Matrix	In-progress	This is an on-going task. The RTM will be updated after each collaboration session and based on discussions from informal functional area meetings
Continued maintenance of the Change Control Board Log to track needed changes to the RFP	In-progress	This is an on-going task.
Finalizing the PK Project work plan	On-hold	The completion of the PK work plan task is in-progress

Obstructions or Barriers

Obstruction/Barrier	Action Needed
<i>Lack of availability of Health Enterprise Experts for collaboration sessions.</i>	Xerox to provide a knowledgeable Health Enterprise SME for all Collaboration Sessions.
<i>Fragmented delivery and missing traceability of DSDs will present challenges in the review of the documents</i>	Xerox to add User Interface Specification name to the traceability in DOORS.

Public Knowledge LLC
Management Consultants