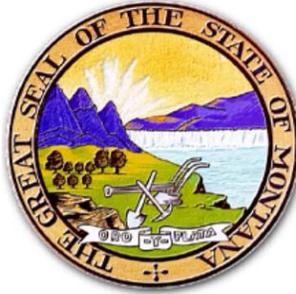


Deliverable to:

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

December 18, 2014

Public Knowledge LLC

Management Consultants

1911 SW Campus Drive, #457
Federal Way, WA 98023

Contact:

Rhonda Brinkoeter
rbrinkoeter@pubknow.com
720.206.9777
www.pubknow.com

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1 - MMIS Project Quality

1.1 Project Summary

Current Phase:	Requirements Analysis/Iterative Design/Development
Most Recent PK Accomplishments:	Delivered the November 2014 version of the Document of Record to Xerox. Reviewed and commented on the Golden Spreadsheet delivered by Xerox on 12/16/14. Conducted review of the Workflow work plan and delivered comments to Xerox. Conducted re-review of the Montana Business Rules Process Document and submitted comments to Xerox. Conducted re-review of the Master Test Plan (PM200), Unit Test Results for Batch Gaps Deliverable (PI4), and Test Guidelines (PM713) deliverables and submitted comments to Xerox. Participated in and scribed solution presentation concept review sessions, weeks of 11/24/14, 12/1/14, 12/8/14, and 12/15/14.
Next Major Milestone:	M-I: Sprint 12 Start – 12/24/14
Next Payment Milestone:	Benefit Plan – 11/16/15
Next Deliverable:	D: Master Training Plan (TR11) – 1/5/15
Biggest Project Challenges:	<ul style="list-style-type: none"> • Quality issues with MT MMIS design sessions • Incorrect reporting of project metrics • 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 (12 staff in last 6 months)
Status Overview	<p>Sprint 11 – Start: November 26 / Finish: December 23. Functional Areas: Provider, Contact Management, Reference, EHR, Claims Payment, Claims Adjudication, TPL, Service Auth</p> <p>Deliverable Status – 7/18/14 – 12/17/14 (cover letter approvals have been excluded from percentages below):</p> <ul style="list-style-type: none"> • 44% of deliverables and interim deliverables scheduled for delivery in the next 90 days are projected by Xerox to be late. • 13% of the deliverables and interim deliverables delivered since 7/18/14 are in Approved/Review Completed status. • 46% of the deliverables and interim deliverables delivered since 7/18/14 are past due for delivery from Xerox. • 4% of the deliverables and interim deliverables delivered since 7/18/14 have been rejected by DPHHS and have not been re-delivered by Xerox.

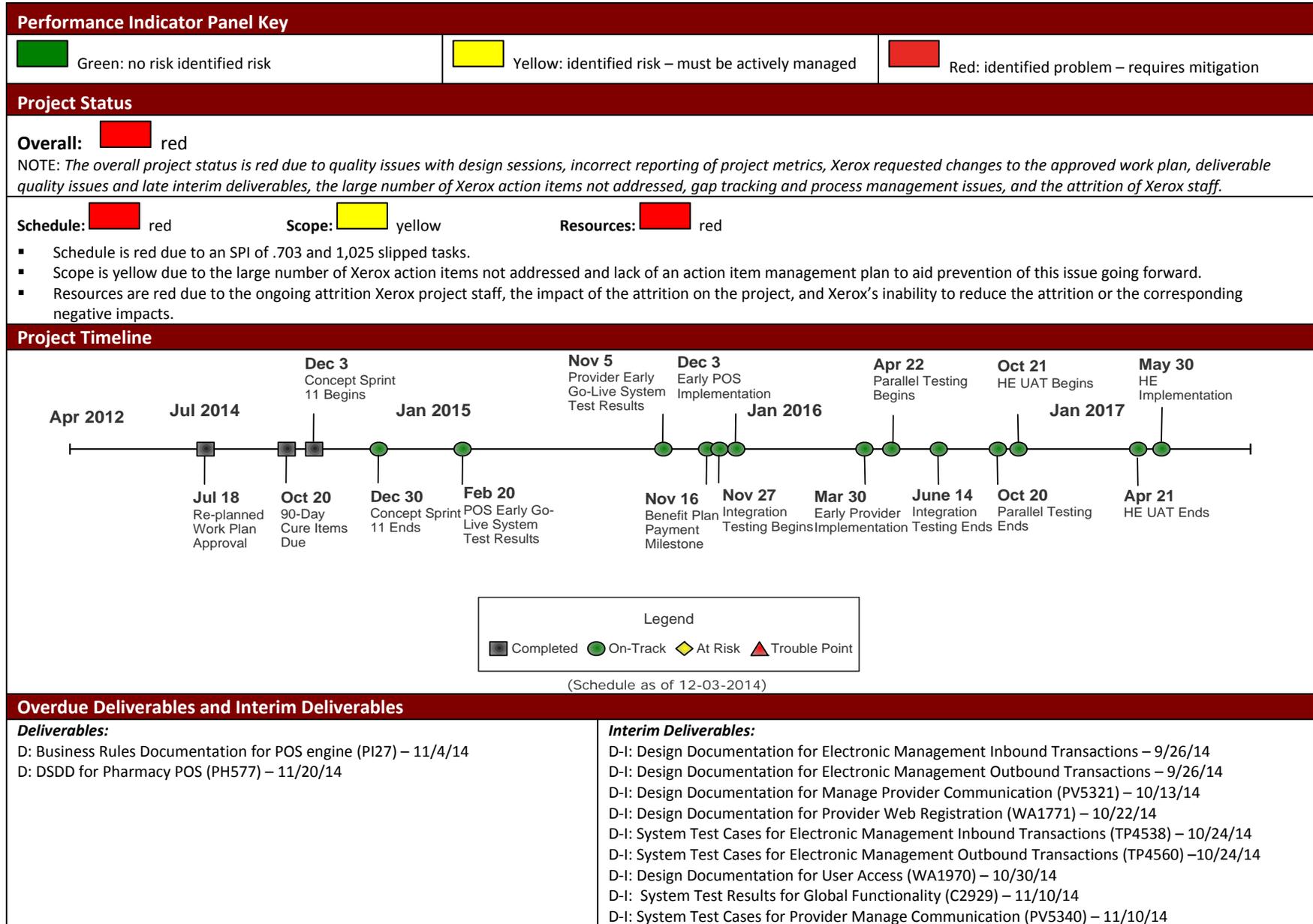
Deliverable Type	Total Due	Xerox Past Due	Returned to Xerox for Revision	DPHHS Review	Approved/ Review Completed	Cover Letter Approvals	Rejected
Deliverable	27	2	9	3	5	8	0
Interim Deliverable	37	24	5	4	2	0	2
Total	64	26	14	7	7	8	2

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 will be collected bi-weekly, going forward, and there were no survey results captured last week.

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. DPHHS received CMS approval of Amendment #5 on December 11, 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 39 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, Mark Strohbusch
- 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, Zelda 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)



	<p>D-I: System Test Results for Global Address (CN2780) – 11/11/14 D-I: Design Documentation for Maintain CMS ICD-9-CM, ... Codes (RF6416) – 11/11/14 D-I: System Test Results for Electronic Management Inbound Transactions (TP4546) – 11/11/14 D-I: System Test Results for Electronic Management Outbound Transactions (TP4568) – 11/11/14 D-I: System Test Cases for Provider Web Registration (WA1778) – 11/12/14 D-I: System Test Cases for Provider Web Access Request (WA1877) – 11/12/14 D-I: Design Documentation for Inquire on Claim Status – External (CF1811) – 12/8/14 D-I: Draft DSDD for DRAMS (DR29) – 12/8/14 D-I: Design Documentation for Enroll Re-Enroll a Provider (PV5309) – 12/8/14 D-I: System Test Results for Manage Provider Communication (PV6416) – 12/8/14 D-I: Design Documentation for Maintain Codes Modifiers and Code Values - Search (RF6350) – 12/8/14 D-I: Design Documentation for Maintain Contact Management(CN3063) – 12/9/14 D-I: System Test Cases for Maintain CMS ICD-9-CM, ... Codes(RF6423) – 12/9/14 D-I: System Test Results for Provider Web Registration(WA1786) – 12/12/14 D-I: System Test Results for Provider Web Access Request(WA1885) – 12/12/14 D-I: System Test Cases for User Access(WA1977) – 12/17/14</p>
Past Due Milestones	
<p>Payment Milestones: None</p>	<p>Interim Milestones: M-I: Design complete for HE Financials - 9/4/14 M-I: Design completion for HE business area: Financial - 9/4/14 M-I: Design completion for HE business area: Claims Adjudication(GAP POS 25 one day spenddown) - 9/4/14 M-I: Table design completion for HE business area: Financial - 9/4/14 M-I: Table design completion for HE business area: Claims Adjudication (one day spenddown) - 9/4/14 M-I: Health Enterprise SSO Available for SLR Integration - 9/16/14 M-I: Health Enterprise SSO Available for HIE Integration in iUAT - 9/16/14 M-I: HE SSO configuration setup complete in Development environment - 9/16/14 M-I: HE SSO configuration setup complete in SIT environment - 9/16/14 M-I: Sprint 9 Start - 10/1/14 M-I: SLR Design Session Start Date - 10/6/14 M-I: FADS Revised RSD Delivered to DPHHS - 10/22/14 M-I: Sprint 9 Complete for Maintain Benefit Plan Hierarchy - 10/28/14 M-I: Sprint 9 Complete for Perform Claim Entry - Registered External Users - 10/28/14 M-I: Sprint 9 Complete for Perform Claim Entry - Internal Users - 10/28/14 M-I: Sprint 9 Complete for Global Functionality - 10/28/14 M-I: Sprint 9 Complete for Maintain Contact Management - 10/28/14 M-I: Sprint 9 Complete for Service Authorization Conversion - 10/28/14 M-I: Sprint 9 Complete for TPL Conversion - 10/28/14 M-I: Sprint 9 Complete for Enroll Re-Enroll a Provider - 10/28/14 M-I: Sprint 9 Complete for Manage Provider Information - 10/28/14 M-I: Sprint 9 Complete for Process Automated Prov Interfaces - 10/28/14 M-I: Sprint 9 Complete for Manage Provider Communication - 10/28/14</p>

	<p>M-I: Sprint 9 Complete for Maintain Codes Modifiers and Code Values – Search - 10/28/14 M-I: Sprint 9 Complete for Maintain Codes Modifiers and Code Values - Add/Update - 10/28/14 M-I: Sprint 9 Complete for Maintain Revenue Codes - 10/28/14 M-I: Sprint 9 Complete for Maintain CMS ICD-9-CM, ... Codes - 10/28/14 M-I: Sprint 9 Complete for Maintain External Code Sets - 10/28/14 M-I: Sprint 9 Complete for Electronic Management Inbound Transactions - 10/28/14 M-I: Sprint 9 Complete for Electronic Management Outbound Transactions - 10/28/14 M-I: Sprint 9 Complete for Interfaces - 10/28/14 M-I: Sprint 9 Complete for Rules Externalization - 10/28/14 M-I: Sprint 9 Complete for Service Autonomy - 10/28/14 M-I: Sprint 9 Complete for Provider Web Registration - 10/28/14 M-I: Sprint 9 Complete for Provider Web Access Request - 10/28/14 M-I: Sprint 9 Complete for User Access - 10/28/14 M-I: Sprint 9 Complete for Technical Architecture - 10/28/14 M-I: Sprint 10 Start - 10/29/14 M-I: Start Sprint 10 for Interfaces - 10/29/14 M-I: Data Loaded to FIT Environment for Interfaces - 10/29/14 M-I: Data Loaded to SYST Environment for Interfaces - 10/29/14 M-I: Sprint 10 Start - 10/29/14 M-I: FADS RSD Approved - 11/13/14 M-I: FADS Requirements Phase Complete - 11/13/14 M-I: I-5 - FADS DSDD SUR Section Complete - 11/17/14 M-I: Sprint 10 Complete for Maintain Benefit Plan Hierarchy - 11/25/14 M-I: Sprint 10 Complete for Perform Claim Entry - Registered External Users - 11/25/14 M-I: Sprint 10 Complete for Inquire on Claim Status – External - 11/25/14 M-I: Sprint 10 Complete for Perform Claim Entry - Internal Users - 11/25/14 M-I: Sprint 10 Complete for Add-Update-Inquire Correspondence Record - 11/25/14 M-I: Sprint 10 Complete for Maintain Contact Management - 11/25/14 M-I: Sprint 10 Complete for Service Authorization Conversion - 11/25/14 M-I: Sprint 10 Complete for TPL Conversion - 11/25/14 M-I: Sprint 10 Complete for Inquire Member Eligibility (External) - 11/25/14 M-I: Sprint 10 Complete for Enroll Re-Enroll a Provider - 11/25/14 M-I: Sprint 10 Complete for Manage Provider Information - 11/25/14 M-I: Sprint 10 Complete for Enroll Abbreviated - 11/25/14 M-I: Sprint 10 Complete for Process Automated Prov Interfaces - 11/25/14 M-I: Sprint 10 Complete for Manage Provider Communication - 11/25/14 M-I: Sprint 10 Complete for Maintain Codes Modifiers and Code Values – Search - 11/25/14 M-I: Sprint 10 Complete for Maintain Codes Modifiers and Code Values - Add/Update - 11/25/14 M-I: Sprint 10 Complete for Maintain Revenue Codes - 11/25/14 M-I: Sprint 10 Complete for Maintain CMS ICD-9-CM, ... Codes - 11/25/14 M-I: Sprint 10 Complete for Maintain External Code Sets - 11/25/14 M-I: Sprint 10 Complete for Maintain Internal Code Sets - 11/25/14 M-I: Sprint 10 Complete for Maintain Member Insurance - 11/25/14 M-I: Sprint 10 Complete for Interfaces - 11/25/14 M-I: Sprint 10 Complete for Rules Externalization - 11/25/14</p>
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	<p>M-I: Sprint 10 Complete for Service Autonomy - 11/25/14 M-I: Sprint 10 Complete for Provider Web Registration - 11/25/14 M-I: Sprint 10 Complete for Provider Web Access Request - 11/25/14 M-I: Sprint 10 Complete for User Access - 11/25/14 M-I: Sprint 10 Complete for Inquire Provider Information - 11/25/14 M-I: Sprint 10 Complete for Interactive Chat - 11/25/14 M-I: Sprint 10 Complete for Technical Architecture - 11/25/14 M-I: Data Loaded to FIT Environment for Benefit Plan Administration - 11/26/14 M-I: Data Loaded to SYST Environment for Benefit Plan Administration - 11/26/14 M-I: Sprint 11 Start - 11/26/14 M-I: Start Sprint 11 for Interfaces - 11/26/14 M-I: Data Loaded to FIT Environment for Interfaces - 11/26/14 M-I: Data Loaded to SYST Environment for Interfaces - 11/26/14 M-I: Sprint 11 Start - 11/26/14 M-I: Start Sprint 11 for HTML 5 - 11/26/14 M-I: Data Loaded to FIT Environment for HTML 5 - 11/26/14 M-I: Data Loaded to SYST Environment for HTML 5 - 11/26/14 M-I: Start Sprint 11 for Rules Externalization - 11/26/14 M-I: Data Loaded to FIT Environment for Rules Externalization - 11/26/14 M-I: Data Loaded to SYST Environment for Rules Externalization - 11/26/14 M-I: Start Sprint 11 for Service Autonomy - 11/26/14 M-I: Data Loaded to FIT Environment for Service Autonomy - 11/26/14 M-I: Data Loaded to SYST Environment for Service Autonomy - 11/26/14 M-I: SLR CMS Mandate Product Changes Complete - 12/1/14 M-I: Electronic Management Inbound Transactions Complete - 12/9/14 M-I: Electronic Management Outbound Transactions Complete - 12/9/14 M-I: Global Address Complete - 12/10/14 M-I: Global Functionality Complete - 12/10/14</p>
Rejected Deliverables and Interim Deliverables	
<p>Deliverables:</p>	<p>Interim Deliverables: D-I: The Design Documentation for Provider Web Access Request (WA1870) – Resubmitted on 10/23/14 D-I: System Test Cases for Global Functionality (CN2921) D-I: System Test Cases for Global Address (CN2772) D-I: System Test Results Submitted for New OS+ (POS engine, PBM GUI and batch gaps) (PI29) - Resubmitted on 11/5/14</p>

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 493 open action items, and 297 of these action items are overdue - 219 of the Xerox open action items have been open for more than 12 weeks - Xerox currently has 854 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 - Xerox to delivered the Action Item Management Plan on 12/9/14 	<ul style="list-style-type: none"> - DPHHS to review and respond to the Action Item Management Plan delivered on 12/9/14

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 - Xerox delivered 93 Action Items with proposed due date changes on 10/23/14 - Xerox delivered 341 Action Items with proposed due date changes on 11/18/14 - DPHHS reviewed the 93 proposed action item due date changes and sent responses on 11/26/14 - Xerox sent an email requesting that DPHHS ignore their previous request to change due dates for 341 Action Items on 11/26/14 		
<i>2) 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 - 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 	<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 	<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>MMIS RFP and Xerox response</p> <ul style="list-style-type: none"> - 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 documentation for the active functional area sprints - Xerox has experienced delays in incorporating proposed solutions to the prototype - The Service Auth design session 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 	<p>meetings were combined with the solution presentation meetings</p>	

Issue	What's Been Done	What's Still Needed
<p>10/20/14 have been somewhat disorganized</p> <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 <ul style="list-style-type: none"> - There have been phone and projector issues in many of the sessions during the month of October 2014 - Reference and Waiver sessions are disorganized and progress is slow - The Waiver lead continues to "fill time" in sessions by reviewing documents line by line, rather than utilizing the time productively - Xerox canceled a week and a half of Claims Front End meetings for S10 and did not utilize the time for another functional area(s) to meet - Processes for adding, changing, and externalizing business rules in sessions is unclear 		
<p><i>3) Gap tracking and process management concerns</i></p>		
<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 	<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

Issue	What's Been Done	What's Still Needed
	<p>information on 14 outstanding Remaining Requirements on 7/23/14</p> <ul style="list-style-type: none"> - 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 	<p>validation of all unresolved requirements identified in the Remaining Requirements report</p> <ul style="list-style-type: none"> - 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
<hr/>		
<p><i>4) Lack of availability of Health Enterprise (HE) Experts for collaboration sessions</i></p>		
<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, gaps cannot be properly identified - 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 	<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 functional area, on a weekly basis - 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"> - 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 - 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

Issue	What's Been Done	What's Still Needed
<p>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.</p> <ul style="list-style-type: none"> - 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 and has been replaced by Robin Shank - Claims experts do not have detailed knowledge of the exhibits and must inquire with developers after sessions, in order to provide explanations and answers to questions 		<ul style="list-style-type: none"> - If the expert changes for a functional area, based on the topic being discussed, Xerox should communicate the change to DPHHS
<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 	<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 	<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
<ul style="list-style-type: none"> - 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 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"> 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 	
<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 	<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 	<ul style="list-style-type: none"> - Xerox to complete the re-configuration of JIRA in order to provide the needed metrics for project reporting

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 - 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"> - 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 - 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 	<ul style="list-style-type: none"> - 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 add Blaze to VDI - Xerox to instantiate correct icons on the VDI desktop

Issue	What's Been Done	What's Still Needed
	<p>Brinkoeter and Bree Thompson</p> <ul style="list-style-type: none"> - 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 ·Blaze - DPHHS requested VDI access for additional DPHHS/PK staff on 11/5/14 - Xerox provided VDI access to the additional DPHHS/PK staff identified on 12/5/14 	
<p><i>7) 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 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List 	<ul style="list-style-type: none"> - Xerox to identify new leads for and Financial and Claims Payment, and

Issue	What's Been Done	What's Still Needed
<p>not previously work for the fiscal agent, will be transitioned to Cognizant employees effective 8/1/13</p> <ul style="list-style-type: none"> - 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 - Jean Beatty (TPL Functional Lead) has resigned from Xerox 	<ul style="list-style-type: none"> - 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 - DPHHS rejected the staff proposed for these PM Analyst and 	<p>provide training and background information on the functional areas progress to date</p>

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - Kristy Gilreath (Financial & Claims Payment Functional Team Lead) has resigned from Xerox 	<ul style="list-style-type: none"> - Conversion Manager named positions on 2/10/14 	
<ul style="list-style-type: none"> - Jean McCarthy (Requirements Manager) and Bill Conklin (Functional Product Lead) have resigned from Xerox 	<ul style="list-style-type: none"> - Xerox submitted a staffing proposal to replace the PM Analyst and Conversion Manager named positions on 3/3/14 	
<ul style="list-style-type: none"> - Tracy Byrd (Provider Functional Lead) left the MT project in October 2013 	<ul style="list-style-type: none"> - DPHHS approved the Xerox proposed resources for the PM Analyst and Conversion Manager named positions on 3/7/14 	
<ul style="list-style-type: none"> - Neil Galloway (Data Conversion & Interfaces Manager) retired, effective 12/31/13 	<ul style="list-style-type: none"> - Xerox proposed Chris Bertelsen for the open PM Analyst position on 5/6/14 	
<ul style="list-style-type: none"> - Jessica Pickering (Web Portal and Architecture Functional Lead) resigned from Xerox, effective 1/3/14 	<ul style="list-style-type: none"> - DPHHS approved Chris Bertelsen as the PM Analyst on 5/16/14 	
<ul style="list-style-type: none"> - Julie Allen (Functional Product Lead) resigned from Xerox, effective 2/5/14 	<ul style="list-style-type: none"> - Zoe Sandy was identified as the Training Lead on 10/21/14 	
<ul style="list-style-type: none"> - Paul Lefever (Testing Analyst) resigned from Xerox, effective 1/27/14 	<ul style="list-style-type: none"> - Xerox proposed Cynthia Brown as the new DSS Lead on 10/22/14 	
<ul style="list-style-type: none"> - Barbara Harkin (Claims Functional Business Analyst) is being reassigned to another division in Xerox, effective 2/24/14 	<ul style="list-style-type: none"> - DPHHS approved the Xerox proposed DSS Lead on 11/10/14 	
<ul style="list-style-type: none"> - Zelda Thunderbird (Claims Functional Business Analyst) resigned from Xerox, effective 2/14/14 		
<ul style="list-style-type: none"> - Joel Goetz (Web Portal and Architecture Functional Business Analyst) has resigned from Xerox, effective 4/4/14 		
<ul style="list-style-type: none"> - Rachelle McCann (PMO) has resigned from Xerox, effective 4/11/14 		
<ul style="list-style-type: none"> - Laura Griggs (Provider Expert) has resigned from Xerox, effective 5/2/14 		
<ul style="list-style-type: none"> - Jennifer St. Clair (Director of Product 		

Issue	What's Been Done	What's Still Needed
<p>Technologies) has resigned from Xerox, effective 5/23/14</p> <ul style="list-style-type: none"> - 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 - Mark Strobusch (Cognizant Sr. Manager) has been reassigned from the MT project, 		

Issue	What's Been Done	What's Still Needed
effective 12/31/14		
<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 - In the Provider session on 11/12/14, Xerox provided business rule information and direction that contradicts the previously submitted process documentation - Inconsistent processes and documentation of business rules continue across the functional areas 	<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 	<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 - DPHHS to review and comment on the Business Rules Process Document delivered on 12/4/14

Issue	What's Been Done	What's Still Needed
	on the Xerox proposed Business Rules process on 10/15/14 - Xerox delivered an updated version of the Business Rules Process document on 12/4/14	
<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 - On 12/2/14 Xerox provided an email stating that personal transportation claims would be addressed during S17 and in use case EXH-OM-OM07-004.8-Personal Transportation Claim Generation 	<ul style="list-style-type: none"> - DPHHS has requested that Xerox present a solution for how these claims will be handled in HE - DPHHS requested that Xerox identify the use case which addresses these claims 	<ul style="list-style-type: none"> - Xerox to propose a solution which meets DPHHS requirements and business needs
<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

Issue	What's Been Done	What's Still Needed
<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
<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-used/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 	<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 	<ul style="list-style-type: none"> - DPHHS to review and comment on the updated Golden Spreadsheet

Issue	What's Been Done	What's Still Needed
<p>actually un-needed, or whether they are not needed in the current sprint</p> <ul style="list-style-type: none"> - The past and current tasks identified total 6,556 baseline work hours - There are a total of 3,478 approved un-used tasks that will be made in-active and have their hours re-located - Xerox has reported on 11/12/14 that they discovered some errors in the changes and are still applying corrections and conducting QA - Xerox stated on 11/12/14 that their solution was applied only to future tasks, and not to past tasks 	<ul style="list-style-type: none"> - 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 - Xerox proposed an alternate solution to marking these uncompleted tasks 100% complete - DPHHS approved the Xerox resolution approach to addressing the un-used tasks on 10/23/14 - Xerox delivered a CR outlining the issue and the Xerox approach to resolution on 10/24/14 - DPHHS provided comments to Xerox on the CR on 10/26/14 - Xerox delivered an updated version of the CR on 10/29/14 - The agreed CR was signed by DPHHS on 10/31/14 and Xerox on 11/6/14 - Xerox to completed actions to resolve the past un-used tasks in the work plan on 12/1/14 - Xerox delivered an updated Golden Spreadsheet on 12/16/14, however the column containing the un-used indicator was missing - DPHHS returned preliminary comments on 12/16/14 	

Issue	What's Been Done	What's Still Needed
	<ul style="list-style-type: none"> - Xerox re-delivered the updated Golden Spreadsheet, containing the un-used indicator, on 12/17/14 	
<p><i>14) 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 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 - DPHHS evaluated the detailed spreadsheet provided by Xerox on 10/22/14 - On 11/17/14 DPHHS delivered an email to Xerox noting that only approximately 25% of the tasks requested for re-sequencing appeared to be based on the dependency analysis - DPHHS gave approval to move the above mentioned tasks, but not the 	<ul style="list-style-type: none"> - Xerox to present a plan for moving the tasks approved for re-sequencing and document it in a formal CR, prior to moving forward

Issue	What's Been Done	What's Still Needed
	remaining 75% requested to be re-sequenced	
<p><i>15) The Design Documentation for Provider Web Access Request (WA1870) interim deliverable was rejected by DPHHS</i></p>	<ul style="list-style-type: none"> - The interim deliverable was rejected by DPHHS on 10/3/14 - Xerox re-delivered this interim deliverable on 10/23/14 - DPHHS provided review comments to Xerox on 11/10/14 - Xerox re-delivered this interim deliverable on 12/1/14 	<ul style="list-style-type: none"> - DPHHS to review and provide comments to Xerox on this re-delivery
<p><i>16) The System Test Cases for Global Functionality (CN2921) interim deliverable was rejected by DPHHS</i></p>	<ul style="list-style-type: none"> - The interim deliverable was rejected by DPHHS on 10/15/14 	<ul style="list-style-type: none"> - Xerox to resubmit this interim deliverable with corrections
<p><i>17) The System Test Cases for Global Address (CN2772) interim deliverable was rejected by DPHHS</i></p>	<ul style="list-style-type: none"> - The interim deliverable was rejected by DPHHS on 10/15/14 	<ul style="list-style-type: none"> - Xerox to resubmit this interim deliverable with corrections
<p><i>18) The System Test Results Submitted for New OS+ (POS engine, PBM GUI and batch gaps) (PI29) interim deliverable was rejected by DPHHS</i></p>	<ul style="list-style-type: none"> - The interim deliverable did not include all of the information called for in the MT MMIS - The interim deliverable was rejected by DPHHS on 10/22/14 	<ul style="list-style-type: none"> - DPHHS to review and provide comments to Xerox on this re-

Issue	What's Been Done	What's Still Needed
<p>System Test Plan, Section 3.2.4 Test Results</p> <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Xerox re-delivered this interim deliverable on 10/23/14 - DPHHS provided review comments to Xerox on 11/10/14 - Xerox re-delivered this interim deliverable on 12/1/14 	<p>delivery</p>
<p><i>19) Accurate metrics for Concept (design) sprints have not been provided to DPHHS</i></p>		
<ul style="list-style-type: none"> - Metrics provided during presentation of the Sprint 3 and 4 Retrospectives were not accurate - Xerox committed to provide updated metrics - Updated metrics have not yet been provided - Accurate burndown, velocity, and other analysis cannot be measured at this time - The schedule metrics reported in the 11/11/14 Xerox Weekly Status report do not align with the metrics reported in the Project Management Metrics Reports Portal - The Project Management Metrics Reports Portal is being updated by Xerox on a weekly basis, rather than daily, as required by Amendment #5 - The actuals reported in the Project Management Metrics Reports Portal appear to be overstated 	<ul style="list-style-type: none"> - PK delivered review comments on the Sprint 3, 4 and 5 Retrospectives on 9/1/14 - Xerox delivered updated Sprint 7 Retrospective metrics on 11/11/14 - DPHHS delivered review comments on the updated Sprint 7 Retrospective metrics on 11/18/14 - On 12/9/14, Xerox notified DPHHS that they would not be re-delivering retrospective documents from past sprints, which is contrary to what DPHHS was told in the past - On 12/9/14, Xerox committed that they would run and deliver reports from Jira, containing the metrics desired from the Sprint Retrospectives 	<ul style="list-style-type: none"> - Xerox to provide DPHHS with accurate metrics for sprints that were previously provided - 3, 4, and 5 - Xerox to deliver updated Sprint Retrospective metrics for sprints 6, 8 and 9 - Xerox to research, report on, and correct the inconsistencies with the Project Management Metrics Reports Portal - Xerox to institute daily updates to the Project Management Metrics Reports Portal
<p><i>20) Corrective Action Requirement was delivered to Xerox on 11/26/14. The document outlines the following deficiencies for which a plan to correct must be proposed by Xerox no later than 12/12/14</i></p>		
<ul style="list-style-type: none"> - Project schedule management 	<ul style="list-style-type: none"> - Xerox delivered their Corrective 	<ul style="list-style-type: none"> - DPHHS to review and comment on

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none">- Design session preparation and execution- Project staffing- Design documentation- Deliverable quality	Action Plan on 12/12/14	the CAP by 12/19/14

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
<hr/>		
<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 is currently conducting additional work to complete the work type specs 3 & 4 delivered by Xerox - 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 - DPHHS delivered Draft Workflow Specification Templates to Xerox on 12/12/14 - A workflow meeting was conducted on 12/17/14 	

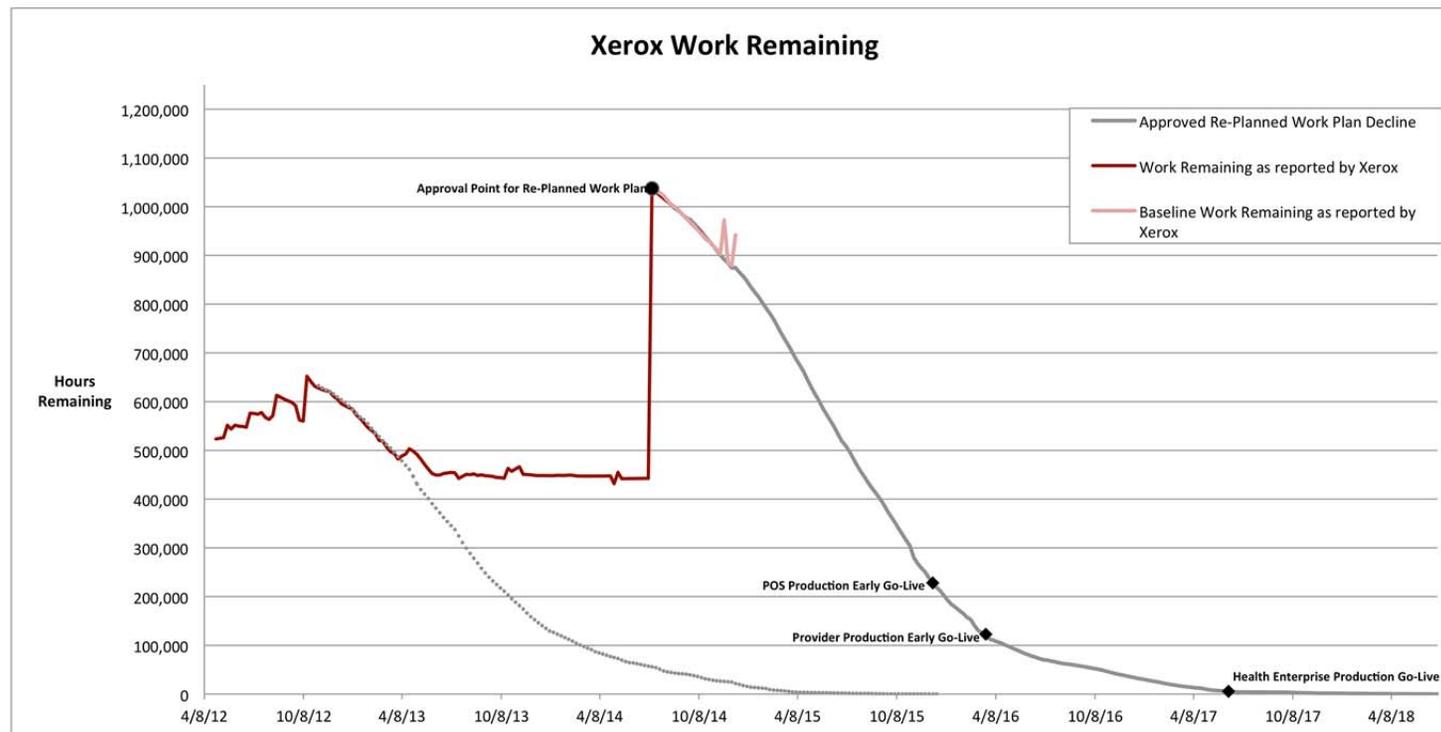
Risk	What's Been Done	Recommendation
<p><i>4) Functional teams with new leads and Business Analysts did not participate in the requirements definition or early design sessions</i></p> <ul style="list-style-type: none"> - The new teams have not familiarized themselves with the discussions that occurred 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><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 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 - 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, 	<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 	<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

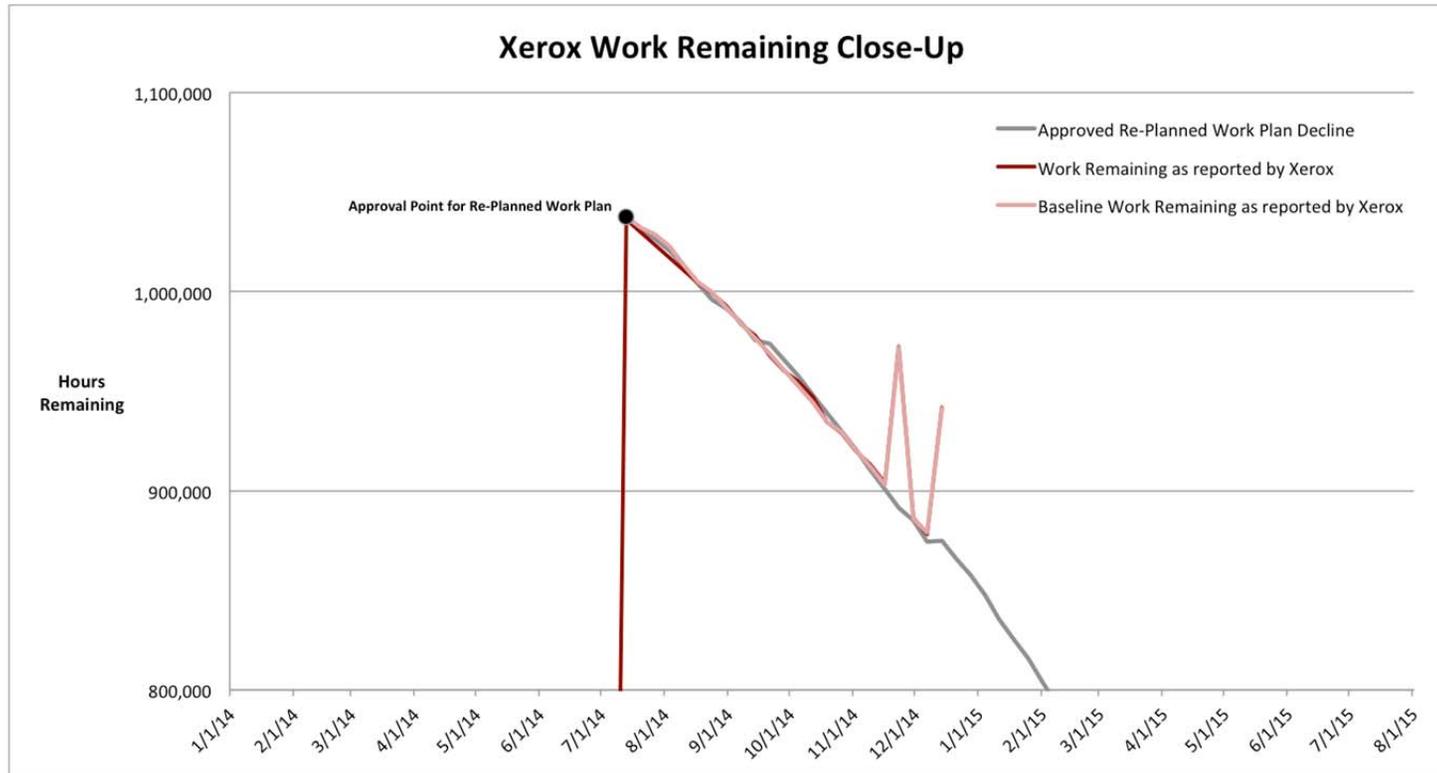
Risk	What's Been Done	Recommendation
design documentation to be presented in concept sessions should be complete, accurate, and representative of the functionality in HE env92	9/24/14 - Xerox is currently evaluating a new approach to the concept sprints - On 12/9/14, Xerox announced their plan to proceed with Option C for Sprint 12	
<hr/> 6) <i>Schedule for conversion mapping needed for each functional area</i>		
<ul style="list-style-type: none"> - The updated mapping was not reviewed with the DPHHS functional team prior to delivery - Mapping reviews will need to be scheduled within sessions for each functional area 	<ul style="list-style-type: none"> - The Provider Conversion mapping interim deliverable was delivered to DPHHS on 12/1/14 	<ul style="list-style-type: none"> - This issue was discussed during the DDI PM meeting on 12/9/14 - Xerox to schedule mapping reviews for each functional area
<hr/> 7) <i>Large amount of design work remains for the Reference functional area</i>		
<ul style="list-style-type: none"> - A large number of use cases remain to be updated and delivered to DPHHS, reviewed, and design needs identified - After S11, there are only two additional sprints currently planned for Reference – S19 and S20 	<ul style="list-style-type: none"> - N/A 	<ul style="list-style-type: none"> - This issue was discussed during the DDI PM meeting on 12/9/14 - Xerox to schedule a meeting for discussion of the work remaining in the Reference functional area

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



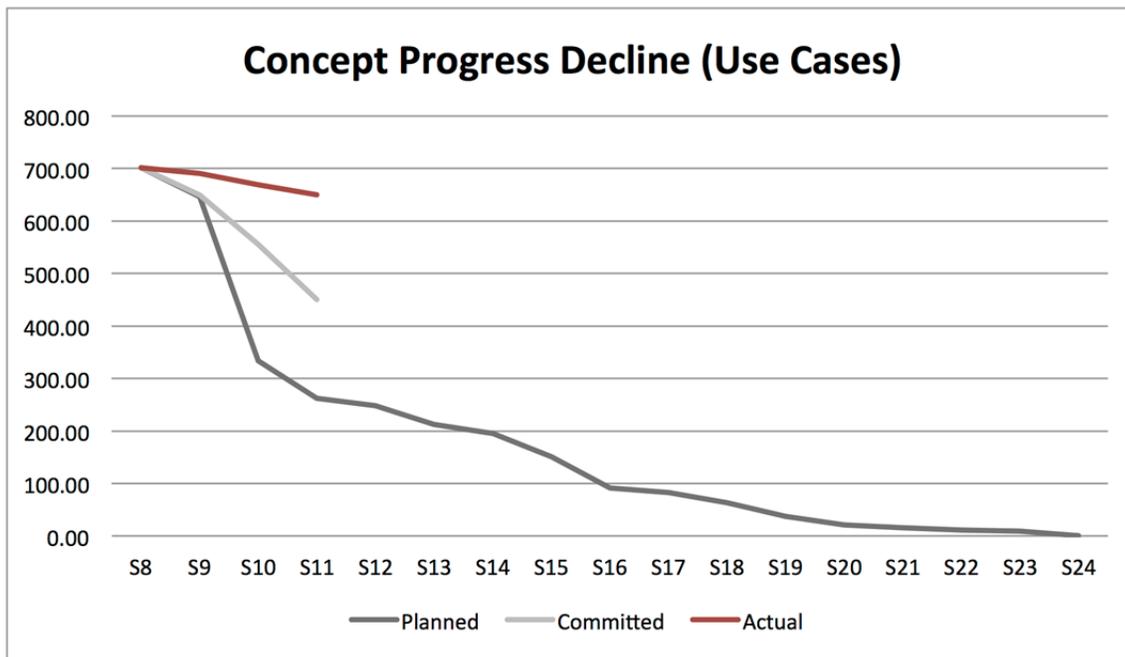


Xerox Functional Area Sprint – Progression and Approval

The statistics below are reported by Xerox in the Cognos Project Management Metrics portal. These statistics have not been confirmed by DPHHS/PK as being correct, and it appears that the Concept Actuals have been overstated.

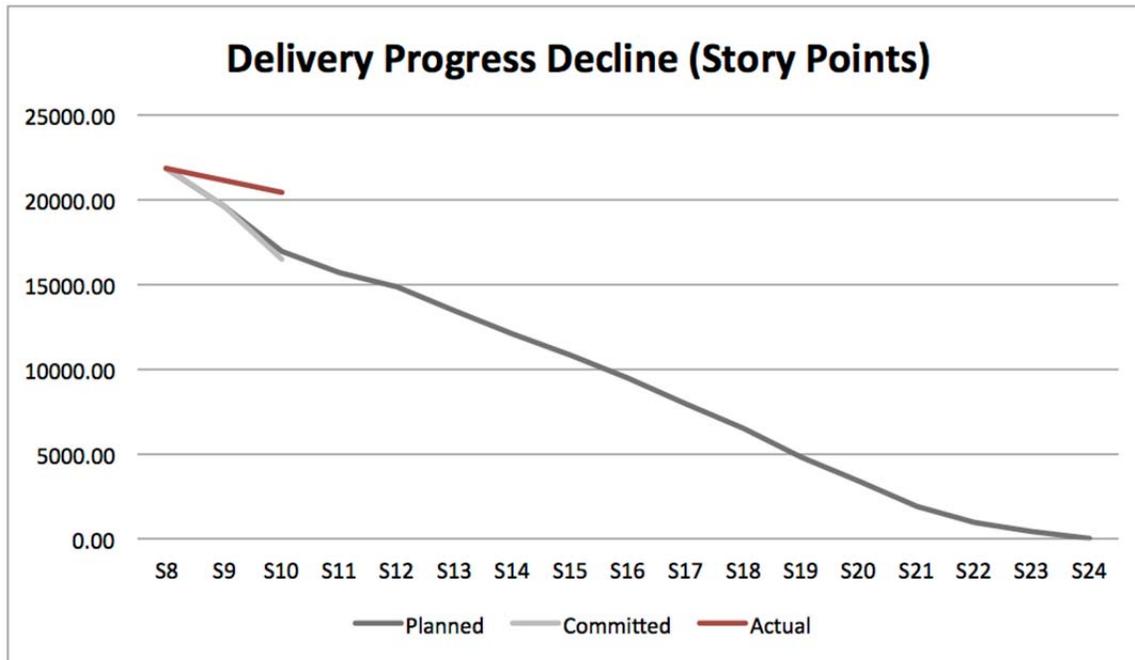
Concept Progress

CONCEPT PROGRESS (use cases)			
Sprint	Planned	Committed	Actual
S9	56	52	11
S10	312	94	22
S11	72	106	19 (sprint in progress)

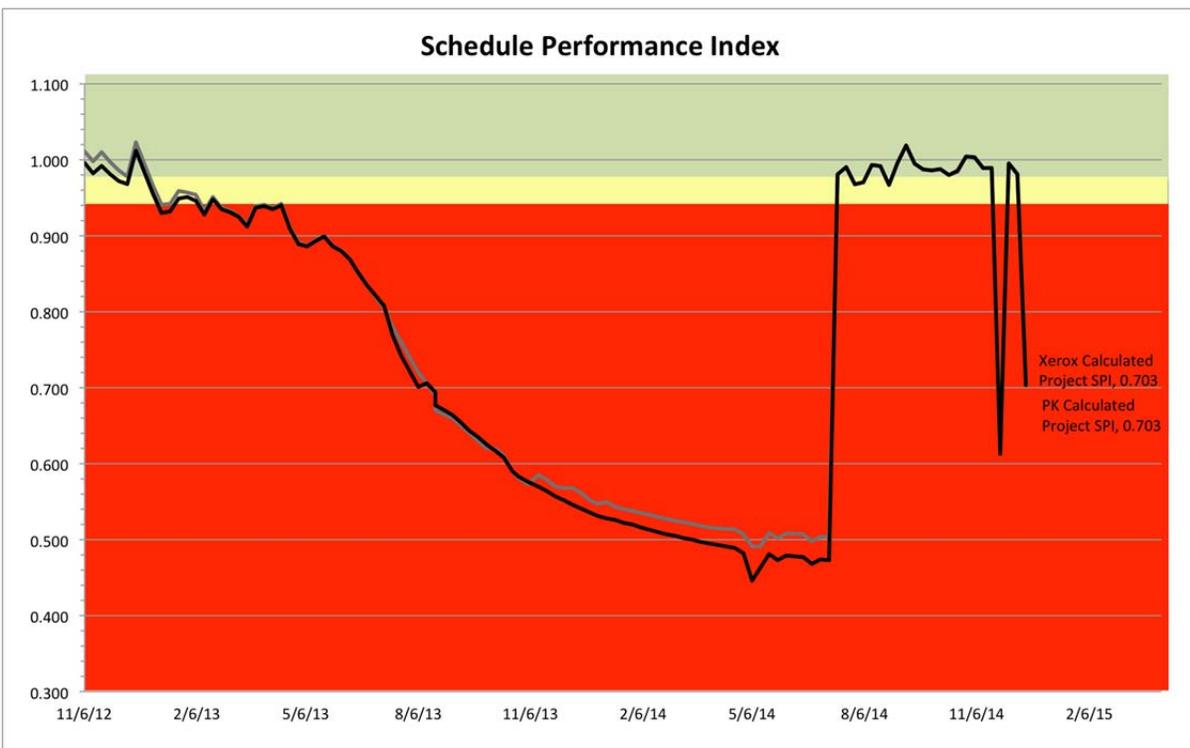


Delivery Progress

DELIVERY PROGRESS (story points)			
Sprint	Planned	Committed	Actual
S9	2,206	2,206	701
S10	2,696	3,146	710
S11	1,234	Sprint in progress	Sprint in progress



Schedule Performance Index (SPI)

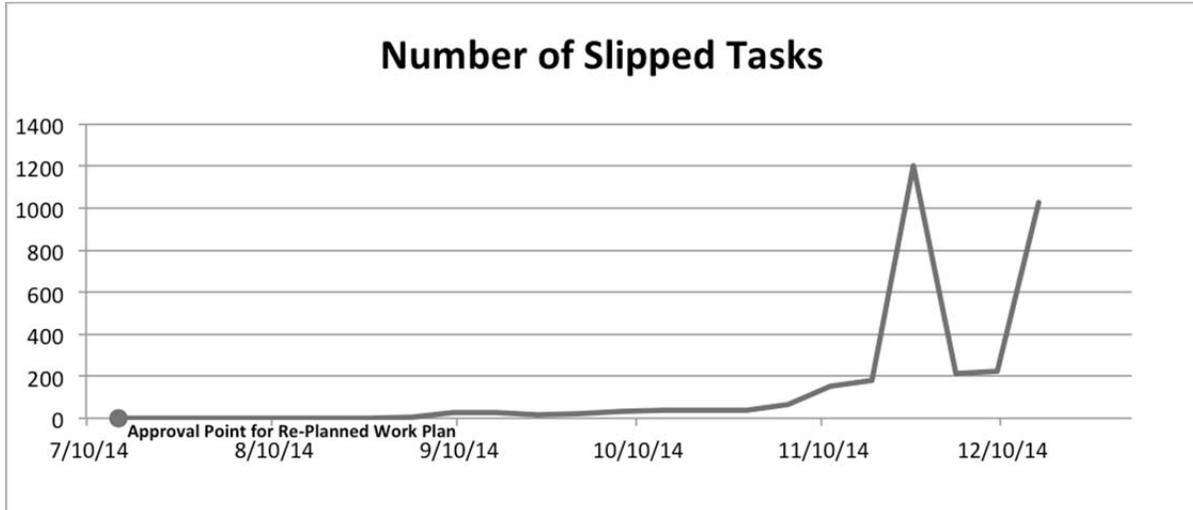


The PK calculated SPI may vary from Xerox reported number based on the following difference in Planned / Earned Value measurement:

- 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.

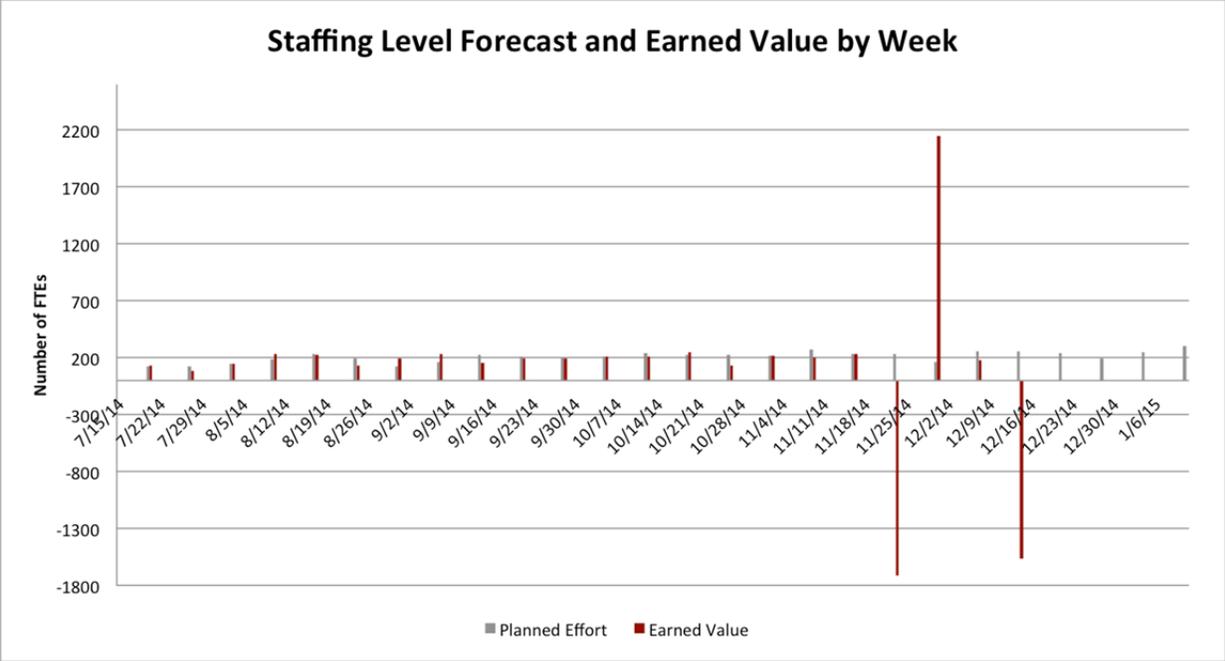
Slipped Tasks

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

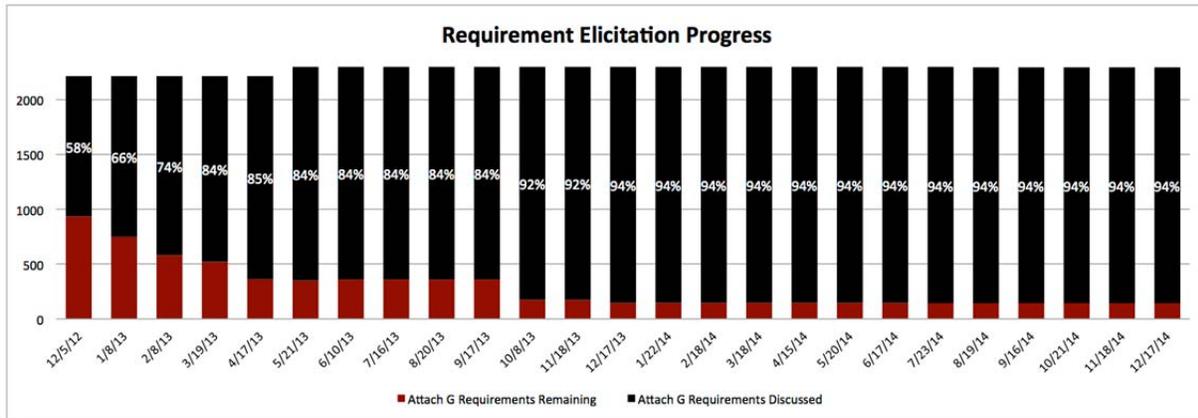


There were 1,025 slipped tasks reported by Xerox on 12/16/14, for the period ending 12/12/14.

Staffing Level Forecast and Earned Value

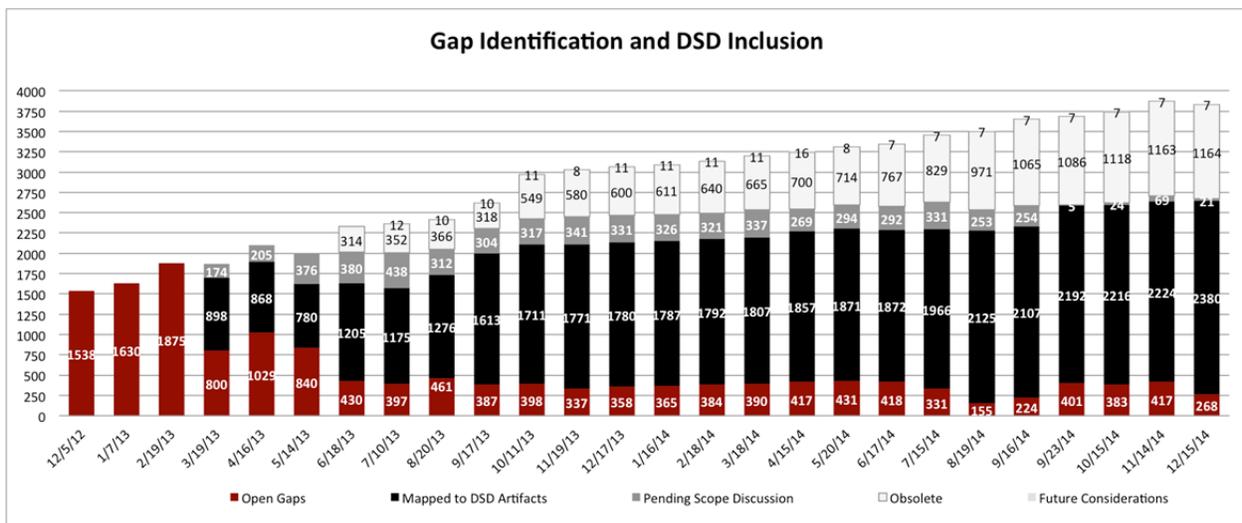


Requirement Elicitation Progress



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

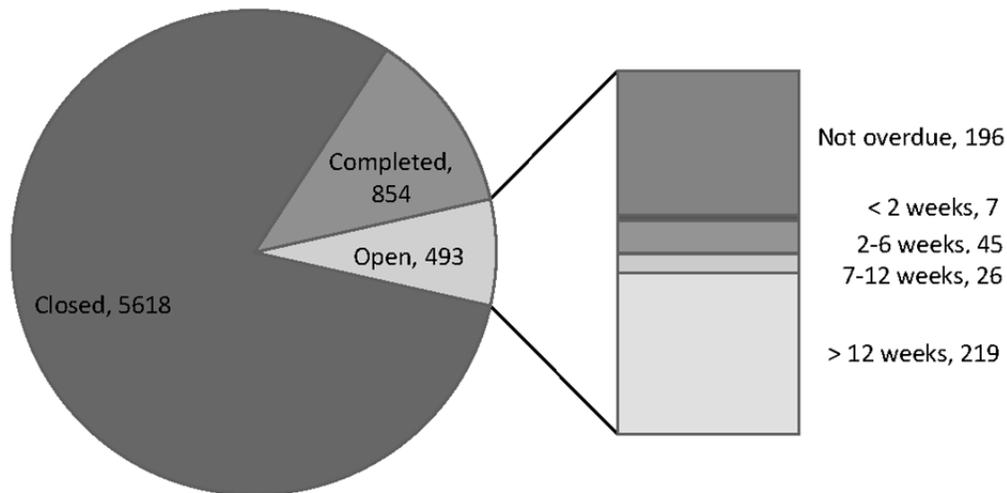
Gap Identification and Design



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

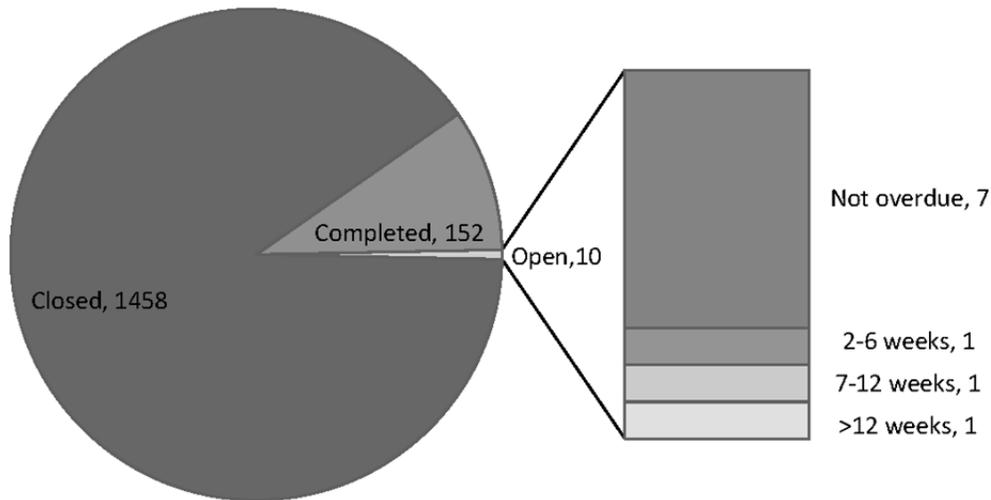
- There are 17 gaps in a "New" status in DOORS
- There are 4 gaps in a "Pending" status in DOORS
- 30% of identified gaps have been assigned a status of "Obsolete" in DOORS
- The Obsolete Gap count has increased by 1 since the November monthly report
- There are a large number of gaps (268) that have not been mapped to a DSD artifact. This number has decreased by 149 since the November report
- Total gaps are 3,840

Xerox SharePoint – Action Items Log

**Xerox Assigned Action Items
by Status and Weeks Overdue**

- Xerox Open Action Items have increased by 7 from last month's count
- Xerox Completed Action Items have decreased by 184 from last month's count
- Xerox Closed Action Items have increased by 220 from last month's count
- Xerox <2 weeks overdue Action Items have increased by 2 from last month's count
- Xerox 2-6 weeks overdue Action Items have increased by 24 from last month's count
- Xerox 7-12 weeks overdue Action Items have increased by 23 from last month's count
- Xerox >12 weeks overdue Action Items have decreased by 13 from last month's count

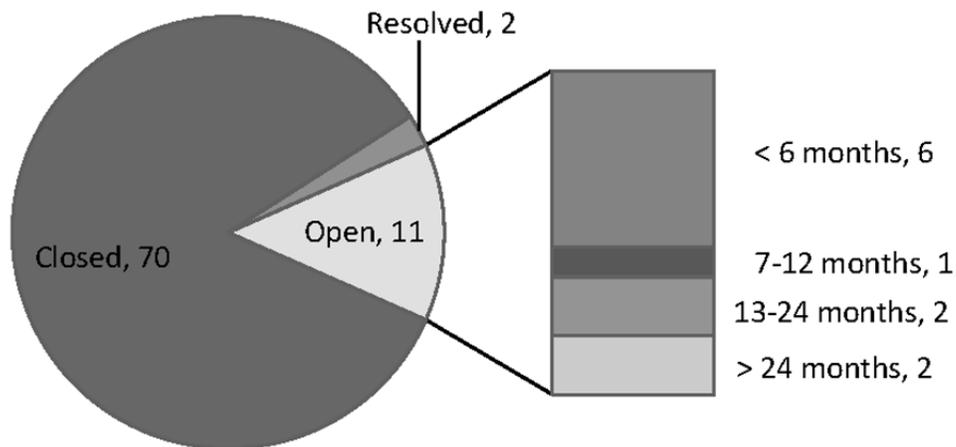
DPHHS Assigned Action Items by Status and Weeks Overdue



- DPHHS Open Action Items have decreased by 2 from last month's count
- DPHHS Completed Action Items have decreased by 97 from last month's count
- DPHHS Closed Action Items have increased by 108 from last month's count
- DPHHS <2 weeks overdue Action Items have decreased by 2 from last month's count
- DPHHS 2-6 weeks overdue Action Items have decreased by 3 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 remained the same from last month's count

Xerox SharePoint – Issues Log

Issue Log by Age and Status



- Open Issues have remained the same from last month's count
- Closed issues have remained the same from last month's count
- There are two 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, Contact Management, Reference, EHR, Claims Payment, Claims Adjudication, TPL, and Service Auth solution presentation concept review sessions	Complete	Minutes posted to the DPHHS SharePoint
Delivered the November 2014 version of the Document of Record to Xerox	Complete	Delivered the DoR to Xerox
Reviewed and commented on the Golden Spreadsheet delivered by Xerox on 12/16/14	Complete	Conducted review of this spreadsheet and submitted comments to Xerox
Conducted review of the Workflow work plan and delivered comments to Xerox	Complete	Conducted review and delivered comments to Xerox
Conducted re-review of the Master Test Plan (PM200) deliverable and submitted comments to Xerox	Complete	Conducted re-review of this deliverable and submitted comments to Xerox
Conducted re-review of the Unit Test Results for Batch Gaps Deliverable (PI4) deliverable and submitted comments to Xerox	Complete	Conducted re-review of this deliverable and submitted comments to Xerox
Conducted re-review of the Montana Business Rules Process Document and submitted comments to Xerox	Complete	Conducted re-review of this work product and submitted comments to Xerox
Conducted re-review Test Guidelines (PM713) deliverable and submitted comments to Xerox	Complete	Conducted re-review of this deliverable and submitted comments to Xerox
Facilitated the PK Weekly Status Meeting on 12/11/14	Complete	Facilitated this meeting

Participated in the Xerox Weekly Project Status meeting with DPHHS and Xerox on 12/11/14	Complete	Participated in and scribed this meeting
Participated in and scribed the Review, Discuss and Finalize UC-MEM-MNT-048 Display Benefit Service Limits/UR Limits Cross Functional meeting with DPHHS and Xerox on 12/11/14	Complete	Participated this meeting
Participated in and scribed the MMIS DDI Gap Demonstration Sprint 10 meeting with DPHHS and Xerox on 12/12/14	Complete	Participated in and scribed this meeting
Participated in the Review BR and AI Documents meeting with DPHHS on 12/12/14	Complete	Participated in this meeting
Participated in the POS code freeze meeting with DPHHS and Xerox on 12/15/14	Complete	Participated in this meeting
Participated in the Review Comments on Xerox Corrective Action Plan Response meeting with DPHHS on 12/15/14	Complete	Participated in this meeting
Participated in the DPHHS Team meeting with DPHHS on 12/15/14	Complete	Participated in this meeting
Participated in the CAP Discussion meeting with DPHHS on 12/16/14	Complete	Participated in this meeting
Participated in the Review of Xerox Corrective Action Plan Response meeting with DPHHS on 12/16/14	Complete	Participated in this meeting
Participated in the CAP Discussion meeting with DPHHS on 12/17/14	Complete	Participated in this meeting
Participated in the MMIS DDI Governance meeting with DPHHS and Xerox on 12/17/14	Complete	Participated in this meeting
Participated in the Workflow Specs meeting with DPHHS and Xerox on 12/17/14	Complete	Participated in this meeting

Participated in the Discussion with Quality Process Expert with DPHHS and Xerox on 11/19/14	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