



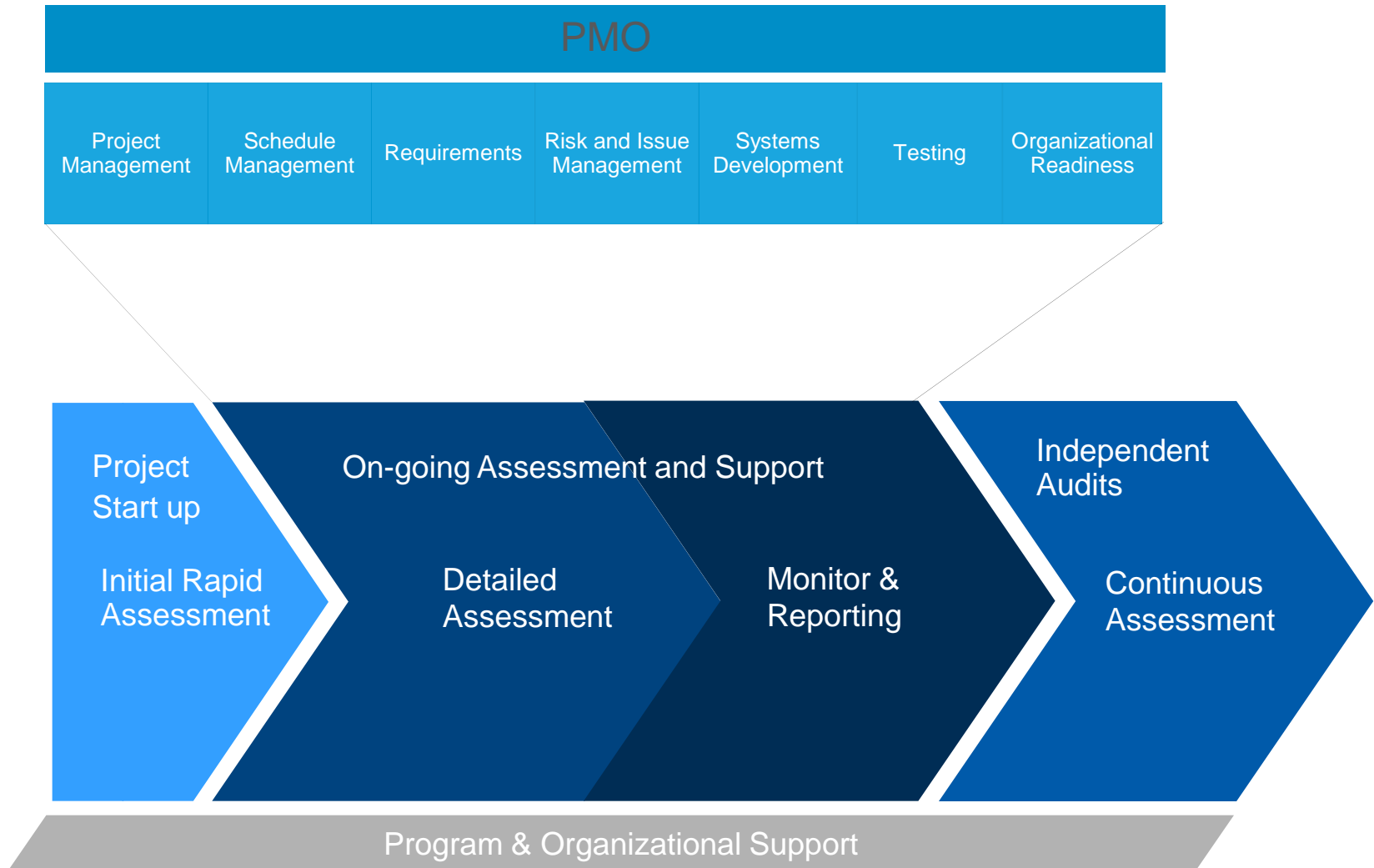
FHC Board of Directors

Independent Project Management Office
DRAFT Project Status – 7/29/2011

northhighland.
HIGHLAND WORLDWIDE

Presented to:  **HealthChoicesTM**
FLORIDA

Approach



Highlights

- Collaborated with FHC and CES to:
 - Identify Quick Start Functionality Gaps and Detail Requirements definition and facilitated approvals
 - Review Correspondence Templates, Style sheet, and FAQs
 - Refine Test Plans
 - Verify Report Specifications and samples
 - Draft Master Project Schedule
 - Execute Project Risk Management
- Moving forward, North Highland will:
 - Support Requirements Management
 - Support FHC test execution(usability and acceptance)
 - Manage project risks and mitigation
 - Support Operational Process Planning and Development
 - Review Operational Readiness Plan and Assessments

Assessment Summary

- **Project Management Support**
 - **Status:**
 - Overall status remains positive
 - High activity levels in Quick Start Gap Analysis Requirements Definition, Internal Testing, Operational Preparation
 - Sizing of remaining development effort is incomplete pending completion of Gap Requirements Definition
 - **Concerns/Issues:**
 - Scope management processes are not visible to the Corporation causing disparate expectations
 - Specific processes to manage through project lifecycle not inclusive of the Corporation (e.g., Risk Management, Change Management, and Schedule Management)
 - Schedule Impacts identified from functionality Gap Analysis are not yet estimated
 - No regular venue for CES, FHC, and NH to discuss current and new risks and deliberate on response plans collaboratively.
 - **Recommendations**
 - Strengthen scope management processes to align expectations
 - Structure and facilitate specific activities to include the Corporation
 - Prioritize Quick Start Scope verification activity and document schedule impact estimates
 - Discuss risks in Weekly Status meetings

Assessment Summary (continued)

- Schedule Management

- Status:

- NH currently supporting CES to develop an effective structure for Master Project Schedule and helping formulate a Schedule Management process
 - Scheduling of remaining development effort is incomplete pending completion of Gap Requirements Definition

- Concerns/Issues:

- Opportunity exists to improve advance CES communication on schedule slippages
 - Project Schedule currently does not portray a clear External UAT strategy that is based on an approved upon Quick Start scope.
 - Project schedule lacks detail on some key areas and linkages among tasks for critical path items – this minimizes the ability to manage change as it occurs

- Recommendations

- Prioritize Quick Start Scope verification activity and document schedule impact estimates
 - Quickly mobilize progress tracking process and publish updated schedule regularly (weekly)

Assessment Summary (continued)

- Requirements

- Status:

- Quick Start Gap Requirements Definition is in progress

- Concerns/Issues:

- Schedule impacts of items in Gap Analysis are yet to be determined by CES
 - Detail Level Requirement Documents not developed to date

- Recommendations

- Prioritize and expedite review of Quick Start functionality Detail Requirements and quickly determine the level of development effort
 - Reach full agreement and approval of the requirements and design as appropriate
 - Document the remaining development and testing work related to the above in the Master Project Schedule for close tracking

Assessment Summary (continued)

- Risk and Issue Management
 - Status:
 - Several types and levels of Issues are tracked
 - Concerns/Issues:
 - Specific Project Risk Management not visible
 - Recommendations:
 - Incorporate a more structured project risk management approach to involve FHC on a routine basis
- Systems Development
 - Status:
 - Development schedule of functionality extended due to identified Quick Start Gaps
 - Reports design specs were developed and are being reviewed/approved
 - Concerns/Issues
 - Impacts on Project Schedule have not yet been articulated in the plan due to incomplete Detail Requirements Definition and incomplete development and testing level of efforts estimation.
 - Recommendations
 - Maintain focus on Quick Start Scope verification and document impacts on Project Schedule.

Assessment Summary (continued)

- Testing
 - Status
 - Schedule of functionality testing extended due to identified Quick Start Gaps
 - Concerns/Issues
 - The Internal Testing impacts of the Quick Start Gap Analysis have not yet been assessed.
 - An External UAT strategy that is based on an approved upon Quick Start scope is not clearly portrayed in the Project Schedule.
 - Recommendations
 - Understand the size of the identified functionality gaps and comprehensively plan for the required additional tests
- Organizational Readiness
 - Status
 - Project team is identifying a number of operational workarounds during the Quick Start Functionality Gap discussions
 - CES is developing an Operational/Organizational Readiness Plan
 - CES and FHC are in the process of closing the gaps on business rules and operational procedures (NH supporting)
 - Concerns/Issues
 - Workarounds are a recognized means of temporarily supporting functional gaps, the number of workarounds may exceed workforce bandwidth if too great and not managed appropriately
 - Recommendations
 - Verify or create workforce modeling tools to monitor operational impacts of numerous workarounds

SWOT Assessment

Maintain and Leverage		Remedy and Mitigate	
Successes	Strengths <ul style="list-style-type: none"> FHC leadership proactive and committed to achieving positive outcomes Vendor and Agent committees providing insightful recommendations CES receptive to PMO process improvement recommendations CES staff and leadership are committed to project success 	Weaknesses <ul style="list-style-type: none"> CES quality assurance process heavily dependent on NH or FHC review CES Schedule management is not inclusive of required tasks and activities mitigating the ability to manage change in the project schedule Risk management is not collaborative and visible to allow FHC and CES ability to develop mitigation and contingency strategies 	Vulnerabilities
	Opportunities <ul style="list-style-type: none"> Communication of progress through the schedule by CES can be improved by adding structure to the process 		
Potential		Threats <ul style="list-style-type: none"> Project management processes (Change, Risk and Schedule) should be in place to handle expected changes and proactively address future changes CES organizational structure impedes or protracts progress Unverified assumptions made during development creating multiple post go-live scenarios 	Issues & Risks