



# Washington Health Benefits Exchange

## Board of Directors Meeting

*bluecrane*

October 18, 2012

# Summary QA Assessment – Sept. 26, 2012



<i>bluecrane</i> 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
Application	Risk
Data	No Risk Identified
Infrastructure	No Risk Identified

# QA Assessment – Sept. 26, 2012



Project Area	Summary <i>bluecrane</i> QA Assessment			
	Urgency	Aug 2012	Sep 2012	Observations/Risks, Assessment/Recommendation(s), and Status
		<b>Project Management and Sponsorship</b>		
Governance at the Steering Committee Level	Very Urgent Consideration	Extreme Risk	Extreme Risk	<p><b>Observation/Risk:</b> Uncertainty and a lack of clarity; indecision hampering the project's ability to move forward</p> <p><b>Recommendation:</b> Re-visit Steering Committee Charter in light of leadership changes at HBE and HCA</p> <p><b>Status:</b> Leadership discussions underway; signs of progress</p>
Governance at the IT Project Level	Very Urgent Consideration	Risk Being Addressed	Risk Being Addressed	<p><b>Status:</b> Significant progress has been made on overcoming past challenges to adhering to the internal project governance process</p>
Scope	Very Urgent Consideration	Extreme Risk	Risk	<p><b>Observation/Risk #1:</b> A number of decisions have been made that help alleviate much of the scope ambiguity that existed in mid-August.</p> <p><b>Observation/Risk #2:</b> 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.</p>

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	Urgency	Aug 2012	Sep 2012	Observations/Risks, Assessment/Recommendation(s), and Status
<b>Project Management and Sponsorship</b>				
Schedule	Very Urgent Consideration	Not Assessed	Risk	<p><b>Observation/Risk #1:</b> Sufficient documentation and transparency of tracking information is not currently available to effectively evaluate the management process being utilized by Deloitte</p> <p><b>Recommendation/Status for Risk #1:</b> QA working with the new HBE PMO Manager and his team to understand – and document – the team’s “internalized” approach</p> <p><b>Observation/Risk #2:</b> Integrated project plan for HBE is needed (incorporating Deloitte milestones, call center project milestones, and any HBE-internal milestones)</p> <p><b>Recommendation/Status for Risk #2:</b> New HBE PMO Manager is working on creating a master schedule that includes these items</p>
Staffing and Project Facilities	Very Urgent Consideration	Risk	Risk	<p><b>Observation/Risk #1:</b> The role of Financial Lead is vacant.</p> <p><b>Observation/Risk #2:</b> There are challenges to getting the project fully-staffed in a timely manner.</p> <p><b>Status:</b> There are signs of progress with new, less bureaucratic approach to staffing</p>
Risk Management	Urgent Consideration	Risk Being Addressed	Risk Being Addressed	<p><b>Status:</b> The project’s new SharePoint site has been launched and is being populated with information, including risks</p>
Issue Management	Urgent Consideration	Risk Being Addressed	Risk Being Addressed	<p><b>Status:</b> The project’s new SharePoint site has been launched and is being populated with information, including issues</p>

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	Urgency	Aug 2012	Sep 2012	Observations/Risks, Assessment/Recommendation(s), and Status
		<b>People</b>		
Contract Management / Deliverables Management	Very Urgent Consideration	Risk	Risk	<p><b>Observation/Risk:</b> We have no means of assessing whether buffer in the current schedule is adequate or not without more detail regarding the degree of completion of the numerous incomplete tasks</p> <p><b>Status:</b> We are actively collaborating with the HBE PMO Manager and the Deloitte Work Plan Manager to mitigate this risk</p>
		<b>Application</b>		
Requirements Management	Urgent Consideration	No Risk Identified	Risk	<p><b>Observation/Risk:</b> Limited review of the design by representatives of user groups such as individuals and navigators may result in lack of buy-in and support for the system when it is implemented</p> <p><b>Recommendation #1:</b> If resources are available, it may be possible to perform a limited user review of the design with a representative set of users of the exchange during the development and testing phases</p> <p><b>Recommendation #2:</b> If the project decides to accept this risk, the risk and potential outcomes should be communicated to stakeholder and user advocates to set expectations appropriately</p>



- Lack of definitive guidance and decisions from CMS
  - Could be an extreme risk
  - However, there are signs of progress at the technical working level
- Dependencies on ACES Medicaid Eligibility System modifications
  - Assessing situation with a focus on recommending best approach(es) to track progress on elements required for HBE success