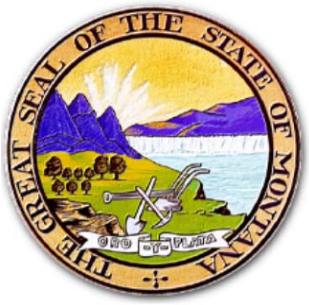
Deliverable to:

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

April 23, 2015

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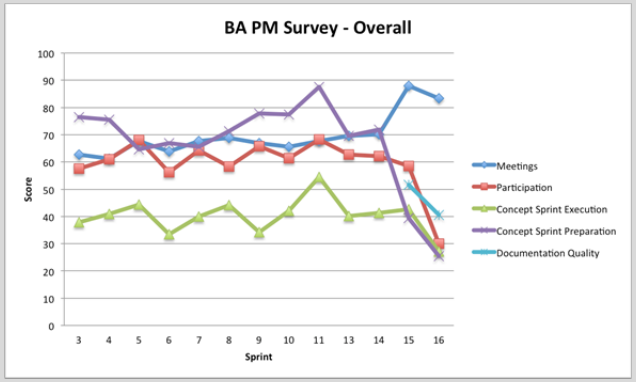
1 - MMIS Project Quality

1.1 Project Summary

Current Phase:	Requirements Analysis/Concept/Delivery
Most Recent PK Accomplishments:	Conducted review of the DSDD for Pharmacy POS (PH577) deliverable. Created draft DDI and Operational Pricing Document of Record to identify changes as a result of Amendment #5 and delivered to DPHHS. Developed criteria for measurement of the CAP items B – Design Session Prep and C – Design Session Execution. Utilized the Corrective Action Plan Measurement tracking spreadsheet to continue review CAP Items F & G Participated in and scribed solution presentation concept review sessions, weeks of 3/30/15, 4/6/15, 4/13/15, and 4/20/15.
Next Major Milestone:	M-I: Sprint 16 Finish – 5/12/15
Next Payment Milestone:	Benefit Plan – 11/16/15
Next Deliverable:	D: Training Report for Provider (TR47) – 4/24/15
Biggest Project Challenges:	• Quality issues with MT MMIS design sessions • Incorrect reporting of project metrics • Large number of Xerox action items not addressed • Deliverable quality issues and late interim deliverables • Attrition of Xerox project staff (8 staff in last 6 months)
Status Overview	***Sprint 16 –*** Start: April 15 / Finish: May 12. **Functional Areas:** Member, TPL, Claims Adjudication, Contact Management, Reference, Claims Payment, Service Auth, Care Management, Claims Front End ***Deliverable Status – 7/18/14 – 4/22/15*** *(cover letter approvals have been excluded from percentages below):* • 51% of deliverables and interim deliverables scheduled for delivery in the next 90 days are projected by Xerox to be late. • 11% of the deliverables and interim deliverables delivered since 7/18/14 are in Approved/Review Completed status. • 73% of the deliverables and interim deliverables due since 7/18/14 are past due for delivery from Xerox. • 2% 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	41	10	6	4	13	8	0
Interim Deliverable	126	106	8	4	5	0	3
Total	167	116	14	8	18	8	3

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. Following are BA/PM survey results from the week ending 4/17/15. There was not a SME meeting the week ending 4/17/15, so there are no SME results to report. The Data is based on 6 responses for the first week of Sprint 16.



Xerox Corrective Action Plan (CAP) – DPHHS delivered a requirement for corrective action to Xerox on 11/26/14. The document outlines the deficiencies in the areas of project schedule management, design session preparation, design session execution, project staffing, design documentation, and deliverable quality. A primary resolution for the Xerox corrective action plan is for DPHHS to move to the Xerox Health Enterprise Platform (HEP). DPHHS approved the Platform CR and the Corrective Action Plan on 2/10/15. Measurement of the Corrective Action Plan began on 3/12/15. Due to a Blueworks database corruption, Xerox was not able to deliver CAP Item A – Documentation. Xerox is currently working with IBM to resolve the corruption issue. DPHHS will continue monitoring Xerox performance on CAP Items F – Project Management Metrics and G – Project Staffing. DPHHS began monitoring CAP Items B, C, and F on April 11, 2015. Xerox delivered the updated HEP Documentation and HEP Environment 90 on 4/17/15. Xerox delivered a response to the DPHHS Notice of Material Breach of Medicaid Management Information System Contract - Corrective Action Plan - Category A on 4/17/15.

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 42 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, Mike Anderson
- 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, Eric Ulberg, Joel McNabb, Jeff Barranco, Kerry Blackmon
- 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), Steph Barranco (Health Enterprise expert)

Performance Indicator Panel Key

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

Project Status

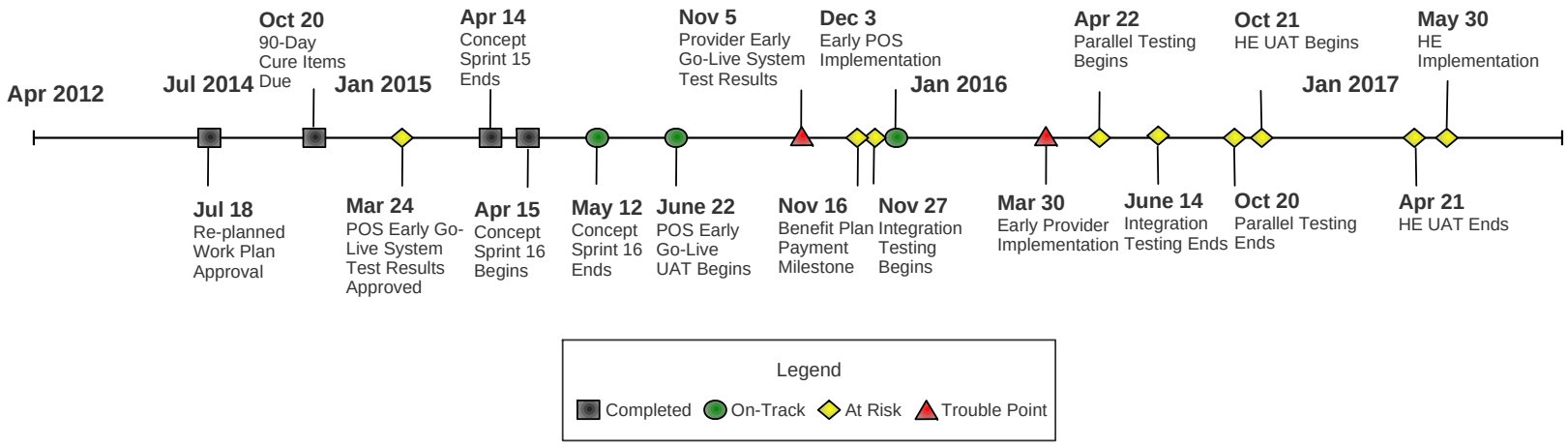
Overall: red

NOTE: *The overall project status is red due to quality issues with design sessions, incorrect reporting of project metrics, 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 an SPI of .544, 3,855 slipped tasks, and 116 past due deliverables and interim deliverables.
- Scope is yellow due to the large number of Xerox action items not addressed and large number of out of scope gaps (103).
- Resources are 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.

Project Timeline



(Schedule as of 4-15-2015)

Overdue Deliverables and Interim Deliverables

Deliverables:

D: Business Rules Documentation for POS engine (PI27) – 11/4/14
D: DSDD for Pharmacy POS (PH577) – 11/20/14
D: Training Database and Software for Provider (TR122) – 1/27/15
D: Letter Certifying Training Database Built and Operational for Provider (TR130) – 3/9/15
D: Electronic Training Documentation Delivery for Provider (TR29) – 3/10/15
D: Regression Test Results Complete for POS engine and PBM GUI (PI377) – 3/24/15

Interim Deliverables:

D-I: Design Documentation for Electronic Management Inbound Transactions – 9/26/14
D-I: Design Documentation for Electronic Management Outbound Transactions – 9/26/14
D-I: Design Documentation for Manage Provider Communication (PV5321) – 10/13/14
D-I: Design Documentation for Provider Web Registration (WA1771) – 10/22/14
D-I: System Test Cases for Electronic Management Inbound Transactions (TP4538) – 10/24/14
D-I: System Test Cases for Electronic Management Outbound Transactions (TP4560) –10/24/14
D-I: Design Documentation for User Access (WA1970) – 10/30/14
D-I: System Test Results for Global Functionality (C2929) – 11/10/14

D: UAT Test Cases and Scripts for Pharmacy POS (PH357) – 4/7/15 D: Unit Test Checklists for DRAMS (DR98) – 4/8/15 D: Unit Test Results for DRAMS (DR107) – 4/17/15 D: Final Implementation Plan (IM248) – 4/21/15	D-I: System Test Cases for Provider Manage Communication (PV5340) – 11/10/14 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 D-I: Design Documentation for Inquire Provider Information (WA2069) – 12/24/14 D-I: Design Documentation for Interactive Chat (WA2168) – 12/24/14 D-I: System Test Cases for Inquire on Claim Status – External (CF1817) – 1/5/15 D-I: Design Documentation for Add-Update-Inquire Correspondence Record (CN6) – 1/5/15 D-I: System Test Cases for Enroll Re-Enroll a Provider (PV5328) – 1/5/15 D-I: System Test Cases for Maintain Codes Modifiers and Code Values – Search (RF6357) – 1/5/15 D-I: Design Documentation for Maintain Revenue Codes (RF6394) – 1/5/15 D-I: System Test Results for Maintain CMS ICD-9-CM, … Codes (RF6431) – 1/5/15 D-I: System Test Cases for Maintain Contact Management (CN3070) – 1/6/15 D-I: Design Documentation for Perform Claim Entry - Registered External Users (CF6) – 1/7/15 D-I: System Test Results for User Access (WA1985) – 1/14/15 D-I: System Test Cases for Inquire Provider Information (WA2076) – 1/14/15 D-I: System Test Cases for Interactive Chat (WA2175) – 1/14/15 D-I: System Test Cases for Manage Users (WA2274) – 1/14/15 D-I: Design Documentation for Manage Users (WA2267) – 1/21/15 D-I: Design Documentation for Public Access (WA2366) – 1/21/15 D-I: Final DSDD for DRAMS (DR89) – 1/29/15 D-I: System Test Results for Inquire on Claim Status – External (CF1824) – 2/2/15 D-I: System Test Cases for Add-Update-Inquire Correspondence Record (CN98) – 2/2/15 D-I: System Test Cases for Enroll Abbreviated (PV5332) – 2/2/15 D-I: System Test Results for Enroll Re-Enroll a Provider (PV5346) – 2/2/15 D-I: System Test Results for Maintain Codes Modifiers and Code Values – Search (RF6365) – 2/2/15 D-I: System Test Cases for Maintain Revenue Codes (RF6401) – 2/2/15 D-I: System Test Results for Maintain Contact Management (CN3078) – 2/3/15 D-I: System Test Cases for Perform Claim Entry - Registered External Users (CF98) – 2/4/15 D-I: System Test Results for Inquire Provider Information (WA2084) – 2/11/15 D-I: System Test Results for Interactive Chat (WA2183) – 2/11/15

	D-I: System Test Cases for Public Access (WA2373) – 2/11/15 D-I: Design Documentation for View-Update Message Center (WA2465) – 2/18/15 D-I: Design Documentation for Security Reporting (WA2464) – 2/18/15 D-I: Design Documentation for Internal Access (WA2663) – 2/19/15 D-I: Classroom Training Materials for Provider (PV5405) – 2/26/15 D-I: DSDD for SLR (PI44) – 2/26/15 D-I: Classroom Training Materials for Provider (PV5405) – 2/26/15 D-I: DSDD for SLR (PI44) – 2/26/15 D-I: System Test Results for Add-Update-Inquire Correspondence Record (CN108) – 3/2/15 D-I: Design Documentation for View-Update Message Center (CN3311) – 3/2/15 D-I: System Test Results for Enroll Abbreviated (PV5350) – 3/2/15 D-I: System Test Results for Maintain Revenue Codes (RF6409) – 3/2/15 D-I: Design Documentation for XTCM Interfaces (XT1774) – 3/3/15 D-I: Design Documentation for MMIS System Process (CN3187) – 3/9/15 D-I: System Test Results for Manage Users (WA2282) – 3/11/15 D-I: System Test Results for Public Access (WA2381) – 3/11/15 D-I: System Test Cases for View-Update Message Center (WA2472) – 3/11/15 D-I: System Test Cases for Security Reporting (WA2571) – 3/11/15 D-I: System Test Results for Perform Claim Entry - Registered External Users (CF108) – 3/12/15 D-I: CBT Training Materials for Provider (PV5406) – 3/12/15 D-I: Design Documentation for EDI x12 837P (ED6) – 3/16/15 D-I: Design Documentation for User Logout (WA2762) – 3/18/15 D-I: Re-Core Data Conversion Mapping Specifications for Member (CO66) – 3/18/15 D-I: Design Documentation for Initiate Outgoing Information Match (TP4421) – 3/18/15 D-I: Design Documentation for Maintain Estate Information (TP4597) – 3/18/15 D-I: Design Documentation for Member Auto-Assignment (CM38714) – 3/30/15 D-I: System Test Cases for View-Update Message Center (CN3318) – 3/30/15 D-I: Design Documentation for Create/Maintain Letter Template (CN3559) – 3/30/15 D-I: Design Documentation for Retrieve Document (CN3658) – 3/30/15 D-I: Design Documentation for Manage Member Information (Waiver) (ME4790) – 3/30/15 D-I: Design Documentation for Manage Member Buy-in Information (ME4886) – 3/30/15 D-I: Design Documentation for Inquire on Member Eligibility (PV5320) – 3/30/15 D-I: Design Documentation for Global and Common Pages (PV5323) – 3/30/15 D-I: Design Documentation for Inquire Provider Information (PV5324) – 3/30/15 D-I: Design Documentation for Inquire on Trading Partner Info (PV7314) – 3/30/15 D-I: Design Documentation for Manage Trading Partner Info (PV7317) – 3/30/15 D-I: System Test Cases for MMIS System Process (CN3194) – 4/6/15 D-I: System Test Results for Maintain Estate Information (TP4612) – 4/6/15 D-I: System Test Results for EDI x12 837P (ED1013) – 4/7/15 D-I: System Test Results for View-Update Message Center (WA2480) – 4/8/15 D-I: System Test Results for Security Reporting (WA2579) – 4/8/15 D-I: System Test Cases for Internal Access (WA2670) – 4/8/15 D-I: System Test Cases for User Logout (WA2769) – 4/8/15 D-I: Classroom Training Materials for Contact Management (CN4363) – 4/8/15 D-I: Design Documentation for Batch Letter Request (WA3109) – 4/10/15

	D-I: System Test Cases for EDI x12 837P (ED1413) – 4/13/15 D-I: Design Documentation for Static Content (WA3010) – 4/14/15 D-I: Design Documentation for Process Summary (WA2861) – 4/15/15 D-I: Design Documentation for EDI x12 837I (ED2380) – 4/15/15 D-I: System Test Cases for Service Auth Defect - NH Code Merge (SA3171) – 4/15/15 D-I: System Test Cases for Initiate Outgoing Information Match (TP4428) – 4/15/15 D-I: System Test Cases for Maintain Estate Information (TP4604) – 4/15/15 D-I: Design Documentation for Global and Common Pages (WA3332) – 4/16/15 D-I: Design Documentation for Maintain MSQ Information (TP4575) – 4/16/15 D-I: Unit Test Checklists for POS (POS HE) (PI639) – 4/21/15
Past Due Milestones	
Payment Milestones: None	***Interim Milestones:*** Current Count: 920
Rejected Deliverables and Interim Deliverables	
Deliverables: None	***Interim Deliverables:*** D-I: The Design Documentation for Provider Web Access Request (WA1870) – Resubmitted on 10/23/14 and 12/1/14 D-I: System Test Cases for Global Functionality (CN2921) D-I: System Test Cases for Global Address (CN2772) – Resubmitted on 1/8/15, Rejected on 1/27/15 D-I: System Test Results Submitted for New OS+ (POS engine, PBM GUI and batch gaps) (PI29) – Resubmitted on 11/5/14, 121/17/14 and 1/2/15 D: Unit Test Checklists for HIE (PI2200)

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

1.3 Issues for Management Attention

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

Issue	What's Been Done	What's Still Needed
1) 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 - Project schedule management - Project metrics portal - Design session preparation and execution - Project staffing - Design documentation - Deliverable quality	- Xerox delivered their Corrective Action Plan (CAP) on 12/12/14 - DPHHS provided review comments to Xerox on 12/19/14 - Xerox re-delivered the Corrective Action Plan on 12/29/14 - DPHHS provided review comments to Xerox on 1/8/15 - Xerox delivered the platform change request to DPHHS on 12/17/14 - DPHHS delivered review comments on the platform change request on 12/23/14 - Xerox delivered and updated version of the Platform change request on 1/9/15 - DPHHS delivered review comments on the platform change request on 1/16/15 and 1/18/15 - Xerox has delivered several draft versions of the CAP to DPHHS	- DPHHS to continue monitoring Xerox performance on CAP Items A – Documentation, B – Design Session Preparation, C – Design Session Execution, E – Project Schedule Management, F – Project Management Metrics, and G – Project Staffing

Issue	What's Been Done	What's Still Needed
	during the week of 1/19/15 and DPHHS has provided feedback on each of them - Xerox delivered and updated version of the Platform change request on 1/20/15 - DPHHS delivered comments to Xerox on the Health Enterprise Platform change request on 1/21/15 - Xerox re-delivered their Corrective Action Plan (CAP) on 1/22/15 - DPHHS delivered a version of the Platform CR to Xerox that they are willing to approve on 2/4/15 - This version of the CR was discussed during the MMIS DDI Governance meeting on 2/4/15 - The Platform CR and the Xerox Corrective Action Plan were approved by DPHHS on 2/10/15 - DPHHS and PK created a checklist for documentation verification, and a separate checklist for all remaining CAP criteria - Xerox notified DPHHS on Wednesday, 3/11/15 that the S15 documentation would be ready for review on Friday, 3/13/15 - Xerox notified DPHHS on Wednesday, 3/11/15 that they	

Issue	What's Been Done	What's Still Needed
	needed to do a database refresh of the platform documentation over the weekend, and that MT Audit documentation would be ready for review on Monday, 3/16/15 - Xerox notified DPHHS on Sunday, 3/15/15 that they had experienced a database corruption over the weekend and the MT Audit documentation was not ready for review - Xerox is currently working with IBM to resolve the corruption issue - Xerox delivered the updated HEP Documentation and HEP Environment 90 on 4/17/15 - Xerox delivered a response to the DPHHS Notice of Material Breach of Medicaid Management Information System Contract - Corrective Action Plan - Category A on 4/17/15	
2) Quality issues with MT MMIS design sessions - Lack of preparation by Xerox staff - Failure to follow overall design processes, including processes for AIs, BRs, Gaps, etc. - Inability to demonstrate Health Enterprise - Inconsistent participation by Health Enterprise experts - Failure to complete assigned prerequisites - Poor facilitation of sessions - Pace/flow of sessions should be optimized to	- 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	- 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
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 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	- 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 - Beginning with Sprint 12, Xerox has implemented "Option C" to allow for more preparation time. This schedule calls for each actively sprinting team to meet every other week, Monday through Thursday, for 4 hours per day	

Issue	What's Been Done	What's Still Needed

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
  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 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 that 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		

Issue	What's Been Done	What's Still Needed
- The Xerox DRAMS team has indicated that they only have one day's worth of material to cover in Sprint 12 - On the first day of Sprint 12, the Xerox Service Authorization team indicated that they do not have enough material prepared for the sprint - Claims Payment sessions were not held the week of 3/16/15, as materials were not available for review - There have been numerous issues with the preparation of documentation for sessions since the implementation of Blueworks		
3) Attrition of Xerox staff transitioned to Cognizant - On 7/18/13 Xerox announced that staff hired to work on the Montana DDI project, that did not previously work for the fiscal agent, will be transitioned to Cognizant employees effective 8/1/13 - On 7/25/13 Xerox announced that staff hired to work on the Montana DDI project, that previously worked for the fiscal agent, will be transitioned to Cognizant 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	- 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	- Xerox to identify a new lead for Managed Care, and provide training and background information on the functional area's progress to date to the new lead - Training and background information should be provided to new identified leads on the progress to date on their functional area - The project staffing was identified as one of the Xerox Corrective Action (CAP) items, and will be addressed within 30 days of the approval of the CAP

Issue	What's Been Done	What's Still Needed
(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 - Kristy Gilreath (Financial & Claims Payment Functional Team Lead) has resigned from Xerox - Jean McCarthy (Requirements Manager) and Bill Conklin (Functional Product Lead) have resigned from Xerox - Tracy Byrd (Provider Functional Lead) left the MT project in October 2013 - Neil Galloway (Data Conversion & Interfaces Manager) retired, effective 12/31/13 - Jessica Pickering (Web Portal and Architecture Functional Lead) resigned from Xerox, effective 1/3/14 - Julie Allen (Functional Product Lead) resigned from Xerox, effective 2/5/14	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 Conversion Manager named positions on 2/10/14 - Xerox submitted a staffing proposal to replace the PM Analyst and Conversion Manager named positions on 3/3/14 - DPHHS approved the Xerox proposed resources for the PM Analyst and Conversion Manager named positions on 3/7/14 - Xerox proposed Chris Bertelsen for the open PM Analyst position on 5/6/14 - DPHHS approved Chris Bertelsen as the PM Analyst on 5/16/14	

Issue	What's Been Done	What's Still Needed
- Paul Lefever (Testing Analyst) resigned from Xerox, effective 1/27/14 - Barbara Harkin (Claims Functional Business Analyst) is being reassigned to another division in Xerox, effective 2/24/14 - 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 from Xerox, effective 5/2/14 - 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	- Zoe Sandy was identified as the Training Lead on 10/21/14 - Xerox proposed Cynthia Brown as the new DSS Lead on 10/22/14 - DPHHS approved the Xerox proposed DSS Lead on 11/10/14 - Xerox has identified Randy Schlagel as the new Care Management lead - Xerox has identified Lisa Stimatz as the new Claims Pricing lead and she will no longer be the Claims Adjudication lead	

Issue	What's Been Done	What's Still Needed
- Kathy Olbekson (DSS Lead) resigned from Xerox, effective 8/13/14 - Trish Alexander (Claims Testing Analyst) has resigned from Xerox, effective 8/29/14 - Suzann Anderson (Provider Functional 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 Strohbusch (Cognizant Sr. Manager) has been reassigned from the MT project, effective 12/31/14 - Eric Ulberg (Care Management & Managed Care Lead) has resigned from the MT Xerox team effective 1/16/15 - Joel McNabb (Financial & Claims Payment Lead) is being transitioned from the MT Xerox team effective 1/30/15 - Jeff Barranco (Reference Lead) has resigned from the MT Xerox DDI team effective 1/30/15 - Mike Anderson (Functional Director) has been transitioned from the MT Xerox DDI team, effective 2/13/15 - Steph Barranco (CFE Expert) has resigned from the MT Xerox DDI team, effective 3/30/15 - Kerry Blackmon (CFE Lead) has resigned from		

Issue	What's Been Done	What's Still Needed
the MT Xerox DDI team, effective 3/13/15 - Paula Soll (business analyst) has resigned from the MT Xerox DDI team, effective 3/27/15		
4) Large number of Xerox Action Items not addressed - Xerox currently has 462 open action items, and 357 of these action items are overdue - 279 of the Xerox open action items have been open for more than 12 weeks - Xerox currently has 163 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: o AI5448 – states "The current logic will be updated during sprint sessions." The logic needs to be updated before the sprint session, which is Sprint 8. This should be updated in exhibit 4.1 and the resolution	- 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 delivered the Action Item Management Plan on 12/9/14 - DPHHS submitted comments on the Action Item Management Plan on 12/23/14 - Xerox re-delivered the Action Item Management Plan on 1/21/15 - DPHHS notified Xerox on 2/9/15 that all outstanding comments on the Action Item Management Plan had been resolved - DPHHS/PK is currently conducting analysis of all Completed action items	- Xerox to achieve the actions outlined in their corrective action plan - Xerox to manage the action item process, based on their Action Item Management Plan

Issue	What's Been Done	What's Still Needed
should be documented in this action item before it is completed o AI5563 – should create the business rule and exception code, and these should be documented in this action item o 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 o 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 o AI 7865 – the AI asked to document a project process. The AI was completed without an explanation o AI 7780 – AI request to transfer a gap. The AI was completed without the action being done o 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 - DPHHS reviewed proposed action item due date changes and sent responses on 9/29/14		

Issue	What's Been Done	What's Still Needed
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 - Xerox closed 87 of the DPHHS completed action items in one day, many within 2 minutes of each other, and it appears that the appropriate Xerox actions were not taken on all closed AIs		
5) Accurate metrics for Concept (design) sprints have not been provided to DPHHS - 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	- 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	- Xerox to provide DPHHS with accurate metrics for sprints that were previously provided – sprints 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

Issue	What's Been Done	What's Still Needed
basis, rather than daily, as required by Amendment #5 - The actuals reported in the Project Management Metrics Reports Portal appear to be overstated - DPHHS is not able to resolve CAP Item F until the data issues have been addressed and corrections demonstrated by Xerox	- On 12/9/14, Xerox committed that they would run and deliver reports from Jira, containing the metrics desired from the Sprint Retrospectives - The Project Management Metrics Portal was refreshed by Xerox on 3/11/15 to address CAP Item F, and as a result all Planned, Committed and Actual values for past sprints changed - A meeting was held on 3/25/15 to discuss discrepancies between data reported in the PM Metrics Portal and Jira, and other concerns with Jira data	Reports Portal - The project metrics portal was identified as one of the Xerox Corrective Action (CAP) items, and will be addressed within 30 days of the approval of the CAP - DPHHS to validate the corrections that Xerox has made to the metrics portal
6) The Claims Adjudication functional area is falling behind on planned work for their sprints - 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	- A meeting was held on 8/8/14 to discuss mitigation for this problem - Xerox has committed to do the following: 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	- Xerox to implement their proposed solutions to improve Claims velocity

Issue	What's Been Done	What's Still Needed
7) Gap tracking and process management concerns - BAs and PMs are unable to locate many Gaps in the Consolidated RSD and Consolidated RTM - There are 218 gaps in DOORS that have not been mapped to a UI specification - In December 2014, the Reference team discovered that several of their gaps were deleted from DOORS instead of being marked obsolete. This is the second time this has occurred	- 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 - Xerox restored the Reference gaps that were deleted from DOORS	- 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
8) System Architecture requirements for Commercial off-the-Shelf (COTS) products - Xerox is of the opinion that System Architecture requirements do not apply to the COTS products proposed to meet DPHHS RFP requirements - There is no stated exclusion in the RFP for products that Xerox has chosen to use to meet RFP requirements - Xerox delivered the populated matrix to DPHHS on 6/7/13, however population of	- 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	- The remaining follow-up items on the COTS matrix will be discussed during the 4/28/15 Architecture Review meeting

Issue	What's Been Done	What's Still Needed
data for three of the COTS products is incomplete - Xerox delivered an updated matrix to DPHHS on 6/25/13, however the population of data for ImpactPro is not complete - DPHHS conducted and initial internal review of the populated matrix on 6/25/13 - DPHHS delivered review comments to Xerox on the populated COTS matrix on 7/29/13 - Xerox delivered an updated matrix, including the population of ImpactPro data - Xerox to respond to the review comments submitted by DPHHS on 7/29/13 - Jennifer St. Clair is scheduled to have her review and comments on the COTS Matrix complete by 9/20/13 - The Xerox review and comment date has been changed to 10/15/13 - The Xerox review and comment date has been changed to 11/15/13	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 - Xerox re-delivered the COTS matrix to DPHHS on 12/18/14 - DPHHS reviewed and delivered comments to Xerox on the COTS matrix on 3/9/15 - Xerox questions on the updated COTS Matrix were discussed with DPHHS during the Architecture Review meetings on 3/24/15, 3/31/15, 4/14/15, and 4/21/15	
9) Limited DPHHS/PK access to Xerox tools - 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	- 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	- Xerox to complete the re-configuration of JIRA in order to provide the needed metrics for project reporting - Xerox will have 90 days from

Issue	What's Been Done	What's Still Needed
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	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 Brinkoeter and Bree Thompson	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 the VDI - Xerox to add Sonar the VDI - Xerox to add working FlexRx link to the VDI

Issue	What's Been Done	What's Still Needed
	- 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: ·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 - DPHHS provided a spreadsheet with a list of URL for correct VDI icons - PWA access was requested for Rhonda Brinkoeter on 12/11/14	

Issue	What's Been Done	What's Still Needed
	- Xerox provided PWA access for Rhonda Brinkoeter on 1/22/15 - Xerox provided the correct URLs for the icons for the VDI desktop - Xerox provided access to MAE through the VDI - DPHHS has instituted a work-around to env90 and env94 access - Xerox provided the correct URLs for the icons for the VDI desktop - Xerox added Blueworks to the VDI and provided access to DPHHS and PK staff	
10) Business Rules Process - 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	- 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	- 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 Xerox Business Rules Process document delivered on 4/21/15

Issue	What's Been Done	What's Still Needed
	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 - Xerox delivered an updated version of the Business Rules Process document on 12/4/14 - DPHHS submitted Business Rules Process document comments to Xerox on 12/17/14 - Xerox re-delivered their proposed business rules and valid values process documentation on 2/10/15 - DPHHS/PK responded to the business rules and valid values process documentation on 2/10/15, asking if the new Blueworks process for business rules should be included in the documentation - Xerox responded on 2/11/15 agreeing that the Blueworks	

Issue	What's Been Done	What's Still Needed
	process for business rules should be included in the documentation and stating that they would update the documentation and re-deliver - Xerox re-delivered the Business Rules process document on 3/12/15 - A meeting to discuss outstanding issues with the Business Rules Process document was conducted on 3/23/15 - DPHHS submitted comments to Xerox on the Business Rules Process document on 3/24/15 - The meeting scheduled for 3/30/15 to discuss outstanding BR Process document comments, was canceled by Xerox the evening of 3/29/15 - Meetings to discuss outstanding comment resolutions were held on 4/13/15 and 4/14/15 - Xerox re-delivered the Business Rules Process document on 4/21/15	
11) Personal transportation claims approach has not been defined - It was determined that the initial Xerox proposal to address personal transportation claims would not meet the DPHHS business needs - Xerox stated during the 8/28/14 governance	- 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	- Xerox to propose a solution which meets DPHHS requirements and business needs

Issue	What's Been Done	What's Still Needed
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	addresses these claims - Xerox provided a high-level process flow during the week of 2/23/15 - A meeting between DPHHS and Xerox to discuss the personal transportation claims approach was conducted on 3/13/15	
12) Xerox is not following the escalation procedure outlined in the Issue Management Plan - 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	- This was discussed with Xerox during the 8/14/14 Governance meeting	- Xerox to follow the approved Issue Management Plan - Xerox to propose corrective action plans for all critical issues
13) Xerox is not developing and implementing risk mitigation and contingency plans for identified risks - 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	- This was discussed with Xerox during the 8/14/14 Governance meeting	- Xerox to propose risk mitigation and contingency plans for all critical risks - Xerox to follow the approved Risk Management Plan
14) The System Test Cases for Global Functionality (CN2921) interim deliverable was rejected by DPHHS		

Issue	What's Been Done	What's Still Needed
- 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
15) The System Test Cases for Global Address (CN2772) interim deliverable was rejected by DPHHS - 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 re-delivered this interim deliverable on 1/8/15 - This interim deliverable was rejected on 1/27/15	- DPHHS to review and provide comments to Xerox on this re-delivery
16) The Business Rules Documentation for POS engine (PI27) deliverable was rejected by DPHHS - This deliverable was submitted by Xerox on 11/4/14 - This deliverable is incomplete - Xerox sent an email on 11/6/14 requesting a delayed due date for this deliverable - The interim deliverable was rejected by DPHHS on 11/10/14 - On 11/10/14, Xerox notified DPHHS that this deliverable was delivered by the PMO in error, as it was not complete - This is being counted as a past due deliverable, rather than rejected, as it should not have been delivered	- Xerox delivered POS Logic Diagrams on 1/8/15 - Meetings were conducted to review POS business rules on 1/12/15, 1/13/15, 1/14/15, 2/6/15, 2/9/15, 2/11/15, 2/24/15, 3/3/15, 3/12/15, 3/16/15, 3/19/15, 3/23/15, and 3/30/15	- Xerox to conduct additional meetings to review POS business rules - Xerox to correct the deficiencies and re-deliver this deliverable
17) The Unit Test Checklists for HIE (PI2200) deliverable was rejected by DPHHS - This deliverable was submitted by Xerox on	- The deliverable was rejected by	- Xerox to correct the deficiencies

Issue	What's Been Done	What's Still Needed
3/31/15 - This deliverable is incomplete	DPHHS on 4/6/15	and re-deliver this deliverable

1.4 Risks for Management Attention

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

Risk	What's Been Done	Recommendation
1) Xerox has stated that they will not meet the current Provider Early Go-live date by following the planned concept and delivery approach - Xerox has proposed an alternate approach which entails some out of session work and a changed focus during the sessions	- Xerox delivered a Power Point presentation, outlining a proposed alternative approach on 2/5/15 - On 2/5/15, DPHHS requested that Xerox walk DPHHS through this proposed approach during the next DDI PM meeting - Xerox walked DPHHS through an updated Power Point presentation, outlining a proposed alternative approach during the DDI PM meeting on 2/10/15 - Xerox provided responses to some questions and action items identified in the DDI PM meeting on 2/11/15 - Xerox and DPHHS met to discuss the specifics of the Xerox alternate approach on 2/17/15	- Xerox to accelerate completion of the provider early go-live tasks to get the this functional area back on schedule - Xerox will conduct weekly Provider Early Go-live meetings
2) Potential delay to the Full MMIS/PBM/DSS Implementation Date (5/30/17) - The key project metrics as of 3/11/15 are as follows: o Project SPI =.544,	- This risk has been entered in the Xerox SharePoint - DPHHS required Xerox to implement	- Xerox to implement a mitigation plan to resolve this risk

Risk	What's Been Done	Recommendation
o Past Due Deliverables & Interim Deliverables = 116 o Slipped tasks = 3,855 - Based on these numbers and the fact that they have generally been trending downward since December 16, 2014, there is material risk that Xerox will not successfully meet the May 30, 2017 full go-live implementation date if this trend does not improve dramatically	a corrective action plan	
3) Xerox is at risk of missing their first Payment Milestone – Benefit Plan - There are Benefit Plan gaps still in a New status that have not been solutioned by Xerox or discussed in Concept sessions - The deliverable for the Benefit Plan full DSD is due on 5/26/15	- DPHHS notified Xerox of this concern during the 3/26/15 Weekly Status meeting	- Xerox to design an implement a mitigation plan to achieve this payment milestone
4) Xerox is deferring unfinished sprint functionality to later sprints - 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	- An Issue has been entered in the Xerox SharePoint Issues List	- Monitor and discuss progress with Xerox often and adjust approach and processes as necessary - DPHHS and Xerox to Participate in Sprint Retrospectives

Risk	What's Been Done	Recommendation
5) Concerns with existing legacy data related to Provider that is either incomplete, inaccurate or not present in the legacy MMIS and may impact the MMIS DDI - Many Provider SSNs, affiliations, ownership, and service locations are either incomplete, inaccurate or not present in the legacy MMIS - SSN will be required for CMS certification of HE - There are many other missing provider data elements that will be essential for proper functionality of the HE system	- 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 Data Collection meeting on 2/5/14 - 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	- Xerox to complete design for their proposed solutions to the Provider data concern items - Xerox to provide information discussed in the Provider Enrollment Data Collection meetings to the Provider Functional team, as this design will be addressed in the Provider Concept sessions

Risk	What's Been Done	Recommendation
	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	
6) Functional teams with new leads and Business Analysts did not participate in the requirements definition or early design sessions - The new teams have not familiarized themselves with the discussions that occurred in the earlier sessions - It is not a good use of DPHHS SME time to repeat information provided to the original Xerox teams	- A risk has been entered in the DPHHS SharePoint *list*	- New Xerox functional teams should listen to recordings and review meeting minutes from the requirements and early design sessions
7) Xerox has proposed a new Agile-hybrid design and development methodology - This methodology relies on offline interaction between Xerox functional teams and DPHHS BAs to make design decisions - This methodology does not allow proactive participation by DPHHS SMEs in design decisions - 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,	- 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	- DPHHS to monitor the progress of this new methodology and assess it's effectiveness based on DPHHS and Xerox agreed criteria - Design session preparation and execution were identified as Xerox Corrective Action (CAP) items, and will be addressed within 60 days of the approval of the CAP

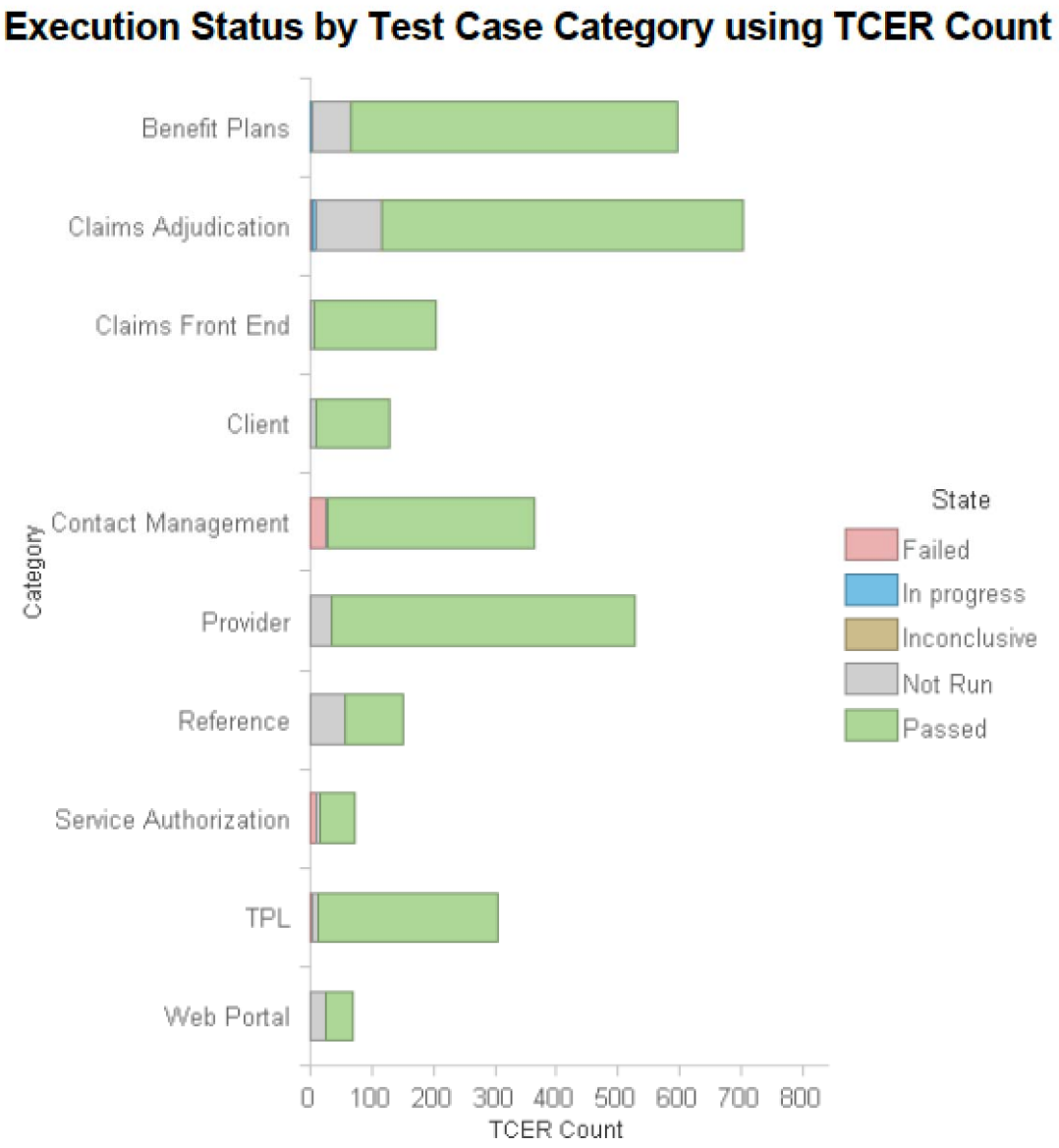
Risk	What's Been Done	Recommendation
Xerox has 90 days to correctly implement dependencies for the concept and delivery sprints, and correctly align the dependencies in the Concept Release Plan and JIRA - Per the Xerox Daikibo training materials, design documentation to be presented in concept sessions should be complete, accurate, and representative of the functionality in HE env92	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 - On 12/9/14, Xerox announced their plan to proceed with Option C for Sprint 12 - Xerox has implemented a new approach to concept sprints, beginning with S12 - Two concurrent functional areas are alternating every other week - PK has revised the survey to be more in line with the Option C session approach and to gather information on CAP items relevant to design sessions - The new version of the survey was launched the week of 3/16/15	
8) Schedule for conversion mapping needed for each functional area - The updated mappings were not reviewed with the DPHHS functional team prior to delivery - Mapping reviews will need to be scheduled within sessions for each functional area	- The Provider Conversion mapping interim deliverable was delivered to DPHHS on 12/1/14 - The Contact Management Conversion mapping interim deliverable was	- This issue was discussed during the DDI PM meetings on 12/9/14, 1/20/15, and 2/17/15 - Xerox to schedule mapping reviews for each functional area

Risk	What's Been Done	Recommendation
	delivered to DPHHS on 1/21/15	
9) Large amount of design work remains for the Reference functional area - 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	- This issue was discussed during the DDI PM meetings on 12/9/14 and 2/17/15	- Xerox to schedule a meeting for discussion of the work remaining in the Reference functional area

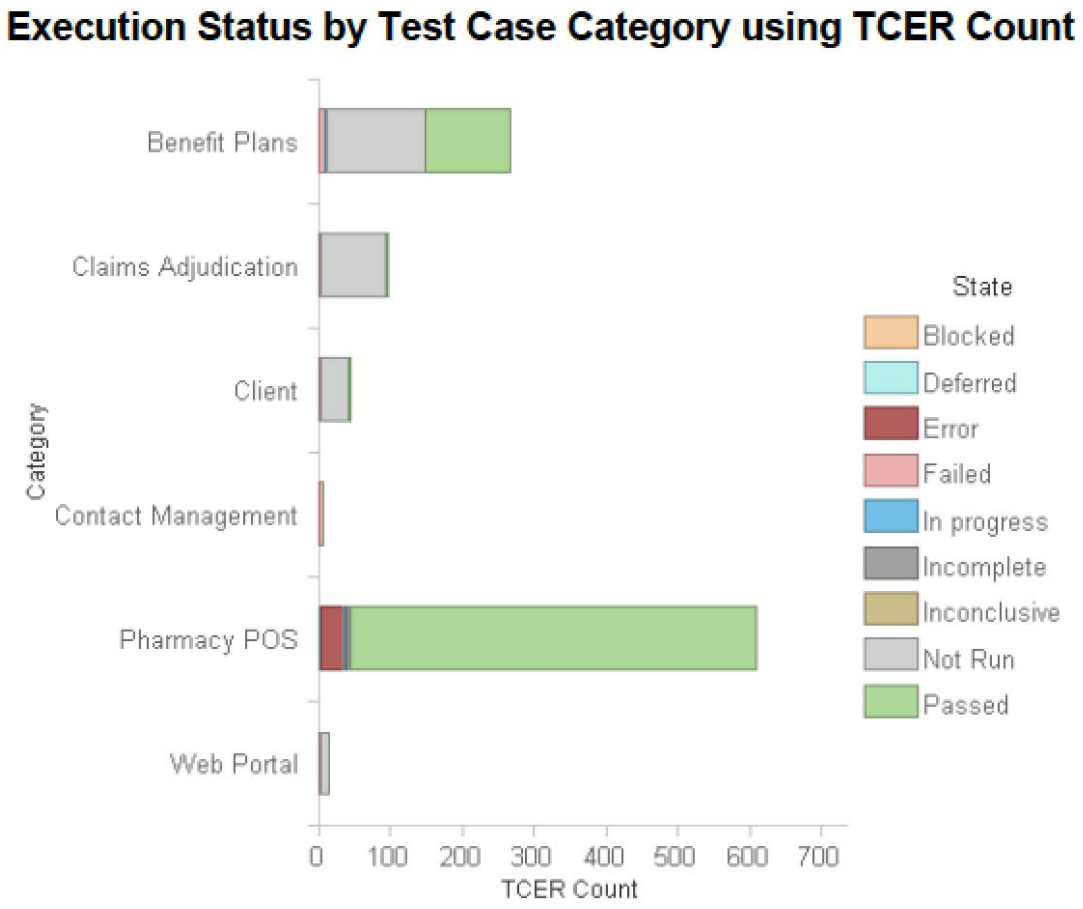
1.5 Performance Metrics

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.

Functional Integration Test (FIT) Test Overall Execution by Functional Area

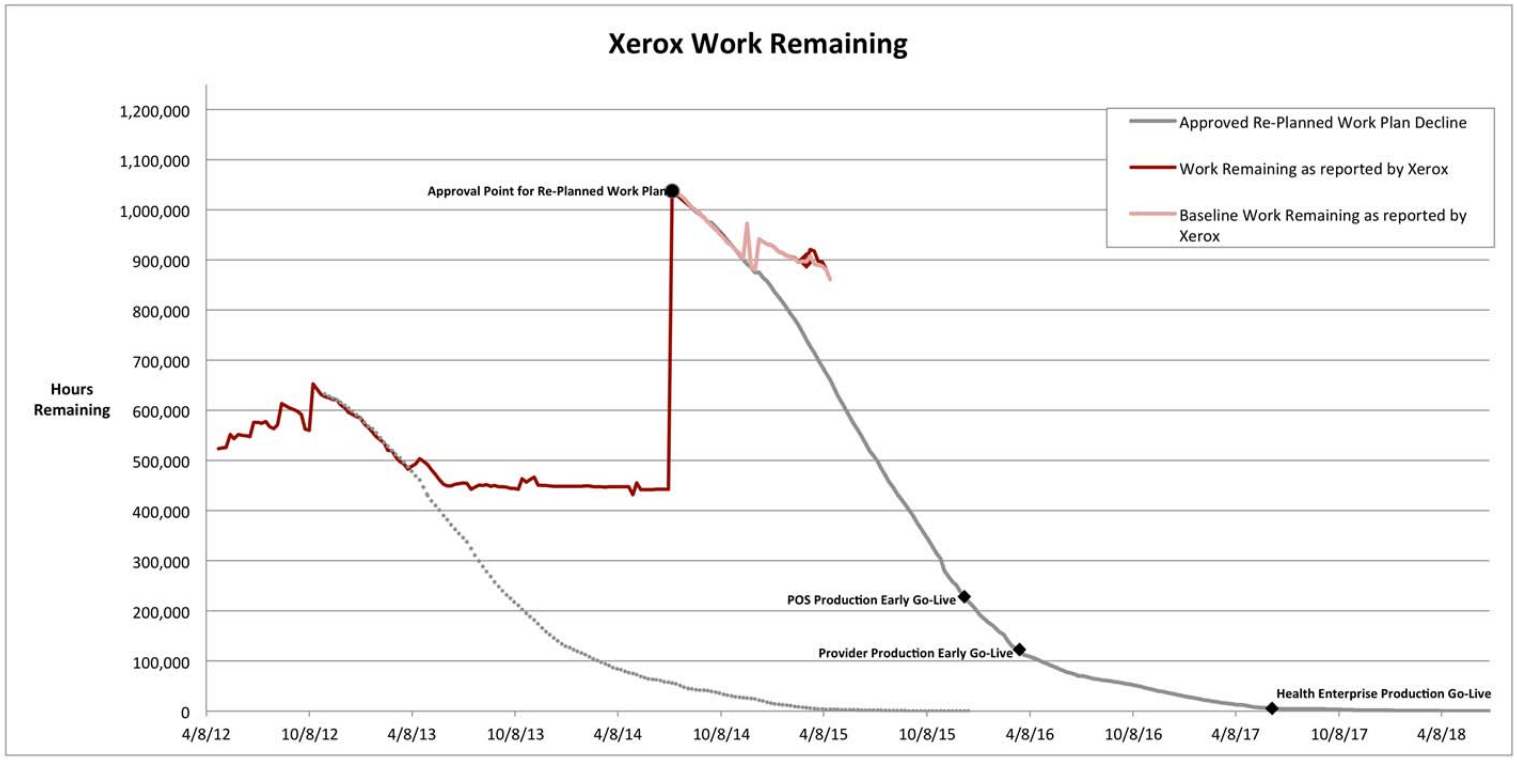


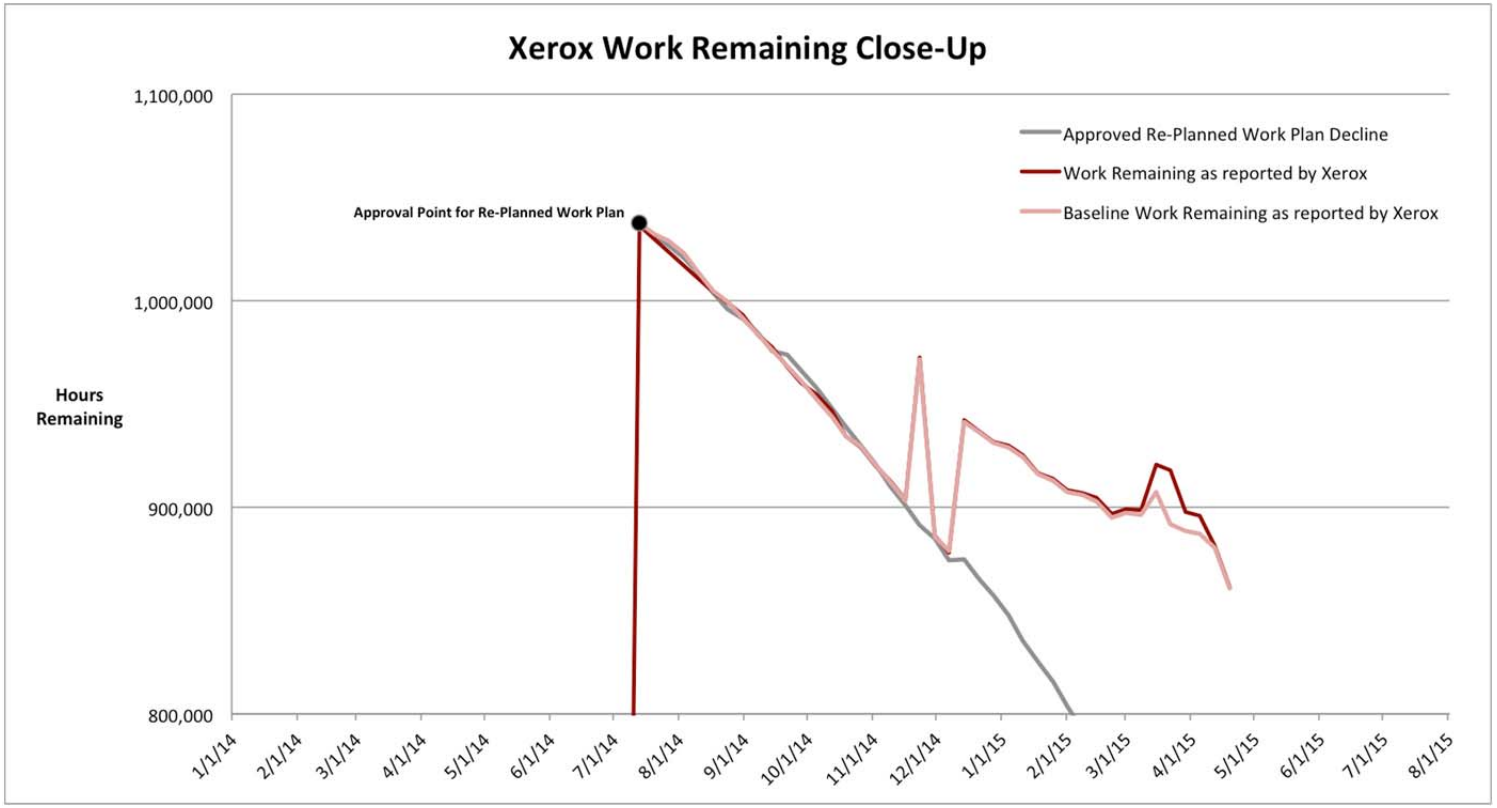
System Test (SYST) Overall Execution by Functional Area



Declining Work Balance

This week the Actual work decreased, while Remaining Work and Remaining Baseline Work increased.




Xerox Work Remaining Close-Up
Approved Re-Planned Work Plan Decline
Work Remaining as reported by Xerox
Baseline Work Remaining as reported by Xerox
Approval Point for Re-Planned Work Plan
Hours Remaining
1,100,000
1,000,000
900,000
800,000
1/1/14
2/1/14
3/1/14
4/1/14
5/1/14
6/1/14
7/1/14
8/1/14
9/1/14
10/1/14
11/1/14
12/1/14
1/1/15
2/1/15
3/1/15
4/1/15
5/1/15
6/1/15
7/1/15
8/1/15

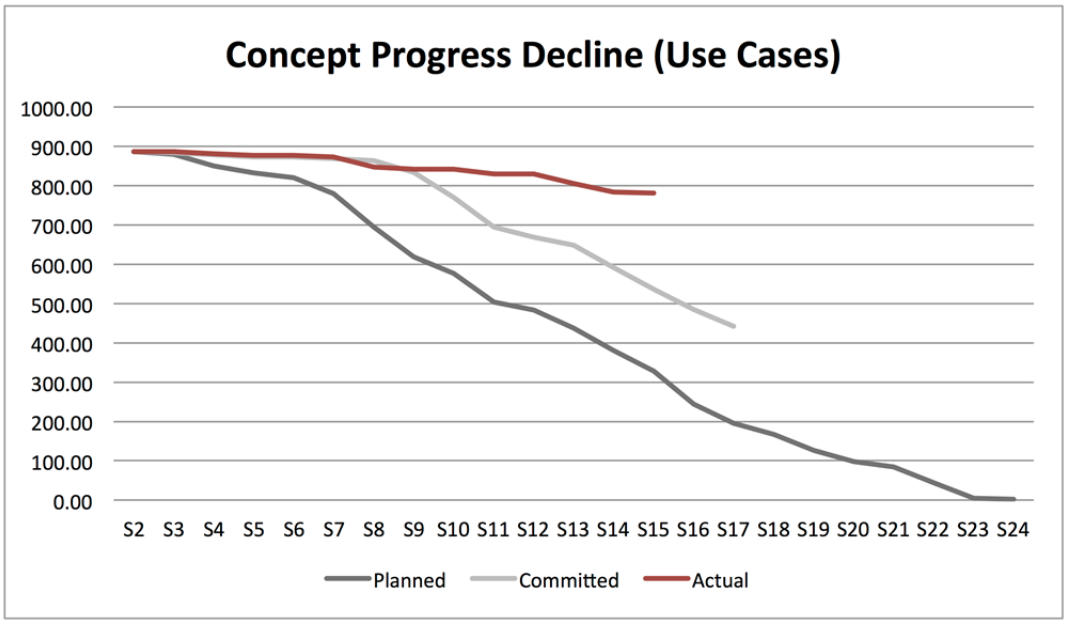
Xerox Functional Area Sprint – Progression and Approval

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.

Concept Progress

At the end of Sprint 15, Concept Work should be completed for 63% of the Use Cases, but is currently only 12% complete.

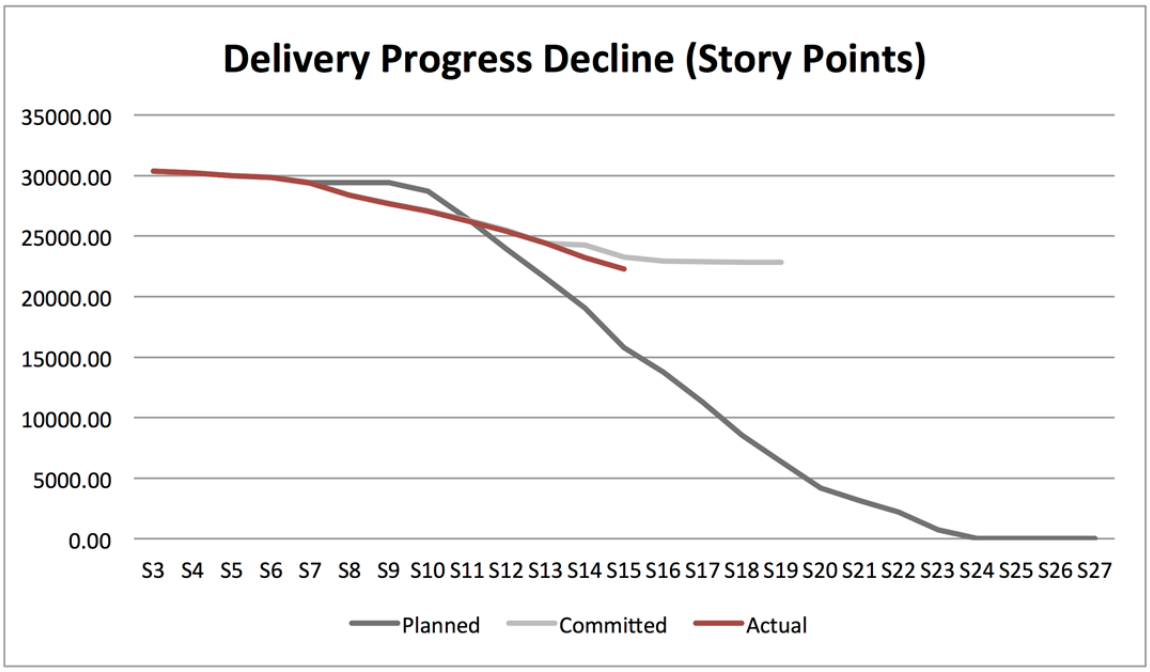
CONCEPT PROGRESS (use cases)			
Sprint	Planned	Committed	Actual
S3	6	2	0
S4	30	6	5
S5	18	5	4
S6	12	0	0
S7	40	4	4
S8	86	5	26
S9	76	31	5
S10	41	63	0
S11	73	75	12
S12	21	26	1
S13	46	21	24
S14	56	56	21
S15	53	56	3
S16	84	91	0 (sprint in progress)
S17	49	43	



Delivery Progress

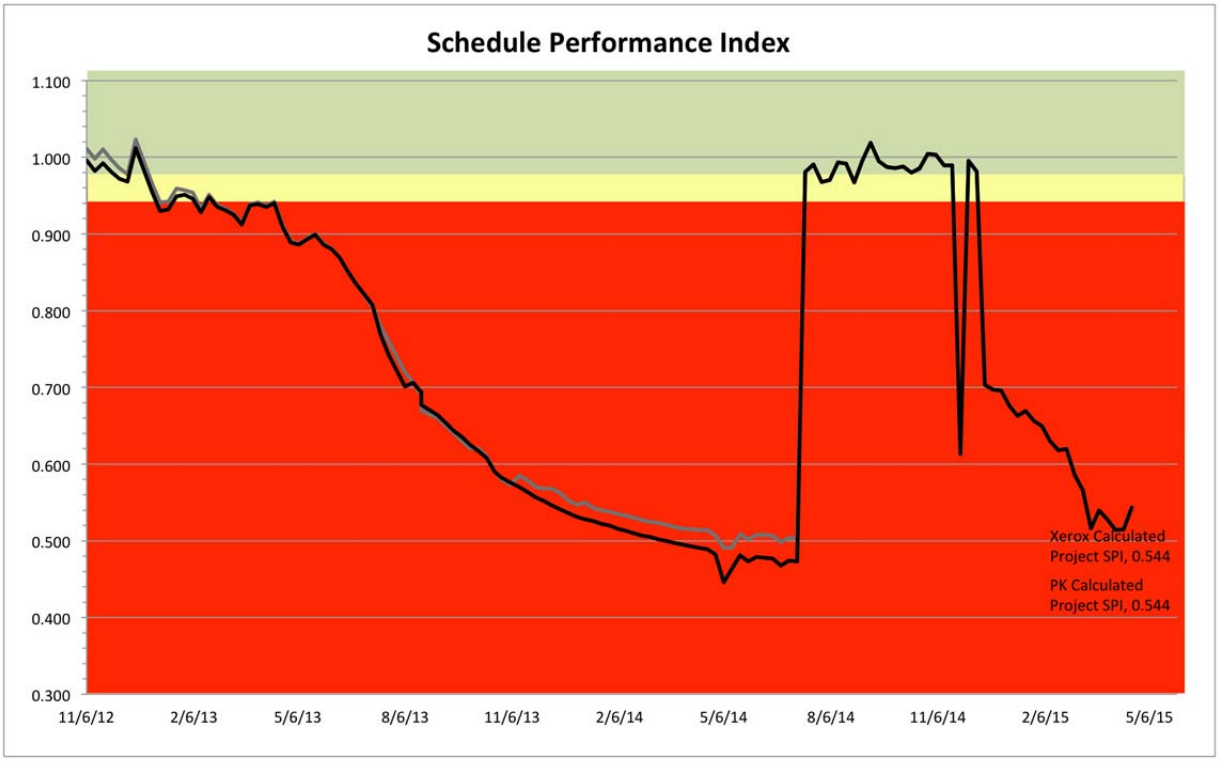
At the end of Sprint 15, Delivery should be completed for 48% of the Story Points, but is currently only 27% complete.

DELIVERY PROGRESS (story points)			
Sprint	Planned	Committed	Actual
S4	125	125	125
S5	223	242	242
S6	162	152	152
S7	443	463	471
S8	0	977	986
S9	0	681	710
S10	673	605	618
S11	2,284	768	776
S12	2,530	870	875
S13	2,410	1,079	981
S14	2,462	1,113	1,189
S15	3,254	1,004	942
S16	2,024	342	0 (sprint in progress)
S17	2,475	34	
S18	2,734	34	



Schedule Performance Index (SPI)

In early December 2014, DPHHS questioned the Xerox work plan progress reporting methodology. Xerox stated that they were using a time-based reporting approach, rather than reporting on actual progress. Xerox delivered one status report in early December based on actual progress, rather than the time-based approach, then stated that they discovered many problems in JIRA with dependencies and task mapping to Microsoft Project. They went back to the time-based reporting approach until 12/16/14, when they began reporting on actual task progress again.

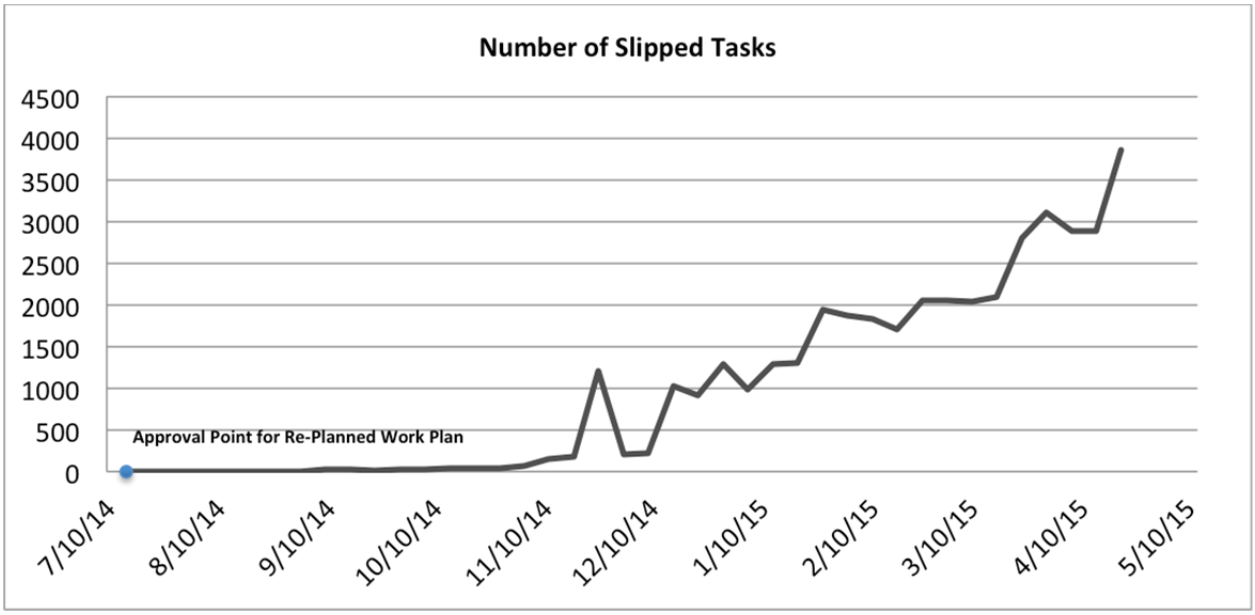


The PK calculated SPI may vary from Xerox reported number based on the following difference in Planned / Earned Value measurement:

- 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.

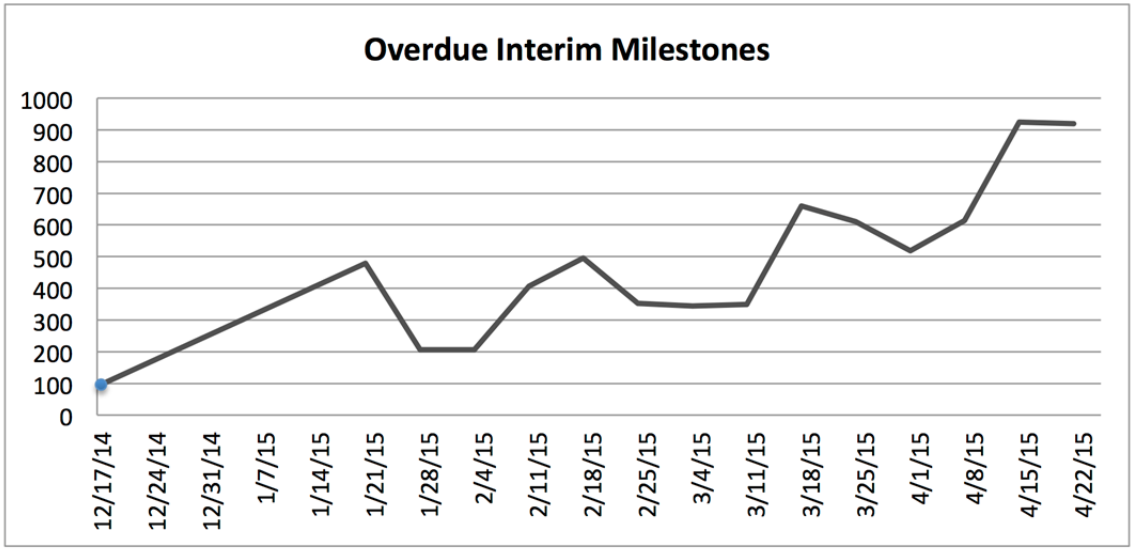
Slipped Tasks

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



Last week Xerox reported 2,883 slipped tasks. The Xerox reported slipped tasks for the period ending 4/17/15 are 3,855.

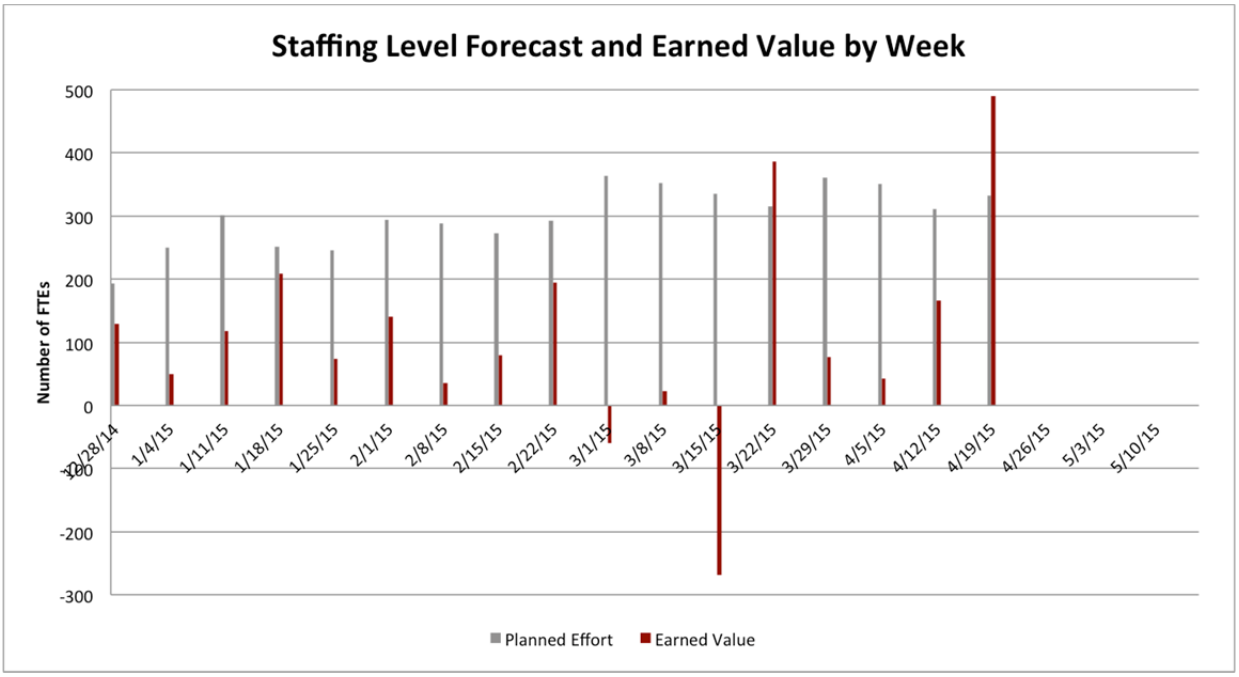
Overdue Interim Milestones



There are 920 past due interim milestones, as of 4/17/15.

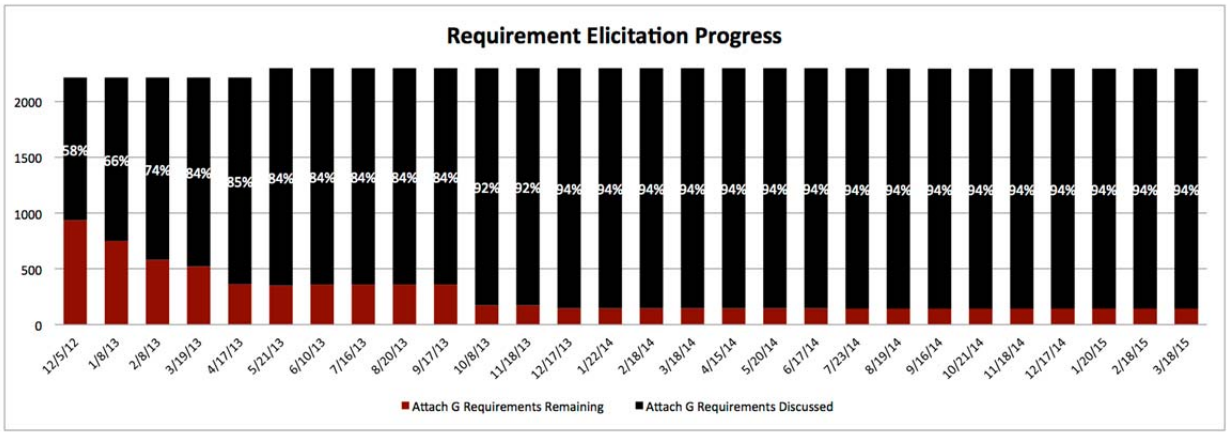
Please note that the overdue interim milestone count reported by Xerox for the weeks of 1/28/15 and 2/4/15 were missing counts for some of their work plans, so the number was under-reported. Xerox has corrected the reporting error and will report overdue interim milestones for all work plans, going forward.

Staffing Level Forecast and Earned Value



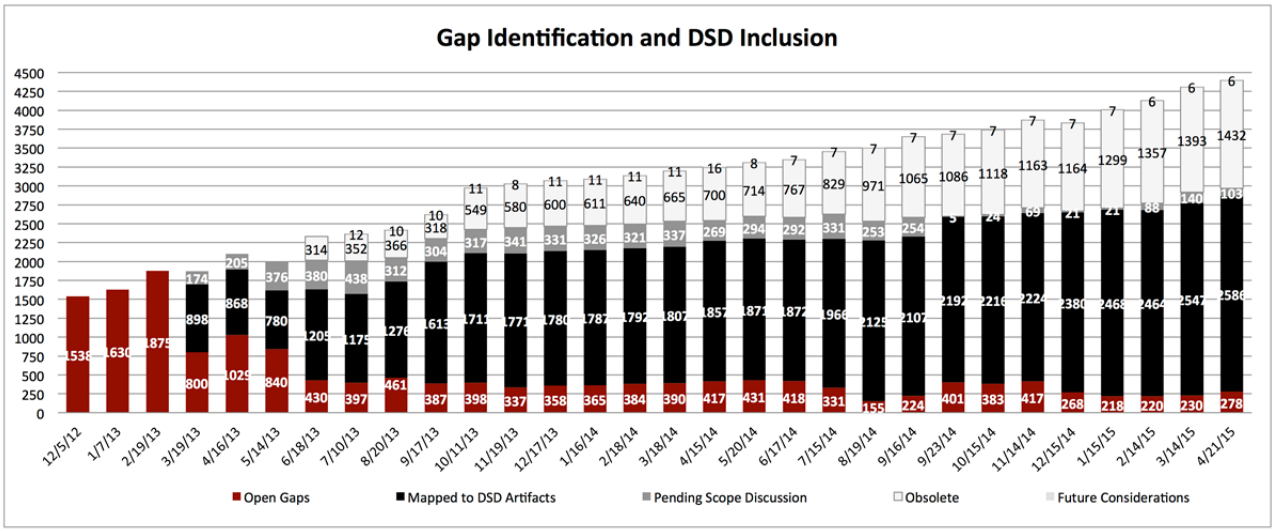
Earned Value variance last reporting period was 5,815 and this reporting period is -6,316.

Requirement Elicitation Progress



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

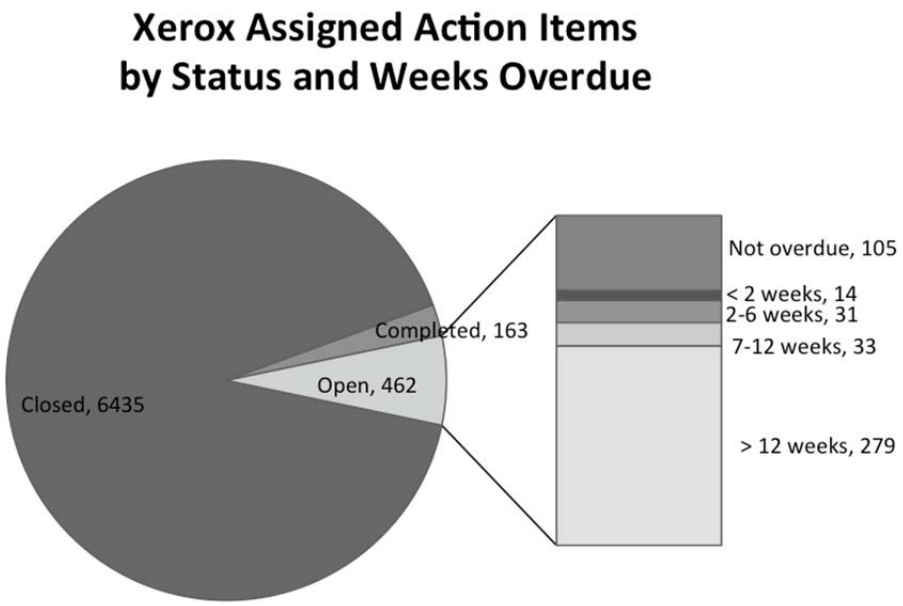
Gap Identification and Design



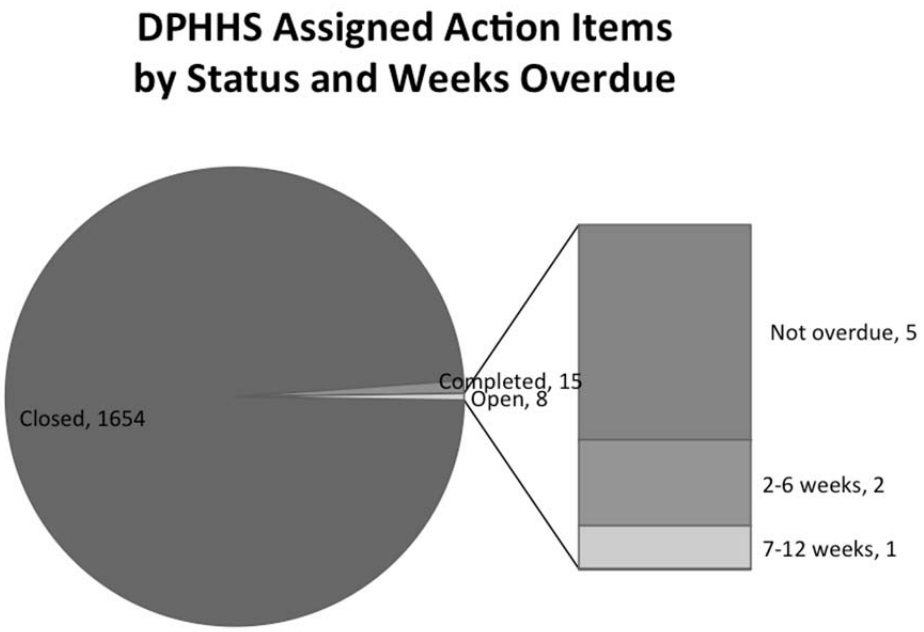
Note: The number at the top of each column (starting in July 2013) is the count of gaps with the status "Future Consideration".

- There are 79 gaps in a "New" status in DOORS
- There are 24 gaps in a "Pending" status in DOORS
- 32% of identified gaps have been assigned a status of "Obsolete" in DOORS
- The Obsolete Gap count has increased by 39 since the March 2015 monthly report
- There are a large number of gaps (333) that have not been mapped to a DSD artifact. This number has increased by 10 since the March 2015 report
- Total gaps are 4,316, an increase of 93 from the March 2015 report

Xerox SharePoint – Action Items Log

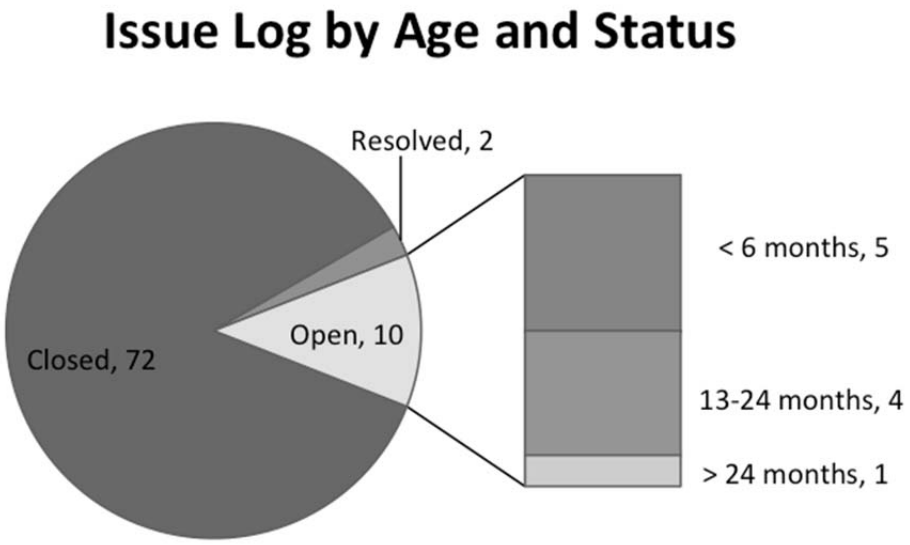


- Xerox Open Action Items have decreased by 2 from last month's count
- Xerox Completed Action Items have increased by 9 from last month's count
- Xerox Closed Action Items have increased by 4 from last month's count
- Xerox <2 weeks overdue Action Items have increased by 6 from last month's count
- Xerox 2-6 weeks overdue Action Items have decreased by 3 from last month's count
- Xerox 7-12 weeks overdue Action Items have decreased by 9 from last month's count
- Xerox >12 weeks overdue Action Items have decreased by 1 from last month's count



- DPHHS Open Action Items have decreased by 4 from last month's count
- DPHHS Completed Action Items have increased by 2 from last month's count
- DPHHS Closed Action Items have increased by 2 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 remained the same last month's count
- DPHHS 7-12 weeks overdue Action Items have remained the same from last month's count
- DPHHS >12 weeks overdue Action Items have decreased by 1 from last month's count

Xerox SharePoint – Issues Log



- Open Issues remained the same from last month's count
- Closed issues remained the same from last month's count
- There are four issues that have been open for longer than 1 year
- There is one issue that has 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 Member, TPL, Claims Adjudication, Contact Management, Reference, Claims Payment, Service Auth, Care Management, Claims Front End solution presentation and concept review sessions	Complete	Minutes posted to the DPHHS SharePoint
Conducted review of the DSDD for Pharmacy POS (PH577) deliverable	Complete	Conducted review of this deliverable
Created draft DDI and Operational Pricing Document of Record to identify changes as a result of Amendment #5	Complete	Created the draft document and delivered to DPHHS
Developed criteria for measurement of the CAP items B – Design Session Prep and C – Design Session Execution	Complete	Worked with DPHHS to develop the criteria
Facilitated the PK Weekly Status Meeting on 4/16/15	Complete	Facilitated this meeting
Participated in the Xerox Weekly Project Status meeting with DPHHS and Xerox on 4/16/15	Complete	Participated in and scribed this meeting
Participated in the Provider Early Go Live Review meeting with DPHHS and Xerox on 4/17/15	Complete	Participated in and scribed this meeting
Participated in the DPHHS Team meeting with DPHHS on 4/17/15	Complete	Participated in this meeting
Participated in the Category A Random Sample Assignments - Review & Discuss meeting with DPHHS on 4/20/15	Complete	Participated in this meeting

Participated in the POS Early Go-Live DSD (PH577) Initial Comments - Review/Discussion meeting with DPHHS on 4/20/15	Complete	Participated in this meeting
Participated in the Weekly Xerox DDI PM meeting with DPHHS and Xerox on 4/21/15	Complete	Participated in this meeting
Participated in the Architecture Review meeting with DPHHS and Xerox on 4/21/15	Complete	Participated in this meeting
Participated in the Session Prep and Execution Evaluation meeting with DPHHS on 4/22/15	Complete	Participated in this meeting
Participated in MMIS DDI Governance meeting with DPHHS on 4/22/15	Complete	Participated in this meeting
Participated in the UAT POS Early Go Live - Preparation Touch-point meeting on 4/22/15	Complete	Participated in this meeting
Participated in the DPHHS & Xerox Discussion of SB405 Implementation meeting on 4/22/15	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
Quality issues with MT MMIS design sessions	Xerox to implement improvements to design sessions and improve velocity on ready for development gaps/use cases, for presentation in SME sessions.
Large number of Xerox action items not addressed	Xerox should create a plan for the rapid closure of action items.
Gap tracking and process management and unresolved out of scope gap concerns	Processes for management of gaps and resolution of the outstanding out of scope gaps should be followed.

Public Knowledge LLC

Management Consultants