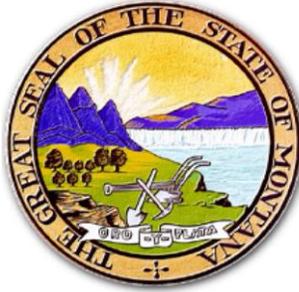


Deliverable to:

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

October 23, 2014

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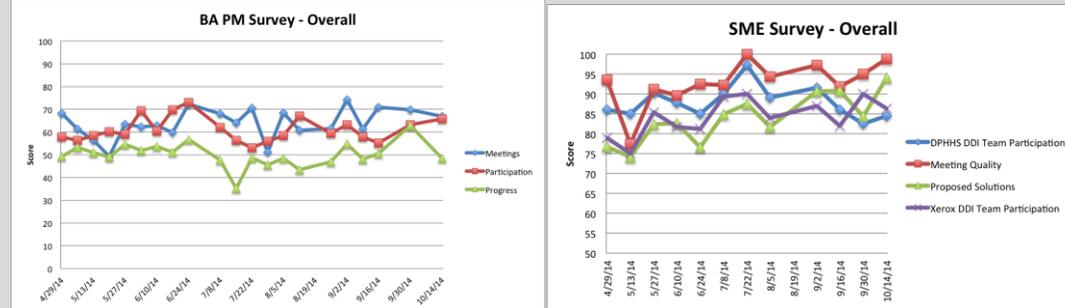
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1 - MMIS Project Quality

1.1 Project Summary

Current Phase:	Requirements Analysis/Iterative Design/Development
Most Recent PK Accomplishments:	Conducted review of the System Test Results Submitted for New OS+ (POS engine, PBM GUI and batch gaps) (PI29) interim deliverable, re-review of Technical Architecture Description (TAD) (PM178) deliverable, re-review of Test Cases and Scripts Submitted for POS Engine (PI422) deliverable, and re-review of the Project Test Guidelines (PM713) deliverable; participated in and scribed solution presentation concept review sessions, weeks of 9/22/14, 9/29/14, 10/6/14, and 10/13/14.
Next Major Milestone:	FADS Revised RSD Delivered to DPHHS – 10/22/14
Next Payment Milestone:	Benefit Plan – 11/16/15
Next Deliverable:	D: Project Configuration and Release Management Plan (PM733) – 11/3/14
Biggest Project Challenges:	<ul style="list-style-type: none"> • Quality issues with MT MMIS design sessions • Voluminous changes to the approved project work plan requested by Xerox • Large number of Xerox action items not addressed • Deliverable quality issues and late interim deliverables • Attrition of Xerox project staff (15 staff in last 6 months)
Status Overview	<p>Sprint 9 – Start: October 1 / Finish October 28. Functional Areas: Provider, Reference, Member, Contact Management, Claims Adjudication, Waiver, TPL, Claims Front End</p> <p>Deliverable Status – The Design Documentation for Provider Web Access Request (WA1870), System Test Cases for Global Functionality (CN2921), System Test Cases for Global Address (CN2772), and System Test Results Submitted for New OS+ (POS engine, PBM GUI and batch gaps) (PI29) interim deliverables were rejected by DPHHS. Additionally, there are currently three overdue interim deliverables. All deliverables have been submitted on time.</p> <p>Daikibo Methodology –Design sessions under this new approach began on April 23, 2014. PK has developed a survey for DPHHS BA/PMs and DPHHS SMEs to monitor the progress and quality of the design sessions. Survey results are provided to DPHHS and Xerox on a weekly basis. See below for the current BA/PM and SME survey results.</p>



Amendment 5 – This amendment will address, at a minimum, the re-planned Xerox work plan, the new payment milestones, liquidated damages, Line of Business, Architecture, and Oracle licenses. As of July 18, 2014, DPHHS and Xerox have reached agreement on Contract Amendment #5. This amendment was formally submitted to CMS on August 8, 2014.

Staffing Attrition – 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 35 Xerox project staff have resigned since July 2013. These staff are no longer working on the Montana MMIS DDI project:

- Management and key/named staff – Tom Olsen, Tony Franklin, Kimberly Price, Kevin McFarling, Alan Bratton, Phil Messina, Heather Monday, Neil Galloway, Chris Bertelsen, Rachelle McCann, Jennifer St. Clair (Director of Product Technologies), Goodney Zapp, Debbie Rieger, Kathy Olbekson
- Project Leads – Jean McCarthy, Bill Conklin, Julie Allen
- Functional Area Leads – Jean Beatty, Kristy Gilreath, Traci Byrd, Jessica Pickering, Walton Andrews, LaChelle Heard, Wendi Caldwell, Suzann Anderson, Dulaney Stehl, Deepti Nair
- Functional Area Business Analysts – Kris Feliciano, Barbara Harkin, Zeldia Thunderbird, Joel Getz
- Project Support Staff – Laura Griggs (Health Enterprise expert), Paul Lefever (testing analyst), and 3 key architecture staff, Mary Bomar (scribe), Trish Alexander (testing analyst)

Performance Indicator Panel Key

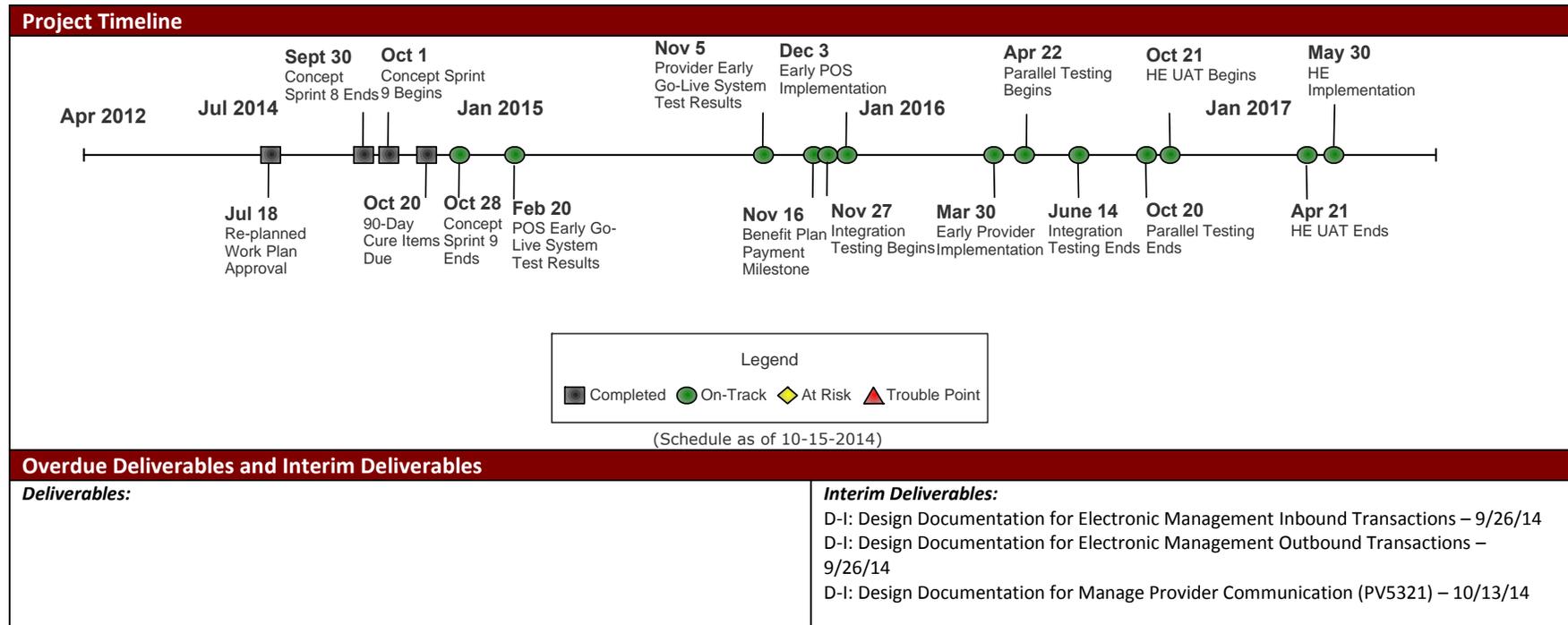
 Green: no risk identified risk	 Yellow: identified risk – must be actively managed	 Red: identified problem – requires mitigation
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Project Status

Overall:  red
 NOTE: The overall project status is red due to quality issues with design sessions, Xerox requested changes to the approved work plan, deliverable quality issues and late interim deliverables, the large number of Xerox action items not addressed, gap tracking and process management issues, and the attrition of Xerox staff.

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

- Schedule is red due to the large number of Xerox requested changes to the work plan approved on July 18, and due to the Xerox reported SPI, which is currently inflated based on the Xerox reporting of past un-used tasks as 100% complete.
- Scope is yellow due to the large number of Xerox action items not addressed and lack of an action item management plan to aid prevention of this issue going forward.
- Resources were previously being reported as green, based on the Xerox resource allocation reporting in their weekly status report. This category has been updated to red due to the ongoing attrition Xerox project staff, the impact of the attrition on the project, and Xerox’s inability to reduce the attrition or the corresponding negative impacts.



1.2 Recommended Priorities for Next Reporting Period

Recommended Priorities	Responsible Party	Risk Level

Risk Level Key:

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

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

Issue	What's Been Done	What's Still Needed
<p><i>1) Large number of Xerox Action Items not addressed</i></p> <ul style="list-style-type: none"> - Xerox currently has 399 open action items, and 186 of these action items are overdue - 175 of the Xerox open action items have been open for more than 12 weeks - Xerox currently has 1,484 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. - Xerox in the Xerox Corrective Action and Mitigation Plan, Xerox references an Action Item Management Plan, which is incomplete - Some Xerox functional teams are completing action items, when the action has not yet been completed. See examples below: <ul style="list-style-type: none"> o AI5448 – states “The current logic will be updated during sprint sessions.” The logic needs to be updated before the sprint 	<ul style="list-style-type: none"> - Action item metrics are presented to Xerox on a weekly basis - Xerox delivered an Action Item Corrective Action and Mitigation Plan on 8/8/14 - DPHHS delivered comments on this plan to Xerox on 8/12/14 - Xerox resubmitted the Action Item Corrective Action and Mitigation Plan to DPHHS on 8/29/14 - DPHHS delivered comments on this plan to Xerox on 9/11/14 	<ul style="list-style-type: none"> - Xerox to re-deliver the Action Item Corrective Action and Mitigation Plan, with DPHHS comments incorporated

Issue	What's Been Done	What's Still Needed
<p>session, which is Sprint 8. This should be updated in exhibit 4.1 and the resolution should be documented in this action item before it is completed</p> <ul style="list-style-type: none"> ○ AI5563 – should create the business rule and exception code, and these should be documented in this action item ○ AI6043 – should make all the changes to exhibit 4.4 so that when exhibit 4.4 is added to exhibit 4.1, we know that everything has been captured. Combining exhibits 4.1 & 4.4 does not make this action item obsolete ○ AI5560 – The discussion in the action item does not indicate whether the documentation been updated. It is not clear whether the Svc Location CLIA # field is needed ○ AI 7865 – the AI asked to document a project process. The AI was completed without an explanation ○ AI 7780 – AI request to transfer a gap. The AI was completed without the action being done ○ AI 8204 – AI requested information about the legacy system. The AI was completed without the questions being answered - No response has been received from Xerox to the AIs completed in error email described above, sent on 9/18/14 - Xerox delivered 180 Action Items with proposed due date changes on 9/23/14 		

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - DPHHS reviewed proposed action item due date changes and sent responses on 9/29/14 and 10/16/14 		
<p>2) <i>Quality issues with MT MMIS design sessions</i></p>		
<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 - Need to improve Xerox BA coordination with DPHHS BAs prior to the session - Failure to clearly state the desired outcome of the session - Inability to accurately estimate the planned duration for the material being presented - Presenters/leads are not familiar with the MMIS RFP and Xerox response - Scribes should be onsite for the sessions so they can hear all discussion in the room and the notes can be displayed - Some material presented in SME sessions has not been in a ready for delivery status - Many of the Xerox POPs, Functional Area leads and HE Experts are not on site for the concept sessions - Xerox has experienced delays in updating 	<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 - PK developed a new BA/PM and SME survey to track the progress and quality of the design session, beginning 4/23/14 - Survey results are provided to Xerox on a weekly basis - SME meeting frequency has been reduced to bi-weekly - Xerox has restructured the Daikibo solution review meetings to be 2.5 hours long each - Stand-up meetings and POP meetings were combined with the solution presentation meetings 	<ul style="list-style-type: none"> - Xerox to conduct training for staff - Survey results are delivered to Xerox on a weekly basis - Xerox to improve velocity on ready for development gaps/use cases for presentation in SME sessions

Issue	What's Been Done	What's Still Needed
<p>documentation for the active functional area sprints</p> <ul style="list-style-type: none"> - Xerox has experienced delays in incorporating proposed solutions to the prototype - The Service Auth design sessions are disorganized and progress is slow - The Claims Adjudication documentation is not being updated before the sessions, the DPHHS lead is updating the documentation - Waiver sessions are ending early because Xerox is not preparing enough material to fill the full 2.5 hour session - Reference sessions require cross-functional discussions with the functional areas that will be utilizing the Reference data - Review sessions to determine improvements to velocity were held for Provider, Member, Contact Management, Claims Adjudication, Web Portal and Reference during the week of 9/15/14 - Member sessions the weeks of 10/13/14 and 10/20/14 have been somewhat disorganized <ul style="list-style-type: none"> o Research on previous discussions and documents not done ahead of time o Not all action items that affected the use cases were completed o Analysis of Legacy Business Rules was not completed prior to the start of the sprint - There have been phone and projector issues in many of the sessions during the month of 		

Issue	What's Been Done	What's Still Needed
October 2014		
<i>3) Gap tracking and process management concerns</i>		
<ul style="list-style-type: none"> - BAs and PMs are unable to locate many Gaps in the Consolidated RSD and Consolidated RTM - There are 383 gaps in DOORS that have not been mapped to a UI specification 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - 148 requirements remain for initial discussion in sessions for potential gap identification - Xerox delivered updated information on 14 outstanding Remaining Requirements on 7/23/14 - DPHHS/PK responded on 8/6/14, noting that only 5 of the 14 requirements were actually resolved - Xerox re-delivered their remaining requirements update on 8/15/14 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - 148 requirements remain for initial discussion in sessions for potential gap identification - 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 to deliver review comments to Xerox on the remaining requirements update delivered on 8/15/14
<i>4) Lack of availability of Health Enterprise (HE) Experts for collaboration sessions</i>		
<ul style="list-style-type: none"> - When the new concept 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, 	<ul style="list-style-type: none"> - An issue has been entered in the Xerox SharePoint list - DPHHS has requested that an HE SME be present for each collaboration and design session - Xerox provides a spreadsheet, identifying the HE Expert for each 	<ul style="list-style-type: none"> - Knowledgeable Xerox Health Enterprise experts on site for each collaboration and design session - Xerox expert attendance and participation will be evaluated for each session with the concept session survey

Issue	What's Been Done	What's Still Needed
<p>gaps cannot be properly identified</p> <ul style="list-style-type: none"> - Xerox has made improvements that have partially addressed this issue, however HE Expert support continues to be inconsistent - This issue will be kept open and monitored closely, on a daily basis - Tim Phelon is the lead and the HE Expert for Member, but does not have extensive HE knowledge - In Reference, there are three experts that rotate in and out to support the sessions. There is not continuity and each expert for a given week is not up to speed on what happened the previous week. Mary Lynn and Robin are not listed as experts on the MT SME Coverage spreadsheet. - At times HE Experts leave the session meetings early, without announcing their departure - Sprint agendas which identify the HE Expert are for the whole month, so you don't always know which Expert is going to be on the phone supporting a session on a particular day - The reference expert, Kati Tabert, has not participated in Reference sessions for the last two weeks - Xerox has informed DPHHS that Kati Tabert is no longer the Reference HE expert - Claims experts do not have detailed knowledge of the exhibits and must inquire 	<p>functional area, on a weekly basis</p> <ul style="list-style-type: none"> - This issue is reviewed weekly during the Xerox Weekly DDI PM meeting - Robin Shank has been identified as the consistent Reference expert 	<ul style="list-style-type: none"> - Results of the evaluation will be reported to Xerox on a weekly basis - Xerox to supplement Tim Phelon with a Health Enterprise Member Expert - Attendees should be notified at the beginning of a meeting if an HE Expert will need to drop off of the call early - If the expert changes for a functional area, based on the topic being discussed, Xerox should communicate the change to DPHHS

Issue	What's Been Done	What's Still Needed
<p>with developers after sessions, in order to provide explanations and answers to questions</p>		
<p><i>5) 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 - Xerox delivered the populated matrix to DPHHS on 6/7/13, however population of data for three of the COTS products is incomplete - Xerox delivered an updated matrix to DPHHS on 6/25/13, however the population of data for ImpactPro is not complete - DPHHS conducted an initial internal review of the populated matrix on 6/25/13 - DPHHS delivered review comments to Xerox on the populated COTS matrix on 7/29/13 - Xerox delivered an updated matrix, including the population of ImpactPro data - 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 	<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 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 - DPHHS re-delivered the feedback they had originally provided in February 2014, on 7/25/14 - Xerox re-delivered the COTS Matrix to DPHHS on 10/12/14 - DPHHS submitted review comments to Xerox on 10/13/14 	<ul style="list-style-type: none"> - Xerox to re-deliver the COTS matrix to DPHHS - Xerox to schedule a meeting for discussion

Issue	What's Been Done	What's Still Needed
<p>been changed to 10/15/13</p> <ul style="list-style-type: none"> - The Xerox review and comment date has been changed to 11/15/13 		
<p>6) Limited DPHHS/PK access to JIRA, Sonar, RQM, and CQ</p>		
<ul style="list-style-type: none"> - Access to these tools is needed for DPHHS/PK to have visibility to development, testing progress and defect identification and resolution - Until expanded access is provided, PK has requested that Xerox provide defect metrics, per the system test plan - Access to RQM was provided for some users on 4/25/13, and RQM training was provided on 5/29/13 - Adequate content for backlog management across the entire system does not appear to exist - Access to the comprehensive HE backlog is not currently available - Needed metrics for reporting on JIRA task progress have not yet been configured - DPHHS is experiencing access issues to many of the Xerox tools - Xerox believes the current Cisco VPN client is incompatible with Windows 8 - DPHHS is also experiencing non-Windows 8 access issues to some of the Xerox tools 	<ul style="list-style-type: none"> - RQM training was provided on 5/29/13 - Access to JIRA was provided to six DPHHS/PK staff on 1/31/14 - 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 - DPHHS delivered an updated version of the Client Access Tools spreadsheet to Xerox on 8/6/14 - Xerox delivered an updated Client Access Tools spreadsheet on 8/18/14 	<ul style="list-style-type: none"> - Xerox to complete the re-configuration of JIRA in order to provide the needed metrics for project reporting - Xerox to provide access to the additional staff and trouble-shoot the access issues identified in the Client Access Tools spreadsheet on 8/6/14 - Xerox will have 90 days from the effective date of contract amendment #5 to develop and deploy comprehensive project management and sprint reporting, metrics, use case dependencies, and resource allocation reporting against Microsoft Project work plan and the JIRA repository. The project management reports must be on-line real-time reports that are accessible by DPHHS. - Xerox to resolve outstanding access issues to tools within the VDI

Issue	What's Been Done	What's Still Needed
	<ul style="list-style-type: none"> - Xerox provided a document containing instructions for access to all Xerox tools on 8/28/14 - Xerox is testing AnyConnect, which is a new version of the Cisco VPN client - Access to Xerox SharePoint has been restored for Rhonda Brinkoeter and Bree Thompson - Xerox provided VDI on 9/23/14, which allows access to Microsoft Project, Sonar, JIRA, RQM and CQ - DPHHS has requested that the following additional links be added to the VDI: <ul style="list-style-type: none"> ·Project 2007 thick client ·Project Management Metrics Portal ·DOORS Thick Client ·DOORS ·JIRA ·RQM ·ClearQuest ·Sonar ·Env92 ·MAE ·MT HE Prototype 	
<hr/> <p><i>7) Attrition of Xerox staff transitioned to Cognizant</i></p> <hr/>		

Issue	What's Been Done	What's Still Needed
<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 staff hired to work on the Montana DDI project, that previously worked for the fiscal agent, will be transitioned to Cognizant employees effective 10/1/13 - There is a risk that essential Montana DDI team members will leave Xerox due to this transition - This transition should exclude named project staff, however Chris Bertelsen has been transitioned to Cognizant - Tony Franklin (DDI Manager) and Tom Olsen (PMO Project Manager) have resigned from Xerox - Kimberly Price (DDI Manager) has resigned from Xerox - Phil Messina (Interfaces Functional Lead), Kris Feliciano (DSS 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 	<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 - The risk status was updated to "Occurring" on 9/23/13 - 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 staffing proposal on 1/6/14 - 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 	<ul style="list-style-type: none"> - Xerox to identify new leads for and Financial and Claims Payment, and provide training and background information on the functional areas progress to date - Xerox to identify a new Training lead

Issue	What's Been Done	What's Still Needed
- Jean Beatty (TPL Functional Lead) has resigned from Xerox	- DPHHS rejected the staff proposed for these PM Analyst and	
- Kristy Gilreath (Financial & Claims Payment Functional Team Lead) has resigned from Xerox	Conversion Manager named positions on 2/10/14	
- Jean McCarthy (Requirements Manager) and Bill Conklin (Functional Product Lead) have resigned from Xerox	- Xerox submitted a staffing proposal to replace the PM Analyst and	
- Tracy Byrd (Provider Functional Lead) left the MT project in October 2013	Conversion Manager named positions on 3/3/14	
- Neil Galloway (Data Conversion & Interfaces Manager) retired, effective 12/31/13	- DPHHS approved the Xerox proposed resources for the PM	
- Jessica Pickering (Web Portal and Architecture Functional Lead) resigned from Xerox, effective 1/3/14	Analyst and Conversion Manager named positions on 3/7/14	
- Julie Allen (Functional Product Lead) resigned from Xerox, effective 2/5/14	- Xerox proposed Chris Bertelsen for the open PM Analyst position on	
- Paul Lefever (Testing Analyst) resigned from Xerox, effective 1/27/14	5/6/14	
- Barbara Harkin (Claims Functional Business Analyst) is being reassigned to another division in Xerox, effective 2/24/14	- DPHHS approved Chris Bertelsen as the PM Analyst on 5/16/14	
- Zelda Thunderbird (Claims Functional Business Analyst) resigned from Xerox, effective 2/14/14		
- Joel Goetz (Web Portal and Architecture Functional Business Analyst) has resigned from Xerox, effective 4/4/14		
- Rachelle McCann (PMO) has resigned from Xerox, effective 4/11/14		
- Laura Griggs (Provider Expert) has resigned		

Issue	What's Been Done	What's Still Needed
<p>from Xerox, effective 5/2/14</p> <ul style="list-style-type: none"> - Jennifer St. Clair (Director of Product Technologies) has resigned from Xerox, effective 5/23/14 - Walton Andrews (Financial Functional Lead) has resigned from Xerox, effective 6/4/14 - Mary Bomar (Scribe) has resigned from Xerox, effective 7/3/14 - LaChelle Heard (Member Functional Lead) has resigned from Xerox, effective 6/30/14 - Wendi Caldwell (Reference Functional Lead) has resigned from Xerox, effective 6/30/14 - Goodney Zapp (Cognizant PM) is no longer working on the MT MMIS project, effective 7/11/14 - Debbie Rieger (PMO Project Manager) resigned from Xerox, effective 7/25/14 - Kathy Olbekson (DSS Lead) resigned from Xerox, effective 8/13/14 - Suzann Anderson (Provider Functional Lead and Expert) has resigned from Xerox, effective 9/4/14 - Trish Alexander (Claims Testing Analyst) has resigned from Xerox, effective 8/29/14 - Suzann Anderson (Provider Lead and Expert) has resigned from Xerox, effective 9/4/14 - Dulaney Stehl (Managed Care and Care Management Functional Lead) resigned from Xerox, effective 9/30/14 - Deepti Nair has been reassigned from the MT project, effective 10/17/14 		

Issue	What's Been Done	What's Still Needed
<i>8) Business Rules Process</i>		
<ul style="list-style-type: none"> - Xerox to establish a process for review of business rules, including business rules selected by DPHHS for externalization, during concept review sessions 	<ul style="list-style-type: none"> - Issue entered in the Xerox SharePoint - 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 selected for externalization on 5/16/14 - An architecture meeting with DPHHS and Xerox was conducted on 7/10/14 - Xerox delivered their proposed Business Rules process on 8/18/14 - DPHHS delivered review comments on the Xerox proposed Business Rules process on 8/22/14 - Xerox re-delivered their proposed business rules and valid values process documentation to DPHHS on 10/1/14 - PK facilitated a walk-through of the business rules process document comments with DPHHS on 10/10/14 - DPHHS delivered review comments on the Xerox proposed Business Rules process on 10/15/14 	<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 area leads for review in concept sessions - Xerox to review and respond to DPHHS request for business rules externalization - Xerox to re-deliver their Business Rules Process document with DPHHS comments incorporated

Issue	What's Been Done	What's Still Needed
<p><i>9) 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 - Xerox stated during the 8/28/14 governance meeting that personal transportation claims will be handled as a claim in HE - Xerox plans to present this solution in a future sprint 	<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 - DPHHS to request that Xerox add a task to JIRA - DPHHS to request that a use case, which addresses these claims, be identified
<p><i>10) Xerox is not following the escalation procedure outlined in the Issue Management Plan</i></p> <ul style="list-style-type: none"> - Critical issues with due dates that have passed without resolution should be escalated per the Escalation Procedure - Issues in the Xerox SharePoint are not being actively managed - The Xerox Issue Management Plan outlines the escalation procedure 	<ul style="list-style-type: none"> - This was discussed with Xerox during the 8/14/14 Governance meeting 	<ul style="list-style-type: none"> - Xerox to follow the approved Issue Management Plan - Xerox to propose corrective action plans for all critical issues
<p><i>11) Xerox is not developing and implementing risk mitigation and contingency plans for identified risks</i></p> <ul style="list-style-type: none"> - Identified risks do not have appropriate risk mitigation and contingency plans - Risks in the Xerox SharePoint are not being actively managed - The Xerox Risk Management Plan outlines the escalation procedure 	<ul style="list-style-type: none"> - This was discussed with Xerox during the 8/14/14 Governance meeting 	<ul style="list-style-type: none"> - Xerox to propose risk mitigation and contingency plans for all critical risks - Xerox to follow the approved Risk Management Plan

Issue	What's Been Done	What's Still Needed
<p><i>12) The Claims Adjudication functional area is falling behind on planned work for their sprints</i></p> <ul style="list-style-type: none"> - The documentation pre-dates the NH system and is not being updated prior to presentation in sessions - The DPHHS Claims Adj lead has spent time updating the documentation 	<ul style="list-style-type: none"> - A meeting was held on 8/8/14 to discuss mitigation for this problem - Xerox has committed to do the following: <ul style="list-style-type: none"> o Offshore ownership to prepare documentation pre-session o Ensure Claims BAs are trained to review code and reverse engineer to prepare documentation in advance of sessions o FAS involvement o Extraction of legacy BRs o Addition of BAs 	<ul style="list-style-type: none"> - Xerox to implement their proposed solutions to improve Claims velocity
<p><i>13) Xerox is completing "un-needed" tasks in the work plan</i></p> <ul style="list-style-type: none"> - Tasks that Xerox has deemed to be no longer necessary are being marked as 100% complete - This will erroneously inflate the earned value - It is unclear to DPHHS whether is tasks are actually un-needed, or whether they are not needed in the current sprint - The past and current tasks identified total 6,556 baseline work hours 	<ul style="list-style-type: none"> - DPHHS has requested that Xerox provide an assessment and recommendation in order to determine the overall impact on the work plan - On 9/26/14 Xerox delivered a list of identified past and current tasks - On 10/21/14 Xerox delivered a list of identified future tasks - This list was reviewed during the 10/21/14 Governance meeting 	<ul style="list-style-type: none"> - Xerox to provide an assessment of the affected tasks - Xerox to propose an alternate solution to marking these uncompleted tasks 100% complete
<p><i>14) Issues with the Xerox SPI calculation</i></p> <ul style="list-style-type: none"> - The Xerox reported SPI is .975 on 8/26/14, which is "yellow" based on their status 	<ul style="list-style-type: none"> - On 8/24/14, Xerox applied their solution to 12 of these tasks 	<ul style="list-style-type: none"> - Xerox to apply their solution to the tasks in the remaining 5 plans, for

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - criteria metrics - Xerox has reported an issue discovered on tasks that had a % complete reported, when their duration was extended during the re-planning - There are 312 total tasks impacted - Xerox presented three options for addressing the issue on the individual tasks 	<ul style="list-style-type: none"> - Xerox has identified the cause of this issue as a "contouring" problem in Microsoft Project - Xerox has corrected the contouring in all but 5 of the project work plans - Xerox identified problems with the corrections made in 5 of the plans and are currently working to resolve these 	<p>inclusion in the 10/28/14 Xerox Weekly Status report</p>
<p><i>15) Xerox requested alignment of the work plan with the September version of the Concept Release Plan</i></p>		
<ul style="list-style-type: none"> - Xerox has stated that approximately 20% of the approved work plan tasks will need to change in order to achieve this alignment - Many interim deliverable due dates will change as a result of this re-alignment - Xerox has stated that no deliverables or payment milestones will change 	<ul style="list-style-type: none"> - Xerox conducted an assessment of the needed changes - Xerox presented a partial proposal for the realignment on 10/22/14 - Meetings were conducted to discuss the realignment on 10/20/14, 10/21/14, and 10/22/14 - Xerox provided a spreadsheet outlining tasks to be moved and their move from dates and move by sprints on 10/22/14 - Xerox to provide additional supporting detail for the proposed realignment tasks on 10/23/14 	<ul style="list-style-type: none"> - Xerox to propose a detailed plan for the realignment to DPHHS by 10/15/14 - DPHHS to evaluate the detailed spreadsheet provided by Xerox on 10/22/14 and provide review comments to Xerox
<p><i>16) The Design Documentation for Provider Web Access Request (WA1870) interim deliverable was rejected by DPHHS</i></p>		
<ul style="list-style-type: none"> - The design effort reflected in this interim 	<ul style="list-style-type: none"> - The interim deliverable was 	<ul style="list-style-type: none"> - Xerox to resubmit this interim

Issue	What's Been Done	What's Still Needed
deliverable was not complete – The interim deliverable was missing gaps, business rules, and supporting design exhibits	rejected by DPHHS on 10/3/14	deliverable with corrections
<i>17) The System Test Cases for Global Functionality (CN2921) interim deliverable was rejected by DPHHS</i>		
– The comments provided by DPHHS for the related design documentation were not reflected in this interim test case deliverable	– The interim deliverable was rejected by DPHHS on 10/15/14	– Xerox to resubmit this interim deliverable with corrections
<i>18) The System Test Cases for Global Address (CN2772) interim deliverable was rejected by DPHHS</i>		
– The comments provided by DPHHS for the related design documentation were not reflected in this interim test case deliverable	– The interim deliverable was rejected by DPHHS on 10/15/14	– Xerox to resubmit this interim deliverable with corrections
<i>19) The System Test Results Submitted for New OS+ (POS engine, PBM GUI and batch gaps) (PI29) interim deliverable was rejected by DPHHS</i>		
– This interim deliverable did not include all of the information called for in the MT MMIS System Test Plan, Section 3.2.4 Test Results – The system test results do not meet the pass/fail criteria defined in the MT MMIS System Test Plan, Section 7 – The MT MMIS System Test Plan includes Pharmacy in it's statement of scope	– The interim deliverable was rejected by DPHHS on 10/22/14	– Xerox to resubmit this interim deliverable with corrections

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
<i>1) Xerox is deferring unfinished sprint functionality to later sprints</i>		
<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 - Sprint retrospectives indicate that gaps are being deferred to later sprints than originally planned - Xerox has not previously used the Agile methodology to implement an MMIS - Xerox is moving many gaps and use cases to future sprints, as the work planned for current sprints is not being completed 	<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 - DPHHS and Xerox to Participate in Sprint Retrospectives
<i>2) 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>		
<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"> - A risk has been entered in the Xerox SharePoint Risk List - Internal DPHHS discussion was held on 7/8/13 - DPHHS delivered a document to Xerox on 2/3/14, articulating their provider data concerns - DPHHS and Xerox reviewed this document in the Provider Enrollment 	<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

Risk	What's Been Done	Recommendation
	<p>Data Collection meeting on 2/5/14</p> <ul style="list-style-type: none"> - Xerox presented solutions to some of the DPHHS documented data concerns in last week's Provider Enrollment Data Collection meeting on 3/12/14 - 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 - Xerox provided a demonstration outlining how the provider data issues are being addressed, during the governance meeting on 8/28/14 	<p>Concept sessions</p>
<p><i>3) 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 - Workflows give both staff and supervisors 	<ul style="list-style-type: none"> - A risk has been entered in the Xerox SharePoint - Craig Krause attended XTCM workflow training 	<ul style="list-style-type: none"> - Xerox to present a plan for inclusion of workflows for assigning and managing work in HE - Xerox to provide training to

Risk	What's Been Done	Recommendation
<p>the ability to quickly and easily identify the quantity and priority of outstanding work</p> <ul style="list-style-type: none"> - 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"> - 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 - DPHHS compiled all occurrences of workflow requirements in the RFP - DPHHS compiled a list of all identified workflow gaps - 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 again asked DPHHS to 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 	<p>functional teams on workflows</p> <ul style="list-style-type: none"> - DPHHS and Xerox to conduct a meeting to review draft workflow specs for workflow types 2, 3 and 4

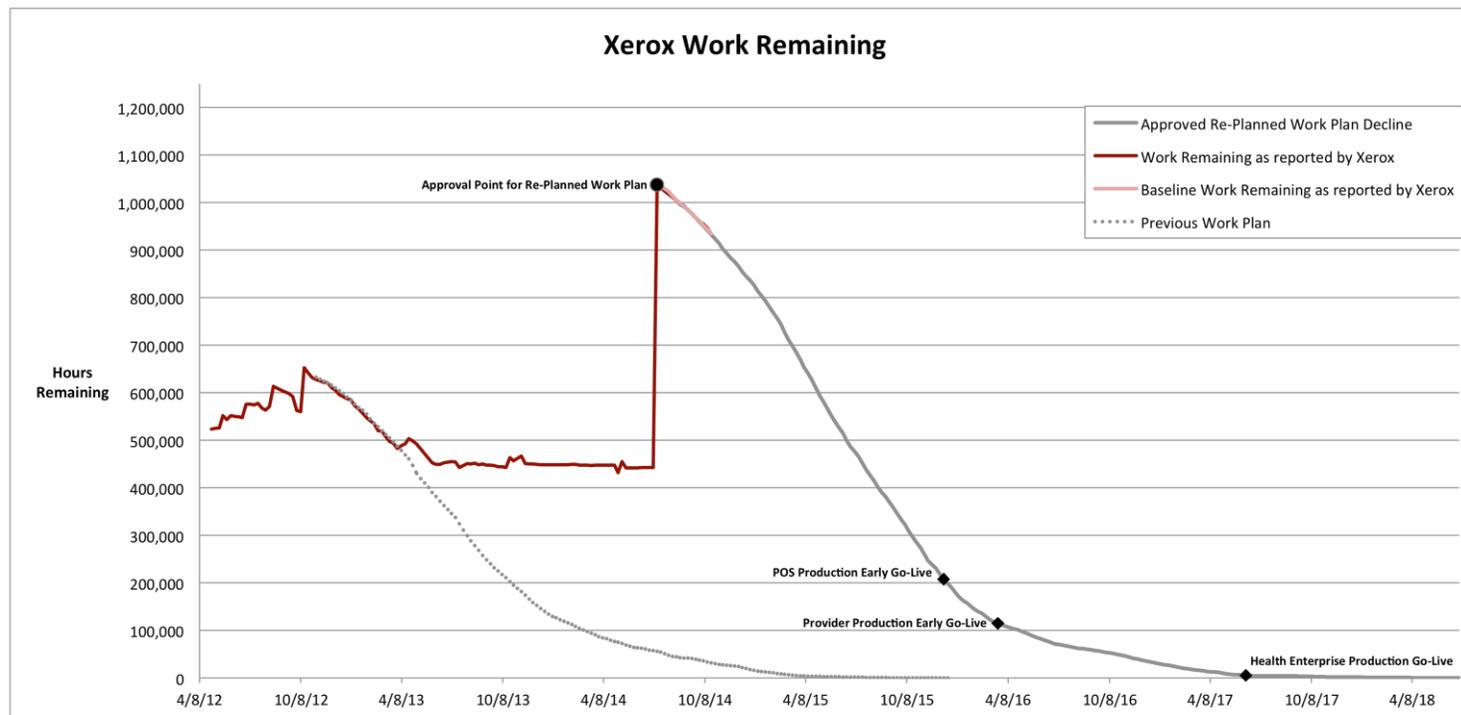
Risk	What's Been Done	Recommendation
	<p>delivered by Xerox</p> <ul style="list-style-type: none"> - Xerox delivered the XCM specification on 4/22/14 - Workflow meetings with DPHHS and Xerox were held on 7/29/14 and 7/30/14 - Internal DPHHS meetings to review the workflow spec with the DPHHS SMEs were held on 8/11/14 and 8/12/14 - DPHHS delivered a workflow specification to Xerox on 8/15/14 - A workflow meeting with DPHHS and Xerox was conducted on 8/26/14 - Xerox delivered a recommended workflow process diagram on 9/8/14 - A workflow meeting with DPHHS and Xerox was conducted on 9/16/14 - A workflow meeting with DPHHS and Xerox was conducted on 9/24/14 - DPHHS delivered the draft spec for work type 2 (HE existing work) on 10/10/14 - Xerox delivered draft specs for workflow types 3 & 4 to DPHHS on 10/10/14 	
<p><i>4) 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 	<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

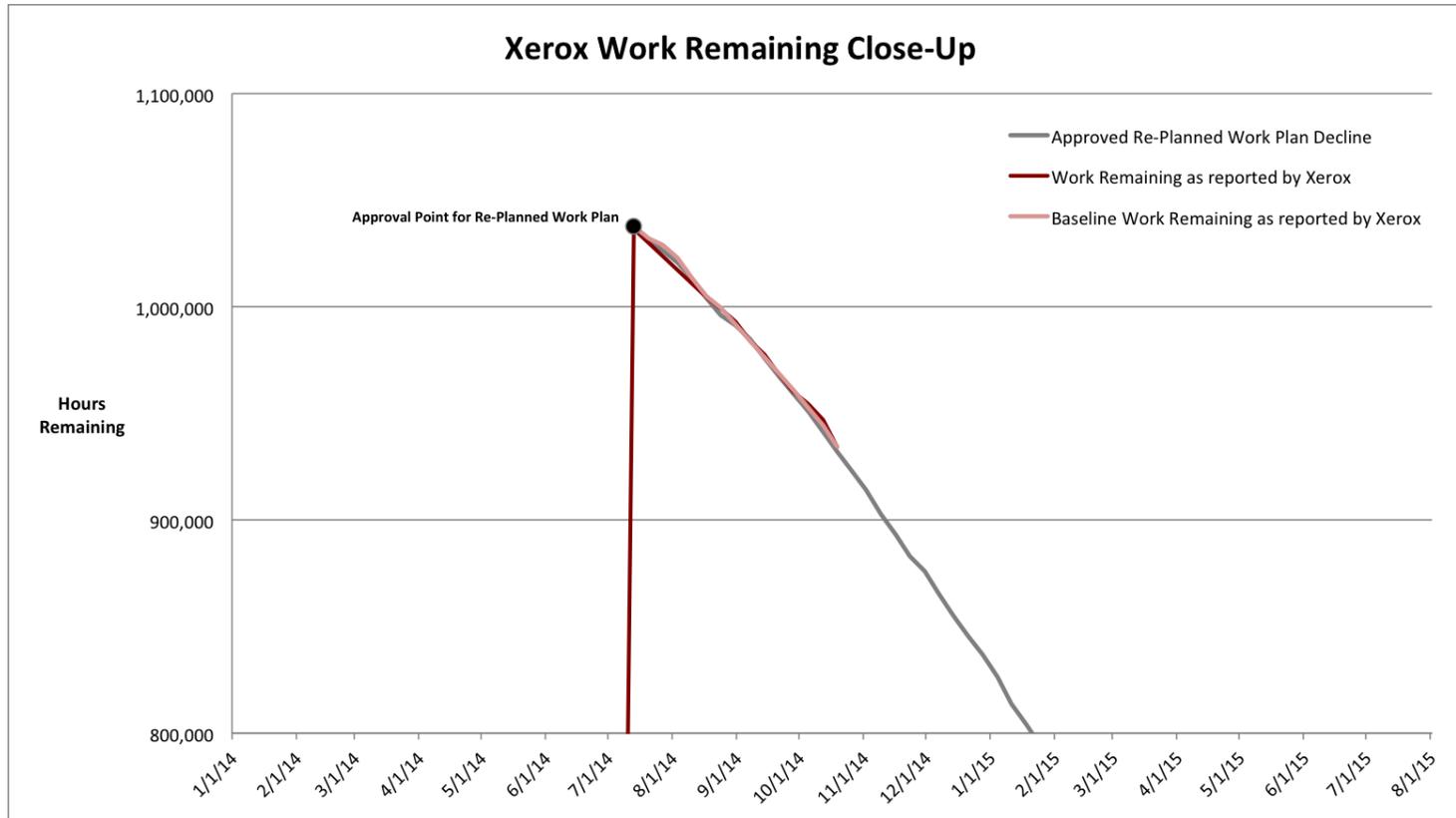
Risk	What's Been Done	Recommendation
<p>occurred in the earlier sessions</p> <ul style="list-style-type: none"> - It is not a good use of DPHHS SME time to repeat information provided to the original Xerox teams 		<p>review meeting minutes from the requirements and early design sessions</p>
<p><i>5) 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 an 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 - As part of the cure for the material breach, Xerox has 90 days to correctly implement dependencies for the concept and delivery sprints, and correctly align the dependencies in the Concept Release Plan and JIRA - Per the Xerox Daikibo training materials, design documentation to be presented in concept sessions should be complete, accurate, and representative of the functionality in HE env92 	<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 - CR136 – Complementing the MT SPARKS-ITS Methodology with Agile Daikibo was signed by DPHHS on 7/14/14 - Xerox delivered a new proposed Concept Release Plan on 9/16/14 - DPHHS provided review comments on the Concept Release Plan on 9/24/14 - Xerox is currently evaluating a new approach to the concept sprints 	<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

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

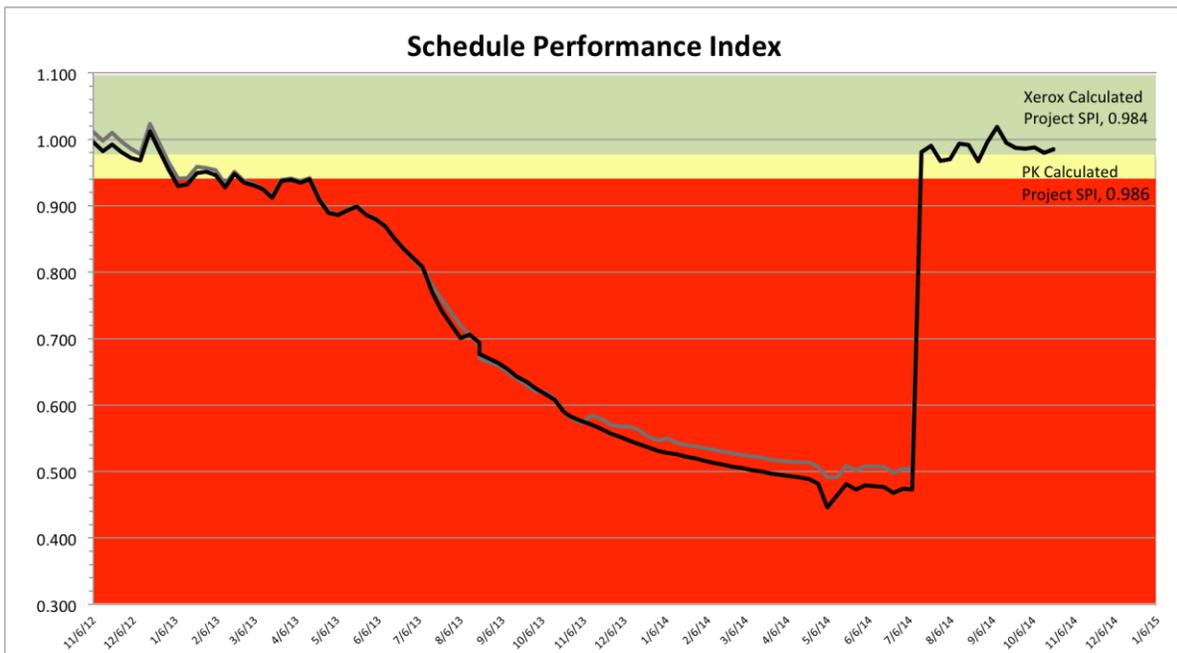




Schedule Performance Index (SPI)

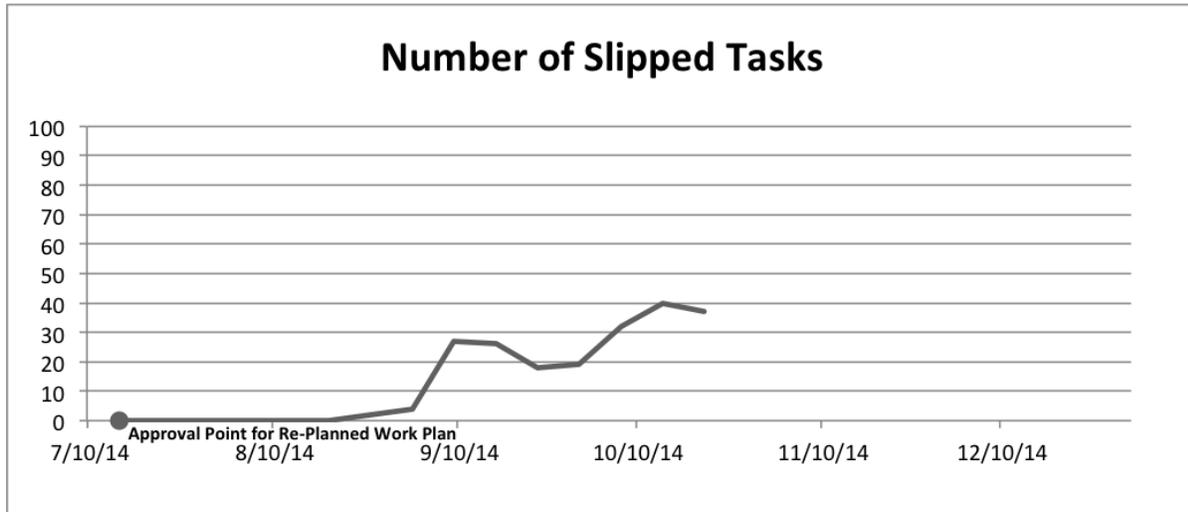
The PK calculated SPI may vary from Xerox reported number based on the following difference in Planned / Earned Value measurement:

- Xerox calculates planned value at the task level while evenly distributing planned hours over the lifetime of the task. As of the July 18, 2014 Monthly Report, Xerox performs a manual calculation for earned value by multiplying the total Baseline Cost by the % work complete. This manual calculation is necessary as the MS Project Server was not able to accurately “roll-up” the values from the thirty-five sub-plans into the “Master Project Sprint Schedule” work plan.
- PK calculates planned value by the hours scheduled to have been completed to date.
- PK continues to use the earned value calculations reported by Xerox in the SPI calculation.



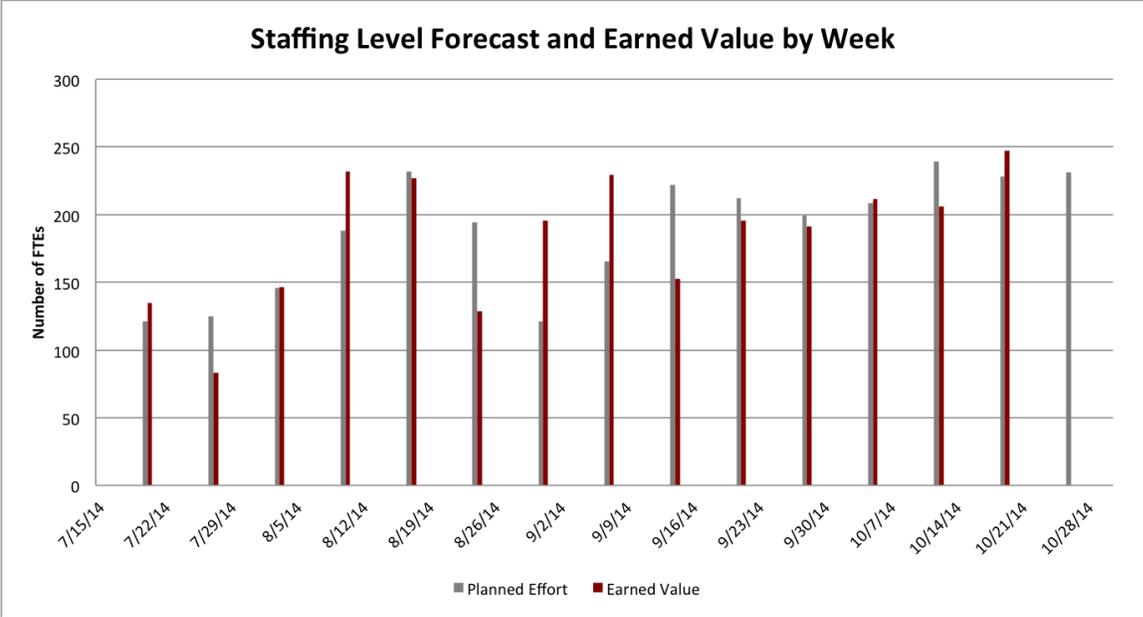
Slipped Tasks

Slipped tasks are tasks whose baseline start and/or finish dates have passed.



There were 26 slipped tasks reported by Xerox on 9/16/14, for the period ending 9/12/14.

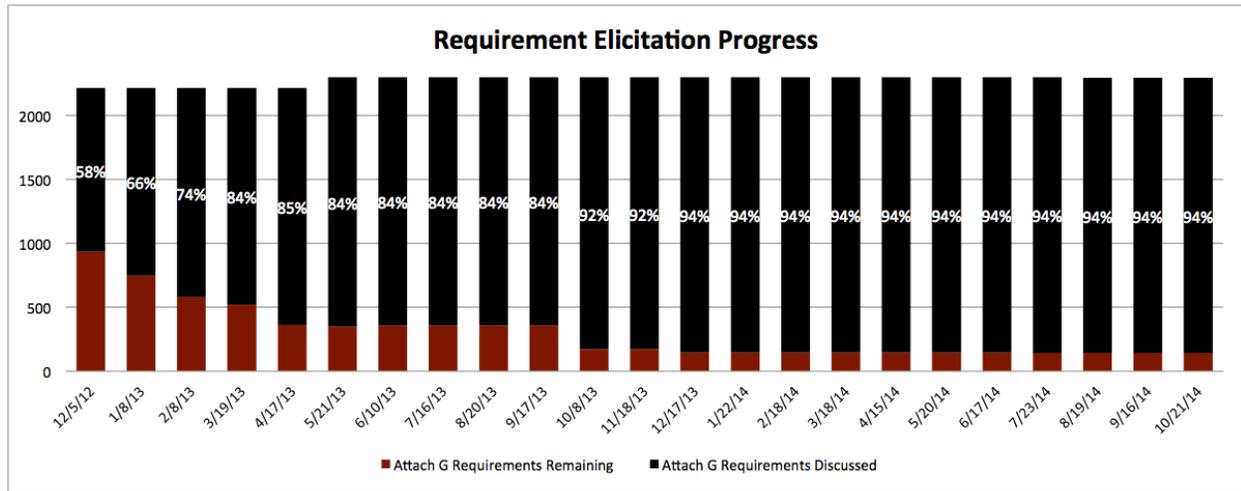
Staffing Level Forecast and Earned Value



Xerox Functional Area Sprint – Progression and Approval

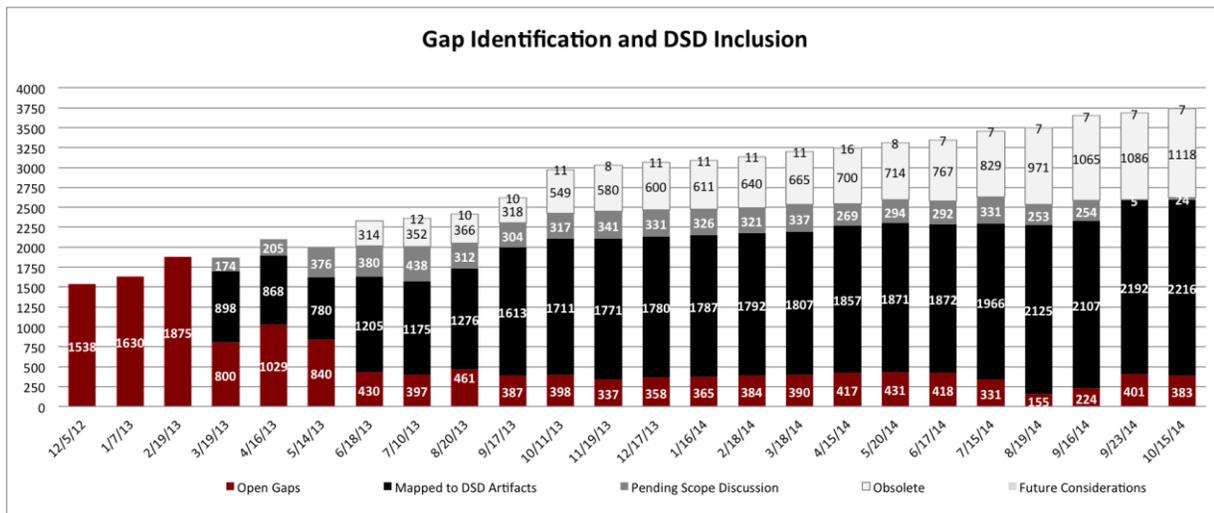
The information to complete this graphic is part of the 90-day plan for Xerox metrics. This graphic will be updated at that time.

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

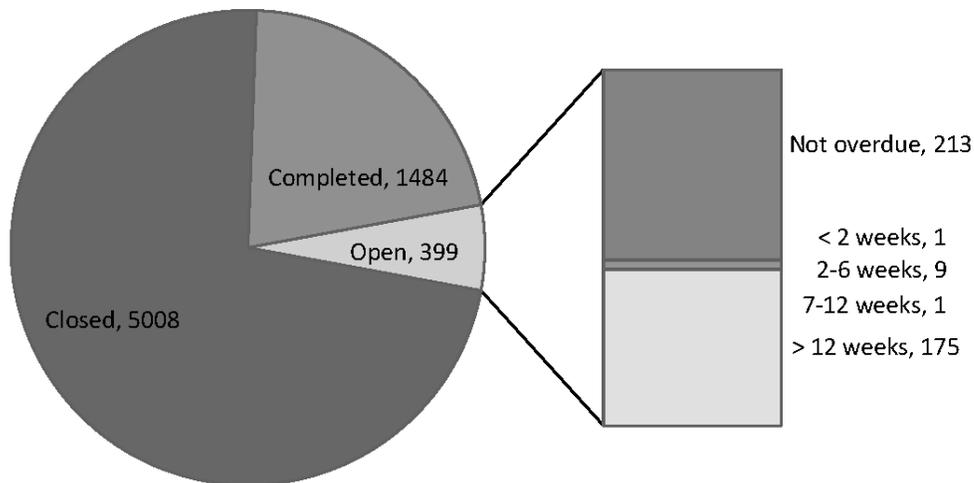


Note: The number at the top of each column (starting in July 2013) is the count of gaps with the status "Future Consideration".

- The Out of Scope Gap count has increased by 19 since the September monthly report
- There are 20 gaps in a "New" status in DOORS
- There are 60 gaps in a "Pending" status in DOORS
- 29% of identified gaps have been assigned a status of "Obsolete" in DOORS
- The Obsolete Gap count has increased by 93 since the September monthly report
- There are a large number of gaps (224) that have not been mapped to a DSD artifact. This number has increased by 69 since the August report
- Total gaps are 3,650

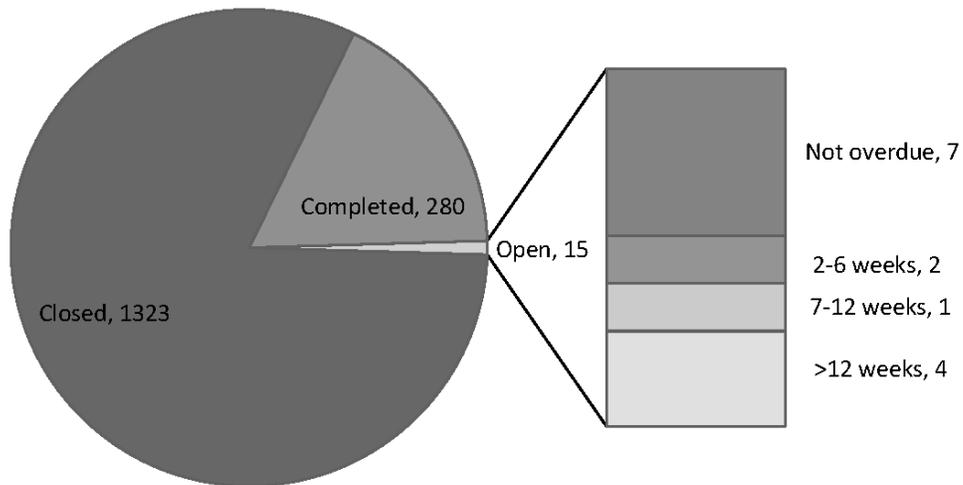
Xerox SharePoint – Action Items Log

Xerox Assigned Action Items by Status and Weeks Overdue



- Xerox Open Action Items have decreased by 32 from last month's count
- Xerox Completed Action Items have decreased by 259 from last month's count
- Xerox Closed Action Items have increased by 366 from last month's count
- Xerox <2 weeks overdue Action Items have decreased by 2 from last month's count
- Xerox 2-6 weeks overdue Action Items have increased by 4 from last month's count
- Xerox 7-12 weeks overdue Action Items have decreased by 3 from last month's count
- Xerox >12 weeks overdue Action Items have decreased by 228 from last month's count

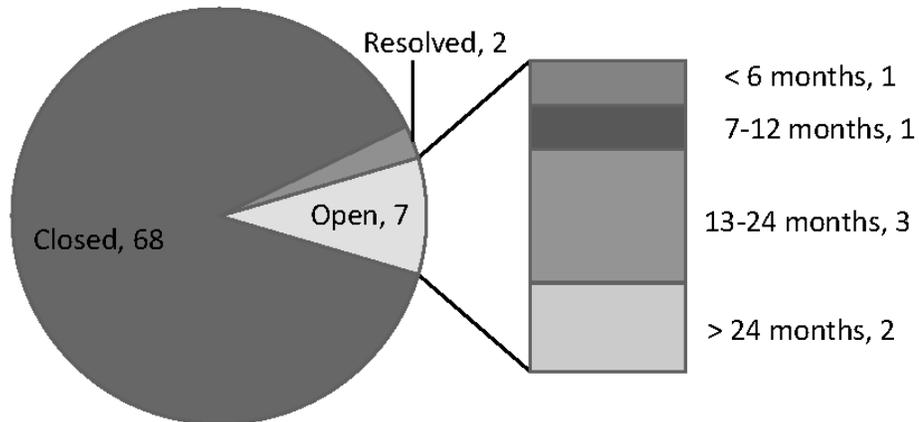
DPHHS Assigned Action Items by Status and Weeks Overdue



- DPHHS Open Action Items have decreased by 2 from last month's count
- DPHHS Completed Action Items have decreased by 83 from last month's count
- DPHHS Closed Action Items have increased by 38 from last month's count
- DPHHS <2 weeks overdue Action Items have decreased by 1 from last month's count
- DPHHS 2-6 weeks overdue Action Items have decreased by 1 from last month's count
- DPHHS 7-12 weeks overdue Action Items have increased by 1 from last month's count
- DPHHS >12 weeks overdue Action Items have decreased by 2 from last month's count

Xerox SharePoint – Issues Log

Issue Log by Age and Status



- Open Issues have increased by 1 from last month's count
- Closed issues have increased by 1 from last month's count
- There are three issues that have been open for longer than 1 year
- There are two issues that have been open for longer than 2 years

2 - IV&V Status Report

Activities Since Last Report

Planned Activity	Status	Summary of Results
Participated in and scribed the Provider, Reference, Member, Contact Management, Claims Adjudication, Waiver, TPL, and Claims Front End solution presentation concept review sessions	Complete	Minutes posted to the DPHHS SharePoint
Conducted review of the System Test Results Submitted for New OS+ (POS engine, PBM GUI and batch gaps) (PI29) Interim Deliverable	Complete	Conducted review of this interim deliverable
Conducted re-review of the Technical Architecture Description (TAD) (PM178) deliverable, and submitted comments to Xerox	Complete	Conducted re-review of this deliverable and submitted comments to Xerox
Re-reviewed the Test Cases and Scripts Submitted for POS Engine (PI422) Deliverable	Complete	Conducted re-review of this deliverable
Submitted approval of the Applications Development and Maintenance Plan (PM168) Deliverable cover letter	Complete	Submitted cover letter approval to Xerox
Conducted re-review of the Project Test Guidelines (PM713) Deliverable	Complete	Conducted re-review of this deliverable
Compiled and posted BA and SME survey results for weeks of 9/29/14 and 10/13/14	Complete	Posted survey results
Conducted Correspondence Project final presentation to stakeholders on 10/2/14	Complete	Delivered presentation to stakeholders
Submitted Correspondence Project final deliverables to DPHHS on 10/10/14	Complete	Submitted deliverables to DPHHS

Facilitated the PK Weekly Status Meeting on 10/16/14	Complete	Facilitated this meeting
Participated in the T-MSIS State Webinar meeting with DPHHS and CMS on 10/16/14	Complete	Participated in this meeting
Participated in the Xerox Weekly Project Status meeting with DPHHS and Xerox on 10/16/14	Complete	Participated in this meeting
Participated in the Governance Meeting - Status of Program meeting with DPHHS and Xerox on 10/17/14	Complete	Participated in this meeting
Participated in the Review Dependencies Matrix meeting with DPHHS and Xerox on 10/17/14	Complete	Participated this meeting
Participated in the Review POS Test Results/Comments meeting with DPHHS and Xerox on 10/17/14	Complete	Participated in this meeting
Participated in the Unused Tasks Discussion meeting with DPHHS and Xerox on 10/17/14	Complete	Participated in this meeting
Participated in the Weekly Xerox DDI PM meeting with DPHHS and Xerox on 10/14/14	Complete	Participated in this meeting
Facilitated the PK MMIS DDI Status meeting with DPHHS on 10/14/14	Complete	Facilitated this meeting
Participated in the Digital Harbor Product Demo to MT DPHHS meeting with DPHHS and Xerox on 10/14/14	Complete	Participated in this meeting
Facilitated the PK Contract Discussion with DPHHS on 10/15/14	Complete	Facilitated this meeting
Participated in the MMIS DDI Governance meeting with DPHHS and Xerox on 10/15/14	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>Quality issues with MT MMIS design sessions</i>	Xerox to implement improvements to design sessions and improve velocity on ready for development gaps/use cases, for presentation in SME sessions.
<i>Large number of Xerox action items not addressed</i>	Xerox should create a plan for the rapid closure of action items.
<i>Gap tracking and process management and unresolved out of scope gap concerns</i>	Processes for management of gaps and resolution of the outstanding out of scope gaps should be established and followed.

Public Knowledge LLC
Management Consultants