

*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

September 18, 2013

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# Table of Contents

**1 - MMIS PROJECT QUALITY..... 1**

1.1 Project Summary ..... 1

1.2 Recommended Priorities for Next Reporting Period..... 3

1.3 Issues for Management Attention..... 4

1.4 Risks for Management Attention..... 18

1.5 Performance Metrics..... 25

    Declining Work Balance ..... 25

    Schedule Performance Index (SPI) ..... 28

    Slipped Tasks ..... 29

    Xerox Functional Area Iterations – Progression and Approval..... 30

    Xerox Collaboration Sessions – Over/Under Scheduling ..... 31

    Requirement Elicitation Progress..... 32

    Gap Identification and Design ..... 33

    System Test Results..... 34

    System Test Defects..... 35

    Xerox SharePoint – Action Items Log..... 36

    Xerox SharePoint – Issues Log..... 37

**2 - IV&V STATUS REPORT..... 38**

Activities Since Last Report..... 38

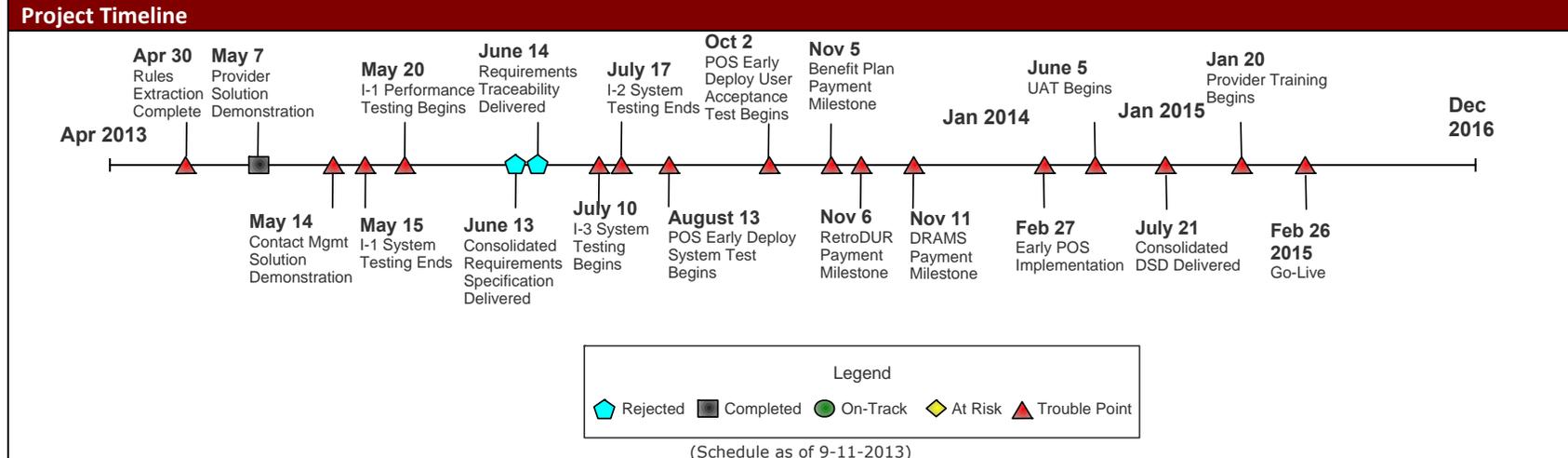
Obstructions or Barriers ..... 39

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# 1 - MMIS Project Quality

## 1.1 Project Summary

<b>Current Phase:</b>	Requirements Analysis/Iterative Design/Development
<b>Most Recent Accomplishment:</b>	Conducted Claims Adjudication design review, Service Auth design review (BR/VV), and Member EPSDT design review sessions during the week of 9/9/13
<b>Next Major Milestone:</b>	Solution Demonstration for Contact Management – 5/14/13
<b>Next Payment Milestone:</b>	Benefit Plan – 11/5/13
<b>Biggest Project Challenges:</b>	<ul style="list-style-type: none"> <li>• Lack of availability of Xerox Health Enterprise (HE) Experts to support collaboration sessions</li> <li>• HE 2.0 integration</li> <li>• Delays in design, development, and Iteration 1, 2, and 3 system testing</li> <li>• Gap tracking and process management concerns</li> <li>• Resource allocation is currently 133%</li> <li>• The current number of slipped tasks is 619</li> </ul>
<b>Status Overview</b>	<p><b>Re-planning Effort</b> – Xerox delivered the new work plan framework and accompanying Power Point presentation on 8/7/13. The framework and presentation were reviewed with the DPHHS team in a meeting on 8/7/13. Xerox is in the process of conducting a deep-dive to finalize their gap estimates. There are several important items missing from the work plan framework (e.g. data conversion, ICD-10, waiver, etc.). Xerox plans to redeliver a more complete work plan at the end of October.</p> <p><b>Amendment 5</b> – The framework for Amendment 5 has been created. This amendment will address, at a minimum, Oracle licenses and the new Xerox work plan.</p> <p><b>Staffing Changes</b> – Xerox announced on July 18, 2013 that any Xerox MMIS DDI project resources that have not previously worked for the Xerox Fiscal Agent Services in Montana are employed by Cognizant, effective August 1, 2013. DDI staff that previously worked for the Xerox Fiscal Agent Services in Montana, will be employed by Cognizant, effective October 1, 2013. Kimberly Price, the recently approved DDI Manager, has resigned from Xerox. Her last day will be 9/27/13. Phil Messina, Kris Feliciano and Heather Monday have resigned from Xerox.</p>
<b>Project Status/Xerox Performance Indicator Panel</b>	
<p><b>Overall:</b>  red</p> <p>NOTE: <i>The overall project status is red due to out of scope gaps not addressed, resource over-allocation, design, development and system testing delays, gap tracking and process management issues, the current project SPI, the large number of slipped tasks, and the contact management solution demonstration not being scheduled.</i></p> <p><b>Schedule:</b>  red      <b>Scope:</b>  red      <b>Resources:</b>  red</p>	<b>Performance Indicator Panel Key</b>
	<p> Green: no risk identified risk</p> <p> Yellow: identified risk – must be actively managed</p> <p> Red: identified problem – requires mitigation</p>



Overdue Deliverables and Interim Deliverables	
<p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>D: Glossary Update- Feature of SharePoint (RS366) – 6/11/13</li> <li>D: Test Cases and Scripts for System Testing (MI62076) – 7/8/13</li> <li>D: I-4 - Unit Test Checklists (PI647) for DRAMS – 7/1/13</li> <li>D: Regression Test Results Complete (PI377) for Pharmacy POS Early Deployment – 8/6/13</li> <li>D: I-4 - System Test Cases and Test Scripts (PI280) for DRAMS – 8/12/13</li> <li>D: I-4 – Unit Test Results (PI667) for DRAMS – Due 8/27/13</li> <li>D: Conversion UAT Plan (MI79123) – Due 9/6/13</li> <li>D: System Test Results I-4 RetroDUR (MI203) – Due 9/9/13</li> <li>D: Test Cases and Test Scripts for UAT (PI397) for Pharmacy POS Early Deployment – Due 9/9/13</li> <li>D: System Test Results I-4 DRAMS (PI292) – Due 9/12/13</li> </ul> <p><b>Interim Deliverables:</b></p> <ul style="list-style-type: none"> <li>D-I: Provider Documentation I-1 (MI0102) – 5/10/13</li> <li>D-I: System Test Results I-1 Contact Mgmt (MI75827) – 5/14/13</li> <li>D-I: System Test Results I-1 Architecture (MI66307) – 5/21/13</li> <li>D-I: Gap DSDD I-2 Benefit Plan Reports (MI2994) – 12/26/12</li> <li>D-I: Gap DSDD 1-3 Reference (MI1395) – 2/25/13</li> <li>D-I: Gap DSDD 1-3 Reference Reports (MI3004) – 2/26/13</li> <li>D-I: Gap DSDD 1-3 Member Reports (MI3020) – 2/27/13</li> <li>D-I: Gap DSDD 1-3 Member Letters (MI3012) – 2/27/13</li> <li>D-I: Base DSDD 1-3 Contact Management (MI3478) – 2/22/13</li> <li>D-I: Gap DSDD 1-3 Contact Management Letters (MI3028) – 2/22/13</li> <li>D-I: Base DSDD 1-3 Architecture (MI3486) – 2/22/13</li> <li>D-I: Gap DSDD 1-3 Claims Interfaces (MI3052) – 2/25/13</li> <li>D-I: Gap DSDD 1-3 Claims Reports (MI3060) – 2/25/13</li> </ul>	<ul style="list-style-type: none"> <li>D-I: Base DSDD I-4 Reference (MI3774) – 5/15/13</li> <li>D-I: Base DSDD I-4 Service Auth (MI3970) – 6/7/13</li> <li>D-I: Gap DSDD I-4 Claims Letters (MI3903) – 5/21/13</li> <li>D-I: Gap DSDD I-4 Claims Payment Letters (MI4005) – 5/24/13</li> <li>D-I: Gap DSDD I-4 Claims Payment Reports (MI3998) – 5/31/13</li> <li>D-I: Gap DSDD I-4 Claims Reports (MI3896) – 5/21/13</li> <li>D-I: Gap DSDD I-4 Member (MI4083) – 5/20/13</li> <li>D-I: Gap DSDD I-4 Provider Interfaces (MI3788) – 5/20/13</li> <li>D-I: Gap DSDD I-4 Provider Letters (MI3802) – 4/15/13</li> <li>D-I: Gap DSDD I-4 Provider Reports (MI3795) – 4/11/13</li> <li>D-I: Gap DSDD I-4 Reference (MI3760) – 5/31/13</li> <li>D-I: Gap DSDD I-4 Service Auth Letters (MI3945) – 5/30/13</li> <li>D-I: Gap DSDD I-4 Service Auth Reports (MI3938) – 5/30/13</li> <li>D-I: Gap DSDD I-4 TPL EDI (MI4061) – 6/4/13</li> <li>D-I: I-4 - System Test Plan, System Test Cases and Scripts for RetroDUR – 5/10/13</li> <li>D-I: I-4 - System Test Cases and Scripts for DRAMS – 7/17/13</li> <li>D-I: System Test Results I-2 Provider (MI72001) – 7/24/13</li> <li>D-I: System Test Results I-2 Reference (MI75827) - 7/31/13</li> <li>D-I: System Test Results I-2 Contact Management (MI75827) – 8/7/13</li> <li>D-I: System Test Results I-2 EDMS (MI72001) – 7/23/13</li> <li>D-I: System Test Results I-3 POS – 7/9/13</li> <li>D-I: DSDD for Pharmacy POS (PI350) – 7/26/13</li> <li>D-I: Test Cases and Scripts for Pharmacy POS Early Deployment - 8/9/13</li> <li>D-I: Base DSDD I-4 Member (MI3847) – 8/21/13</li> <li>D-I: Test Scripts for DRAMS – 8/30/13</li> <li>D-I: DSDD for RetroDUR – 9/16/13</li> </ul>

## 1.2 Recommended Priorities for Next Reporting Period

Recommended Priorities	Responsible Party	Risk Level
<p>Request a change to the Resource Status Criteria Metrics in Xerox Weekly Status Report, based on the agreement with Xerox that the average resource allocation for the next 90 days should be 100%.</p> <p><b>Update:</b> Discussed with Tom on May 10, 2013. An email formally requesting these changes was sent to Xerox on June 4, 2013. Xerox notified DPHHS on June 11, 2013 that they plan to include these changes in their re-planning effort. Issues, Risks and SPI criteria metrics will need to be adjusted as well.</p>	Tim Peterson	 yellow
<p>Deliver a letter to Xerox stating that liquidated damages will be assessed if the current payment milestones are not met.</p>	Jeff Buska	 red

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

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

Issue	What's Been Done	What's Still Needed
<p>Claims session. This is unacceptable to DPHHS based on issues with past Claims sessions</p> <ul style="list-style-type: none"><li>- Xerox notified DPHHS at 4:41 pm that due to travel issues, the Reference session would not begin until 12:30 pm on 11/14/12. The morning of 11/14/12, DPHHS was notified that the session could not begin until 11/15/12</li><li>- If Xerox is unable to provide SMEs for the 2-wide sessions, they will have great difficulty staffing 4-wide sessions</li><li>- Neither the scheduled expert or alternate resource (Alek Szlam or Gurdial Virk) were in attendance for the Web Portal design session</li><li>- Kirk Blackmon is supporting the Claims Adjudication session the week of 1/7/13, however he is not actively engaged. He responds to questions when asked, but is not an active participant in the session</li><li>- No HE expert was scheduled or present for the Member Design session the week of 1/14/13</li><li>- HE experts were not able to answer many questions about HE functionality in the Claims Front End session the week of 1/22/13</li><li>- The scheduled expert (Kati Tabert) was not in attendance for the Reference design session the week of 1/28/13</li></ul>		

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> <li>- There was no HE DDI project resource in attendance for the Retro DUR session the week of 1/28/13</li> <li>- There was no scheduled expert and no expert in attendance for the Care Management design session the week of 2/4/13</li> <li>- There was no scheduled expert and no expert in attendance for the Claims Adjudication design session the week of 2/11/13</li> <li>- The scheduled expert (Sibyl Pepper-Spencer) was not in attendance for the Member design session the week of 2/11/13</li> <li>- There was no scheduled expert and no expert in attendance for the Provider design session the week of 2/25/13</li> <li>- There was an expert present, Kati Tabert, for the Reference session the week of 2/25/13. Kati indicated that one of the gaps previously recorded in Reference were more appropriate for the Rules Management area of HE, rather than the Utilization Review area of HE</li> <li>- Reyne Bauman, the scheduled expert, was on the phone for the Claims Pricing design session the week of 3/18/13, but was not participating, resulting in a large number of action items</li> <li>- There was no scheduled expert for the</li> </ul>		

Issue	What's Been Done	What's Still Needed
<p>Claims interface meeting the week of 4/15/13, and there were HE specific questions that the Claims team was not able to answer. The Xerox SME Help schedule indicates "N/A"</p> <ul style="list-style-type: none"> <li>- There was no scheduled expert for the AVRS/Faxback session the week of 4/15/13, and there were HE specific questions that the AVRS team was not able to answer. They are planning a follow-on session to address questions and functionality that could not be addressed in this week's session. The Xerox SME Help schedule indicates "No coverage"</li> <li>- Many action items to determine HE functionality were recorded during the Reference Conversion Mapping Walk-through on 4/22/13</li> <li>- The scheduled expert in support of the DSS Design session the week of 4/29/13 was on the phone on Monday morning, but will not be available to support the session for the remainder of the week</li> <li>- The scheduled expert in support of the Provider Business Rules session the week of 4/29/13 was not available for the entire day on Monday, due to her time zone, and was not available on Tuesday</li> <li>- David Miller, the scheduled expert, was on the phone for the Benefit Plan design and configuration session the week of 5/20/13,</li> </ul>		

Issue	What's Been Done	What's Still Needed
<p>but was not actively participating.</p> <ul style="list-style-type: none"> <li>- The scheduled experts participated in sessions by phone, but not video during the week of 6/3/13</li> <li>- The scheduled experts are participating in the session by video the week of 6/10/13</li> <li>- The scheduled expert in support of the Claims Pricing design review session the week of 7/8/13 was not available for the entire week, and no alternate expert was available to support the session</li> <li>- The scheduled expert in support of the Claims Pricing session the week of 7/22/13, Mary Lynn, was not able to answer many questions that came up in the session. Most gaps discussed had outstanding decisions/action items</li> <li>- The scheduled expert in support of the Claims Pricing session the week of 7/29/13, Mary Lynn, was not able to answer many questions that came up during the session and was not participating in the conversation. Mary Lynn was not on the line on Tuesday, July 29, 2013</li> <li>- There was not an HE DDI team member present for the RetroDUR clinical rules session during the week of 8/5/13</li> <li>- There was not an HE DDI team member present for the EHR clinical rules session during the week of 8/19/13</li> <li>- As of 9/11/13, a calendar for September</li> </ul>		

Issue	What's Been Done	What's Still Needed
<p>Xerox experts has not yet been delivered to DPHHS</p> <ul style="list-style-type: none"> <li>- There was no expert present in the Member EPSDT session during the week of 9/9/13</li> <li>- The Claims Adjudication session expert, Eric Talbert, has not actively participated in discussions during the Claims Adj session, week of 9/9/13</li> <li>- The September calendar for Xerox experts was delivered at noon on Monday, 9/16/13, however the sessions identified do not match the final September calendar</li> <li>- There was no DRAMS expert scheduled for the session during the week of 9/16/13</li> <li>- There was no expert on the phone supporting Web Portal session the morning of 9/16/13. Gurdial Virk joined at 10:50 am</li> </ul>		
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<p><i>2) Delay in the start and completion of system and extended system testing for Iteration 1 functional areas</i></p>		
<ul style="list-style-type: none"> <li>- Testing was scheduled to begin on January 31, 2013, but did not begin until March 18, 2013</li> <li>- This impacts Provider, Contact Management and Architecture functional areas</li> <li>- Xerox experienced problems with the implementation of their system testing environment</li> <li>- Iteration 1 system and extended system testing tasks are not indicated on the</li> </ul>	<ul style="list-style-type: none"> <li>- An Issue has been entered in the Xerox SharePoint Issues List</li> <li>- This is discussed on a weekly basis in the Xerox Status meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Completion of iteration 1 system and extended system testing</li> <li>- Demonstrate completed gap development for current sprints as soon as possible</li> </ul>

Issue	What's Been Done	What's Still Needed
<p>slipped task report for their finish date, but the test execution tasks have not completed</p> <ul style="list-style-type: none"> <li>- Xerox is reporting completion of Iteration 1 system testing, however the exit criteria defined in the system test plan have not been achieved</li> <li>- There are currently 8 blocked and 186 deferred test cases in Iteration 1 system testing</li> </ul>		
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<p><i>3) Delay in the start of system and extended system testing for Iteration 2 functional areas</i></p>		
<ul style="list-style-type: none"> <li>- Testing was scheduled to begin on April 17, 2013, and has not yet started</li> <li>- This impacts the Provider, Reference, Contact Management, Web Portal, Architecture, Benefit Plan, and EDMS functional areas</li> <li>- Xerox experienced problems with the implementation of their system testing environment</li> <li>- Iteration 2 system and extended system test execution and test results tasks are indicated on the slipped task report for their start dates</li> </ul>	<ul style="list-style-type: none"> <li>- An Issue has been entered in the Xerox SharePoint Issues List</li> <li>- This is discussed on a weekly basis in the Xerox Status meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Completion of iteration 2 system and extended system testing</li> <li>- Demonstrate completed gap development for current sprints as soon as possible</li> </ul>
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<p><i>4) Delay in the start of system and extended system testing for Iteration 3 functional areas</i></p>		
<ul style="list-style-type: none"> <li>- Testing was scheduled to begin on July 10, 2013, and has not yet started</li> <li>- This impacts the Reference, Web Portal, Member, EDMS, Contact Management, Architecture, Claims Front End, Claims</li> </ul>	<ul style="list-style-type: none"> <li>- An Issue has been entered in the Xerox SharePoint Issues List</li> <li>- This is discussed on a weekly basis in the Xerox Status meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Completion of iteration 3 system and extended system testing</li> <li>- Demonstrate completed gap development for current sprints as soon as possible</li> </ul>

Issue	What's Been Done	What's Still Needed
<p>Pricing, Claims Adjudication and Service Auth functional areas</p> <ul style="list-style-type: none"> <li>- Xerox experienced problems with the implementation of their system testing environment</li> <li>- Iteration 3 system and extended system test execution are indicated on the slipped task report for their start dates</li> </ul>		
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<p><i>5) Gap tracking and process management concerns</i></p>		
<ul style="list-style-type: none"> <li>- BAs have been unable to locate a number of their gaps in the RTM (both the comprehensive RTM and RTMs by functional area)</li> <li>- Xerox functional teams have been unable to locate specific gaps in DOORS or SharePoint during design sessions</li> <li>- Gaps are currently being tracked in multiple tracking systems (DOORS and multiple SharePoint action item categories), making it difficult for BAs to locate gaps</li> <li>- Gaps have been transferred to different functional areas and renamed, which prevents tracking of the gap originally captured</li> <li>- Iterations have not been included on the RTM</li> <li>- DPHHS/PK has requested that the Gap Clarification and Gap Status columns from DOORS be added to the RSD Working View</li> <li>- Xerox delivered an email on 3/17/13,</li> </ul>	<ul style="list-style-type: none"> <li>- An Issue has been entered in the Xerox SharePoint Issues List</li> <li>- Xerox is conducting a gap assessment to identify transferred gaps</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to provide a mapping of renamed gaps</li> <li>- Xerox to respond to the PK Remaining Requirements report</li> </ul>

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> <li>outlining the proposed process for defect, demo, and transferred gaps</li> <li>- DPHHS responded to the proposed process with comments on 3/27/13</li> <li>- Xerox response was received on 4/2/13</li> <li>- DPHHS responded with a question on 4/12/13</li> <li>- Gaps in the AVRS functional area were reworded and renumbered without involvement with or notification of DPHHS staff</li> <li>- BAs and PMs are unable to locate many Gaps in the Consolidated RSD and Consolidated RTM</li> <li>- Xerox notified DPHHS on 9/18/13 that there were a significant number of gaps that had not been entered in DOORS prior to the week of 9/9/13</li> </ul>		
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<p><i>6) System Architecture requirements for Commercial off-the-Shelf (COTS) products</i></p> <ul style="list-style-type: none"> <li>- Xerox is of the opinion that System Architecture requirements do not apply to the COTS products proposed to meet DPHHS RFP requirements</li> <li>- There is no stated exclusion in the RFP for products that Xerox has chosen to use to meet RFP requirements</li> <li>- DPHHS delivered a matrix outlining the COTS products that are part of the DDI, and the system architecture requirements in question</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS delivered a matrix outlining the COTS products that are part of the DDI, and the system architecture requirements in question</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to respond to the review comments submitted by DPHHS on 7/29/13</li> <li>- Jennifer St. Clair is scheduled to have her review and comments on the COTS Matrix complete by 9/20/13</li> <li>- DPHHS and Xerox to conduct a meeting to review the populated matrix and Xerox comments</li> </ul>

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> <li>- Xerox delivered the populated matrix to DPHHS on 6/7/13, however population of data for three of the COTS products is incomplete</li> <li>- Xerox delivered an updated matrix to DPHHS on 6/25/13, however the population of data for ImpactPro is not complete</li> <li>- DPHHS conducted an initial internal review of the populated matrix on 6/25/13</li> <li>- DPHHS delivered review comments to Xerox on the populated COTS matrix on 7/29/13</li> <li>- Xerox delivered an updated matrix, including the population of ImpactPro data</li> </ul>		
<p><i>7) Limited DPHHS/PK access to JIRA and Greenhopper</i></p>		
<ul style="list-style-type: none"> <li>- Access to these tools is needed for DPHHS/PK to have visibility to development progress and defect identification and resolution</li> <li>- Until expanded access is provided, PK has requested that Xerox provide defect metrics, per the system test plan</li> <li>- Xerox provided JIRA/Greenhopper access to DPHHS on 4/19/13, however the view provided is very limited and does not provide the necessary information</li> <li>- DPHHS/PK met with Xerox on 4/30/13 to explain the expanded access needs for Greenhopper</li> <li>- Access to RQM was provided on 4/25/13, and RQM training was provided on 5/29/13</li> </ul>	<ul style="list-style-type: none"> <li>- RQM training was provided on 5/29/13</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to provide expanded access to JIRA and Greenhopper as soon as possible</li> <li>- Xerox to provide defect metrics until appropriate access to JIRA has been granted</li> </ul>

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> <li>- Access to the internal implementation JIRA/Greenhopper was provided to DPHHS on 6/10/13</li> <li>- Adequate content for backlog management across the entire system does not appear to exist</li> </ul>		
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<p><i>8) The Contact Management Solution Demonstration for Iteration 1 has not been scheduled</i></p>		
<ul style="list-style-type: none"> <li>- <i>This solution demonstration was scheduled for completion on 5/14/13</i></li> </ul>	-	<ul style="list-style-type: none"> <li>- Xerox to schedule and conduct the Contact Management Solution Demonstration for Iteration 1</li> </ul>
<hr/>		
<p><i>9) Rejection of the Xerox Consolidated RSD and Consolidated RTM</i></p>		
<ul style="list-style-type: none"> <li>- The Consolidated RSD and Consolidated RTM were delivered to DPHHS on 5/13/13</li> <li>- DPHHS rejected these deliverables on 5/21/13 due to the documents being incomplete</li> <li>- Per section 18. Deliverables, C. of the contract, Failure to Correct Deliverable Deficiencies, If Contractor is unable to correct all deficiencies within the number of days indicated in the work plan following the deliverable's scheduled acceptance, or if no such date is in the work plan, within 60 calendar days from such scheduled acceptance, the Department may, at its option: (a) continue reviewing or performing acceptance tests on the deliverable and require Contractor to</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS/PK delivered review comments to Xerox on 6/5/13</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to address identified deficiencies and redeliver documents</li> </ul>

Issue	What's Been Done	What's Still Needed
<p>continue until deficiencies are corrected or eliminated; (b) request Contractor to provide, at its expense, a replacement deliverable for further review or acceptance tests; (c) set-off from the purchase price to the extent the Department determines the deficiencies for the deliverable have not been corrected and provide acceptance for the applicable deliverable; or (d) after completion of the process set forth in this section and providing notice of default to Contractor, terminate this Contract, in whole or in part immediately, without penalty or liability to the Department, and return the deliverable to Contractor and other deliverables impacted or affected by the rejected deliverable</p>		
<p><i>10) Xerox did not request approval of the subcontract with Cognizant from DPHHS</i></p> <ul style="list-style-type: none"> <li>- Section 11. A. of the contract states "The Contractor may not assign, transfer, delegate or subcontract, in whole or part, this Contract or any right or duty arising under this Contract unless the Department in writing approves the assignment, transfer, delegation or subcontract in advance."</li> <li>- Xerox delivered a letter to DPHHS on 8/9/13, requesting approval for the subcontract with Cognizant.</li> <li>- Per the letter delivered on 8/9/13, the</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS requested verbally and by email, a letter from Xerox requesting approval of the subcontract by DPHHS in advance of the 8/1/13 transition date</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS to respond to the letter delivered by Xerox on 8/29/13</li> </ul>

Issue	What's Been Done	What's Still Needed
<p>subcontract was executed on 6/30/13, prior to the required request for approval from DPHHS</p> <ul style="list-style-type: none"> <li>- Xerox delivered a letter to DPHHS on 8/29/13, outlining the information the DPHHS will need to consider in their evaluation of the Xerox request for approval of the subcontract</li> </ul>		

### 1.4 Risks for Management Attention

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

Risk	What's Been Done	Recommendation
<p>1) <i>There are currently 311 gaps in DOORS in a "Pending", "out of scope", "In Review", "PMO Review", "Discussion in Progress (DPHHS)", "Discussion in Progress (Xerox)", "DPHHS OOS Review", or "CCB Governance Comm Review" status</i></p> <ul style="list-style-type: none"> <li>- Not all gaps have been entered in DOORS, so there may be additional pending gaps added in the future</li> <li>- The out of scope gaps that Xerox presented to DPHHS for the initial four functional remain unresolved</li> <li>- It is a project risk to have this large number of gaps for which it is unknown whether they will proceed to development</li> <li>- This impacts design and planning for development and testing</li> </ul>	<ul style="list-style-type: none"> <li>- An Issue has been entered in the Xerox SharePoint Issues List</li> <li>- This risk is discussed weekly in both the Xerox Weekly Status meeting and the Weekly DDI PM meeting</li> <li>- Xerox delivered 23 out of scope gaps for DPHHS review on 3/8/13</li> <li>- DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 3/29/13</li> <li>- Xerox delivered 19 out of scope gaps for DPHHS review on 4/5/13</li> <li>- DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 4/12/13</li> <li>- Xerox delivered six out of scope gaps for DPHHS review on 4/17/13</li> <li>- DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 4/25/13</li> <li>- Xerox delivered 46 out of scope gaps</li> </ul>	<ul style="list-style-type: none"> <li>- The remaining out of scope gaps should be reviewed by the Xerox product review board and delivered to DPHHS for review</li> <li>- Xerox to deliver a list of all remaining open OOS gap for DPHHS review</li> </ul>

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

Risk	What's Been Done	Recommendation
	<ul style="list-style-type: none"> <li>- A OOS Gap project governance meeting was scheduled for 8/28/13, however this meeting was not conducted</li> <li>- An OOS governance meeting was held on 9/17/13, however OOS gaps were not discussed</li> <li>- On 9/12/13, Xerox requested a meeting to discuss the remaining requirements report and agree on requirement ownership</li> <li>- The remaining requirements report was discussed during the DDI PM meeting on 9/17/13</li> </ul>	
<p><i>2) Xerox is deferring unfinished sprint functionality to later iterations</i></p> <ul style="list-style-type: none"> <li>- Delays in the planning for and completion of functionality in sprints, is causing functionality to be deferred to later sprints</li> <li>- Iteration spreadsheets indicate that functionality is being deferred to later iterations than originally planned</li> <li>- All Claims Pricing and Claims Adjudication functionality planned for Iteration 3 has been deferred to a later iteration</li> <li>- The number of planned actual system test cases for execution in Iteration 2 is 55</li> <li>- 933 I-2 system test cases were delivered to DPHHS for review</li> <li>- The number of planned actual extended system test cases for execution in Iteration</li> </ul>	<ul style="list-style-type: none"> <li>- An Issue has been entered in the Xerox SharePoint Issues List</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor and discuss progress with Xerox often and adjust approach and processes as necessary</li> </ul>

Risk	What's Been Done	Recommendation
<p>2 is zero</p> <ul style="list-style-type: none"> <li>- 959 I-2 extended system test cases were delivered to DPHHS for review</li> <li>- Xerox has not previously used the Agile methodology to implement an MMIS</li> </ul>		
<p><i>3) Xerox has requested an abbreviated UAT for IMAR</i></p>		
<ul style="list-style-type: none"> <li>- Optum has indicated dependencies on design and data that will not allow for a 6-month UAT for IMAR</li> <li>- The RFP requires a 6-month UAT timeframe</li> <li>- Making an exception for one COTS product sets a precedent for others</li> </ul>	<ul style="list-style-type: none"> <li>- A meeting was conducted with Xerox, DPHHS and Optum</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to present a plan to DPHHS for review</li> </ul>
<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"> <li>- Many Provider SSNs, affiliations, ownership, and service locations are either incomplete, inaccurate or not present in the legacy MMIS</li> <li>- SSN will be required for CMS certification of HE</li> <li>- There are many other missing provider data elements that will be essential for proper functionality of the HE system</li> </ul>	<ul style="list-style-type: none"> <li>- Internal DPHHS discussion was held on 7/8/13</li> <li>- Further research is being conducted by DPHHS</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS to submit documented concerns to Xerox</li> <li>- Xerox to propose a plan to ensure that comprehensive provider data will be populated in HE</li> </ul>
<p><i>5) Concerns that HE 2.0 will not be considered in the Xerox re-planning effort</i></p>		
<ul style="list-style-type: none"> <li>- Amendment 2, incorporating HE 2.0, was signed by DPHHS and Xerox effective 1/3/13</li> </ul>	<ul style="list-style-type: none"> <li>- This issue was discussed in a meeting with DPHHS and Xerox on 7/30/13</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS to conduct additional internal discussions regarding HE</li> </ul>

Risk	What's Been Done	Recommendation
<ul style="list-style-type: none"> <li>- On June 21, 2013 DPHHS notified Xerox that they are expecting the delivery of the HE 2.0 solution for Montana</li> <li>- DPHHS received a letter from Xerox on July 9, 2013 responding to the State's expectations for HE 2.0</li> <li>- The letter received from Xerox indicates that Xerox is planning to provide the NH solution, which is built on the 1.0 framework, to Montana, and that only some 2.0 functionality will be provided</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings were held with Faiyaz Shakari and DPHHS on 7/30/13 and 8/13/13 to discuss the proposed Xerox plan for HE 2.0 delivery</li> <li>- A meeting to discuss DPHHS expectations for HE 2.0 inclusion in the MT implementation was held on 9/10/13</li> </ul>	<p>2.0 concerns</p>
<p><i>6) Possible attrition of Xerox staff transitioned to Cognizant</i></p>		
<ul style="list-style-type: none"> <li>- 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</li> <li>- On 7/25/13 Xerox announced that hired to work on the Montana DDI project, that did not previously work for the fiscal agent, will be transitioned to Cognizant employees effective 8/1/13</li> <li>- The intellectual property remains the property of Xerox</li> <li>- There is a risk that essential Montana DDI team members will leave Xerox due to this transition</li> <li>- This transition should exclude named project staff, however Chris Bertelsen has been transitioned to Cognizant</li> </ul>	<ul style="list-style-type: none"> <li>- A Risk has been entered in the Xerox SharePoint Issues List</li> <li>- Xerox submitted a PM Transition plan to DPHHS on</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS to comment on the Xerox PM Transition Plan</li> </ul>

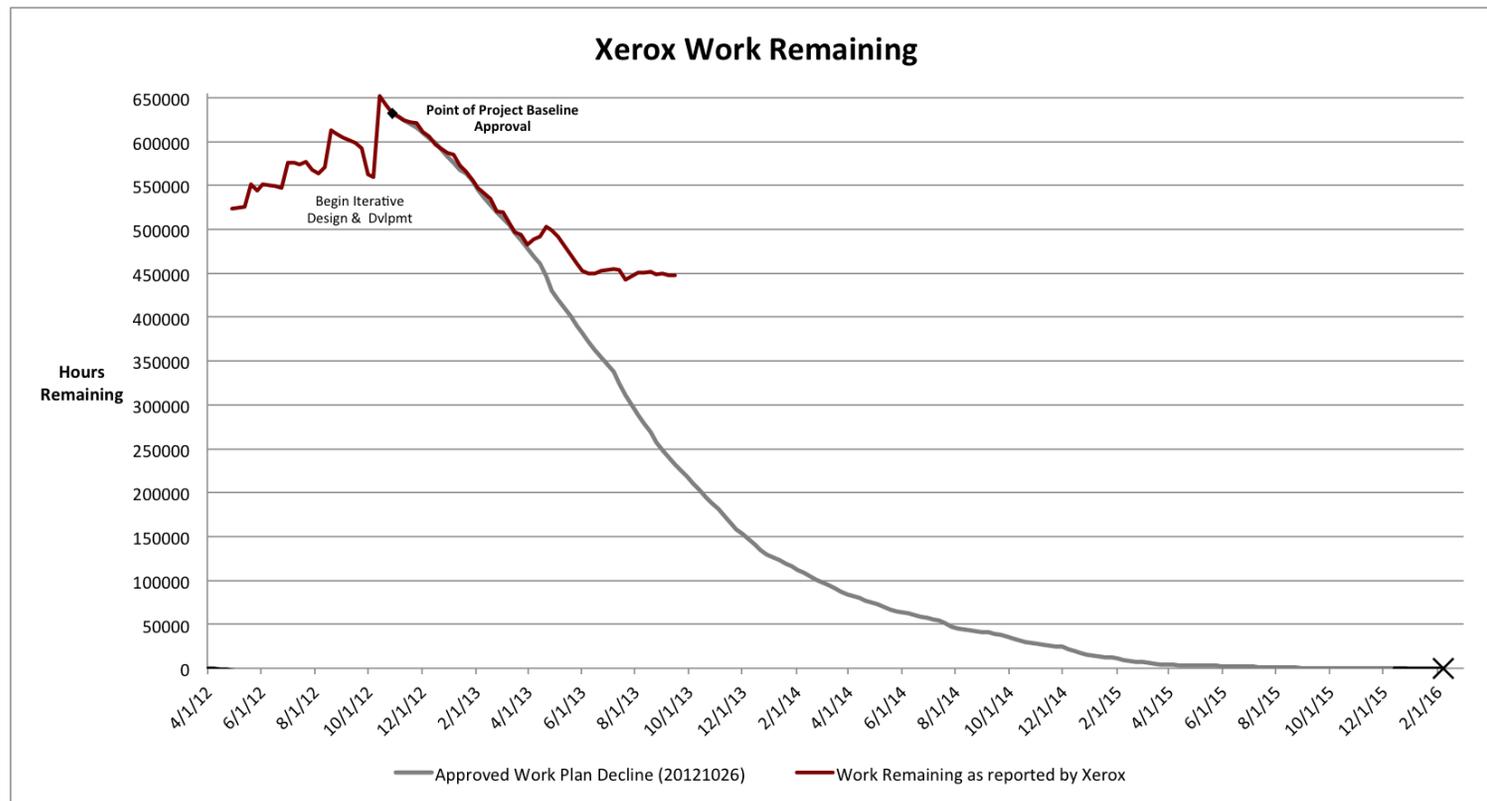
Risk	What's Been Done	Recommendation
<ul style="list-style-type: none"> <li>- Tony Franklin and Tom Olsen have resigned from Xerox</li> <li>- Kimberly Price has resigned from Xerox</li> <li>- Phil Messina, Kris Feliciano and Heather Monday have resigned from Xerox</li> </ul>		
<i>7) Risk to the early implementation of POS</i>		
<ul style="list-style-type: none"> <li>- POS is schedule for early implementation on 2/27/14</li> <li>- POS system test is scheduled to begin on 8/13/13</li> <li>- POS development is delayed</li> <li>- The current POS SPI is .49</li> </ul>	<ul style="list-style-type: none"> <li>- This issue is discussed during the weekly Xerox status meeting</li> <li>- Bi-weekly POS Status meetings began on 8/16/13</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to articulate the POS delays and present a plan to remedy the delay</li> </ul>
<i>8) The contractually agreed go-live date is at risk</i>		
<ul style="list-style-type: none"> <li>- Xerox has halted development, unit test, and system test due to changes in their technology stack</li> <li>- Xerox is currently undergoing a re-planning effort</li> <li>- Xerox delivered a Work Breakdown Structure to DPHHS on 8/7/13</li> <li>- Many key elements are missing from this WBS (e.g. data conversion, ICD-10, waiver, etc.)</li> <li>- Xerox is in the process of conducting a deep-dive to finalize their gap estimates and plans to redeliver a more complete work plan at the end of August.</li> </ul>	<ul style="list-style-type: none"> <li>- A risk has been entered in the Xerox SharePoint</li> <li>- This issue is discussed during the weekly Xerox status meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to submit a revised work plan, incorporating all elements necessary to complete the HE DDI</li> </ul>
<i>9) There is not a clear vision and understanding by Xerox about how to implement workflow</i>		

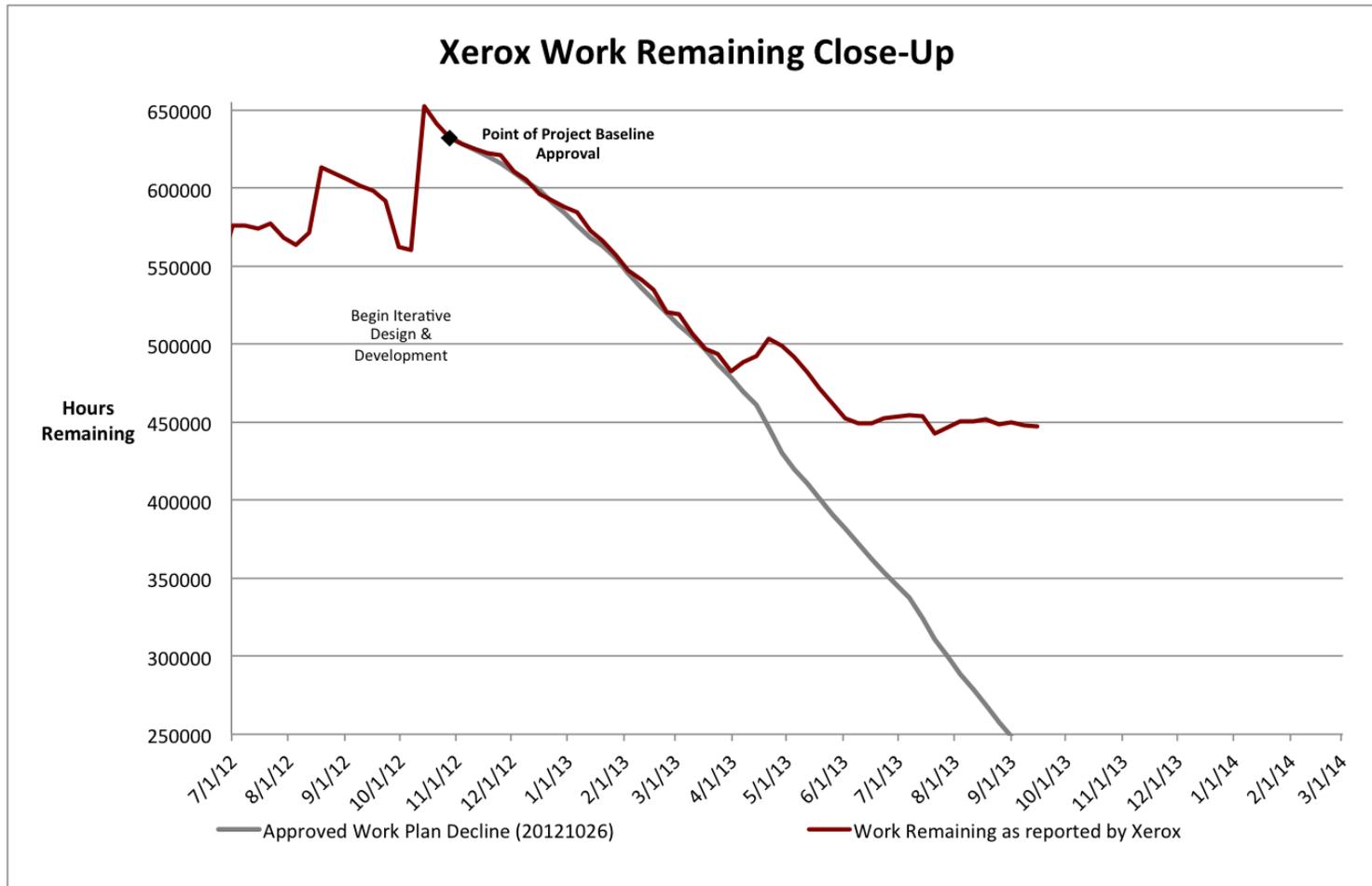
Risk	What's Been Done	Recommendation
<p><i>functionality in HE</i></p> <ul style="list-style-type: none"> <li>- Xerox frequently recommends "working reports" rather than creating a workflow to assign outstanding work</li> <li>- Workflows give both staff and supervisors the ability to quickly and easily identify the quantity and priority of outstanding work</li> <li>- Functional areas don't have a clear understanding of how to utilize XTCM or contact management workflow functionality to assign work</li> </ul>	<ul style="list-style-type: none"> <li>- A risk has been entered in the Xerox SharePoint</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to provide training to functional teams on workflows</li> <li>- Xerox to present a plan for inclusion of workflows for assigning and managing work in HE</li> </ul>

### 1.5 Performance Metrics

The metrics included in this section will vary according to project phase and major activity.

### Declining Work Balance





Period	Actual Work Increase	Scheduled Effort	Decrease in Work Remaining	Increase in Xerox reported Earned Value
Four Weeks Ago				
8/20/13 Reporting Week	3,634	10,096	-1,374	682
7/16/13 – 8/20/13 Reporting Weeks	16,994	42,273	-8,975	10,901
Three Weeks Ago				
8/27/13 Reporting Week	3,698	10,605	3,038	44
7/23/13 – 8/27/13 Reporting Weeks	20,692	52,878	-5,937	10,946
Two Weeks Ago				
9/3/13 Reporting Week	3,625	9,421	-1,238	451
8/6/13 – 9/03/13 Reporting Weeks	14,983	39,929	961	11,396
One Weeks Ago				
9/10/13 Reporting Week	2,921	8,710	1,855	1,207
8/13/13 – 9/10/13 Reporting Weeks	13,878	38,832	2,282	2,385
This week				
9/17/13 Reporting Week	3,980	7,656	374	228
8/20/13 – 9/17/13 Reporting Weeks	14,224	36,392	4,029	1,930

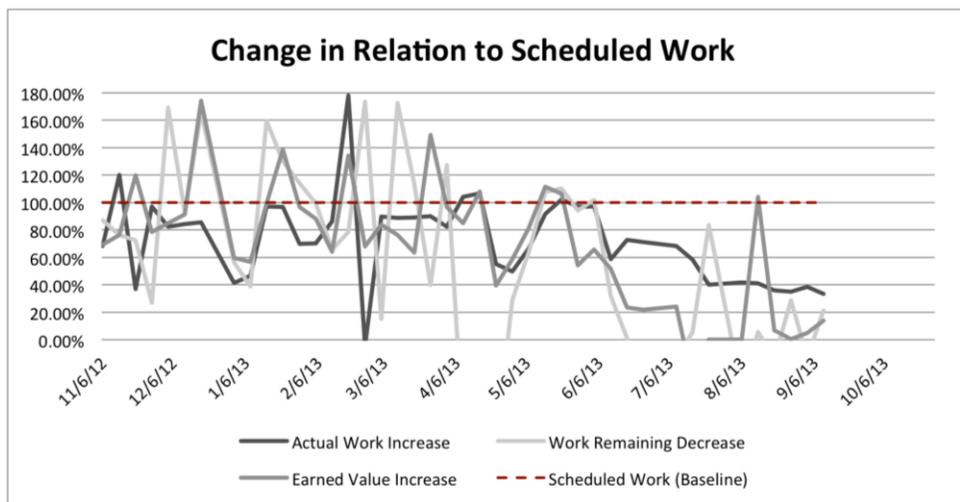
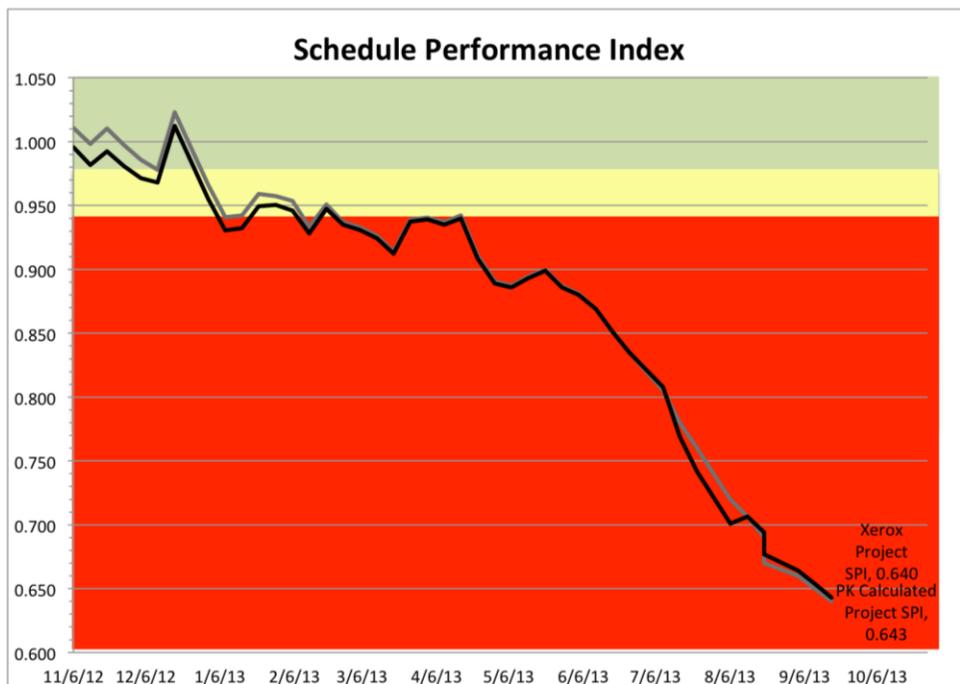
Actual Work Increase is 52% of Scheduled Effort and the Decrease in Work Remaining is 5% of the Scheduled Effort.

## Schedule Performance Index (SPI)

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

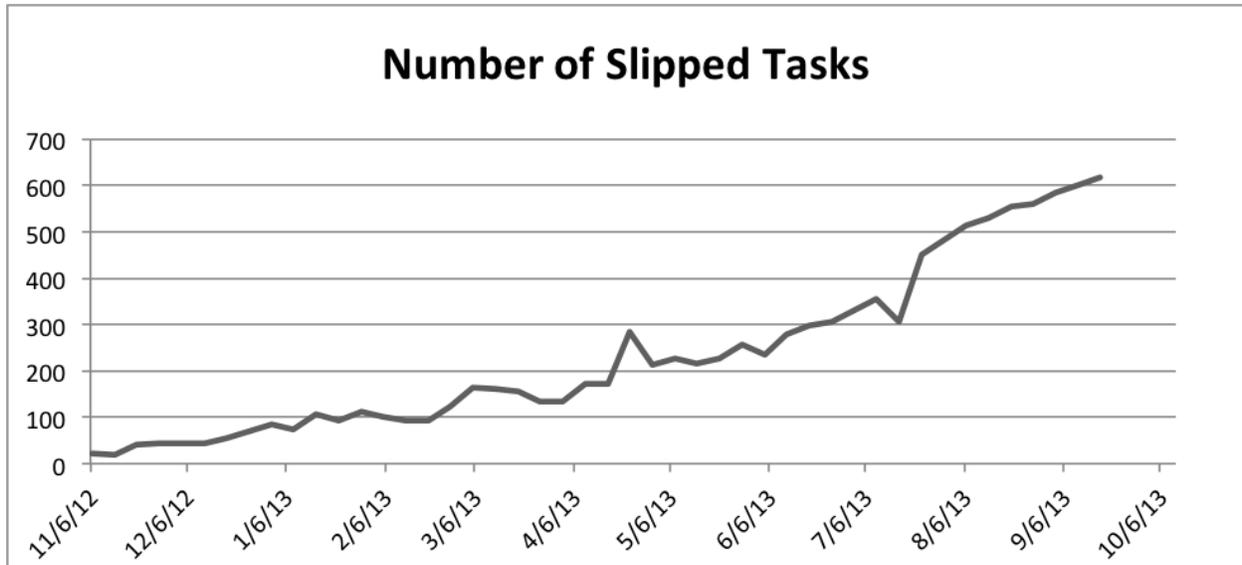
- Xerox calculates planned value at the task level while evenly distributing planned hours over the lifetime of the task.
- PK calculates planned value by the hours scheduled to have been completed to date.

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



## Slipped Tasks

Slipped tasks are tasks whose baseline start and/or finish dates have passed. The number of slipped tasks has been gradually increasing since the project start. This week slipped tasks increased from 600 to 619. The majority of the tasks are slipped due to delays in system testing, design, and development. The Xerox slipped task count does not include deliverables or interim deliverables.



## Xerox Functional Area Iterations – Progression and Approval

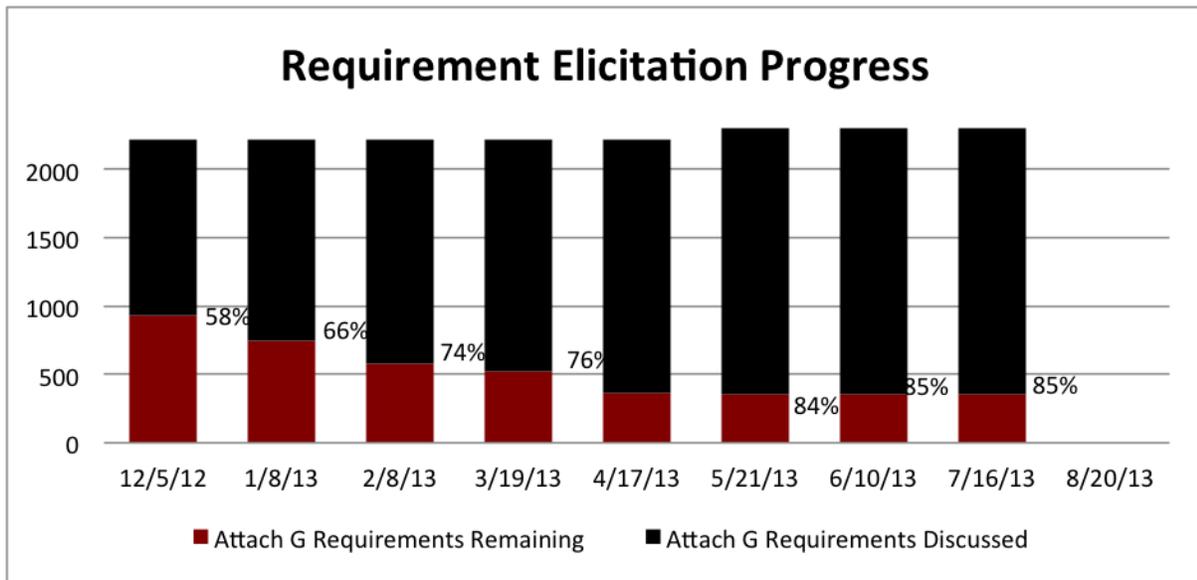
Progression and Acceptance of Iterations													
<i>Note: This table demonstrates completion of sessions or tasks and is not intended to reflect quality of work performed.</i>													
	Collaboration Step 1	Collaboration Step 2	Collaboration Step 3	Valid Values	Business Rules	Letters/ Reports Rosters	RSD Reviewed	Comprehensive RSD		Iterative DSDD Reviewed	Sys Test Results Approved	Accepted (Milestone)	
<b>Percent Complete</b>	100%	100%	100%	14%	5%		96%			54%	0%	0%	
Functional Area	Iteration Code & Name												
Web Portal	✓ 6/27/12					Letter and Reports process has been revised. These items will now be considered part of design. DPHHS has provided information on letters and reports. Xerox will respond with Specifications	✓ 10/6/12	The Comprehensive RSD was submitted 5/13/13, and found to be incomplete by DPHHS. The deliverable was rejected 5/21/13. Redelivery of RSD is impacted by Xerox replanning effort.	2 Web Portal	✓ 3/14/13			
System Architecture	✓ 5/31/12						✓ 1/28/13		1 Arch	✓ 4/1/13			
Pgm Mgmt - Benefit Plan Admin	✓ 7/10/12						✓ 11/13/12		2 Benefit Plan	✓ 3/15/13			
Contact Management	✓ 8/10/12	✓ 8/14/12					✓ 11/20/12		1 Contact Mgmt	✓ 2/12/13			
Managed Care	✓ 7/13/12						✓ 12/6/12		2 Contact Mgmt	✓ 4/24/13			
Provider	✓ 7/20/12		✓ 8/2/12				✓ 9/24/12		3 Contact Mgmt	✓ 4/24/13			
Pharmacy POS Early Deployment	✓ 9/13/12		✓ 8/2/12				✓ 12/17/12		4 Managed Care	✓ 7/16/13 (Cover Letter)			
Member (Client Mgmt)	✓ 6/14/12 (Pilot)			✓ 5/10/13			✓ 11/12/12		5 Managed Care				
Pgm Mgmt - Reference	✓ 8/14/12	✓ 8/16/12		✓ 6/20/13			✓ 11/13/12		1 Provider	✓ 4/2/13			
EHR & PHR	✓ 12/14/12	✓ 2/22/13	n/a				✓ 3/5/13		2 Provider	✓ 4/2/13			
Ops Mgmt - Service Auth EDI	✓ 9/14/12		✓ 10/31/12				✓ 1/7/13		4 Provider	✓ 8/13/13 (Cover Letter)			
Pgm Integration - RetroDUR	✓ 1/29/13	✓ 2/27/13					✓ 3/26/13		3 POS/SmartPA	✓ 3/19/13			
Ops Mgmt - TPL	✓ 11/8/12	✓ 12/18/12					✓ 3/13/13		5 POS/SmartPA				
AVRS/EVRS	✓ 7/26/12						✓ 4/1/13		3 Client (Member)	✓ 8/5/13			
Care Mgmt	✓ 10/12/12	✓ 11/1/12					✓ 12/17/12		4 Client (Member)				
Ops Mgmt - Claims	✓ 10/26/12 (Adj)	✓ (Adj)					✓ 12/17/12 (Adj)		3 Reference				
	✓ 8/31/12 (Front End)	✓ 9/26/12 (Front End)	✓ 11/8/12				✓ 1/4/13 (Front End)		4 Reference				
	✓ 8/31/12 (Pricing)	✓ 11/8/12 (Pricing)					✓ 1/9/13 (Pricing)		5 Reference				
	✓ 8/29/12 (Payment)		✓ 10/12/12 (Payment)	✓ 6/28/13 (Payment)			✓ 12/27/12 (Payment)		5 EHR & PHR				
Ops Mgmt - Finan/Actng	✓ 11/1/12	✓ 11/30/12					✓ 1/25/13		3 Service Auth	✓ 4/1/13			
Prg Int - FADS	✓ 8/24/12					✓ 12/3/12	4 Service Auth	✓ 7/12/13					
Prg Int - DRAMS	✓ 4/4/13						4 RetroDUR	✓ 6/14/13					
Prg Int - MARS Pgm Int - SURS	✓ 9/13/12						4 TPL	✓ 8/6/13					
DSS	✓ 3/27/13	✓ 10/31/12					5 TPL						
							4 AVRS/EVRS	✓ 8/5/13					
							4 Care Mgmt	✓ 7/3/13					
							5 Care Mgmt						
							5 Care Mgmt - ImpactPro						
							3 Claims - Edits/Audits						
							4 Claims - Edits/Audits						
							5 Claims - Edits/Audits						
							3 Claims - Front End						
							4 Claims - Front End	✓ 8/6/13					
							5 Claims - Front End						
							3 Claims - Pricing	✓ 4/1/13					
							4 Claims - Pricing	✓ 8/28/13					
							5 Claims - Pricing						
							4 Claims - Payment	✓ 8/5/13					
							5 Claims - Payment						
							5 Financial/Accounting						
							5 FADS						
							4 DRAMS						
							5 IMARS	✓ 3/13/13					
							4 DSS	✓ 8/5/13					
							5 DSS						

## Xerox Collaboration Sessions – Over/Under Scheduling

Because Xerox is moving away from the Iteration structure to a business process and sprint format, this metric will no longer be relevant.

I-1, I-2, I-3, etc. will not be used in Development or Testing. The completed work will not translate easily from the previous iterations structure to the sprint format. Once the new Xerox work plan has been approved, a new metric based on the sprint format, will be developed.

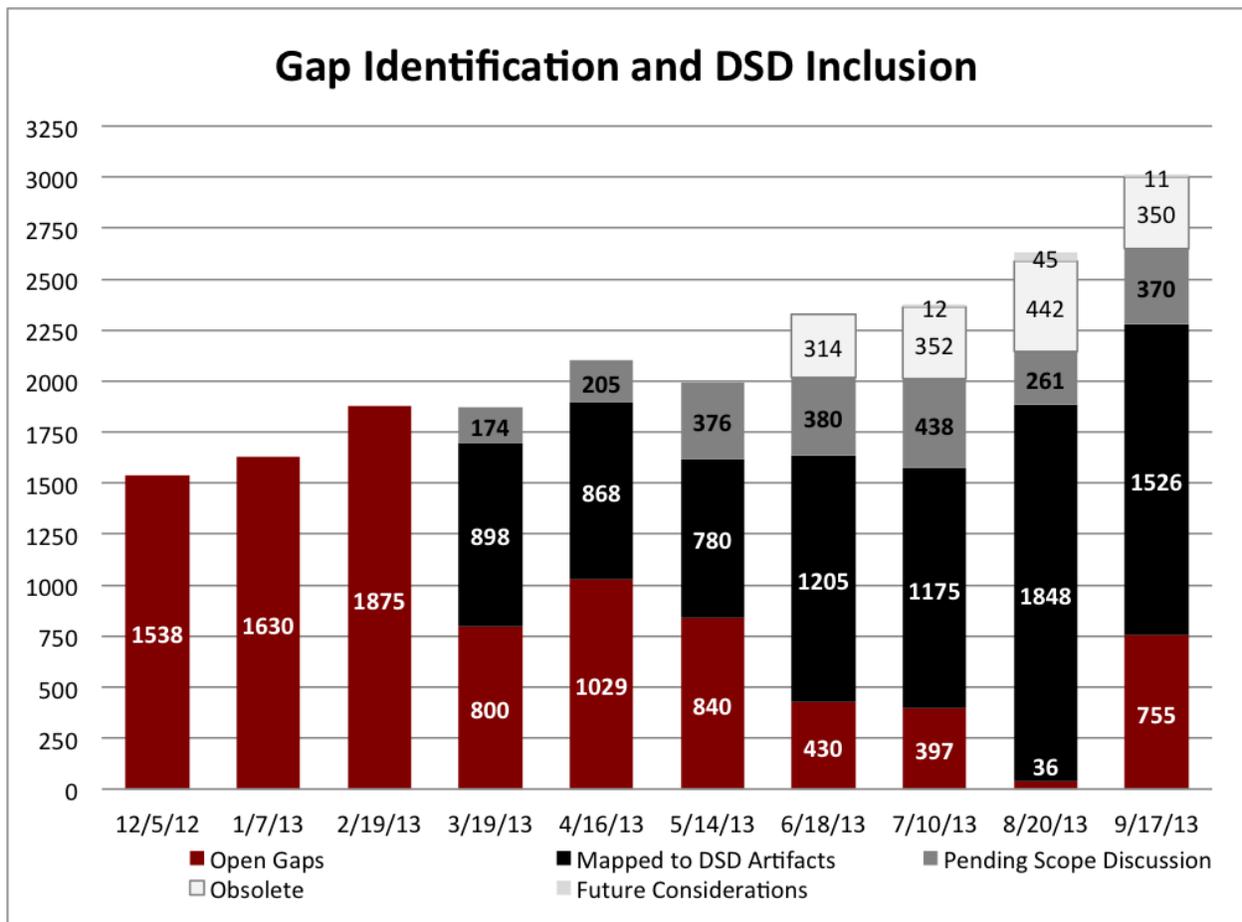
## Requirement Elicitation Progress



There are 15% of the Attachment G requirements that have not yet been discussed in all relevant requirements sessions.

There is no new information for the Requirement Elicitation Progress metric this month, as Xerox has not responded to the remaining requirements report or redelivered the rejected RSD and RTM.

## Gap Identification and Design



Note: The number (43) at the top of the 9/17/13 column is the count for Future Considerations.

## System Test Results

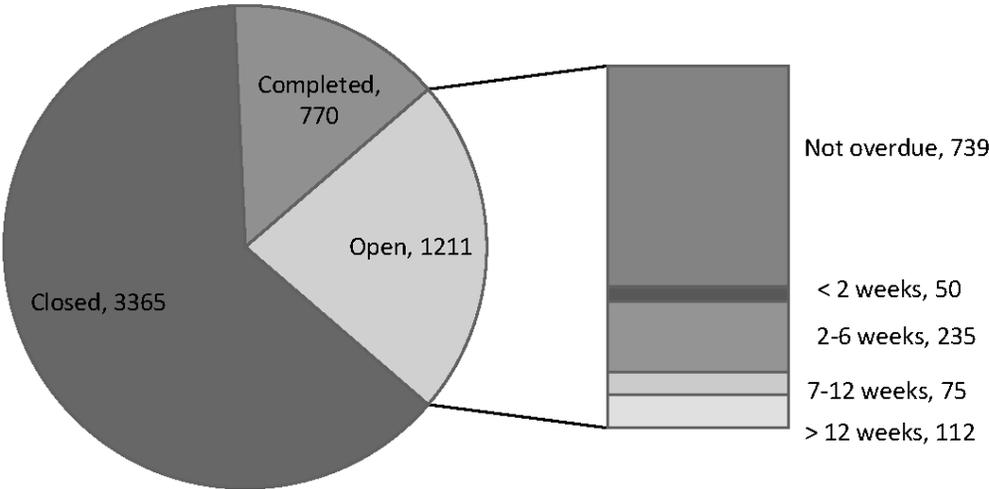
*System Testing is currently on hold. Reporting of system test results will resume when testing activities resume.*

## System Test Defects

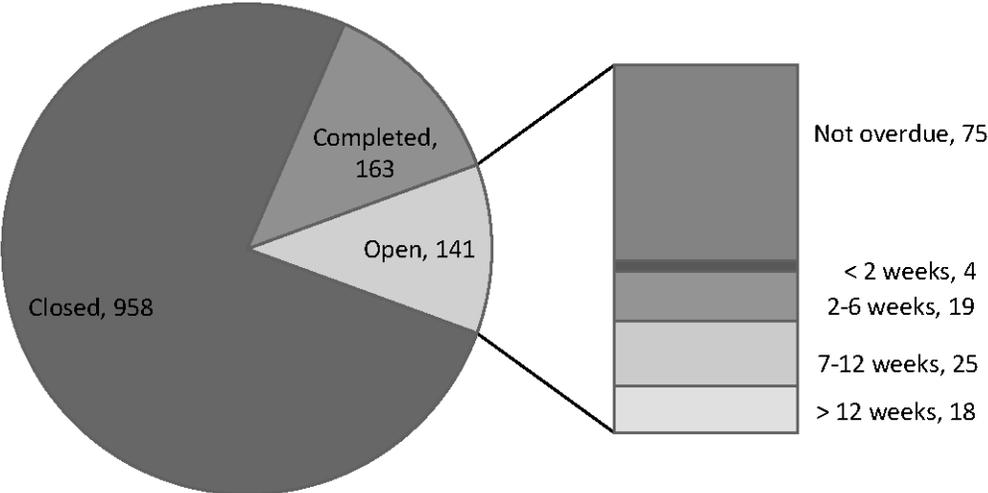
*System Testing is currently on hold. Reporting of defect metrics will resume when testing activities resume.*

Xerox SharePoint – Action Items Log

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

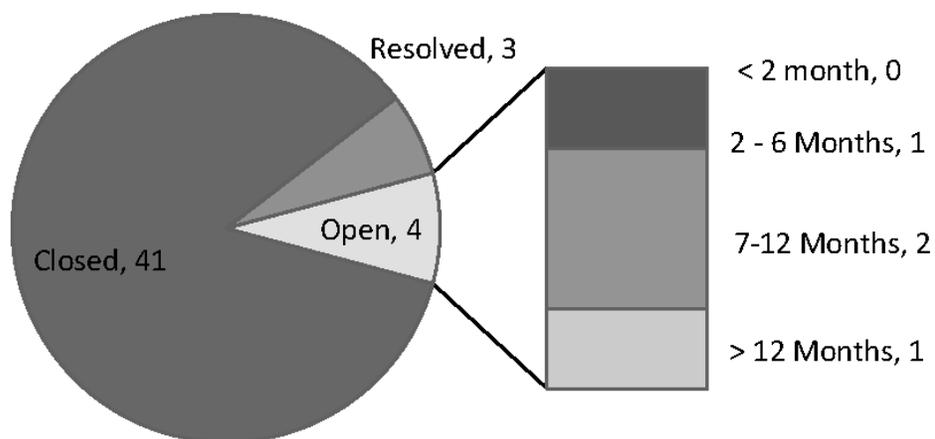


**DPHHS Assigned Action Items  
by Status and Weeks Overdue**



## Xerox SharePoint – Issues Log

### Issue Log by Age and Status



## 2 - IV&V Status Report

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### *Activities Since Last Report*

Planned Activity	Status	Summary of Results
Participated in the Claims Adjudication design review, Service Auth design review (BR/VV), and Member EPSDT design review sessions and scribed the sessions	Complete	Minutes posted to the DPHHS SharePoint
Participating in the Claims Front End design review, DRAMS design review, and Web Portal/Architecture (BR, Rpts) design review sessions and scribing the sessions	In-progress	Sessions are in progress
Completed review of the Contact Management/AVRS and Reference Design Review agendas and supporting meeting materials and provided feedback to Xerox	Complete	Multiple review cycles were completed on each set of collaboration session materials
Posted draft minutes to the DPHHS SharePoint for the Member EPSDT design review, Service Auth design review, and Claims Adjudication design review collaboration sessions	Complete	Comments submitted to Xerox.
Posted final minutes to the DPHHS SharePoint for the ICD-10 Review collaboration session	Complete	Minutes posted to the DPHHS SharePoint
Participated in the POS Bi-weekly Status meeting with DPHHS and Xerox on 9/16/13	Complete	Participated in this meeting
Participated in the Weekly Conversion Status meeting with DPHHS and Xerox on 9/16/13	Complete	Participated in this meeting
Participated in the Weekly DDI PM meeting with DPHHS and Xerox on 9/17/13	Complete	Participated in this meeting

Participated in the OOS Governance meeting with DPHHS and Xerox on 9/17/13	Complete	Participated in this meeting
Participated in the DPHHS Team Meeting with DPHHS on 9/17/13	Complete	Participated in this meeting
Delivered the Draft Contract Compliance Journal for period ending August 2, 2013 to Xerox on 9/17/13	Complete	Delivered document to DPHHS
Maintained the PK Requirements Traceability Matrix	In-progress	This is an on-going task. The RTM 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	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

### Obstructions or Barriers

Obstruction/Barrier	Action Needed
<i>Lack of availability of Health Enterprise Experts for collaboration sessions.</i>	Xerox to provide a knowledgeable Health Enterprise SME for all Collaboration Sessions.
<i>Fragmented delivery and missing traceability of DSDs will present challenges in the review of the documents</i>	Xerox to add User Interface Specification name to the traceability in DOORS.

**Public Knowledge LLC**  
Management Consultants