

## Attachment 2

**Project Management:** All processes, procedures, plans, reports, formats, etc. only become final upon Department approval.

**Key Activity #1:** Identify and document the operational procedures and the operational structure of the Project Management Office (PMO)

Contractor Responsibilities:

- Develop and document operational procedures for operation of the PMO through the life cycle of the NPI project
- Develop and document the operational structure of the PMO
- Develop a chart depicting the flow of processes through the PMO to the IME Project Director

Deliverables:

- Set of operational procedures
- Chart documenting the structure of the PMO
- Chart documenting the workflow of the PMO and related activities

Performance Measures:

- Operational procedures presented to the IME Project Director for Department approval received no later than July 21, 2006
- Charts presented to the IME Project Director for Department approval received no later than July 21, 2006

**Key Activity #2:** Establish NPI remediation project governance procedures

Contractor Responsibilities:

- Develop and implement the project governance procedures including a table of organization and the procedures to effectively facilitate rapid and effective decision making
- Identify all procedural needs and develop recommendations so that processes are efficient and effective
- Update governance procedures as needed and distribute after each update

Deliverables:

- A list of recommended governance procedures for Department approval.
- A library of approved governance procedures able to be accessed by all relevant participants of the project

Performance Measures:

- By July 10<sup>th</sup> present recommended governance procedures for Department approval
- Within one business day of approval publish governance procedures for all stakeholders to view
- Update governance procedures as needed and update library of procedures within one business day of approval

**Key Activity #3:** Develop and implement project communication and coordination plans

**Contractor Responsibilities:**

- Establish a project communication plan that includes recommendations for meeting schedules and reporting schedules
- Establish a coordination plan that includes recommendations for project documentation standards and project reporting standards
- Publish approved plans on an IME share for all participants to reference

**Deliverables:**

- Communication plan
- Coordination plan

**Performance Measures:**

- Submit a draft communication plan for Department approval, no later than July 11, 2006
- Submit a draft coordination plan for Department approval no later than July 11, 2006
- Implement the communication plan, including distribution, within one business day of approval
- Implement the coordination plan, including distribution, within one business day of approval

**Key Activity #4:** Develop and implement project change management plan

**Contractor Responsibilities:**

- Develop a project change management plan
- Develop operational procedures for project change management
- Develop any forms necessary for implementation of project change management plan
- Update and modify on an as needed basis the project change management plan and related procedures and forms

**Deliverables:**

- Project change management plan
- Operational procedures to operationalize change management plan
- Forms needed for operation of change management plan
- Updates as required
- Posting of forms, plan and procedures to the project library

**Performance Measures:**

- Recommendations for the project change management plan are due to the IME Project Director no later than July 11<sup>th</sup>
- Operational procedures are due within 5 business days of approval of project change management plan

- Forms for project change management plan are due within 5 business days of approval of project change management plan
- All materials must be posted to the project library within one business day of approval by the Department

**Key Activity #5:** Develop and implement project issues management procedures

**Contractor Responsibilities:**

- Develop and implement a project issues management plan
- Develop a mechanism to record, track and monitor significant issues related to the project
- Identify and document operational procedures to handle project issues management
- Develop and implement a mechanism to report

**Deliverables:**

- Issues management plan
- Issues tracking database
- Operational procedures for handling of significant issues related to the IME NPI Project
- Standard reports of issues

**Performance Measures:**

- The project issues management plan is due to the IME Project Director no later than July 11<sup>th</sup>
- An issues database to be developed and operational no later than July 25<sup>th</sup>
- Operational procedures presented to the IME Project Director no later than July 16<sup>th</sup>
- Format and content of standard issues report(s) to the IME Project Director no later than July 25<sup>th</sup>
- Implementation of each deliverable within 3 business days of approval by the Department

**Key Activity #6:** Develop and implement risk management plan

**Contractor Responsibilities:**

- Pro-actively, on a regular basis, identify risk to the project
- Make recommendations to prevent and/or reduce risks
- Monitor status of corrective actions or risk intervention strategies
- Create operational procedures for the operation of the risk management plan

**Deliverables:**

- Weekly reports identifying all risk, problems and resolutions with impacts to the project in a format and with content approved by the Department
- Monthly and quarterly summaries as requested by the Department with content and in a format approved by the Department

Performance Measures

- Weekly summary identifying all risks, problems, and resolutions with impacts to the master workplan will be submitted to the IME Project Director or designee each week by noon on Monday
- Risk management plan and operational procedures for risk management are due to the IME Project Director no later than July 11th

**Key Activity #7:** Collaborate with the Department to identify project team members, roles, responsibilities

Contractor Responsibilities:

- Identify team members
- Identify corresponding roles and responsibilities
- Identify team structures
- Document final decisions for publication

Deliverables:

- Document identifying the structure of the project including the structure of the PMO and all parts related to the NPI project
- Document should include roles and responsibilities and an organizational chart

Performance Measures:

- Submit MSVisio structure of the project to the IME Project Director by July 7<sup>th</sup>
- Include a narrative of roles and responsibilities with report due July 7<sup>th</sup>

**Key Activity #8:** Develop and implement a project library

Contractor Responsibilities:

- Develop a structure for an NPI Project Library
- Once approved implement the project library on an IME share as provided by the Department
- Train project team staff how the use and location of the NPI Project Library
- At conclusion of project transition the NPI Project Library to the Department

Deliverables:

- A recommended structure for an NPI Project Library
- Development of an approved project library
- Population of the NPI project library
- Training materials on how to use and where to find the NPI Project Library

Performance Measures:

- Recommended structure to the IME Project Director for approval no later than July 10<sup>th</sup>

- Once approved implementation must occur within 5 business days
- Population of the project library must occur on a regular basis allowing one business day from Department approval to post materials
- Training of the use of the library must occur within 5 business days of implementation of the approved structure
- At least five business days prior to the expiration of the Contract transition the project library to the Department with written documentation on how to maintain the library

**Key Activity #9:** Coordinate all NPI remediation project activities

**Contractor Responsibilities:**

- Based on the NPI Impact and Gap Analysis facilitate the coordination of all aspects of the NPI implementation including the IME activities, QA, Division of Data Management activities, Iowa Technology Enterprise activities, and any external interface partners.
- Present, on an as needed basis, updates to key stakeholders so that a cohesive picture of NPI implementation is understood by targeted audiences as needed

**Deliverables:**

- At regular intervals assess the progress of all activities to assess whether all aspects of the project are on time
- Prepare and deliver presentations as needed as determined by the Department

**Performance Measures:**

- On a bi-weekly basis give the IME Project Director an update on the progress of all activities to determine progress toward goal of May 23, 2007 readiness

**Key Activity #10:** Determine need and ensure detailed NPI implementation work plans are developed and receive approval from the Department for individual workplans including but not limited to the following areas: Core, POS, External Systems, Business/Policy, PMO activities, and QA

**Contractor Responsibilities:**

- Guided by the NPI Impact and Gap Analysis meet with different areas of the IME and related systems to determine required areas for IME NPI implementation and scope of the individual workplans
- Identify formats and content requirements for individual workplans
- Provide technical assistance as needed so required areas develop workplans that can be rolled into a master workplan of milestones and deliverables with required dependencies

**Deliverables:**

- Individual workplans by required area (i.e. systems, business procedures, policy)
- Format and content requirements of workplans

Performance Measures:

- By July 7<sup>th</sup> deliver suggested content and format structures to the IME Project Director
- By July 7<sup>th</sup> deliver a list of all identified workplans that will be required and the contact person for each workplan to the IME Project Director
- By July 14<sup>th</sup> deliver the initial individual workplans by required area to the IME Project Director

**Key Activity #11:** Integrate work plans into IME NPI Remediation Project workplan

Contractor Responsibilities:

- Based on the master workplan that was developed as part of assessment activities assist IME Units with individual workplans including but not limited to: Core, POS, External Systems, Business/Policy, PMO tasks
- Identify major milestones, and deliverables based on the integration of all IME NPI Project workplans

Deliverables:

- Integrated workplan of milestones and deliverables

Performance Measures:

- By July 20<sup>th</sup> create and deliver to the IME Project Director the integrated workplan of milestones and deliverables.
- Within 1 business day of approval by the Department post the approved plan to the project library
- Same day as posting to the project library distribute notification to NPI teams

**Key Activity #12:** Through technical subject matter experts keep the Iowa NPI remediation project updated throughout life of project so all decisions made are made with the most current information available

Contractor Responsibilities:

- Provide a senior resource to coordinate the effort for the IME as the point person for issues related to policies, business processes, and provider re-enrollment
- The point person will be on-site for critical meetings and major project reviews as determined through mutual agreement between the Contractor and the Department
- Provide access to a senior technical resource to consult with the systems remediation team members during remediation and testing
- The senior technical resource will be on-site for critical meetings and major project reviews as determined through mutual agreement between

the Contractor and the Department; this person will be on-site during all phases of regression testing

- Provide access to additional NPI resources as needed so the IME NPI remediation project has expertise needed to correctly and efficiently implement NPI
- Additional NPI resources will be on-site for critical meetings and major project reviews and other times as determined through mutual agreement between the Contractor and the Department
- Subject matter experts will lend their expertise at meetings with other payers, providers, and other external entities as determined necessary by the IME Project Director

Deliverables:

- On-site schedule for the point person for issues related to policies, business processes, and provider re-enrollment
- Contact information for point person when off-site
- On-site schedule for the senior technical resource to consult with systems remediation teams including schedule for on-site testing
- Contact information for senior technical resource when off-site
- Contact information for additional NPI resources while off-site

Performance Measures:

- The point person for issues related to policies, business processes, and provider re-enrollment will spend approximately 50% of the total time devoted to the project on-site
- When off-site the point person for issues related to policies, business processes, and provider re-enrollment will be accessible by phone within 60 minutes of a Department determined need to communicate
- The senior technical resource will spend approximately 25% of the total time between July, 2006 and April, 2007 devoted to the project on-site
- When off-site the senior technical resource will be accessible by phone within 60 minutes of a Department determined need to communicate
- Additional NPI resources will be accessible by phone within 60 minutes of a Department determined need to communicate

**Key Activity #13:** Train project team

Contractor Responsibilities:

- Train all team members on location and use of project library
- Train all team members on procedures and timelines of reporting to the PMO
- Train all team members on all standards and formats that relate to their deliverables being accepted by the PMO
- Train all team members on issues standards and the reporting thereof
- Train team members on the operational procedures of the PMO

Deliverables:

- Training materials on use of project library
- Training materials on procedures and reporting to the PMO
- Training materials on standards and formats
- Training materials on issues standards and issues reporting
- Training materials on PMO operational procedures
- Timeline for training

Performance Measures:

- All training materials are due to the IME Project Director by July 25<sup>th</sup>
- Timeline for training is due to the IME Project Director by July 11<sup>th</sup>

**Key Activity #14:** Schedule and facilitate all NPI project meetings for the IME including a project kickoff meeting

Contractor Responsibilities:

- Schedule all meetings as outlined in the approved communication plan
- Facilitate meetings unless otherwise directed by the Department
- Distribute notices of meetings to appropriate staff
- Prepare and distribute agendas for each meeting prior to the scheduled meeting time
- Prepare and distribute draft meeting minutes for review to meeting participants
- Update minutes based on feedback from staff; conflicts should be addressed so that a consensus is reached for final minutes
- File all agenda and minutes in an approved location in a project library
- Prepare decision documents as needed and upon approval by the Department, file decision documents in project library
- The initial project kick off meeting should be held and facilitated at the beginning of Phase 2 of the project (NPI Implementation)
- At kick off meeting review project goals and timelines

Deliverables:

- Meeting agendas
- Meeting minutes
- Project Library
- Decision Documents

Performance Measures:

- All agendas distributed at least one hour prior to scheduled meeting times unless meeting times were scheduled with less than two hours notice; agendas may then be presented at the meeting
- All final minutes distributed within two business days of completion of the meeting
- All agendas and minutes located in the project library within three business days of the meeting
- All decision documents presented to the Department for approval within two business days of the decision they pertain to is made

- Upon approval by the Department, all decision documents located in the project library the following business day
- Project kick off meeting to be scheduled with at least one week's notice given to participants
- Kick off meeting must be held no later than July 10<sup>th</sup>

**Key Activity #15:** Monitor and generate reports weekly on all of the following including but not limited to: project status, project issues, project risks, project change management, project communication

**Contractor Responsibilities:**

- Create report formats for each of the areas in activity #15
- Define content for each of the reports in activity #15
- Submit all weekly reports each week
- Monitor reports for any significant issues or risks and recommend solutions or mitigating strategies

**Deliverables:**

- Weekly reports

**Performance Measures:**

- Submit all weekly reports to the IME Project Director no later than noon of the Monday following the end of the week

**Key Activity #16:** Generate reports and presentations at other than weekly intervals including monthly, quarterly, and ad hoc

**Contractor Responsibilities:**

- Create report formats for each of the areas in activity #16
- Define content for each of the reports in activity #16
- Submit additional reports at defined intervals (with the exception of ad hoc reports)
- Monitor reports for any significant issues or risks and recommend solutions or mitigating strategies

**Deliverables:**

- Monthly reports
- Quarterly reports (CMS approved format)
- Ad hoc reports

**Performance Measures:**

- Submit monthly reports to the IME Project Director by the 7<sup>th</sup> of each month following the end of the previous month
- Submit quarterly reports to the IME Project Director by the 10<sup>th</sup> of each month following the end of the quarter
- Submit ad hoc reports and presentations as agreed upon between the Contractor and the IME Project Director

**Key Activity #17:** Report on all performance measures of this Contract each month

Contractor Responsibilities:

- Track activity on each of the Contract's performance measures
- Report all activity or identify no activity on each of the performance measures
- Submit activity reports to the IME Project Director each month

Deliverables:

- Report on all performance measures in the scope of work in Attachment 2 of the contract with the content and in a format approved by the IME Project Director

Performance Measures:

- Submit a monthly report, no later than the 10<sup>th</sup> of the month following the end of the reporting month, to the IME Project Director or designee
- Report shall include each performance measure in the current phase and any performance measures that apply throughout the Contract
- Report on each performance measure will include activity for the reporting period on that performance measure, a statement of no activity if there was no activity for the reporting period, and whether the performance was fully met. If not fully met, identify when and how the measure will be satisfied in the future

## **Technical Assistance**

**Key Activity #1:** With the assistance of technical subject matter experts keep the Iowa NPI remediation project updated throughout the duration of the project so all decisions are made with the most current information available and align with the business model structure of the IME. All technical assistance resources will be approved by the Department. (Note: When more than one technical assistance resource is needed during any meeting, consultation or conference call, prior written approval must be obtained from the IME Project Director or his designee. Prior written approval is needed for all on-site technical resources from the IME Project Director or his designee.)

Contractor Responsibilities:

- Provide a senior business resource to coordinate the effort for the IME as the point person for issues related to policies, business processes, and provider re-enrollment
- This senior business resource will be on-site for critical meetings and major project reviews as determined through mutual agreement between the Contractor and the Department
- Provide access to a senior technical resource to consult with the systems remediation team members during remediation and testing

- The senior technical resource will be on-site for critical meetings and major project reviews as determined through mutual agreement between the Contractor and the Department; this person will be on-site during all phases of regression testing
- Provide access to additional NPI resources as needed so the IME NPI remediation project has expertise needed to correctly and efficiently implement NPI
- Additional NPI resources will be on-site for critical meetings and major project reviews and other times as determined through mutual agreement between the Contractor and the Department
- Subject matter experts will lend their expertise at meetings with other payers, providers, and other external entities as determined necessary by the IME Project Director

Deliverables:

- A list of all technical resources available to work on the IME NPI Project and their area(s) of expertise
- On-site schedule for the senior business resource for issues related to policies, business processes, and provider re-enrollment. Time on-site must be a minimum of 50% of their commitment to the overall project July, 2006 to May, 2007
- Contact information for senior business resource when off-site
- On-site schedule for the senior technical resource to consult with systems remediation teams including regression testing
- Contact information for senior technical resource when off-site (must be available on a daily basis by phone)
- Contact information for additional NPI resources while off-site

Performance Measures:

- The list of technical resources with areas of expertise identified will be presented to the IME Project Director no later than July 7th
- The senior business resource for issues related to policies, business processes, and provider re-enrollment will spend a minimum on-site presence of 50% of that resource's commitment to project
- When off-site the senior business resource for issues related to policies, business processes, and provider re-enrollment will be accessible by phone within 60 minutes of a Department determined need to communicate if not immediately available
- The senior technical resource will spend 100% of the time during to regression testing on-site.
- When off-site the senior technical resource will be accessible by phone within 60 minutes of a Department determined need to communicate if not immediately available
- Additional NPI resources will be accessible by phone within 60 minutes of a Department determined need to communicate if not immediately available

**Quality Assurance:** All plans, standards, processes, procedures, sampling sizes are recommendations subject to Department approval. So as to keep from any appearances of conflict of interest the QA team leader will not report to or be supervised by any area of the Project Management Office but rather report to the DHS IME Project Director directly.

**Key Activity #1:** Develop and implement quality assurance (QA) approach

**Contractor Responsibilities:**

- Define method to assure quality is maintained throughout the project
- Create a flowchart defining the flow of the QA approach
- Produce a workplan

**Deliverables:**

- Document methodology for Quality Assurance Reviews and Reporting
- Document workflow of all deliverables reviewed by QA including the sources, QA review tasks, and delivery of reports to document creators and to IME Project Director
- Develop QA MSProject Plan for the review of and reporting on all deliverables subject to QA review

**Performance Measures:**

- Within 5 business days of beginning of Quality Assurance tasks, deliver draft Quality Assurance Review and Reporting Approach and finalize Approach document within 3 business days of completion of IME review and comments.
- Within 5 business days of beginning of Quality Assurance tasks, deliver Quality Assurance Workflow in MSVisio format and finalize Workflow within 3 business days of completion of IME review and comments.
- Within 5 business days of beginning of Quality Assurance tasks, deliver draft MSProject QA Plan and finalize Plan within 3 business days of completion of IME review and comments.

**Key Activity #2:** Develop and implement QA procedures including all Core and POS systems, internal Medicaid systems and interfaces, NPI related policies and business procedures

**Contractor Responsibilities:**

- Develop QA procedures for Core, POS, internal Medicaid systems, and interfaces
- Develop QA procedures for NPI related policies
- Develop QA procedures for business procedures

**Deliverables:**

- Document Quality Assurance Process Guide to plan, assure and control the project Quality. The Guide shall be specified for processes in three areas:
  - Core, POS, internal Medicaid systems, and interfaces
  - NPI related policies
  - NPI related business procedures

Performance Measures

- Within 10 business days of the completion of Key Activity #1, deliver draft Quality Assurance Process Guide and within 3 business days of the completion of the IME review and comments, deliver final Guide

**Key Activity #3:** Develop and implement QA documentation standards

Contractor Responsibilities:

- Develop Documentation Standards Guide for all deliverables to be prepared by the Core, POS, internal Medicaid systems, policy and business procedure team members.

Deliverables:

- Documentation Standards Guide

Performance Measures:

- Within 10 business days of the completion of Key Activity #2, deliver draft Quality Assurance Documentation Standards Guide within 3 business days of the completion of the IME review and comments, deliver final Guide

**Key Activity #4:** Develop and implement QA standards for each project deliverable

Contractor Responsibilities:

- Develop specific QA Documentation Standards Guide for each project deliverable

Deliverables:

- Develop list of all identified deliverables for Quality Assurance review
- QA Documentation Standards Guide for each deliverable identified for QA review

Performance Measures:

- Delivery of Quality Assurance deliverables list within 3 days of draft project plan delivery by Project Management Office.
- Delivery of QA Documentation Standards Guide within 15 days for each deliverable identified

**Key Activity #5:** Develop and implement QA communication and reporting procedures

Contractor Responsibilities:

- Develop Quality Assurance Communication Plan
- Develop Quality Assurance Reporting Procedures

Deliverables:

- Quality Assurance Communication Plan
- Quality Assurance Reporting Procedures Guide

Performance Measures:

- Deliver draft Quality Assurance Communication Plan within 30 days of beginning of Quality Assurance tasks and finalize Plan within 3 days of completion of IME review and comments
- Deliver draft Quality Assurance Reporting Procedures Guide within 30 days of beginning of Quality Assurance tasks and finalize Plan within 3 days of completion of IME review and comments

**Key Activity #6:** Develop and implement QA issues management procedure

Contractor Responsibilities:

- Develop Quality Assurance Issues Management Procedure

Deliverables:

- Quality Assurance Issues Management Procedure

Performance Measures:

- Deliver draft Quality Assurance Issues Management Procedure within 30 days of beginning of Quality Assurance tasks and finalize Procedure within 3 days of completion of IME review and comments

**Key Activity #7:** Develop and implement sampling-based testing plans and procedures

Contractor Responsibilities:

- Review all test plans for Core and POS
- Develop sampling-based test plans for Core and POS
- Communicate sampling-based test plans to Core and POS Remediation Teams

Deliverables:

- Report on review of Core Test Plan
- Report on review of POS Test Plan
- Sampling-based Test Plan for Core
- Sampling-based Test Plan for POS

Performance Measures:

- Reports on review of Core and POS Test Plans delivered with 5 business days of receipt of draft plans
- Sampling-based Test Plans delivered with 10 business days of completion of reviews of Core and POS Test Plans

**Key Activity #8:** Develop test cases

Contractor Responsibilities:

- Develop Test Cases as-needed based on review of Core and POS Test Plans
- Develop test cases for integrated system and interface testing
- Deliver Test Cases to Core and POS Remediation Test Teams

Deliverables:

- Core Test Cases
- POS Test Cases
- Integrated Test Cases

Performance Measures:

- Delivery of Core, POS, and Integrated Test Cases prior to beginning of Integration Testing

**Key Activity #9:** Execute Sampling-based QA tests and reviewsContractor Responsibilities:

- Execute, in coordination with Core and POS Test Teams, the Quality Assurance Test Cases
- Review results of QA Test Case Execution
- Report results of QA Test Case Execution review

Deliverables:

- Report on Core QA Test Case Execution
- Report on POS QA Test Case Execution

Performance Measures:

- Delivery of Core and POS Test Case Execution within 5 days of completion of tests

**Key Activity #10:** Generate QA testing results reports for Core and POSContractor Responsibilities:

- Audit Core Test Case Results
- Develop Report on Core Test Case Results
- Audit POS Test Case Results
- Develop Report on POS Test Case Results

Deliverables:

- Core Test Case Results Report
- POS Test Case Results Report

Performance Measures:

- Delivery of Core and POS Test Case Results Report within 10 days of receipt of results

**Key Activity #11:** Provide technical assistance regarding initial impact findings of QA reviewsContractor Responsibilities:

- Provide Technical Assistance Subject Matter Experts to Core, POS and IME Management Team as requested

Deliverables:

- Timely and responsive assistance on an as-requested basis
- Available resources on-site, on conference calls, and via e-mail as approved by IME Project Director

Performance Measures:

- Timely and responsive assistance delivered to Core, POS and IME Management Team as determined by IME Project Director
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**Key Activity #12:** Generate QA status reports at intervals determined by the Department

Contractor Responsibilities:

- Develop interval based Quality Assurance Status Reports

Deliverables:

- Status Reports

Performance Measures:

- Timely Status Report delivery as determined by IME Project Director