

Deliverable to:

Montana Department of Public Health and
Human Services



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

Monthly Status Report

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1 - MMIS Project Quality

1.1 Project 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 Xerox; participated in and scribed solution presentation concept review sessions, week of 5/12/14.
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:	<ul style="list-style-type: none"> • Xerox re-planned project work plan not yet approved • Eleven 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	<p>Re-planning Effort – Xerox delivered a re-planned work plan on January 31, 2014. DPHHS returned comments to Xerox on Friday, February 14, 2014. Xerox re-delivered the work plan on March 7, 2014. Initial feedback was provided to Xerox on March 14, 2014, 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/PK returned work plan review comments to Xerox on April 30, 2014. Xerox re-delivered the work plan on May 12, 2014. Preliminary DPHHS/PK review comments were delivered to Xerox on May 20, 2014.</p> <p>Daikibo Methodology – On February 20, 2014, Xerox provided a brief overview of Daikibo, their proposed agile-hybrid software design and development methodology. A more detailed overview was presented on February 21, 2014, and DPHHS provided feedback/comments at this time. An additional discussion was conducted on February 25, 2014, to clarify DPHHS questions. The new approach recommends offline discussions between DPHHS BAs and Xerox functional teams to resolve open issues finalize artifacts. DPHHS has voiced concern about conducting design discussions without the DPHHS SMEs present in the offline discussions, and the unknown staffing impact on DPHHS BAs of these offline discussions and artifact reviews. 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. In the DDI PM meeting on 5/20/14, DPHHS/PK and Xerox discussed changes to the format of these sessions. Xerox will deliver a recommendation for the session restructure on 5/21/14.</p> <p>Amendment 5 –This amendment will address, at a minimum, Oracle licenses, the new Xerox work plan, the new payment milestones, and the exchange of LOB requirements for new functionality, which was not required in the RFP. DPHHS legal is currently developing Amendment #5.</p> <p>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 from Xerox or Cognizant since July 2013. These staff are no longer working on the Montana MMIS DDI project:</p> <ul style="list-style-type: none"> • 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
- Functional Area Business Analysts – Kris Feliciano, Barbara Harkin, Zeld Thunderbird, Joel Getz
- Project Support Staff – Laura Griggs (Health Enterprise expert), Paul Lefever (testing analyst), and 3 key architecture staff

Project Status/Xerox Performance Indicator Panel **Performance Indicator Panel Key**

Overall: ■ red
 NOTE: The overall project status is red due to delays in the re-planning process, eleven 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.

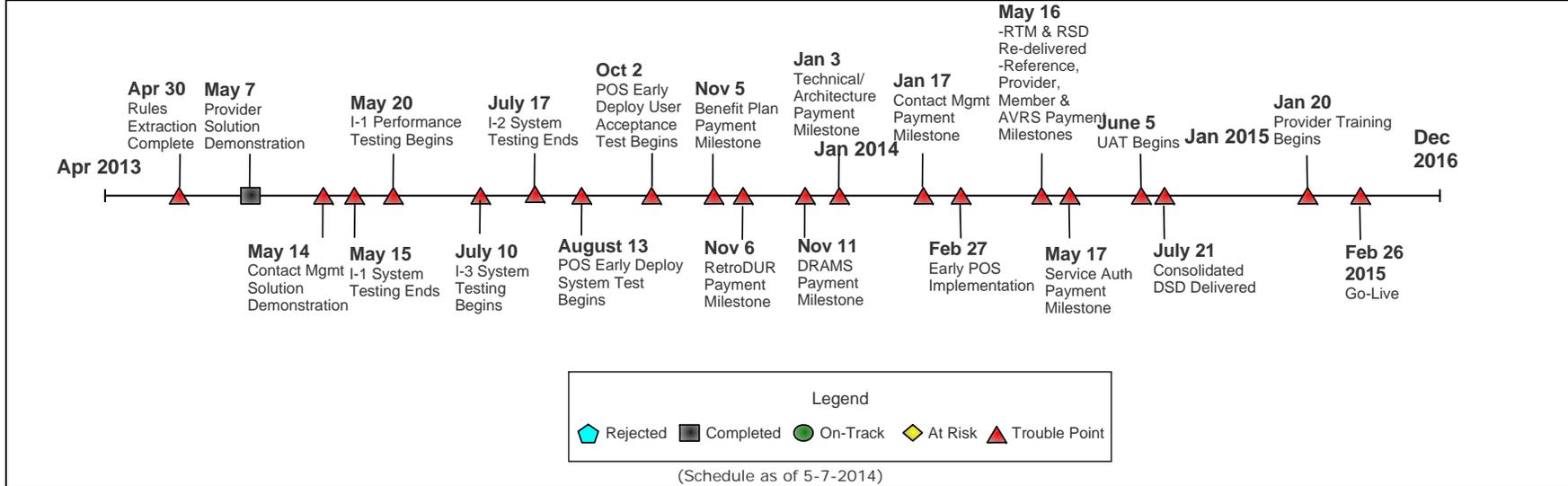
■ Green: no risk identified risk
■ Yellow: identified risk – must be actively managed
■ Red: identified problem – requires mitigation

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

Liquidated Damages Accruals

Liquidated Damages have been accruing since Xerox missed their first Payment Milestone on November 5, 2013, per the approved project work plan and payment milestones. The liquidated damages will continue to accrue until the Xerox re-planned work plan and contract amendment #5 are approved. As of 5/21/14 the total accrued amount of liquidated damages is \$7,660,000.

Project Timeline



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: Performance Test Results for DRAMS (PI701) – 11/6/13
 D: UAT Results (PI404) for Pharmacy POS Early Deployment – 11/7/13
 D: DSDD for DRAMS (PI301) – 11/11/13
 D: ORR Results (PI448) for Pharmacy POS Early Deployment – 11/25/13
 D: Final Revised UAT Plan (MT124) – 12/6/13
 D: System Test Results I-3 Contact Management (MI66305) – 12/9/13
 D: Gap DSDD I-3 Architecture/Web Portal (MI75847) – 12/11/13
 D: Performance Test Results for GUI (PI429) – 12/12/13
 D: Test Cases and Scripts for Final Data Conversion (Convert and Reconcile Data for Implementation) (MI62082) – 12/18/13
 D: Gap DSDD I-3 Contact Management (MI72235) – 12/24/13
 D: Performance Test Plan for POS (HE IMP) (MT1166) – 12/27/13
 D: I-5 - FADS System Test Cases to DPHHS (MI77759) – 2/6/14
 D: Capacity Analysis Document (MT549) – 2/20/14
 D: System Test Results I-4 Provider (MI72389) – 3/11/14
 D: UAT Plan (HE IMP) (MT1136) – 3/12/14
 D: Conversion Programs (MI74855) – 3/13/14
 D: Edit and Audit Rules Documentation (RS2280) – 3/15/14
 D: ORR Plan (HE IMP) (MT1327) – 4/2/14
 D: I-5 - System Test Results for POS (HE IMP) (PI341) – 4/3/14
 D: Performance Test Results for GUI (HE IMP) (MT1189) – 4/8/14

D-I: Gap DSDD I-3 Contact Management Letters (MI3028) – 2/22/13
 D-I: Base DSDD I-3 Architecture (MI3486) – 2/22/13
 D-I: Gap DSDD I-3 Reference (MI1395) – 2/25/13
 D-I: Gap DSDD I-3 Claims Interfaces (MI3052) – 2/25/13
 D-I: Gap DSDD I-3 Claims Reports (MI3060) – 2/25/13
 D-I: Gap DSDD I-3 Reference Reports (MI3004) – 2/26/13
 D-I: Gap DSDD I-3 Member Reports (MI3020) – 2/27/13
 D-I: Gap DSDD I-3 Member Letters (MI3012) – 2/27/13
 D-I: Base DSDD I-4 Provider (MI3821) - 3/29/2013
 D-I: Gap DSDD I-4 Provider Reports (MI3795) – 4/11/13
 D-I: Gap DSDD I-4 Provider Letters (MI3802) – 4/15/13
 D-I: Provider Documentation I-1 (MI0102) – 5/10/13
 D-I: I-4 - System Test Plan, System Test Cases and Scripts for RetroDUR – 5/10/13
 D-I: System Test Results I-1 Contact Mgmt (MI75827) – 5/14/13
 D-I: Base DSDD I-4 Reference (MI3774) – 5/15/13
 D-I: Gap DSDD I-4 Member (MI4083) – 5/20/13
 D-I: Gap DSDD I-4 Provider Interfaces (MI3788) – 5/20/13
 D-I: Gap DSDD I-4 Claims Reports (MI3896) – 5/21/13
 D-I: System Test Results I-1 Architecture (MI66307) – 5/21/13
 D-I: Gap DSDD I-4 Claims Letters (MI3903) – 5/21/13
 D-I: Gap DSDD I-4 Claims Reports (MI3896) – 5/21/13
 D-I: Gap DSDD I-4 Claims Payment Letters (MI4005) – 5/24/13
 D-I: Gap DSDD I-4 Service Auth Letters (MI3945) – 5/30/13
 D-I: Gap DSDD I-4 Service Auth Reports (MI3938) – 5/30/13
 D-I: Gap DSDD I-4 Claims Payment Reports (MI3998) – 5/31/13
 D-I: Gap DSDD I-4 Reference (MI3760) – 5/31/13
 D-I: Gap DSDD I-4 TPL EDI (MI4061) – 6/4/13
 D-I: Base DSDD I-4 Service Auth (MI3970) – 6/7/13
 D-I: DSDD I-4 DRAMS – 6/10/13
 D-I: Gap DSDD I-4 Member Reports (MI3835) – 6/13/13
 D-I: Gap DSDD I-4 Reference Reports (MI3767) – 6/25/13
 D-I: System Test Results I-3 POS – 7/9/13
 D-I: System Test Results I-2 EDMS (MI72001) – 7/23/13
 D-I: System Test Results I-2 Provider (MI72001) – 7/24/13
 D-I: DSDD for Pharmacy POS (PI350) – 7/26/13
 D-I: System Test Results I-2 Reference (MI75827) – 7/31/13
 D-I: System Test Results I-2 Contact Management (MI75827) – 8/7/13
 D-I: Test Cases and Scripts for Pharmacy POS Early Deployment – 8/9/13
 D-I: Base DSDD I-4 Member (MI3847) – 8/21/13
 D-I: Test Scripts for DRAMS – 8/30/13
 D-I: DSDD for RetroDUR – 9/16/13
 D-I: DSDD for DRAMS – 9/19/13
 D-I: System Test Results I-2 Web Portal (MI66307) – 9/24/13
 D-I: System Test Results I-2 Architecture (MI66307) – 10/1/13

<p>D: I-5 - FADS System Integration Test Results to DPHHS (MI77838) – 4/9/14 D: I-5 - IMARS System Test Results to the DPHHS (MI79109) – 4/14/14 D: System Test Results I-5 Managed Care (Including EDI) (MI73780) – 4/23/14 D: Conversion Unit Test Results for Conversion Programs (MI44268) – 4/24/14 D: I-5 - System Test Results for EHR/PHR (MI74828) – 4/25/14 D: FINAL Application Development and Maintenance Plan (MI65403) – 4/25/14 D: FINAL Revised Master Test Plan (M60090) – 4/28/14 D: Complete Technical Architecture Description Plan (TAD)/ Architectural Component Procurement Plan (MI65402) – 4/28/14 D: I-5 - System Test Results for Care Management (MI74266) – 4/29/14 D: I-5 - System Test Results for Claims (MI74340) – 4/29/14 D: I-5 - System Test Results for DSS (MI74731) – 4/29/14 D: I-5 - System Test Results for ImpactPro (MI3503) – 4/29/14 D: I-5 - System Test Results for TPL (Including EDI) (MI74082) – 4/29/14 D: Test Cases and Test Scripts for UAT (HE IMP) (MT1146) – 4/29/14 D: DSDD I-5 EHR/PHR (MI74833) – 5/7/14 D: Preliminary Data Conversion System Testing (MI49297) – 5/7/14 D: DSDD I-5 EHR/PHR (MI74833) – 5/7/14 D: Preliminary Data Conversion System Testing (MI49297) – 5/7/14 D: Gap DSDD I-5 Financial/Accounting Submitted (MI74668) – 5/13/14 D: Gap DSDD I-5 Managed Care (MI73785) – 5/13/14 D: Regression Test Results Complete (HE IMP) (MT1123) – 5/13/14 D: Gap DSDD I-5 Care Management Submitted (MI74648) – 5/14/14 D: Gap DSDD I-5 Claims Submitted (MI74678) – 5/14/2014 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 Interim Deliverables: D-I: Gap DSDD I-2 Benefit Plan Reports (MI2994) – 12/26/12 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</p>	<p>D-I: Integration Test Plan – 10/4/13 D-I: System Test Results I-3 Claims (MI72698) – 10/9/13 D-I: System Test Results I-3 Claims Front End (MI72465) – 10/9/13 D-I: System Test Results I-3 Claims Pricing (MI72538) – 10/9/13 D-I: System Test Results I-3 Member (MI69538) – 10/9/13 D-I: System Test Results I-3 Reference (MI75827) – 10/9/13 D-I: System Test Results I-3 Service Auth (MI72813) – 10/9/13 D-I: UAT Test Plan – 11/4/13 D-I: Performance Test Plan for POS (HE IMP) – 11/22/13 D-I: System Test Results I-4 Care Management (MI73553) – 1/7/14 D-I: System Test Results I-4 Claims (MI72698) – 1/7/14 D-I: System Test Results I-4 Claims (MI73060) – 1/7/14 D-I: System Test Results I-4 Claims Front End (MI72465) – 1/7/14 D-I: System Test Results I-4 Claims Pricing (MI72538) – 1/7/14 D-I: System Test Results I-4 DSS (MI74120) – 1/7/14 D-I: System Test Results I-4 Managed Care (MI72896) – 1/7/14 D-I: System Test Results I-4 TPL (MI73175) – 1/7/14 D-I: Load/Stress Test Plan – 1/10/14 D-I: Test Cases and Scripts for Pharmacy POS (HE IMP) - 1/14/14 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-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</p>
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1.2 Recommended Priorities for Next Reporting Period

Recommended Priorities	Responsible Party	Risk Level
<p>Request a change to the Resource Status Criteria Metrics in Xerox Weekly Status Report, based on the agreement with Xerox that the average resource allocation for the next 90 days should be 100%.</p> <p>Update: Discussed with Tom on May 10, 2013. An email formally requesting these changes was sent to Xerox on June 4, 2013. Xerox notified DPHHS on June 11, 2013 that they plan to include these changes in their re-planning effort. Issues, Risks and SPI criteria metrics will need to be adjusted as well.</p>	<p>Tim Peterson (pending Xerox action)</p>	<p> yellow</p>
<p>Criteria to evaluate the success of the Daikibo methodology are being developed and included in Contract Amendment #5.</p>	<p>Tim Peterson, Xerox</p>	<p> red</p>

Risk Level Key:

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

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

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

Issue	What's Been Done	What's Still Needed
<p>week of 8/27/12, were not able to be answered – notably in the long term care portlets</p> <ul style="list-style-type: none"> - Many questions in the Claims Adjudication session were unable to be answered by the Xerox SME. A large number of Xerox action items were generated to obtain answers to questions about HE - No Claims SME was present in the Claims Adjudication meeting that began on 10/1/12 - No HE Expert was present in the Care Management session that began on 10/9/12 - No HE SME was present for the Claims Adjudication meetings on 10/11/12 and 10/12/12 - The scheduled HE Expert (Sybil Pepper-Spencer) for the Member Design session that began on 10/22/12 was not on video or on the phone until the last day of the session - The HE Expert for DSS for the session that began 10/29/12 has not been able to demonstrate the DSS or answer questions regarding DSS functionality. By the end of day 2, 47 action items had been recorded, with a majority of them assigned to Xerox - Xerox notified DPHHS on 11/2/12 that a SME would only be available for 1 – 2 hours at the end of each day for the 11/7-11/9/12 Claims session. This is unacceptable to DPHHS based on issues with past Claims sessions - Xerox notified DPHHS at 4:41 pm that due to 	<p>on 12/9/13, the HE expert assigned to each design session is listed on the agenda for that session. This has taken the place of the SME Help spreadsheet.</p> <ul style="list-style-type: none"> - This issue is reviewed weekly during the Xerox Weekly DDI PM meeting 	

Issue	What's Been Done	What's Still Needed
<p>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</p> <ul style="list-style-type: none"> - If Xerox is unable to provide SMEs for the 2-wide sessions, they will have great difficulty staffing 4-wide sessions - Neither the scheduled expert or alternate resource (Alek Szlam or Gurdial Virk) were in attendance for the Web Portal design session - Kirk Blackmon is supporting the Claims Adjudication session the week of 1/7/13, however he is not actively engaged. He responds to questions when asked, but is not an active participant in the session - No HE expert was scheduled or present for the Member Design session the week of 1/14/13 - HE experts were not able to answer many questions about HE functionality in the Claims Front End session the week of 1/22/13 - The scheduled expert (Kati Tabert) was not in attendance for the Reference design session the week of 1/28/13 - There was no HE DDI project resource in attendance for the Retro DUR session the week of 1/28/13 - There was no scheduled expert and no expert in attendance for the Care Management design session the week of 2/4/13 		

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none">- There was no scheduled expert and no expert in attendance for the Claims Adjudication design session the week of 2/11/13- The scheduled expert (Sibyl Pepper-Spencer) was not in attendance for the Member design session the week of 2/11/13- There was no scheduled expert and no expert in attendance for the Provider design session the week of 2/25/13- There was an expert present, Kati Tabert, for the Reference session the week of 2/25/13. Kati indicated that one of the gaps previously recorded in Reference were more appropriate for the Rules Management area of HE, rather than the Utilization Review area of HE- Reyne Bauman, the scheduled expert, was on the phone for the Claims Pricing design session the week of 3/18/13, but was not participating, resulting in a large number of action items- There was no scheduled expert for the Claims interface meeting the week of 4/15/13, and there were HE specific questions that the Claims team was not able to answer. The Xerox SME Help schedule indicates "N/A"- There was no scheduled expert for the AVRS/Faxback session the week of 4/15/13, and there were HE specific questions that the AVRS team was not able to answer. They are planning a follow-on session to address questions and functionality that could not be		

Issue	What's Been Done	What's Still Needed
<p>addressed in this week's session. The Xerox SME Help schedule indicates "No coverage"</p> <ul style="list-style-type: none"> - Many action items to determine HE functionality were recorded during the Reference Conversion Mapping Walk-through on 4/22/13 - The scheduled expert in support of the DSS Design session the week of 4/29/13 was on the phone on Monday morning, but will not be available to support the session for the remainder of the week - The scheduled expert in support of the Provider Business Rules session the week of 4/29/13 was not available for the entire day on Monday, due to her time zone, and was not available on Tuesday - David Miller, the scheduled expert, was on the phone for the Benefit Plan design and configuration session the week of 5/20/13, but was not actively participating. - The scheduled experts participated in sessions by phone, but not video during the week of 6/3/13 - The scheduled experts are participating in the session by video the week of 6/10/13 - The scheduled expert in support of the Claims Pricing design review session the week of 7/8/13 was not available for the entire week, and no alternate expert was available to support the session - The scheduled expert in support of the Claims 		

Issue	What's Been Done	What's Still Needed
<p>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</p> <ul style="list-style-type: none"> - The scheduled expert in support of the Claims Pricing session the week of 7/29/13, Mary Lynn, was not able to answer many questions that came up during the session and was not participating in the conversation. Mary Lynn was not on the line on Tuesday, July 29, 2013 - There was not an HE DDI team member present for the RetroDUR clinical rules session during the week of 8/5/13 - There was not an HE DDI team member present for the EHR clinical rules session during the week of 8/19/13 - As of 9/11/13, a calendar for September Xerox experts has not yet been delivered to DPHHS - There was no expert present in the Member EPSDT session during the week of 9/9/13 - The Claims Adjudication session expert, Eric Talbert, has not actively participated in discussions during the Claims Adj session, week of 9/9/13 - The September calendar for Xerox experts was delivered at noon on Monday, 9/16/13, however the sessions identified do not match the final September calendar - There was no DRAMS expert scheduled for 		

Issue	What's Been Done	What's Still Needed
<p>the session during the week of 9/16/13</p> <ul style="list-style-type: none"> - 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 1/6/14. 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 		

Issue	What's Been Done	What's Still Needed
<p>dropping off of the call. There were questions being asked of him and no response was received.</p> <ul style="list-style-type: none"> - 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 - 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 		

Issue	What's Been Done	What's Still Needed
<p>Krause, did not actively participate in the session on 4/1/14</p> <ul style="list-style-type: none"> - 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 		
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<p><i>2) Delay in the start and completion of system and extended system testing for Iteration 1 functional areas</i></p>		
<ul style="list-style-type: none"> - Testing was scheduled to begin on January 31, 2013, but did not begin until March 18, 2013 - This impacts Provider, Contact Management and Architecture functional areas - Xerox experienced problems with the implementation of their system testing environment - Iteration 1 system and extended system testing tasks are not indicated on the slipped task report for their finish date, but the test execution tasks have not completed - Xerox is reporting completion of Iteration 1 system testing, however the exit criteria defined in the system test plan have not been achieved - At last report, there were 8 blocked and 186 deferred test cases in Iteration 1 system testing 	<ul style="list-style-type: none"> - An Issue has been entered in the DPHHS SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings 	<ul style="list-style-type: none"> - Completion of iteration 1 system and extended system testing - Demonstrate completed gap development for current sprints as soon as possible - This issue is to be addressed by Xerox as part of their re-planning effort
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<p><i>3) Delay in the start and completion of system and extended system testing for Iteration 2 functional</i></p>		

Issue	What's Been Done	What's Still Needed
<i>areas</i>		
<ul style="list-style-type: none"> - Testing was scheduled to begin on April 17, 2013, and has not yet started - This impacts the Provider, Reference, Contact Management, Web Portal, Architecture, Benefit Plan, and EDMS functional areas - 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 	<ul style="list-style-type: none"> - An Issue has been entered in the DPHHS SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings 	<ul style="list-style-type: none"> - Completion of iteration 2 system and extended system testing - Demonstrate completed gap development for current sprints as soon as possible - This issue is to be addressed by Xerox as part of their re-planning effort
<hr/>		
<i>4) Delay in the start and completion of system and extended system testing for Iteration 3 functional areas</i>		
<ul style="list-style-type: none"> - Testing was scheduled to begin on July 10, 2013 and complete on October 3, 2015, and has not yet started - This impacts the Reference, Web Portal, Member, EDMS, Contact Management, Architecture, Claims Front End, Claims Pricing, Claims Adjudication and Service Auth functional areas - Xerox experienced problems with the implementation of their system testing environment - Iteration 3 system and extended system test execution are indicated on the slipped task report for their start and finish dates 	<ul style="list-style-type: none"> - An Issue has been entered in the DPHHS SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings 	<ul style="list-style-type: none"> - Completion of iteration 3 system and extended system testing - Demonstrate completed gap development for current sprints as soon as possible - This issue is to be addressed by Xerox as part of their re-planning effort
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<i>5) Delay in the start and completion of system and extended system testing for Iteration 4 functional</i>		

Issue	What's Been Done	What's Still Needed
<p><i>areas</i></p> <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - An Issue has been entered in the DPHHS SharePoint Issues List - This is discussed on a weekly basis in the Xerox Status meetings 	<ul style="list-style-type: none"> - Completion of iteration 4 system and extended system testing - Demonstrate completed gap development for current sprints as soon as possible - This issue is to be addressed by Xerox as part of their re-planning effort
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<p><i>6) Gap tracking and process management concerns</i></p>		
<ul style="list-style-type: none"> - BAs have been unable to locate a number of their gaps in the RTM (both the comprehensive RTM and RTMs by functional area) - Xerox functional teams have been unable to locate specific gaps in DOORS or SharePoint during design sessions - Gaps are currently being tracked in multiple tracking systems (DOORS and multiple SharePoint action item categories), making it difficult for BAs to locate gaps - Gaps have been transferred to different functional areas and renamed, which prevents tracking of the gap originally captured - Iterations have not been included on the RTM - DPHHS/PK has requested that the Gap 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - Xerox responded to the Remaining Requirements report on 10/1/13 - PK responded to the Remaining Requirements report on 12/12/13 - 148 requirements remain for initial discussion in sessions for potential gap identification 	<ul style="list-style-type: none"> - Xerox to provide a mapping of renamed gaps - Xerox to complete review and validation of all unresolved requirements identified in the Remaining Requirements report - PK requested that these requirements be prioritized on design session agendas, as discussion/demonstration of these requirements may generate gaps - DPHHS/PK have requested that Xerox provide information on remaining requirements they are considering complete

Issue	What's Been Done	What's Still Needed
<p>Clarification and Gap Status columns from DOORS be added to the RSD Working View</p> <ul style="list-style-type: none"> - Xerox delivered an email on 3/17/13, outlining the proposed process for defect, demo, and transferred gaps - DPHHS responded to the proposed process with comments on 3/27/13 - Xerox response was received on 4/2/13 - DPHHS responded with a question on 4/12/13 - Gaps in the AVRS functional area were reworded and renumbered without involvement with or notification of DPHHS staff - BAs and PMs are unable to locate many Gaps in the Consolidated RSD and Consolidated RTM - Xerox conducted a gap assessment to identify transferred gaps - Xerox notified DPHHS on 9/18/13 that there were a significant number of gaps that had not been entered in DOORS prior to the week of 9/9/13 		
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<p><i>7) System Architecture requirements for Commercial off-the-Shelf (COTS) products</i></p>		
<ul style="list-style-type: none"> - Xerox is of the opinion that System Architecture requirements do not apply to the COTS products proposed to meet DPHHS RFP requirements - There is no stated exclusion in the RFP for products that Xerox has chosen to use to meet RFP requirements 	<ul style="list-style-type: none"> - DPHHS delivered a matrix outlining the COTS products that are part of the DDI, and the system architecture requirements in question on 7/29/13 - Xerox delivered their comments on the DPHHS COTS Matrix on 	<ul style="list-style-type: none"> - Xerox to re-deliver the COTS Matrix with updates based on discussions in the COTS Matrix meetings

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - Xerox delivered the populated matrix to DPHHS on 6/7/13, however population of data for three of the COTS products is incomplete - Xerox delivered an updated matrix to DPHHS on 6/25/13, however the population of data for ImpactPro is not complete - DPHHS conducted and initial internal review of the populated matrix on 6/25/13 - DPHHS delivered review comments to Xerox on the populated COTS matrix on 7/29/13 - Xerox delivered an updated matrix, including the population of ImpactPro data - Xerox to respond to the review comments submitted by DPHHS on 7/29/13 - Jennifer St. Clair is scheduled to have her review and comments on the COTS Matrix complete by 9/20/13 - The Xerox review and comment date has been changed to 10/15/13 - The Xerox review and comment date has been changed to 11/15/13 	<ul style="list-style-type: none"> 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 	
<p><i>8) Limited DPHHS/PK access to JIRA and Greenhopper</i></p>		
<ul style="list-style-type: none"> - Access to these tools is needed for DPHHS/PK to have visibility to development progress and defect identification and resolution 	<ul style="list-style-type: none"> - RQM training was provided on 5/29/13 - Access to JIRA was provided to six 	<ul style="list-style-type: none"> - Xerox to provide access to the additional staff requested on 2/3/14

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - Until expanded access is provided, PK has requested that Xerox provide defect metrics, per the system test plan - Xerox provided JIRA/Greenhopper access to DPHHS on 4/19/13, however the view provided is very limited and does not provide the necessary information - DPHHS/PK met with Xerox on 4/30/13 to explain the expanded access needs for Greenhopper - Access to RQM was provided on 4/25/13, and RQM training was provided on 5/29/13 - Access to the internal implementation JIRA/Greenhopper was provided to DPHHS on 6/10/13 - Adequate content for backlog management across the entire system does not appear to exist - Access to the comprehensive HE backlog is not currently available - As of 5/21/14, needed metrics for reporting on JIRA task progress have not yet been configured 	<p>DPHHS/PK staff on 1/31/14</p> <ul style="list-style-type: none"> - A request for JIRA access for four additional DPHHS/PK staff was submitted by DPHHS on 2/3/14 - JIRA training for DPHHS/PK staff was conducted on 2/20/14 - 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 - An additional JIRA training was conducted on 5/20/14 	
<p><i>9) The Contact Management Solution Demonstration for Iteration 1 has not been scheduled</i></p>		
<ul style="list-style-type: none"> - <i>This solution demonstration was scheduled for completion on 5/14/13</i> 	<ul style="list-style-type: none"> - Xerox is currently conducting a re-planning effort 	<ul style="list-style-type: none"> - Xerox to schedule and conduct the Contact Management Solution Demonstration for Iteration 1
<p><i>10) Approval of the subcontract with Cognizant by DPHHS</i></p>		

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - Section 11. A. of the contract states "The Contractor may not assign, transfer, delegate or subcontract, in whole or part, this Contract or any right or duty arising under this Contract unless the Department in writing approves the assignment, transfer, delegation or subcontract in advance." - Xerox delivered a letter to DPHHS on 8/9/13, requesting approval for the subcontract with Cognizant. - Per the letter delivered on 8/9/13, the subcontract was executed on 6/30/13, prior to the required request for approval from DPHHS - Xerox delivered a letter to DPHHS on 8/29/13, outlining the information that DPHHS will need to consider in their evaluation of the Xerox request for approval of the subcontract - DPHHS responded to the Xerox letter on 9/18/13, with conditional approval 	<ul style="list-style-type: none"> - DPHHS requested verbally and by email, a letter from Xerox requesting approval of the subcontract by DPHHS in advance of the 8/1/13 transition date - A Risk has been entered in the Xerox SharePoint Issues List - 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 - Xerox delivered an explanation of the employment relationship for named resources. This letter states that a contract amendment to address this relationship is in progress, but does not contain the necessary information regarding the staffing modification flow-down - Xerox provided the staffing flow-down to the Cognizant subcontract on 4/22/14 and DPHHS approved on 4/30/14 	<ul style="list-style-type: none"> - DPHHS to send a letter of final approval regarding the Xerox subcontract with Cognizant

11) There is a conflict with the way the provider and claims functional areas are being designed/configured for payment – Taxonomy vs.

Issue	What's Been Done	What's Still Needed
<i>Specialty/Subspecialty</i>		
<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - This issue has been re-opened - Xerox redelivered the Provider Related Pricing Methodologies for DPHHS review 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 	<ul style="list-style-type: none"> - Complete follow-up items from the 5/6/14 meeting

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - 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 - 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 		
<i>12) Quality issues with MT MMIS design sessions</i>		
<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - This is discussed on a weekly basis in the Xerox Weekly DDI PM meeting - Xerox has developed a new schedule for MT MMIS design sessions - Sessions are being held for two hours per functional area, per week - PK/DPHHS have developed a survey in survey monkey to evaluate each session and provide timely feedback to Xerox - Design sessions resumed on 12/9/13 with a two-hour per week, per functional area format; this 	<ul style="list-style-type: none"> - Survey comments will be delivered to Xerox on a weekly basis - Xerox to improve velocity on ready for development gaps/use cases for presentation in SME sessions - DPHHS/PK recommend combining the stand-up, solution presentation, and POP sessions on a daily basis, for ease of scheduling and increased time to devote to design

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - Presenters/leads are not familiar with the MMIS RFP and Xerox response - 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 - Some facilitators are ineffective and others are stopping productive conversation in 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 	<ul style="list-style-type: none"> format is being piloted with the DPHHS DDI team staff - DPHHS Subject Matter Experts began attending the design sessions on 1/21/14 - PK/DPHHS developed a survey in Survey Monkey for the DPHHS SMEs to evaluate each session and provide timely feedback to Xerox - Survey results are provided to Xerox on a weekly basis - DPHHS delivered a Design Session Recommended Approach to Xerox on 1/14/14 - Xerox responded to this approach in a PowerPoint document on 2/21/14 - 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 	

Issue	What's Been Done	What's Still Needed
<p>prepared to lead the 3/3/14 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.</p> <ul style="list-style-type: none"> - 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 questions during the 4/1/14 Reference session 	<ul style="list-style-type: none"> - 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 - SME meeting frequency has been reduced to bi-weekly 	
<p><i>13) Attrition of Xerox staff transitioned to Cognizant</i></p>		
<ul style="list-style-type: none"> - On 7/18/13 Xerox announced that staff hired to work on the Montana DDI project, that did not previously work for the fiscal agent, will be transitioned to Cognizant employees effective 8/1/13 - On 7/25/13 Xerox announced that hired to work on the Montana DDI project, that did not previously work for the fiscal agent, will be transitioned to Cognizant employees effective 8/1/13 - The intellectual property remains the property of Xerox - There is a risk that essential Montana DDI team members will leave Xerox due to this transition 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - Xerox submitted a PM Transition plan to DPHHS on 8/16/13 - DPHHS commented on, and did not accept the proposed plan, on 8/21/13 - Xerox presented a new project staffing plan on 10/11/13, but has not formally submitted this plan - Xerox formally submitted their new project staffing plan to DPHHS on 12/17/13 - DPHHS requested additional information from Xerox on their 	<ul style="list-style-type: none"> - Plan from Xerox for project staff retention

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - This transition should exclude named project staff, however Chris Bertelsen has been transitioned to Cognizant - Tony Franklin (DDI Manager) and Tom Olsen (PMO Project Manager) have resigned from Xerox - Kimberly Price (DDI Manager) has resigned from Xerox - Phil Messina (Functional Team Lead), Kris Feliciano (Functional Business Analyst) and Heather Monday (DSS Lead) have resigned from Xerox - Shiboo, Madav, and Srini (Architecture staff) have resigned from Xerox - Kevin McFarling (Executive Management) has resigned from Xerox - Jake Oner is acting as the interim Implementation Manager on the project - Jean Beatty (Functional Team Lead) has resigned from Xerox - Kristy Gilreath (Functional Team Lead) has resigned from Xerox - Jean McCarthy (Requirements Manager) and Bill Conklin (Functional Product Lead) have resigned from Xerox - Neil Galloway retired, effective 12/31/13 - Jessica Pickering (Functional Lead) resigned from Cognizant, effective 1/3/14 - Julie Allen (Functional Product Lead) resigned from Cognizant, effective 2/5/14 - Paul Lefever (Testing Analyst) resigned from 	<ul style="list-style-type: none"> staffing proposal on 1/6/14 - As of 1/14/14, no response to this request was received from Xerox - Xerox staff rebadged from Xerox to Cognizant on 1/1/14 are Shellie McCann, David Copenhaver, Scott Patzer, Mayank Sharma, Neil Galloway, Lisa Stimatz, and Craig Krause - DPHHS submitted a formal response to the Xerox project staffing plan on 1/15/14 - 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 submitted a staffing proposal to replace the PM Analyst and Conversion Manager named positions on 3/3/14 - DPHHS approved the Xerox proposed resources for the PM Analyst and Conversion Manager named positions on 3/7/14 - Xerox proposed Chris Bertelsen for the open PM Analyst position on 5/6/14 	

Issue	What's Been Done	What's Still Needed
<p>Xerox, effective 1/27/14</p> <ul style="list-style-type: none"> - Barbara Harkin (Functional BA) is being reassigned to another division in Xerox, effective 2/24/14 - Zelda Thunderbird (Functional BA) resigned from Xerox, effective 2/14/14 - 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 	<ul style="list-style-type: none"> - DPHHS approved Chris Bertelsen as the PM Analyst on 5/16/14 	
<i>14) Business Rules Process</i>		
<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Issue entered in the Xerox SharePoint - Xerox delivered the master business rules spreadsheet on 3/12/14 - Xerox to provide an updated master business rules spreadsheet, including the column indicating where each business rule is housed - Xerox provided the updated master business rules spreadsheet, including the column indicating where each business rule is housed, on 4/16/14 - DPHHS provided a spreadsheet to Xerox containing business rules 	<ul style="list-style-type: none"> - 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 provide the list of business rules selected for externalization to the functional areas leads for review in concept sessions

Issue	What's Been Done	What's Still Needed
<p>causes a great deal of repetition and the potential for missed business rules</p>	<p>selected for externalization</p>	
<hr/>		
<p><i>15) Xerox has missed their first scheduled payment milestone – Program Management Benefit Plan Administration</i></p>		
<ul style="list-style-type: none"> - This was scheduled for delivery on November 5, 2013 - On 9/23/13, DPHHS delivered a letter to Xerox stating that Xerox is not relieved of the liquidated damages set forth in section 18. B. 2. of the contract - A letter was delivered to Xerox that included a schedule of the projected liquidated damages accrual was delivered to Xerox on 11/1/13 - Xerox delivered a letter on 11/25/13, stating that they did not agree that liquidated damages should be assessed, due to re-planning 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-planned project work plan
<hr/>		
<p><i>16) Xerox has missed their second scheduled payment milestone – Program Integration – RetroDUR Payment Milestone</i></p>		
<ul style="list-style-type: none"> - This was scheduled for delivery on November 6, 2013 - On 9/23/13, DPHHS delivered a letter to Xerox stating that Xerox is not relieved of the liquidated damages set forth in section 18. B. 2. of the contract - A letter was delivered to Xerox that included a schedule of the projected liquidated damages accrual was delivered to Xerox on 11/1/13 - Xerox delivered a letter on 11/25/13, stating 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-planned project work plan

Issue	What's Been Done	What's Still Needed
<p>that they did not agree that liquidated damages should be assessed, due to re-planning</p>		
<hr/>		
<p><i>17) Xerox has missed their third scheduled payment milestone – Program Integration – DRAMS Payment Milestone</i></p>		
<ul style="list-style-type: none"> - This was scheduled for delivery on November 11, 2013 - On 9/23/13, DPHHS delivered a letter to Xerox stating that Xerox is not relieved of the liquidated damages set forth in section 18. B. 2. of the contract - A letter was delivered to Xerox that included a schedule of the projected liquidated damages accrual was delivered to Xerox on 11/1/13 - Xerox delivered a letter on 11/25/13, stating that they did not agree that liquidated damages should be assessed, due to re-planning 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-planned project work plan
<hr/>		
<p><i>18) Xerox has missed their fourth scheduled payment milestone – Technical/Architecture (including but not limited to Web Portal) Payment Milestone</i></p>		
<ul style="list-style-type: none"> - This was scheduled for delivery on January 3, 2014 - 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 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-planned project work plan

Issue	What's Been Done	What's Still Needed
<p>delivered to Xerox on 11/1/13</p> <ul style="list-style-type: none"> - Xerox delivered a letter on 11/25/13, stating that they did not agree that liquidated damages should be assessed, due to re-planning 		
<p><i>19) Xerox has missed their fifth scheduled payment milestone – Contact Management Payment Milestone</i></p>		
<ul style="list-style-type: none"> - This was scheduled for delivery on January 17, 2014 - 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 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-planned project work plan
<p><i>20) Xerox has missed their sixth scheduled payment milestone – Pharmacy POS Early Deployment Payment Milestone</i></p>		
<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-planned project work plan

Issue	What's Been Done	What's Still Needed
<p>delivered to Xerox on 11/1/13</p> <ul style="list-style-type: none"> - 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 	<p>milestone</p>	
<p><i>21) Xerox has missed their seventh scheduled payment milestone – AVRS/EVRS Payment Milestone</i></p>		
<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-planned project work plan

Issue	What's Been Done	What's Still Needed
<p><i>22) Xerox has missed their eighth scheduled payment milestone – Member Payment Milestone</i></p> <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-planned project work plan
<p><i>23) Xerox has missed their ninth scheduled payment milestone – Provider Payment Milestone</i></p> <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-planned project work plan

Issue	What's Been Done	What's Still Needed
<p>damages should be assessed, due to re-planning</p> <ul style="list-style-type: none"> - 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 		
<hr/>		
<p><i>24) Xerox has missed their tenth scheduled payment milestone – Reference Payment Milestone</i></p>		
<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-planned project work plan
<hr/>		
<p><i>25) Xerox has missed their eleventh scheduled payment milestone – Service Auth Payment Milestone</i></p>		
<ul style="list-style-type: none"> - This was scheduled for delivery on 4/17/14 	<ul style="list-style-type: none"> - An issue has been entered in the 	<ul style="list-style-type: none"> - Xerox to gain approval on their re-

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - 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 	<p>Xerox SharePoint</p> <ul style="list-style-type: none"> - Until a new work plan is approved, the project is managed against the approved project work plan - DPHHS is accruing damages against Xerox for the missed payment milestone 	<p>planned project work plan</p>
<p><i>26) Personal transportation claims approach has not been defined</i></p>		
<ul style="list-style-type: none"> - It was determined that the initial Xerox proposal to address personal transportation claims would not meet the DPHHS business needs 	<ul style="list-style-type: none"> - DPHHS has requested that Xerox present a solution for how these claims will be handled in HE 	<ul style="list-style-type: none"> - Xerox to propose a solution which meets DPHHS requirements and business need
<p><i>27) The drop-down value for LOB is hardcoded as 'MED' in HE</i></p>		
<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - DPHHS has requested that Xerox remove the LOB dropdown from screens and reports in HE - Xerox has indicated that this was not their planned approach for resolving this issue 	<ul style="list-style-type: none"> - Xerox to propose and implement a solution

Issue	What's Been Done	What's Still Needed
<p><i>28) Large number of Xerox Action Items not addressed</i></p> <ul style="list-style-type: none"> - Xerox currently has 1,489 open action items, and 1,422 of these action items are overdue - 1203 of the Xerox open action items have been open for more than 12 weeks - Xerox currently has 1,065 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 closed - Numerous action items have been generated due to HE experts not being present in design sessions, conversion walkthroughs, etc. 	<ul style="list-style-type: none"> - Action item metrics are presented to Xerox on a weekly basis 	<ul style="list-style-type: none"> - DPHHS has requested a that Xerox present a plan to address the large number of outstanding action items

1.4 Risks for Management Attention

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

Risk	What's Been Done	Recommendation
<p>1) <i>There are currently 294 gaps in DOORS in a "Pending", "out of scope", "In Review", "PMO Review", "Discussion in Progress (DPHHS)", "Discussion in Progress (Xerox)", "DPHHS OOS Review", "New" or "CCB Governance Comm Review" status</i></p> <ul style="list-style-type: none"> - Not all gaps have been entered in DOORS, so there may be additional pending gaps added in the future - The out of scope gaps that Xerox presented to DPHHS for the initial four functional areas remain unresolved - It is a project risk to have this large number of gaps for which it is unknown whether they will proceed to development - This impacts design and planning for development and testing 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - This risk is discussed weekly in both the Xerox Weekly Status meeting and the Weekly DDI PM meeting - Xerox delivered 23 out of scope gaps for DPHHS review on 3/8/13 - DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 3/29/13 - Xerox delivered 19 out of scope gaps for DPHHS review on 4/5/13 - DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 4/12/13 - Xerox delivered six out of scope gaps for DPHHS review on 4/17/13 - DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 4/25/13 - Xerox delivered 46 out of scope gaps 	<ul style="list-style-type: none"> - The remaining out of scope gaps should be reviewed by the Xerox product review board and delivered to DPHHS for review - Xerox to update the status of the 53 gaps needing requirements associated, that currently have an out of scope status, as these gaps are not actually out of scope - An OOS Gap Governance meeting is scheduled for 5/22/14

Risk	What's Been Done	Recommendation
	<p>for DPHHS review on 4/30/13</p> <ul style="list-style-type: none"> - Xerox delivered 33 out of scope gaps on 5/3/13 for discussion in the meeting scheduled for 5/8/13 - A meeting to discuss the DPHHS responses delivered on 3/29/13 (23) and 4/12/13 (19) to the out of scope gaps was held on 5/8/13, but there has been no resolution on the outstanding gaps - A gap scope review meeting with DPHHS/PK and Xerox was conducted on 5/28/13 - A gap scope review meeting with DPHHS/PK and Xerox was conducted on 6/13/13 - Internal DPHHS/PK meetings to review and comment on OOS gaps were conducted on 6/14/13 and 6/17/13 - Project Governance - OOS Gap meetings with DPHHS, PK and Xerox were conducted on 6/26/13 and 7/11/13 - An internal DPHHS/PK meeting to review and comment on OOS gaps was conducted on 7/15/13 - Xerox delivered 72 out of scope gaps for DPHHS review on 7/27/13 - DPHHS submitted comments to Xerox on the 72 out of scope gaps on 8/13/13 	

Risk	What's Been Done	Recommendation
	<ul style="list-style-type: none"> - A OOS Gap project governance meeting was scheduled for 8/28/13, however this meeting was not conducted - An OOS governance meeting was held on 9/17/13, however OOS gaps were not discussed - On 9/12/13, Xerox requested a meeting to discuss the remaining requirements report and agree on requirement ownership - The remaining requirements report was discussed during the DDI PM meeting on 9/17/13 - An OOS governance meeting was held on 9/17/13, however OOS gaps were not discussed - Xerox delivered an OOS gap spreadsheet, with 141 remaining OOS gaps for DPHHS review, on 9/18/13 - DPHHS submitted a responses to a subset of the gaps that were missing requirements on 9/26/13 and 10/21/13 - DPHHS submitted responses to the remaining out of scope gaps provided by Xerox on 10/25/13 - Xerox conducted an MMIS DDI Governance – Out of Scope Gap meeting with DPHHS on 11/14/13 - An OOS Gap Governance meeting was 	

Risk	What's Been Done	Recommendation
	<p>scheduled for 12/12/13, however OOS gaps were not discussed at this meeting</p> <ul style="list-style-type: none"> - An OOS Gap Governance meeting was held on 1/23/14, however no OOS gaps were reviewed during this meeting - An OOS Gap Governance meeting was held on 3/13/14 - Xerox delivered an OOS Gap Plan to DPHHS on 3/18/14 - An OOS Gap Governance meeting was held on 4/10/14 - Xerox conducted an evaluation of all gaps that they consider out of scope, to categorize and prioritize the gaps 	
<p><i>2) Xerox is deferring unfinished sprint functionality to later iterations</i></p> <ul style="list-style-type: none"> - Delays in the planning for and completion of functionality in sprints, is causing functionality to be deferred to later sprints - Iteration spreadsheets indicate that functionality is being deferred to later iterations than originally planned - All Claims Pricing and Claims Adjudication functionality planned for Iteration 3 has been deferred to a later iteration - The number of planned actual system test cases for execution in Iteration 2 is 55 - 933 I-2 system test cases were delivered to DPHHS for review 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List 	<ul style="list-style-type: none"> - Monitor and discuss progress with Xerox often and adjust approach and processes as necessary

Risk	What's Been Done	Recommendation
<ul style="list-style-type: none"> - 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 		
<p><i>3) Xerox has requested an abbreviated UAT for IMAR</i></p>		
<ul style="list-style-type: none"> - Optum has indicated dependencies on design and data that will not allow for a 6-month UAT for IMAR - The RFP requires a 6-month UAT timeframe - Making an exception for one COTS product sets a precedent for others 	<ul style="list-style-type: none"> - A meeting was conducted with Xerox, DPHHS and Optum 	<ul style="list-style-type: none"> - Xerox to present a plan to DPHHS for review
<p><i>4) Concerns with existing legacy data related to Provider that is either incomplete, inaccurate or not present in the legacy MMIS and may impact the MMIS DDI</i></p>		
<ul style="list-style-type: none"> - Many Provider SSNs, affiliations, ownership, and service locations are either incomplete, inaccurate or not present in the legacy MMIS - SSN will be required for CMS certification of HE - There are many other missing provider data elements that will be essential for proper functionality of the HE system 	<ul style="list-style-type: none"> - Internal DPHHS discussion was held on 7/8/13 - A weekly Provider Enrollment Data Collection meeting began on 1/22/14 - 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 DPHHS documented data 	<ul style="list-style-type: none"> - Xerox to complete design for their proposed solutions to the Provider data concern items - Xerox to provide information discussed in the Provider Enrollment Data Collection meetings to the Provider Functional team, as this design will be addressed in the Provider Concept sessions

Risk	What's Been Done	Recommendation
	<p>concerns in last week's Provider Enrollment Data Collection meeting on 3/12/14</p> <ul style="list-style-type: none"> - DPHHS provided feedback to the Xerox solutions presented in the Provider Enrollment Data Collection meeting on 3/12/14 - Xerox presented solutions to some of the Provider data concern items in the 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 	
<p><i>5) Concerns that HE 2.0 will not be considered in the Xerox re-planning effort</i></p> <ul style="list-style-type: none"> - Amendment 2, incorporating HE 2.0, was signed by DPHHS and Xerox effective 1/3/13 - On June 21, 2013 DPHHS notified Xerox that they are expecting the delivery of the HE 2.0 solution for Montana - DPHHS received a letter from Xerox on July 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 	<ul style="list-style-type: none"> - This issue was discussed in a meeting with DPHHS and Xerox on 7/30/13 - Meetings were held with Faiyaz Shakiri and DPHHS on 7/30/13 and 8/13/13 to discuss the proposed Xerox plan for HE 2.0 delivery - DPHHS delivered a letter outlining their HE 2.0 expectations to Xerox on 9/4/13 - A meeting to discuss DPHHS 	<ul style="list-style-type: none"> - DPHHS to conduct an audit of the source code to determine if RFP requirements and Xerox proposal solutions are adequately addressed - DPHHS to include the architecture proposal delivered by Xerox on 4/20/14 in Amendment #5

Risk	What's Been Done	Recommendation
some 2.0 functionality will be provided	<p>expectations for HE 2.0 inclusion in the MT implementation was held on 9/10/13</p> <ul style="list-style-type: none">- 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 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	

Risk	What's Been Done	Recommendation
	<p>they were willing to provide to DPHHS</p> <ul style="list-style-type: none"> - DPHHS verbally informed Xerox that they were expected to deliver all architecture functionality required in the RFP and Amendment 2, on Thursday, November 7, 2013 - DPHHS informed Xerox with an email that they were expected to deliver all architecture functionality required in the RFP and Amendment 2, on Wednesday, November 13, 2013 - A follow-up meeting to discuss the DPHHS email delivered on November 13, 2013 was held on November 19, 2013 - A follow-up meeting to discuss the Architecture issue was held on November 26, 2013 - DPHHS delivered a letter to Xerox on 12/2/13, notifying Xerox of their intent to conduct an independent audit of the Health Enterprise source code - Xerox responded on 12/6/13, stating their opinion that this audit would be unnecessary and somewhat duplicative of their Ernst & Young assessment 	

Risk	What's Been Done	Recommendation
	<ul style="list-style-type: none"> - PK and the DPHHS DDI PM believe that an independent source code review is necessary - As of 1/21/14, a response to the DPHHS HE 2.0 expectations document has not been received - DPHHS has proposed an audit of the source code to determine if RFP requirements and Xerox proposal solutions are adequately addressed - 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 delivered a revised architecture proposal on 2/18/14, but did not include UI componentization - DPHHS completed review of the Xerox architecture proposal and returned comments on 3/14/14 - A meeting was held on 3/25/14 	

Risk	What's Been Done	Recommendation
	<p>to discuss Xerox concerns with the DPHHS response</p> <ul style="list-style-type: none"> - Xerox responded to the UI Componentization section that DPHHS added to the Architecture Proposal on 3/29/14 - DPHHS sent the Business rules update 3/30/14 - 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 - DPHHS sent the revised UI content on 4/10/14 - Xerox deposited code to the Iron Mountain Escrow account on 4/3/14 - DPHHS requested a code inventory list for the 4/3/14 escrow deposit on 4/9/14 - Xerox provided the code inventory list for the 4/3/14 escrow deposit to DPHHS on 5/1/14 - An architecture meeting between DPHHS and Xerox was held on 5/14/14 	
<p>6) Risk to the early implementation of POS</p> <ul style="list-style-type: none"> - POS is scheduled for early implementation 	<ul style="list-style-type: none"> - This issue is discussed during the 	<ul style="list-style-type: none"> - Xerox to articulate the POS delays

Risk	What's Been Done	Recommendation
<ul style="list-style-type: none"> on 2/27/14 - POS system test is scheduled to begin on 8/13/13 - POS development is delayed - The current reported POS SPI is .36 	<ul style="list-style-type: none"> weekly Xerox status meeting - Bi-weekly POS Status meetings began on 8/16/13 	<ul style="list-style-type: none"> and present a plan to remedy the delay
<p><i>7) The contractually agreed go-live date is at risk</i></p>		
<ul style="list-style-type: none"> - Xerox has halted development, unit test, and system test due to changes in their technology stack - Xerox is currently undergoing a re-planning effort - Xerox delivered a Work Breakdown Structure to DPHHS on 8/7/13 - Many key elements are missing from this WBS (e.g. data conversion, ICD-10, waiver, etc.) - Xerox is in the process of conducting a deep-dive to finalize their gap estimates and plans to redeliver a more complete work plan at the end of August. - 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 	<ul style="list-style-type: none"> - A risk has been entered in the Xerox SharePoint - This issue is discussed during the weekly Xerox status meeting - Until a new work plan is approved, the project is managed against the approved project work plan - 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 delivered an updated re-planned project work plan 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 	<ul style="list-style-type: none"> - Xerox to address DPHHS/PK work plan comments

Risk	What's Been Done	Recommendation
	<p>comments was held on 3/28/14</p> <ul style="list-style-type: none"> - 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 and 4/15/14 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 returned preliminary comments to Xerox on 5/20/14 - A meeting to discuss the comments was held on 5/20/14 	
<p><i>8) There is not a clear vision and understanding by Xerox about how to implement workflow functionality in HE</i></p> <ul style="list-style-type: none"> - Xerox frequently recommends "working reports" rather than creating a workflow to assign outstanding work 	<ul style="list-style-type: none"> - A risk has been entered in the Xerox SharePoint - Craig Krause attended XTCM 	<ul style="list-style-type: none"> - Xerox to provide training to functional teams on workflows - Xerox to present a plan for

Risk	What's Been Done	Recommendation
<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 Xerox on 1/16/14 - An architecture meeting was held on 2/18/14 where Xerox asked DPHHS to again explain the required workflow functionality and questioned whether this gap functionality was in the scope of the RFP - 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 	<ul style="list-style-type: none"> - 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 XCM specification

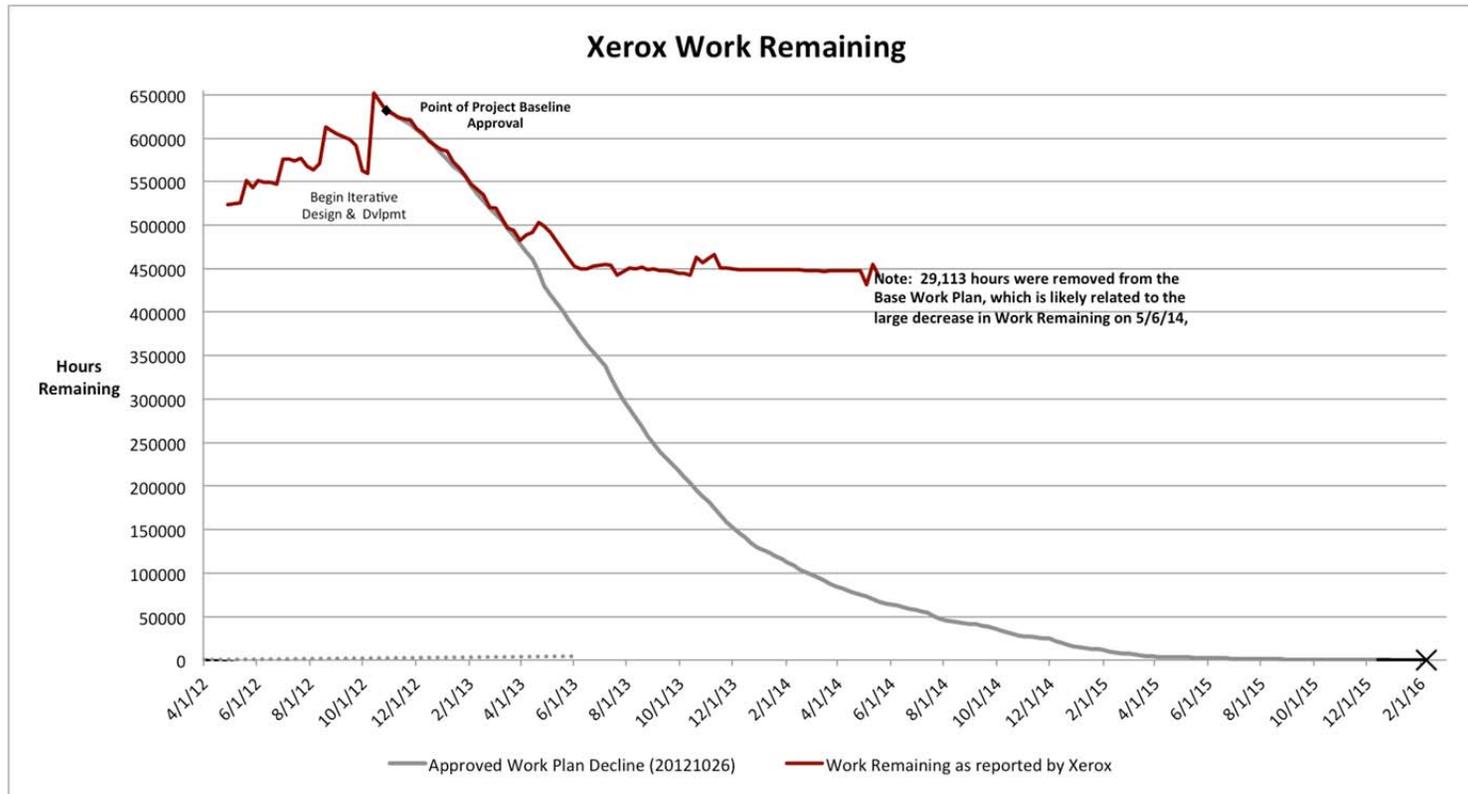
Risk	What's Been Done	Recommendation
<p>9) <i>Functional teams with new leads and Business Analysts did not participate in the requirements definition or early design sessions</i></p> <ul style="list-style-type: none"> - The new teams have not familiarized themselves with the discussions that occurred in the earlier sessions - It is not a good use of DPHHS SME time to repeat information provided to the original Xerox teams 	<ul style="list-style-type: none"> - A risk has been entered in the DPHHS SharePoint list 	<ul style="list-style-type: none"> - New Xerox functional teams should listen to recordings and review meeting minutes from the requirements and early design sessions
<p>10) <i>Xerox has proposed a new Agile-hybrid design and development methodology</i></p> <ul style="list-style-type: none"> - 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 - The Sprint Release Plan delivered on 4/12/14 does not appear to have a reasonable number of use cases allocated to Concept Sprint 1 - Xerox has indicated that concept work not completed in Sprint 1 will be moved to a later sprint 	<ul style="list-style-type: none"> - Discussions have been held between Xerox and DPHHS to better understand the proposed methodology - Xerox delivered a Concept Release Plan on 4/12/14 - DPHHS delivered initial comments to Xerox on the Concept Release Plan on 4/13/14 - A meeting was held to discuss DPHHS concerns on the Concept Release Plan on 4/14/14 	<ul style="list-style-type: none"> - DPHHS to monitor the progress of this new methodology and assess it's effectiveness based on DPHHS and Xerox agreed criteria
<p>11) <i>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</i></p> <ul style="list-style-type: none"> - The work plan delivered on 4/8/14 does not include work previously completed 	<ul style="list-style-type: none"> - A review comment was submitted, based on the Xerox work plan 	<ul style="list-style-type: none"> - Xerox to provide an explanation as to why the work is increasing and

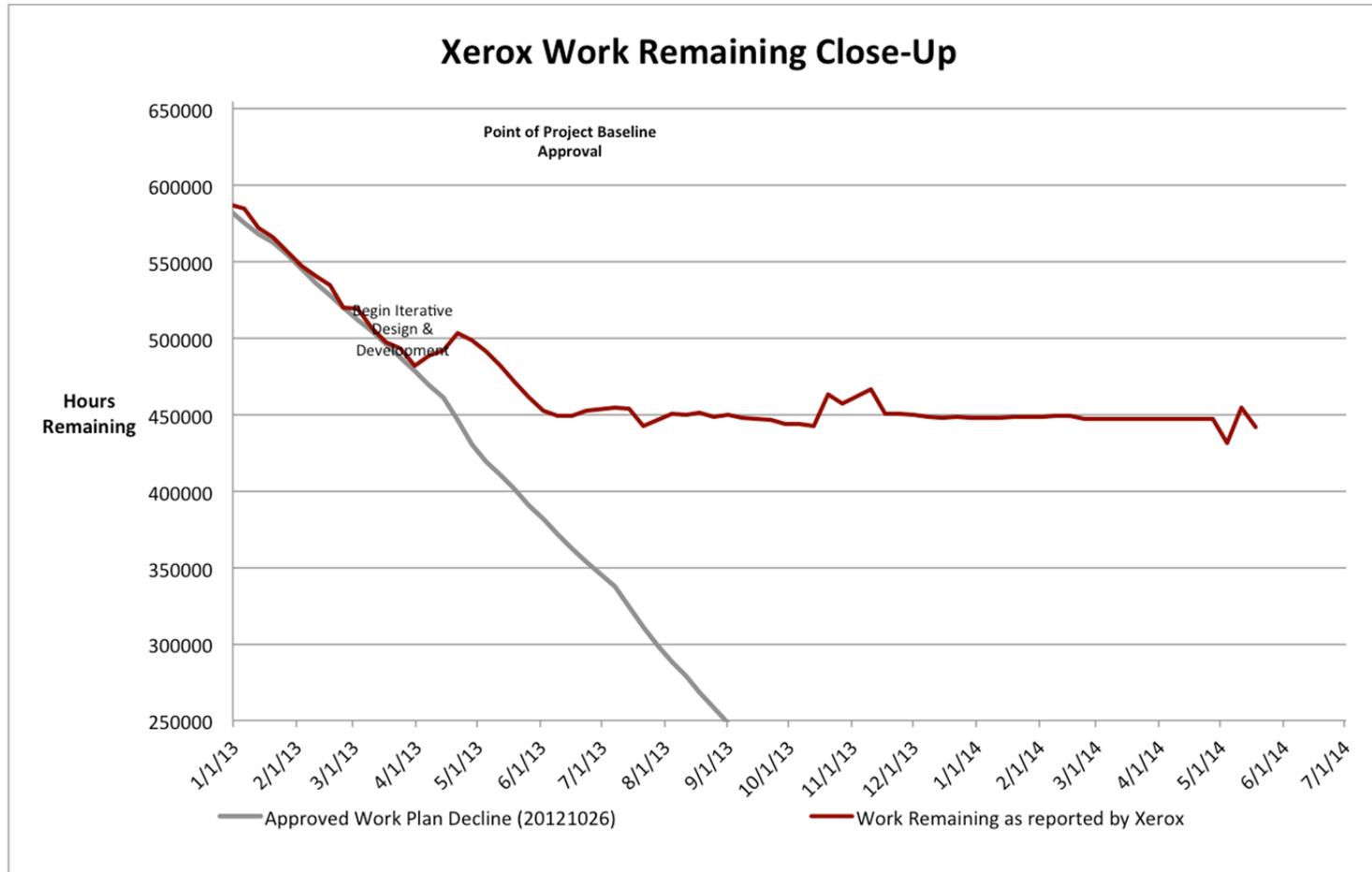
Risk	What's Been Done	Recommendation
<ul style="list-style-type: none"> - The rapid escalation in hours in conjunction with the continued increase in action items and other work units means that the project is growing faster than tasks are being completed - This will require immediate Xerox action to 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 	<ul style="list-style-type: none"> 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 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 	<ul style="list-style-type: none"> a plan to complete the remaining work

1.5 Performance Metrics

The metrics included in this section will vary according to project phase and major activity. These metrics are based on the current approved Xerox project work plan.

Declining Work Balance





Period	Actual Work Increase	Scheduled Effort	Decrease in Work Remaining	Increase in Xerox reported Earned Value
Four Weeks Ago				
3/18/2014 Reporting Week	355	3,081	107	190
2/11/14 - 3/18/2014 Reporting Weeks	1,890	13,074	1,826	741
Three Weeks Ago				
3/25/2014 Reporting Week	258	4,122	-138	91
2/25/14 - 3/25/2014 Reporting Weeks	1,699	13,620	312	594
Two Weeks Ago				
4/01/2014 Reporting Week	258	2,604	1.5	38
3/4/14 - 4/1/2014 Reporting Weeks	1,281	13,064	-4.0	442
One Week Ago				
4/08/2014 Reporting Week	247	2,148	2.4	8
3/11/14 - 4/8/2014 Reporting Weeks	1,117	11,953	-27	327
This week				
4/15/2014 Reporting Week	243	2,647	-126	16
3/18/14 - 4/15/2014 Reporting Weeks	1,005	11,520	-260	154

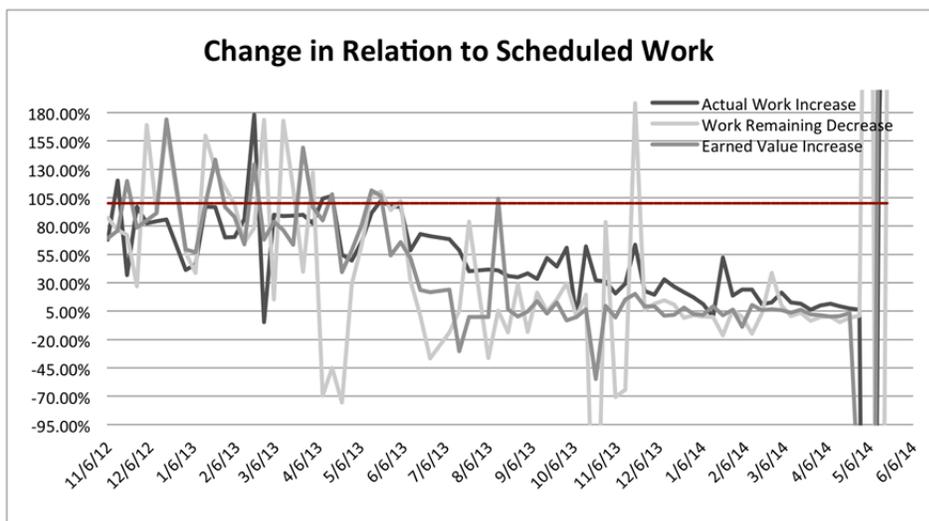
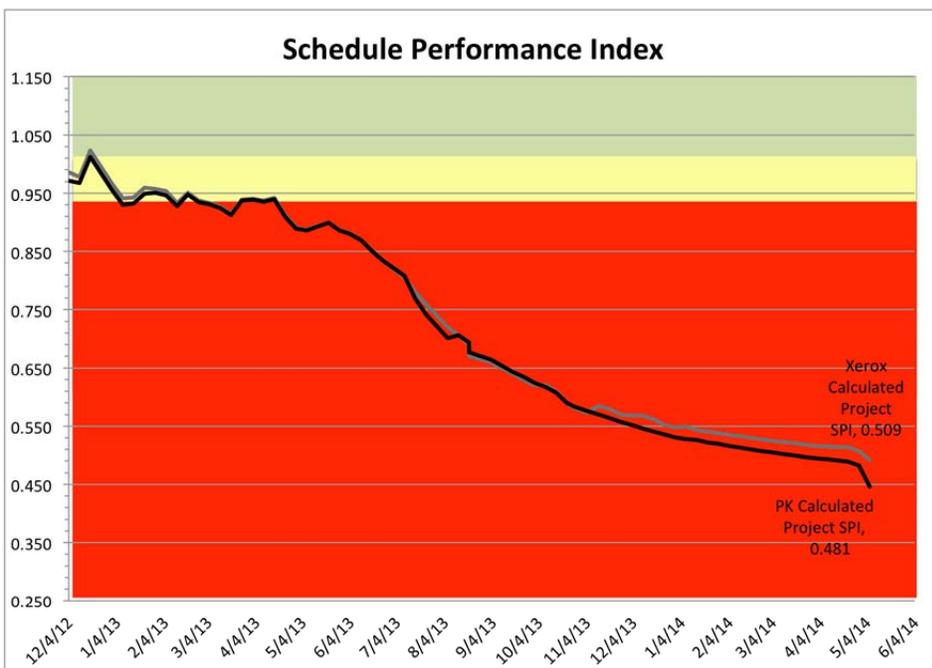
- Actual Work Increase reported is 9% of the Scheduled Effort
- The Actual Work reported appears to be only Xerox hours, and does not include Cognizant hours

Schedule Performance Index (SPI)

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

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

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



Slipped Tasks

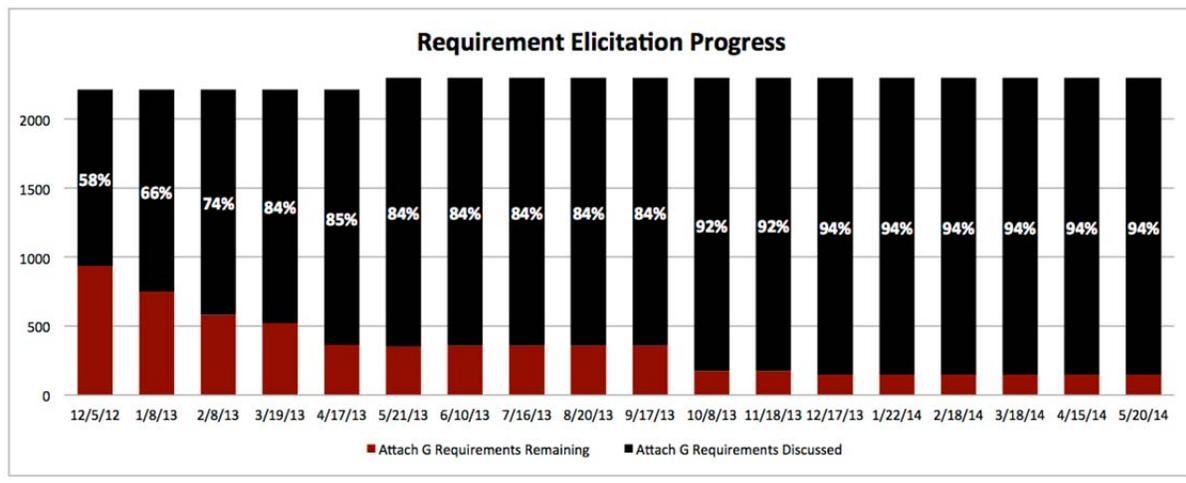
Slipped tasks are tasks whose baseline start and/or finish dates have passed. The number of slipped tasks has been gradually increasing since the project start. This week's slipped task count increased from 1461 to 1530 from the last report (5/14/14). The majority of the tasks are slipped due to delays in system testing, design, and development. The Xerox slipped task count does not include deliverables or interim deliverables.



Xerox Functional Area Iterations – Progression and Approval

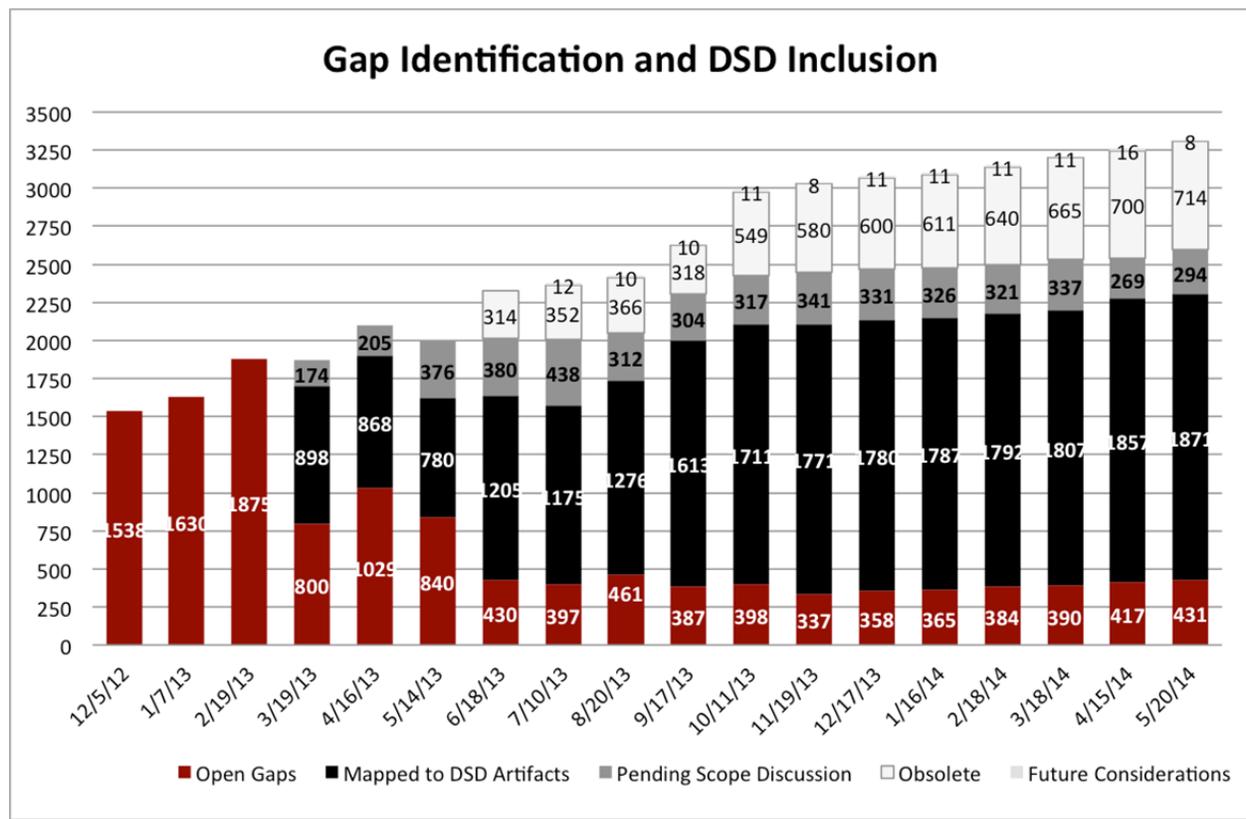
Progression and Acceptance of Iterations														
Note: This table demonstrates completion of sessions or tasks and is not intended to reflect quality of work performed.														
	Collaboration Step 1	Collaboration Step 2	Collaboration Step 3	Valid Values	Business Rules	Letters/ Reports Rosters	RSD Reviewed	Comprehensive RSD		Iterative DSDD Reviewed	Sys Test Results Approved	Accepted (Milestone)		
Percent Complete	100%	100%	100%	14%	5%		96%			56%	0%	0%		
Functional Area	Iteration Code & Name													
Web Portal	✓ 6/27/12					Letter and Reports process has been revised. These items will now be considered part of design. DPHHS has provided information on letters and reports. Xerox will respond with Specifications	✓ 10/6/12	The Comprehensive RSD was submitted 5/13/13, and found to be incomplete by DPHHS. The deliverable was rejected 5/21/13. Redelivery of RSD is impacted by Xerox replanning effort.	2 Web Portal	✓ 3/14/13				
										3 Web Portal				
System Architecture	✓ 5/31/12						✓ 1/28/13			1 Arch	✓ 4/1/13			
										2 Arch	✓ 4/1/13			
										3 Arch				
Pgm Mgmt - Benefit Plan Admin	✓ 7/10/12						✓ 11/13/12			2 Benefit Plan	✓ 3/15/13			
Contact Management	✓ 8/10/12	✓ 8/14/12					✓ 11/20/12			1 Contact Mgmt	✓ 2/12/13			
										2 Contact Mgmt	✓ 4/24/13			
										3 Contact Mgmt	✓ 4/24/13			
Managed Care	✓ 7/13/12						✓ 12/6/12			4 Managed Care	✓ 7/16/13 (Cover Letter)			
										5 Managed Care				
Provider	✓ 7/20/12	✓ 8/2/12					✓ 9/24/12			1 Provider	✓ 4/2/13			
										2 Provider	✓ 4/2/13			
										4 Provider	✓ 8/13/13 (Cover Letter)			
Pharmacy POS Early Deployment	✓ 9/13/12	✓ 8/2/12					✓ 12/17/12			3 POS/SmartPA	✓ 3/19/13			
	✓ 7/31/12 (SmartPA)									5 POS/SmartPA				
Member (Client Mgmt)	✓ 6/14/12 (Pilot)			✓ 5/10/13			✓ 11/12/12			3 Client (Member)	✓ 8/5/13			
	✓ 7/20/12	✓ 7/20/12								4 Client (Member)				
Pgm Mgmt - Reference	✓ 8/14/12	✓ 8/16/12			✓ 6/20/13		✓ 11/13/12			3 Reference				
										4 Reference				
								5 Reference						
EHR & PHR	✓ 12/14/12	✓ 2/22/13	n/a			✓ 3/5/13		5 EHR & PHR						
Ops Mgmt - Service Auth EDI	✓ 9/14/12		✓ 10/31/12			✓ 1/7/13		3 Service Auth	✓ 4/1/13					
								4 Service Auth	✓ 7/12/13					
Pgm Integration - RetroDUR	✓ 1/29/13	✓ 2/27/13				✓ 3/26/13		4 RetroDUR	✓ 6/14/13					
Ops Mgmt - TPL	✓ 11/8/12	✓ 12/18/12				✓ 3/13/13		4 TPL	✓ 8/6/13					
								5 TPL						
AVRS/EVRS	✓ 7/26/12					✓ 4/1/13		4 AVRS/EVRS	✓ 8/5/13					
Care Mgmt	✓ 10/12/12	✓ 11/1/12				✓ 12/17/12		4 Care Mgmt	✓ 7/3/13					
								5 Care Mgmt						
								5 Care Mgmt - ImpactPro						
Ops Mgmt - Claims	✓ 10/26/12 (Adj)	✓ (Adj)				✓ 12/17/12 (Adj)		3 Claims - Edits/Audits						
								4 Claims - Edits/Audits						
								5 Claims - Edits/Audits						
	✓ 8/31/12 (Front End)	✓ 9/26/12 (Front End)	✓ 11/8/12			✓ 1/4/13 (Front End)		3 Claims - Front End						
								4 Claims - Front End	✓ 8/6/13					
								5 Claims - Front End						
	✓ 8/31/12 (Pricing)	✓ 11/8/12 (Pricing)				✓ 1/9/13 (Pricing)		3 Claims - Pricing	✓ 4/1/13					
								4 Claims - Pricing	✓ 8/28/13					
								5 Claims - Pricing						
	✓ 8/29/12 (Payment)		✓ 10/12/12 (Payment)	✓ 6/28/13 (Payment)		✓ 12/27/12 (Payment)		4 Claims - Payment	✓ 8/5/13					
								5 Claims - Payment						
Ops Mgmt - Finan/Acting	✓ 11/1/12	✓ 11/30/12				✓ 1/25/13		5 Financial/Accounting						
Prg Int - FADS	✓ 8/24/12					✓ 12/3/12		5 FADS	✓ 8/28/13					
Prg Int - DRAMS	✓ 4/4/13							4 DRAMS						
Prg Int - MARS Pgm Int - SURS	✓ 9/13/12					✓ 11/21/12		5 IMARS	✓ 3/13/13					
DSS	✓ 3/27/13	✓ 10/31/12				✓ 1/25/13		4 DSS	✓ 8/5/13					
								5 DSS						

Requirement Elicitation Progress



There are 6% of the Attachment G requirements that have not yet been discussed in all relevant requirements sessions.

Gap Identification and Design



Note: The number at the top of each column (starting in July) is the count of gaps with the status "Future Consideration".

- The Out of Scope Gap count has increased by 14 since the April monthly report
- There are 92 gaps in a "New" status in DOORS
- 22% of identified gaps have been assigned a status of "Obsolete" in DOORS
- The Obsolete Gap count has increased by 35 since the March monthly report
- There are a large number of gaps (431) that have not been mapped to a DSD artifact
- Future Consideration gaps decreased from 16 to 8 since the April monthly report
- Total gaps are 3318

System Test Results

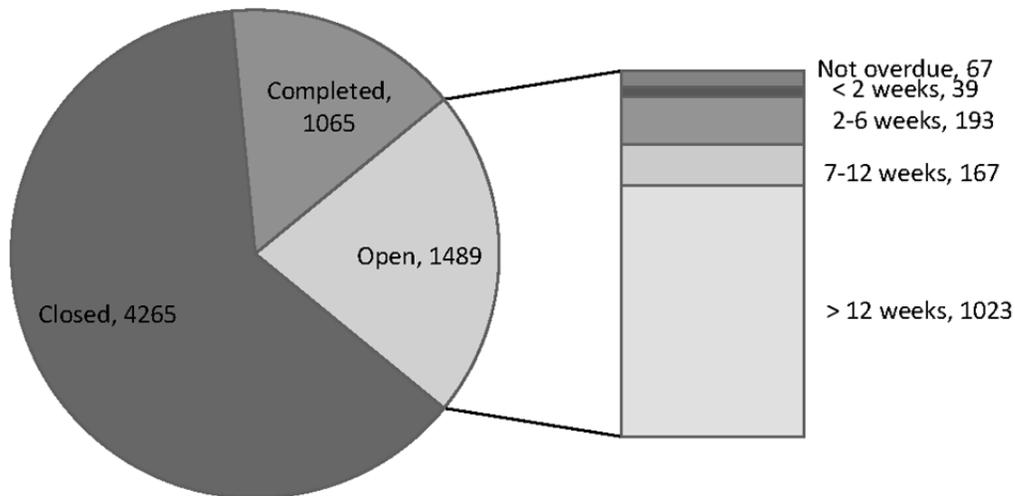
System Testing is currently on hold. Reporting of system test results will resume when testing activities resume.

System Test Defects

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

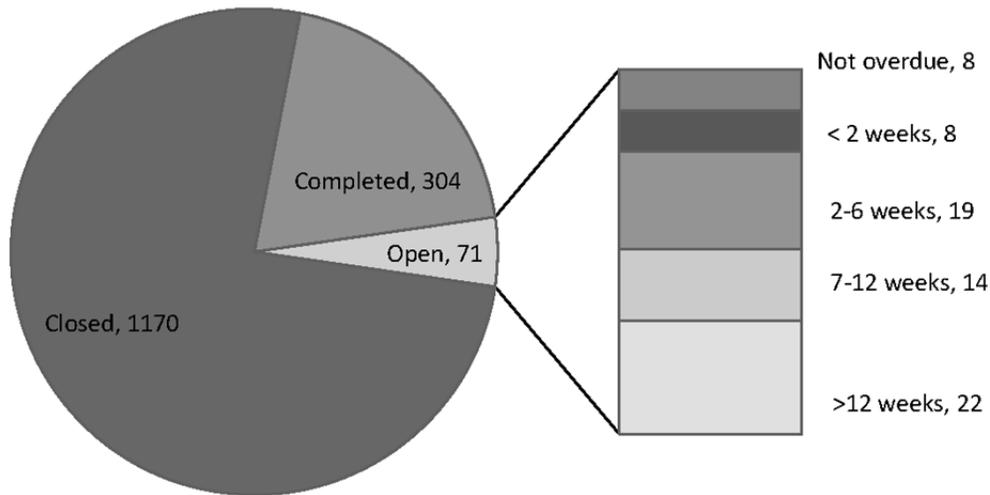
Xerox SharePoint – Action Items Log

Xerox Assigned Action Items by Status and Weeks Overdue



- Xerox Open Action Items have increased by 40 from last month's count
- Xerox Completed Action Items have decreased by 109 from last month's count
- Xerox Closed Action Items have increased by 205 from last month's count
- Xerox >12 weeks overdue Action Items have increased by 136 from last month's count
- Xerox 7-12 weeks overdue Action Items have decreased by 25 from last month's count
- Xerox 2-6 weeks overdue Action Items have increased by 13 from last month's count
- Xerox <2 weeks overdue Action Items have decreased by 18 from last month's count

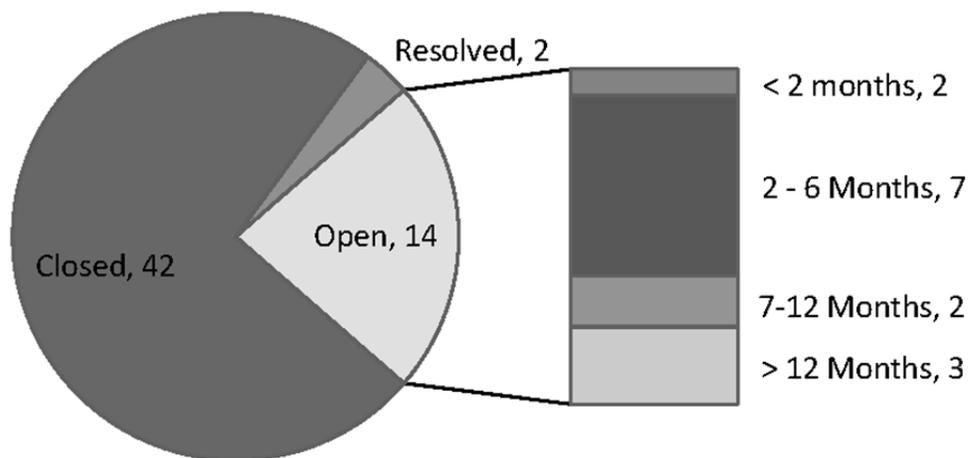
DPHHS Assigned Action Items by Status and Weeks Overdue



- DPHHS Open Action Items have increased by 6 from last month's count
- DPHHS Completed Action Items have increased by 12 from last month's count
- DPHHS Closed Action Items have increased by 23 from last month's count
- DPHHS <2 weeks overdue Action Items have increased by 4 from last month's count
- DPHHS 2-6 weeks overdue Action Items have increased by 3 from last month's count
- DPHHS 7-12 weeks overdue Action Items have increased by 9 from last month's count

Xerox SharePoint – Issues Log

Issue Log by Age and Status



- There are three issues that have been open for longer than 12 months

2 - IV&V Status Report

Activities Since Last Report

Planned Activity	Status	Summary of Results
Participated in and scribed the Daily Stand-up meetings, Solution Presentations, POP meetings, and Concept Reviews	Complete	Minutes posted to the DPHHS SharePoint
Completed review of the re-delivered, re-planned Xerox Project Work Plan weeks of 5/12/14 and 5/19/14	In-progress	Completed review and comments were submitted to Xerox
Compiled and posted BA and SME survey results for weeks of 5/5/14 and 5/12/14	Complete	Posted survey results
Participated in the Work Plan Review meeting with DPHHS and Xerox on 5/15/14	Complete	Participated in this meeting
Participated in the Work Plan Review meeting with DPHHS and Xerox on 5/15/14	Complete	Participated in this meeting
Participated in the CMS Status meeting with DPHHS and CMS on 5/19/14	Complete	Participated in this meeting
Participated in Work Plan Review meetings with DPHHS on 5/19/14	Complete	Participated in this meeting
Participated in the Weekly DDI PM meeting with DPHHS and Xerox on 5/20/14	Complete	Participated in this meeting
Participated in the Work Plan Review meeting with DPHHS and Xerox on 5/20/14	Complete	Participated in this meeting
Participated in the Legislative Fiscal MMIS Sub-committee meeting with DPHHS and Xerox on 5/20/14	Complete	Participated in this meeting

Participated in the JIRA Training meeting with DPHHS and Xerox on 5/20/14	Complete	Participated in this meeting
Participated in the Work Plan Review meeting with DPHHS on 5/20/14	Complete	Participated in this meeting
Maintained the PK Remaining Requirements Report	In-progress	This is an on-going task. The Remaining Requirements report will be updated after each collaboration session and based on discussions from informal functional area meetings
Continued maintenance of the Change Control Board Log to track needed changes to the RFP	In-progress	-The Document of Record will be updated as needed -This is an on-going task
Finalizing the PK Project work plan	On-hold	The completion of the PK work plan task is in progress, but currently on-hold, pending the approval of the Xerox project work plan

Obstructions or Barriers

Obstruction/Barrier	Action Needed
<i>Lack of availability of Health Enterprise Experts for collaboration sessions.</i>	Xerox to provide a knowledgeable Health Enterprise SME for all Collaboration Sessions.
<i>Approved project work plan</i>	Xerox to present an approvable project work plan to DPHHS
<i>Gap tracking and process management concerns</i>	Processes for management of gaps should be established and followed

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Management Consultants