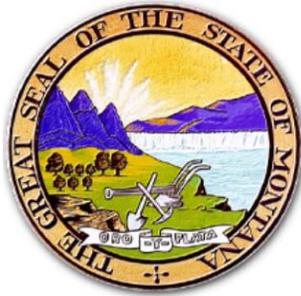


Deliverable to:

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

July 23, 2015

Public Knowledge LLC
Management Consultants

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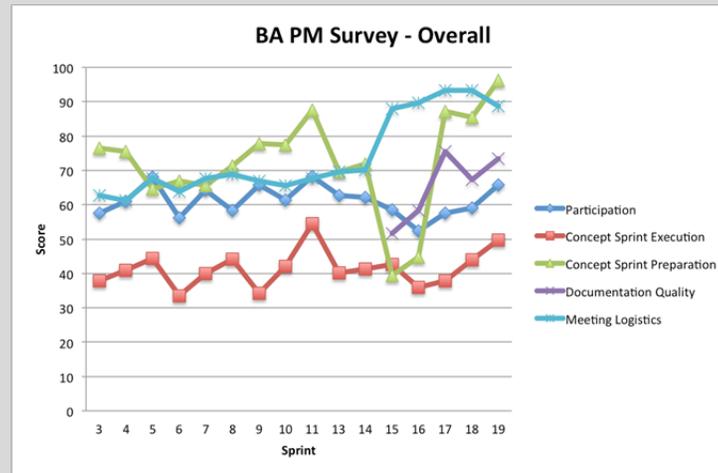
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1 - MMIS Project Quality

1.1 Project Summary

Current Phase:	Requirements Analysis/Concept/Delivery																																
Most Recent PK Accomplishments:	Participated in CAP Item B & C evaluations and reconciliation meetings. Reviewed and submitted comments to DPHHS on the Gold Copy spreadsheet containing the sprint task cleanup change request. Reviewed the Unit Test Checklists for HIE (PI2200) Deliverable and provided comments to DPHHS. Reviewed System Test Cases for HIE (H02059) Interim Deliverable and submitted comments to Xerox. Reviewed the Montana Business Rules Process Document and provided comments to DPHHS. Reviewed the Updated UI Style Guide deliverable, in support of Action Item 8862, and provided comments to DPHHS. Participated in and scribed solution presentation concept review sessions, weeks of 6/22/15, 6/29/15, 7/6/15, 7/13/15 and 7/20/15.																																
Next Major Milestone:	M-I: Sprint 19 Finish – 8/4/15																																
Next Payment Milestone:	Benefit Plan – 11/16/15																																
Next Deliverable:	D: HE Go-Live System Test Results Report (MT450) – 8/11/15																																
Biggest Project Challenges:	<ul style="list-style-type: none"> • Inaccurate system documentation • Quality issues with MT MMIS design session preparation and execution • Large number of Xerox action items not addressed • Deliverable quality issues and late interim deliverables • Issues with POS EGL UAT Execution 																																
Status Overview	<p>Sprint 19 – The project is currently conducting Sprint 19, of the 27 planned sprints. From July 8, 2015 through: August 4, 2015. Functional areas included in this sprint are: Claims Pricing, Claims Adjudication, Web Portal, TPL, Provider, Member, Reference, Claims Payment, Claims Front End</p> <p>Deliverable Status – 7/18/14 – 7/22/15 (cover letter approvals have been excluded from percentages below):</p> <ul style="list-style-type: none"> • A minimum of 63% (59/93) of deliverables and interim deliverables scheduled for delivery in the next 90 days are projected to be late. • 7% (22/298) of the deliverables and interim deliverables due since 7/18/14 are in Approved/Review Completed status. • 83% (248/298) of the deliverables and interim deliverables due since 7/18/14 are past due for delivery from Xerox. • 2% (5/298) of the deliverables and interim deliverables delivered since 7/18/14 have been rejected by DPHHS and have not been re-delivered by Xerox. <table border="1"> <thead> <tr> <th>Deliverable Type</th> <th>Total Due</th> <th>Xerox Past Due</th> <th>Returned to Xerox for Revision</th> <th>DPHHS Review</th> <th>Approved/Review Completed</th> <th>Cover Letter Approvals</th> <th>Rejected</th> </tr> </thead> <tbody> <tr> <td>Deliverable</td> <td>49</td> <td>15</td> <td>5</td> <td>4</td> <td>16</td> <td>8</td> <td>1</td> </tr> <tr> <td>Interim Deliverable</td> <td>258</td> <td>233</td> <td>6</td> <td>8</td> <td>6</td> <td>1</td> <td>4</td> </tr> <tr> <td>Total</td> <td>307</td> <td>248</td> <td>11</td> <td>12</td> <td>22</td> <td>9</td> <td>5</td> </tr> </tbody> </table>	Deliverable Type	Total Due	Xerox Past Due	Returned to Xerox for Revision	DPHHS Review	Approved/Review Completed	Cover Letter Approvals	Rejected	Deliverable	49	15	5	4	16	8	1	Interim Deliverable	258	233	6	8	6	1	4	Total	307	248	11	12	22	9	5
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Daikibo Methodology – Design sessions under this new approach began on April 23, 2014. PK has developed a survey for DPHHS BA/PMs and DPHHS SMEs to monitor the progress and quality of the design sessions. Survey results are collected bi-weekly. Following are BA/PM and SME survey results from the week ending 7/17/15. The BA/PM Survey data for the second week of S19 is based on 7 responses for the week ending 7/17/15, for a total of 16 responses for S19. There were no SME sessions during the week ending 7/17/15, so no SME survey results are reported this week.



Xerox Corrective Action Plan (CAP) – DPHHS delivered a requirement for corrective action to Xerox on 11/26/14. The document delivered by the State 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 recommended by Xerox in their 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 on time. DPHHS issued a Notice of Material Breach to Xerox on CAP Item A on 3/18/15, as the documentation environment was not ready for review on 3/13/15, as required by the CAP. Xerox made the Blueworks audit space available to DPHHS for review on 3/24/15, and is currently working with IBM to resolve remaining issues in Blueworks. DPHHS delivered a Follow-up to the Notice of Material Breach of Medicaid Management Information System Contract - Corrective Action Plan - Category A to Xerox on 4/8/15, notifying Xerox that the material breach had not been cured by the DPHHS audit of the platform documentation. Xerox delivered a documentation remediation PowerPoint presentation to DPHHS on 4/8/15. DPHHS will continue monitoring Xerox performance on CAP Items F – Project Management Metrics and G – Project Staffing. DPHHS began monitoring the CAP+60 items on April 11, 2015 - CAP Items B, C, and E on. 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. DPHHS began their second audit of Xerox platform documentation for evaluation of CAP Item A on 4/20/15. DPHHS delivered a response to the Xerox letter on 4/22/15. DPHHS delivered response comments to CAP Item E - Corrective Action Plans for Overdue Deliverables on 5/6/15. On May 13, 2015, DPHHS completed the review of CAP items B, C, and E and determined that Xerox had failed to successfully deliver each of these CAP Items. On May 15, 2015, DPHHS issued three separate additional Notices of Material Breach to Xerox for CAP Item B, CAP Item C, and CAP item E. DPHHS is prepared to begin evaluating the CAP + 90 measure for any deliverable submitted on or after May 12, 2015.

POS UAT – UAT began on 7/1/15, eight days after the scheduled start date, due to entrance criteria not completed by Xerox. DPHHS and Xerox came to agreement on completion dates for incomplete entrance criteria items.

- The start date for execution of the POS Early Go-live UAT was scheduled for 6/22/15, but testing actually began on 7/1/15
- Xerox did not meet all exit criteria from predecessor testing phases or all entrance criteria for the POS EGL UAT
- A Xerox proposed a plan for completion of the incomplete criteria was accepted by DPHHS
- Due to the number of POS deliverables being submitted during the UAT testing period, the delay in completion of POS business rules sessions, issues with the testing and defect management tools, and issues with the test cases, the rate of test cases run is behind the planned rate
- DPHHS has added additional resources execute test cases
- DPHHS halted the UAT Testing effort on 7/21/15 to allow Xerox to address deficiencies in test cases
- The UAT Testing effort is planned to resume on 8/3/15

Performance Indicator Panel Key

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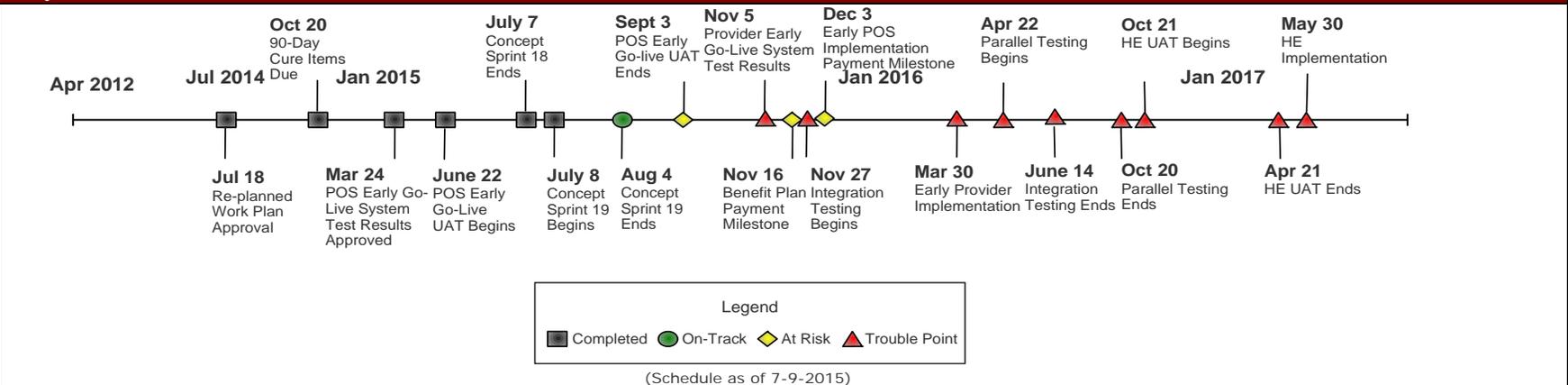
Project Status

Overall: red
 NOTE: The overall project status is red due to quality issues with design documentation, quality issues with design sessions, deliverable quality issues and late interim deliverables, the large number of Xerox action items not addressed, gap tracking and process management issues, and issues with the POS Early Go-live User Acceptance Testing

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

- Schedule is red due to an SPI of .525, 3,916 slipped tasks, and 248 past due deliverables and interim deliverables. [SPI is an industry standard measure of alignment with project schedule, with a 1.0 indicating that the project is on schedule.]
- Scope is yellow due to the large number of Xerox action items not addressed and not managing to the action item management plan, to aid prevention of this issue going forward; and because there are currently 15 gaps in a "New" status in DOORS and there are 22 gaps in a "Pending" status in DOORS.

Project Timeline



Overdue Deliverables and Interim Deliverables

Deliverables:

D: Business Rules Documentation for POS engine (PI27) – 11/4/14
 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: 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: Training Report for Provider (TR47) – 4/24/15
 D: Provider Early Go-Live Integration (E2E) Test Plan (MT21) – 5/4/15
 D: Test Cases for Provider Early Go-Live Performance (MT537) – 5/14/15
 D: System Test Results documented for DRAMS (DR265) – 6/3/15
 D: Test Cases for HE E2E (MT33) – 6/11/15
 D: Provider Documentation (MT10) – 6/16/15
 D: Test Cases and Test Scripts for HE UAT (MT136) – 7/20/15

Interim Deliverables:

D-I: Design Documentation for Electronic Management Inbound Transactions (TP4531) – 9/26/14
 D-I: Design Documentation for Electronic Management Outbound Transactions (TP4553) – 9/26/14
 D-I: Design Documentation for Manage Provider Communication (PV5321) – 10/13/14
 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 (CN2929) – 11/10/14
 D-I: System Test Cases for Manage Provider 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 (F6416) – 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 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 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

	<p>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 (WA2564) – 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: 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: 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</p>
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	<p> 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 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: CBT Training Materials for Contact Management (CN4364) – 4/23/15 D-I: System Test Cases for Member Auto-Assignment (CM3886) – 4/27/15 D-I: Design Documentation for Perform Claim Entry - Internal Users (CF2357) – 4/27/15 D-I: Design Documentation for Produce REOMBs (CP2867) – 4/27/15 D-I: System Test Results for View-Update Message Center (CN3326) – 4/27/15 D-I: System Test Cases for Create/Maintain Letter Template (CN3566) – 4/27/15 D-I: System Test Cases for Retrieve Document (CN3665) – 4/27/15 D-I: System Test Cases for Manage Member Information (Waiver) (ME4797) – 4/27/15 D-I: System Test Cases for Manage Member Buy-in Information (ME4893) – 4/27/15 D-I: Design Documentation for Process Automated Prov Interfaces (PV5316) – 4/27/15 D-I: Design Documentation for Disenroll Provider (PV5322) – 4/27/15 D-I: System Test Cases for Inquire on Member Eligibility (PV5339) – 4/27/15 D-I: System Test Cases for Global and Common Pages (PV5342) – 4/27/15 D-I: System Test Cases for Inquire Provider Information (PV5343) – 4/27/15 D-I: Design Documentation for Enroll MCO (PV6411) – 4/27/15 D-I: System Test Cases for Inquire on Trading Partner Info (PV7333) – 4/27/15 D-I: System Test Cases for Manage Trading Partner Info (PV7334) – 4/27/15 D-I: Design Documentation for Enroll Trading Partner (PV9311) – 4/27/15 D-I: System Test Results for Initiate Outgoing Information Match (TP4436) – 4/27/15 D-I: Design Documentation for Archive History Request/Retrieval (CP3165) – 4/28/15 D-I: System Test Cases for Batch Letter Request (WA3116) – 5/1/15 D-I: System Test Results for MMIS System Process (CN3202) – 5/4/15 D-I: System Test Cases for Static Content (WA3017) – 5/5/15 D-I: Design Documentation for Technical Architecture (WA3607) – 5/6/15 D-I: System Test Results for Internal Access (WA2678) – 5/6/15 D-I: System Test Results for User Logout (WA2777) – 5/6/15 D-I: System Test Cases for Process Summary (WA2868) – 5/6/15 D-I: System Test Results for EDI x12 837I (ED23143) – 5/6/15 D-I: System Test Cases for Global and Common Pages (WA3339) – 5/7/15 D-I: Design Documentation for Maintain Insurance Carrier (TP4443) – 5/7/15 D-I: System Test Cases for XTCM Interfaces (XT1781) – 5/7/15 D-I: Design Documentation for Global Locking Service (WA3706) – 5/8/15 D-I: Design Documentation for Log Data Update for Audit (WA3805) – 5/8/15 </p>
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	<p>D-I: Design Documentation for Log Business Event (WA3904) – 5/8/15 D-I: Design Documentation for Global Exception (WA4003) – 5/8/15 D-I: Design Documentation for Message Center (WA4102) – 5/8/15 D-I: System Test Cases for EDI x12 837I (ED2386) – 5/13/15 D-I: System Test Cases for Maintain MSQ Information (TP4582) – 5/14/15 D-I: Design Documentation for EDI x12 837D (ED2705) – 5/15/15 D-I: System Test Results for XTCM Interfaces (XT1789) – 5/21/15 D-I: Design Documentation for Enroll Abbreviated (PV5313) – 5/22/15 D-I: System Test Results for Member Auto-Assignment (CM38143) – 5/25/15 D-I: Design Documentation for Member Passport Eligibility Determination (CM3877) – 5/25/15 D-I: System Test Cases for Perform Claim Entry - Internal Users (CF2363) – 5/25/15 D-I: Design Documentation for Add-Update-Inquire Case Record (CN1942) – 5/25/15 D-I: System Test Results for Create/Maintain Letter Template (CN3574) – 5/25/15 D-I: System Test Results for Retrieve Document (CN3673) – 5/25/15 D-I: Design Documentation for Inquire Member Eligibility (External) (ME4934) – 5/25/15 D-I: Design Documentation for Manage Provider Information (PV5312) – 5/25/15 D-I: System Test Cases for Process Automated Prov Interfaces (PV5335) – 5/25/15 D-I: Design Documentation for Provider (PV5364) – 5/25/15 D-I: System Test Cases for Disenroll Provider (PV5341) – 5/25/15 D-I: System Test Results for Inquire on Member Eligibility (PV5357) – 5/25/15 D-I: System Test Cases for Enroll MCO (PV64210) – 5/25/15 D-I: System Test Results for Inquire on Trading Partner Info (PV7371) – 5/25/15 D-I: System Test Results for Manage Trading Partner Info (PV7372) – 5/25/15 D-I: System Test Cases for Enroll Trading Partner (PV9330) – 5/25/15 D-I: Design Documentation for Maintain CMS Medicare Rates, Out-of-State Rates, State of MT Rates – Search (RF6218) – 5/25/15 D-I: System Test Cases for Archive History Request/Retrieval (CP2846) – 5/26/15 D-I: System Test Results for Manage Member Information (Waiver) (ME4805) – 5/26/15 D-I: System Test Results for Manage Member Buy-in Information (ME4901) – 5/26/15 D-I: System Test Cases for Technical Architecture (WA3614) – 5/27/15 D-I: System Test Results for Global and Common Pages (PV5360) – 5/27/15 D-I: System Test Results for Inquire Provider Information (PV5361) – 5/27/15 D-I: System Test Results for Maintain MSQ Information (TP4590) - 5/27/15 D-I: System Test Results for Static Content (WA3025) - 5/29/15 D-I: System Test Results for Batch Letter Request (WA3124) - 5/29/15 D-I: System Test Results for Global and Common Pages (WA3347) - 5/29/15 D-I: System Test Cases for Global Locking Service (WA3713) - 5/29/15 D-I: System Test Cases for Log Data Update for Audit (WA3812) - 5/29/15 D-I: System Test Cases for Log Business Event (WA3911) - 5/29/15 D-I: System Test Cases for Global Exception (WA4010) - 5/29/15 D-I: System Test Cases for Message Center (WA4109) - 5/29/15 D-I: System Test Results for Process Summary (WA2876) - 6/3/15 D-I: Design Documentation for Receive Incoming TPL Information (TP4487) – 6/3/15 D-I: System Test Results for EDI x12 837D (ED2718) – 6/4/15 D-I: System Test Cases for Maintain Insurance Carrier (TP4450) – 6/4/15</p>
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	<p>D-I: Design Documentation for EDI x12 835 Outbound (ED3030) – 6/8/15 D-I: System Test Cases for EDI x12 837D (ED2716) – 6/10/15 D-I: Test Cases for Provider Early Go-Live E2E (MT174) – 6/16/15 D-I: System Test Results for Perform Claim Entry - Internal Users (CF2370) – 6/22/15 D-I: System Test Results for Archive History Request/Retrieval (CP2859) – 6/22/15 D-I: System Test Cases for Produce REOMBs (CP2874) – 6/22/15 D-I: Design Documentation for Price Covered Claim (CC2778) – 6/22/15 D-I: System Test Cases for Add-Update-Inquire Case Record (CN1949) – 6/22/15 D-I: Design Documentation for Contact Management (CN1665) – 6/22/15 D-I: Design Documentation for Generate Reports (CN3435) – 6/22/15 D-I: System Test Cases for Inquire Member Eligibility (External) (ME4941) – 6/22/15 D-I: System Test Cases for Manage Provider Information (PV5331) – 6/22/15 D-I: System Test Results for Process Automated Prov Interfaces (PV5353) – 6/22/15 D-I: System Test Cases for Provider (PV5365) – 6/22/15 D-I: System Test Results for Disenroll Provider (PV5359) – 6/22/15 D-I: System Test Results for Enroll MCO (PV6458) – 6/22/15 D-I: System Test Results for Enroll Trading Partner (PV93812) – 6/22/15 D-I: System Test Cases for Maintain CMS Medicare Rates, Out-of-State Rates, State of MT Rates – Search (RF6225) – 6/22/15 D-I: System Test Results for Maintain Insurance Carrier (TP4458) – 6/22/15 D-I: Classroom Training Materials for Architecture & WebPortal (WA4215) – 6/23/15 D-I: System Test Cases for Benefit Plan Administration (BP98) – 6/23/15 D-I: Design Documentation for Inquire on Claims – Internal (CF2903) – 6/24/15 D-I: System Test Results for Technical Architecture (WA3622) – 6/25/15 D-I: System Test Results for EDI x12 835 Outbound (ED3043) – 6/25/15 D-I: System Test Results for Global Locking Service (WA3721) – 6/26/15 D-I: System Test Results for Log Data Update for Audit (WA3820) – 6/26/15 D-I: System Test Results for Log Business Event (WA3919) – 6/26/15 D-I: System Test Results for Global Exception (WA4018) – 6/26/15 D-I: System Test Results for Message Center (WA4117) – 6/26/15 D-I: System Test Cases for Member Passport Eligibility Determination (CM3884) - 6/29/15 D-I: Classroom Training Materials for Member (ME5440) - 6/29/15 D-I: System Test Results for Produce REOMBs (CP2882) - 7/1/15 D-I: System Test Cases for Receive Incoming TPL Information (TP4494) – 7/1/15 D-I: Design Documentation for Bill Carriers for Pay and Chase Claims (TP4509) – 7/1/15 D-I: Design Documentation for EDI TPMS (ED3355) – 7/2/15 D-I: System Test Cases for EDI x12 835 Outbound (ED3036) – 7/6/15 D-I: CBT Training Materials for Architecture & WebPortal (WA4216) – 7/7/15 D-I: CBT Training Materials for Member (ME5441) – 7/13/15 D-I: System Test Results for Benefit Plan Administration (BP108) – 7/20/15 D-I: Design Documentation for Maintain Benefit Plan Hierarchy (BP1992) – 7/20/15 D-I: System Test Results for Member Outreach (CM3895) – 7/20/15 D-I: Classroom Training Materials for Care Management (CM3940) – 7/20/15 D-I: Classroom Training Materials for Claims Front End (CF2958) – 7/20/15 D-I: Design Documentation for Claims Front End (CF1665) – 7/20/15</p>
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	<p>D-I: System Test Cases for Price Covered Claim (CC2784) – 7/20/15 D-I: System Test Results for Add-Update-Inquire Case Record (CN1957) – 7/20/15 D-I: System Test Cases for Contact Management (CN1671) – 7/20/15 D-I: System Test Cases for Generate Reports (CN3442) – 7/20/15 D-I: Classroom Training Materials for Managed Care (MA4495) – 7/20/15 D-I: Design Documentation for MCO / Provider Waiting List, Encounters, and Recon (MA3892) – 7/20/15 D-I: System Test Results for Inquire Member Eligibility (External) (ME4949) – 7/20/15 D-I: System Test Results for Manage Provider Information (PV5349) – 7/20/15 D-I: System Test Results for Provider (PV5366) – 7/20/15 D-I: Design Documentation for Maintain Internal Code Sets (RF6482) – 7/20/15 D-I: System Test Results for Maintain CMS Medicare Rates, Out-of-State Rates, State of MT Rates – Search (RF6233) – 7/20/15 D-I: System Test Results for Receive Incoming TPL Information (TP4502) – 7/20/15 D-I: System Test Cases for Inquire on Claims – Internal (CF2909) – 7/22/15</p>
<p>Past Due Milestones</p>	
<p>Payment Milestones: None</p>	<p>Interim Milestones: Current Count: 124</p>
<p>Rejected Deliverables and Interim Deliverables</p>	
<p>Deliverables: D: DSDD for Pharmacy POS (PH577) – Resubmitted on 7/16/15 D: Unit Test Checklists for HIE (PI2200) – Resubmitted on 4/24/15 and 7/8/15</p>	<p>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 Cases for HIE (H02059)</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) 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 - Project metrics portal - Design session preparation and execution - Project staffing - Design documentation - Deliverable quality 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Xerox to cure the Notices of Material Breach for CAP Items A, B, C & E - DPHHS to continue monitoring CAP Item D – Deliverable Quality - Xerox to respond to the comments that DPHHS delivered on the Overdue Deliverables Spreadsheet, in support of CAP Item E, on 5/6/15 - DPHHS to evaluate CAP Items B & C for Sprint 19

Issue	What's Been Done	What's Still Needed
	<p>during the week of 1/19/15 and DPHHS has provided feedback on each of them</p> <ul style="list-style-type: none"> - 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
	<p>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</p> <ul style="list-style-type: none"> - 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 - DPHHS began their second audit of Xerox platform documentation for CAP Item A – Documentation on 4/20/15 - DPHHS delivered a response to the Xerox letter on 4/22/15 - Xerox delivered CAP Item E - Corrective Action Plans for Overdue Deliverables - DPHHS delivered response 	

Issue	What's Been Done	What's Still Needed
	<p>comments to CAP Item E - Corrective Action Plans for Overdue Deliverables on 5/6/15</p> <ul style="list-style-type: none"> - DPHHS completed the review of CAP items B, C, and E and determined that Xerox had failed to successfully deliver each of these CAP Items on 5/13/15 - DPHHS issued three separate additional Notices of Material Breach to Xerox for CAP Items B, C, and E on 5/15/15 - Meetings were conducted with Xerox on 6/9/15 and 6/10/15 to discuss outstanding items on CAP Item E 	
<p><i>2) Quality issues with MT MMIS design sessions</i></p> <ul style="list-style-type: none"> - Lack of preparation by Xerox staff - Failure to follow overall design processes, including processes for AIs, BRs, Gaps, etc. - Inability to demonstrate Health Enterprise - Inconsistent participation by Health Enterprise experts - Failure to complete assigned prerequisites - Poor facilitation of sessions - Pace/flow of sessions should be optimized to make better use of DPHHS SME's time - Need to improve Xerox BA coordination with DPHHS BAs prior to the session - Failure to clearly state the desired outcome of the session 	<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 	<ul style="list-style-type: none"> - Xerox to conduct on-going training for staff - DPHHS to deliver survey results to Xerox on a weekly basis - Xerox to improve velocity on ready for development gaps/use cases for presentation in SME sessions - Xerox to modify the presentation style for the SME sessions to be more business process focused, rather than gap focused - Xerox to notify DPHHS of actions taken as a result of the concept session feedback provided to

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - 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 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, 	<ul style="list-style-type: none"> 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 - Xerox came to DPHHS on 5/13/15 and said that they need to take a step back and start over with Care Management Requirements and Design, as the work done to date by Xerox did not consider current legacy functionality and is not usable - Modified Care Management sessions are being conducted during S17, to allow Xerox to reassess all requirements and develop proposed solutions - 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 - In Sprint 16 CAP Item B and C were 	<ul style="list-style-type: none"> Xerox leadership - Xerox to cure the material breaches on CAP Items B (design session prep) and C (design session execution) - DPHHS to evaluate CAP Items B & C for Sprint 19

Issue	What's Been Done	What's Still Needed
<p>Web Portal and Reference during the week of 9/15/14</p> <ul style="list-style-type: none"> - Member sessions the weeks of 10/13/14 and 10/20/14 have been somewhat disorganized <ul style="list-style-type: none"> o Research on previous discussions and documents not done ahead of time o Not all action items that affected the use cases were completed o Analysis of Legacy Business Rules was not completed prior to the start of the sprint - There have been phone and projector issues in many of the sessions during the month of 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 - 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 	<p>assessed by DPHHS - 6 of 9 functional area sessions failed the session preparation evaluation, and 5 of 9 functional area sessions failed the session execution evaluation</p> <ul style="list-style-type: none"> - DPHHS is delivery weekly concept session feedback to Xerox leadership 	

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> 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 - Numerous Care Management design sessions have been held previously, however Xerox now has a new team for this functional area and that team was unprepared for the S16 Care Management concept sessions – they were not familiar with the legacy business rules or functionality, or with the MT RFP requirements - The SME sessions have become very gap focused, rather than presenting the gaps from a business process perspective, which allows the DPHHS SMEs to understand the big picture of the process - In Sprint 16 CAP Item B and C were assessed by DPHHS - 6 of 9 functional area sessions failed the session preparation evaluation, and 5 of 9 functional area sessions failed the session execution evaluation - There were numerous errors in the Member and Claims Payment documentation submitted in preparation for the Sprint 18 Concept sessions 		
<hr/> <p><i>3) Risk to finish date of POS Early Go-live (EGL) User Acceptance Testing</i></p> <hr/>		

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - The start date for execution of the POS Early Go-live UAT is scheduled for 6/22/15 - Xerox has not met all exit criteria from predecessor testing phases - Xerox has not met all entrance criteria for the POS UAT - Due to the number of POS deliverables being submitted during the UAT testing period, the delay in completion of POS business rules sessions, issues with the testing and defect management tools, and issues with the test cases, the rate of test cases run is behind the planned rate 	<ul style="list-style-type: none"> - Xerox has provided a schedule for POS EGL User Acceptance Testing - Xerox to deliver and DPHHS approved, documented exception requests for entrance criteria not yet met - POS Early Go-live UAT began on 7/1/15 - DPHHS has added additional resources execute test cases - DPHHS halted the UAT Testing effort on 7/21/15 to allow Xerox time to address deficiencies in test cases - The UAT Testing effort is planned to resume on 8/3/15 	<ul style="list-style-type: none"> - DPHHS to determine if a sufficient amount of test case improvements have been realized, in order to re-start UAT on 8/3/15
<hr/>		
<i>4) Blueworks (BWL) usability concerns</i>		
<ul style="list-style-type: none"> - Xerox has implemented numerous workarounds to address deficiencies within BWL - BWL does not allow for one-to-many or many-to-one relationships between Use Cases and User Interface Specifications, which do currently exist - There are continued performance issues with BWL 	<ul style="list-style-type: none"> - Xerox has documented workarounds to address issues with Report, Letter, and Interface Specifications - Xerox has documented a workaround to address issues with flow-diagrams housed within BWL 	<ul style="list-style-type: none"> - Xerox to correct BWL deficiencies - Xerox to propose a process for the one to many and many to one UC/UIS issue
<hr/>		
<i>5) Xerox does not have a complete, functioning platform demonstration environment</i>		
<ul style="list-style-type: none"> - There is no environment available where the system can be fully demonstrated to determine whether it meets RFP requirements, or if a gap exists 	<ul style="list-style-type: none"> - In the Cap A Platform Documentation Remediation Plan meeting on 7/14/15, Xerox announced that they did not plan to create a fully 	<ul style="list-style-type: none"> - Xerox to implement a fully functioning platform environment

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - There is no environment available where the validity of the documentation in Blueworks can be verified - Over 30 of the use cases sampled for the CAP Item A – Documentation audit review part 2, were assigned an "Unable to Validate" status, as the functionality is not available in the platform environment - Batch is not running in the platform environment - Letters, reports, interfaces, document management, address validation, workflow, and EDI are not functioning in the platform environment - Xerox originally stated that the fully functioning platform environment will be complete by July 31, 2015 	<p>functioning platform environment, and would instead create a fully functioning environment for the MT product</p> <ul style="list-style-type: none"> - Xerox plans to have the fully functioning environment for the MT product complete by 8/31/15 	
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<p><i>6) Xerox is deferring unfinished sprint functionality to later sprints</i></p>		
<ul style="list-style-type: none"> - Delays in the planning for and completion of functionality in sprints, is causing functionality to be deferred to later sprints - 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 <p><i>(Concept is currently 19% complete and</i></p>	<p>An Issue has been entered in the Xerox SharePoint Issues List</p>	<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

Issue	What's Been Done	What's Still Needed
<p><i>Delivery is currently 39% complete, for the known gaps)</i></p>		
<p>7) Attrition of Xerox staff transitioned to Cognizant</p>		
<ul style="list-style-type: none"> - On 7/18/13 Xerox announced that staff hired to work on the Montana DDI project, that did not previously work for the fiscal agent, will be transitioned to Cognizant employees effective 8/1/13 - On 7/25/13 Xerox announced that 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 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - Xerox submitted a PM Transition plan to DPHHS on 8/16/13 - DPHHS commented on, and did not accept the proposed plan, on 8/21/13 - The risk status was updated to "Occurring" on 9/23/13 - Xerox presented a new project staffing plan on 10/11/13, but has not formally submitted this plan - Xerox formally submitted their new project staffing plan to DPHHS on 12/17/13 - DPHHS requested additional information from Xerox on their staffing proposal on 1/6/14 - Xerox staff rebadged from Xerox to Cognizant on 1/1/14 are Shellie McCann, David Copenhaver, Scott Patzer, Mayank Sharma, Neil Galloway, Lisa Stimatz, and Craig Krause - DPHHS submitted a formal response to the Xerox project staffing plan on 1/15/14 	<ul style="list-style-type: none"> - Training and background information should be provided to new identified leads on the progress to date on their functional area - This issue has been closed by DPHHS in the Xerox SharePoint and will be removed from future status reports - DPHHS and PK will continue to monitor Xerox project staffing

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - 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 - 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 	<ul style="list-style-type: none"> - 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 - 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 	

Issue	What's Been Done	What's Still Needed
<p>from Xerox, effective 4/4/14</p> <ul style="list-style-type: none"> - 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 - 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 	<p>will no longer be the Claims Adjudication lead</p> <ul style="list-style-type: none"> - Lisa Nelson has replaced Kate Holley as the project executive admin 	

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - 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 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 - Kate Holley (executive admin) has resigned from the MT Xerox DDI team, effective 3/30/15 - Robert Shupe (scribe) is no longer working on the MT Xerox DDI team - Riley Relfe (scribe) is no longer working on the MT Xerox DDI team 		

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - Kala Kasavajhala (PMO analyst) resigned from the MT Xerox DDI team, effective 6/11/15 		
<p><i>8) Large number of Xerox Action Items not addressed</i></p>		
<ul style="list-style-type: none"> - Xerox currently has 464 open action items, and 381 of these action items are overdue - 304 of the Xerox open action items have been open for more than 12 weeks - Xerox currently has 77 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 session, which is Sprint 8. This should be updated in exhibit 4.1 and the resolution should be documented in this action item 	<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 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 	<ul style="list-style-type: none"> - 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
<p>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 <ul style="list-style-type: none"> - 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
<p>and 10/16/14</p> <ul style="list-style-type: none"> - 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 		
<p><i>9) 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 Adjudication 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 implement the following proposed solutions: <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

Issue	What's Been Done	What's Still Needed
<i>10) Gap tracking and process management concerns</i>		
<ul style="list-style-type: none"> - BAs and PMs are unable to locate many Gaps in the Consolidated RSD and Consolidated RTM - There are 364 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 	<ul style="list-style-type: none"> - An Issue has been entered in the Xerox SharePoint Issues List - 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 - PK completed review of the Xerox remaining requirements comments 	<ul style="list-style-type: none"> - 148 requirements remain for initial discussion in sessions for potential gap identification - Xerox to complete review and validation of all unresolved requirements identified in the Remaining Requirements report - PK requested that these requirements be prioritized on design session agendas, as discussion/demonstration of these requirements may generate gaps - DPHHS/PK to deliver review comments to Xerox on the remaining requirements update delivered on 8/15/14
<i>11) Limited DPHHS/PK access to Xerox tools</i>		
<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 - 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 	<ul style="list-style-type: none"> - RQM training was provided on 5/29/13 - Access to JIRA was provided to six DPHHS/PK staff on 1/31/14 - A request for JIRA access for four additional DPHHS/PK staff was submitted by DPHHS on 2/3/14 - JIRA training for DPHHS/PK staff was conducted on 2/20/14 - State temp IDs have been set up and appropriate access has been granted 	<ul style="list-style-type: none"> - Xerox to add Blaze to the VDI - Xerox to add Sonar to the VDI

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - 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"> - 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 - Xerox provided VDI on 9/23/14, which allows access to Microsoft Project, Sonar, JIRA, RQM and CQ - 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 	

Issue	What's Been Done	What's Still Needed
	<p>icons</p> <ul style="list-style-type: none"> - PWA access was requested for Rhonda Brinkoeter on 12/11/14 - 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 - DPHHS has requested that the following additional links be added to the VDI. DPHHS created these icons and provided a directory to Xerox that contained all the icons: <ul style="list-style-type: none"> ·Project 2007 thick client (to access the Project Server files) ·Project Management Metrics Portal (icon or URL in favorites) ·DOORS Thick Client ·DOORS (icon or URL in favorites) ·JIRA (icon or URL in favorites) ·RQM (icon or URL in favorites) ·ClearQuest (icon or URL in favorites) 	

Issue	What's Been Done	What's Still Needed
	<ul style="list-style-type: none"> ·Sonar (icon or URL in favorites) ·Env92 (icon or URL in favorites) ·MAE ·MT HE Prototype ·Blaze - Xerox added Visio to the VDI, to accommodate Blueworks deficiencies - Blaze access has been granted for Tim Peterson, but has not yet been granted for other DPHHS staff requested 	
<p><i>12) Lack of Formal Process for Business Rules Documentation</i></p> <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 	<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 complete the Action Item to re-review any business rules identified prior to the implementation of the formal process - Xerox to provide the list of business rules selected for externalization to the functional area leads for review in concept sessions - Xerox business rules externalization comments will be reviewed during architecture

Issue	What's Been Done	What's Still Needed
	<p>Rules process on 8/22/14</p> <ul style="list-style-type: none"> - 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 process for business rules should 	<p>meetings on 7/23/15, 7/28/15 and 8/4/15</p> <ul style="list-style-type: none"> - DPHHS to review and comment on the Business Rules Process document submitted on 7/21/15

Issue	What's Been Done	What's Still Needed
	<p>be included in the documentation and stating that they would update the documentation and re-deliver</p> <ul style="list-style-type: none"> - 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 - Many of the resolutions discussed during the 4/13 and 4/14 meetings were not addressed in this re-delivery - DPHHS returned comments to Xerox on the Business Rules Process document on 5/7/15 - A meeting to review open 	

Issue	What's Been Done	What's Still Needed
	<p>comments on the Business Rules Process document was held on 6/9/15. At this time, Xerox had made no changes to the document, based on the comments submitted by DPHHS on 5/7/15</p> <ul style="list-style-type: none"> - Xerox delivered an updated version of the Business Rules Process document on 6/9/15, after the discussion of comments in the meeting - DPHHS submitted comments on 7/2/15 - Xerox delivered an updated version of the Business Rules Process document on 7/21/15 	
<p><i>13) 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 	<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 - 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 - Xerox has stated that the EXH-OM- 	<ul style="list-style-type: none"> - Xerox to propose a solution which meets DPHHS requirements and business needs

Issue	What's Been Done	What's Still Needed
<p>Claim Generation</p> <ul style="list-style-type: none"> - The above referenced use case was not included on the S17 agenda 	<p>OM07-004.8 use case will now be addressed during Sprint 21</p>	
<p><i>14) Xerox is not following the escalation procedure outlined in the Issue Management Plan</i></p>		
<ul style="list-style-type: none"> - Critical issues with due dates that have passed without resolution should be escalated per the Escalation Procedure - Issues in the Xerox SharePoint are not being actively managed - The Xerox Issue Management Plan outlines the escalation procedure 	<ul style="list-style-type: none"> - This was discussed with Xerox during the 8/14/14 Governance meeting 	<ul style="list-style-type: none"> - Xerox to follow the approved Issue Management Plan - Xerox to propose corrective action plans for all critical issues
<p><i>15) 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>16) The System Test Cases for Global Functionality (CN2921) interim deliverable was rejected by DPHHS</i></p>		
<ul style="list-style-type: none"> - The comments provided by DPHHS for the related design documentation were not reflected in this interim test case deliverable 	<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>		

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> - The comments provided by DPHHS for the related design documentation were not reflected in this interim test case deliverable 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Xerox to resubmit this interim deliverable with corrections
<hr/> <p><i>18) The Business Rules Documentation for POS engine (PI27) deliverable was rejected by DPHHS</i></p>		
<ul style="list-style-type: none"> - 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 - There are 4 POS business rules remaining for review, in addition to the updated Bigazi mapping 	<ul style="list-style-type: none"> - 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, 3/30/15, 5/11/15, 5/13/15, 5/19/15, 5/29/15, 6/18/15, 6/23/15, 7/1/15, 7/2/15, 7/6/15, 7/8/15, 7/10/15, and 7/16/15 	<ul style="list-style-type: none"> - Xerox to conduct additional meetings to review POS business rules - Xerox to correct the deficiencies and re-deliver this deliverable - A meeting to review the remaining POS business rules is scheduled for 7/23/15
<hr/> <p><i>19) NCCI (National Correct Coding Initiative) Edits in HE are not at the correct position</i></p>		
<ul style="list-style-type: none"> - In January of 2013 DPHHS discovered that HE was not processing NCCI edits at the same position in the adjudication cycle as our current legacy system - Legacy MMIS does process the edits in the 	<ul style="list-style-type: none"> - In order to get verifiable evidence to justify the DPHHS request to move the NCCI editing, a letter was sent to CMS - DPHHS received a response from 	<ul style="list-style-type: none"> - CMS to respond to the Xerox letter - Xerox to schedule a meeting with CMS and DPHHS to present their proposed NCCI edit changes

Issue	What's Been Done	What's Still Needed
<p>correct order</p> <ul style="list-style-type: none"> - The current position of the NCCI edits in HE is not in compliance with the CMS regulations - A gap was developed to have Xerox move that process closer to the beginning of the adjudication process but after member, provider and data validity edits were completed - Xerox felt it would be difficult and time consuming to make the requested changes 	<p>CMS and they fully agreed that NCCI editing needed to be moved to position 1.5 in the adjudication process</p> <ul style="list-style-type: none"> - CMS also confirmed that Xerox's current process was not in compliance with CMS regulations - Xerox submitted a letter to CMS, outlining their proposed changes to the current NCCI edits, to address this concern on 4/28/15 - CMS forwarded the Xerox letter to DPHHS on 5/4/15 - DPHHS submitted a response to CMS regarding the Xerox proposed solution on 5/7/15 - The Xerox proposed solution does not address the non-compliance issues identified by DPHHS 	

1.4 Risks for Management Attention

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

Risk	What's Been Done	Recommendation
<p><i>1) Xerox has stated that they will not meet the current Provider Early Go-live (PEGL) date by following the planned concept and delivery approach</i></p> <ul style="list-style-type: none"> - Xerox has proposed an alternate approach which entails some out of session work and a changed focus during the sessions - During an Architecture Review meeting on 5/12/15, it became clear that Xerox had two different teams of people that were working on different architectural approaches to accommodate PEGL 	<ul style="list-style-type: none"> - 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 - On 4/22/15, Xerox indicated that there is agreement with DPHHS on the wording of the Provider Enrollment, HE Login and HE Initial Screen approaches, however the FAS 	<ul style="list-style-type: none"> - 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 - Xerox to provide additional information for DPHHS evaluation, in order to come to final agreement on the architectural and security approaches

Risk	What's Been Done	Recommendation
	<p>has indicated that they are still evaluating designs and estimates before deciding on what to do</p> <ul style="list-style-type: none"> - Xerox responded to DPHHS on 6/23/15 with a high-level proposed approach to architecture and security for PEG, although Xerox stated in their proposal that it is incomplete, as they are still working out some additional details 	
<hr/> <p><i>2) Potential delay to the Full MMIS/PBM/DSS Implementation Date (5/30/17)</i></p>		
<ul style="list-style-type: none"> - The key project metrics as of 7/17/15 are as follows: <ul style="list-style-type: none"> o Project SPI = .525, o Past Due Deliverables & Interim Deliverables = 248 o Slipped tasks = 3,916 o At the end of Sprint 19, Concept Work should be completed for 86% of the Use Cases as Planned, but is currently only 19% complete. o At the end of Sprint 19, Delivery should be completed for 79% of the Story Points as Planned, but is currently only 39% complete. - 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- 	<ul style="list-style-type: none"> - This risk has been entered in the Xerox SharePoint - DPHHS required Xerox to implement a corrective action plan - The Xerox proposed Workflow Work Plan was approved by DPHHS on 5/26/15 	<ul style="list-style-type: none"> - Xerox to implement a mitigation plan to resolve this risk - Xerox to implement a contingency plan for this risk

Risk	What's Been Done	Recommendation
<p>live implementation date if this trend does not improve dramatically</p>		
<p><i>3) Xerox is at risk of missing their first Payment Milestone – Benefit Plan</i></p>		
<ul style="list-style-type: none"> - There are Benefit Plan gaps still in a New status that have not been designed by Xerox or discussed in Concept sessions - There are no future Concept sessions scheduled for the Benefit Plan functional area - The deliverable for the Benefit Plan full DSD is due on 7/27/15 	<ul style="list-style-type: none"> - DPHHS notified Xerox of this concern during the 3/26/15 Weekly Status meeting - Xerox submitted D-I: Design Documentation for Benefit Plan Administration (BP6) on 5/26/15 - DPHHS submitted comments to Xerox on 6/15/15 	<ul style="list-style-type: none"> - Xerox to design an implement a mitigation plan to achieve this payment milestone
<p><i>4) Concerns with existing legacy data related to Provider that is either incomplete, inaccurate or not present in the legacy MMIS and may impact the MMIS DDI</i></p>		
<ul style="list-style-type: none"> - Many Provider SSNs, affiliations, ownership, and service locations are either incomplete, inaccurate or not present in the legacy MMIS - SSN will be required for CMS certification of HE - There are many other missing provider data elements that will be essential for proper functionality of the HE system 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Xerox to complete design for their proposed solutions to the Provider data concern items - Xerox to provide information discussed in the Provider Enrollment Data Collection meetings to the Provider Functional team, as this design will be addressed in the Provider Concept sessions

Risk	What's Been Done	Recommendation
	<ul style="list-style-type: none"> - DPHHS provided feedback to the Xerox solutions presented in the Provider Enrollment Data Collection meeting on 3/12/14 - Xerox presented solutions to some of the Provider data concern items in the 3/19/14 Provider Enrollment Data Collection meeting, however these solutions were not out of sync with previous discussions - Xerox presented solutions to the remainder of Provider data concern items in the 3/26/14 Provider Enrollment Data Collection meeting - Xerox provided a demonstration outlining how the provider data issues are being addressed, during the governance meeting on 8/28/14 	
<p><i>5) 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>6) 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 	<ul style="list-style-type: none"> - Discussions have been held between Xerox and DPHHS to better 	<ul style="list-style-type: none"> - DPHHS to monitor the progress of this new methodology and assess

Risk	What's Been Done	Recommendation
<p>and DPHHS BAs to make design decisions</p> <ul style="list-style-type: none"> - This methodology does not allow proactive participation by DPHHS SMEs in design decisions - The Sprint Release Plan delivered on 4/12/14 does not appear to have an reasonable number of use cases allocated to Concept Sprint 1 - Xerox has indicated that concept work not completed in Sprint 1 will be moved to a later sprint - As part of the cure for the material breach, Xerox has 90 days to correctly implement dependencies for the concept and delivery sprints, and correctly align the dependencies in the Concept Release Plan and JIRA - Per the Xerox Daikibo training materials, design documentation to be presented in concept sessions should be complete, accurate, and representative of the functionality in HE env92 	<p>understand the proposed methodology</p> <ul style="list-style-type: none"> - Xerox delivered a Concept Release Plan on 4/12/14 - DPHHS delivered initial comments to Xerox on the Concept Release Plan on 4/13/14 - A meeting was held to discuss DPHHS concerns on the Concept Release Plan on 4/14/14 - CR136 – Complementing the MT SPARKS-ITS Methodology with Agile Daikibo was signed by DPHHS on 7/14/14 - Xerox delivered a new proposed Concept Release Plan on 9/16/14 - DPHHS provided review comments on the Concept Release Plan on 9/24/14 - Xerox is currently evaluating a new approach to the concept sprints - 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 	<p>it's effectiveness based on DPHHS and Xerox agreed criteria</p>

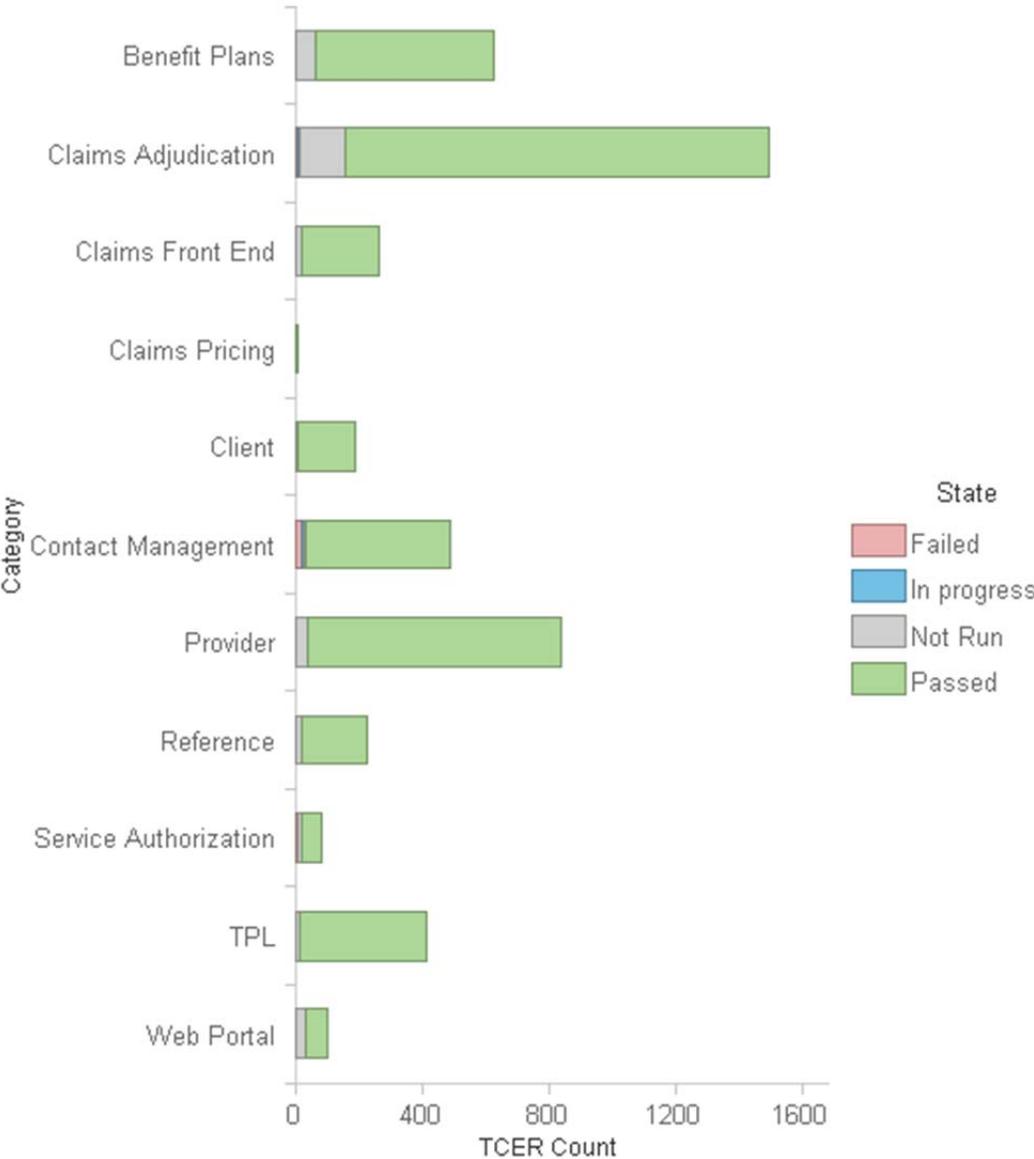
Risk	What's Been Done	Recommendation
	<p>approach and to gather information on CAP items relevant to design sessions</p> <ul style="list-style-type: none"> - The new version of the survey was launched the week of 3/16/15 - In Sprint 16 - CAP Item B 6 of 9 functional area sessions failed the session preparation evaluation and CAP Item C 5 of 9 functional area sessions failed the session execution evaluation - DPHHS issued Notices of Material Breach to Xerox for CAP Items B (design session prep) and C (design session execution) on 5/15/15 	
<p><i>7) Schedule for conversion mapping needed for each functional area</i></p> <ul style="list-style-type: none"> - 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 - DPHHS agreed to a trial Provider conversion mapping session for review of only CRs to be held outside of regular concept sessions - Xerox has not yet scheduled the trial Provider Conversion Mapping session 	<ul style="list-style-type: none"> - The Provider Conversion Mapping interim deliverable was delivered to DPHHS on 12/1/14 - The Contact Management Conversion Mapping interim deliverable was delivered to DPHHS on 1/21/15 - The Member Conversion Mapping interim deliverable was delivered to DPHHS on 3/18/15 - The Service Auth Conversion Mapping interim deliverable was delivered to DPHHS on 5/13/15 - Xerox conducted the trial Provider conversion mapping session on 	<ul style="list-style-type: none"> - 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 additional functional area

Risk	What's Been Done	Recommendation
	<p>6/22/15</p> <ul style="list-style-type: none"> - Feedback was provided to Xerox, identifying the functional areas that would require full conversion mapping reviews, those that could review change requests only 	
<p><i>8) Large amount of design work remains for the Reference functional area</i></p> <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 - The delay in progress in Reference is impacting the Claims functional area - A 3-day Reference session was conducted during S16 - No Use case gaps were marked "functionally ready for delivery" during S16 	<ul style="list-style-type: none"> - This issue was discussed during the DDI PM meetings on 12/9/14 and 2/17/15 	<ul style="list-style-type: none"> - Xerox to schedule a meeting for discussion of the work remaining in the Reference functional area

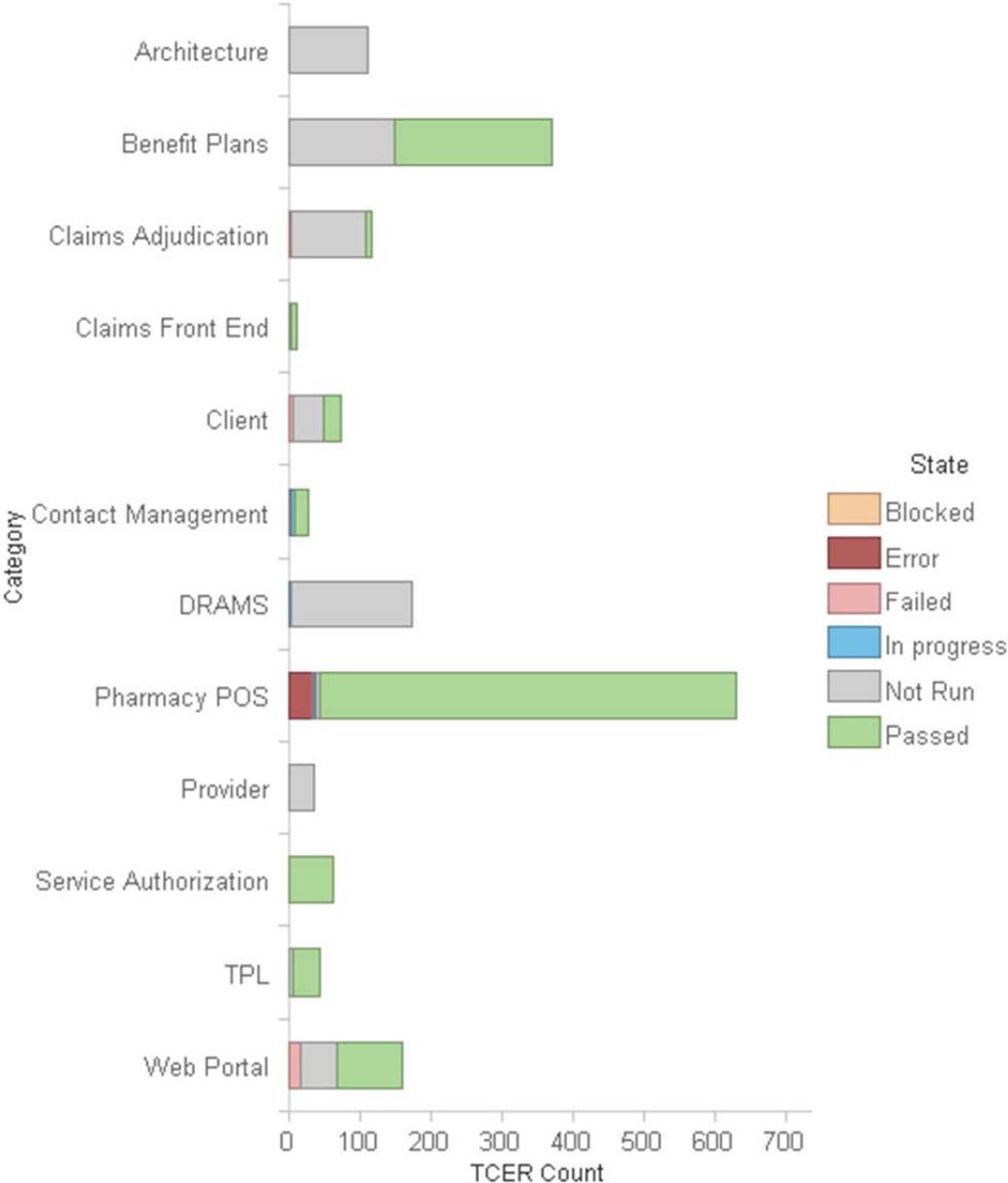
1.5 Performance Metrics

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.

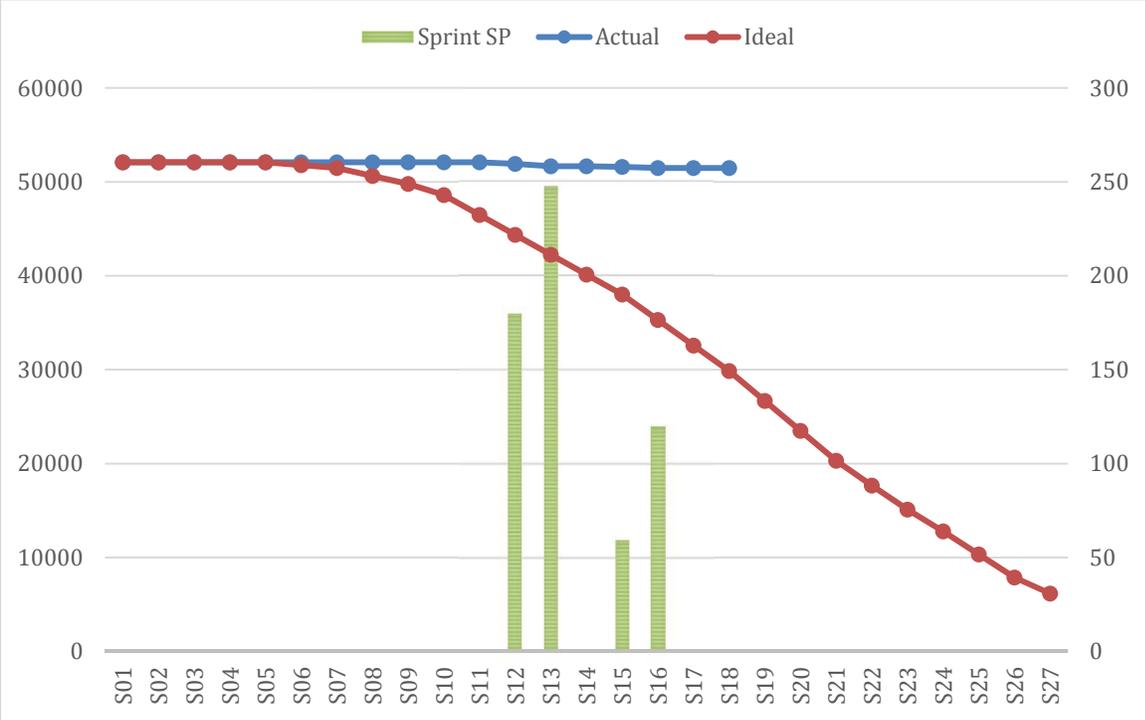
Functional Integration Test (FIT) Test Overall Execution by Functional Area – By Test Case (RQM)



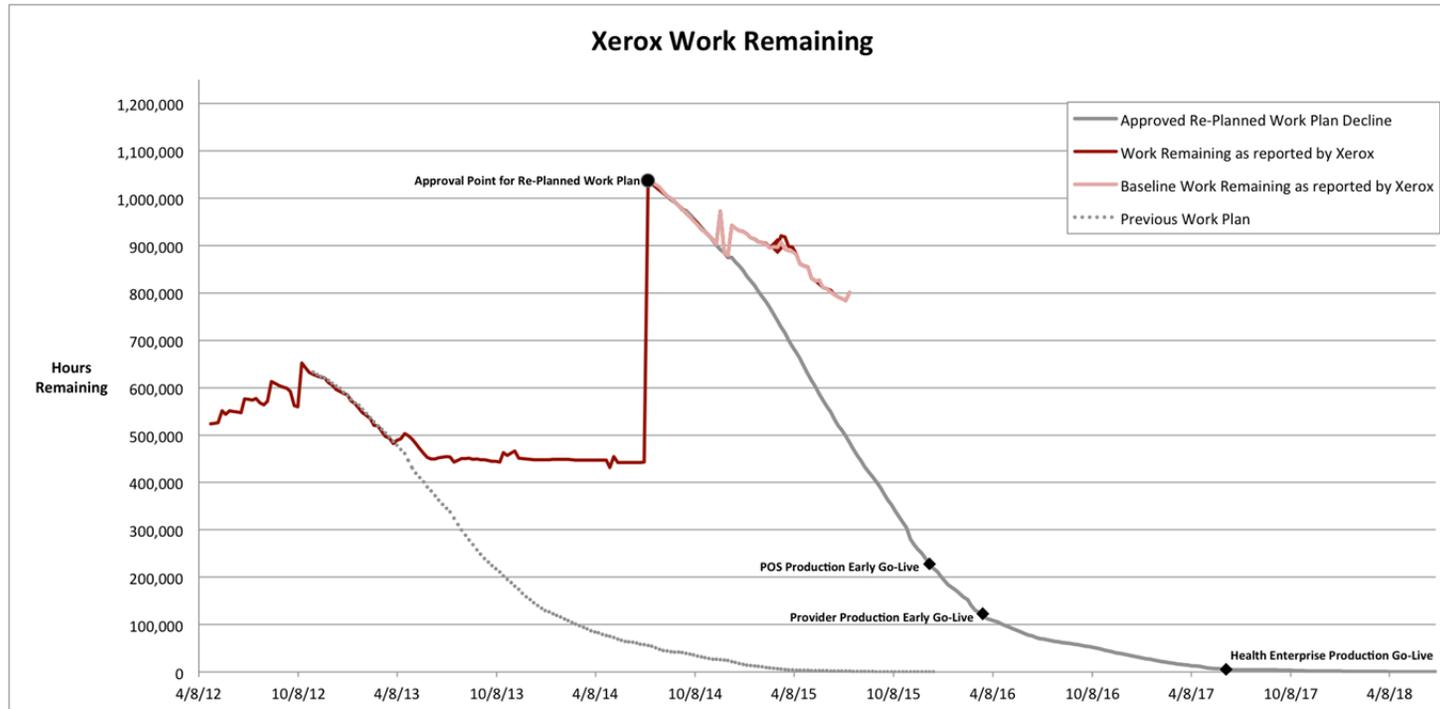
System Test (SYST) Overall Execution by Functional Area – By Test Case (RQM)

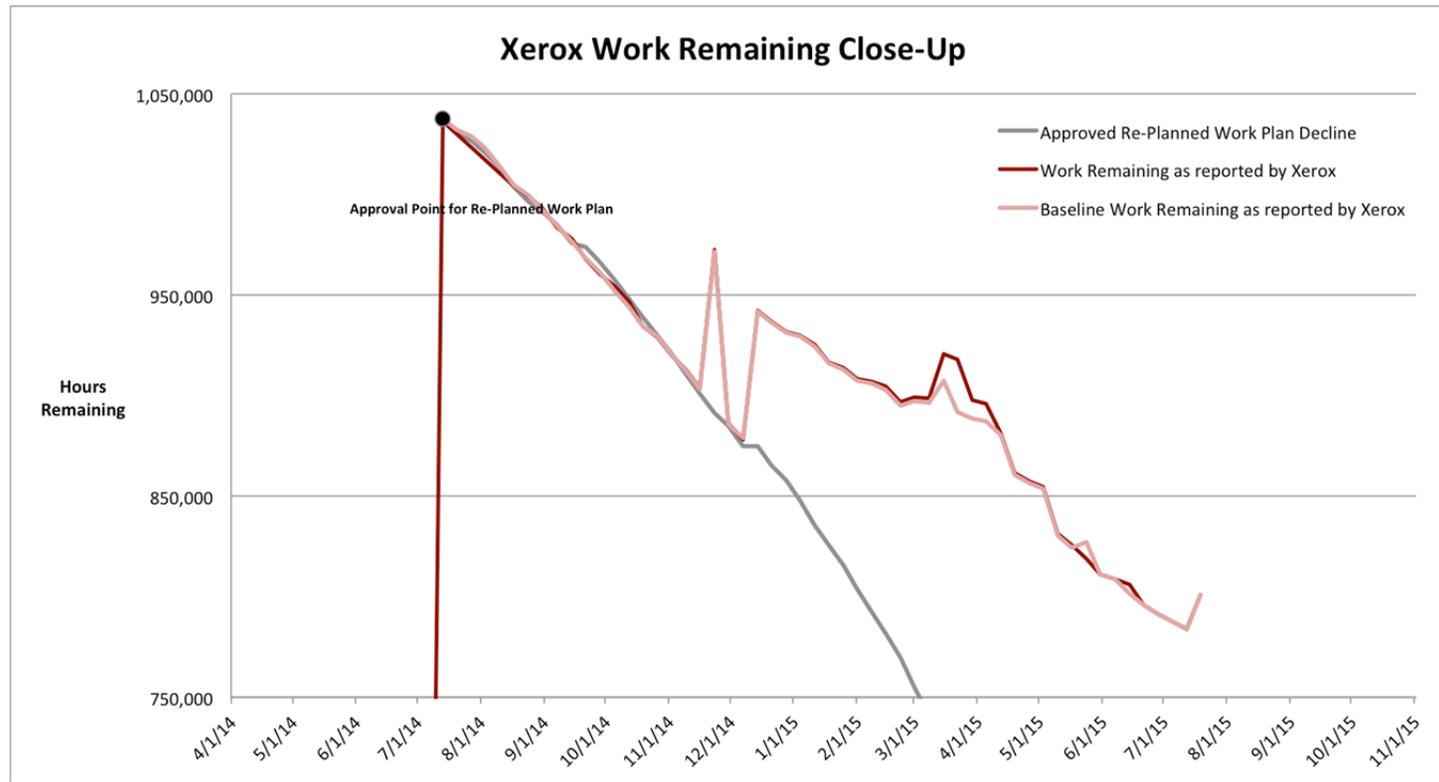


Validation Burndown – By Use Case Story Points (Jira)



Declining Work Balance





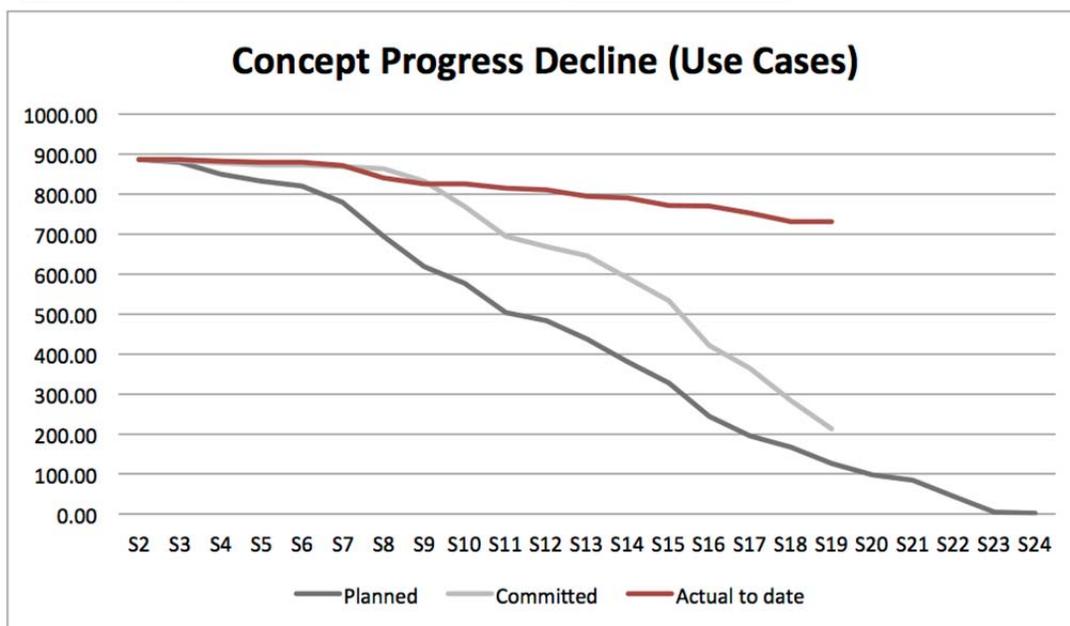
Xerox Functional Area Sprint – Progression and Approval

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.

Concept Progress

At the end of Sprint 19, Concept Work should be completed for 86% of the Use Cases as Planned, but is currently only 19% complete.

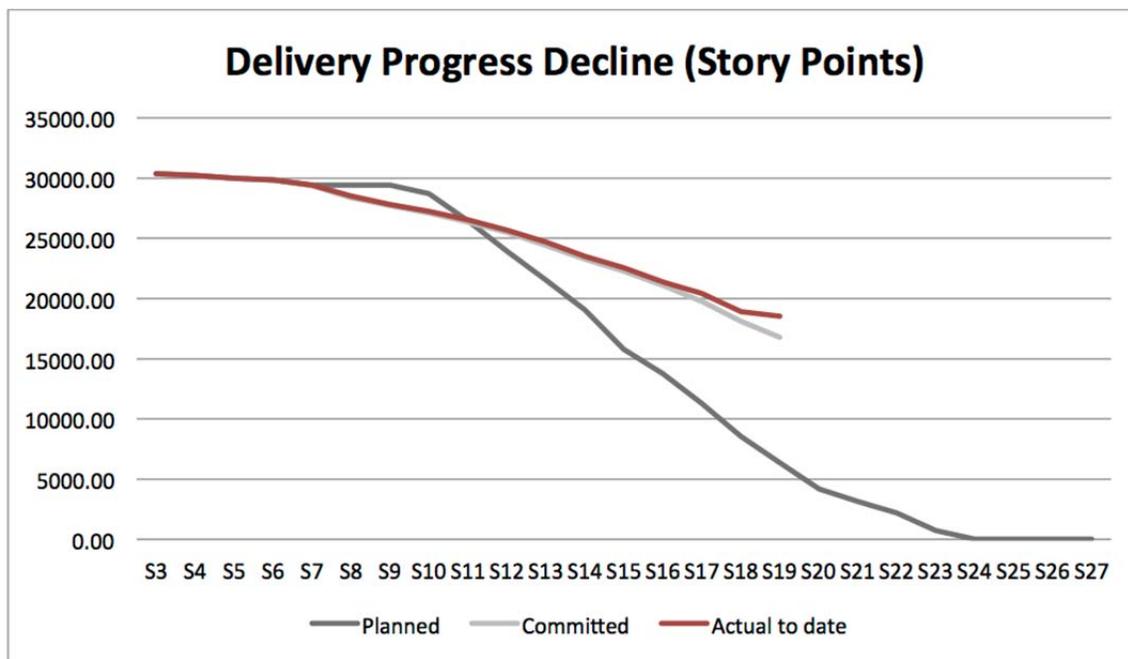
CONCEPT PROGRESS (use cases)			
Sprint	Planned	Committed	Actual
S3	6	2	0
S4	30	6	4
S5	18	5	3
S6	12	0	0
S7	40	4	8
S8	86	6	31
S9	76	31	14
S10	41	63	0
S11	73	75	11
S12	21	26	4
S13	46	22	16
S14	56	56	4
S15	53	56	19
S16	84	113	18
S17	49	56	9
S18	28	82	21
S19	41	70	2 (sprint in progress)
S20	28		



Delivery Progress

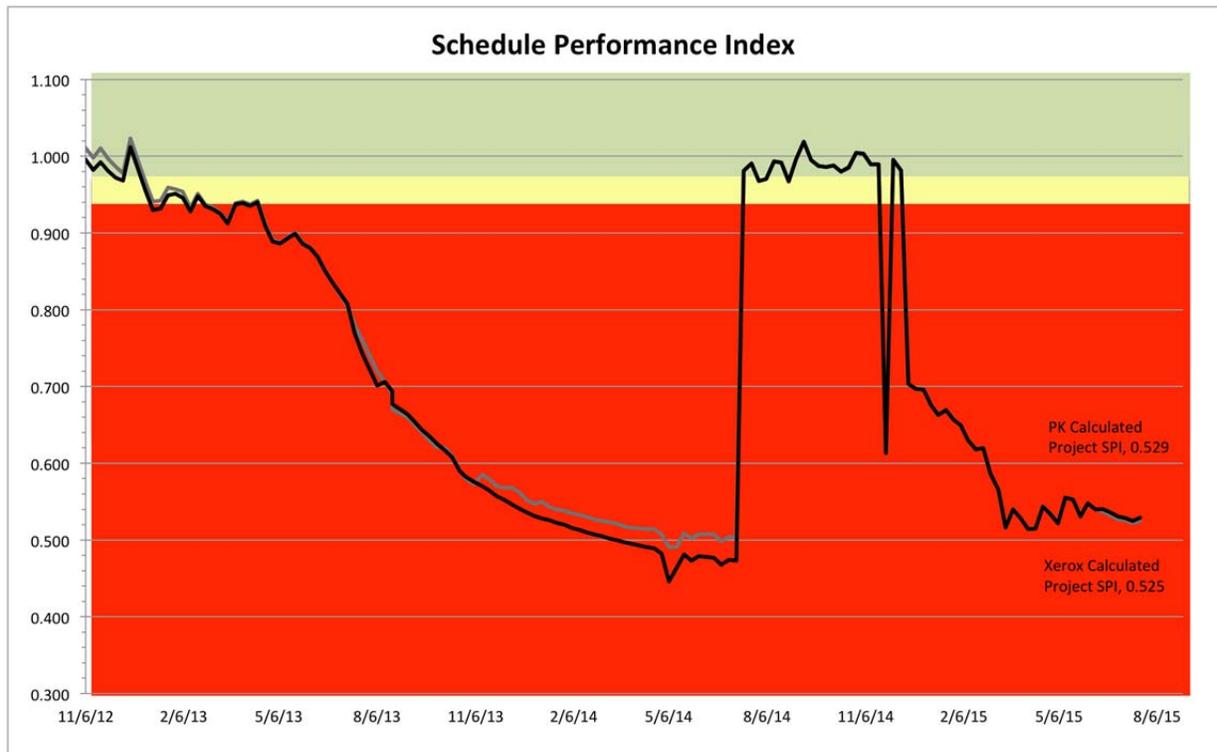
At the end of Sprint 19, Delivery should be completed for 79% of the Story Points as Planned, but is currently only 39% complete.

DELIVERY PROGRESS (story points)			
Sprint	Planned	Committed	Actual
S4	125	125	125
S5	223	242	234
S6	162	152	149
S7	443	463	423
S8	0	977	917
S9	0	681	670
S10	673	605	574
S11	2,284	768	744
S12	2,530	870	848
S13	2,410	1,079	958
S14	2,462	1,113	1,194
S15	3,254	1,004	942
S16	2,024	1,194	894
S17	2,475	1,303	1,395
S18	2,734	1,663	1,401
S19	2,208	1,342	350 (sprint in progress)
S20	2,131	0	



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.

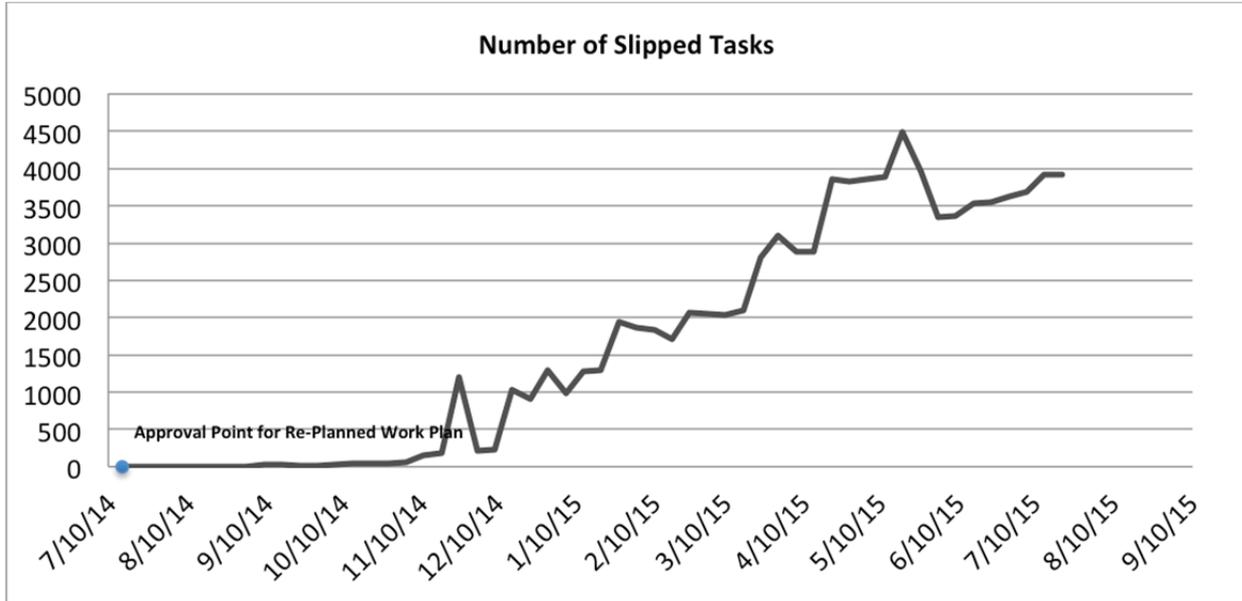


The PK calculated SPI may vary from Xerox reported number based on the following difference in Planned / Earned Value measurement:

- 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

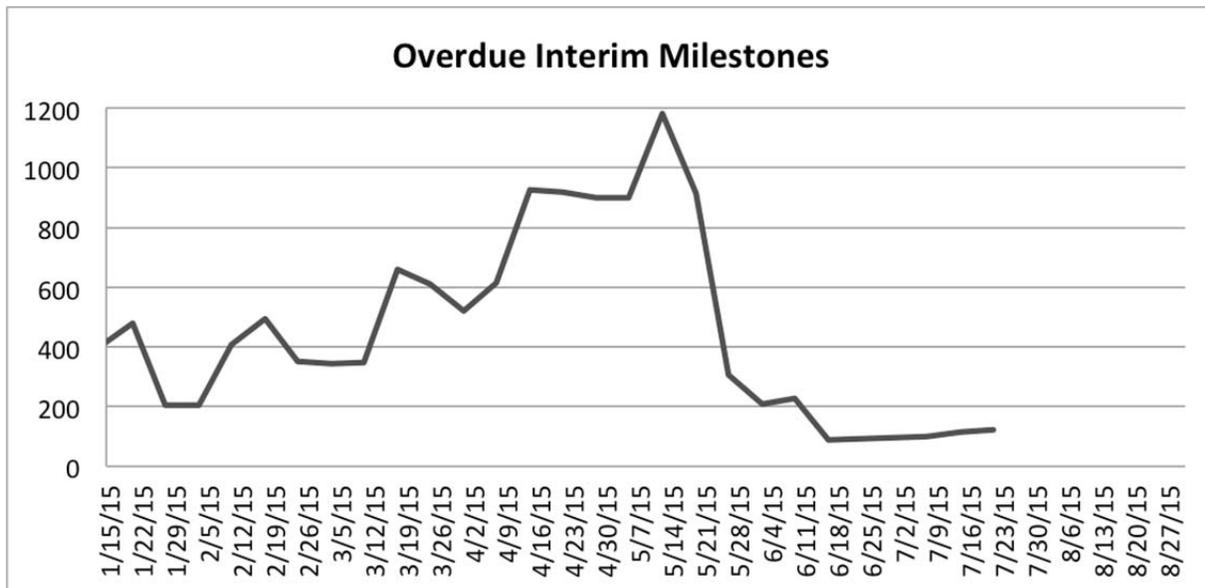
Slipped tasks are tasks whose baseline start and/or finish dates have passed.



Last week Xerox reported 3,913 slipped tasks. The Xerox reported slipped tasks for the period ending 7/17/15 are 3,916.

NOTE: *Slipped tasks decreased two weeks ago, due to the sprint cleanup activities currently being conducted by Xerox.*

Overdue Interim Milestones

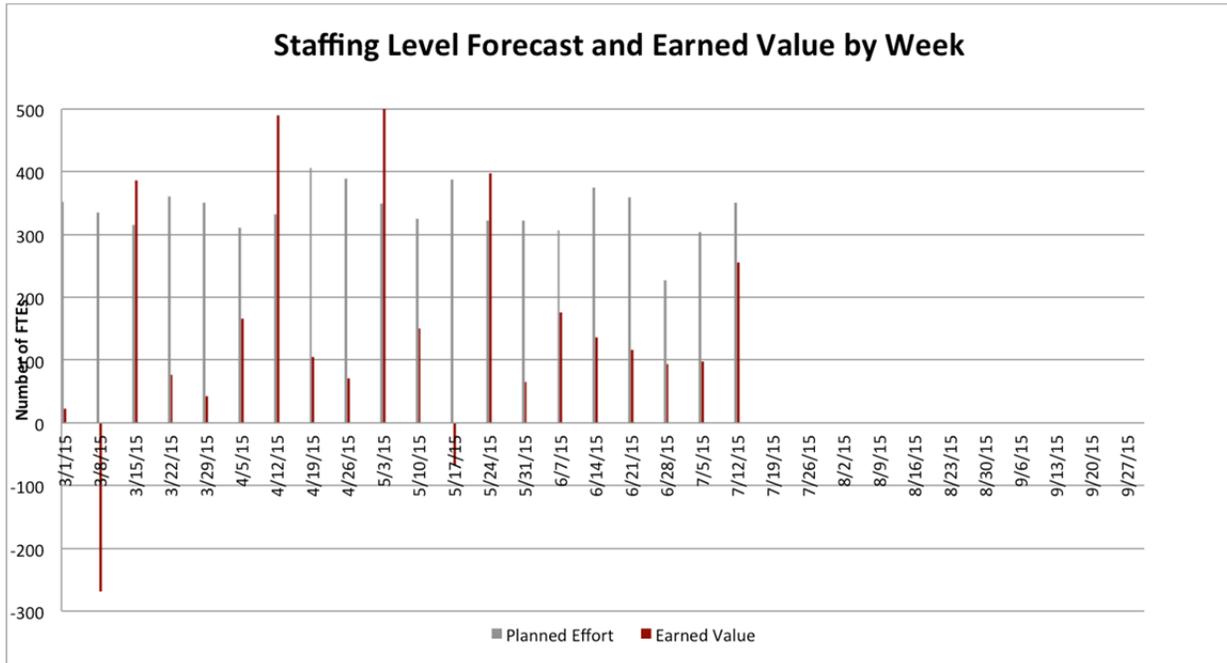


Last week Xerox reported 88 past due interim milestones. The Xerox reported past due interim milestones for the period ending 7/17/15 are 124.

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.

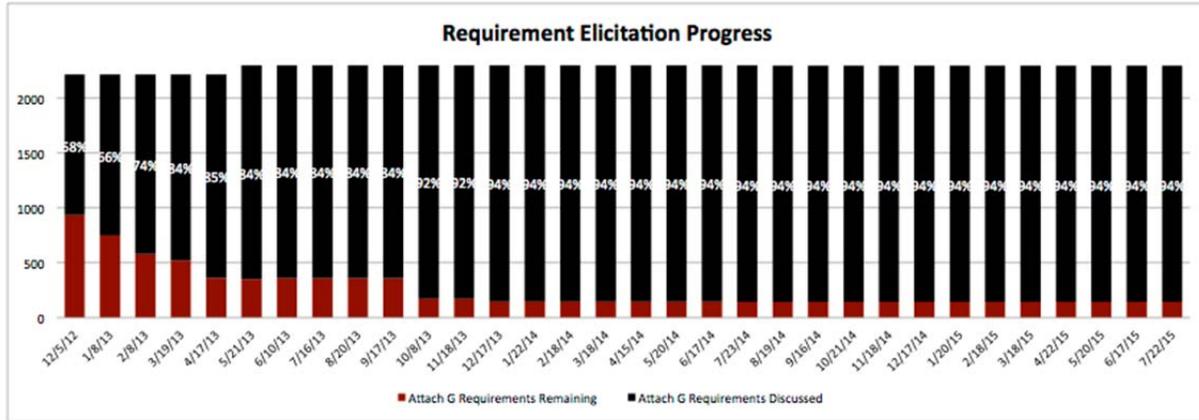
Also note that Xerox has now completed the effort to remove many of the duplicative Sprint-level interim milestones, which is the cause of the dramatic drop in overdue interim milestones at the beginning of June 2015.

Staffing Level Forecast and Earned Value



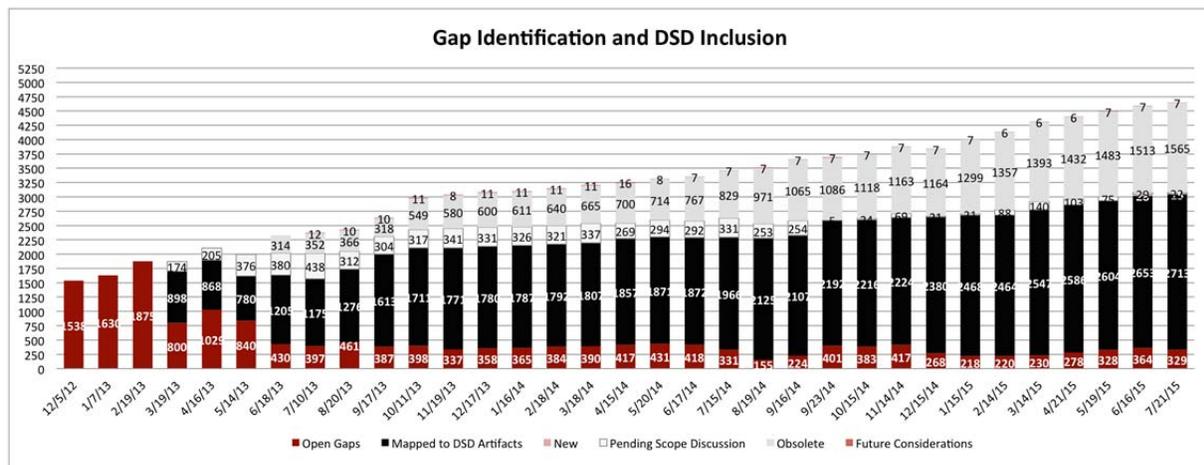
Earned Value variance last reporting period was 8,092 and this reporting period is 5,341.

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

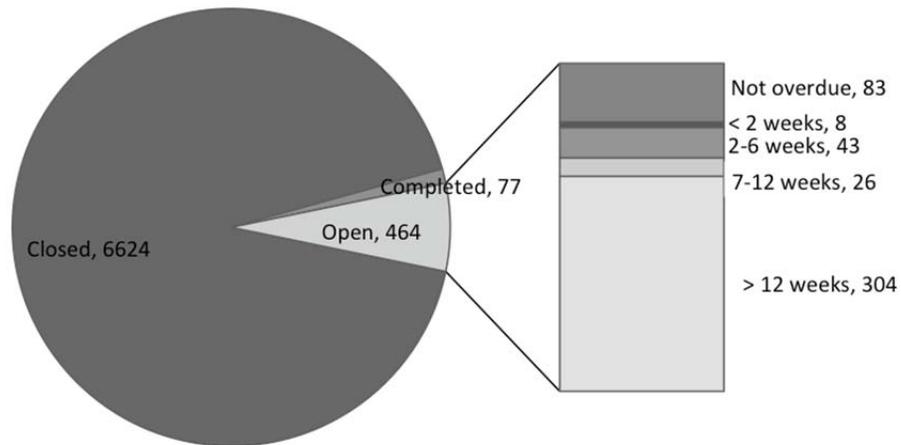


Note: The number at the top of each column (starting in July 2013) is the count of gaps with the status "Future Consideration".

- There are 15 gaps in a "New" status in DOORS
- There are 22 gaps in a "Pending" status in DOORS
- 34% of identified gaps have been assigned a status of "Obsolete" in DOORS
- The Obsolete Gap count has increased by 52 since the June 2015 monthly report
- There are a large number of gaps (329) that have not been mapped to a DSD artifact. This number has decreased by 35 since the June 2015 report
- Total gaps are 4,497, an increase of 154 from the June 2015 report

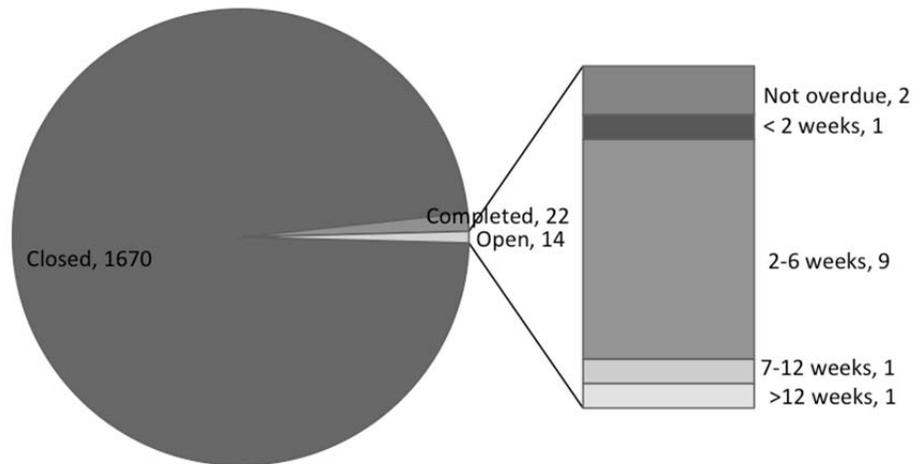
Xerox SharePoint – Action Items Log

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



- Xerox Open Action Items have remained the same from last month's count
- Xerox Completed Action Items have decreased by 67 from last month's count
- Xerox Closed Action Items have increased by 120 from last month's count
- Xerox <2 weeks overdue Action Items have decreased by 11 from last month's count
- Xerox 2-6 weeks overdue Action Items have increased by 10 from last month's count
- Xerox 7-12 weeks overdue Action Items have increased by 4 from last month's count
- Xerox >12 weeks overdue Action Items have increased by 7 from last month's count

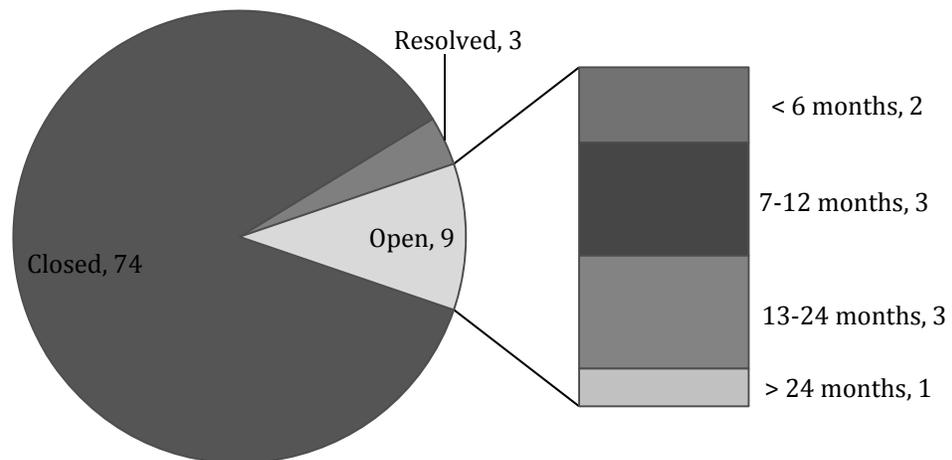
DPHHS Assigned Action Items by Status and Weeks Overdue



- DPHHS Open Action Items have decreased by 4 from last month's count
- DPHHS Completed Action Items increased by 4 from last month's count
- DPHHS Closed Action Items have increased by 7 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 increased by 5 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 increased by 1 from last month's count

Xerox SharePoint – Issues Log

Issue Log by Age and Status



- Open Issues decreased by 1 from last month's count
- Closed issues remained the same from last month's count
- Resolved issues increased by 1 from last month's count
- There are three 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 Sprint 19 Solution Demonstration meetings for Claims Pricing, Claims Adjudication, Web Portal, TPL, Provider, Member, Reference, Claims Payment, Claims Front End during the weeks of 7/13/15 and 7/20/15	Complete	Minutes posted to the DPHHS SharePoint
Participated in CAP Item B & C evaluations and reconciliation meetings	Complete	Completed evaluations of CAP Items B and C for week 1 of S19, and participated in reconciliation meetings
Reviewed and submitted comments to DPHHS on the Gold Copy spreadsheet containing the sprint task clean-up change request	Complete	Conducted review of this spreadsheet and provided comments to DPHHS
Reviewed the Unit Test Checklists for HIE (PI2200) Deliverable and provided comments to DPHHS	Complete	Conducted review of this deliverable and provided comments to DPHHS
Reviewed System Test Cases for HIE (H02059) Interim Deliverable and submitted comments to Xerox	Complete	Conducted review of this interim deliverable and submitted comments to Xerox
Reviewed the Montana Business Rules Process Document and provided comments to DPHHS	Complete	Conducted review of this work product and provided comments to DPHHS
Reviewed the Updated UI Style Guide deliverable, in support of Action Item 8862, and provided comments to DPHHS	Complete	Conducted review of this deliverable and provided comments to DPHHS
Facilitated the PK Weekly Status Meeting on 7/16/15	Complete	Facilitated this meeting

Participated in and scribed the MT POS Business Rules review meeting with DPHHS and Xerox on 7/16/15	Complete	Participated in and scribed this meeting
Participated in the Xerox Weekly Project Status meeting with DPHHS and Xerox on 7/16/15	Complete	Participated in this meeting
Participated in the Provider Early Go Live Meeting with DPHHS and Xerox on 7/17/15		
Participated in the Data Conversion Mapping Documentation Training meeting with DPHHS and Xerox on 7/17/15	Complete	Participated in this meeting
Participated in the COTS deliverable structure meeting with DPHHS and Xerox on 7/17/15	Complete	Participated in this meeting
Participated in the Blaze Overview meeting with DPHHS and Xerox on 7/20/15	Complete	Participated in this meeting, however the meeting had to be rescheduled 20 minutes in because Xerox was unprepared
Participated in the POS Legacy Changes meeting with DPHHS on 7/21/15	Complete	Participated in these meetings
Participated in the Architecture review with DPHHS and Xerox on 7/21/15	Complete	Participated in these meetings
Participated in Weekly Xerox DDI PM Meeting with DPHHS and Xerox on 7/21/15	Complete	Participated in these meetings
Participated in the Cap A Platform Documentation Remediation meeting with DPHHS and Xerox on 7/22/15	Complete	Participated in these meetings
Participated in the UAT POS Early Go Live – Touchpoint meeting with DPHHS and Xerox on 7/22/15		
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 (CAP Items B & C)</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 followed.

Public Knowledge LLC
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