

Health and Human Services Transformation Project (HHSTP)



Project Management Plan (PMP)

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August 28, 2017

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DOCUMENT REVISION HISTORY

Version #	Date	Description	Prepared By
V0.1	08/28/17	Initial Submission	Karla Smolen
V0.2	09/26/17	Responded to Comments on document	Karla Smolen
V0.3	10/05/17	Responded to 2 nd round of comments on documents. Also clarified the requirements change control process	Karla Smolen

1. INTRODUCTION

The Project Management Plan (PMP) outlines the project management processes that govern the Health and Human Services Transformation Project (HHSTP) between the Mississippi Division of Medicaid (DOM) and Mississippi Department of Human Services (MDHS). It defines how the project is executed, monitored and controlled, and closed.

1.1 PROJECT PURPOSE AND BACKGROUND

DOM and MDHS are two key components of the State’s Health and Human Services environment. MDHS delivers services to at least one in four citizens and DOM provides access to health care for ~800,000 of 2.9 million Mississippians. In fact, 63.9% of MDHS beneficiaries are also clients at DOM. To increase coordination, improve health outcomes and paths to self-sufficiency, and reduce taxpayer burden, MDHS and DOM prioritized working together to develop a long-term vision and roadmap.

In the fall of 2016, MDHS and DOM signed a Memorandum of Understanding (MOU) committed to developing a collaborative process to establish a vision of interoperability and shared services. Working together, the agencies identified and prioritized several avenues of collaboration and coordination that could improve administrative efficiency, reduce information technology (IT) cost of ownership for the state, and improve service delivery to clients.

MDHS and DOM jointly launched the HHS Transformation Project or “HHSTP” with a vision to create:

“...an interoperable health and human services model that provides coordinated client services, reduces fraud and abuse, achieves greater administrative efficiency, promotes self-sufficiency, and introduces innovation to improve the lives of all Mississippians.”

As described in Exhibit 1 below, the agencies determined three modules to form the project: Common Web Portal, Fraud and Abuse, and Data Hub.

Exhibit 1: HHSTP Modules

Module	Description
Common Web Portal (CWP) Module	Centralized application intake that serves as a one-stop shop for HHS eligibility programs and self-service for clients and staff
Fraud and Abuse Module	Joint-platform that is integrated into DOM and MDHS to identify waste, fraud and abuse, verify identities, reduce dual participation, and help ensure Mississippi welfare benefits go to the individuals that are qualified.
Data Hub Module	Centralized Enterprise Service Bus (ESB) that serves as a web services clearinghouse

This PMP outlines the project management, protocols, governance, and processes that will be employed across the project.

1.2 PROJECT MANAGEMENT APPROACH

The Project Management Approach for the HHSTP will follow the best practices from the Project Management Body of Knowledge (PMBOK ®) and identifies all tasks, services, methodologies, resources, schedules, milestones, etc. as defined and described within the PMP, and as applicable to Cambria’s Project Management services for the project. The Project Management Approach employs a structured and repeatable process that is broken into five industry standard process groups that interact and overlap iteratively over the life of the project:

- **Initiation** – Begins at project conceptualization and focuses on building the foundation of the project. Key tenets of, and participants in, the project are identified. A high-level schedule is created, and processes for monitoring progress and resolving issues are established.



- **Planning** – Centers on formalizing the project plan, budget, and schedule. In the HHSTP there are multiple project managers that are responsible for their own entities’

work and deliverables. Each project manager (PM) finalizes their project requirements, workload and cost estimates, defines risks and contingencies, acquires capital and human resources, establishes communication protocols, verifies deliverable expectations, and creates their own project management schedule. The System Integrator is responsible for creating a master schedule which is an integrated view of the individual project schedules that are developed by the CWP vendor, Fraud and Abuse vendor, Data Hub vendor, DOM, and MDHS.

- **Execution** – Occurs throughout the life of the project, beginning with the allocation of human resources and assignment of work tasks. Each PM directs all of their own project activities, and administers project policy in accordance with their own schedule. Execution is an iterative process that often requires re-planning to accommodate unforeseen changes in priority or scope. The System Integrator PM continues to track the Master schedule and the project activities that are contributed by each PM representing their own group’s schedule and activities.
- **Control** – Occurs throughout the life of the project. The focus is on tracking progress against the plan and controlling scope, schedule, budget, and human resource needs. The System Integrator PM works with each of the vendor PMs to forecast project needs and execute corrective actions to overcome project challenges.
- **Closeout** – Formalizes acceptance of the project with the HHSTP Governance Council. Lessons learned are documented, transition activities are completed, and all documentation is formally accepted and transitioned to operations support.

The following sections detail the scope and process components of the PMP.

2. SCOPE

The Project Management Plan encompasses key project management processes and activities that are critical to the success of the project. The scope of work under this plan spans the entire lifecycle of the project from startup to closure. It applies to all project staff, and covers project activities, including but not limited to the following:

Service Area	High-Level Activities/Deliverables
Integration	<ul style="list-style-type: none"> • Project Charter • Governance Charter • Project Management Plan
Scope	<ul style="list-style-type: none"> • Work Breakdown Structure (WBS)
Time	<ul style="list-style-type: none"> • Integrated Master Schedule
Quality	<ul style="list-style-type: none"> • Quality Assurance reviews
Communication	<ul style="list-style-type: none"> • Communications Matrix
Risks & Issues	<ul style="list-style-type: none"> • Risk & Issue Management (Risk Register, Issue Log)
Stakeholders	<ul style="list-style-type: none"> • Stakeholder Register
Project Reporting	<ul style="list-style-type: none"> • Project Status Reports
Change Management	<ul style="list-style-type: none"> • Change Management (Change Log)
Tools and Templates	<ul style="list-style-type: none"> • SharePoint® • Accompa® • Templates (Meeting Agendas, Meeting Minutes, etc.)

3. COMMUNICATIONS MANAGEMENT

One of the most important components of managing a project as complex and integrated as the HHSTP is clear and open communication. For the HHSTP, communications management is an approach that includes the necessary methods and tools to ensure timely and appropriate disposition of project information. The approach outlines how stakeholders will communicate and exchange project information throughout the lifecycle of the project. It includes the key factors that contribute to the effectiveness of this communication approach such as timeliness of the communication (including meaningful content), communicating in an accessible format, and consistency in communication form and distribution method.

3.1 COMMUNICATIONS APPROACH

To communicate effectively, project teams must have a good understanding of the project's overall communications approach and processes. The HHSTP communications approach adheres to the following guiding principles:

- Set clear expectations;
- Use multiple mechanisms (email, meeting, SharePoint, conference calls, etc.) to deliver timely, accurate, and consistent project information;
- Communicate project status in a clear and concise format;
- Address issues and concerns;
- Leverage technology to effectively deliver information; and
- Establish an open, honest, and productive working environment.

The Communication Action Matrix in Table 4, below, details the specific types and frequency of meetings and reports that are used by the project teams to help meet these guiding principles. All project status meetings follow a set agenda and provide a formal process for participants to speak and ask questions. The SI team distributes an agenda prior to meetings, and a scribe records minutes to capture decisions made or issues identified and resolved. The meeting minutes are recorded using the project's Agenda and Minutes templates and posted to the document repository site for review and approval. These meetings and reports are also scheduled and monitored (as appropriate) in the Integrated Master Project Schedule. If communication changes occur during the project lifecycle, the Communication Action Matrix is updated and included as an appendix to the PMP.

Table 4: Communication Action Matrix

Meeting/Reports	Purpose/Objective	Media/ Location	Frequency	Owner	Participants or Audience
Meetings					
Project Status Meetings	Review project tasks, deliverables, issues, action items and schedule.	Meeting/Conference Call	Weekly	Systems Integrator	Overarching Project Managers (OPM)
Governance Council Meetings	Review project status, key decisions and strategic objectives.	Meeting/Conference Call	Monthly	Systems Integrator	Executive Leadership
Risk Meetings	Review risks and mitigation strategies.	Meeting/Conference Call	Monthly	Systems Integrator	OPM
Change Control Meetings	Evaluate proposed changes and impact to schedule, scope and cost.	Meeting/Conference call	Monthly	Systems Integrator	PMs
Production Readiness Meetings	Review implementation status prior to production release.	Meeting / Conference Call	As Needed	Systems Integrator	PMs
Reports					
Vendor Status Reports	Report on tasks status including % complete, late or slipping tasks, deliverables, milestones, issues and risks.	SharePoint® Document Repository	Weekly	Vendor PMs	System Integrator PM
Project Status Reports	Summarized project status for all vendors including tasks completed and planned for the next week, late tasks, upcoming milestones, risks, issues, etc.	SharePoint® Document Repository	Weekly & Monthly	Systems Integrator	Governance Council, Overarching Project Managers
Dashboard Reports	Graphical report of key performance indicators of project status and progress.	SharePoint® Document Repository	Monthly	Systems Integrator	Governance Council, Overarching Project Managers

3.2 COMMUNICATIONS METHODS

The success of the HHSTP depends on an efficient communication model that starts from day one of the project and continues for the entire project lifecycle. Communications should be open and transparent, particularly when issues arise. Members are encouraged to communicate openly about concerns as they are identified. The earlier a possible problem is dealt with, the smaller its impact is likely to be. The following subsections outline the communication methods used to maintain communications throughout the HHSTP including:

- Meetings;
- SharePoint;
- Reports; and
- Dashboards.

3.2.1 PROJECT STATUS MEETINGS

The goal of the HHSTP status meetings is to maintain effective project communications across all project management teams. While each HHSTP Project Manager meets with their organization's project team, it is also critical for all the Project Managers (PMs) to meet and share information across the project. Collectively, the HHSTP Project Managers are referred to as the Overarching Project Managers group (OPM). This group includes the designated project managers for the Systems Integrator, DOM, MDHS, IV&V and vendors. They meet weekly to discuss dependencies, impacts to schedule, key risks and issues affecting the project, and other project-wide topics. It is also the meeting for the PMs to report progress and review action items and key decisions from the previous week.

3.2.2 GOVERNANCE MEETINGS

The HHSTP is sponsored by DOM and MDHS business leaders with a stake in the project outcome. They are represented on the project's Governance Council, which set the objectives for the project and monitors progress over time. The Governance Council meets monthly to monitor implementation progress, set priorities and make key decisions on matters affecting the project's success. The meetings include the sponsors and other members and participants who will need to implement the project outcomes and those who will need to supply resource once the project outcomes have been met. These stakeholders require regular updates, and it is imperative that communication with them is timely, clear and concise.

3.2.3 RISK MEETINGS

Risk management meetings are held monthly to review the risk register and identify new risks that may affect the project but has not yet materialized. The meetings are led by the SI PM and an agenda published prior to the meeting. All key risks are given adequate time for discussion and action. The meetings include the OPM and HHSTP team members familiar with the risk.

3.2.4 CHANGE CONTROL MEETINGS

Change Control is the process of reviewing change requests, approving changes and managing changes to the deliverables, project documents and the project plan. It is an important management area of the project because the cost of implementing change goes up as the project progresses. Change Control Meetings are part of the HHSTP's overall Change Control Management process and is the forum to review and discuss proposed changes to the project. Meetings are held monthly and attended by members of the Change Control Board and other key stakeholders impacted by the requested change.

3.2.5 PRODUCTION READINESS MEETINGS

Production Readiness Review Meetings are conducted prior to deploying an HHSTP module to validate system and organizational readiness. The meetings cover areas associated with implementing the system release including:

- A review of open issues and risks associated with the implementation;
- Testing activities and results for the release;
- The readiness of the data center(s) to support implementation and operations of the release;
- Security and privacy impacts of the release;
- End user support and communications activities that are associated with the release; and
- Status of documentation needed to support and operate the information system that is being implemented or enhanced by the release.

In addition, the Production Readiness meetings provide an opportunity for the OPMs to identify process improvements for the HHSTP Governance Council and relevant stakeholders.

3.2.6 REPORTS

3.2.6.1 Weekly Project Status Reports

Weekly status reports are created by the SI's PM for the OPM and project teams. The Project Status Report indicates overall project health at the time the report is created. The goal of the SI PM is to consistently and continually answer the following questions:

- Is the project on schedule?
- Will project deliverables be completed within acceptable quality levels?
- Are scope change requests being managed successfully?
- Are project issues being addressed successfully?
- Are project risks being successfully mitigated? and;
- Are DOM and MDHS concerns being addressed successfully?
-

The answers to these questions are derived based on specific details and metrics in the project status report including:

- A summary of the overall project status;

- Progress made against milestones, deliverables, and tasks for the reporting period, including activities started, completed, or in progress;
- Status of deliverables and project's adherence to scope, schedule, quality, standards, methods and tools, and resources with an explanation for any variances;
- An updated list of key milestones/deliverables and a comparison to the approved baseline schedule and explanation for any variances;
- Recommended revisions to the approved schedule for the project;
- Issue/risk assessment and recommendations for resolving each issue and risk, and the potential impact to the project if the issues and risks are not resolved;
- Disposition of previous issues and recommendations;
- Work planned for the next reporting period;
- Outstanding action items (i.e., unresolved Action Log items); and
- An assessment of implementation progress, including probability of meeting/completing project milestones/deliverables for each reporting period and adherence to the project scope, schedule, quality, resources, and budget.

3.2.6.2 Vendors Project Status Reports

Each vendor's PM provides weekly updates on all planned tasks and activities based on the master project schedule. The progress reported is recorded in the master project schedule and compared against the expected progress. Variances are reviewed in the weekly Project Status Meeting and the reasons for the variation documented in the status report.

3.2.6.3 Monthly Project Status Reports

The SI PM creates monthly status reports for the HHSTP Governance Council. The status report provides an executive view of the project's health that summarizes the weekly Project Status Reports in such a way that council members can rapidly determine whether the project is on schedule and being managed successfully.

3.2.7 DASHBOARDS

Project dashboards play a pivotal role in providing an executive view into the status of key performance indicators (KPIs) of the project. The HHSTP project dashboard, created in Microsoft Excel, is produced monthly by the SI project management team and includes graphical depictions of the following information:

- **Percent Completion** – The project percent completion.
- **Project Milestones**– The project schedule milestones (reported until completion and removed from the dashboard in the next iteration).
- **Summary of Risk and Issue** – The number of risks and issues and their status.
- **Change Control Log** – The number of changes registered and their status.
- **Summary of Defects** – The number of total defects - open and closed (during different testing phases for each release of code – development testing, end-to-end testing and UA testing).

4. REQUIREMENTS MANAGEMENT

The purpose of Requirements Management, under the scope of this PMP, is to track, trace and then control requirements' changes for the HHSTP. It is a continuous process and involves communication between the project team members and stakeholders throughout the project.

4.1 REQUIREMENTS MANAGEMENT APPROACH

The purpose of the requirements management approach is to oversee the development process through to delivery and operation to ensure that the solution delivered meets the requirements. The result of this process is a common understanding among the project stakeholders of the DOM and MDHS business requirements. The key components of the process are:

- Tracking requirements status;
- Tracing requirements; and
- Controlling changes to requirements.

4.1.1 STATUS TRACKING

The requirements status tracking process enables requirements to be monitored from various perspectives. The HHSTP's requirements management tool, Accompa®, is used to create a report of those completed; those outstanding; those being worked on; those currently not being worked on; and which requirements are assigned to whom for completion. Further details on Accompa® can be found in Section 15.

4.1.2 TRACEABILITY

The requirements traceability procedure ensures that all requirements can be traced back to their source as well as forward to the functionality that is delivered. Accompa® is used to create a requirements traceability matrix that contains the following key attributes:

- **Requirement ID** – A unique identifier associated with each requirement.
- **Requirement Text** – The text of the requirement as developed during the requirements definition workshops.
- **Requirement Function/Category** – An identification of a common function or category that pertains to a requirement.
- **Requirement Type** – Whether the requirement is a report, an interface, an online screen, etc.
- **Requirement Priority** – Whether the requirement is low, medium or high priority and/or whether the requirement is mandatory or desired.
- **Requirement Source** – Where the requirement originated from (for example, Agency).
- **User Name and Role** – The name of the user and their role that provided the requirement, as applicable.
- **Use Case and/or Test Case** – The specific use case or test case which validate that the functionality has been incorporated in the design solution

4.1.3 CONTROLLED CHANGES

The purpose of the change control process for requirements is to regulate any changes to requirements that have been agreed to by DOM and MDHS. This encompasses changes, additions or deletions to requirements.. The process includes:

- Recording and monitoring of the requests;
- Assessment of the requests;
- Scheduling of approved changes; and
- Clear communication of requests status to stakeholders.

The requirements change control process aligns with the project’s overall Change Control Management process.

The following table outlines the steps in detail that will help to regulate requirements changes:

Steps	Description
1	Document the requirements out of the JAD sessions in Accompa.
2	Audit the new requirements against existing requirements If there are requirements changes – note how it affects existing requirements.
3	The requirement change/ addition/ deletion is written up in Accompa and in the change log in SharePoint. The change will be presented during the Change Management meeting and the final disposition will be made.

5. CHANGE CONTROL MANAGEMENT

The purpose of Change Control Management is to identify, assess, monitor and prevent changes from overwhelming the HHSTP or taking the project off track.

5.1 CHANGE CONTROL BOARD

The HHSTP Change Control Board (CCB) makes decisions regarding whether or not proposed changes to the HHSTP should be implemented. The CCB will have a scope of authority (based on budget limits and overall impact to the schedule) that indicates what changes the board can approve or deny before elevating to the Governance Council.

Members of the CCB will be selected by the OPMs and a meeting cadence established. CCB meeting dates will be posted to the SharePoint® site and agendas sent out prior to the meeting.

5.2 CHANGE CONTROL APPROACH

The change control process enables proactive identification and management of change, in a manner that keeps the project moving in the right direction, towards successful completion. The process includes:

- Identifying changes;
- Assessing changes;
- Approving changes; and
- Implementing changes.

5.2.1 IDENTIFY CHANGE

Changes may be identified throughout the life of the project. All changes are added to the change control log in the project's document repository, SharePoint®. The change control log is the place that any project team member can view all the HHSTP changes that have been identified along with their status. It includes the following data elements:

- **ID** – Unique number assigned for each new change submitted;
- **Title** – Descriptive name for the change requested;
- **Date Submitted** – Date change was submitted for review;
- **Status** – Open, Approved, Not Approved;
- **Priority** – 1-Critical, 2-High, 3-Medium, 4-Low;
- **Comments** – Open text to track change progression;
- **Change Type/Category** - 1-Critical, 2-High, 3-Medium, 4-Low;
- **Impact Type** – Schedule, Functionality, Budget;
- **Level of Effort** – Low (<40 hours), Medium (41–160 hours), High (>161 hours);
- **Final Date** – Approval or Not Approved Decision date; and
- **Attachments** – Supporting documentation for the change request.

5.2.2 ASSESS CHANGE

The change log is initially input by the entity who identified the requirement change. Each change is then assessed for its impact to scope, schedule, cost, risk and quality. Most of these

items will try to be discovered prior to the Change Control Board meeting but if this is not possible, then impacts become a topic of discussion during the Change Control Board meeting. If the impacts are not clear, it is difficult to make an appropriate decision about whether or not to approve and implement the change. When possible, impacts are quantified by indicating the following:

- Cost impacts in dollars;
- Schedule impacts in work-days;
- Resource impacts in hours effort;
- Risk impact in terms of the risk assessment (before and after implementation of the change); and
- Quality in terms of impact on open defects / issues.

5.2.3 FINAL DISPOSITION OF CHANGE

After the change has been assessed, it is placed on the agenda for the next established CCB meeting. If the change request has a time constraint or the change has an extremely high impact on the project, it is placed on the agenda of an ad-hoc CCB meeting held specifically to address the importance of that request and to ensure that the impact does not become larger, due to delays in the approval process.

The CCB has the authority to approve or deny change requests and to confirm the assessment and the implementation approach for the change. If a change is over a specific impact threshold (e.g., two weeks, 40 hours, \$2,500, new feature), then the Governance Committee must also approve.

6. SCHEDULE MANAGEMENT

Schedule Management is the process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the HHSTP schedule.

6.1 SCHEDULE MANAGEMENT APPROACH

The HHSTP project schedule management approach is based upon the PMBOK®, which focuses heavily on schedule and time management planning. The primary objectives of the schedule management approach for the HHSTP are:

- To include standards that ensure consistency of task naming, effective and informative decomposition of tasks, and proven estimation techniques to improve the accuracy and predictability of the project schedule;
- To adhere to standards that allow for clarity of assignments, ease of reporting, effective management, and reliability of a well-developed, predictive project work plan;
- To produce dynamic and robust reports on deliverables, milestones, and resource allocation, and project health; and
- To develop a predictive and effort-driven schedule that can indicate to project management when deliverables and milestones are in danger of delay.

6.1.1 STANDARDS

The HHSTP project schedules will adhere to the following standards:

- Every project deliverable should appear by name in the Work Breakdown Structure (WBS).
- The WBS should be hierarchical, with each level of the hierarchy generally containing between three and seven child items.
- Every item is to have a unique WBS number, there should no duplicates within the plan. This number is generated by the software.
- Organize the work so it is clear to stakeholders and completely defined.
- Sequence schedule activities in the order in which they will be performed.
- Every task should have a definite beginning and definite end.
- Milestones will have an owner responsible for declaring when they are complete, but will have no duration and no work.
- Schedule constraints (must start on, must finish on, etc.) should only be applied to milestones (never tasks) and should be accompanied by an explanation; generally, constraints are discouraged.
- Assignments for work more than six months in the future may be represented by an unnamed resource (describing the role needed).
- Use “M:” and “D:” prior to milestones and deliverables task names, respectively, in order to highlight the importance of these tasks and allow for enhanced reporting.
- M: tasks must be highlighted in Green with bold font.
- D: tasks must be highlighted in Blue with bold font.
- Use “C:” prior to client task names to highlight tasks assigned to the client.

- C: tasks must be highlighted in Orange.
- The following % Complete Scale should be used on individual tasks. Roll up tasks will automatically compute based on the individual tasks' % Complete.
 - 0% - task has not started
 - 5% - task has started but significant progress has not yet been made
 - 10% - measurable progress is made from start
 - 25% - ¼ of the work is complete for the task
 - 50% - ½ of the work is complete for the task
 - 75% - ¾ of the work is complete for the task and task is headed towards completion
 - 100% - task is completed
- Document all schedule assumptions and constraints.
- Include at least one Predecessor and one Successor for each task to correctly identify the project's critical path.
- Ensure task constraints are set to "As Soon As Possible," unless there is an absolute need to set a fixed date for a task.
- Date formats must be MM DD YY.
- State holidays should be reflected in the schedule as non-working time; Calendars should be set to work week not calendar week.
- Review periods for the client should be 5 days for 1st review and 3 days for resubmission.
- A maximum of 3 days to make changes after client's 1st review period.

6.1.2 BEST PRACTICES

Listed below are industry best practices that are key to the an effective schedule management approach. Using these best practices creates a structured project plan encompassing all the relevant summary tasks, subtasks, and milestones. Giving the task duration values and linking related tasks to each other helps to identify which tasks are critical to completing your scope of work on time and critical to integrating with other project schedules.

- Plan from the top down - start with the overall project deliverables and then successively break down each element into greater detail.
- Add tasks and milestones
 - Add the detailed tasks to accurately describe the project's scope.
 - Ensure that each sub-deliverable is measurable and can be allocated to a team member (or members) to perform.
 - Use Task Notes to list detailed information about tasks.
 - Tasks that happen early on within the lifecycle can be planned to greater detail than those nearer the project's end.
- Enter durations against tasks.
- Link related tasks together. Defined tasks should be placed in a logical sequence by linking Predecessor and Successor tasks.

6.1.3 PROCESS

The process flow below applies to all vendors on the HHSTP unless otherwise noted in the activity.

- Identify work that needs to be completed, resources needed and level of effort required to complete the work.
- Create a Microsoft Project version of the project work plan.
- Review work plans to make any necessary adjustments to the plan, and deliver it for baseline review and approval.
- Update the % Complete on task, at a minimum weekly, so management can monitor progress.
- Review the progress made on specific deliverables in comparison to the project schedule including identification of task slippage and scheduling conflicts to ensure early mitigation of scheduling issues and resource constraints.
- Identify, document and manage potential risks.
- Maintain the project plan throughout the project.
- The timeline below will be followed for updating and submitting schedules:
 - All plans are to be uploaded to SharePoint® by the vendors PM or their designee by 1:00 PM Central Standard Time (CST) each Thursday.
 - It is recommended plans be updated daily; this will keep schedules current and prevent a delay in meeting the deadline.
- SI QA review will begin Thursdays after 1:00 p.m. and work plan views will be compiled for reporting.
- The SI project management team will meet with the vendor leads and schedule owners on Fridays to review slipping tasks, missed milestones and deliverables, and upcoming activities.
- The SI project management team will create the integrated work plan (an event-based, top level plan consisting of a hierarchy of milestones that depict the sequence of events that will result in a deliverable product or service).

6.1.4 BASELINING

Following review and approval of the individual and integrated project schedules by key stakeholders and the HHSTP Overarching Project Management Group, a baseline is set for the master schedule and weekly master scheduling reporting begins.

If significant changes occur within the project, the need may arise for a schedule baseline adjustment. Causes for schedule adjustment include, but are not limited to, addition of new requirements, resource constraints, changes in major milestone dates, and changes in schedule dependencies. The proposed schedule revisions and change requests are approved by the Change Control Board and/or Governance Council.

6.1.5 MONITORING

Continual monitoring of progress against planned completion is critical to keeping the HHSTP on schedule and necessary to allow rapid adjustments to correct schedule slippage. Any deviations from planned completion for key milestones are reported to project stakeholders

using the appropriate communication channel as defined in the Section 3: Communication Management.

The project schedule is monitored by tracking actual work performed compared to planned work. Reviews focus on the following key items:

- Key dependencies across modules;
- Key deliverable and milestone status;
- Slipping and late tasks that could potentially affect the critical path;
- Planned tasks for the next reporting period; and
- Major schedule risks.

7. QUALITY MANAGEMENT

The purpose of Quality Management is to establish a set of procedures that are followed by all vendors on the project to ensure that deliverables produced are quality products. The quality management process is terminated only when all deliverables and management processes have been completed and approved prior to project closure.

7.1 QUALITY MANAGEMENT APPROACH

The quality management approach, used on the HHSP, is a method by which the quality of deliverables and processes is assured and controlled during the project. This process entails completing reviews and implementing corrective actions to address any deficiencies and raise the quality levels within the project.

The quality management process involves:

- Identifying the internal quality review cycles;
- Identifying the client review cycles to be undertaken;
- Measuring deliverable and process quality;
- Taking actions to enhance the level of deliverable and process quality; and
- Reporting the level of quality attained to DOM and MDHS leadership.

7.2 QUALITY ASSURANCE AND QUALITY CONTROL

Quality Assurance is defined as “the preventative steps taken to increase the likelihood of delivering a deliverable and achieving the quality targets set”. Quality Control is defined as “the curative steps taken to verify that the deliverables are of acceptable quality and that they are complete and correct”. The Quality Assurance Areas in Table 7.2 below, details the high-level quality assurance and control activities that are performed by the SI as part of the HHSTP.

Table 7.2 : Quality Assurance Areas

Responsibility Area	Quality Assurance Activities
Requirements Management	Evaluate and identify gaps and risks associated with requirements definition and changes in requirements.
Change Control Management	Evaluate and identify gaps and risks associated with Change Request implementation.
Quality Management	Monitor and report on system development methodology, project management practices, and involvement of major system users.
Integration Management	Monitor and report on hardware, software, network, business processes, and best practices.
Scope Management	Evaluate and identify gaps and risks associated with scope planning, scope definition, scope verification, and scope change control.
Schedule Management	Evaluate and identify gaps and risks associated with project plans, activities, resources, and schedule control.
Staffing Management	Assess and report on the effectiveness of adequate staffing and resources.
Risk & Issue Management	Monitor and report on risk management practices, identify risks, and recommend risk mitigation actions.
Communication Management	Monitor and report on dissemination of information to management and stakeholders.
Change Management	Assess and report the effectiveness of change management, transition readiness, and training of the project teams.
Knowledge Management	Evaluate and identify gaps and risks associated with user acceptance of business process and organizational changes.

The SI PM applies quality assurance activities to project management responsibility areas as well as implementation tasks and deliverables. The SI PM will include quality assurance checkpoints throughout the project, such as the completion of an implementation phase. The quality assurance checkpoints result in an impact analysis for each phase that is continuously revisited. At each quality assurance checkpoint, the SI PM facilitates a discussion with the HHSTP vendor PMs to assess the status of the project, capture the lessons learned, and review any outstanding issues. As a result, the SI PM documents quality assurance issues and makes recommendations for quality improvements going forward.

The following subsections describe the specific quality assurance and control activities that are conducted at the completion of a phase.

7.2.1 REQUIREMENTS AND DESIGN PHASE QUALITY ASSURANCE ACTIVITIES

As the Requirements and Design Phase completes and the Development Phase is in progress, performing a quality assurance checkpoint on the Design Phase deliverables is fundamental to conducting future quality assurance activities on the project. One of the key objectives of the Design Phase quality assurance checkpoint is to define relevant quality standards and acceptance criteria necessary for assessing, reporting, and making recommendations on project management responsibility areas and implementation tasks and deliverables, both functional and technical. To achieve this objective, the SI PM:

- Coordinates with HHSTP PMs to identify applicable technology and other standardized policies and procedures used;
- Ensures the review and approval of documented deliverables;
- Phase approval allowing the successor phase to launch; and

Another key objective of the Requirements and Design Phase quality assurance phase is to review deliverables from that phase, including the following:

- Outputs of the JAD sessions;
- Technical Plan;
- System Design Document;
- Requirements Document; and
- Communications Plan.

The Requirements and Design Phase quality assurance reviews provide the SI PM with the confidence to ensure that project milestones are being met, and that information regarding changes in business processes are uncovered in the new use cases, so that change management can start working on their re-engineering of business processes during the development phase.

7.2.1.1 Development Phase Quality Assurance Activities

During the Development Phase, the system is built to meet requirements in accordance with key deliverables from the Design Phase, such as a Technical Plan or System Design Document. The Development Phase includes testing to validate that the system meets requirements and was built in accordance with Design Phase deliverables. Other key tasks during the Development Phase include training to use and operate the system from a functional and technical perspective and preparing for cutover to production operations. Key Development Phase quality assurance activities include:

- Assessing, reporting, and making recommendations on Development Phase tasks and deliverables for compliance with the stated outcomes in the requirements phase; and
- Assessing outstanding issues and risks that are identified during this phase;
- Evaluating the test results from the vendor test plans:
 - Unit Testing;
 - Integration Testing; and
 - Performance Testing;
- Performing and evaluating the results of the End-to-End testing to ensure that it meets the stated requirements;
- Assessing unit test results, and identified software defects (baseline and custom developed), to determine:
 - the severity of the defects;
 - whether the defects were remedied prior to user acceptance testing (UAT); and
 - the defects are worked on a timely basis, and not impacting the schedule;
- Reviewing the Requirements Traceability Matrix updated with the results of UAT to assess compliance with documented Requirements, Use Cases and Design Phase deliverables;

- Assessing UAT outstanding software defects (baseline and custom developed), the severity of the defects, plans to address the defects; and the defects' potential impact on production operations;
- Evaluating the test results from the vendor's Regression Test Plan;
- Evaluating the test results from the vendor's Performance Test Plan;
- Evaluating technical training plan (if applicable);
- Assessing the production environment established in accordance with the Technical Plan and the subsequent tuning of the production environment based upon performance testing;
- Evaluating the proposed Implementation Plan;
- Evaluating and identifying risks associated with deployment activities;
- Assessing outstanding risks, change management, training issues, and other project issues for their impact prior to allowing movement to the Implementation phase;

7.2.1.2 Implementation Phase Quality Assurance Activities

During the Implementation Phase, the system is cutover to production operations. The Implementation Phase includes a production readiness assessment (including the software and the technical environment), conversion to a production, and a final "golive" decision.

Key Implementation Phase quality assurance activities include:

- Making sure that the agencies have developed organizational readiness regarding policies, procedures, "go-live" readiness, and help desk support;
- Assessing completed production readiness checklists to help ensure the partner organizations are prepared for production operations from a business and technical perspective;
- Assessing outstanding risks, change management issues, and other project issues for their impact on moving to production;
- Assessing the project's overall readiness to move to production;

7.2.1.3 Close-Out Phase Quality Assurance Activities

During the Close-Out Phase, the system will be integrated with existing eligibility systems. An assessment will be made whether there needs to be additional functional and technical knowledge transfer.

Key Close-Out Phase quality assurance activities include:

- Assessing, reporting, and making recommendations on Close-Out Phase tasks and deliverables to ensure that the project is ready for closure;
- Assessing outstanding risks, change management issues, and other project issues for their impact on closing the project;
- Assessing functional and technical production support for compliance with relevant standards;
- Evaluating the organizational change management progress and any support that is needed for case workers and end users prior to project closure;
- Creating report templates to support the HB-1090 during post-production of this project;

- Assessing the overall readiness to close the project; and
- Facilitating an impact analysis and lessons learned with the project team during final project closure steps.

8. DELIVERABLE MANAGEMENT

The purpose of Deliverable Management is to facilitate the timely review of project deliverables; to ensure deliverables are tracked; and to ensure a copy of each deliverable and all supporting materials are filed in the project document repository, SharePoint®.

8.1 DELIVERABLE MANAGEMENT APPROACH

The deliverable management process approach for the HHSTP consists of four steps:

- Develop Deliverable;
- Submit Deliverable;
- Client Review of Deliverable; and
- Approve Deliverable.

NOTE: All vendor's project plans must include every project deliverable required for the scope of work.

8.1.1 DEVELOP DELIVERABLE

The deliverable development and internal quality review dates must be reflected in the vendor's project schedule and comply with the Schedule Management standards in Section 6.

8.1.2 SUBMIT DELIVERABLE

The deliverable due dates must be reflected in the vendor's project schedule and comply with the Schedule Management standards in Section 6. The vendor alerts the SI PM, DOM PM, and MDHS PM via email that the deliverable has been submitted and uploaded to the Deliverable Library under "Interim Deliverables."

8.1.3 CLIENT REVIEW OF DELIVERABLE

The deliverable client review dates must be reflected in the vendor's project schedule and comply with the Schedule Management standards in Section 6. The clients (defined as the SI, DOM, MDHS, IV&V and other team members identified by the OPMs) will have five (5) business days to review the deliverable and provide comments. The comments are compiled by the SI who alerts the Vendor PM for revisions based on the comment log. The vendor has three (3) business days to provide revisions. If the client does not approve the deliverable after the 2nd review cycle, a meeting will be scheduled with the SI, client and vendor to discuss the issues.

Note: If a deliverable is longer than 30 pages, review cycles will move to a 10/5/5 day cadence.

8.1.4 APPROVE DELIVERABLE

The deliverable expected approval date must be reflected in the vendor's project schedule and comply with the Schedule Management standards in Section 6. Upon acceptance of the deliverable, the Vendor PM submits the final non-editable electronic copy to SharePoint® in the

“Approved Deliverable” folder and DOM and MDHS signs and dates the Deliverable Acceptance Form.

8.1.5 DELIVERABLE EXPECTATIONS DOCUMENT (DED)

If the vendor’s Statement of Work requires a DED, the DED is developed prior to initiating work on the task that will produce the deliverable. Tasks to complete the DED and receive approval must be reflected in the vendor’s project schedule and comply with the Schedule Management standards in Section 6. At a minimum, the DED will include the following sections:

- Introduction
- Deliverable Description
- Acceptance Criteria
- Deliverable Schedule
- Required Resources
- Deliverable Payment

9. RISK AND ISSUE MANAGEMENT

The purpose of Risk and Issue Management is to recognize the importance of identifying and avoiding project risks before they become issues. The approach outlined in this document will be used by the HHSTP team to identify, evaluate, and manage risks and issues that could have an impact on the success of the project. The project will use the project document repository, SharePoint®, to record and track issues and risks.

9.1 RISK AND ISSUE MANAGEMENT APPROACH

The following steps describe the Risk and Issue Management process:

- Identify – Recognize and discover risks/issues
- Assign Owner – The person for resolving the issue or responsibility for mitigating the risk
- Analyze – Process risk/issue data into decision-making information
- Plan Risk/Issue Response – Translate risk/issue information into decisions and response actions (mitigations)
- Execute Risk/Issue Response – Execute decisions and mitigation plans
- Track and Monitor – Monitor risk/issue indicators and mitigation actions; correct for deviations from planned actions
- Communicate – Share information and solicit feedback on all risk/issue management activities with project stakeholders; escalate issues and risks based upon exposure and impact to project.

9.1.1 IDENTIFY RISKS AND ISSUES

Risk and issue identification occur on an ongoing basis. Risks and issues will be items on HHSTP project meeting agendas and status reports. When a new risk or issue is discovered, identifying information will be gathered and documented in the risk register or issue log.

9.1.2 ASSIGN OWNER

Once a risk or issue has been identified and entered in the risk register or issue log, an owner will be assigned. The owner is the person responsible for conducting analysis and providing feedback on mitigation strategies, contingency plans and action plans.

9.1.3 ANALYZE RISKS/ISSUES

The objective of risk/issue analysis is to develop more specific information to aid decision-making and the mitigation and resolution process. Analysis involves risk/issue classification and prioritization, providing recommendations for mitigating, measuring and tracking risk/issue information. The OPM is responsible for working with the owner and other stakeholders as needed to complete and document the analysis of the risk/issue including the likelihood of occurrence, potential impact and risk urgency. These factors will determine the risk priority and risk score.

9.1.3.1 Risk Quantification and Prioritization

Risk priority analysis is an important component of the risk management approach. As findings are accumulated through the phases of the development cycle, each risk is prioritized and ranked to determine if it is a high, medium, or low priority risk. Priority is based on a variety of factors, not all of which can be quantified numerically. Generally, those risks with high priority will be given the most attention and the highest recommendation for resource allocation. If resources are constrained, the OPM group will work to weigh prevention, mitigation, and contingency actions against other assigned project tasks and schedule those actions appropriately.

If the risk is a near-term potential, then the priority (and risk score) will increase to meet the urgency. The table below is used to create a numerical value for each risk associated. As the urgency date approaches, then the risk will be closely monitored for any changes in probability, impact or urgency. Risks with higher scores will be given greater attention during the monthly risk meeting.

Exhibit 5: Risk Probability Determinations

Risk Factor	High	Medium	Low
Probability	5	3	1
Impact	5	3	1
Urgency	5	3	1
Totals	15	9	3

9.1.4 PLAN RISK/ISSUE RESPONSE

Once risks are identified and analyzed, the next step is to respond to the risks. To appropriately respond the risk tolerance must be determined. The OPM works with stakeholders to explore risk tolerances and determine the risks that can be accepted (usually risks that have low impact) and those that need to be avoided (usually risks that have high impact).

Once the risk tolerance is determined, the SI PM will coordinate risk response planning to determine available options, determine actions to satisfactorily address threats to the project objectives, and develop appropriate risk responses. As part of risk response planning, the SI PM will lead the project team through the selection of one of the following risk response categories for each analyzed risk:

- Avoidance** – Risk avoidance is changing the project plan to eliminate the threat of a specific risk event. Although the project team can never eliminate all risk events, some specific risks can be avoided. Avoidance-based responses are employed at any point in the development lifecycle where future work planning and re-planning is performed. Typically, most risk avoidance occurs during the project definition and planning phases of a project, where objectives, scope, key success factors, work plan, and project outputs or deliverables are defined. An example of risk avoidance is the use of a stable, established technical solution in preference to an unproven or complex new technology. However, risk avoidance solutions may limit the ability to achieve high-level project objectives by unnecessarily constraining a desirable solution.
- Transference** – Risk transference or deflection is seeking to shift the consequence of a risk to a third party best suited to analyze and implement the response to the risk based

on their expertise and experience. Typical transfer responses include subcontracting to a specialist, modifying a contract provision, or modifying a vendor warranty. This third party also takes ownership of the risk response. It is important to note that transferring the risk to another party does not eliminate it or the remaining steps for management of the risk.

- **Mitigation** – Risk mitigation is reducing the probability and/or impact of an adverse risk event to an acceptable threshold. Mitigation may consist of an action or product that becomes part of the ongoing work plans and/or processes and this is monitored and communicated as part of the regular performance analysis and progress reporting. It is commonly known that taking early action to reduce the probability of a risk occurring or its impact on the project is more effective than trying to repair the damage after it has occurred. Mitigation costs should be appropriate to the likely probability of the risk and its potential consequences. Note that some mitigation plans may introduce new risks.
- **Acceptance** – The project is willing to accept the consequences associated with a risk and will treat it as a problem if it occurs. There is no plan on the part of the project team to take action on this risk. In addition, acceptance of risks as a response may be based on the cost-ineffectiveness of any available response or solution. For example, an acceptance response could be created from a legislative or legal risk, over which no control could be leveraged.

Risks that can be avoided must have a risk specific avoidance strategy that is documented, and approved by DOM and MDHS. Risks that can be accepted must be agreed upon and approved by both DOM and MDHS.

9.1.5 EXECUTE RISK/ISSUE RESPONSE

Once an appropriate risk response strategy has been developed, the SI PM in conjunction with the vendor PMs will monitor strategy execution, assess and implement necessary changes to the strategy, and close the risk process once it is determined the risk is resolved. When the risk/issue response is executed, the mitigation/resolution actions are put into effect. Any changes in the risks/issues status are updated in the risk register or issue log on SharePoint® and the execution of mitigation and contingency plans approved by the OPMs.

9.1.6 TRACK AND MONITOR

Updates from the weekly project status meeting provide input to the monthly Issues and Risk Meeting to ensure that any changes to identified risks and issues are tracked and monitored. During the meeting, identified risks and issues are discussed, and new risks and issues are identified. The OPM monitors the progress of the risk, its probability and potential impact on the project, and the urgency. When changes to the risk score occur, the risk is reprioritized, and high scoring risks are given adequate focus to prevent it from becoming an issue.

9.1.6.1 Risk and Issue Modifications

The SI PM notifies OPM team whenever there is a significant change to a risk or issue's priority and either addresses it in the monthly risk and issues meeting or calls an ad-hoc risk and issues meeting, if needed.

9.1.6.2 Closed Status

Risks are closed when the risk event occurs, is eliminated, or is no longer applicable. Issues are closed when the issue has been resolved and no further action is needed.

9.1.7 COMMUNICATE

Communication regarding risks and issues are important to ensure that the project teams can respond and formulate action plans for risks and issues. Open risks and issues are discussed during the weekly and monthly project status meeting as well as in the designated Risk and Issues Meeting. The team determines if the priority of the risk has changed and makes updates to the mitigation strategy as appropriate. For issues, a corrective action plan is implemented and monitored to completion. If the issue exceeds the threshold for scope, schedule or cost, the issue is escalated to the Governance Council for approval.

10. STAKEHOLDER MANAGEMENT

Effective Stakeholder Management is a key component of successfully managing a project. It is used to gain support as well as anticipate resistance, conflict, or competing objectives among project stakeholders.

10.1 IDENTIFY STAKEHOLDERS

Identifying stakeholders (individual or groups) that are affected by the HHSTP either directly or indirectly is important for its success. When identifying stakeholders, we consider the level of interest and influence that stakeholder has. By making this determination, we communicate with the stakeholder based on their interest and influence.

Stakeholder analysis is the technique used to gather this information. It allows a systematic focus on the unique and specific requirements of the individual stakeholder or group while ensuring that any planned stakeholder engagement activities are correctly structured and targeted making it easier to assess impact of changes and risks to the project. A stakeholder register is also created to capture insights from key stakeholders who may affect or be affected by the project. The following table illustrates a sample stakeholder register used to track stakeholder interests and level of impact.

Table 1.1.1 Stakeholder Register

Stakeholder and Type	Stance	Interest	Impact Strength	Impact or Intervention	Comments

The following key describes the columns of the tables:

- **Stakeholder and Type:** Stakeholder group and their category;
- **Stance:** Advocate, Supporter, Neutral, Critic, Blocker;
- **Interest:** High, Medium, Low;
- **Impact Strength:** Potential impact or support each stakeholder has for the outcome of the project. Prioritize these stakeholders to be sure that communications correlate to their impact.
- **Impact or Intervention:** Likelihood that stakeholder will seek to influence changes or have a significant impact on implementation; and
- **Comments:** Other general comments related to the identified stakeholder.

The Stakeholder Register will be created by the Systems Integrator, but it will be dependent on all participants in the project submitting their own stakeholder information. This information should be submitted from all the other Project Managers on the project. The SI will collate and create one register, which will be stored on SharePoint and revised as necessary.

10.2 MANAGE STAKEHOLDER ENGAGEMENT

Communication is the key element to effectively manage stakeholders. Stakeholder engagement, for the HHSTP, focuses on the methods and frequency of communicating and making sure the project meets their needs and expectations. Section 3 Communication Management outlines the communication approach used to maintain communications throughout the HHSTP. It also defines the forum to address issues as they occur and keep stakeholders updated on the project's progress.

11. STAFFING MANAGEMENT

Staff management is a responsibility of DOM, MDHS and all vendors on the HHSTP. It means more than finding people to fill each role in the organization structure. It also means making sure staff have the right knowledge, skills and abilities to complete the scope of work. While the SI does not manage DOM, MDHS and vendor's staff, with so many moving parts to consider, staffing is a part of our overall quality assurance and control process.

Organizational charts for DOM, MDHS and all vendors on the HHSTP are included as an appendix to the PMP.

12. KNOWLEDGE MANAGEMENT

Success criteria for HHSTP includes increasing staff productivity, product and service quality, and deliverable consistency by capitalizing on intellectual and knowledge-based assets. To obtain these wins from the project, knowledge management will be essential to employ while organizational change management is being deployed.

A successful knowledge management program will consider more than just technology. During Organizational Change Management the organization should consider the following questions, in regards to the following categories:

- **People.** How to increase the ability of individuals?
- **Processes.** What are best practices?
- **Technology.** What tools are used for utilization and automation of current processes?
- **Structure.** How should organizational structures be transformed to facilitate and encourage cross-discipline awareness and expertise?
- **Culture.** How will a knowledge-sharing, knowledge-driven culture be established and cultivated?

12.1 STEPS TO IMPLEMENT A KNOWLEDGE MANAGEMENT PROGRAM

It can be challenging to implement a knowledge management program. The following is a list of obstacles which will need to be overcome:

- Inability of users to articulate all parts of their current jobs;
- Geographical distance and/or language barriers, especially in terms of acronyms and normal nomenclature of a particular organization;
- Limitations of information and communication technologies;
- Loosely defined areas of expertise;
- Internal conflicts (e.g. professional territoriality);
- Lack of incentives or performance management goals;
- Poor training or mentoring programs; and
- Cultural barriers (e.g. “this is how we’ve always done it” mentality).

The following eight steps will address these challenges and enable organizational change management to take place within HHSTP. The System Integrator will lead these activities with Brilljent to facilitate the Knowledge Management process.

The early steps of the process involve strategy, planning, and requirements gathering, while the later steps focus on execution and continual improvement.

12.1.1 STEP 1: ESTABLISH KNOWLEDGE MANAGEMENT PROGRAM OBJECTIVES

Before engaging in the activity of organization change management, Organizational Change Management (OCM) leader will help the stakeholders envision and articulate the desired end state. The outcome of this envisioning session will provide both short-term and long-term objectives that address the process problems and support organizational change drivers. Short-term objectives should seek to provide validation that the program is on the right path while long-term objectives will help to create and communicate the big picture.

12.1.2 STEP 2: PREPARE FOR CHANGE

Organization Change Management is more than just an application of technology. It involves cultural changes in the way employees perceive and share knowledge they develop or possess. One common cultural hurdle to increasing the sharing of knowledge is that organizations primarily reward individual performance. This practice can contradict the desired knowledge-sharing, knowledge-driven culture end state you are after.

An assessment of change readiness with the organization is key for this to be a successful program. There may be people who are resistant to change and may attempt to side-track the needed changes. It is essential to identify those persons and address their concerns within the go-forward plan.

12.1.3 Step 3: DEFINE HIGH-LEVEL PROCESS

Groundwork needs to begin to create an Organizational Change Management Plan. The best practices for transferring of knowledge are to define the following activities:

- Implementation process
- Communication messaging
- Methods for change
- Timeframes of change
- Roles and responsibilities with the organizational change process
- Complete project plan

12.1.4 STEP 4: DETERMINE AND PRIORITIZE TECHNOLOGY NEEDS

Depending on the program objectives established in step one, technology changes may be needed to support the recommended organizational changes. If so, then determine the correct way and time to introduce those technology changes.

12.1.5 STEP 5: ASSESS CURRENT STATE

To determine next steps for deploying organizational change management, the current state of knowledge management needs to be assessed within the organization. A typical assessment should provide an overview, the gaps between current and desired states, and the recommendations for addressing identified gaps. The recommendations will be incorporated within the implantation plan. Change readiness surveys will also be conducted during this time, and again at intervals of 6, 12 and 18 months.

12.1.6 STEP 6: "JOURNEY TO CHANGE" ELEARNING

Make sure that all stakeholders are onboard with the chosen approach for organizational change management. The strategy will be communicated in three 30-45 minute online courses for employees. It will be deployed on a state learning management system or website. This will allow the users to understand the changes that are coming.

12.1.7 STEP 7: TRAIN THE TRAINER

Implementing a knowledge management program and instituting the change across different organizations will require an investment within the current organization. Trainers within the impacted organization need to be identified and will be required to take a two-day facilitated train the trainer course. This training will target up to 20 managers and will be held 3 times over the life of the project.

A playbook for the trainers will also need to be created and distributed during the training sessions. This playbook will address resistance and influencing strategies to support the organizational change.

12.1.8 STEP 8: COMMUNICATION PLAN

To support the needed changes a general communication plan needs to be disseminated among the affected individuals within the organization. It will need to reiterate the stated short and long-term objectives that were outlined in Step 1. This will reinforce the reasons that it is important for these employees to embrace needed changes.

13. ROLES & RESPONSIBILITIES

Within the HHSTP, multiple entities are coming together to create a solution. This section explores each entity’s role and responsibility within the project structure.

Project Role	Responsibilities
HHS Transformation Governance Council: Sponsor – Governor’s office Core members – MS Division of Medicaid, MS Department of Human Services	Reports to the Governor’s Office. Key decision maker and escalation point for issues that cannot be resolved at the project level.
Independent Validation and Verification (SLI Global Solutions)	Independent quality reviews. Project status reporting to the Centers for Medicare and Medicaid Services (CMS) Support DOM and MDHS during User Acceptance Testing
Mississippi Division of Medicaid	Oversight and governance.
Mississippi Division of Medicaid Fiscal Agent (Conduent)	Interfacing the New MEDS and MMIS systems with the State’s ESB and exchanging information with the CWP Electronic Application Processing from the CWP Eligibility Inquiry from the CWP CWP Case Document Management Demographic Updates to New MEDS MMIS Medicaid ID Updates Appeals Tracking Authorized Representative Tracking Notifications, Alerts, and Policy Messages Producing and/or supporting DOM required deliverables Supporting the testing effort for the ESB interface and information exchanged with the CWP
Mississippi Department of Human Services	Oversight and governance.
System Integrator (Cambria Solutions) Organizational Change Management (Briljent) (SUBCONTRACTOR TO CAMBRIA)	Systems Integrator responsible for project support in the areas of Project Management (PM), Programmatic Support, Technical Support and Strategic Advisory Services Organizational Change Management services

Project Role	Responsibilities
Common Web Portal Module Design and Development Team (Mississippi Interactive)	Development of the CWP.
Common fraud and Abuse Module (Lexis Nexis)	Support the Implementation of Identity Risk Services to Ensure Maximum Program Integrity and Enhanced Verification: Front End/On Going Identity Verification Front End/On Going Asset Verification (real property; new/luxury motor vehicle, watercraft or aircraft ownership)
Enterprise Service Bus (DXC)	Provide a Software as a Service ESB to enable a bi-directional pass-through between DHS and the multiple entities that will be exchanging required information. Enable bi-directional HTTP pass-through service (Real-time) Enable SFTP pass-through service (Batch) ESB/IOP Operations Support/Helpdesk
Subject Matter Experts	Subject Matter Experts are responsible for participating in Work Group sessions, requirements and design meetings, follow-up on Action Items, and provision of guidance based on their knowledge and experience with the subject matter. Human Centered Design, Organizational Change Management, Policy and Legal staff are all considered Subject Matter Experts for this project.

14. APPENDICES

14.1 NAMING CONVENTIONS DOCUMENT

This document will be used to support deliverables, and enable versioning control for document management, and will help to organize our SharePoint site.

[Naming Conventions Document](#)

14.2 VENDOR COMMUNICATION PLANS

As the vendors come on board, the SI PM will be placing their communication plans within this section of the PMP.

14.3 COMMUNICATION ACTION MATRIX

As changes occur during the project lifecycle, the Communication Action Matrix is updated within this section of the PMP.

14.4 ORGANIZATIONAL CHART

DOM, MDHS and all vendors' organizational charts will be placed within this section of the PMP.

[HHSTP – DOM Staffing Plan – August 31, 2017](#)

[HHSTP – MDHS Staffing Plan - August 31, 2017](#)

[HHSTP – Conduent Staffing Plan – August 31, 2017](#)

[HHSTP – Cambria Solutions Inc Staffing Plan – August 31, 2017](#)

[HHSTP – SLI Staffing Plan – August 31, 2017](#)

[HHSTP – MSI Staffing Plan – August 31, 2017](#)

[HHSTP – LexisNexis Staffing Plan – August 31, 2017](#)

[HHSTP – DXC Staffing Plan – August 31, 2017](#)

15. TOOLS & TEMPLATES

Cambria has selected two tools to assist with the workflow of this project.

- SharePoint® has been chosen as the common workspace and knowledge repository for project related documents, including management standards, procedures, processes, tools and templates.
- Accompa® is a web-based requirements management software tool that will be used to manage the requirements and features for the Common Web Portal (CWP), Enterprise Service Bus (ESB,) and Fraud and Abuse (F&A) solutions.

15.1 SHAREPOINT®

The SI has chosen to deploy SharePoint Office 365®, a web-based, collaborative platform that integrates with Microsoft Office. It is primarily a document management and storage system, but the product is highly configurable and usage varies substantially between organizations. In the HHSTP, SharePoint® will be used as the project repository including templates, lists, and registers.

15.1.1 TEMPLATES

A template library will be stored on SharePoint® for all project team members to use. The use of templates allows for uniformity in reporting and also gives the project a common look and feel. The SI has gained approval from DOM and MDHS marketing departments for the co-branded documents created for this project.

The general templates available are as follows:

- Deliverable Expectation Document
- Deliverable Comment Log
- Meeting Agenda Template
- Meeting Minutes Template
- Meeting Sign in Sheet Template
- PowerPoint Template
- Style Guide

15.1.2 LISTS / REGISTERS

SharePoint® will be used to as a common repository for key project artifacts including multiple project lists and registers. These documents can be found under the Project Management section of the HTTSP SharePoint® site. HTTSP PMs are able to use a template to input items into these lists and registers. This allows for common valid values to be entered, resulting in entries that are standardized, categorized, and sortable. Therefore, HTTSP PMs can easily manage these common repositories.

Lists and registers that will be commonly used across the project are as follows:

- Action Items

- Risk Register
- Issue Log
- Key Decisions
- Lessons Learned
- Change Log
- Parking Lot
- Technical Discussions

15.2 ACCOMPA®

Accompa® is a robust toolset with features in multiple areas. In addition, it has previously been used as a requirements tool among DOM. However, this is a new tool for most of the project team members, therefore training sessions will be conducted to ensure that we are using this tool most efficiently.

Accompa® will be used in the HHSTP for the following functions:

- Storing and Managing Requirements in a Central Repository
- Tracking Changes & Dependencies Automatically
- Sharing Requirements & Collaborate in Real-Time
- Prioritizing Requirements Using Systematic Methodology