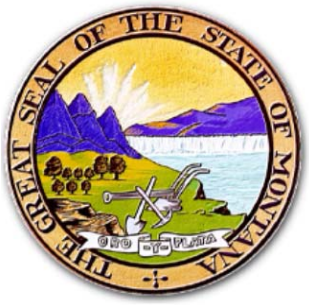
Deliverable to:

Montana Department of Public Health and Human Services



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

Weekly Status Report

June 4, 2014

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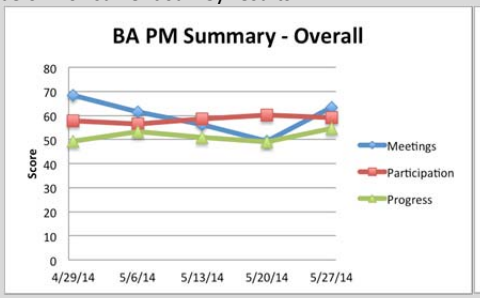
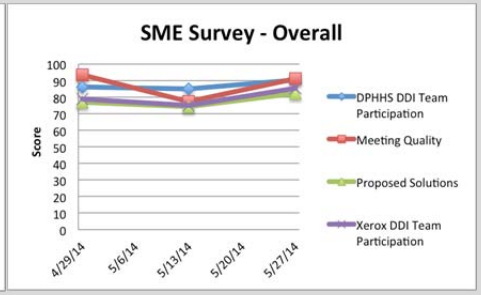
1. Summary

Current Phase:	Requirements Analysis/Iterative Design/Development
Most Recent Accomplishment:	Conducted review of the re-planned work plan and participated in work plan review meetings with DPHHS and Xerox; participated in and scribed solution presentation concept review sessions, week of 5/26/14.
Next Major Milestone:	Solution Demonstration for Contact Management – 5/14/13 (based on approved work plan)
Next Payment Milestone:	Benefit Plan – 11/5/13 (based on approved work plan)
Biggest Project Challenges:	• Xerox re-planned project work plan not yet approved • Twelve missed payment milestones • Delays in design, development, unit testing, and system testing • Large number of Xerox action items not addressed • Gap quality, tracking, and process management concerns
Status Overview	***Re-planning Effort*** **–** Xerox delivered a re-planned work plan on January 31, 2014. DPHHS returned comments to Xerox on Friday, February 14, 2014, six days prior to the required deliverable review completion date. Xerox redelivered the work plan on March 7, 2014. Initial feedback was provided to Xerox on 3/14/14, including the following key concerns: No clearly defined critical path exists in the work plan, the Xerox proposed UAT approach does not meet the DPHHS MMIS RFP requirements, and the DPHHS staffing impact is not evident in the Xerox work plan. DPHHS/PK review comments were submitted to Xerox on March 23, 2014. DPHHS/PK participated in meetings with Xerox on March 28, 2014 and April 1, 2014 to provide clarification on work plan review comments. Xerox re-delivered an updated version of their project work plan on April 8, 2014. DPHHS rejected this work plan delivery on April 15, 2014, as the key concerns described above were not addressed in this version of the work plan. Xerox re-delivered the re-planned work plan to DPHHS on April 23, 2014. DPHHS returned work plan review comments to Xerox on April 30, 2014. Xerox re-delivered the re-planned work plan to DPHHS on May 12, 2014. DPHHS submitted comments to Xerox on May 20, 2014 and May 23, 2014. A meeting to discuss outstanding work plan comments with Xerox is scheduled for May 28, 2014. Xerox re-delivered the re-planned work plan to DPHHS on June 4, 2014. DPHHS submitted comments to Xerox on June 4, 2014. Xerox re-delivered the re-planned work plan to DPHHS on June 5, 2014. DPHHS/PK are currently reviewing this project work plan delivery. ***Daikibo Methodology*** **–**Design sessions under this new approach began on April 23, 2014. PK has developed a survey for DPHHS BA/PMs and DPHHS SMEs to monitor the progress and quality of the design sessions. Survey results are provided to DPHHS and Xerox on a weekly basis. See below for current survey results.   ***Amendment 5*** **–**This amendment will address, at a minimum, Oracle licenses, the new Xerox work plan, and the new payment milestones. DPHHS legal is currently developing Amendment #5. Draft version of Amendment #5 was delivered to Xerox and CMS on May 27, 2014. Meetings to discuss the amendment with Xerox will be held over the next two weeks.

Staffing Changes – The subcontract between Xerox and Cognizant was executed in June 2013. Since the contract execution and the rebadging of Xerox staff to Cognizant, there has been attrition of key project staff. The following Xerox project staff have resigned since July 2013. These staff are no longer working on the Montana MMIS DDI project:

- Management and key/named staff – Tom Olsen, Tony Franklin, Kimberly Price, Kevin McFarling, Alan Bratton, Phil Messina, Heather Monday, Neil Galloway, Chris Bertelsen, Rachelle McCann, Jennifer St. Clair (Director of Product Technologies)
- Project Leads – Jean McCarthy, Bill Conklin, Julie Allen
- Functional Area Leads – Jean Beatty, Kristy Gilreath, Jessica Pickering, Walton Andrews
- Functional Area Business Analysts – Kris Feliciano, Barbara Harkin, Zelda Thunderbird, Joel Getz
- Project Support Staff – Laura Griggs (Health Enterprise expert), Paul Lefever (testing analyst), and 3 key architecture staff, Mary Bomar (scribe)

Correspondence Redesign Status

Activities Completed this Week

- Drafted interview protocol
- Drafted data collection tool
- Drafted overview letter for Medicaid staff
- Distributed revised review checklist to project team for feedback
- Scheduled weekly project check in meetings

Activities Planned but Not Completed

- Finalize interviewee list, interview protocol, and overview letter
- Schedule and conduct interviews

PK was unable to finalize these items or schedule interviews because of a delay in scheduling weekly check in meeting, due to DPHHS staff vacation schedule conflicts

Activities to be Completed Next Week:

- Draft interview protocol and review with state core team members
- Begin scheduling interviews
- Request documentation from the state
- Review documentation
- Begin conducting interviews (if schedule dictates)

Project Risks or Issues:

- None at this time

Project Status/Xerox Performance Indicator Panel

Overall: red

NOTE: *The overall project status is red due to delays in the re-planning process, twelve missed payment milestones, gap tracking and process management issues, large number of Xerox action items not addressed, unresolved out of scope gaps, design, development, unit and system testing delays, the current project SPI, resource over-allocation, and the large number of slipped tasks.*

Schedule: red **Scope:** red **Resources:** red

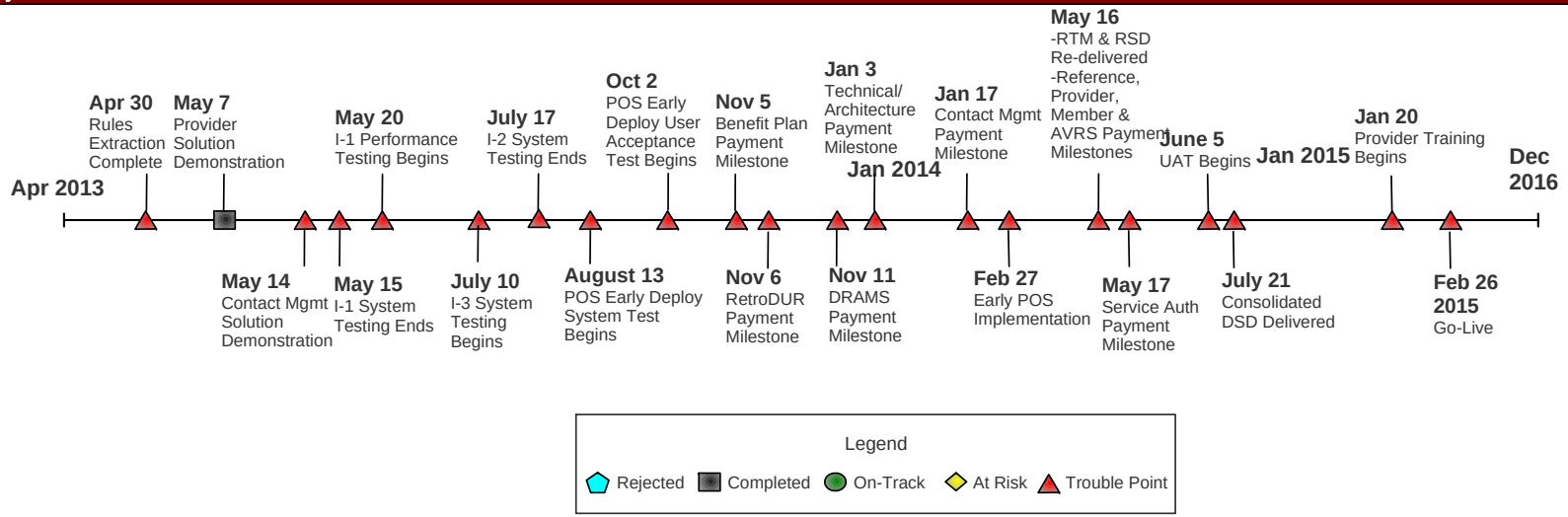
Performance Indicator Panel Key

Green: no risk identified risk

Yellow: identified risk – must be actively managed

Red: identified problem – requires mitigation

Project Timeline



(Schedule as of 5-7-2014)

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: Conversion Mapping Specifications (CO746) – 10/11/13
D: Gap DSDD I-2 Benefit Plan (MI64813) – 10/14/13
D: Test Cases and Scripts for UAT (MI62079) – 10/17/13
D: Data Cleansing and Conversion Specification Document (MI79484) – 10/18/13
D: Final Revised Integration Test Plan (MT84) – 11/6/13
D: DSDD for RetroDUR (PI212) – 11/6/13

D-I: Base DSDD 1-3 Contact Management (MI3478) – 2/22/13
D-I: Gap DSDD 1-3 Contact Management Reports (MI3036) - 2/22/13
D-I: Gap DSDD 1-3 Contact Management Letters (MI3028) – 2/22/13
D-I: Base DSDD 1-3 Architecture (MI3486) – 2/22/13
D-I: Gap DSDD 1-3 Reference (MI1395) – 2/25/13
D-I: Gap DSDD 1-3 Claims Interfaces (MI3052) – 2/25/13
D-I: Gap DSDD 1-3 Claims Reports (MI3060) – 2/25/13
D-I: Gap DSDD 1-3 Reference Reports (MI3004) – 2/26/13
D-I: Gap DSDD 1-3 Member Reports (MI3020) – 2/27/13
D-I: Gap DSDD 1-3 Member Letters (MI3012) – 2/27/13
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: Performance Test Results for DRAMS (PI701) – 11/6/13	D-I: Gap DSDD I-4 Claims Payment Letters (MI4005) – 5/24/13
D: UAT Results (PI404) for Pharmacy POS Early Deployment – 11/7/13	D-I: Gap DSDD I-4 Service Auth Letters (MI3945) – 5/30/13
D: DSDD for DRAMS (PI301) – 11/11/13	D-I: Gap DSDD I-4 Service Auth Reports (MI3938) – 5/30/13
D: ORR Results (PI448) for Pharmacy POS Early Deployment – 11/25/13	D-I: Gap DSDD I-4 Claims Payment Reports (MI3998) – 5/31/13
D: Final Revised UAT Plan (MT124) – 12/6/13	D-I: Gap DSDD I-4 Reference (MI3760) – 5/31/13
D: System Test Results I-3 Contact Management (MI66305) – 12/9/13	D-I: Gap DSDD I-4 TPL EDI (MI4061) – 6/4/13
D: Gap DSDD I-3 Architecture/Web Portal (MI75847) – 12/11/13	D-I: Base DSDD I-4 Service Auth (MI3970) – 6/7/13
D: Performance Test Results for GUI (PI429) – 12/12/13	D-I: DSDD I-4 DRAMS – 6/10/13
D: Test Cases and Scripts for Final Data Conversion (Convert and Reconcile Data for Implementation) (MI62082) – 12/18/13	D-I: Gap DSDD I-4 Member Reports (MI3835) – 6/13/13
D: Gap DSDD I-3 Contact Management (MI72235) – 12/24/13	D-I: Gap DSDD I-4 Reference Reports (MI3767) – 6/25/13
D: Performance Test Plan for POS (HE IMP) (MT1166) – 12/27/13	D-I: System Test Results I-3 POS – 7/9/13
D: I-5 - FADS System Test Cases to DPHHS (MI77759) – 2/6/14	D-I: System Test Results I-2 EDMS (MI72001) – 7/23/13
D: Capacity Analysis Document (MT549) – 2/20/14	D-I: System Test Results I-2 Provider (MI72001) – 7/24/13
D: System Test Results I-4 Provider (MI72389) – 3/11/14	D-I: DSDD for Pharmacy POS (PI350) – 7/26/13
D: UAT Plan (HE IMP) (MT1136) – 3/12/14	D-I: System Test Results I-2 Reference (MI75827) – 7/31/13
D: Conversion Programs (MI74855) – 3/13/14	D-I: System Test Results I-2 Contact Management (MI75827) – 8/7/13
D: Edit and Audit Rules Documentation (RS2280) – 3/15/14	D-I: Test Cases and Scripts for Pharmacy POS Early Deployment – 8/9/13
D: ORR Plan (HE IMP) (MT1327) – 4/2/14	D-I: Base DSDD I-4 Member (MI3847) – 8/21/13
D: I-5 - System Test Results for POS (HE IMP) (PI341) – 4/3/14	D-I: Test Scripts for DRAMS – 8/30/13
D: Performance Test Results for GUI (HE IMP) (MT1189) – 4/8/14	D-I: DSDD for RetroDUR – 9/16/13
D: I-5 - FADS System Integration Test Results to DPHHS (MI77838) – 4/9/14	D-I: DSDD for DRAMS – 9/19/13
D: I-5 - IMARS System Test Results to the DPHHS (MI79109) – 4/14/14	D-I: System Test Results I-2 Web Portal (MI66307) – 9/24/13
D: System Test Results I-5 Managed Care (Including EDI) (MI73780) – 4/23/14	D-I: System Test Results I-2 Architecture (MI66307) – 10/1/13
D: Conversion Unit Test Results for Conversion Programs (MI44268) – 4/24/14	D-I: Integration Test Plan – 10/4/13
D: I-5 - System Test Results for EHR/PHR (MI74828) – 4/25/14	D-I: System Test Results I-3 Claims (MI72698) – 10/9/13
D: FINAL Application Development and Maintenance Plan (MI65403) – 4/25/14	D-I: System Test Results I-3 Claims Front End (MI72465) – 10/9/13
D: FINAL Revised Master Test Plan (M60090) – 4/28/14	D-I: System Test Results I-3 Claims Pricing (MI72538) – 10/9/13
D: Complete Technical Architecture Description Plan (TAD)/ Architectural Component Procurement Plan (MI65402) – 4/28/14	D-I: System Test Results I-3 Member (MI69538) – 10/9/13
D: I-5 - System Test Results for Care Management (MI74266) – 4/29/14	D-I: System Test Results I-3 Reference (MI75827) – 10/9/13
D: I-5 - System Test Results for Claims (MI74340) – 4/29/14	D-I: System Test Results I-3 Service Auth (MI72813) – 10/9/13
D: I-5 - System Test Results for DSS (MI74731) – 4/29/14	D-I: UAT Test Plan – 11/4/13
D: I-5 - System Test Results for ImpactPro (MI3503) – 4/29/14	D-I: Performance Test Plan for POS (HE IMP) – 11/22/13
D: I-5 - System Test Results for TPL (Including EDI) (MI74082) – 4/29/14	D-I: System Test Results I-4 Care Management (MI73553) – 1/7/14
D: Test Cases and Test Scripts for UAT (HE IMP) (MT1146) – 4/29/14	D-I: System Test Results I-4 Claims (MI72698) –1/7/14
D: DSDD I-5 EHR/PHR (MI74833) – 5/7/14	D-I: System Test Results I-4 Claims (MI73060) – 1/7/14
D: Preliminary Data Conversion System Testing (MI49297) – 5/7/14	D-I: System Test Results I-4 Claims Front End (MI72465) – 1/7/14
D: DSDD I-5 EHR/PHR (MI74833) – 5/7/14	D-I: System Test Results I-4 Claims Pricing (MI72538) – 1/7/14
D: Preliminary Data Conversion System Testing (MI49297) – 5/7/14	D-I: System Test Results I-4 DSS (MI74120) – 1/7/14
D: Gap DSDD I-5 Financial/Accounting Submitted (MI74668) – 5/13/14	D-I: System Test Results I-4 Managed Care (MI72896) – 1/7/14
D: Gap DSDD I-5 Managed Care (MI73785) – 5/13/14	D-I: System Test Results I-4 TPL (MI73175) – 1/7/14
D: Regression Test Results Complete (HE IMP) (MT1123) – 5/13/14	D-I: Load/Stress Test Plan – 1/10/14
D: Gap DSDD I-5 Care Management Submitted (MI74648) – 5/14/14	D-I: Test Cases and Scripts for Pharmacy POS (HE IMP) - 1/14/14
D: Gap DSDD I-5 Claims Submitted (MI74678) – 5/14/2014	D-I: UAT Test Plan (HE IMP) – 2/10/14
	D-I: Provider I-4 Documentation Submitted (MI2351) – 2/20/14
	D-I: Test Cases and Scripts – 2/26/14

D: Gap DSDD I-5 DSS Submitted (MI74736) – 5/14/14 D: Gap DSDD I-5 TPL Submitted (MI74628) – 5/14/14 D: Final Revised Integration Test Plan (MT21) – 5/20/14 D: Test Cases and Test Scripts for Load/Stress Test (MT573) – 5/21/14 D: Certification Plan (MC5) – 5/21/14 D: Final Revised Written Certification that UAT Data has been Provided (MT1106) – 5/27/14 D: DSDD I-5 Pharmacy POS (HE IMP) (PI350) – 6/2/14 D: Provider Documentation (MT10) – 6/4/14 ***Interim Deliverables:*** D-I: Gap DSDD I-2 Benefit Plan Reports (MI2994) – 12/26/12	D-I: Test Cases and Scripts – 2/26/14 D-I: Conversion Test Results – 2/28/14 D-I: ORR Plan (HE IMP) – 3/3/14 D-I: Test Cases and Scripts (HE IMP) – 4/1/14 D-I: Conversion Reports – 4/1/14 D-I: DSDD I-5 Pharmacy POS (HE IMP) – 4/10/14 D-I: GAP DSDD I-4 Member (MI72910) – 4/15/14 D-I: Integration Test Plan – 4/21/14 D-I: Written Certification that UAT Data has been Provided – 4/23/14 D-I: Test Cases and Scripts – 4/25/14 D-I: Provider Documentation – 5/5/14

Project Activity Summary:

- Participated in and scribed Solution Demonstration and Concept Review sessions for Contact Management, Provider, Member, Benefit Plan, Reference, Claims Front End, Claims Adjudication and TPL.
- Facilitated the PK Weekly Status meeting with DPHHS on 5/28/14.
- Participated in the Walk-through of Amendment #5 for Xerox meeting with DPHHS and Xerox on 5/28/14.
- Participated in the Work Plan Review with DPHHS/Xerox meeting with DPHHS and Xerox on 5/28/14.
- Participated in the Discuss Architecture and LOB language in Amendment #5 meeting with DPHHS and Xerox 5/28/14.
- Participated in the two Work Plan Review with DPHHS/Xerox meetings with DPHHS and Xerox on 5/29/14.
- Conducted review of the Xerox project work plan re-delivery received on 5/30/14. Comments submitted to Xerox on 5/30/14.
- Participated in the Work Plan Review meeting with DPHHS on 5/30/14.
- Participated in the Work Plan Review with DPHHS/Xerox meeting with DPHHS and Xerox on 5/30/14.
- Participated in the Contract Discussion meeting with DPHHS on 6/2/14.
- Participated in the MMIS DDI Contract Discussions meetings with DPHHS and Xerox on 6/2/14 and 6/3/14.
- Participated in informal discussions with Xerox to answer questions on outstanding deliverable review comments.
- Continued maintenance of the Remaining Requirements report.
- Continued maintenance of the Change Control Board Log to track needed changes to the RFP.

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. The email was re-delivered to the new Xerox/Cognizant management team on January 30, 2014.*	Tim Peterson	yellow
Criteria to evaluate the success of the Daikibo methodology are being developed and included in Contract Amendment #5. Measurement of this criteria is dependent on Xerox providing the metrics that will be available under the Dakibo methodology.	Tim Peterson, Xerox	red

Risk Level Key:

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

Project Manager Actions / Decisions Needed:

Issue	Impact Level	Decision/Action	Responsibility	Due Date
Agreement by DPHHS and Xerox is needed on the system workflow requirements	H	DPHHS is compiling an outline of each occurrence of workflow requirements in the RFP. Xerox delivered a template and process document for use in determining the process for work item workflow candidates. DPHHS to review and comment on this workflow documentation. DPHHS requested an XCM specification, as the implementation of XCM will impact the workflow process and template. The XCM specification was delivered to DPHHS on 4/22/14. DPHHS to review this specification.	Tim Peterson	5/16/14
DPHHS to send a letter of final approval regarding the Xerox subcontract with Cognizant	H	Xerox must include staffing modifications in the flow-down to the Cognizant subcontract before DPHHS can approve the subcontract. The staffing flow-downs were provided by Xerox on 4/22/14 and approved by DPHHS on 4/30/14. DPHHS to provide a letter of approval of Cognizant as a subcontractor to Xerox.	Jeff Buska	5/16/14
Review SPARKS-ITS/Daikibo Change Request	H	Xerox delivered this CR to DPHHS on 4/15/14. DPHHS requested a resubmission of this CR as part of the work plan review comments. Xerox resubmitted this CR on 5/9/14.	Tim Peterson	6/2/14
Review ICD-10 work plan	M	Xerox delivered this work plan on 4/9/14.	Jeff Buska	4/30/14
Review Xerox project work plan and resolution comments, once re-submitted by Xerox	H		Tim Peterson	TBD

Executive Sponsor Actions / Decisions Needed:

Issue	Impact Level	Decision/Action	Responsibility	Due Date
Decisions about external eligibility systems and interfaces to HE need to be made by DPHHS	H	An eligibility systems study has been completed by Frontier Strategies to outline recommendations and options for DPHHS. This decision will be made after the approval of the Xerox re-planned work plan.	Executive Stakeholders	1/31/14
Decision about the incorporation of Line of Business (LOB) into HE pre-go-live or post-go-live will need to be made	H	For a post-go-live decision, the appropriate holdback will need to be determined. A meeting to discuss LOB with Xerox was conducted on 1/23/14. Xerox has agreed to provide Digital Harbor early implementation in legacy, and the design, development and implementation of T-MSIS, MMA/Claw Back processing, and Xerox Case Management (XCM) in exchange for the required LOB functionality. LOB fields will be removed from screens, reports and documentation. This will be documented in Amendment #5. Xerox to provide a written proposal outlining this agreed exchange of functionality. A LOB meeting is scheduled for 5/28/14.	Executive Stakeholders	5/16/14
Agreement by DPHHS and Xerox is needed on the RFP architecture requirements	H	DPHHS will conduct an audit of the HE 1.0 source code, to confirm that the RFP requirements and Xerox proposal solutions are adequately represented. This will be contingent on the resolution of the audit. Xerox delivered a contract amendment containing a proposal defining how they will meet architecture requirements on 1/17/14. DPHHS provided comments on the Xerox proposal on 1/21/14. Xerox delivered a draft revised architecture proposal on 1/30/14. Xerox delivered a revised architecture proposal, which did not include UI componentization, on 2/19/14. DPHHS delivered comments to Xerox on the revised architecture proposal on 3/14/14.	Executive Stakeholders	11/8/13

Issue	Impact Level	Decision/Action	Responsibility	Due Date
		A meeting was held on 3/25/14 to discuss Xerox concerns with the DPHHS response. Xerox to deliver a revised architecture proposal, incorporating DPHHS comments and items discussed on 3/25/14. Xerox responded to the UI Componentization section that DPHHS added to the Architecture Proposal in an email on 3/29/14. The Xerox response to the remainder of the DPHHS comments on the Architecture Proposal is still pending. Xerox delivered a new version of the architecture proposal on 4/20/14. This agreed proposal will be incorporated into Amendment #5. An architecture meeting with DPHHS and Xerox is scheduled for 5/28/14.		

2. Critical Issues and Risks

The following table summarizes movement on critical project issues and risks tracked in the DPHHS SharePoint site.

ID	Issue or Risk	Risk Mitigation Strategy
MMIS-38	*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 has committed that a HE expert will be on-site for each collaboration session - If Xerox is unable to provide SMEs for the 2-wide sessions, they will have great difficulty staffing 4-wide sessions - SMEs supporting the collaboration and design sessions are not dedicated to the MT MMIS project - 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, 8/14/12 or 8/16/12 - Many questions in the Member 3 session, week of 8/27/12, were not able to be answered – notably in the long term care	- Xerox has been notified that they must have a Health Enterprise expert present for each session during discussions in status, and other meetings - An Issue has been entered in the Xerox SharePoint Issues List - DPHHS has requested that if an HE expert 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 HE experts that will be supporting the collaboration and design sessions - Xerox provided a monthly spreadsheet identifying the scheduled HE expert coverage - As of the re-start of design sessions 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 - Xerox expert attendance and participation will be evaluated for each session with the design session survey - Results of the evaluation will be

ID	Issue or Risk	Risk Mitigation Strategy
	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 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 - 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	reported to Xerox on a weekly basis

ID	Issue or Risk	Risk Mitigation Strategy
	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 - 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 - Reynae 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 - Xerox Experts are no longer participating in collaboration sessions via video conference	

ID	Issue or Risk	Risk Mitigation Strategy
	- The Xerox lead for Care Management ran the 4/1/13 design session remotely, via WebEx, with no video participation. Todd Marker, the scheduled expert did not actively participate in the session - The Xerox DRAMS project team was not able to demonstrate functionality to meet several requirements during the requirements collaboration session the week of 4/1/13 and captured demo gaps as a result - 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 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.	

ID	Issue or Risk	Risk Mitigation Strategy
	- 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 - 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	

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	- There was no DRAMS expert scheduled for 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 for the Claims Conversion Mapping session the week of 12/2/13 - There was no HE expert present for the Web Portal weekly design session on 12/9/13 - 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 - Anna Corrigan was listed on the agenda and introduced as the Claims expert for several Claims sessions the week of 1/6/13. Anna is a BA assigned to the Claims team but is not considered a Claims expert by DPHHS or Xerox. - Craig Krause was listed on the agenda as the HE Expert for the Provider session on 1/14/14 and did not attend the session - Arje was only present for approximately 30 minutes of the Claims Pricing design session on 1/21/14 and did not announce that he was dropping off of the call. There were questions being asked of him and no response was received. - Kati Tabert, the HE Expert for the 1/21/14 Reference session did not actively participate, she only participated when asked direct questions - Craig Krause, the HE Expert for the 2/11/14 Provider session did not actively participate in the session - Craig Krause, the HE Expert for the	

ID	Issue or Risk	Risk Mitigation Strategy
	2/25/14 Provider session, dropped off the call during the session without notifying the team. That left no one on the call who was able to answer questions about HE - There was no expert on the phone for the Claims Adjudication session held on 3/5/14 - Sheryl Allen continues to be listed as the Claims Adjudication session expert on the agendas, but has not participated in several months - The following experts are not actively participating in the sessions that they support – Sybil Pepper-Spencer, Gurdial Vick, Krystine Williams, Tim Phelon - The HE expert supporting Claims Pricing, Arje, joined the call late and did not actively participate on 3/11 and 3/18/14 - There does not appear to be any collaboration between the Xerox functional teams and the HE experts outside of the sessions - The HE expert supporting Claims Pricing, Arje, joined the call late and did not announce when he joined the session on 4/1/14 - The HE expert supporting Provider, Craig Krause, did not actively participate in the session on 4/1/14 - The HE expert supporting Claims Ajudication, Arje, joined the call late and did not actively participate on 4/2/14 - On the BA Survey - Member, Provider and Reference scored HE Expert participation at 50% or lower for the sprint ending 5/13/14	
MMIS-94	*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	- An Issue has been entered in the DPHHS SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings

ID	Issue or Risk	Risk Mitigation Strategy
	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	- This issue is to be addressed by Xerox as part of their re-planning effort
MMIS-110	*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 - This issue is to be addressed by Xerox as part of their re-planning effort
MMIS-119	*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 has not yet started - This impacts the Reference, Web Portal, Member, Contact Management, Claims Front End, Claims Pricing, Claims Adjudication, Architecture, and Service Auth functional areas - Iteration 3 system and extended system test execution and test results tasks are	- 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

ID	Issue or Risk	Risk Mitigation Strategy
	indicated on the slipped task report for their start and finish dates	
MMIS-125	*Delay in the start and completion 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 and finish 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
MMIS-96	*There are currently 294 gaps in DOORS in a "pending", "out of scope", "in review", "PMO review", "Discussion in Progress (DPHHS)", "Discussion in Progress (Xerox)", "DPHHS 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 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 - 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	- 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 has identified an additional 20 out of scope gaps, which will need to be delivered to DPHHS for review - Xerox BAs are reaching out to DPHHS BAs to ensure there is a common understanding of out of scope gaps - Xerox is currently conducting an evaluation of all gaps that they consider out of scope, to categorize and prioritize the gaps - Xerox to update the status of the 53 gaps needing requirements

ID	Issue or Risk	Risk Mitigation Strategy
	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 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 - An additional 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 5/29/13 - An out of scope gap review meeting with DPHHS, PK and Xerox was held on 6/13/13 - Project Governance - OOS Gap meetings with DPHHS, PK and Xerox were conducted on 6/26/13, 7/11/13, and 7/23/13 - 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 - 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 - Xerox delivered an OOS gap spreadsheet, with 141 remaining OOS gaps for DPHHS review, on 9/18/13 - DPHHS submitted responses to a subset of the gaps that were missing requirements on 9/26/13 and 10/21/13	associated, that currently have an out of scope status, as these gaps are not actually out of scope - Xerox delivered an OOS Gap Plan to DPHHS on 3/18/14 - An OOS gap meeting is scheduled for 5/29/14

ID	Issue or Risk	Risk Mitigation Strategy
	- 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 - An OOS Gap Governance meeting was scheduled for 12/12/13, however OOS gaps were not discussed at this meeting - An OOS Gap Governance meeting was held on 1/23/14, however no OOS gaps were reviewed during this meeting - Xerox delivered a spreadsheet on 2/20/14 which indicates 53 OOS gaps which currently do not have a requirement associated - Upon further discussion, the above-mentioned gaps are not out of scope, and simply need a requirement associated with them - An OOS gap discussion was conducted in the governance meeting on 3/6/14 - An OOS gap discussion was conducted in the governance meeting on 3/13/14 - An OOS gap discussion was conducted in the governance meeting on 3/20/14 - An OOS gap discussion was conducted in the governance meeting on 3/27/14 - Xerox delivered a revised OOS Gap Plan on 4/1/14 - An OOS gap discussion was conducted in the governance meeting on 4/3/14 - An OOS Gap Governance meeting was held on 4/10/14 - The OOS gap meeting scheduled for 4/24/14 was canceled by Xerox - An OOS Gap Governance meeting was held on 5/23/14	
MMIS-97	*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)	- An Issue has been entered in the Xerox SharePoint Issues List - Xerox to complete review and validation of all unresolved

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	- 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 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 - Comments on gaps missing from the Consolidated RSD and Consolidated RTM were provided to Xerox on 6/5/13 - Many gaps cannot be located in the Consolidated RSD and Consolidated RTM - 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 - 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	requirements identified in the Remaining Requirements report - DPHHS/PK has suggested that Xerox prioritize these remaining requirements on the design session agendas, as discussion/demonstration of the HE functionality to meet these requirements may generate gaps - DPHHS/PK have requested that Xerox provide information on remaining requirements they are considering complete

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MMIS-102	*System Architecture requirements for Commercial off-the-Shelf (COTS) products* - 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 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 was 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 - Jennifer St. Clair was scheduled to have her review and comments on the COTS Matrix complete by 9/20/13 - The Xerox review and comment date was changed to 10/15/13 - The Xerox review and comment date was changed to 11/15/13 - Xerox delivered their comments on the DPHHS COTS Matrix on 11/21/13 - DPHHS and Xerox conducted meetings to review the populated matrix and Xerox comments on 1/17/14 and 1/21/14 - DPHHS provided feedback on identified discussion items on 1/30/14 - DPHHS provided additional feedback to Xerox on 2/9/14	- Xerox to re-deliver the COTS Matrix with updates based on discussions in the COTS Matrix meetings

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MMIS-101	*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 - Access to the comprehensive HE backlog is not currently available - A request for JIRA access for four additional DPHHS/PK staff was submitted by DPHHS on 2/3/14 - State temp IDs have been set up and appropriate access has been granted - Tim, Sibyl and Rhonda have access to JIRA and appropriate access has been granted - JIRA training was conducted on 2/20/14 - JIRA training was held on 5/20/14 to demonstrate the Xerox metrics approach	- Xerox to provide defect metrics until appropriate access to ClearQuest has been granted - Xerox to provide access to the additional staff requested on 2/3/14 - Xerox to reconfigure JIRA to accommodate separate reporting for concept, delivery and validation
MMIS-109	*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	- An Issue has been entered in the Xerox SharePoint Issues List

ID	Issue or Risk	Risk Mitigation Strategy
	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	
MMIS-111	*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 - This issue is to be addressed by Xerox as part of their re-planning effort
MMIS-116	*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 - DPHHS delivered a document to Xerox on 2/3/14, articulating their provider data concerns - DPHHS and Xerox reviewed this document in the Provider Enrollment Data Collection meeting on 2/5/14 - Xerox presented solutions to some of the Provider data concern items in the	- A weekly Provider Enrollment Data Collection meeting began on 1/22/14 - Xerox to complete design for their proposed solutions to the Provider data concern items

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	3/19/14 Provider Enrollment Data Collection meeting, however these solutions were not out of sync with previous discussions - Xerox presented solutions to the remainder of Provider data concern items in the 3/26/14 Provider Enrollment Data Collection meeting	
MMIS-112	*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 - Meetings were held with Faiyaz Shikari 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 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	- Xerox to respond to the DPHHS HE 2.0 expectations document - DPHHS has proposed an audit of the source code to determine if RFP requirements and Xerox proposal solutions are adequately addressed - DPHHS to include the final architecture proposal in Amendment #5

ID	Issue or Risk	Risk Mitigation Strategy
	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 - On Thursday, 11/7/13, DPHHS verbally informed Xerox that they are expected to deliver all architecture functionality required by the RFP and Amendment 2. - On Wednesday, 11/13/13, DPHHS informed Xerox with an email that they are expected to deliver all architecture functionality required by the RFP and Amendment 2. - A follow-up meeting to discuss the DPHHS email delivered on 11/13/13 was held on 11/19/13 - A follow-up meeting to discuss the Architecture issue was held on 11/26/13 - 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 - There was a meeting 12/13/13 between DPHHS and Xerox executives to discuss whether to perform the audit - DPHHS sent a follow-up letter on 12/16/13 restating the position that an audit is necessary - Lynn Blodgett replied 12/27/13 stating the Xerox position that an audit is not necessary - As of 1/7/14, a response to the DPHHS HE	

ID	Issue or Risk	Risk Mitigation Strategy
	2.0 expectations document has not been received - DPHHS met with Xerox on January 9th and 10th in Salt Lake City to discuss the Architecture issue - Xerox submitted a contract amendment containing an architecture proposal to DPHHS on 1/17/14 - DPHHS responded to Xerox regarding the contract amendment containing the architecture proposal on 1/21/14 - Xerox submitted a draft revised architecture proposal on 1/30/14 - Xerox delivered a revised architecture proposal, which did not include UI componentization, on 2/19/14 - DPHHS delivered comments to Xerox on the revised architecture proposal on 3/14/14 - A meeting was held on 3/25/14 to discuss Xerox concerns with the DPHHS response - Xerox responded to the UI Componentization section that DPHHS added to the Architecture Proposal on 3/29/14 - An architecture discussion with DPHHS and Xerox was held on 4/1/14 - An architecture discussion with DPHHS and Xerox was held on 4/2/14 - Xerox delivered a new version of the architecture proposal on 4/20/14 - An architecture meeting between DPHHS and Xerox was conducted on 5/28/14	
MMIS-117	*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 staff hired to work on the Montana DDI project, that previously worked for the fiscal agent, will be transitioned to Cognizant	- A risk has been entered in the Xerox SharePoint Risk List - The risk status was updated to "Occurring" on 9/23/13 - An issue was entered in the Xerox SharePoint Issues List

ID	Issue or Risk	Risk Mitigation Strategy
	employees effective 10/1/13 - 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 - 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 - 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 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 - The following Xerox staff were rebadged to Cognizant effective 1/1/14: Shellie McCann, David Copenhaver, Scott Patzer, Mayank Sharma, Neil Galloway, Lisa Stimatz, and Craig Krause - Neil Galloway retired from Xerox effective 12/31/13 - Xerox formally submitted a named staff proposal to DPHHS on 12/17/13 - Jessica Pickering resigned from Cognizant effective 1/3/14 - Julie Allen resigned from Cognizant, effective 2/5/14 - DPHHS requested additional information from Xerox on their staffing proposal on	

ID	Issue or Risk	Risk Mitigation Strategy
	1/6/14 - As of 1/14/14, no response to this request was received from Xerox - DPHHS submitted a formal response to the Xerox project staffing plan on 1/15/14 - Paul Lefever resigned from Xerox, effective 1/27/14 - Barbara Harkin is being reassigned to another division in Xerox, effective 2/24/14 - Zelda Thunderbird resigned from Xerox, effective 2/14/14 - Xerox submitted a staffing proposal to replace the PM Analyst and Conversion Manager named positions on 2/3/14 - DPHHS rejected the staff proposed for these PM Analyst and Conversion Manager named positions on 2/10/14 - Xerox proposed new staff for the open PM Analyst and Conversion Manager positions on 3/3/14 - DPHHS approved the Xerox proposed staff for the PM Analyst and the Conversion Manager on 3/7/14 - Joel Goetz has resigned from Xerox, effective 4/4/14 - Rachelle McCann has resigned from Xerox, effective 4/11/14 - Laura Griggs has resigned from Xerox, effective 5/2/14 - Jennifer St. Clair has resigned from Xerox, effective 5/23/14 - Walton Andrews has resigned from Xerox, effective 6/4/14	
MMIS-118	*Approval of the subcontract with Cognizant by 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."	- A Risk has been entered in the Xerox SharePoint Issues List - DPHHS to submit a letter of approval to Xerox

ID	Issue or Risk	Risk Mitigation Strategy
	- DPHHS requested verbally and by email, a letter from Xerox requesting approval of the subcontract by DPHHS - 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 the 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 and requesting additional information - Xerox delivered the additional information on 12/12/13 - DPHHS responded on 12/20/13, with minor comments and considers the issues to be resolved - The staffing flow-downs were provided by Xerox on 4/22/14 and approved by DPHHS on 4/30/14	
MMIS-120	*Risk to the early implementation of POS* - POS is schedule for early implementation on 2/27/14 - POS system test is currently being conducted, but it is not being conducted in the new environment - POS development is delayed - The current POS SPI is .36	- This issue is discussed during the weekly Xerox status meeting - Bi-weekly POS Status meetings began on 8/16/13
MMIS-121	*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 has canceled the remaining scheduled design sessions - Xerox is currently undergoing a re-planning effort - Xerox delivered a Work Breakdown Structure to DPHHS on 8/7/13	- 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 reviewed and approved, the project is managed against the approved project work plan

ID	Issue or Risk	Risk Mitigation Strategy
	- 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 on October 6, 2013 - 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 - As of 1/14/14, the revised work plan has not been delivered - Xerox informed DPHHS on 1/15/14 that they will be delivering the revised Xerox project work plan on 1/31/14 - Xerox delivered the re-planned project work plan on 1/31/14 - DPHHS delivered review comments on 2/14/14, ten days prior to the required deliverable review completion date - Xerox resubmitted the re-planned project work plan, addressing and responding to DPHHS comments on 3/7/14 - DPHHS delivered review comments on the Xerox re-planned project work plan on 3/23/14 - A meeting to discuss Xerox questions on the DPHHS/PK work plan review comments was held on 3/28/14 - A meeting to discuss Xerox proposed solutions to the DPHHS/PK work plan review comments was held on 4/1/14 - Xerox re-delivered an updated project work plan on 4/8/14 - DPHHS rejected the 4/8/14 Xerox project work plan submission on 4/15/14 - Meetings were held with DPHHS and Xerox on 4/14/14, 4/15/14, 4/21/14, and	

ID	Issue or Risk	Risk Mitigation Strategy
	4/22/14 to discuss Xerox questions about DPHHS work plan comments, and their planned solutions to outstanding work plan issues - Xerox re-delivered an updated project work plan on 4/23/14 - DPHHS delivered review comments to Xerox on 4/30/14 - Xerox delivered an updated project work plan on 5/12/14 - DPHHS submitted review comments to Xerox on 5/20/14 and 5/23/14 - A meeting to discuss outstanding work plan comments with Xerox is scheduled for 5/28/14 - Xerox delivered an updated project work plan on 5/30/14 - DPHHS submitted review comments to Xerox on 5/30/14	
MMIS-123	*There is not a clear vision and understanding by Xerox about how to implement workflow functionality in HE* - 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 - 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 - The planned approach for workflows was discussed in a meeting with DPHHS and	- A risk has been entered in the Xerox SharePoint - 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 - DPHHS to review the Xerox proposed workflow process and template and return comments to Xerox - DPHHS to review the XCM specification

ID	Issue or Risk	Risk Mitigation Strategy
	Xerox on 1/16/14 - Xerox delivered a process document and template for evaluation of workflow items identified in design sessions on 3/25/14 - DPHHS has requested a specification for the XCM solution, as this will impact the previously proposed workflow process and template delivered by Xerox - Xerox delivered the XCM specification on 4/22/14	
MMIS-107	*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 potential for missed business rules - This was discussed in the 1/14/14 DDI PM meeting, and Xerox said that they did not yet have a process documented - It is unclear whether the changes made to business rule spreadsheets in the early format design sessions have been captured in the "master" business rules spreadsheet - Xerox delivered the master business rules spreadsheet on 3/12/14 - Xerox provided the updated master business rules spreadsheet, including the column indicating where each business rule is housed, on 4/16/14 - DPHHS completed their externalization	- 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 - Xerox to review and respond to DPHHS request for business rules externalization

ID	Issue or Risk	Risk Mitigation Strategy
	review of the business rules spreadsheet, and submitted the results to Xerox on 5/16/14	
MMIS-61	*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 combination of the provider type and taxonomy to identify the provider for payment. - 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 - 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	- This issue has been re-opened - Complete follow-up items from the 5/6/14 meeting

ID	Issue or Risk	Risk Mitigation Strategy
	- 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 - The revised taxonomy document was delivered by Xerox on 12/6/13 - DPHHS has reviewed this document and discovered a number of errors - DPHHS delivered a re-write of the taxonomy document to Xerox on 3/2/14 - Xerox delivered comments on the taxonomy document, re-written by DPHHS, on 4/28/14 - DPHHS and Xerox met to discuss Xerox comments on this document on 5/6/14	
MMIS-124	*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 - Presenters/leads are not familiar with the MMIS RFP and Xerox response - 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	- An issue has been entered in the Xerox SharePoint - Xerox to conduct training for staff - Xerox to implement improvements to design sessions based on Xerox and DPHHS/PK session feedback - Design sessions were halted by Xerox on 10/10/13 - Design sessions resumed on 12/9/13 with a two-hour per week, per functional area format; this format is being piloted with the DPHHS DDI team staff - DPHHS Subject Matter Experts began attending design sessions on 1/21/14 - Survey comments will be delivered to Xerox on a weekly basis

ID	Issue or Risk	Risk Mitigation Strategy
	survey monkey to evaluate each session and provide timely feedback to Xerox - Survey results will be delivered to Xerox on a weekly basis - MARS, IFADS, and ImpactPro sessions scheduled for the week of 1/6/14 were cancelled at short notice because Optum was not adequately prepared to lead the sessions, and have since been canceled for all of January and February - Scribes should be onsite for the sessions so they can hear all discussion in the room and the notes can be displayed - The TPL Lead was argumentative during the 1/9/14 session, and resistant to recording new action items - The planned business process approach is not being followed consistently across the functional areas - The introduction of environment 92, which differs from environment 90, has slowed session progress. Time is being spent identifying the differences and determining their impact on previously documented gaps. This analysis should be done by the Xerox team prior to the sessions - No Xerox staff in the Provider session on 2/25/14 were able to articulate how Provider Affiliations work in HE - Walton (the lead and HE SME) was not well prepared to lead the Mar 3, 2014 Claims Payment session. He is not familiar with MT requirements or the gaps that were captured previously. He is not familiar with work that was done previously, or the status of the artifacts he plans to present in the session. - Facilitators have not been attending the sessions the weeks of 3/24/14 and 3/31/14 and functional area leads have been facilitating sessions - The Reference team is not familiar with UR processing and was not able to answer	

ID	Issue or Risk	Risk Mitigation Strategy
	questions during the 4/1/14 Reference session. - Xerox put design sessions on hold on 4/3/14 to allow Xerox to conduct training for the Daikibo approach and prepare for delivery of their new approach - Xerox design sessions resumed on 4/23/14 - PK developed a new BA/PM and SME survey to track the progress and quality of the design session, beginning 4/23/14 - Material presented in the SME sessions on 5/6/14 was not in a ready for development status - Many of the Xerox POPs, Functional Area leads and HE Experts are not on site for the concept sessions. In some cases, only the scribe is onsite - Xerox has restructured the Daikibo meeting to be 2.5 hours long each - Stand-up meetings and POP meetings were combined with the solution presentation meetings	
MMIS-126	*Xerox has missed their first scheduled payment milestone – Program Management Benefit Plan Administration* - This was scheduled for delivery on 11/5/13 - 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 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 - 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	- An issue has been entered in the Xerox SharePoint - Xerox to obtain approval on a project work plan based on their re-planning efforts

ID	Issue or Risk	Risk Mitigation Strategy
MMIS-127	*Xerox has missed their second scheduled payment milestone – Program Integration – RetroDUR Payment Milestone* - This was scheduled for delivery on 11/6/13 - 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 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 - 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	- An issue has been entered in the Xerox SharePoint - Xerox to obtain approval on a project work plan based on their re-planning efforts
MMIS-128	*Xerox has missed their third scheduled payment milestone – Program Integration – DRAMS Payment Milestone* - This was scheduled for delivery on 11/11/13 - 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 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 - 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	- An issue has been entered in the Xerox SharePoint - Xerox to obtain approval on a project work plan based on their re-planning efforts

ID	Issue or Risk	Risk Mitigation Strategy
MMIS-131	*Xerox has missed their fourth scheduled payment milestone – Technical/Architecture (including but not limited to Web Portal) Payment Milestone* - This was scheduled for delivery on 1/3/14 - 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 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 - 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	- An issue has been entered in the Xerox SharePoint - Xerox to obtain approval on a project work plan based on their re-planning efforts
MMIS-132	*Xerox has missed their fifth scheduled payment milestone – Contact Management Payment Milestone* - This was scheduled for delivery on 1/17/14 - 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 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 - 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	- An issue has been entered in the Xerox SharePoint - Xerox to obtain approval on a project work plan based on their re-planning efforts

ID	Issue or Risk	Risk Mitigation Strategy
MMIS-133	*Functional teams with new leads and Business Analysts did not participate in the requirements definition or early design sessions* - The new teams have not familiarized themselves with the discussions that occurred in the earlier sessions - It is not a good use of DPHHS SME time to repeat information provided to the original Xerox teams	- New Xerox functional teams should listen to recordings and review meeting minutes from the requirements and early design sessions
MMIS-134	*Personal transportation claims approach has not been defined* - It was determined that the initial Xerox proposal to address personal transportation claims would not meet the DPHHS business needs - A request has been made to Xerox to present a solution for how these claims will be handled - No response has been received from Xerox	- Xerox to propose a solution which meets DPHHS requirements and business needs
MMIS-135	*Xerox has proposed a new Agile-hybrid design and development methodology* - This methodology relies on offline interaction between Xerox functional teams and DPHHS BAs to make design decisions - This methodology does not allow proactive participation by DPHHS SMEs in design decisions	- DPHHS to monitor the progress of this new methodology and assess it's effectiveness based on DPHHS and Xerox agreed criteria
MMIS-136	*The drop-down value for LOB is hardcoded as 'MED' in HE* - Gaps have been taken and documentation updated in many sessions to change this value to 'MHC' for Montana Health Care Programs - This issue was discovered by Xerox due to failures in conversion - DPHHS has suggested removing LOB drop-down fields from all screens and reports in HE and updated the related HE documentation	- Xerox to propose a solution to either update the documentation or change the hard-coded drop-down value
MMIS-137	*Xerox has missed their sixth scheduled payment milestone – Pharmacy POS Early*	

ID	Issue or Risk	Risk Mitigation Strategy
	Deployment Payment Milestone - This was scheduled for delivery on 2/27/14 - 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 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 - 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	- An issue has been entered in the Xerox SharePoint - Xerox to obtain approval on a project work plan based on their re-planning efforts
MMIS-138	*The estimated work remaining in the Xerox work plan has increased from approximately 600,000 hours to 1.11 million hours, from the current approved work plan to the proposed work plan delivered on 5/12/14* - The work plan delivered on 4/8/14 does not include work previously completed - The rapid escalation in hours in conjunction with the continued increase in action items and other work units means that the project is growing faster than tasks are being completed - This will require immediate Xerox action to control the scope of the project - The project completion date cannot be accurately forecast while the overall work effort is growing - A completion date requires a declining work effort over time - A review comment was submitted, based on the Xerox work plan delivered on 3/31/14, questioning the 1.7 million Xerox hours in the work plan - The hours in the 4/8/14 Xerox work plan	- Xerox to provide an explanation as to why the work is increasing and a plan to complete the remaining work

ID	Issue or Risk	Risk Mitigation Strategy
	delivery were reduced from 1.7 to 1.36 million hours - The hours in the 5/12/14 Xerox work plan delivery were reduced from 1.36 to 1.11 million hours - This comment has not been resolved	
MMIS-139	*Xerox has missed their seventh scheduled payment milestone – AVRS/EVRS Payment Milestone* - This was scheduled for delivery on 4/16/14 - 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 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 - 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	- An issue has been entered in the Xerox SharePoint - Xerox to obtain approval on a project work plan based on their re-planning efforts
MMIS-140	*Xerox has missed their eighth scheduled payment milestone – Member Payment Milestone* - This was scheduled for delivery on 4/16/14 - 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 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 - Xerox to obtain approval on a project work plan based on their re-planning efforts

ID	Issue or Risk	Risk Mitigation Strategy
	- 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	
MMIS-141	*Xerox has missed their ninth scheduled payment milestone – Provider Payment Milestone* - This was scheduled for delivery on 4/16/14 - 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 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 - 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	- An issue has been entered in the Xerox SharePoint - Xerox to obtain approval on a project work plan based on their re-planning efforts
MMIS-142	*Xerox has missed their tenth scheduled payment milestone – Reference Payment Milestone* - This was scheduled for delivery on 4/16/14 - 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 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 - Xerox to obtain approval on a project work plan based on their re-planning efforts

ID	Issue or Risk	Risk Mitigation Strategy
	- 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	
MMIS-143	*Xerox has missed their eleventh scheduled payment milestone – Service Auth Payment Milestone* - This was scheduled for delivery on 4/17/14 - 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 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 - 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	- An issue has been entered in the Xerox SharePoint - Xerox to obtain approval on a project work plan based on their re-planning efforts
MMIS-144	*Large number of Xerox Action Items not addressed* - Xerox currently has 1,498 open action items, and 1,418 of these action items are overdue - 898 of the Xerox open action items have been open for more than 12 weeks - Xerox currently has 1,183 completed (not closed) action items - Once open action items have been answered by Xerox, the responses may generate gaps - All action items in a completed status will need to be reviewed with DPHHS staff to determine if the response fully addresses the DPHHS inquiry, before they can be	- Action item metrics are presented to Xerox on a weekly basis - DPHHS has requested a that Xerox present a plan to address the large number of outstanding action items

ID	Issue or Risk	Risk Mitigation Strategy
	closed - Numerous action items have been generated due to HE experts not being present in design sessions, conversion walkthroughs, etc.	

4. Project Issues and Risks

The following table summarizes new risks identified in this reporting period that have a critical impact on the project. These risks are tracked in the DPHHS SharePoint site.

Risk - the potential that a chosen action or activity (including the choice of inaction) will lead to a loss or an undesirable outcome.
Issue – An activity or circumstance causing an obstacle that can be managed, assigned, and/or escalated to resolution. An issue can be the outcome of a Risk, once the risk trigger occurs.
Action Item - a documented event, task, activity, or action that needs to take place. Action items are discrete units that can be handled by a single person.

New

ID	Name	Issue Type	Date Identified
NEW-01	*Xerox has missed their twelfth scheduled payment milestone – Care Management - EHR & PHR Payment Milestone* - This was scheduled for delivery on 5/30/14 - 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 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 - 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	Issue	5/30/14
NEW-02	*Xerox has missed their thirteenth scheduled payment milestone – FADS Payment Milestone* - This was scheduled for delivery on 5/30/14 - 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 that included a schedule of the projected liquidated damages accrual was delivered to Xerox	Issue	6/2/14

ID	Name	Issue Type	Date Identified
	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 - 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		
NEW-03	*Xerox has missed their fourteenth scheduled payment milestone – SURS Payment Milestone* - This was scheduled for delivery on 5/30/14 - 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 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 - 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	Issue	6/2/14
NEW-04	*Xerox has missed their fifteenth scheduled payment milestone – Pharmacy POS (HE IMP) Payment Milestone* - This was scheduled for delivery on 5/30/14 - 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 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 - Until a new work plan is submitted, reviewed and approved, the project is managed against the approved project work plan	Issue	6/4/14

ID	Name	Issue Type	Date Identified
	- DPHHS is accruing damages against Xerox for the missed payment milestone		

Closed

ID	Name	Issue Type	Date Closed
MMIS-145	*Xerox is planning to schedule waterfall COTS design sessions concurrently with the concept primary focus areas* - *Xerox notified DPHHS in a meeting on 4/30/14 that they would be scheduled waterfall COTS design sessions concurrently with the sessions for concept primary focus areas* - *DPHHS agreed to 6 – 8 concurrent focus areas when Xerox presented the Daikibo methodology* - *Any work to be completed in the secondary (green) focus areas was expected to be offline communication with BAs* - *On 5/6/14, Xerox informed DPHHS that there would be 13 concurrent sessions conducted, beginning 5/14/14* - *DPHHS has requested a schedule of these sessions in order to determine if DPHHS is able to support all 31 sessions concurrently*	Risk	6/4/14

Blocking

ID	Name	Issue Type	Date Identified
MMIS-38	*Lack of availability of Health Enterprise experts for collaboration sessions*	Issue	7/23/12
MMIS-119	*Quality issues with MT MMIS design sessions*	Issue	9/26/13

3 - IV&V Status

Current and Upcoming Activities

Planned Activity	Status
Participate in and scribe Solution Presentations and Concept Reviews	Upcoming
Participate in Amendment #5 contract discussions with DPHHS and Xerox	Upcoming
Deliver the January Contract Compliance Journal to DPHHS	Upcoming
Facilitate the PK Weekly Status meeting with DPHHS 6/4/14	Upcoming
Participate in the MMIS DDI Contract Discussion meeting with DPHHS and Xerox on 6/4/14	Upcoming
Participate in the Xerox Weekly Project Status meeting with DPHHS and Xerox on 6/4/14	Upcoming
Participate in the MT POS - Discuss System Test Results with DPHHS meeting with DPHHS and Xerox on 6/5/14	Upcoming
Participate in the MMIS DDI Governance - OOS GAPS meeting with DPHHS and Xerox on 6/5/14	Upcoming
Participate in the Architecture Review meeting with DPHHS and Xerox on 6/10/14	Upcoming
Participate in the Weekly Xerox DDI PM meeting with DPHHS and Xerox on 6/10/14	Upcoming
Facilitate the PK MMIS DDI Status meeting with DPHHS on 6/10/14	Upcoming
Participate in the Team Meeting with DPHHS on 6/10/14	Upcoming
Conduct interviews for correspondence redesign	Upcoming
Develop checklist for correspondence redesign	In-progress
Participate in out of scope gap reviews	As-needed
Participate in work plan comment discussions	As-needed
PK Project Work Plan	On-hold

Maintain the Change Control Board Log	On-going
Participate in informal functional area meetings as needed	As-needed
Review and submit comments on any newly delivered deliverables, interim deliverables, or work products	As-needed
Post meeting minutes from collaboration sessions and review comprehensive gap spreadsheets	As-needed

Obstructions or Barriers to Public Knowledge

Obstruction/Barrier	Action Needed
Fragmented delivery and missing traceability of DSDs will present challenges in the review of the documents	At a minimum, gaps should be mapped to the gap DSD artifacts
Gap tracking and process management concerns	Processes for management of gaps should be established and followed
Limited DPHHS/PK access to JIRA and Greenhopper	Xerox to provide expanded access to JIRA and Greenhopper

Current & Upcoming Deliverables

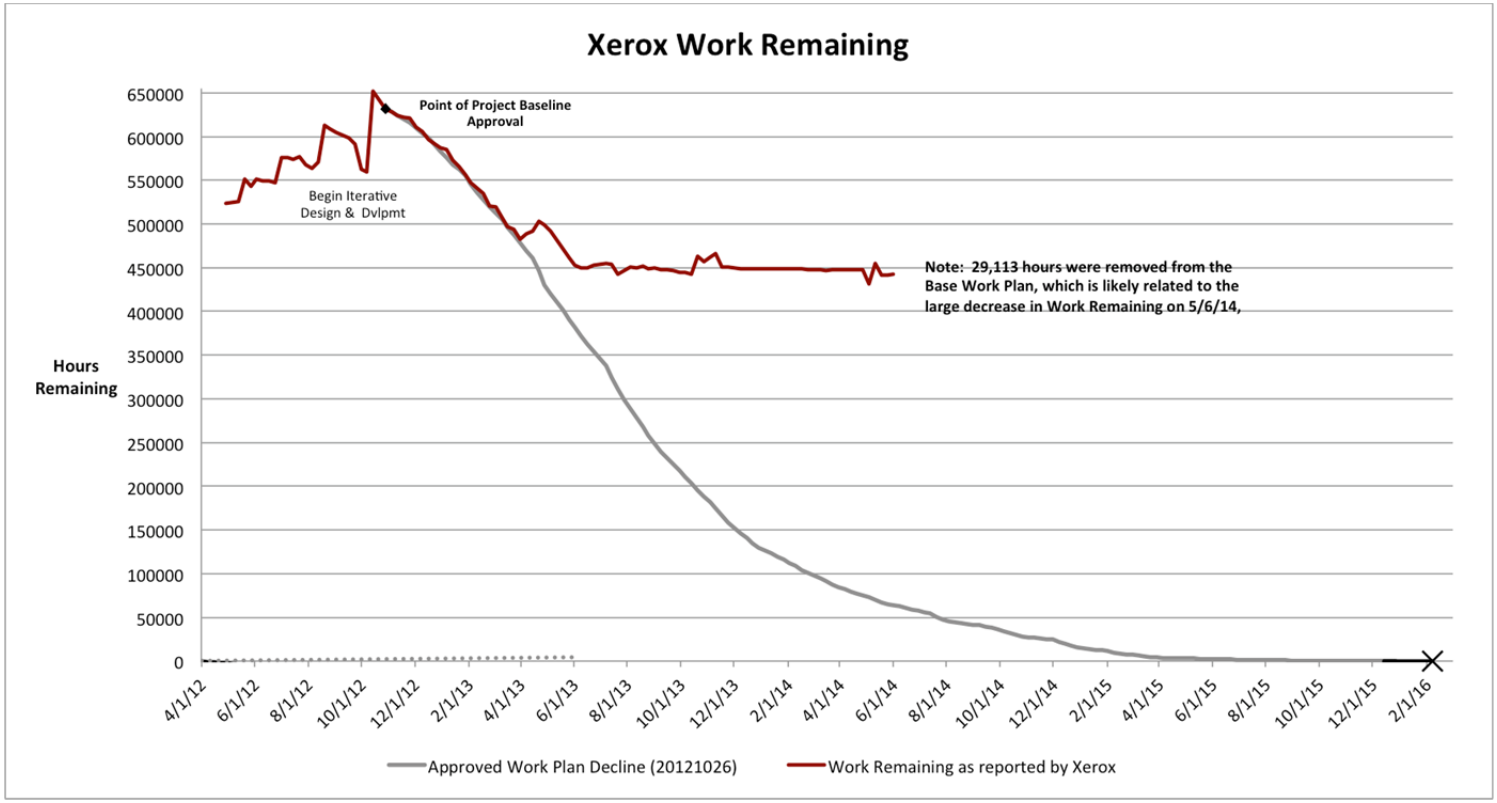
Deliverable	Due	Status
PK Project Work Plan	1/25/13	On-hold

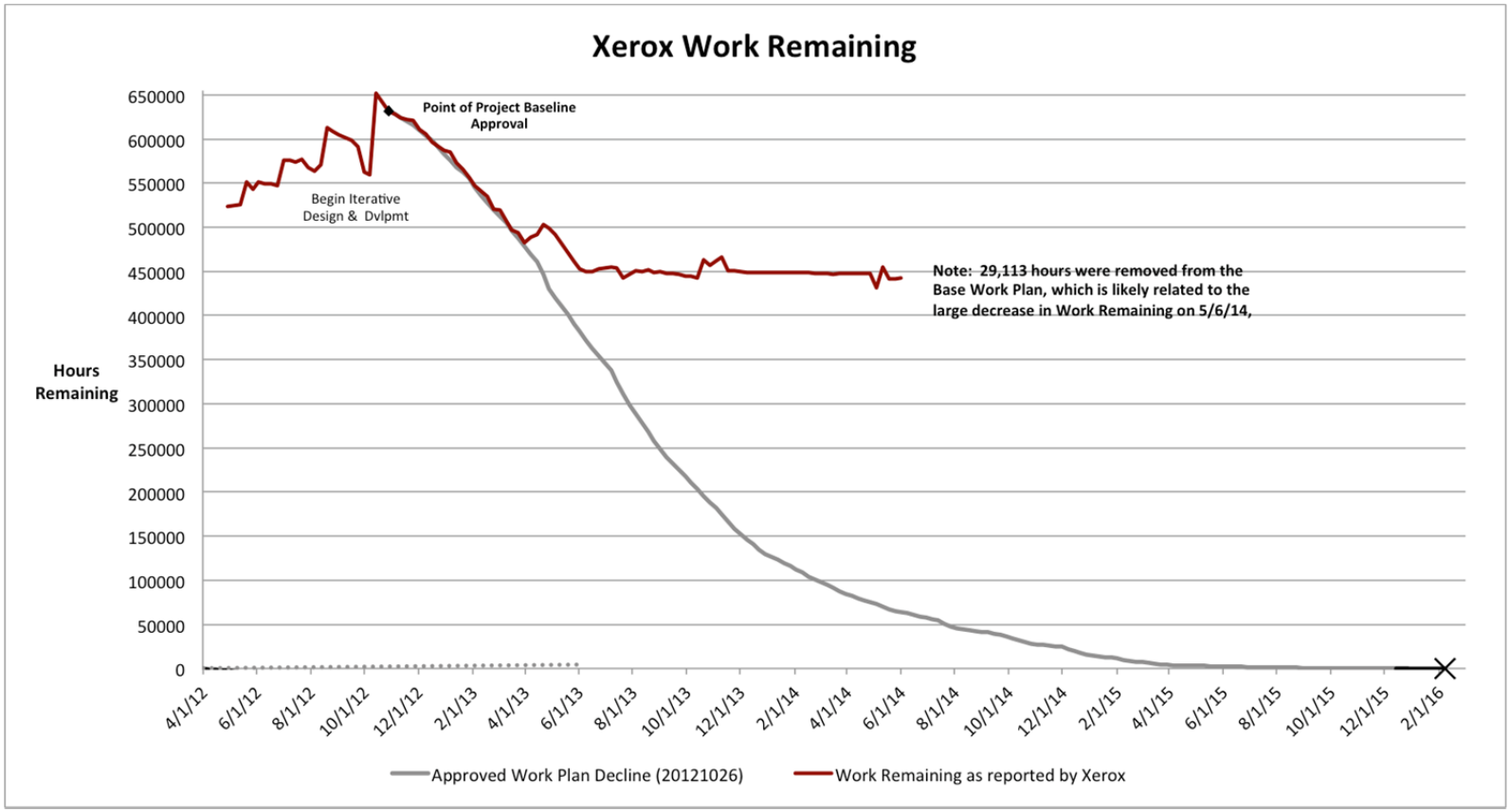
4 – Project Metrics

Hours Decline

Period	Actual Work Increase	Scheduled Effort	Decrease in Work Remaining	Increase in Xerox reported Earned Value
Four Weeks Ago				
5/06/2014 Reporting Week	-21,181	2,180.23	15929	-21,183
4/08/14 - 5/06/2014 Reporting Weeks	-20,619	9,466	15,800	-24,570
Three Weeks Ago				
5/13/2014 Reporting Week	5,089	3,099	-23,278	Info not provided
4/15/14 - 5/13/2014 Reporting Weeks	-15,772	9,918	-7,352	Info not provided
Two Weeks Ago				
5/20/2014 Reporting Week	16,329	2,978	12,843	24,650/2 = 12,325
4/22/14 - 5/20/2014 Reporting Weeks	368	10,360	5,517	-20/2 = -10
One Week Ago				
5/27/2014 Reporting Week	240	2,042	86	-4117
4/29/14 - 5/27/2014 Reporting Weeks	477	8,118	5,580	20,533
This week				
5/27/2014 Reporting Week	0	867	-199	4,152
4/29/14 - 5/27/2014 Reporting Weeks	21,658	8,985	-10,548	24,685
Average of 5 weeks 5/6/14-6/3/14	**95**	**2,233**	**1,076**	**700**

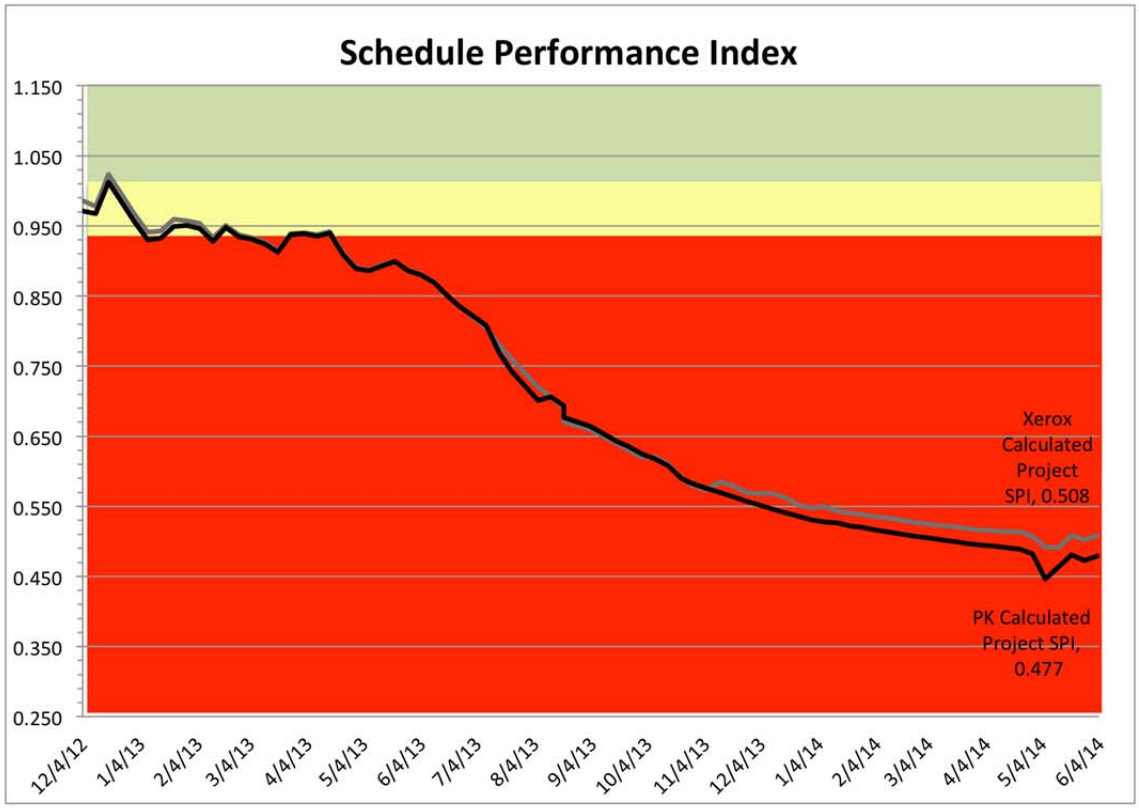
- Actual Work Increase reported has decreased to 0% of scheduled effort
- The Actual Work reported are only Xerox hours, and do not include Cognizant hours

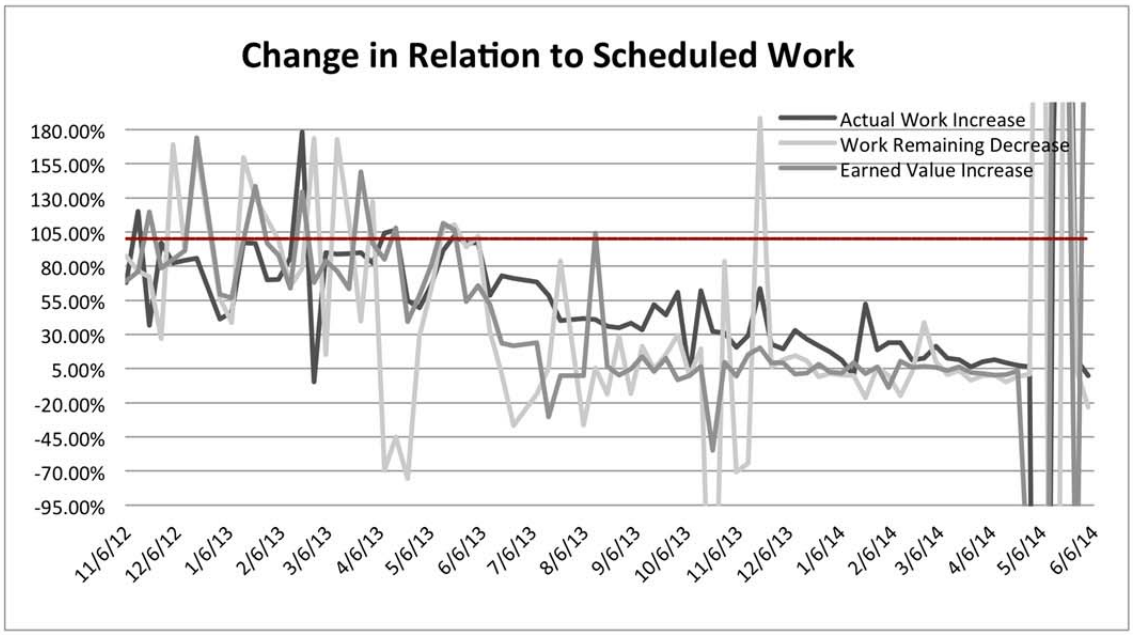

Xerox Work Remaining
Hours Remaining
650000
600000
550000
500000
450000
400000
350000
300000
250000
200000
150000
100000
50000
0
Point of Project Baseline Approval
Begin Iterative Design & Dvlpmt
Note: 29,113 hours were removed from the Base Work Plan, which is likely related to the large decrease in Work Remaining on 5/6/14,
4/1/12
6/1/12
8/1/12
10/1/12
12/1/12
2/1/13
4/1/13
6/1/13
8/1/13
10/1/13
12/1/13
2/1/14
4/1/14
6/1/14
8/1/14
10/1/14
12/1/14
2/1/15
4/1/15
6/1/15
8/1/15
10/1/15
12/1/15
2/1/16
Approved Work Plan Decline (20121026)
Work Remaining as reported by Xerox


Xerox Work Remaining
Hours Remaining
650000
600000
550000
500000
450000
400000
350000
300000
250000
200000
150000
100000
50000
0
Point of Project Baseline Approval
Begin Iterative Design & Dvlpmt
Note: 29,113 hours were removed from the Base Work Plan, which is likely related to the large decrease in Work Remaining on 5/6/14,
4/1/12
6/1/12
8/1/12
10/1/12
12/1/12
2/1/13
4/1/13
6/1/13
8/1/13
10/1/13
12/1/13
2/1/14
4/1/14
6/1/14
8/1/14
10/1/14
12/1/14
2/1/15
4/1/15
6/1/15
8/1/15
10/1/15
12/1/15
2/1/16
Approved Work Plan Decline (20121026)
Work Remaining as reported by Xerox

Schedule Performance Index (SPI) Variance

Unable to create SPI metrics – Planned Value and Earned Value not provided by Xerox for this week





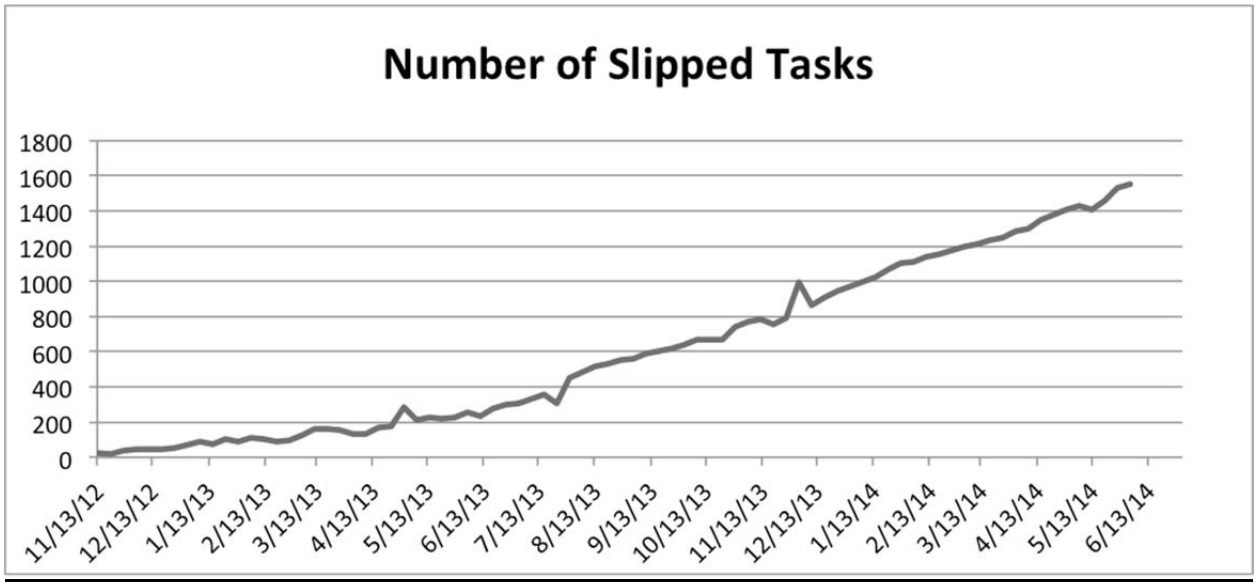
The PK calculated SPI may vary from Xerox reported number based on the following difference in Planned Value measurement:

- 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's slipped task count increased from 1550 to 1555 since the last report (5/28/14). The majority of the tasks are slipped due to delays unit testing, system testing, design and development. The Xerox slipped task count does not include deliverables or interim deliverables.



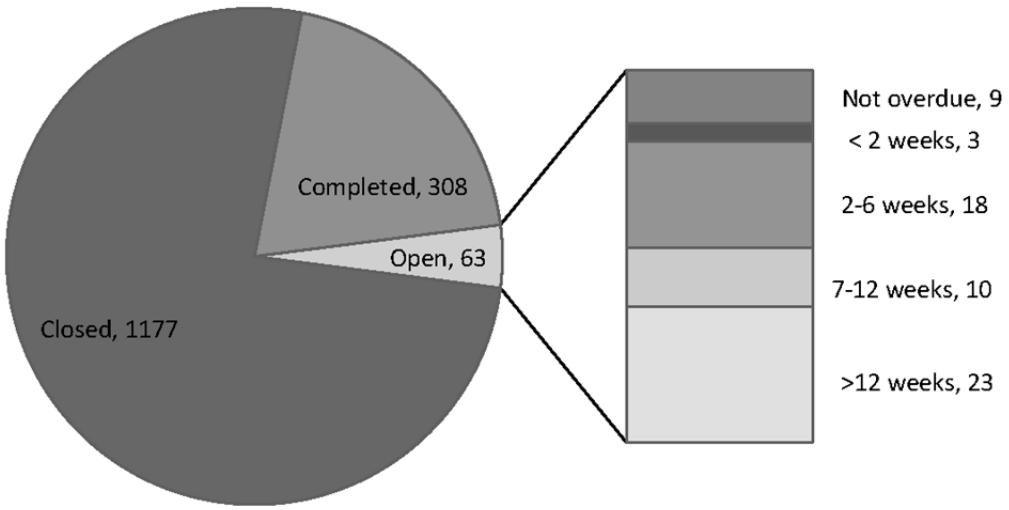
System Test Results

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

System Test Defects

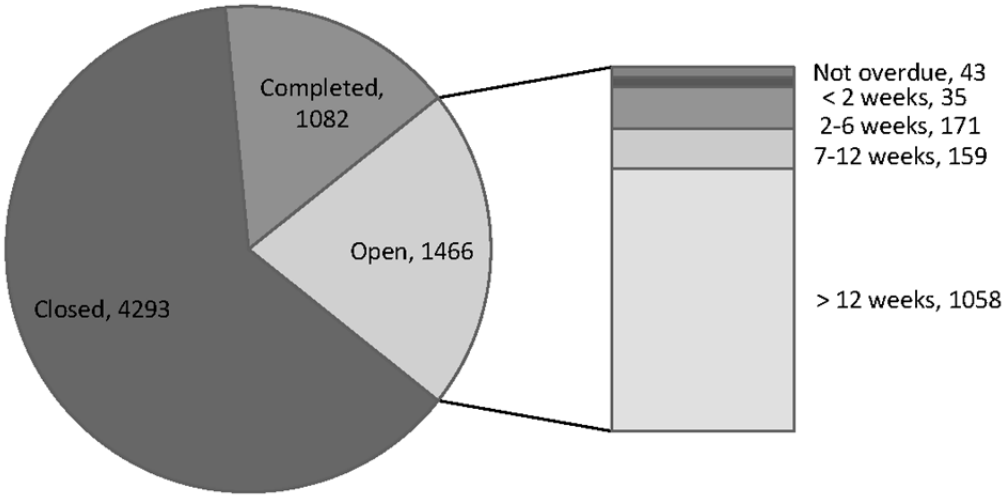
System Testing is currently on hold. Reporting of defect metrics will resume when testing activities resume.

Xerox SharePoint – Action Items



- Open Action Items decreased by 6 from the week of 5/28/14
- Closed Action Items increased by 6 from the week of 5/28/14
- Completed Action Items increased by 3 from the week of 5/28/14
- Action Items overdue by <2 weeks increased by 1 from the week of 5/28/14
- Action Items overdue by 2-6 weeks decreased by 4 from the week of 5/28/14
- Action Items overdue by 7-12 weeks decreased by 1 from the week of 5/28/14
- Action Items overdue by >12 weeks decreased by 3 from the week of 5/28/14

Xerox Assigned Action Items by Status and Weeks Overdue



- Open Action Items decreased by 14 from the week of 5/28/14
- Closed Action Items increased by 14 from the week of 5/28/14
- Completed Action Items increased by 14 from the week of 5/28/14
- Action Items overdue by <2 weeks increased by 1 from the week of 5/28/14
- Action Items overdue by 2-6 weeks decreased by 12 from the week of 5/28/14
- Action Items overdue by 7-12 weeks increased by 14 from the week of 5/28/14
- Action Items overdue by >12 weeks remained the same from the week of 5/28/14

Public Knowledge LLC

Management Consultants