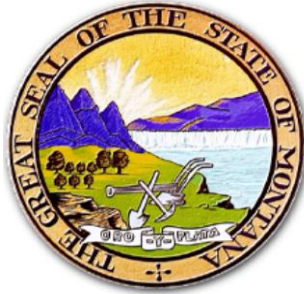# Montana Department of Public Health and Human Services

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

Monthly Status Report

December 18, 2013

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1 - MMIS Project Quality

1.1 Project Summary

Current Phase:	Requirements Analysis/Iterative Design/Development
Most Recent Accomplishment:	Participated in Xerox December 2013 design sessions and conducted surveys evaluating each session week of 12/9/13
Next Major Milestone:	Solution Demonstration for Contact Management – 5/14/13
Next Payment Milestone:	Benefit Plan – 11/5/13
Biggest Project Challenges:	• Delays in design, development, unit testing, and system testing • HE 2.0/architecture deficiencies • Xerox re-plan project work plan not yet delivered • Large number of Xerox action items not addressed • Gap quality, tracking, and process management concerns
Status Overview	*Re-planning Effort* – Xerox formally announced their approach for the project re-planning effort in a meeting with DPHHS/PK on June 11, 2013. 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 planned to redeliver a more complete work plan on October 6th, October 21st, November 8th, November 29th and December 2nd. As of December 17, 2013 the re-planned work plan has not been delivered. *Project Pause* - On October 10, 2013 Xerox canceled the remaining scheduled design sessions. During this project pause, Xerox focused on developing an approach to make design sessions more effective, establishing a resource improvement plan, out of scope gaps, action items, architecture, and artifact audit/reviews. During the project pause, DPHHS focused on identifying design issues by business process, out of scope gaps, action items, architecture, and gap reviews. On 12/9/13 design sessions, based on the approved work plan, were reinstated. These sessions will be two hours in duration, per functional area, per week. Reports summarizing feedback from sessions held from 12/11/13 – 12/16/13 was provided to Xerox on 12/16/13. Going forward, these reports will be provided to Xerox on a weekly basis. *Amendment 5* – The framework for Amendment 5 has been created. This amendment will address, at a minimum, Oracle licenses, the new Xerox work plan, and the new payment milestones. *Staffing Changes* – Xerox announced on July 18, 2013 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 August 1, 2013. DDI staff that previously worked for the Xerox Fiscal Agent Services in Montana were employed by Cognizant, effective October 1, 2013. *Resignations:* • Kimberly Price, Kevin McFarling, Phil Messina, Kris Feliciano, Heather Monday, Jean Beatty, Kristy Gilreath, Jean McCarthy, Bill Conklin, and 3 key architecture staff have resigned from Xerox • Neil Galloway is retiring from Xerox, effective 12/31/13 • A staffing to address the three open named positions (Project Manager, DDI Manager, and DSS Lead) was delivered to DPHHS on 12/17/13

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Project Status/Xerox Performance Indicator Panel	Performance Indicator Panel Key
Overall: [red] red	[green] Green: no risk identified risk
NOTE: *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.*	[yellow] Yellow: identified risk – must be actively managed
Schedule: [red] red **Scope:** [red] red **Resources:** [red] red	[red] Red: identified problem – requires mitigation

Project Timeline

(Schedule as of 9-11-2013)

Legend
⬠ Rejected   ▪ Completed   ● On-Track   ◆ At Risk   ▲ Trouble Point

Overdue Deliverables and Interim Deliverables

Deliverables:

D: Test Cases and Scripts for System Testing (MI62076) – 5/30/13
D: Glossary Update- Feature of SharePoint (RS366) – 6/11/13
D: I-4 - Unit Test Checklists (PI647) for DRAMS – 7/1/13
D: Regression Test Results Complete (PI377) for Pharmacy POS Early Deployment – 8/6/13
D: I-4 - System Test Cases and Test Scripts (PI280) for DRAMS – 8/12/13
D: I-4 - UnitTest Results (PI667) for DRAMS – 8/27/13
D: Conversion UAT Plan (MI79123) – 9/6/13
D: System Test Results I-4 RetroDUR (MI203) – 9/9/13
D: Test Cases and Test Scripts for UAT (PI397) for Pharmacy POS Early Deployment – 9/9/13
D: System Test Results I-4 DRAMS (PI292) – 9/12/13
D: IMARS Unit Test Results (MI7886) – 9/20/13
D: Test Cases for Load/Stress Test for Pharmacy POS (PI422) – 9/26/13
D: Test Cases for Load/Stress Test for DRAMS (PI602) – 9/27/13
D: I-5 IMARS System Test Cases (MI78904) – 10/1/13
D: System Test Results I-2 Benefit Plan (MI69542) – 10/2/13
D: DSDD for Pharmacy POS (PI350) – 10/2/13

D-I: Base DSDD I-4 Provider (MI3821) - 3/29/2013
D-I: Gap DSDD I-4 Provider Reports (MI3795) – 4/11/13
D-I: Gap DSDD I-4 Provider Letters (MI3802) – 4/15/13
D-I: Provider Documentation I-1 (MI0102) – 5/10/13
D-I: I-4 - System Test Plan, System Test Cases and Scripts for RetroDUR – 5/10/13
D-I: System Test Results I-1 Contact Mgmt (MI75827) – 5/14/13
D-I: Base DSDD I-4 Reference (MI3774) – 5/15/13
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 Claims Reports (MI3896) – 5/21/13
D-I: System Test Results I-1 Architecture (MI66307) – 5/21/13
D-I: Gap DSDD I-4 Claims Letters (MI3903) – 5/21/13
D-I: Gap DSDD I-4 Claims Reports (MI3896) – 5/21/13
D-I: Gap DSDD I-4 Claims Payment Letters (MI4005) – 5/24/13
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 Claims Payment Reports (MI3998) – 5/31/13

D: Conversion Mapping Specifications (CO746) – 10/11/13	D-I: Gap DSDD I-4 Reference (MI3760) – 5/31/13
D: Gap DSDD I-2 Benefit Plan (MI64813) – 10/14/13	D-I: Gap DSDD I-4 TPL EDI (MI4061) – 6/4/13
D: Test Cases and Scripts for UAT (MI62079) – 10/17/13	D-I: Base DSDD I-4 Service Auth (MI3970) – 6/7/13
D: Data Cleansing and Conversion Specification Document (MI79484) – 10/18/13	D-I: DSDD I-4 DRAMS – 6/10/13
D: Final Revised Integration Test Plan (MT84) – 11/6/13	D-I: Gap DSDD I-4 Member Reports (MI3835) – 6/13/13
D: DSDD for RetroDUR (PI212) – 11/6/13	D-I: Gap DSDD I-4 Reference Reports (MI3767) – 6/25/13
D: Performance Test Results for DRAMS (PI701) – 11/6/13	D-I: System Test Results I-3 POS – 7/9/13
D: UAT Results (PI404) for Pharmacy POS Early Deployment – 11/7/13	D-I: System Test Results I-2 EDMS (MI72001) – 7/23/13
D: DSDD for DRAMS (PI301) – 11/11/13	D-I: System Test Results I-2 Provider (MI72001) – 7/24/13
D: ORR Results (PI448) for Pharmacy POS Early Deployment – 11/25/13	D-I: DSDD for Pharmacy POS (PI350) – 7/26/13
D: Final Revised UAT Plan (MT124) – 12/6/13	D-I: System Test Results I-2 Reference (MI75827) – 7/31/13
D: System Test Results I-3 Contact Management (MI66305) – 12/9/13	D-I: System Test Results I-2 Contact Management (MI75827) – 8/7/13
D: Gap DSDD I-3 Architecture/Web Portal (MI75847) – 12/11/13	D-I: Test Cases and Scripts for Pharmacy POS Early Deployment – 8/9/13
D: Performance Test Results for GUI (PI429) – 12/12/13	D-I: Base DSDD I-4 Member (MI3847) – 8/21/13
D: Test Cases and Scripts for Final Data Conversion (Convert and Reconcile Data for Implementation) (MI62082) – 12/18/13	D-I: Test Scripts for DRAMS – 8/30/13
	D-I: DSDD for RetroDUR – 9/16/13
Interim Deliverables:	D-I: DSDD for DRAMS – 9/19/13
D-I: Gap DSDD I-2 Benefit Plan Reports (MI2994) – 12/26/12	D-I: System Test Results I-2 Web Portal (MI66307) – 9/24/13
D-I: Base DSDD 1-3 Contact Management (MI3478) – 2/22/13	D-I: System Test Results I-2 Architecture (MI66307) – 10/1/13
D-I: Gap DSDD 1-3 Contact Management Reports (MI3036) - 2/22/13	D-I: Integration Test Plan – 10/4/2013
D-I: Gap DSDD 1-3 Contact Management Letters (MI3028) – 2/22/13	D-I: System Test Results I-3 Claims (MI72698) – 10/9/13
D-I: Base DSDD 1-3 Architecture (MI3486) – 2/22/13	D-I: System Test Results I-3 Claims Front End (MI72465) – 10/9/13
D-I: Gap DSDD 1-3 Reference (MI1395) – 2/25/13	D-I: System Test Results I-3 Claims Pricing (MI72538) – 10/9/13
D-I: Gap DSDD 1-3 Claims Interfaces (MI3052) – 2/25/13	D-I: System Test Results I-3 Member (MI69538) – 10/9/13
D-I: Gap DSDD 1-3 Claims Reports (MI3060) – 2/25/13	D-I: System Test Results I-3 Reference (MI75827) – 10/9/13
D-I: Gap DSDD 1-3 Reference Reports (MI3004) – 2/26/13	D-I: System Test Results I-3 Service Auth (MI72813) – 10/9/13
D-I: Gap DSDD 1-3 Member Reports (MI3020) – 2/27/13	D-I: UAT Test Plan – 11/4/13
D-I: Gap DSDD 1-3 Member Letters (MI3012) – 2/27/13	D-I: Performance Test Plan for POS (HE IMP) – 11/22/13

1.2 Recommended Priorities for Next Reporting Period

Recommended Priorities	Responsible Party	Risk Level
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%. **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.*	Tim Peterson	yellow

Risk Level Key:

Green: no risk identified risk	Yellow: identified risk – must be actively managed	Red: identified problem – requires mitigation

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
1) Lack of availability of Health Enterprise (HE) Experts for collaboration sessions - 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,	- 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 experts participated in two of the collaboration sessions via video conference the week of 9/10/12 - Xerox provided a SME Help spreadsheet on a monthly basis, outlining the HE Experts scheduled for each collaboration session - As of the re-start of design sessions	- Knowledgeable Xerox Health Enterprise SMEs on site for each collaboration and design session - Xerox expert attendance and participation will be evaluated for each session with the design session survey - Results of the evaluation will be reported to Xerox on a weekly basis

Issue	What's Been Done	What's Still Needed
week of 8/27/12, were not able to be answered – notably in the long term care portlets - 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 Claims session. This is unacceptable to DPHHS based on issues with past Claims sessions - Xerox notified DPHHS at 4:41 pm that due to	on 12/9/13, the HE expert assigned to each design session is listed on the agenda for that session - This issue is reviewed weekly during the Xerox Weekly Status meeting	

Issue	What's Been Done	What's Still Needed
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		
- 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		

Issue	What's Been Done	What's Still Needed
- 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 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" - 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		

Issue	What's Been Done	What's Still Needed
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, but was not actively participating.		
- 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		

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Issue	What's Been Done	What's Still Needed
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		
- As of 9/11/13, a calendar for September Xerox experts has not yet been delivered to DPHHS		
- There was no expert present in the Member EPSDT session during the week of 9/9/13		
- The Claims Adjudication session expert, Eric Talbert, has not actively participated in discussions during the Claims Adj session, week of 9/9/13		
- The September calendar for Xerox experts was delivered at noon on Monday, 9/16/13, however the sessions identified do not match the final September calendar		
- There was no DRAMS expert scheduled for		

Issue	What's Been Done	What's Still Needed
the session during the week of 9/16/13 - There was no expert on the phone supporting Web Portal session the morning of 9/16/13. Gurdial Virk joined at 10:50 am - No TPL expert was available for the TPL Conversion Mapping session the week of 11/12/13 - No Claims expert was available to answer claims specific questions in the New Hampshire Managed Care design session on 12/16/13 - The Financial expert, Walton Andrews, did not actively participate in the Financial design session on 12/16/13		
2) Delay in the start and completion of system and extended system testing for Iteration 1 functional areas - 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	- An Issue has been entered in the DPHHS SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings	- Completion of iteration 1 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
achieved - At last report, there were 8 blocked and 186 deferred test cases in Iteration 1 system testing		
3) Delay in the start and completion of system and extended system testing for Iteration 2 functional areas - 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 - 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	- An Issue has been entered in the DPHHS SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings	- Completion of iteration 2 system and extended system testing - Demonstrate completed gap development for current sprints as soon as possible
4) Delay in the start and completion of system and extended system testing for Iteration 3 functional areas - Testing was scheduled to begin on July 10, 2013 and complete on October 3, 2015, and has not yet started - This impacts the Reference, Web Portal, Member, EDMS, Contact Management, Architecture, Claims Front End, Claims Pricing, Claims Adjudication and Service Auth functional areas - Xerox experienced problems with the implementation of their system testing	- An Issue has been entered in the DPHHS SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings	- Completion of iteration 3 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
environment - Iteration 3 system and extended system test execution are indicated on the slipped task report for their start and finish dates		
5) Delay in the start of system and extended system testing for Iteration 4 functional areas - Testing was scheduled to begin on October 7, 2013, and has not yet started - This impacts the Reference, Managed Care, Provider, Member, DSS, AVRS/Faxback, Contact Management, Claims Front End, Claims Pricing, Claims Adjudication, Claims Payment, Care Management, TPL, and Service Auth functional areas - Iteration 4 system and extended system test execution tasks are indicated on the slipped task report for their start dates	- An Issue has been entered in the DPHHS SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings This issue is to be addressed by Xerox as part of their re-planning effort	- Completion of iteration 4 system and extended system testing - Demonstrate completed gap development for current sprints as soon as possible
6) Gap tracking and process management concerns - 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	- An Issue has been entered in the Xerox SharePoint Issues List - Xerox responded to the Remaining Requirements report on 10/1/13 - PK responded to the Remaining Requirements report on 12/12/13 - 148 requirements remain for initial discussion in sessions for potential gap identification	- Xerox to provide a mapping of renamed gaps - Xerox to complete review and validation of all unresolved requirements identified in the Remaining Requirements report

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Issue	What's Been Done	What's Still Needed
functional areas and renamed, which prevents tracking of the gap originally captured - 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 - Xerox conducted a gap assessment to identify transferred gaps - Xerox notified DPHHS on 9/18/13 that there were a significant number of gaps that had not been entered in DOORS prior to the week of 9/9/13		
7) System Architecture requirements for Commercial off-the-Shelf (COTS) products - Xerox is of the opinion that System Architecture requirements do not apply	- DPHHS delivered a matrix outlining the COTS products that are part of	- DPHHS to review Xerox comments on the COTS matrix

Issue	What's Been Done	What's Still Needed
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 COTS products that are part of the DDI, and the system architecture requirements in question - 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 and 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 - Xerox to respond to the review comments submitted by DPHHS on 7/29/13 - Jennifer St. Clair is scheduled to have her review and comments on the COTS Matrix complete by 9/20/13	the DDI, and the system architecture requirements in question on 7/29/13 - Xerox delivered their comments on the DPHHS COTS Matrix on 11/21/13	- DPHHS and Xerox to conduct a meeting to review the populated matrix and Xerox comments on 1/10/14

Issue	What's Been Done	What's Still Needed
- The Xerox review and comment date has been changed to 10/15/13 - The Xerox review and comment date has been changed to 11/15/13		
8) Limited DPHHS/PK access to JIRA and Greenhopper - 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 Greenhopper - 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 - Access to the comprehensive HE backlog is not currently available	- RQM training was provided on 5/29/13	- 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
9) The Contact Management Solution Demonstration for Iteration 1 has not been		

Issue	What's Been Done	What's Still Needed
scheduled - *This solution demonstration was scheduled for completion on 5/14/13*	- Xerox is currently conducting a re-planning effort	- Xerox to schedule and conduct the Contact Management Solution Demonstration for Iteration 1
10) Approval of the subcontract with Cognizant from DPHHS - 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." - 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 - Xerox delivered a letter to DPHHS on 8/29/13, outlining the information that DPHHS will need to consider in their evaluation of the Xerox request for approval of the subcontract - DPHHS responded to the Xerox letter on 9/18/13, with conditional approval	- 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 - Xerox delivered new information on 12/12/13	- This new information is currently being evaluated by DPHHS legal
11) There is a conflict with the way the provider and claims functional areas are being designed/configured for payment – Taxonomy vs. Specialty/Subspecialty - The provider file is being designed using a	- This issue has been re-opened	- DPHHS to review and comment on

Issue	What's Been Done	What's Still Needed
combination of the provider type and taxonomy to identify the provider for payment.	- Xerox redelivered the Provider Related Pricing Methodologies for DPHHS review on 12/6/13	the Provider Related Pricing Methodologies document delivered on 12/6/13
- At the same time the claims payment, pricing, entry and reference functional areas are being designed to look at provider type, specialty and sub-specialty from the provider file to pay claims		
- A meeting was held on 8/31/12 for discussion of the Xerox desire to use the taxonomy functionality in the base system, rather than implementing a customization for subspecialty		
- DPHHS provided a list of scenarios to Xerox for demonstration on 9/13/12		
- Xerox conducted a demonstration of some of the DPHHS requested scenarios on 10/22/12. Not all scenarios could be demonstrated due to system defects		
- Based on the fact that atypical providers will not be supported by the current HE taxonomy functionality, DPHHS notified Xerox that the specialty/sub-specialty gap must be implemented in order to meet RFP requirements		
- Xerox stated on 12/12/12 that Health Enterprise cannot accommodate all of the DPHHS scenarios with core taxonomy functionality		
- This issue has not been resolved and was re-opened on 9/18/13		

Issue	What's Been Done	What's Still Needed
- Xerox delivered an updated Provider Specialty/Sub-Specialty informational narrative on 9/20/13 - A meeting was conducted on 10/3/13 to review the Xerox document - Xerox delivered an updated Provider Related Pricing Methodologies document on 10/17/13 - A meeting for Xerox to present the Provider Related Pricing Methodologies document was conducted on 11/8/13		
12) *Quality issues with MT MMIS design sessions* - Lack of preparation by Xerox staff - Failure to follow overall design processes, including processes for AIs, BRs, Gaps, etc. - Inability to demonstrate Health Enterprise - Inconsistent participation by Health Enterprise experts - Failure to complete assigned prerequisites - Poor facilitation of sessions - Pace/flow of sessions should be optimized to make better use of DPHHS SME's time - Xerox BAs are not coordinating with the HE expert prior to the session - Improve Xerox BA coordination with DPHHS BAs prior to the session - Failure to clearly state the desired outcome of the session - Inability to accurately estimate the planned duration for the material being presented	- An issue has been entered in the Xerox SharePoint - This is discussed on a weekly basis in the Xerox Status meetings - Xerox has developed a new schedule for MT MMIS design sessions - Sessions will be held for two hours per functional area, per week - PK/DPHHS have developed a survey in survey monkey to evaluate each session and provide timely feedback to Xerox - Survey results will be delivered to Xerox on a weekly basis	- Xerox to conduct training for staff - Xerox to implement improvements to design sessions based on Xerox and DPHHS/PK session feedback

Issue	What's Been Done	What's Still Needed
- Presenters/leads are not familiar with the MMIS RFP and Xerox response		

13) Attrition of Xerox staff transitioned to Cognizant
- 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 Bertelsen has been transitioned to Cognizant
- Tony Franklin and Tom Olsen have resigned from Xerox
- Kimberly Price has resigned from Xerox
- Phil Messina, Kris Feliciano and Heather Monday have resigned from Xerox
- Shiboo, Madav, and Srini have resigned from Xerox
- Kevin McFarling has resigned from Xerox
- Jake Oner is acting as the interim

	What's Been Done	What's Still Needed
	- An Issue has been entered in the Xerox SharePoint Issues List - Xerox submitted a PM Transition plan to DPHHS on 8/16/13 - DPHHS commented on, and did not accept the proposed plan, on 8/21/13 - Xerox presented a new project staffing plan on 10/11/13, but has not formally submitted this plan - Xerox formally submitted their new project staffing plan to DPHHS on 12/17/13	- DPHHS to review and respond to the Xerox project staffing plan

Issue	What's Been Done	What's Still Needed
Implementation Manager on the project - Jean Beatty has resigned from Xerox - Kristy Gilreath has resigned from Xerox - Jean McCarthy and Bill Conklin have resigned from Xerox - Neil Galloway is retiring, effective 12/31/13 - Additional rebadging of staff from Xerox to Cognizant is scheduled for 1/1/14 - Xerox staff planned for rebadging to Cognizant on 1/1/14 are Shellie McCann, David Copenhaver, Scott Patzer, Mayank Sharma, Neil Galloway, Lisa Stimatz, and Craig Krause		
14) Business Rules Process - Tabs of spreadsheet by business process prevent sorting by identified categories to determine review in session or offline - Suggest adding a column to each tab to identify the category that each BR falls in, so it can be easily determined which rules need to be reviewed in the session - The Xerox Web Portal team did not have access to Environment 90 and could not demonstrate functionality where DPHHS had questions - The Provider and Claims teams are creating action items to create gaps, rather than creating a gap in the session - The Provider team is reviewing BRs within the DSDs, rather than the spreadsheet, which causes a great deal of repetition and the	- Issue entered in the Xerox SharePoint	- The business rules process will need to be revisited by Xerox, based on the Agile approach that they plan to implement - Xerox to refine the business rules process and ensure that all functional area teams are trained on the process and have access to documentation

Issue	What's Been Done	What's Still Needed
potential for missed business rules		
15) Xerox has missed their first scheduled payment milestone – Program Management Benefit Plan Administration - This was scheduled for delivery on November 5, 2013 - On 9/23/13, DPHHS delivered a letter to Xerox stating that Xerox is not relieved of the liquidated damages set forth in section 18. B. 2. of the contract - A letter was delivered to Xerox that included a schedule of the projected liquidated damages accrual was delivered to Xerox on 11/1/13 - Xerox delivered a letter on 11/25/13, stating that they did not agree that liquidated damages should be assessed, due to re-planning	- An issue has been entered in the Xerox SharePoint - Until a new work plan is submitted, reviewed and approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone	- Xerox to submit a work plan, based on their re-planning efforts
16) Xerox has missed their second scheduled payment milestone – Program Integration – RetroDUR Payment Milestone - This was scheduled for delivery on November 6, 2013 - On 9/23/13, DPHHS delivered a letter to Xerox stating that Xerox is not relieved of the liquidated damages set forth in section 18. B. 2. of the contract - A letter was delivered to Xerox that included a schedule of the projected liquidated damages accrual was delivered to Xerox on 11/1/13 - Xerox delivered a letter on 11/25/13, stating	- An issue has been entered in the Xerox SharePoint - Until a new work plan is submitted, reviewed and approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone	- Xerox to submit a work plan, based on their re-planning efforts

Issue	What's Been Done	What's Still Needed
that they did not agree that liquidated damages should be assessed, due to re-planning		
17) Xerox has missed their third scheduled payment milestone – Program Integration – DRAMS Payment Milestone - This was scheduled for delivery on November 11, 2013 - On 9/23/13, DPHHS delivered a letter to Xerox stating that Xerox is not relieved of the liquidated damages set forth in section 18. B. 2. of the contract - A letter was delivered to Xerox that included a schedule of the projected liquidated damages accrual was delivered to Xerox on 11/1/13 - Xerox delivered a letter on 11/25/13, stating that they did not agree that liquidated damages should be assessed, due to re-planning	- An issue has been entered in the Xerox SharePoint - Until a new work plan is submitted, reviewed and approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone	- Xerox to submit a work plan, based on their re-planning efforts
18) Iron Mountain Escrow Deposit - An initial deposit of HE 2.0 base code has been made by Xerox to the escrow account - The code base for Montana has been changed by Xerox from HE 2.0 to the New Hampshire code base - DPHHS requested a new deposit of the New Hampshire code base to the escrow account - Xerox stated on 11/12/13 that they would not make a deposit to the escrow account until MT specific development has been completed	- DPHHS requested a current base code submission to the Iron Mountain escrow account	- Xerox deposit of the current HE base code

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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
1) There are currently 331 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 - 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 areas 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	- 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	- The remaining out of scope gaps should be reviewed by the Xerox product review board and delivered to DPHHS for review - Xerox has identified an additional 20 out of scope gaps, which will need to be delivered to DPHHS for review

Risk	What's Been Done	Recommendation
	for DPHHS review on 4/30/13 - Xerox delivered 33 out of scope gaps on 5/3/13 for discussion in the meeting scheduled for 5/8/13 - 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	

Risk	What's Been Done	Recommendation
	- A OOS Gap project governance meeting was scheduled for 8/28/13, however this meeting was not conducted - An OOS governance meeting was held on 9/17/13, however OOS gaps were not discussed - On 9/12/13, Xerox requested a meeting to discuss the remaining requirements report and agree on requirement ownership - The remaining requirements report was discussed during the DDI PM meeting on 9/17/13 - An OOS governance meeting was held on 9/17/13, however OOS gaps were not discussed - Xerox delivered an OOS gap spreadsheet, with 141 remaining OOS gaps for DPHHS review, on 9/18/13 - DPHHS submitted a responses to a subset of the gaps that were missing requirements on 9/26/13 and 10/21/13 - DPHHS submitted responses to the remaining out of scope gaps provided by Xerox on 10/25/13 - Xerox conducted an MMIS DDI Governance – Out of Scope Gap meeting with DPHHS on 11/14/13	

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Risk	What's Been Done	Recommendation
2) Xerox is deferring unfinished sprint functionality to later iterations - 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	- An Issue has been entered in the Xerox SharePoint Issues List	- Monitor and discuss progress with Xerox often and adjust approach and processes as necessary
3) Xerox has requested an abbreviated UAT for IMAR - 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	- A meeting was conducted with Xerox, DPHHS and Optum	- Xerox to present a plan to DPHHS for review

Risk	What's Been Done	Recommendation
4) 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 - 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	- Internal DPHHS discussion was held on 7/8/13 - Further research is being conducted by DPHHS	- DPHHS to submit documented concerns to Xerox - Xerox to propose a plan to ensure that comprehensive provider data will be populated in HE
5) Concerns that HE 2.0 will not be considered in the Xerox re-planning effort - 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 9, 2013 responding to the State's expectations for HE 2.0 - 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	- This issue was discussed in a meeting with DPHHS and Xerox on 7/30/13 - Meetings were held with Faiyaz Shakiri and DPHHS on 7/30/13 and 8/13/13 to discuss the proposed Xerox plan for HE 2.0 delivery - DPHHS delivered a letter outlining their HE 2.0 expectations to Xerox on 9/4/13 - A meeting to discuss DPHHS expectations for HE 2.0 inclusion in the MT implementation was held on 9/10/13 - A meeting to discuss the Xerox assessment of the HE 2.0 expectations document was held	- Xerox to respond to the DPHHS HE 2.0 expectations document - Xerox to deposit current NH code base in the Montana DDI Escrow Account - DPHHS to conduct an audit of the source code to determine if RFP requirements and Xerox proposal solutions are adequately addressed

Risk	What's Been Done	Recommendation
	10/1 – 10/2/13 - An architecture meeting with DPHHS and Xerox was conducted on 10/24/13 - An architecture meeting with DPHHS and Xerox was conducted on 11/1/13 - An architecture meeting with DPHHS and Xerox was conducted on 11/4/13 - Xerox presented a minimal approach to meeting the architecture requirements and followed the meeting with an email that outlined the architecture proposal on 10/24/13 - On 10/31/13 DPHHS delivered an email containing a recommended approach for satisfying architecture functionality - In subsequent meetings on 11/1/13 and 11/5/13, Xerox verbally redefined the scope of the architecture functionality they were willing to provide to DPHHS - DPHHS verbally informed Xerox that they were expected to deliver all architecture functionality required in the RFP and Amendment 2, on Thursday, November 7, 2013 - DPHHS informed Xerox with an email that they were expected to deliver all architecture functionality required in	

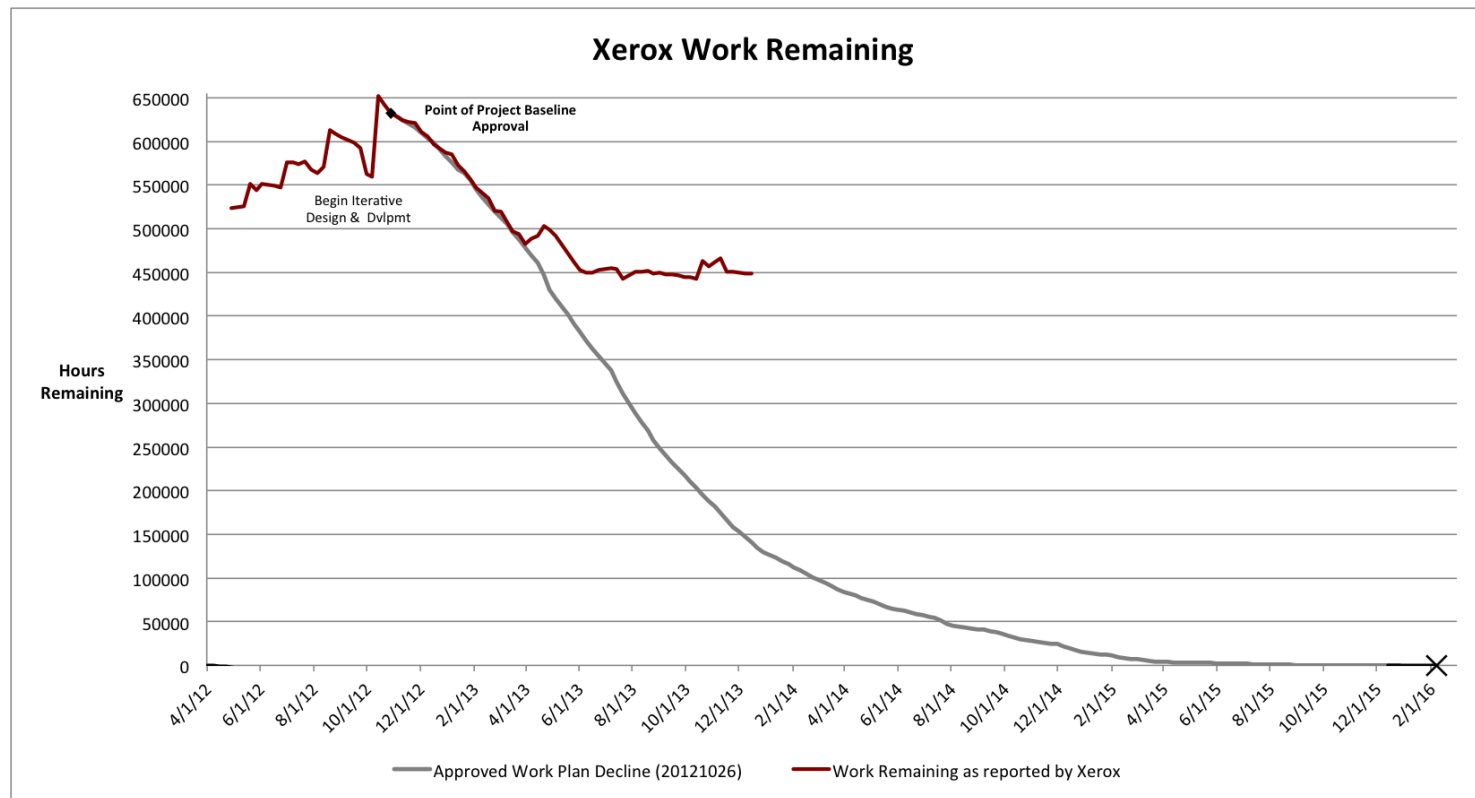| Risk	What's Been Done	Recommendation
	the RFP and Amendment 2, on Wednesday, November 13, 2013 - A follow-up meeting to discuss the DPHHS email delivered on November 13, 2013 was held on November 19, 2013 - A follow-up meeting to discuss the Architecture issue was held on November 26, 2013 - DPHHS delivered a letter to Xerox on 12/2/13, notifying Xerox of their intent to conduct an independent audit of the Health Enterprise source code - Xerox responded on 12/6/13, stating their opinion that this audit would be unnecessary and somewhat duplicative of their Ernst & Young assessment - PK and the DPHHS DDI PM believe that an independent source code review is necessary - As of 12/18/13, a response to the DPHHS HE 2.0 expectations document has not been received.	
6) Risk to the early implementation of POS - 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	- This issue is discussed during the weekly Xerox status meeting - Bi-weekly POS Status meetings began on 8/16/13	- Xerox to articulate the POS delays and present a plan to remedy the delay

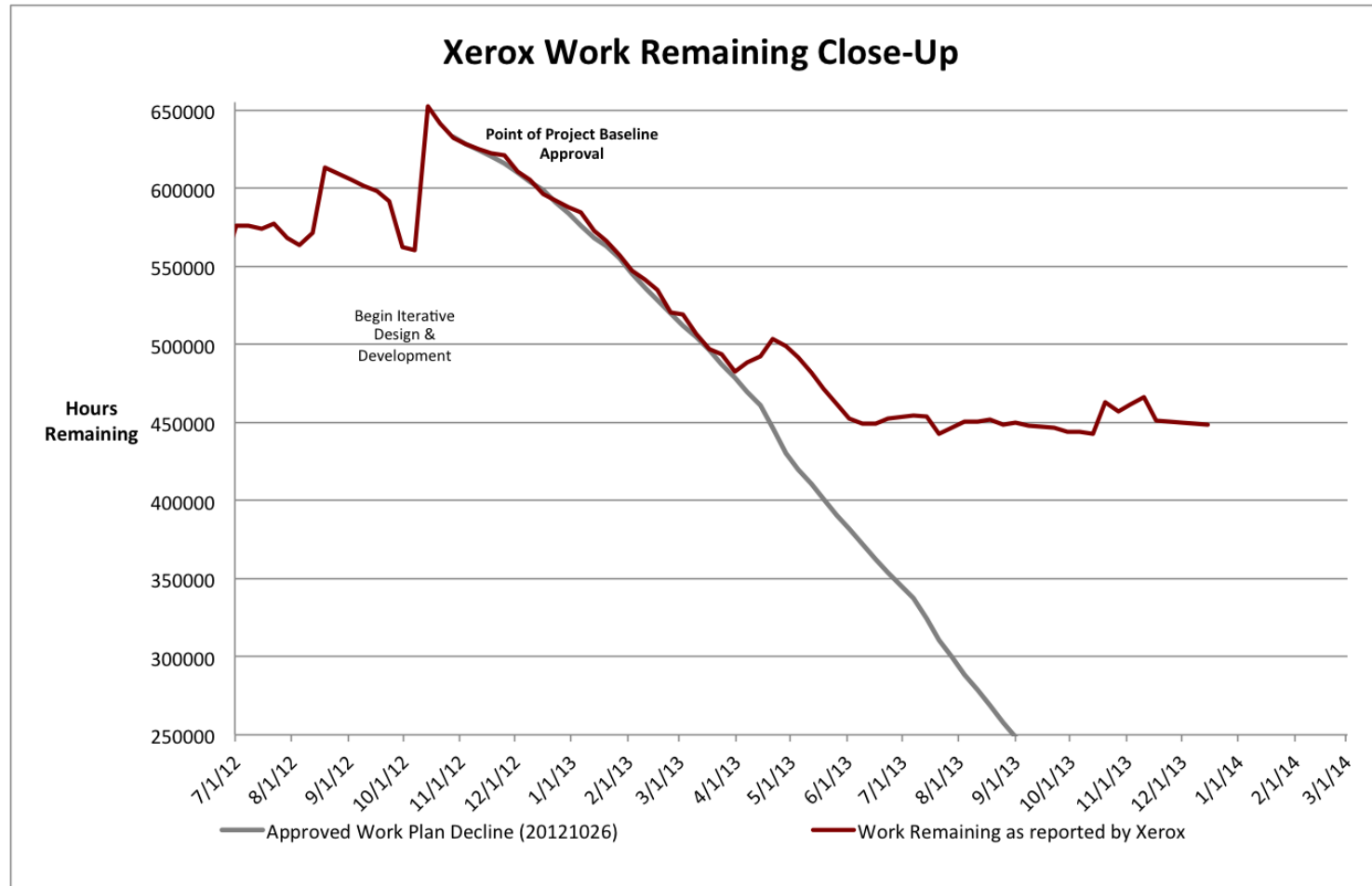| Risk	What's Been Done	Recommendation
- The current reported POS SPI is .37		
7) The contractually agreed go-live date is at risk - Xerox has halted development, unit test, and system test due to changes in their technology stack - Xerox is currently undergoing a re-planning effort - Xerox delivered 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. - As of October 8, 2013, the revised work plan has not been delivered - The revised work plan is planned for delivery on 10/21/13 - The revised work plan is planned for delivery on 11/8/13 - The revised work plan is planned for delivery on 11/29/13 - The revised work plan is planned for delivery on 12/2/13	- A risk has been entered in the Xerox SharePoint - This issue is discussed during the weekly Xerox status meeting - Until a new work plan is submitted, reviewed and approved, the project is managed against the approved project work plan	- Xerox to submit a revised work plan, incorporating all elements necessary to complete the HE DDI
8) There is not a clear vision and understanding by Xerox about how to implement workflow functionality in HE		

Risk	What's Been Done	Recommendation
- Xerox frequently recommends "working reports" rather than creating a workflow to assign outstanding work - Workflows give both staff and supervisors the ability to quickly and easily identify the quantity and priority of outstanding work - Functional areas don't have a clear understanding of how to utilize XTCM or contact management workflow functionality to assign work	- A risk has been entered in the Xerox SharePoint - Craig Krause attended XTCM workflow training - DPHHS has requested that a meeting between DPHHS and Xerox be conducted in advance of the 10/22/13 workflow session, so there is agreement on the objective in advance - The 10/22/13 workflow session was canceled when design sessions were halted	- Xerox to provide training to functional teams on workflows - Xerox to present a plan for inclusion of workflows for assigning and managing work in HE - DPHHS compiled all occurrences of workflow requirements in the RFP - DPHHS and Xerox are compiling a list of all identified workflow gaps - Xerox to schedule a meeting to discuss workflow expectations

1.5 Performance Metrics

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

Declining Work Balance

Xerox Work Remaining

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Xerox Work Remaining Close-Up

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Period	Actual Work Increase	Scheduled Effort	Decrease in Work Remaining	Increase in Xerox reported Earned Value
Four Weeks Ago				
11/19/13 Reporting Week	5,222	8,195	15,445	1,662
10/22/13 – 11/19/13 Reporting Weeks	10,901	29,168	12,111	3,405
Three Weeks Ago				
11/26/13 Reporting Week	1,778	7,777	483	713
10/29/13 – 11/26/13 Reporting Weeks	10,455	29,793	6,630	3,431
Two Weeks Ago				
12/03/13 Reporting Week	1,152	5,951	682	543
11/04/13 – 12/03/13 Reporting Weeks	10.183	28,886	12,147	3,997
One Week Ago				
12/10/13 Reporting Week	2,070	6,238	901	65
11/12/13 – 12/10/13 Reporting Weeks	5,000	28,159	2,065	2,983
This week				
12/17/13 Reporting Week	1,545	5,801	628	109
11/19/13 – 12/17/13 Reporting Weeks	6,545	25,766	2,693	1,430

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.
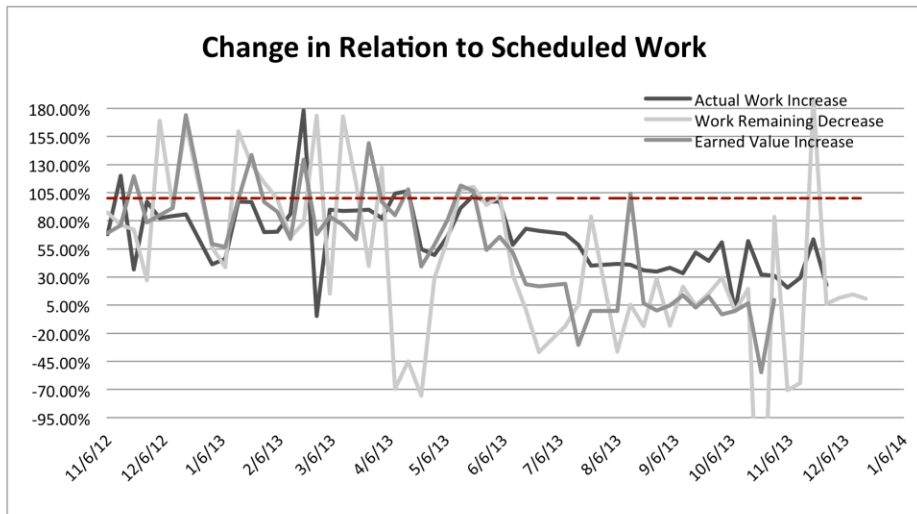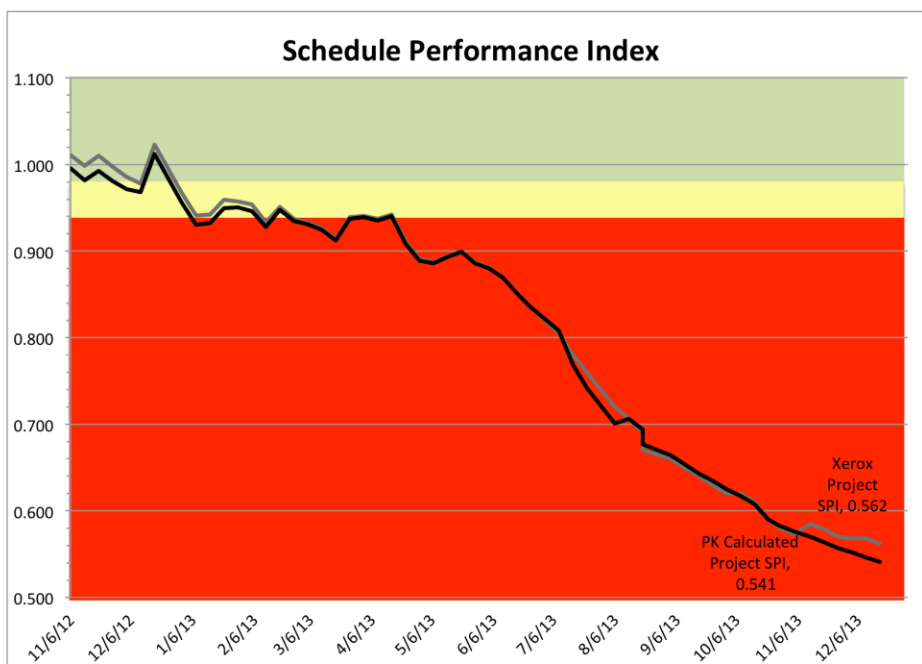
Slipped Tasks

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 the number of slipped tasks increased from 908 to 943. 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.

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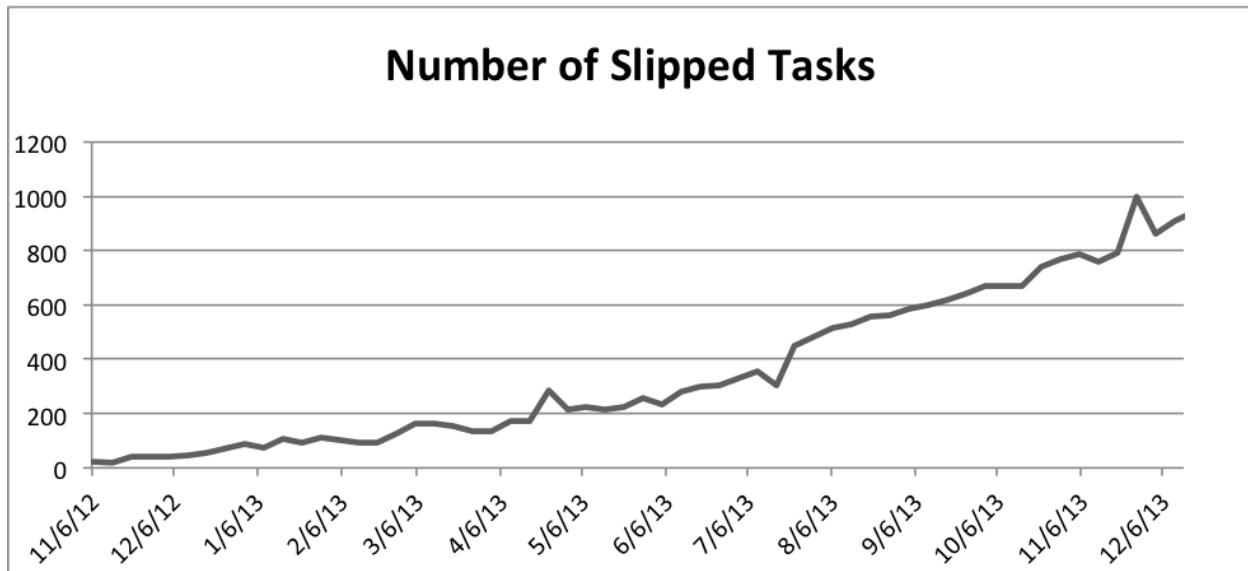
Xerox Functional Area Iterations – Progression and Approval

Progression and Acceptance of Iterations

Note: This table demonstrates completion of sessions or tasks and is not intended to reflect quality of work performed.
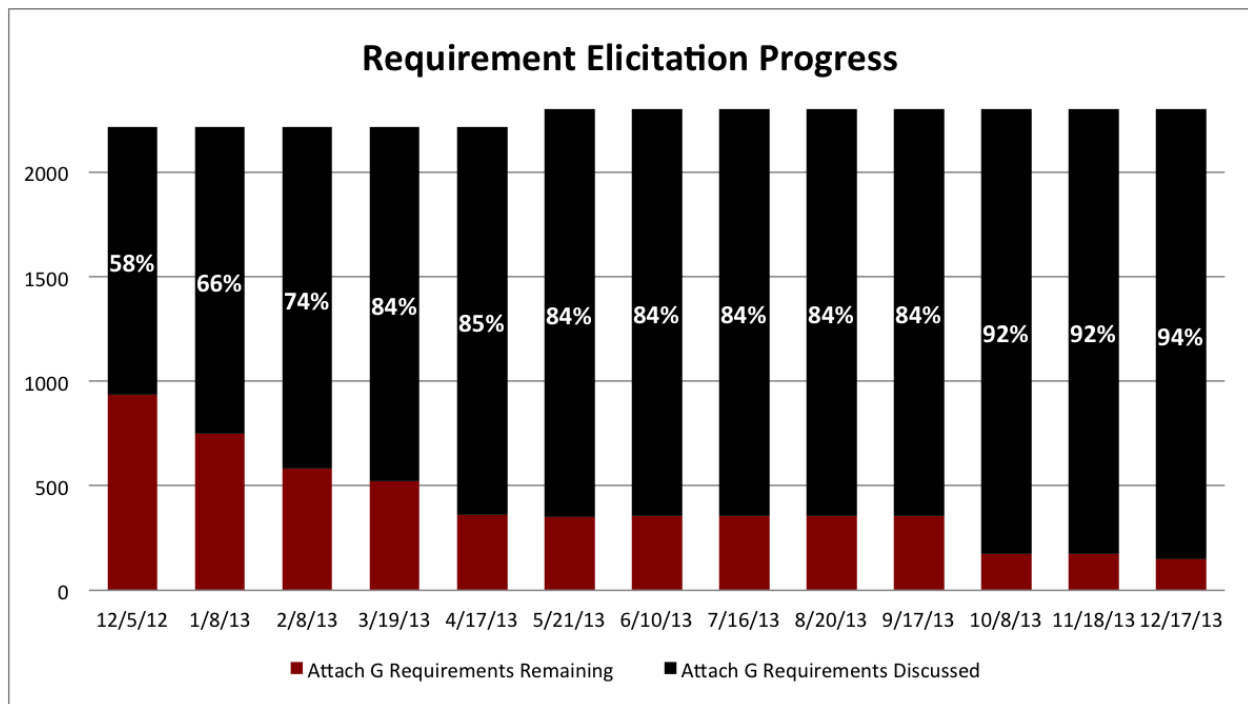
	Collaboration Step 1	Collaboration Step 2	Collaboration Step 3	Valid Values	Business Rules	Letters/ Reports Rosters	RSD Reviewed	Comprehensive RSD	Iteration Code & Name	Iterative DSDD Reviewed	Sys Test Results Approved	Accepted (Milestone)
Percent Complete	100%	100%	100%	14%	5%		96%			56%	0%	0%

Functional Area	Collaboration Step 1	Collaboration Step 2	Collaboration Step 3	Valid Values	Business Rules	Letters/ Reports Rosters	RSD Reviewed	Comprehensive RSD	Iteration Code & Name	Iterative DSDD Reviewed	Sys Test Results Approved	Accepted
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		
									3 Web Portal			
System Architecture	✔ 5/31/12						✔ 1/28/13		1 Arch	✔ 4/1/13		
									2 Arch	✔ 4/1/13		
									3 Arch			
Pgm Mgmt - Benefit Plan Admin	✔ 7/10/12						✔ 11/13/12		2 Benefit Plan	✔ 3/15/13		
Contact Management	✔ 8/10/12	✔ 8/14/12					✔ 11/20/12		1 Contact Mgmt	✔ 2/12/13		
									2 Contact Mgmt	✔ 4/24/13		
									3 Contact Mgmt	✔ 4/24/13		
Managed Care	✔ 7/13/12						✔ 12/6/12		4 Managed Care	✔ 7/16/13 (Cover Letter)		
									5 Managed Care			
Provider	✔ 7/20/12	✔ 8/2/12					✔ 9/24/12		1 Provider	✔ 4/2/13		
									2 Provider	✔ 4/2/13		
									4 Provider	✔ 8/13/13 (Cover Letter)		
Pharmacy POS Early Deployment	✔ 9/13/12	✔ 8/2/12	✔ 7/31/12 (SmartPA)				✔ 12/17/12		3 POS/SmartPA	✔ 3/19/13		
									5 POS/SmartPA			
Member (Client Mgmt)	✔ 6/14/12 (Pilot) ✔ 7/20/12	✔ 7/20/12		✔ 5/10/13			✔ 11/12/12		3 Client (Member)	✔ 8/5/13		
									4 Client (Member)			
Pgm Mgmt - Reference	✔ 8/14/12	✔ 8/16/12		✔ 6/20/13			✔ 11/13/12		3 Reference			
									4 Reference			
									5 Reference			
EHR & PHR	✔ 12/14/12	✔ 2/22/13	n/a				✔ 3/5/13		5 EHR & PHR			
Ops Mgmt - Service Auth EDI	✔ 9/14/12	✔ 10/31/12					✔ 1/7/13		3 Service Auth	✔ 4/1/13		
									4 Service Auth	✔ 7/12/13		
Pgm Integration - RetroDUR	✔ 1/29/13	✔ 2/27/13					✔ 3/26/13		4 RetroDUR	✔ 6/14/13		
Ops Mgmt - TPL	✔ 11/8/12	✔ 12/18/12					✔ 3/13/13		4 TPL	✔ 8/6/13		
									5 TPL			
AVRS/EVRS	✔ 7/26/12						✔ 4/1/13		4 AVRS/EVRS	✔ 8/5/13		
Care Mgmt	✔ 10/12/12	✔ 11/1/12					✔ 12/17/12		4 Care Mgmt	✔ 7/3/13		
									5 Care Mgmt			
									5 Care Mgmt - ImpactPro			
Ops Mgmt - Claims	✔ 10/26/12 (Adj)	✔ (Adj)					✔ 12/17/12 (Adj)		3 Claims - Edits/Audits			
									4 Claims - Edits/Audits			
									5 Claims - Edits/Audits			
	✔ 8/31/12 (Front End)	✔ 9/26/12 (Front End)	✔ 11/8/12				✔ 1/4/13 (Front End)		3 Claims - Front End			
									4 Claims - Front End	✔ 8/6/13		
									5 Claims - Front End			
	✔ 8/31/12 (Pricing)	✔ 11/8/12 (Pricing)					✔ 1/9/13 (Pricing)		3 Claims - Pricing	✔ 4/1/13		
									4 Claims - Pricing	✔ 8/28/13		
									5 Claims - Pricing			
	✔ 8/29/12 (Payment)	✔ 10/12/12 (Payment)	✔ 6/28/13 (Payment)				✔ 12/27/12 (Payment)		4 Claims - Payment	✔ 8/5/13		
									5 Claims - Payment			
Ops Mgmt - Finan/Acctng	✔ 1/1/12	✔ 11/30/12					✔ 1/25/13		5 Financial/Accounting			
Prg Int - FADS	✔ 8/24/12						✔ 12/3/12		5 FADS	✔ 8/28/13		
Prg Int - DRAMS	✔ 4/4/13								4 DRAMS			
Prg Int - MARS Pgm Int - SURS	✔ 9/13/12						✔ 11/21/12		5 IMARS	✔ 3/13/13		
DSS	✔ 3/27/13	✔ 10/31/12					✔ 1/25/13		4 DSS	✔ 8/5/13		
									5 DSS			

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Requirement Elicitation Progress

Requirement Elicitation Progress

There are 8% of the Attachment G requirements that have not yet been discussed in all relevant requirements sessions.

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Gap Identification and Design
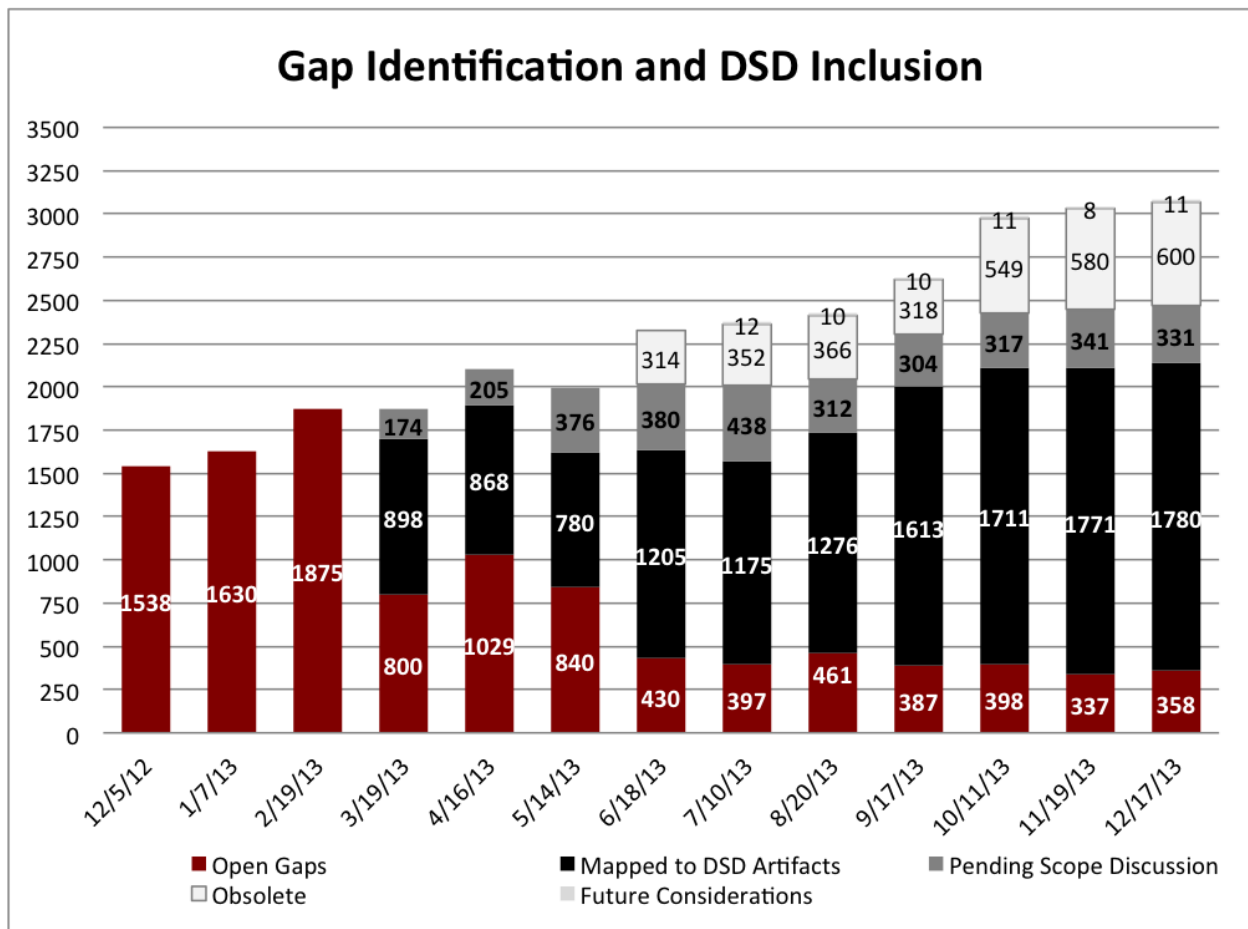
Note: The number (8) at the top of the 11/19/13 column is the count for Future Considerations.

- The Out of Scope Gap count has increased by 24 since the October monthly report
- The Obsolete Gap count has increased by 31 since the October monthly report
- The Future Considerations Gap count has decreased by 3 since the October monthly report, based on RSD comments
- There are a large number of gaps that have not been mapped to a DSD artifact

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.

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Xerox SharePoint – Action Items Log

Xerox Assigned Action Items by Status and Weeks Overdue
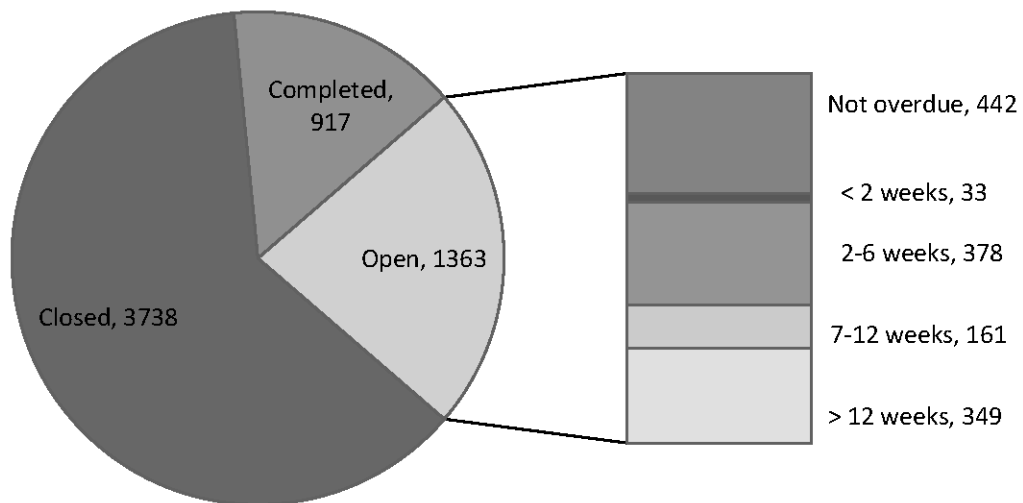
- Xerox >12 weeks overdue Action Items have increased by 123 from last month's count
- Xerox Completed Action Items have decreased by 121 from last month's count
- Xerox Open Action Items have increased by 139 from last month's count

DPHHS Assigned Action Items
by Status and Weeks Overdue
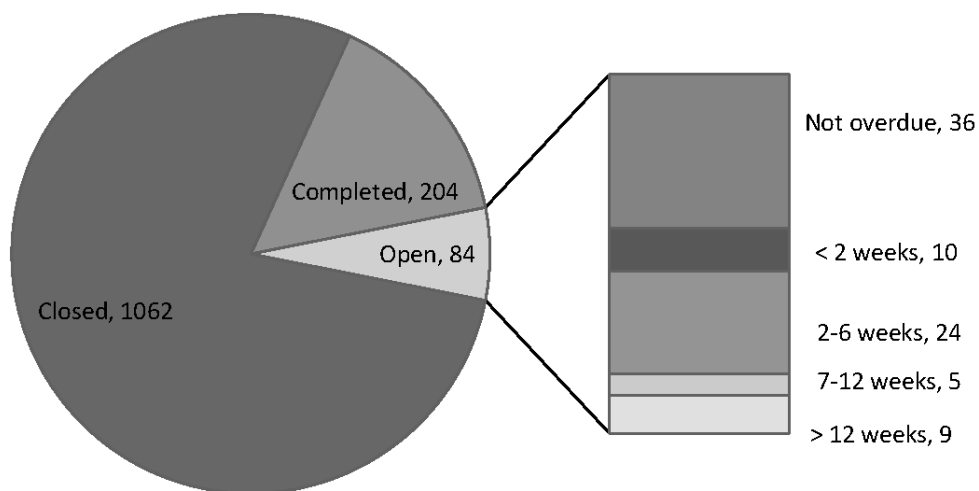
- DPHHS Open Action Items have decreased by 14 from last month's count
- DPHHS Completed Action Items have increased by 1 from last month's count

Xerox SharePoint – Issues Log

Issue Log by Age and Status

Resolved, 3
Closed, 42
Open, 5

< 2 months, 0
2 - 6 months, 3
7-12 months, 1
> 12 months, 1
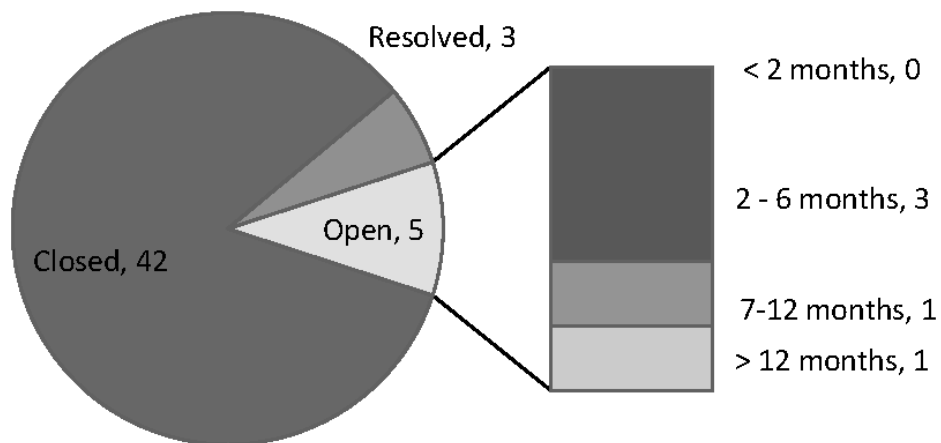
2 - IV&V Status Report

Activities Since Last Report

Planned Activity	Status	Summary of Results
Participated in and scribed the December 2013 Design Sessions	Complete	Minutes posted to the DPHHS SharePoint
Analyzed, compiled and submitted comments on the 12/9/13 and 12/10/13 design sessions to Xerox	Complete	Comments submitted to Xerox on 12/10/13 and 12/11/13
Developed a survey in Survey Monkey to evaluate the Xerox December 2013 Design Sessions	Complete	Link sent to DPHHS DDI team
Developing Survey Monkey reports for submission of design session evaluations to Xerox	In-progress	-Summary report developed -Functional Area reports are in progress
Delivered the October Contract Compliance Journal Summary Report to Xerox on 12/8/13	Complete	Delivered the CCJ Summary Report to Xerox
Participated in the Conference Call MT & CA with DPHHS on 12/11/13	Complete	Participated in this meeting
Participated in the Traceability and HE 2.0 meeting with DPHHS and Xerox 12/11/13	Complete	Participated in this meeting
Participated in the MMIS - PMB Status/Update meeting with DPHHS and Xerox on 12/11/13	Complete	Participated in this meeting
Participated in the MMIS DDI Governance meeting with DPHHS and Xerox on 12/12/13	Complete	Participated in this meeting
Participated in the Discuss Xerox Spreadsheet meeting with DPHHS on 12/12/13	Complete	Participated in this meeting

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Participated in the DRAMS Bi-weekly Status reinstated meeting with DPHHS and Xerox on 12/13/13	Complete	Participated in this meeting
Participated in the Weekly Conversion Status meeting with DPHHS and Xerox on 12/16/13	Complete	Participated in this meeting
Participated in the Weekly Xerox DDI PM Meeting with DPHHS and Xerox on 12/17/13	Complete	Participated in this meeting
Participated in the Project Update meeting with DPHHS on 12/17/13	Complete	Participated in this meeting
Participated in the DPHHS Team meeting with DPHHS on 12/17/13	Complete	Participated in this meeting
Maintained the PK Remaining Requirements Report	In-progress	This is an on-going task. The Remaining Requirements report 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	-The Document of Record will be updated as needed -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, but currently on-hold, pending the delivery of the Xerox project work plan

Obstructions or Barriers

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

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Management Consultants