



Washington Health Benefits Exchange

Board of Directors Meeting

bluecrane

November 16, 2012

Summary QA Assessment – Oct. 24, 2012



bluecrane Quality Assurance Dashboard for the Washington HBE Project	
Project Area Summary	
Project Area	Highest Level of Assessed Risk
Project Management and Sponsorship	Extreme Risk
People	Risk Being Addressed
Application	Risk
Data	No Risk Identified
Infrastructure	No Risk Identified

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Project Area	Summary <i>bluecrane</i> QA Assessment				
	Urgency	Aug 2012	Sep 2012	Oct 2012	Observations/Risks ----- Assessment/Recommendation(s)/Status
Project Management and Sponsorship					
Governance at the Steering Committee Level	Very Urgent Consideration	Extreme Risk	Extreme Risk	Risk	Observation/Risk: In August, QA identified risks associated with uncertainty and a lack of clarity with respect governance at the Project Steering Committee level. Indecision was hampering the project's ability to move forward with a defined scope. Since the August QA report, HBE leadership has discussed changes to the National Health Reform Steering Committee governance process with the leadership of other organizations participating on the steering committee. As of this writing, governance groups are being formed and initial meetings are occurring at the agency executive lead level and at the agency CIO level. The risk is being addressed appropriately at this time and the likelihood of positive change is very high. We have not changed our assessment to "Risk Being Addressed" since no changes have been implemented as of yet, but we are optimistic that the needed changes are imminent.
Governance at the IT Project Level	Very Urgent Consideration	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	Observation/Risk: The project team has an internal governance process for vetting proposed Change Requests ("CRs"), forwarding CRs that pass the vetting process to Deloitte for sizing/costing, reviewing Deloitte's responses, and selecting CRs for "recommendation by HBE to be included in Version 1." Significant progress has been made on overcoming past challenges to adhering to the internal project governance process.
Scope - CRs for Version 1	Very Urgent Consideration	Extreme Risk	Risk	Risk	Observation/Risk: A number of decisions have been made that help alleviate much of the scope ambiguity that existed in mid-August. The selection of CRs for Version 1.0 and the deferral of other CRs, although still not fully negotiated with Deloitte, have firmed-up the HBE vision of Version 1.0 scope. On the other hand, the project team has received no guidance from the Centers for Medicare and Medicaid Services (CMS) regarding Basic Health. In the absence of guidance, the development of the program has now been suspended, and information technology resources are being re-deployed away from the development of a Federal Basic Health Program.

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	Urgency	Aug 2012	Sep 2012	Oct 2012	Observations/Risks ----- Assessment/Recommendation(s)/Status
	Project Management and Sponsorship				
Scope - Design Specifications	Very Urgent Consideration	Not Assessed	Not Assessed	Extreme Risk	<p>Observation/Risk: Design deliverables cannot be completed due to lack of specifications from CMS and pending design decisions by the HBE project team. The project team and the Deloitte team track missing specifications and required design decisions as "action items" and "parking lot items". Currently, there is already a day-for-day slip in the scheduled completion date for design due to missing the targeted resolution date of 10/1/12 for three critical CMS specifications. During the first three weeks of October, the project team has made steady progress on reducing outstanding actions items to nineteen (19) and outstanding parking lot items to, by coincidence, nineteen (19). The intention is to close the remaining items in October or, at worst, close all but a few that require information from external sources, including the federal government.</p> <p>With respect to guidance required from the federal government, the HBE project team has created a list of critical needs. At the same time, project leadership has responded to the situation by conducting frequent meetings with CMS at various levels to communicate the urgent need for the delivery of specifications. Although the message of urgency appears to be understood by CMS, and there has been some movement in the delivery of specifications, it is unlikely that all specifications will be received in time to avert an impact to the completion dates of Version 1.0 releases.</p>
Schedule - Work Planning	Very Urgent Consideration	Not Assessed	Risk	Risk Being Addressed	<p>Observation/ Risk #1: In our September report, we noted that the "connection" of weekly status reporting of project progress and the project work plan has not been entirely clear. Since the September report, significant progress has been made on making such a connection and improving visibility to the linkage.</p> <p>Observation/Risk #2: In September, we noted that there is no schedule detailing HBE activities and resources over the course of the project. Since joining HBE last month, the HBE Project Management Office (PMO) Manager has made good progress in launching activities to build such an integrated workplan.</p>
Schedule - Project Timeline	Very Urgent Consideration	Not Assessed	Risk	Extreme Risk	<p>Observation/Risk #1: HBE executive and project management have communicated to all concerned that, of the three project constraints (schedule, scope, budget), schedule has been designated as the highest priority due to the mandated CMS timeframe for implementation of system deliverables. By designating schedule as the highest priority, scope and budget must remain the most flexible (unless quality is to be sacrificed). With an immovable deadline in the schedule, costs and scope become vulnerable to risks. For example, costs allocated to project staff may need to increase more than anticipated or desired because resources are critical to the on-time completion of project deliverables. Additionally, decisions may have to be made to defer some features or functionality of the system due to the inability to complete deliverables on schedule with an acceptable number and level of defects.</p> <p>There is a risk that the project will attempt to maintain multiple high priority project constraints. The project may switch back and forth between highest priority constraints where one constraint (schedule) is the highest priority for a time, and then at another time, another constraint (for example, budget) is the highest priority. Or the project may attempt to have multiple constraints be the highest priority simultaneously.</p> <p>The purpose in raising this risk now is not to sound an alarm so much as to recommend a course of action that the project should consistently communicate to all staff what is most critical and what is less critical. While it may sound trite, HBE management and the IT project should continue to communicate a common message to staff, the integration vendor, and other parties and partners that schedule is the highest priority with scope and budget being second and third priority respectively. Expectations should be set with all parties that schedule will remain the highest priority through the implementation of mandated deliverables, that costs may increase, and some scope may not be delivered in Version 1.0.</p>

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	Urgency	Aug 2012	Sep 2012	Oct 2012	Observations/Risks ----- Assessment/Recommendation(s)/Status
		Project Management and Sponsorship			
Staffing and Project Facilities	Very Urgent Consideration	Risk	Risk	Risk	<p>Observation/Risk #1: The role of Financial Lead remains vacant. There is some optimism that a realignment of qualifications for this position will lead to a resolution soon.</p> <p>Observation/Risk #2: There are challenges to getting the project fully-staffed in a timely manner. There are efforts underway to realign position qualifications to fill positions more quickly.</p>
Risk Management	N/A	Risk Being Addressed	Risk Being Addressed	No Risk Identified	<p>Observation/Risk: The project did not have a means to track and manage risks in a shared environment accessible by all project team members in the August timeframe. The project team had been utilizing an HCA SharePoint site for sharing information among the early project team members. In mid-summer, HCA stopped providing access for new HBE personnel to the HCA SharePoint site in anticipation of the launch of HBE's own SharePoint solution. With the implementation of the project's new SharePoint solution, this risk has been resolved.</p>
Issue Management	N/A	Risk Being Addressed	Risk Being Addressed	No Risk Identified	<p>Observation/Risk: The project did not have a means to track and manage issues in a shared environment accessible by all project team members in the August timeframe. The project team had utilized an HCA SharePoint site for sharing information among the early project team members. In mid-summer, HCA stopped providing access for new HBE personnel to the HCA SharePoint site in anticipation of the launch of HBE's own SharePoint solution. With the implementation of the project's new SharePoint solution, this risk has been resolved.</p>
		People			
Contract Management / Deliverables Management	Very Urgent Consideration	Risk	Risk	Risk Being Addressed	<p>Observation/Risk: Project status reporting by Deloitte should provide granular insight into progress on planned work. In previous months it was clear that "planned work" is trending upward and "actual work completed" is trending downward, a situation that is untenable for any significant period of time. Reports showed some amount of "buffer" near the end of upcoming deliverable deadlines. However, there continues to be a "bow wave" of incomplete work building up. QA reviewed the information provided for project status, but there appeared to be no means of assessing whether the buffer is adequate or not without more detail regarding the degree of completion of the numerous incomplete tasks.</p>

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		Application			
Requirements Management	Urgent Consideration	No Risk Identified	Risk	Risk	<p>Observation/Risk: Due to the current constraints of imposed go-live dates and resource limitations, it may not be possible to perform vetting of the design of the exchange. Currently there are limited plans to review and vet the design with both HBE and public users of the system outside of the review by the HBE and HCA subject matter experts (SMEs) that participated in the Joint Application Design (JAD) sessions. Several JAD sessions focused on the flow of the system and the marketing and communications vendor, GMMB, participated in the design review and will perform a usability study on the design from the perspective of public users of the system during user acceptance testing.</p>

Progress Since Oct. 24 Report



- Implementation of new governance approach going well; new emphasis on:
 - Leadership
 - Decisions
 - Content at appropriate level
- Progress on guidance and decisions from CMS
- Significant progress on integrated schedule with dependencies identified