



bluecrane QA Assessment Dashboard

Area of Assessment	Urgency	May 2013	June 2013	July 2013	Summary Status/Recommendations
Project Management and Sponsorship					
Governance at the Steering Committee Level	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Previously identified risks associated with uncertainty and lack of clarity with respect to governance at the Project Steering Committee level has been addressed.
Governance at the IT Project Level	N/A	No Risk Identified	No Risk Identified	No Risk Identified	<p>Project governance has been established in several ways. Significant changes to Healthplanfinder requirements are vetted through the organization as Change Requests. Change Requests that pass the HBE vetting process are forwarded to Deloitte for sizing and costing. Decisions for inclusion in the October 1, 2013 version and future versions of Healthplanfinder are made based on the cost of the change, the impact of delaying the change to a future version, and the impact to achieving Go-Live dates for the current version.</p> <p>Smaller functional issues that arise from system development and testing activities are discussed at weekly triage meetings where decisions are made either to modify the system to meet the design or to change the design and requirements specifications to match the system implementation. A governance process has been put in place for resolving or escalating disputes between various parties that may involve designation of a test failure as a system defect or as a change in requirements. This governance process is also used to resolve the applicability of a particular internal or external policy.</p>



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<p>Scope - Change Requests for Version 1 of Healthplanfinder</p>	<p>Urgent Consideration</p>	<p>Risk Being Addressed</p>	<p>Risk Being Addressed</p>	<p>Risk Being Addressed</p>	<p>The design of the October 1 version of Healthplanfinder was completed in December, the development was completed in March, integration testing was completed in June, and user acceptance testing is underway and is scheduled to be completed at the end of August. Several critical Change Requests have been introduced and incorporated into the Healthplanfinder since development completed. Other less critical Change Requests have been postponed to later releases of Healthplanfinder in December 2013 and May 2014.</p> <p>Discussions about future enhancements (post-October 1) occur at multiple levels, including the Executive Management Team (EMT), the CIO Workgroup, and Business Key Staff (BKS) meetings where partner agencies have many opportunities to voice their needs and preferences as HBE vets the potential changes. In June, Amendment 7 to the Deloitte contract was drafted which identifies nine Change Requests for inclusion in the December 2013 version of Healthplanfinder. Amendment 7 will have final sign-off in August. Scope for the May 2014 and September 2014 versions of Healthplanfinder is under discussion.</p>



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Scope - Design Specifications	N/A	Completed	Completed	Completed	<p>The design for the October 1 Go-Live version of Healthplanfinder was completed in December, and HBE is attempting to avoid any further significant changes to the design. However, minor design clarifications are being resolved as they come up during system development and testing activities. Any significant design changes or additions to scope that are identified during development and testing are documented as Change Requests and processed through the change management process. Significant changes to the design of the October 1 version of Healthplanfinder will have a high probability of delaying Go-Live dates or introducing high severity defects into the completed system.</p>
Schedule - Work Planning	N/A	No Risk	No Risk	No Risk	<p>The successful launch of the Exchange is dependent upon not only the on-time delivery of the Healthplanfinder system, the CMS Federal Data Services Hub, and Eligibility Services software but is also dependent on other organizations such as insurance carriers to provide health plan content to populate the Healthplanfinder database as well as resources to validate the content.</p> <p>HBE maintains an integrated work plan (project schedule) that describes the high level activities and milestones of HBE and its partners. The integrated work plan is being used as a planning tool and is used to produce a graphical dashboard report showing planned activities and key milestone dates for dependencies between and among the various HBE and partner tracks. The integrated work plan contains work breakdown elements for all items related to the implementation of Healthplanfinder including activities in the business areas of the Exchange. <i>bluecrane</i> has assessed the completeness of the integrated plan and the confidence level of the information that is feeding into the plan and found no discrepancies.</p>



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Schedule - Project Timeline	Urgent Consideration	Risk	Risk	Risk	<p>Projections for Healthplanfinder “release” dates remain on schedule.</p> <p>Healthplanfinder dependencies on the successful completion of activities in other organizations continue to be a factor in assessment of project schedule risk. These dependencies emphasize the need for coordination and collaboration between partners at all levels. <i>bluecrane</i> will continue to assess the schedule risk in August as user acceptance testing (UAT) for the October 1 version of Healthplanfinder completes.</p> <p>We continue to assess the risk of the project timeline as "yellow." Progress continued on HBE Healthplanfinder and interfacing systems implementation and readiness efforts in July resulting in continued forward movement on the project's very aggressive timeline. UAT for the October 1 Go-Live Version of Healthplanfinder is proceeding satisfactorily with 70% of the test scripts having been executed with an 91% pass rate reported during the last week in July. HBE has successfully passed all testing on the interface to the CMS Federal Services Hub. Carriers successfully completed the submission of insurance plan information to OIC for plan approval by July 31.</p> <p>Meeting the mandated October 1 Go-Live date remains the highest priority driver of decision-making for the project and should remain so through October. Continued vigilance towards avoiding the introduction of changes in the system will help to reduce the risk of system problems at Go-Live. As the system moves through the remaining critical testing activities in August, emphasis will also be focused on operational readiness, including development and testing of business processes.</p>



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Staffing and Project Facilities	N/A	No Risk	No Risk	No Risk	Although HBE is continuing to fill open positions, the positions required to complete the implementation of the October 1, 2013 version of Healthplanfinder have been filled.
Risk Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	<p>Although there are known risks to the project, risk management is occurring at multiple levels. The EMT and CIO Workgroup regularly discuss critical risks and coordination of mitigation/response activities.</p> <p>Additionally, the project management team reviews risks weekly at Business Key Staff (BKS) meetings.</p> <p>At a more tactical level, Deloitte and other partners are tracking risks related to their specific areas and contributing to a global risk list. HBE also tracks risks raised by <i>bluecrane</i> and by the Independent Verification and Validation (IV&V) consulting team.</p>
Issue Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	<p>Issue management is occurring at multiple levels. The EMT and CIO Workgroup regularly discuss issues and coordination of activities being undertaken to resolve outstanding issues.</p> <p>In addition, the project management team tracks issues and responses. Issues are reviewed at Business Key Staff meetings and at the CIO Workgroup.</p>
Communication	N/A	No Risk Identified	No Risk Identified	No Risk Identified	With any project that has the number of partners that the Exchange Project has, communication miscues are to be expected. Although occasional missteps occur, the business and IT teams in HBE, HCA, DSHS, CMS, and the insurers have been communicating well and working together to resolve issues as they arise.



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Change Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The change management process integrates two levels of changes. Significant changes go through the now institutionalized high-level process that requires a formal Change Request to be reviewed and approved by HBE management. Issues that arise from testing are handled in weekly triage meetings where the issues are designated as design changes or as defects.
Quality Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Deloitte is reporting the result of UAT on a weekly basis. HBE reports daily on the results of joint testing with Eligibility Services. The IV&V vendor is performing testing in parallel with HBE user acceptance testing.
People					
Contract Management/ Deliverables Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	HBE continues to closely monitor, manage, and respond to Deloitte deliverables. Continued vigilance by HBE to review and respond to Deloitte deliverables is necessary to keep the project on track for the October 1 Go-Live event. An extremely large number of deliverables from Deloitte are scheduled for review in August and September. However, there are also critical testing and operational readiness activities scheduled in the same time period. <i>bluecrane</i> recommends that deliverables be assigned a priority to ensure that critical deliverables be assured a close review.



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Engagement of Various Related Parties	N/A	No Risk Identified	No Risk Identified	No Risk Identified	<p>While the phrase “stakeholder engagement” is a common element in the lexicon of project management jargon, <i>bluecrane</i> recognizes the specific meaning attributed to the word “stakeholder” in Affordable Care Act (ACA) work, especially where many of the intended beneficiaries of the ACA are concerned. Thus, for our purposes, we assess engagement of participating parties (e.g., partner agency management and staff), interested parties (e.g., various associations), and public users of the Exchange. Participating parties are being engaged at all levels with HBE executives meeting on a regular basis with business, IT, and federal partners. Project staff are meeting weekly with peers at partner organizations. Demonstrations of the Exchange software and other, more broadly-based upcoming communications are beginning to engage public users.</p>
Business Processes/System Functionality	N/A	No Risk Identified	No Risk Identified	No Risk Identified	<p>HBE business areas are developing business processes and integrating them with the Healthplanfinder system to establish the workflow to process health benefit plans.</p>
Training and Training Facilities	N/A	No Risk Identified	No Risk Identified	No Risk Identified	<p>Train-the-trainer sessions for the October 1 version of Healthplanfinder began in July and are scheduled to be completed in August. Training is based on a detailed training work plan developed by Deloitte. HBE is conducting weekly meetings with Deloitte training resources to coordinate training efforts.</p>
Consumer and Organization Preparation	N/A	No Risk Identified	No Risk Identified	No Risk Identified	<p>Public outreach activities are underway with several meetings being conducted weekly such as the Consumer Workgroup and Navigator Technical Advisory Committees.</p>



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Application					
Requirements Management	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Development of requirements for the December 2013 version of Healthplanfinder completed in July. Requirements development for the May 2014 version of Healthplanfinder is underway.
Application Interfaces	Urgent Consideration	Risk	Risk	Risk	<p>Deloitte has developed interfaces from Healthplanfinder to internal and external systems including the HBE Sage accounting system, the eHealth plan management service, DSHS Eligibility Services, CMS Federal Data Services Hub (FDSH), and other systems. These interfaces and associated systems are critical to the ability of the Exchange to be operational on the October 1 Go-Live date. DSHS Eligibility Services and the CMS FDSH are new systems being constructed by their respective organizations. The interdependencies of these multiple systems significantly increase the risks for all of the systems and all of the interfaces between those systems to be production-ready at Go-Live. Although the integration testing for all interfaces completed satisfactorily, and UAT is progressing satisfactorily as well, <i>bluecrane</i> has assessed this area as “yellow.” HBE application processing has a high dependence on the Centers for Medicare and Medicaid Services (CMS) Federal Data Services Hub (FDSH) interface. As we noted in our June month-end assessment, CMS (verbally) re-confirmed a mid-August delivery of fully operational FDSH services. HBE will not be able to conduct full end-to-end testing of services until CMS makes this delivery. The probability of an on-schedule delivery of all FDSH services is, at best, questionable – and worrisome. HBE has contingency plans for conducting operations if elements of the FDSH are not available, but those are not an ideal situation, of course.</p>



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Application Infrastructure	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Infrastructure hosting is provided by Secure-24. Deloitte has established the development, integration test, and user acceptance test environments in the hosting location. An inspection and review of the Secure-24 facility by CMS and the IRS was conducted in May. The facility review was approved by CMS. Approval of the facility by the IRS was received in July.
Testing	Urgent Consideration	Risk	Risk	Risk	Integration testing of Healthplanfinder completed at the end of June. User acceptance testing (UAT) for Healthplanfinder began on schedule in June and is progressing satisfactorily. <i>bluecrane</i> continues to assess Testing as yellow due to the tight implementation schedule. The lack of sufficient HBE testers, unavailability of the test system due to network outages, unavailability of interface partner systems, or other system or network problems could delay testing to a point that completion of planned testing is not possible prior to Go-Live.
Tools	N/A	No Risk Identified	No Risk Identified	No Risk Identified	The JIRA tool is used by Deloitte for integration testing and also used by HBE for user acceptance testing (UAT). Reports are generated daily from the tool to communicate defects to project and interface partner staff.



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Data					
Data Preparation	Serious Consideration	Risk	Risk	Risk	<p>The ability of the Exchange to meet the mandated Go-Live timeframes is dependent on data that will be loaded into HBE databases, including insurance carrier plan data that must be loaded into Exchange databases and validated prior to Go-Live.</p> <p>Plans that do not meet state and federal requirements will not be included in the Exchange.</p>
Data Conversion	Serious Consideration	Risk	Risk	Risk	<p>Healthplanfinder is facilitated by converted case data from the DSHS ACES system for Medicaid re-enrollment. Because of changes being made to ACES, one of the production conversion files that represents a small portion of the total conversion data will not be available until mid-September 2013. A mock-up of the conversion file using production data will be used for testing but there is a risk that the production file that will be received in September may contain instances of data that have not been tested.</p>
Infrastructure					
eHealth Infrastructure/ Interfaces	N/A	No Risk Identified	No Risk Identified	No Risk Identified	<p>UAT testing with eHealth began in June and will continue through August. As of the date of this report, there are no critical problems with the eHealth interface.</p>
Key Bank Infrastructure/ Interfaces	N/A	No Risk Identified	No Risk Identified	No Risk Identified	<p>UAT testing with Key Bank began in June and will continue through August. As of the date of this report, there are no critical problems with the Key Bank interface.</p>



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Remote Data Center(s)	N/A	No Risk Identified	No Risk Identified	No Risk Identified	Infrastructure hosting is provided by Secure-24. An inspection and review of the Secure-24 facility by CMS and the IRS was conducted in May. The facility review was approved by CMS. IRS approved the facility in July.