



northhighland.
HIGHLAND WORLDWIDE

FHC

Independent Project Management Office Project Status

Presented to:  **HealthChoices**TM
FLORIDA

November 15, 2011

Highlights

10/1/2011 – 11/9/11

- Collaborated with FHC and CES:
 - Supported the review of requirements documentation for QS Gaps and SGP
 - Facilitated the approvals of artifacts submitted to FHC
 - Guided Project Plan development
 - Co-reviewed Organization Readiness and Operational Setup artifacts with FHC and CES
 - Assisted the Corporation in the committee discussions
 - Continued to identify, track, manage issues
 - Executed Project Risk Management
- Moving forward, North Highland will:
 - Support Scope/Requirements Management
 - Support FHC test execution (usability and acceptance)
 - Support project risk management and mitigation
 - Support Operational Process Planning and Development
 - Review Operational Readiness Plan and Assessments

Assessment Summary

Project Management Support

Status:

- Established Base Solution Staging Release date - Jan 1st, 2012 is the expected release date for FHC
- On 11/10/11, CES presented to FHC two options for a Quick Start Release Plan, contrasting the number of releases for each option
- CES added additional detail to the project schedule to facilitate status reporting (NH continues to provide other recommendations to increase predictability of the schedule)

Concerns/Issues:

- CES has not estimated the release dates for either option in the QS Release Plan – i.e., what is the earliest SGP can be delivered for FHC testing and for Go-Live?
- Progress schedule milestone reporting does not provide estimates-to-complete (ETC) – NH is agreeable for CES to capture ETC outside of the scheduling tool, as long as it is tracked

Recommendations

- CES should finalize the layout of the release schedule (for both options) by the December Board meeting so that FHC can decide on which option it prefers
- Continue work on enhancing the progress reporting structure to capture and manage the estimate-to-complete, not necessarily within the scheduling tool

Assessment Summary

Schedule Management

Status:

- Established Base Solution Staging Release date - Jan 1st, 2012 is the expected release date for FHC
- On 11/10/11, CES presented to FHC two options for a Quick Start Release Plan, contrasting the number of releases for each option, but no release dates were estimated for each option
- CES added additional detail to the project schedule to facilitate status reporting (NH continues to provide other recommendations to increase predictability of the schedule)

Concerns/Issues:

- CES did not estimate the release dates for either option in the QS Release Plan – i.e., what is the earliest SGP can be delivered for FHC testing and for Go-Live?
- Progress schedule milestone reporting does not provide estimates-to-complete (ETC) – NH is agreeable for CES to capture ETC outside of the scheduling tool, as long as it is tracked

Recommendations

- CES should quickly finalize the layout of the release schedule (for both options) so that FHC can decide on which option it prefers
- Continue work on enhancing the progress reporting structure to capture and manage the estimate-to-complete, not necessarily within the scheduling tool

Assessment Summary

Requirements

Status:

- Small Group Pilot (SGP) Final Detail Requirements completed and approved except for one sub-item (#173: 60-day enrollment window)

Concerns/Issues:

- Change Control: defining requirements and determining level of effort estimates for SGP had taken a long time, while the Quick Start release date has yet to be determined
- CES and FHC do not have full agreement of funding responsibility for required functionality of remaining 2 Gap Items in the Quick Start phase (e.g., billable vs. non-billable hours to FHC)

Recommendations

- Streamline the effort estimation process, minimize repetitive steps
- Prioritize the resolution of billable/non-billable issue between FHC and CES executives

Assessment Summary

Risk and Issue Management

Status:

- Issue tracking more visible with more frequent status meetings

Concerns/Issues:

- Specific Project Risk Management are not visible
- Risks are not tracked in a Risk Log and discussed meaningfully with NH and FHC
- Issue resolution takes a long time (e.g., long cycle time from identification to disposition)

Recommendations:

- Incorporate a more structured project risk management approach to involve FHC on a routine basis – this can be done using the weekly status report (similar to issues)
- Risks that have occurred should be tracked as issues, prioritized according to impact to the program

Assessment Summary

Systems Development

Status:

- No reported CES development activity since last status period

Concerns/Issues:

- CES development scheduling is not complete for any version of the system beyond the base system

Recommendations:

- Expedite completion of the development scheduling for all work remaining in Quick Start

Assessment Summary

Testing

Status

- CES completed its Regression Test of the Base Solution after corrective repair efforts from earlier in the summer
- During testing and internal security scanning, issues identified requiring further remediation
- CES submitted to FHC the External User Acceptance Test Plan for approval

Concerns/Issues

- CASS rescan remediation and retesting by CES will not be part of the Base Solution delivery for UAT on 11/21/11
- Accepting any version of the software that is not ready for commercial production is not a meaningful milestone and requires additional and unnecessary administration

Recommendations

- Maintain follow-up on the CES approach in remediation, retesting, and delivery of the CASS rescan vis-à-vis the Base Solution delivery scheduled on 11/21/11

Assessment Summary

Organizational Readiness

Status

- Ceridian completed insurance vendor conferences
- Reports design specs, report samples, correspondences, collateral, IVR flow were submitted to FHC for review
- CES has presented majority of the operational setup packages to FHC and NH; outstanding items identified
- Financial services agreements are undergoing reviews and negotiations

Concerns/Issues

- Ceridian will not commit resources to on-boarding process without vendor contracts in place
- Current pace of reviews of financial services agreements may cause program implementation delays

Recommendations

- FHC and CES should engage in effective issue resolution for the on-boarding issue
- Requirements and expectations about operationalizing the program should be surfaced more timely
- Engage the appropriate CES business units in the review of agreements and track progress closely

SWOT Assessment

	Maintain and Leverage	Remedy and Mitigate	
Successes	<p>Strengths</p> <ul style="list-style-type: none"> • FHC leadership proactive and committed to achieving positive outcomes • Vendor and Agent committees providing insightful recommendations and solutions • CES receptive to PMO process improvement recommendations • Elevated frequency of executive level discussions – led to major issue resolutions 	<p>Weaknesses</p> <ul style="list-style-type: none"> • CES quality assurance process heavily dependent on NH or FHC review • Risk management is collaboratively proactive • Risk management process should be in place to efficiently handle program threats and proactively plan contingencies and mitigations • CES cycle time to resolve issues, changes, and general project tasks impedes or protracts progress 	Vulnerabilities
Potential	<p>Opportunities</p> <ul style="list-style-type: none"> • Iterative planning and roll-out schedule development for Small Group Pilot and Gap Items can speed up the time it takes to determine the overall Go-Live schedule, as opposed to the serial, “all-or-nothing” approach. 	<p>Threats</p> <ul style="list-style-type: none"> • Confirmed agreement on scope and schedule expectations • Long cycle time to resolve issues and change management 	Issues & Risks