7.2.7 Project Plan

Project Management Overview and Approach

Planning is a critical component of successful projects. The first weeks of the project are focused on refining the detailed work plan and on defining various project management processes and communication protocols to ensure the success of the project. To assist in controlling the project, we use the Microsoft set of tools: Project, Access, Word, and Excel as well as the Thomson Reuters Web-based Project Management Community. We use standard templates for project control.

As with any large project, scope, scale, and aggressive timeframes create a certain amount of risk that required deadlines or quality standards are not met. We have taken these risks into account in estimating resources, designing the work plan, and developing the price for this project so that those risks can be effectively controlled.

In our experience, the following project management techniques contribute significantly to containing risk and assuring quality in an implementation.

- Establishing, implementing, and monitoring an effective risk management plan.
- Establishing, implementing, and monitoring an effective communication plan.
- Conducting project kick-off meetings, which impart to all project personnel a clear set of expectations.
- Documenting and communicating critical success factors, assumptions and constraints.
- Adhering to the work plan, with the flexibility to change it as circumstances warrant.
- Administering sound change control policies.
- Assigning staff that is experienced in managing implementations.
- Providing executive leadership and oversight from both the HCE team and the IME.

The Project Management approach discussed below sets the framework for driving our Project Management methods, determines the tools that are used, and mitigates project risks to expand the scope of our Program Integrity efforts and make implementing Thomson Reuters solutions successful.

Project Management Approach

The IME requests that the proposal include a proposed approach for communication management, quality management, risk management, and time management as part of the overall project plan. The Department will need to consider this approach in determining the overall master project plan for the IME. We follow a well-developed project management approach for all implementations. This section will address our proposed approach for communication management, quality management, risk management and time management as part of our overall project plan.

The HCE team's Project Management approach is characterized by the following:

- Robust Communications.
- Risk Mitigation.
- Focus on Quality.
- Time Management

Robust Communications

Clear, timely, succinct, and open communication is critical to every project's success. Our project communication procedures help team members stay informed and make prompt decisions to ensure project success. Personnel performance evaluations take into account the quality with which project team members communicate effectively with their customers. Informal communication has value but is not sufficient; formal communication is mandatory. We deliver a Communications Plan that defines the mechanisms that are used to communicate detailed information to all stakeholders regarding the implementation.

We recognize the unique challenges of maintaining effective communication in a multi-systems development environment. HCE and Thomson Reuters have extensive experience with other Medicaid clients developing communication plans and working with multiple entities. We will work with the IME to develop an effective communication plan.

The updated work plan, status meetings, and status reports are vehicles for the HCE Project Management Team to communicate and review the status of the project to/with the IME Project Manager throughout the implementation. The IME Project Manager communicates changes in the status of the IME obligations to the Program Integrity Account Manager and he will work with all entities to assess project impacts of the changes.

ENSURING GOOD COMMUNICATION
HCE project communication procedures help team members stay informed and make prompt decisions to ensure project success

The weekly status report contains the status of all aspects of the project and includes any project timeframe revisions for future deliverables. The status report also documents progress to date, provides plans for the next reporting period, documents any open issues, identifies new relevant risks, and identifies any open change control actions. All formal communications such as status reports and project deliverables are sent to the IME one business day prior to the meeting. we also send key deliverable document outlines in advance of the deliverable for a prompt review to ensure that the document meets the IME needs and to keep to the project schedule.

HCE conducts weekly internal team meetings to coordinate activity, identify issues that may impede project progress, and resolve issues that can be quickly dealt with. More complex issues are addressed in separate working sessions. We also schedule a similar cross-functional, weekly team meeting to include HCE, Thomson Reuters, and IME representatives. The following table represents ongoing, scheduled meetings with Program Manager participation.

Table 1—Project Meeting Schedule

MEETINGS AND ASSOCIATED DOCUMENTATION/COMMUNICATION	FREQUENCY
Overall Project Status	Weekly
Analytic Project Status – included in Overall Project Status	Weekly
Ongoing Change Control	Weekly
Project Risk Mitigation Status	Weekly
Executive Steering Committee Meeting	Monthly

Risk Mitigation

We are familiar with the risks associated with program integrity and data analytic interface projects, especially risks that can arise in a program integrity and analytical systems integration project such as the one that the IME desires. We approach risk management by identifying known risks at the onset of the project and including mitigation strategies in our risk management plan. We also assume that unknown risks exist, and provide sufficient management resources in our staffing plan to develop appropriate responses to those risks when they emerge. Those responses may involve seeking agreement with the state about applying additional resources.

Risk management is an ongoing activity that must be monitored regularly. The HCE team asks to meet with the IME Project Manager weekly to review status of mitigation activities for high-risk areas previously identified and prioritized, identify new areas of risk to the project, prioritize risk areas, and propose mitigation strategies for high-risk areas.

For each new area of risk identified, the following process developed during the initial Data Analytic Interface implementation is used:

1. Define Contributors to the Risk – consideration given to a broader set of contributors than those suggested by the raw risk input.

2. Identify Current and Proposed Mitigations – with a focus on realistic, achievable mitigation actions.

3. Evaluate Mitigation Choices vs. Contributors – choose to accept, reduce, or eliminate risk contributors. Decide to accept or reject proposed mitigations or accept mitigation activities "as is," without requiring an "Action Plan." Iterate if required to ensure coverage and reasonable resource utilization.

4. Assign Responsibility – assign an "Owner" for each mitigation action and a "Prime Owner" for the entire risk.

5. Prepare a brief Action Plan using the action plan outline. The outline includes a brief strategy status, key milestones (at least monthly) and key metric(s) for measuring mitigation success or effectiveness. Key Milestones are tracked in the Work Plan.

6. Execute the plan, measure, and report progress monthly (via monthly Project Status Meetings).

Nine key areas of risk are outlined in the Institute of Electrical and Electronics Engineers (IEEE) Standard 1058-1998. The risks that should be assessed include:

1. Risks in the acquirer-supplier relationship.
2. Contractual risk.
3. Technological risks.
4. Risk of access to critical source data.
5. Risks resulting from the size or complexity of the product.
6. Risks in the development and target environments.
7. Risks in personnel acquisition, skill levels and retention.
8. Risks to schedule and budget.
9. Risks in acquirer acceptance of the product.

More detail, including risk contingencies, will be developed for each identified risk upon commencement of the requirements assessment and data summit.

Project Management Methodology

We follow a Five Phase Methodology for Project Implementation that adheres to the process phases recognized by the Project Management Institute's A Guide to the Project Management Body of Knowledge (PMBOK). That methodology provides a logical framework within which to place the tasks necessary to install and implement customer solutions.

The Five Phase Methodology includes:

1. Initiation
2. Planning
3. Execution
4. Control
5. Closure

Initiation Phase

During the initial phase of the project, we set the stage for a successful implementation by establishing a strong framework for communication and by kicking off project activity. The HCE team works closely with the IME Project Manager to establish a close and

INITIATION PHASE

During the initial phase of the project, we set the stage for a successful implementation by establishing a strong communication framework and by kicking off project activity

secure partnership in which both parties focus first on project success. Establishing common understandings and expectations is critical to guaranteeing that success.

The following major activity is completed during the Initiation Phase.

- **Conduct Project Kickoff Meetings:** We conduct Kickoff Meetings with the IME's project stakeholders and Core contractor. This meeting is closely coordinated with the IME, and serves to introduce stakeholders to the scope and nature of the project. It helps set expectations and to establish open lines of communication. We supply the IME with information necessary to begin coordinating project activity.

Planning Phase

The final Project Plan is distributed at the completion of planning phase and used by the Project Managers to lead and manage the project going forward. The Project Plan is reviewed with the IME on a regular basis during the implementation, and updated as appropriate.

PLANNING PHASE
The Project Plan is reviewed with IME on a regular basis during the implementation and updated as appropriate

Note that there is an ongoing task to update the Project Plan, throughout the life of the project. We consider the Project Plan to be a living document that must changes as circumstances warrant.

The following major activities are completed during the Planning Phase:

- **Develop Communication Plan** – Starting with our template and the contract requirements from the RFP, we deliver a Communication Plan that includes processes for tracking issues, identifying and managing changes in scope, and a method for communicating across the joint team.

- **Develop Risk Management Plan** – Starting with the Preliminary Risk Management Plan included in this document and working closely with the IME, we agree on a Risk Management Plan that includes processes for identifying, mitigating and monitoring risks that threaten the successful completion of the project.

- **Finalize Project Work Plan** – During the first weeks of the implementation process, we actively work with the IME's Project Manager and the Core contractor to define and agree on a final Project Plan. This plan highlights key milestones, due dates, critical dependencies (such as receipt of test data extracts), and planned completion dates.

- **Define Project Deliverables** – The HCE team and the IME agree on the content and format of project deliverables.

- **Establish Project Teams** – The HCE team, the Core contractor, and the IME identify and assign the necessary staff resources.

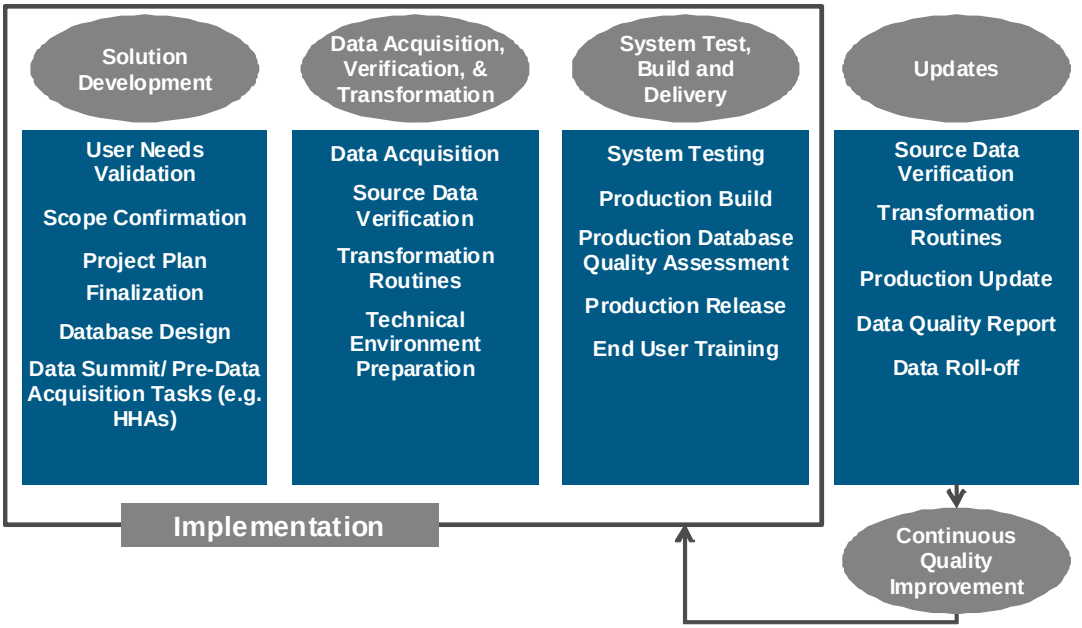
Execution Phase

This Phase includes all of the activities normally thought of as comprising the implementation of a software solution. The Initiation and Planning phases of the Project Management methodology set the stage for the Adapt Methodology for Implementing the Thomson Reuters solution. The Thomson Reuters Adapt Methodology is the implementation development process for the Data Analytics solution.

EXECUTION PHASE
Thomson Reuters' Adapt Methodology is the implementation process for the solution

The Adapt Methodology Systems Development Life Cycle (SDLC) process developed by Thomson Reuters based on industry standard practices is the Thomson Reuters method for guiding and controlling Data Analytics projects. This methodology reflects a proven, successful healthcare decision support system (DSS) experience, and is tailored to accommodate the specific needs of the IME. This method has been successfully applied by Thomson Reuters in hundreds of implementations for the Data Analytics solutions that we are proposing. The method's effectiveness, proven in numerous other healthcare projects, relies on early, productive user involvement in the requirements analysis and design. This ensures that the end results meet the IME's requirements and facilitate user acceptance. The methodology ensures that the system meets the IME's specifications for efficiency, performance, and analytical usefulness. The initial Thomson Reuters database build and update methodology includes the major tasks discussed in the following text and outlined in **Figure 1**. Please note that these phases can and do overlap and can also be iterative.

Figure 1—The Adapt Methodology



The Detailed Implementation Project Work Plan provides specific dates for all major milestones. The Work Plan includes tasks broken down into discrete subtask and activities. Major milestones include:

- Project Kickoff Completed
- Resource Planning Completed
- Final List of Project Deliverables Accepted
- Requirements Gathering and Validation Completed
- Design and Development Completed
- Iterative System Testing Successfully Completed
- Release of the Data Analytics tools
- UAT Completed
- Corrective Action Plan Completed (if needed)
- Training Dates Finalized

Control Phase

Tasks associated with this phase span the entire life of the project. Project Administration activities begin as soon as a contract is signed, and Ongoing Maintenance activities are conducted as long as the contract is in force.

- **Monitor Project Progress** – Our Account Manager and the IME Project Manager continually monitor project progress against plan. Deviations are brought to the attention of key stakeholders immediately, and regular status reports are submitted weekly. As circumstances warrant, we consult with the on any changes required to the Project Work Plan. Success of the implementation depends on strong and frequent communication conducted in an open and cooperative manner. The Communication Plan forms the basis for this activity.

- **Track and Resolve Issues and Problems** – Any project to implement a proven software package faces unexpected issues and problems. The HCE team and the IME track the issues that arise, as noted earlier in this document. A key responsibility of the project management team is to track and monitor those issues. In particular, the Project Manager proactively intervenes if necessary to resolve issues that threaten project success or that cannot be resolved in a timely manner.

- **Ongoing Operations** – We work closely with IME to manage ongoing operations after the project completes. This includes orchestrating activity for the regular database updates, communicating immediately any system downtime, and a host of additional operational issues.

Closure Phase

The Closure Phase includes the following.

- **Conduct Lessons Learned Session(s)** – We strongly believe that our organizations benefit from conducting facilitated Lessons Learned Sessions. These bring together key project participants to look at both what went well and what could have gone better. A Lessons Learned document is generated that helps the organizations become more effective and efficient in subsequent enhancement projects.

- **Generate Post-Implementation Summary Report** – As a final implementation Project deliverable, we draft a Post-Implementation Status Report that summarizes implementation activity, identifies ongoing risks and ways to mitigate them, and prepares the organizations for implementing prioritized enhancements.

- **Set the Analytic Agenda** – Following this final implementation phase, we assist IME to implement an Analytic Agenda. This agenda helps to show how the Data Analytics tools support the IME's specific business needs. We have found that setting this agenda early and revisiting it on a periodic basis ensures that IME gets maximum value from its investment in a healthcare Data Analytics system. Specific consulting or analytic engagements may be launched as part of this task. The Analytic Agenda assists the IME organizations with the integration of the new system into day-to-day operations. The system brings new tools, sources of information, and other dynamics into the IME.

Focus on Quality

During the initial phase of the project, we identify the key business requirements for the initial construction of the databases used by the Data Analytics tools.

- **Validate Requirements/User Needs:** This task starts during the procurement process (using the RFP information) and is finalized in the Solution Development phase of the project. It begins with an assessment of IME's business and information requirements. A brief Needs Survey may be sent to IME's key individuals throughout the organization to help us gain a clear understanding of their key challenges, information needs, and analytic requirements. The survey information details the major objectives as well as specific information and reports needed to meet these objectives. The survey is followed up with onsite Requirements sessions with designated representatives from the IME user community to gain clarification and additional information. The results of this activity are documented in a brief summary of user needs. Based on the RFP information and feedback from the survey and onsite sessions, we are ready to move forward with the preliminary database design.

- **Finalize Project Plan:** During the first weeks of the initial database build process, we actively work with the IME's Project Manager to define and agree on a final project plan. This plan highlights key milestones, due dates, critical dependencies (such as receipt of usable data from the IME DW/DS system), and planned completion dates. The Adapt Methodology includes processes for tracking issues, identifying and managing changes in scope, and a method for communicating across the joint team. During this phase of the project, both the IME and the HCE team agree to the project assumptions, change management process, and roles/responsibilities of all involved parties. The final project plan is distributed at the completion of this task and used by the Project Manager to lead and manage the project going forward. The Plan is reviewed with the IME on a regular basis during the project and updated as appropriate.

- **Customize Database Design:** In this task, we use the result of the User Needs Validation process to identify required customizations to the data model. For example, we set up customer-specific groupings, such as aid categories, age groups, and counties to facilitate analytic reporting. We also define drill paths important for analytic reporting. The resulting deliverable is the Database Design document.

- **Design Custom Measures and Reports:** During the development phase, we will outline the customization to standard reports and measures that are necessary to meet production reporting needs. We summarize these design requirements in the Custom Measures and Reports Design document and review it with appropriate IME staff.

Data Acquisition, Verification, and Transformation

During this phase, we receive data extracts from the IME DW/DS system, verify the contents against the applicable documentation, as well as industry standards, and transform the data elements into a consistent format that can be loaded into the initial database. These steps include ensuring that the data model, transformation routines, reports and measures support IME-specific reporting/query requirements.

- **Conduct Data Summit:** A complete understanding of the IME's claims and eligibility data, data feeds, and file layouts is needed to help us understand the complexity of the project; establish appropriate expectations for resources and deliverables; and help ensure the overall success of the project. Based on the information obtained from the RFP, the User Needs Validation, and the Database Design, we develop a data requirements document that clearly outlines the content and format of the data extracts needed to support the DataProbe implementation. We conduct a data summit to review the data requirements, define the key data sources, and identify issues related to integration, enhancement, and data quality. Working together, we identify known data quality issues so that they can be assessed and addressed through database construction. Following the Data Summit, we begin the process of working with IME and data suppliers to develop or verify data extracts to prepare for the data transformation that is part of database build.

- **Acquire Data:** We utilize a Web-based tool in the Thomson Reuters Data Center, the Medstat Data Submission System, which enables data suppliers to transmit their data to Thomson Reuters via the Web. Data can also be transmitted using electronic data transfer (EDT), file transfer protocol (FTP), or electronic data interchange (EDI). The data transmission process automatically checks the data for compliance with the expected data layout and basic content. If the dataset fails this validation, the supplier must fix the extract and resubmit the data. Thomson Reuters employs a two-chance rule for test data submission; failure to deliver within that guideline generates out-of-scope work. This approach encourages everyone to stay on schedule and deliver quality data on behalf of the IME.

- **Verify Source Data:** Source data verification involves a thorough evaluation of each data source and data type. We use a utility called Data Profiler to evaluate the data against expected results. The evaluation consists of field-by-field testing for each type of data to determine the presence, validity, and completeness of coding for fields needed to meet the IME's requirements. We provide IME with a data quality report for each raw dataset, describing any data limitations or data quality issues that might impact the analytic value of the resulting database. We recommend an improvement approach that meets the IME's long-term and short-term objectives. While no initial database ever has perfect data quality, it is still useful for many business purposes. The typical approach is to use what is available today and work with the IME to improve the coding over time. We have the additional capability to augment deficient data by setting fields based on other data sources or external references, such as "tagging" from other data sources (specifically, eligibility or provider files), or "mapping" from external reference tables.

- **Finalize Database Design:** Once we complete the source data verification, we will finalize the database design. During this step we update the Preliminary Database Design document with any adjustments necessary to accommodate the available data. For instance, if a customer requirement were to include Member Type in the database, it would be included in the preliminary design. However, if the data validation process reveals that the eligibility file did not contain that data element, the final design would not include that field. The final database design document is the key deliverable for this task. At this point, the IME must sign off on this document before the project can proceed to the Transformation step.

- **Develop Transformation Routines:** After we receive the data layout and documentation for each dataset and understand the content and interrelationships of the source data fields, we develop a set of Transformation Routines for each source. These routines both describe and transform source data so that it can flow into the database. A major focus of the transformation relates to making key data elements consistent across all data sources to facilitate enhancements to the data, merging data from multiple sources, report preparation, and comparisons to internal and external benchmark data. The types of standardization we perform include calculations on financial fields to obtain consistently defined charge and payment fields, mapping all equivalent values to a single value, and mapping data such as place of service, type of service, and provider type to standard values. Our staff use a combination of third party and we developed tools and standards to assist with the transformation process.

- **Set-up Technical Environment:** During the early part of this phase, we work with IME to set up the technical environment for the initial database. In a service center arrangement, IME is not responsible for most of the technical setup tasks except for the establishment of user PCs and a network contact to establish data communications links into the network. To complete the technical environment setup, we will:
  - ✓ Develop the technical plan
  - ✓ Procure and set up the hardware system platforms and system software
  - ✓ Configure the physical tables
  - ✓ Prepare the production environment
  - ✓ Create and implement the communications strategy
  - ✓ Set up security protocols and user IDs.

System Test, Build, and Solution Delivery

The objectives of the System Test, Build, and Solution Delivery phase are to test the transformation routines against the database design, modify the routines if needed, build the full production database, and train the system users. The main tasks during this phase are:

- **Finalize Test Plan:** We have created a robust set of tests that are performed during the System Testing phase and the Production Build phase. This test plan includes a series of queries that are run against the database to verify that the database is consistent with the specifications and reconciles to control reports provided by the IME and other data suppliers. The test plan includes critical areas that IME is most interested in defining within their database. We test to ensure that field values meet expected valid values (e.g., age is between 0-115), relationships of fields make sense (Service Date <= Paid Date), guidelines for expected results match our standards (e.g., top 10 DRGs), and transformations were done correctly (e.g., fields mapped correctly). IME has the opportunity to provide input into the Test Plan document.

- **Conduct System Testing:** During this iterative process, we identify problems or errors in the transformation routines or build process that need to be fixed in order to produce a high quality production database. The build software takes the data and builds a relational, integrated health information data repository. This sophisticated software makes clinical assignments, performs edit checks, reports on data quality, builds inpatient admissions and episodes of care, reconciles the data, and integrates multiple types and formats of data into a single data platform. System testing involves the iterative building of small databases (using a subset of IME's raw data) focused on testing the latest data transformation enhancements. Each test base is designed to test the accuracy of the transformation, enhancement, and build processes; identify errors; and confirm the database logic.

  By testing the build process in this way, we can identify and correct problems before expending effort and resources on the full data repository processing. Each System Test run produces a series of Pass/Fail results from the Test Plan. During the final stages of this

testing, we share these results with IME and jointly agree on the process for next steps including prioritization of issues, error resolution, and timing for production.

Build Production Database: Once issues identified through system testing are resolved, the execution of the transformation and build process on the full production database occurs. We perform database testing on this full database using the same Test Plan to ensure that issues are corrected and to identify any new issues that may be introduced by data not used in the system test runs. These test results are shared with IME.

- **User Testing:** When we develop the system test plan, we recommend that IME or the Core contractor develop the user test plan (UT). The UT includes a series of queries that the IME Test Team runs against the database to verify that the database is consistent with the specifications and documented requirements and reconciles to control reports provided by the IME from the DW/DS system. Although the construction of the test plan, running the tests, and reporting the results are determined by the IME, the HCE team provides the assistance the IME needs.

- **Corrective Action Report:** When all the test results have been identified, we document any unresolved discoveries and the solution plan and timetable to implement the solution. For example, a user may discover missing data that was not identified in the RFP, requirements sessions or Data Summit. We would list that test result and identify a solution(s) to correct this discovery.

- **Assess Production Database Quality:** We implement a quality assessment process to support IME in evaluating initial data quality and achieving continued improvement in database quality with each update. The quality edits are performed during system testing as part of the initial database installation. Quality checks evaluate the data for completeness, validity, and reasonableness. As mentioned earlier, our philosophy is that giving access to useful data (not perfect data) is very powerful for our customers. They can then assess more realistically where to focus data quality improvements once they are making decisions using the available data. We deliver the Key Facts Document at the completion of the initial database build. This report summarizes the data quality in terms of validity, completeness, and reasonability of the data included in the database.

- **Release Production Database:** Once we complete the testing process and user ID's for the system are activated, we release the Production Database for operational use. Typically, any needed training is done using Thomson Reuters' training database and the IME's database.

Training

As described in response to 6.1.4, Thomson Reuters provides training and education services for its analytic staff that are focused on the needs of users, based on their anticipated level of use. Additionally, Thomson Reuters will work with the IME to determine its training needs for understanding the overall capabilities of the Data Analytics solution.

Database Updates

Once the database contains the desired amount of data, the oldest period of data rolls off the database during subsequent updates, and the newest period is integrated into the database, resulting in a "rolling" on-line database. Claims incurred prior to the start of the most recent paid period but paid within the period are retained on-line for immediate access. Each database update entails source data verification, data transformations, the database build, data quality documentation, and historic data roll-off. Database update cycles are performed in a way that minimizes disruption to user access. Thomson Reuters launches the update process following receipt and verification of all required data from the DW/DS system.

Time Management

The Thomson Reuters Project Management Toolkit is a client-centric software provider which has the skill and flexibility to incorporate the IME's project management methodology and/or the Thomson Reuters Software Project Management Toolkit into the management of this project.

The Thomson Reuters Software Project Management Toolkit is a repository of tools, templates, samples, and information designed to assist in the ongoing management of Thomson Reuters system implementation projects. Many types of documents are contained in the Thomson Reuters Toolkit:

- Templates for project planning documents and deliverables
- Templates for technical deliverables
- Checklists
- Microsoft Project Plan
- PowerPoint presentations
- Stakeholder communications
- Documents to assist in executing various phases of an implementation project.

Confidential Information – Not to Be Released to Third Parties

Structure of the Toolkit

Thomson Reuters describes in this section the structure and contents of their Project Management Toolkit.

End of Confidential Information

The Toolkit is a resource to be used as needed by Thomson Reuters Project Managers. Along with standard Microsoft Project Plans, the Toolkit defines the Thomson Reuters Project Management Methodology.

As new project deliverables are generated, they are filed in this new Project Folder so that there is a repository for project documentation.

Thomson Reuters PMP Resources on the Web

Additional PMP resources are available to the Thomson Reuters Project Team from the Thomson Reuters Project Management Office via the Thomson Reuters Medicare-Medicaid Project Management Office intranet web site. This site provides Project Managers and team members with a set of supporting materials as well as a forum for discussion. In particular, the site includes a copy of the toolkit and a set of Policies and Procedures for managing Medicaid Customer implementation projects.

7.2.7.2 IME Contract Phases

The Iowa Medicaid Enterprise Program Integrity RFP requires that bidders produce a project plan for each phase of the contract: transition phase, operations phase, and turnover phase. Each phase has specific objectives, tasks and deliverables, all of which are directed toward the continual support of the Medicaid program as described in the RFP. This section will describe the phases of the project and demonstrate our understanding of the activities and deliverables associated with each phase.

7.2.7.2.1 Transition Phase

This phase of the contract relates to all actions necessary for the new program integrity contractor to prepare for their operational responsibilities for the IME.

The transition time frame starts immediately after contract award and is a critical phase of this project. During this transition phase, HCE will integrate and train staff, including our subcontractor, Thomson Reuters. HCE will leverage our experience to orient all team members to the project. Deliverables, roles, and responsibilities are clearly defined, both with the team and in our project Management Plan, providing a productive start to the project.

During the transition, we will work closely with the IME to make key project decisions collaboratively. We will provide the IME with a detailed description of our project approach, staffing, and project plan, and the IME will share with us their goals, objectives, vision, and challenges related to this implementation. We will work collaboratively with the IME and other stakeholders to develop a plan for success. Our management team has experience with guiding

our staff through successful implementations. We remain flexible and will adapt to changing project needs and requirements from the IME as needed.

HCE is prepared to promptly begin work on the project. HCE and Thomson Reuters are staffing nearly all positions with existing employees, thus minimizing the acquisition of staff and delays attendant to the hiring process. Our recruiting efforts will enable us to fully staff this project within two weeks of contract start. Key personnel will be in place 30 days prior to contract start. As such, we can begin work immediately upon award.

Our team members have extensive experience in data mining and reviewing providers for our Medicaid customers, as well as extensive experience in program integrity analysis from a variety of recent engagements.

Transition Phase Tasks

This section provides a view of the tasks and activities conducted during the Transition phase that will enable our team to become fully operational and productive. The major activities conducted during the transition phase are broken down into the following categories: Planning Task, Operational Prereadiness Task, and Operational Readiness Task.

The task list provided on the following pages is organized by the tasks above and provides a comprehensive view of the tasks performed and deliverables developed during the transition period. For ease of review, we note the IME requirement from the RFP in bold next to each corresponding activity. Other activities that do not have a bolded reference following the activity are our best practices. By the end of the transition period the activities listed below will all have taken place and deliverables submitted.

Planning Task

During this activity, HCE and Thomson Reuters shall acquire an expanded knowledge of the Iowa medical assistance programs and the detailed requirements of the IME for program integrity. We will also review the proposed transition plan with the Department's contract management staff and update the work plan to ensure complete understanding and integration of various transition tasks and activities. (Planning Task 4.3.1.1)

We utilize a structured approach to begin every project. This allows transition of the IME functions in an efficient and timely manner with minimal impact on providers, members, and the Department. Planning task activities will include but are not limited to the following:

- Establish a Department-approved project team and establish reporting requirements and communication protocols with the Department's contract manager.
    - We will prepare and submit a project management plan for the transition phase to the Department for approval. (4.3.1.1.3, (a) Contractor Responsibilities)
    - We will prepare and submit transition and operations staffing plans to the Department for approval. (4.3.1.1.3, (b) Contractor Responsibilities)

  - We will prepare and submit modifications to the operational procedures as appropriate to the Department for approval. (4.3.1.1.3, (c) Contractor Responsibilities)
  - We will review the turnover plan from the current contractor. (4.3.1.1.3, (d) Contractor Responsibilities)

- Prepare the transition plan with approval from the Department's contract manager.
- Key Deliverables to be completed during the Planning Task are:
  - Transition Project Plan (4.3.1.1.4, (a) Deliverables)
  - Transition Staffing Plan (4.3.1.1.4, (b) Deliverables)
  - Operations Staffing Plan (4.3.1.1.4, (c) Deliverables)
  - Operational Procedures Sign-Off (4.3.1.1.4, (d) Deliverables)

- HCE and Thomson Reuters will rely upon the Department for the following responsibilities during the Planning Task (4.3.1.1.2 State Responsibilities):
  - Approve key personnel
  - Provide access to all current systems and operational procedures documentation
  - Provide responses to policy questions
  - Review and approve contract deliverables
  - Review and approve all plans
  - Review and approve project control and status reporting protocols
  - Provide official approval to proceed to the operational readiness activity upon completion of all planning task activities.

Operational Pre-readiness Task

During this activity, the HCE team shall focus on preparing to assume and start operations in the following areas: Staffing, Staff Training, Operational Procedures, and Iowa Medicaid Policy. (Operational Prereadiness Task 4.3.1.2) Operational prereadiness will focus on assessing our readiness to assume and start operations in following areas:

- Staffing (4.3.1.2 (a) Operational Prereadiness Task)
  - Finalize HCE Project Team staff recruiting, start dates, and integration for this project
  - Formally assign resources to the Project Team, provide the resources with the proper project code for tracking time, the proper methods for recording time, and schedule each team member's training (that is to be competed during the Transition).
  - Identify training needs, sources of training, timing, and logistics.

- Staff Training (4.3.1.2 (b) Operational Prereadiness Task)
  - Schedule training for specific staff and all-staff training to be held during and at the end of the transition period.
  - Conduct Staff Training (4.3.1.2.3, (d) Contractor Responsibilities) Training Includes but is not limited to:

- ✓ MMIS and workflow process management training
- ✓ Tracking system training
- ✓ DW/DS system training
- ✓ Iowa Medicaid Policy
- ✓ Operational Procedures

- Provide updated operations documentation (4.3.1.2 (c) Operational Prereadiness Task)
  - Prepare and complete an operational readiness checklist (4.3.1.2.1, (a) Activities)
  - Develop a comprehensive check-off list of its start-up activities. (4.3.1.2.3, (a) Contractor Responsibilities)
  - Assess operational readiness (4.3.1.2.1, (b) Activities)
  - Implement corrective action plan as necessary (4.3.1.2.1, (c) Activities)
  - Prepare for installation, configuration and operation of data analytics tools and services (4.3.1.2.1, (d) Activities)
  - Prepare weekly progress reports (4.3.1.2.1, (e) Activities)
  - Monitor operational readiness preparations (4.3.1.2.1, (f) Activities)
  - Provide the Department assurance that all check-off activities have been satisfactorily completed and signed-off by the Department (4.3.1.2.3, (b) Contractor Responsibilities)
  - Develop and implement a corrective action plan for all outstanding activities for review and approval by the Department (4.3.1.2.3, (c) Contractor Responsibilities)
  - Obtain a written sign-off from the Department to begin transition (4.3.1.2.3, (e) Contractor Responsibilities)
  - Gather and document all IME technical and operational requirements pertaining to data analytics services and tools ((4.3.1.2.3, (f) Contractor Responsibilities)
  - Prepare project plans for development, configuration, testing and deployment of data analytics tools, including any system interfaces or modifications required for interoperability with IME data systems ((4.3.1.2.3, (g) Contractor Responsibilities)

Key Deliverables to be completed during the Operational Prereadiness Task are:

- Completed checklist matrix for the contractor's operations (4.3.1.2.4, (a) Deliverables)
- Completed checklist matrix for all training activities (4.3.1.2.4, (b) Deliverables)
- Completed checklist matrix for all interface operations (4.3.1.2.4, (c) Deliverables)
- Completed weekly status report (4.3.1.2.4, (d) Deliverables)
- Updated operational procedures documents as appropriate (4.3.1.2.4, (e) Deliverables)
- Comprehensive requirement documents and project plans for data analytics tools and services (4.3.1.2.4, (f) Deliverables)

HCE will rely upon the Department for the following responsibilities during the Operational Prereadiness Task (4.3.1.2.2 State Responsibilities):

- Review and approve operational readiness checklist
- Respond to contractor inquiries related to program policy
- Assure provision of training in data and phone systems as appropriate for the contractor
- Review the weekly progress reports
- Approve corrective action plans developed by the contractor
- Approve requirements documents and project plans

Operational Readiness Task

During this activity, we will ensure that we are ready to meet our operational responsibilities under the IME and that we have obtained Department approvals to begin operations. To be ready for operations, this task will focus on satisfying all the functional requirements specified under the RFP and documented during the planning and operational prereadiness activities.

Activities during this task period include:

- Finalizing operations documentation (4.3.1.3.1 (a) Activities)
- Finalizing interfaces (4.3.1.3.1 (b) Activities)
- Occupying permanent space in IME facilities (4.3.1.3.1 (c) Activities)
- Executing operational readiness checklist (4.3.1.3.1 (d) Activities)
- Implementing corrective action plan for any problems identified (4.3.1.3.1 (e) Activities)
- Monitoring operational readiness preparations (4.3.1.3.1 (f) Activities)
- Prepare and obtain Department approval of end-user training plans and materials for data analytics services and tools and conduct end-user training (4.3.1.3.3 (a) Contractor Responsibilities)
- Produce and update all operations documentation and obtain Department approval of each iteration (4.3.1.3.3 (b) Contractor Responsibilities)
- Establish Department-approved interfaces, as necessary, to other component contractors and the Department (4.3.1.3.3 (c) Contractor Responsibilities)
- Develop and obtain Department approval of operations schedule (4.3.1.3.3 (d) Contractor Responsibilities)
- Complete all training and produce training report for Department review and approval (4.3.1.3.3 (e) Contractor Responsibilities)
- Obtain written approval from the Department to start operations (4.3.1.3.3 (f) Contractor Responsibilities)

Key Deliverables to be completed during the Operational Readiness Task are:

- Completed operational readiness checklist (4.3.1.3.4, (a) Deliverables)
- Final documentation and operational procedures (4.3.1.3.4, (b) Deliverables)
- Data analytics tools (for data mining, data analytics, predictive modeling,postpayment review and fraud detection functions) that are operational and fully fit for use in conformance with IME's policies and requirements (4.3.1.3.4, (c) Deliverables)

- Interfaces or other mechanisms required for full interoperability between the data analytics tools and IME data systems (4.3.1.3.4, (d) Deliverables)
- Reports, dashboards, queries and other such data analytics output as may be required by IME (4.3.1.3.4, (e) Deliverables)
- Training report following completion of data analytics tools and services training (4.3.1.3.4, (f) Deliverables)

HCE will rely upon the Department for the following responsibilities during the Operational Readiness Task (4.3.1.3.2 State Responsibilities):

- Respond to contractor inquiries related to program policy and requirements
- Review, comment, test, and if correct, approve all deliverables associated with this task
- Approve the corrective action plan developed by the contractor
- Approve training completion

7.2.7.2.2 Operations Phase

During this phase of the implementation, the operations phase is the daily performance of all required activities by the new contractor. Because of the risk created by the complexity of this procurement, we will describe required coordination and safeguards to assure a successful operation of the Iowa Medicaid Enterprise.

Activities during this phase include:

- Implementation of SURS activities including data mining and profiling, reviews, case follow-up and reporting, appeals, and review of performance standards
- Implementation of Medical Necessity reviews, including performance of monthly sampling, reviews, and development and submission of quarterly reports
- Implementation of the MVM program, including development of quality and performance measures, identification and implementation of projects, and monthly reporting
- Implementation of the Investigation function, including performance of investigations based on research and referrals, development of status reports, and development of data mining protocols
- Implementation of DataProbe for the Data Analytics function, including development of the database model and dashboards, defining transformation logic, development of transformation scripts, testing, training, and state testing

Key Deliverables to be completed during the Operations Phase are:

- Development and submission of monthly and quarterly SURS reports
- Development and submission of quarterly Medical Necessity reports
- Development of MVM program quality and performance measures
- Development and implementation of MVM projects
- Development and submission of monthly MVM reports
- Development and submission of Investigation status reports

- Development of Investigation data mining protocols
- Development of DataProbe database model
- Completion of DataProbe transformation design
- Completion of DataProbe conversion scripts
- Completion of DataProbe test plan
- Completion of DataProbe database development
- Completion of DataProbe dashboards and reports
- Completion of DataProbe training
- Approval of DSS base
- Release of DataProbe system for production
- Delivery of Production DataProbe dashboards and reports

7.2.7.2.3 Turnover Phase

The turnover phase is activated when the state contractually transfers responsibility for the operations function to a new entity (such as a newly awarded contractor). The turnover phase is the time period near the end of the operations phase of the contract awarded by this RFP. We will provide a commitment for full cooperation during the turnover responsibility that comes at the end of the contract term awarded by this RFP, including preparation of a turnover plan when the Department requests it.

Activities during this phase include:

- Preparing and submitting a turnover plan and turnover staff list
- Scheduling meetings with the State and new Contractor
- Meeting with the new Contractor for turnover
- Listing and submitting to the State current inventories, correspondence, and other operational documentation
- Suspending responses to requests as appropriate
- Suspending research for new audits
- Suspending on-site reviews
- Completing outstanding reviews to reasonable completion status
- Prepare and provide inventory of pending adjustments, uncollectable reviews, and pending recoupments
- Provide open case status report to the new Contractor and the IME Program Integrity Director
- Provide inventory of open hearing and appeal cases, cases referred to MFCU, and any reports due to the State within 15 days of the new Contract
- Providing a list of current data analysis and projects
- Meeting with the State, Core contractor and the new Contractor regarding interfaces
- Meeting with the MVM project team and new Contractor

Key Deliverables to be completed during the Turnover phase are:

- Submission and approval of turnover plan
- Meeting with State and new Contractor

- Completion of open cases to a reasonable state of completion
- Provide inventory of open cases, pending adjustments, uncollectable reviews, pending recoupments, open hearing and appeal cases, and cases referred to MFCU
- Effectively transition all operations to new Contractor

7.2.7.3 Work Breakdown Structure (WBS)

The IME requests that in addition to task lists and corresponding start and end dates, the project plans for each phase will include a calendar-year-based schedule for all tasks (including operational tasks), specify the allocation of resources by job for those tasks, and identify the timeframes in which the tasks will occur.

HCE and Thomson Reuters have a thorough understanding of the work that is required of a state Program Integrity project implementation based on our experience with other similar projects. Our Work Breakdown Structure (WBS) organizes and breaks down the project into tasks and sub-tasks based on the anticipated contract scope of work. The WBS is used to determine and understand the scope of the project, outline project deliverables, and to track tasks through completion.

Our team has prepared a comprehensive draft WBS for this project. The WBS and the corresponding project schedule will be updated when the IME Project Officer provides more specificity related to the scope of work to be conducted during our project Transition phase. We will continually update the project schedule and Management Plan in Microsoft Project throughout the life of the contract.

In this section, we provide the following:

- A high level overview of the WBS
- Detailed view of the WBS

High Level Overview of the WBS

The graphic below illustrates a high-level view of the WBS for the IME Program Integrity contract. You will notice that we include a pre-award task in our WBS/Project Schedule to provide CMS insight into the activities we perform prior to award, but the time spent on the pre-award activities is not charged to the IME. This high-level view provides an overview of the major project activities and does not include all the detailed tasks that are provided in **Figure 2**, Detailed Project Activity Schedule.

Figure 2—Overview of a Project Activity Schedule

The WBS is a graphic representation of the detailed Management Plan's Project Schedule. As documented in the *Project Management Institute's A Guide to the Project Management Body of Knowledge (PMBOK)*, the WBS is an overview of the elements of the deliverables that outline and define the total scope of work of the project. Each descending level represents an increasingly detailed definition of the project work. The resulting WBS is a graphical, hierarchical chart, logically organized from top to bottom. Each item noted on the Project Schedule/Plan has a unique number used to locate and identify it. After it is created, the Management Plan's Project Schedule becomes the hub of information and communication for the project. Time and cost estimates are mapped back to it, work is measured against it, and deliverables are ultimately compared to it.

The preliminary WBS presented on the following pages will be amended, as necessary, when the project is awarded.

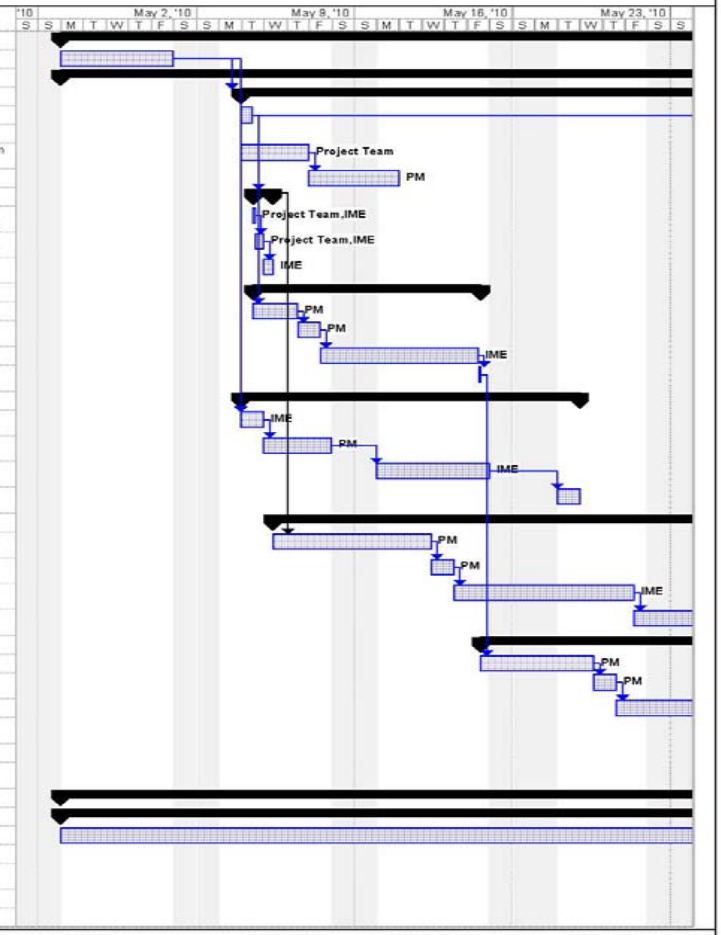
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

TRANSITION PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Transition Phase

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	**IME Program Integrity Project**	**8.4 wks**	**Mon 5/3/10**	**Wed 6/30/10**		
2	Execution of Contract	1 wk	Mon 5/3/10	Fri 5/7/10		
3	**Transition Phase**	**8.4 wks**	**Mon 5/3/10**	**Wed 6/30/10**		
4	**Planning**	**7.2 wks**	**Tue 5/11/10**	**Wed 6/30/10**	**2FS+1 day**	
5	Establish Project Team	0.1 wks	Tue 5/11/10	Tue 5/11/10		
6	Approve Key Personnel	0.4 wks	Tue 6/29/10	Wed 6/30/10	5	IME
7	Review Turnover Plan for MVM from IFMC (other areas are new or current work)	0.6 wks	Tue 5/11/10	Thu 5/13/10		Project Team
8	Prepare Contract and Project Deliverables List	0.4 wks	Fri 5/14/10	Mon 5/17/10	7	PM
9	**Project Controls and Status Reporting**	**0.15 wks**	**Tue 5/11/10**	**Wed 5/12/10**	**5**	
10	Establish Status Reporting and Communication Protocols	0.05 wks	Tue 5/11/10	Tue 5/11/10		Project Team,IME
11	Review Status Reporting CommunicationsProtocols	0.05 wks	Tue 5/11/10	Tue 5/11/10	10	Project Team,IME
12	Approve Status Reporting and Communication Protocols	0.05 wks	Wed 5/12/10	Wed 5/12/10	11	IME
13	**Transition Phase Staffing Plan**	**1.65 wks**	**Tue 5/11/10**	**Fri 5/21/10**		
14	Prepare Transition Phase Staffing Plan	0.4 wks	Tue 5/11/10	Thu 5/13/10	5	PM
15	Submit Transition Phase Staffing Plan for Sign-off	0.2 wks	Thu 5/13/10	Fri 5/14/10	14	PM
16	Review Transition Phase Staffing Plan	1 wk	Fri 5/14/10	Fri 5/21/10	15	IME
17	**MILESTONE: Obtain Sign-off for Transition Phase Staffing Plan**	**0.05 wks**	**Fri 5/21/10**	**Fri 5/21/10**	**16**	
18	**Operational Procedures**	**2 wks**	**Tue 5/11/10**	**Tue 5/25/10**		
19	Provide access to all current operational procedures documentation	0.2 wks	Tue 5/11/10	Tue 5/11/10	2	IME
20	Prepare and submit modifications to the operational procedures - as appropriate	0.8 wks	Wed 5/12/10	Fri 5/14/10	19	PM
21	Develop operational procedures for Data Analytics, Medical Necessity, Medicaid Value Management,	1 wk	Mon 5/17/10	Fri 5/21/10	20	IME
22	**MILESTONE: Obtain Sign-off for Operational Procedures**	**0.2 wks**	**Tue 5/25/10**	**Tue 5/25/10**	**21**	
23	**Transition Phase Plan**	**2.4 wks**	**Wed 5/12/10**	**Mon 5/31/10**		
24	Prepare Transition Phase Project Management Plan	1 wk	Wed 5/12/10	Wed 5/19/10	9	PM
25	Submit Transition Phase Project Management Plan for Sign-off	0.2 wks	Wed 5/19/10	Thu 5/20/10	24	PM
26	Review Transition Phase Project Manageagment Plan	1 wk	Thu 5/20/10	Fri 5/28/10	25	IME
27	**MILESTONE: Obtain Sign-off for Transition Phase Project Management Plan**	**0.2 wks**	**Fri 5/28/10**	**Mon 5/31/10**	**26**	**IME**
28	**Operations Phase Staffing Plan**	**1.8 wks**	**Fri 5/21/10**	**Fri 6/4/10**		
29	Prepare Operations Phase Staffing Plan	0.4 wks	Fri 5/21/10	Wed 5/26/10	17	PM
30	Submit Operations Phase Staffing Plan for Approval	0.2 wks	Wed 5/26/10	Thu 5/27/10	29	PM
31	Review Operations Phase Staffing Plan	1 wk	Thu 5/27/10	Thu 6/3/10	30	IME
32	**MILESTONE: Obtain Sign-off for Operations Phase Staffing Plan**	**0.2 wks**	**Thu 6/3/10**	**Fri 6/4/10**	**31**	
33	Update Workplan as needed	0 wks	Wed 6/30/10	Wed 6/30/10	32	PM
34	**MILESTONE: Obtain Official Approval to Proceed to Operational Readiness Phase**	**0 wks**	**Fri 6/4/10**	**Fri 6/4/10**	**32**	
35	**Operational Prereadiness**	**8.4 wks**	**Mon 5/3/10**	**Wed 6/30/10**		
36	**Staffing**	**4 wks**	**Mon 5/3/10**	**Mon 5/31/10**		
37	**MILESTONE: Staffing Identified**	**4 wks**	**Mon 5/3/10**	**Mon 5/31/10**		
38	**Staff Training**	**2 wks**	**Tue 6/1/10**	**Mon 6/14/10**	**37**	
39	Conduct Training on Data and Telephone Systems	0.2 wks	Tue 6/1/10	Tue 6/1/10		IME
40	Conduct Tracking System Training	0.2 wks	Wed 6/2/10	Wed 6/2/10	39	IME
41	Conduct DWIDS System Training	0.2 wks	Thu 6/3/10	Thu 6/3/10	40	IME



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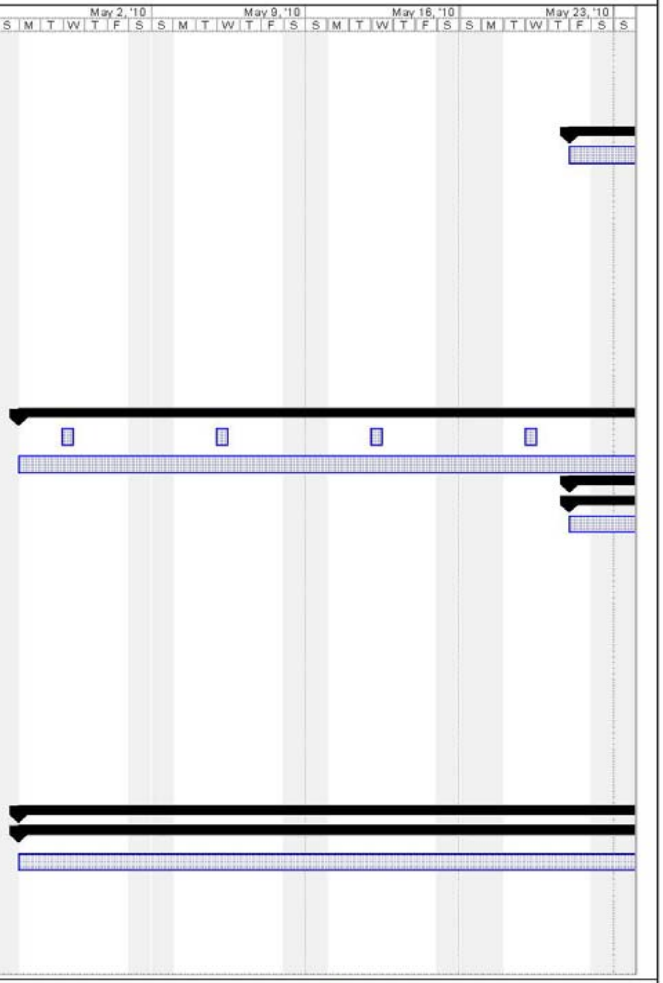
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

TRANSITION PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Transition Phase

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
42	Conduct MMIS and Workflow Process Management Training	0.2 wks	Fri 6/4/10	Fri 6/4/10	41	CORE MMIS
43	Conduct Operational Procedures Training	0.2 wks	Mon 6/7/10	Mon 6/7/10	42	PM
44	Review Iowa Medicaid Policy	1 wk	Tue 6/8/10	Mon 6/14/10	43	Project Team
45	**MILESTONE: Training and Training Checklist Matrix Completed**	**0 wks**	**Mon 6/14/10**	**Mon 6/14/10**	**44**	
46	**Operational Readiness Checklist**	**4.8 wks**	**Fri 5/28/10**	**Wed 6/30/10**		
47	Prepare Operational Readiness Checklist	0.4 wks	Fri 5/28/10	Mon 5/31/10		PM
48	Develop comprehensive checklist of all start-up activities	0.4 wks	Tue 6/1/10	Wed 6/2/10	47	PM
49	Submit Operational Readiness Checklist to IME For Review	0.2 wks	Thu 6/3/10	Thu 6/3/10	48	PM
50	Make Changes to the Checklist based on IME review	0.2 wks	Fri 6/11/10	Fri 6/11/10	49	PM
51	Resubmit Operational Readiness Checklist to IME for Review, as needed	1 wk	Mon 6/14/10	Fri 6/18/10	50	
52	Update Operations Documentation as needed	0.2 wks	Mon 6/21/10	Mon 6/21/10	51	PM
53	**MILESTONE: Operational Readiness Checklist Approved**	**0.2 wks**	**Wed 6/30/10**	**Wed 6/30/10**	**52**	
54	**Corrective Action Plan**	**0.6 wks**	**Fri 6/4/10**	**Wed 6/9/10**		
55	Develop Corrective Action Plan for all outstanding activities	0.2 wks	Fri 6/4/10	Mon 6/7/10	34	PM
56	Review Corrective Action Plan	0.2 wks	Mon 6/7/10	Tue 6/8/10	55	IME
57	Approve Corrective Action Plan	0.2 wks	Tue 6/8/10	Wed 6/9/10	56	IME
58	**Project Control Activities**	**8.3 wks**	**Mon 5/3/10**	**Wed 6/30/10**		
59	**Prepare and Submit Weekly Progress Report**	**7.9 wks**	**Wed 5/5/10**	**Wed 6/30/10**		
69	Monitor Operational Readiness Preparations	4.8 wks	Mon 5/3/10	Fri 6/4/10		PM
70	**Requirements Gathering**	**4.8 wks**	**Fri 5/28/10**	**Wed 6/30/10**		
71	**Data Analytics Requirements**	**4.8 wks**	**Fri 5/28/10**	**Wed 6/30/10**		
72	Gather and Document all IME Technical and Operational Data Analytics Requirements	2 wks	Fri 5/28/10	Thu 6/10/10		DM,AC
73	Submit Data Analytics Requirements for Review	0.2 wks	Fri 6/11/10	Fri 6/11/10	72	PM
74	Review Data Analytics Requirements Document	2 wks	Mon 6/14/10	Fri 6/25/10	73	IME
75	Make any changes required and resubmit for review	0.6 wks	Mon 6/28/10	Wed 6/30/10	74	DM,AC
76	**MILESTONE: Comprehensive Data Analytics Requirements Documents Approved**	**0 wks**	**Wed 6/30/10**	**Wed 6/30/10**	**75**	
77	**Data Analytics Project Plans**	**2.8 wks**	**Fri 6/11/10**	**Wed 6/30/10**		
78	Prepare Data Analytics Project Plans required for interoperability with IME data systems	1 wk	Fri 6/11/10	Thu 6/17/10	72	PM
79	Submit Data Analytics Project Plans for Review	0.2 wks	Fri 6/18/10	Fri 6/18/10	78	PM
80	Review Data Analytics Project Plans	1 wk	Mon 6/21/10	Fri 6/25/10	79	IME
81	Make any changes required and resubmit for review	0.6 wks	Mon 6/28/10	Wed 6/30/10	80	PM
82	**MILESTONE: Comprehensive Data Analytics Project Plans Approved**	**0 wks**	**Wed 6/30/10**	**Wed 6/30/10**	**81**	
83	**MILESTONE: Interface Operations Checklist Matrix Completed**	**0 wks**	**Wed 6/30/10**	**Wed 6/30/10**	**81**	
84	**Data Analytics Tools Preparations**	**4 wks**	**Mon 5/3/10**	**Mon 5/31/10**		
85	**Prepare for Installation, Configuration and Operations**	**4 wks**	**Mon 5/3/10**	**Mon 5/31/10**		
86	Procure Server(s)/Server Setup	4 wks	Mon 5/3/10	Mon 5/31/10		
87	**MILESTONE: Obtain Written IME Sign-off to begin transition**	**0 wks**	**Fri 6/4/10**	**Fri 6/4/10**	**69**	
88	**Operational Readiness**	**3.6 wks**	**Mon 6/7/10**	**Wed 6/30/10**		
89	**Execute and Complete Operational Readiness Checklist**	**3.6 wks**	**Mon 6/7/10**	**Wed 6/30/10**		
90	Track and Respond to all problem conditions reported	3.6 wks	Mon 6/7/10	Wed 6/30/10	87	PM



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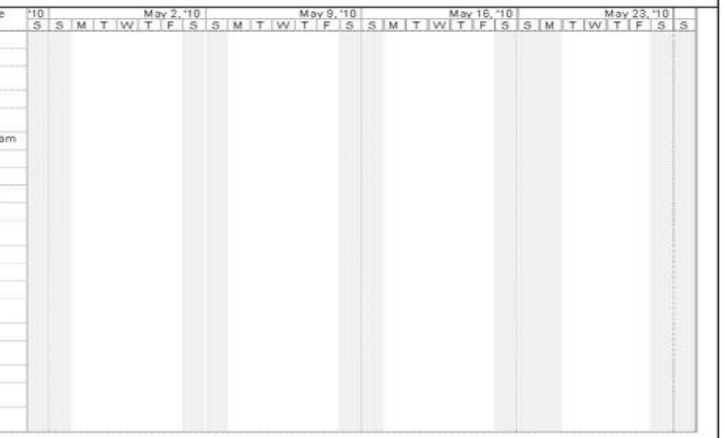
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

TRANSITION PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Transition Phase

ID		Task Name	Duration	Start	Finish	Predecessors	Resource Names
91		Monitor Operational Readiness Preparations	3.6 wks	Mon 6/7/10	Wed 6/30/10	87	PM
92		Finalize Operations Documentation	2 wks	Fri 6/11/10	Thu 6/24/10	72	PM
93		Establish Interfaces to other component contractors as necessary	3 wks	Mon 6/7/10	Fri 6/25/10	87	PM
94		Finalize Interfaces	3 wks	Mon 6/7/10	Fri 6/25/10	87	DM
95		Submit reports, dashboards, queries, and other outputs (as available) required by IME	2 wks	Thu 6/17/10	Wed 6/30/10	87	
96		Occupy Permanent Space in IME Facilities	0.2 wks	Wed 6/30/10	Wed 6/30/10	87	Project Team
97		**Operations Schedule**	**2.8 wks**	**Fri 6/11/10**	**Wed 6/30/10**		
98		Develop Operations Schedule	0.8 wks	Fri 6/11/10	Tue 6/15/10	92FS-10 days	
99		Submit Operations Schedule for Approval	0.2 wks	Wed 6/16/10	Wed 6/16/10	98	
100		Review Operations Schedule	2 wks	Thu 6/17/10	Wed 6/30/10	99	IME
101		**MILESTONE: Obtain Operations Schedule Approval**	**0 wks**	**Wed 6/30/10**	**Wed 6/30/10**	**100**	
102		**Corrective Action Plan**	**2.6 wks**	**Mon 6/7/10**	**Wed 6/23/10**		
103		Prepare and Submit Corrective Action Plan	0.2 wks	Mon 6/7/10	Mon 6/7/10	99FS-18 days	PM
104		Review and Approve Corrective Action Plan	0.2 wks	Tue 6/8/10	Tue 6/8/10	103	IME
105		Implement Corrective Action Plan for any problems identified	2.2 wks	Wed 6/8/10	Wed 6/23/10	104	PM
106		**Training**	**1.2 wks**	**Wed 6/23/10**	**Wed 6/30/10**		
107		Complete All Training and Submit Training Report for Approval	0.2 wks	Wed 6/23/10	Wed 6/23/10		
108		Review Training Report	1 wk	Thu 6/24/10	Wed 6/30/10	107	
109		**MILESTONE: Obtain Training Report Approval**	**0 wks**	**Wed 6/30/10**	**Wed 6/30/10**		
110		**MILESTONE: Obtain written approval from the Department to start operations.**	**0 wks**	**Wed 6/23/10**	**Wed 6/23/10**	**105**	



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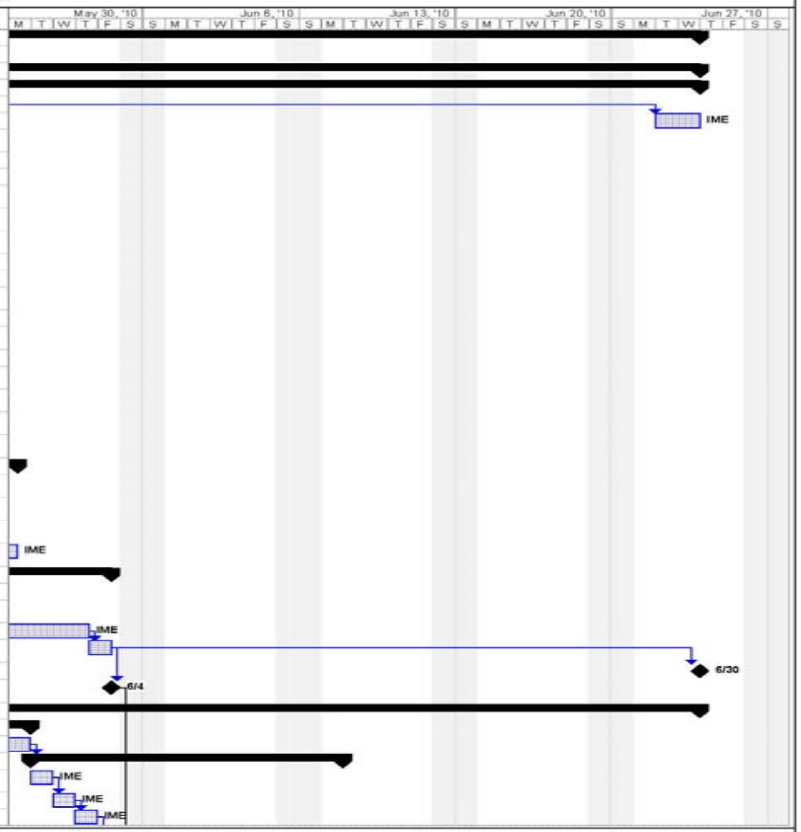
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

TRANSITION PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Transition Phase

ID		Task Name	Duration	Start	Finish	Predecessors
1		**IME Program Integrity Project**	**8.4 wks**	**Mon 5/3/10**	**Wed 6/30/10**	
2		Execution of Contract	1 wk	Mon 5/3/10	Fri 5/7/10	
3		**Transition Phase**	**8.4 wks**	**Mon 5/3/10**	**Wed 6/30/10**	
4		**Planning**	**7.2 wks**	**Tue 5/11/10**	**Wed 6/30/10**	**2FS+1 day**
5		Establish Project Team	0.1 wks	Tue 5/11/10	Tue 5/11/10	
6		Approve Key Personnel	0.4 wks	Tue 6/29/10	Wed 6/30/10	5
7		Review Turnover Plan for MVM from IFMC (other areas are new or current work)	0.6 wks	Tue 5/11/10	Thu 5/13/10	
8		Prepare Contract and Project Deliverables List	0.4 wks	Fri 5/14/10	Mon 5/17/10	7
9		**Project Controls and Status Reporting**	**0.15 wks**	**Tue 5/11/10**	**Wed 5/12/10**	**5**
10		Establish Status Reporting and Communication Protocols	0.05 wks	Tue 5/11/10	Tue 5/11/10	
11		Review Status Reporting Communications/Protocols	0.05 wks	Tue 5/11/10	Tue 5/11/10	10
12		Approve Status Reporting and Communication Protocols	0.05 wks	Wed 5/12/10	Wed 5/12/10	11
13		**Transition Phase Staffing Plan**	**1.65 wks**	**Tue 5/11/10**	**Fri 5/21/10**	
14		Prepare Transition Phase Staffing Plan	0.4 wks	Tue 5/11/10	Thu 5/13/10	5
15		Submit Transition Phase Staffing Plan for Sign-off	0.2 wks	Thu 5/13/10	Fri 5/14/10	14
16		Review Transition Phase Staffing Plan	1 wk	Fri 5/14/10	Fri 5/21/10	15
17		**MILESTONE: Obtain Sign-off for Transition Phase Staffing Plan**	**0.05 wks**	**Fri 5/21/10**	**Fri 5/21/10**	**16**
18		**Operational Procedures**	**2 wks**	**Tue 5/11/10**	**Tue 5/25/10**	
19		Provide access to all current operational procedures documentation	0.2 wks	Tue 5/11/10	Tue 5/11/10	2
20		Prepare and submit modifications to the operational procedures - as appropriate	0.6 wks	Wed 5/12/10	Fri 5/14/10	19
21		Develop operational procedures for Data Analytics, Medical Necessity, Medicaid Value Management,	1 wk	Mon 5/17/10	Fri 5/21/10	20
22		**MILESTONE: Obtain Sign-off for Operational Procedures**	**0.2 wks**	**Tue 5/25/10**	**Tue 5/25/10**	**21**
23		**Transition Phase Plan**	**2.4 wks**	**Wed 5/12/10**	**Mon 5/31/10**	
24		Prepare Transition Phase Project Management Plan	1 wk	Wed 5/12/10	Wed 5/19/10	9
25		Submit Transition Phase Project Management Plan for Sign-off	0.2 wks	Wed 5/19/10	Thu 5/20/10	24
26		Review Transition Phase Project Manageagment Plan	1 wk	Thu 5/20/10	Fri 5/28/10	25
27		**MILESTONE: Obtain Sign-off for Transition Phase Project Management Plan**	**0.2 wks**	**Fri 5/28/10**	**Mon 5/31/10**	**26**
28		**Operations Phase Staffing Plan**	**1.8 wks**	**Fri 5/21/10**	**Fri 6/4/10**	
29		Prepare Operations Phase Staffing Plan	0.4 wks	Fri 5/21/10	Wed 5/26/10	17
30		Submit Operations Phase Staffing Plan for Approval	0.2 wks	Wed 5/26/10	Thu 5/27/10	29
31		Review Operations Phase Staffing Plan	1 wk	Thu 5/27/10	Thu 6/3/10	30
32		**MILESTONE: Obtain Sign-off for Operations Phase Staffing Plan**	**0.2 wks**	**Thu 6/3/10**	**Fri 6/4/10**	**31**
33		Update Workplan as needed	0 wks	Wed 6/30/10	Wed 6/30/10	32
34		**MILESTONE: Obtain Official Approval to Proceed to Operational Readiness Phase**	**0 wks**	**Fri 6/4/10**	**Fri 6/4/10**	**32**
35		**Operational Prereadiness**	**8.4 wks**	**Mon 5/3/10**	**Wed 6/30/10**	
36		**Staffing**	**4 wks**	**Mon 5/3/10**	**Mon 5/31/10**	
37		**MILESTONE: Staffing Identified**	**4 wks**	**Mon 5/3/10**	**Mon 5/31/10**	
38		**Staff Training**	**2 wks**	**Tue 6/1/10**	**Mon 6/14/10**	**37**
39		Conduct Training on Data and Telephone Systems	0.2 wks	Tue 6/1/10	Tue 6/1/10	
40		Conduct Tracking System Training	0.2 wks	Wed 6/2/10	Wed 6/2/10	39
41		Conduct DWIDS System Training	0.2 wks	Thu 6/3/10	Thu 6/3/10	40



Project: IME Program Integrity Project
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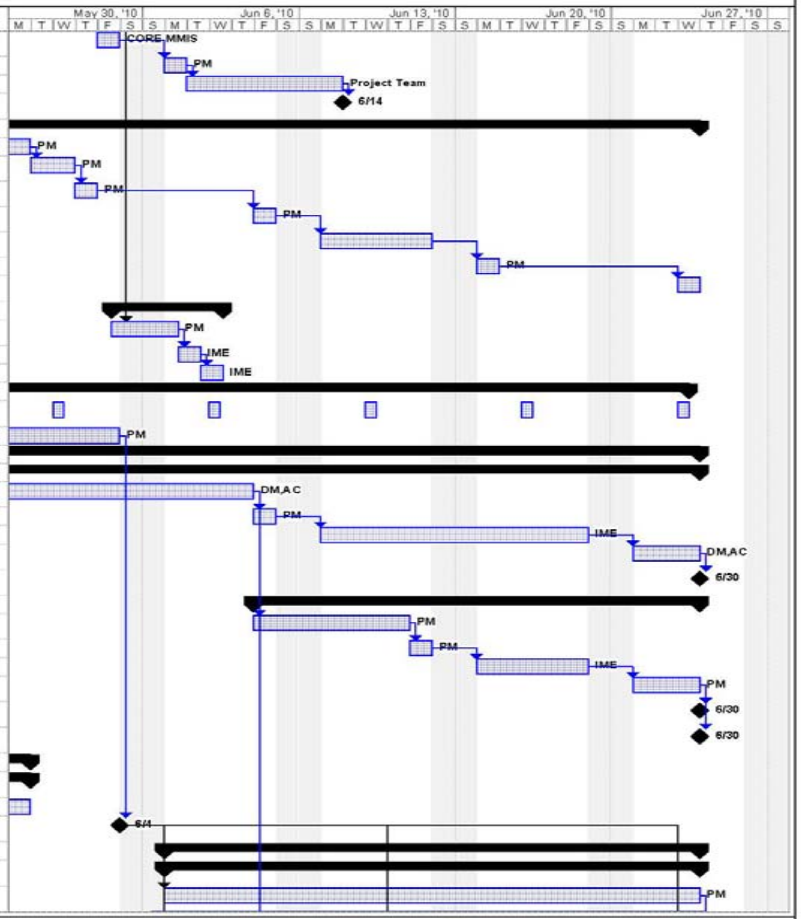
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

TRANSITION PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Transition Phase

ID	Task Name	Duration	Start	Finish	Predecessors
42	Conduct MMIS and Workflow Process Management Training	0.2 wks	Fri 6/4/10	Fri 6/4/10	41
43	Conduct Operational Procedures Training	0.2 wks	Mon 6/7/10	Mon 6/7/10	42
44	Review Iowa Medicaid Policy	1 wk	Tue 6/8/10	Mon 6/14/10	43
45	**MILESTONE: Training and Training Checklist Matrix Completed**	**0 wks**	**Mon 6/14/10**	**Mon 6/14/10**	**44**
46	**Operational Readiness Checklist**	**4.8 wks**	**Fri 5/28/10**	**Wed 6/30/10**	
47	Prepare Operational Readiness Checklist	0.4 wks	Fri 5/28/10	Mon 5/31/10	
48	Develop comprehensive checklist of all start-up activities	0.4 wks	Tue 6/1/10	Wed 6/2/10	47
49	Submit Operational Readiness Checklist to IME For Review	0.2 wks	Thu 6/3/10	Thu 6/3/10	48
50	Make Changes to the Checklist based on IME review	0.2 wks	Fri 6/11/10	Fri 6/11/10	49
51	Resubmit Operational Readiness Checklist to IME for Review, as needed	1 wk	Mon 6/14/10	Fri 6/18/10	50
52	Update Operations Documentation as needed	0.2 wks	Mon 6/21/10	Mon 6/21/10	51
53	**MILESTONE: Operational Readiness Checklist Approved**	**0.2 wks**	**Wed 6/30/10**	**Wed 6/30/10**	**52**
54	**Corrective Action Plan**	**0.8 wks**	**Fri 6/4/10**	**Wed 6/9/10**	
55	Develop Corrective Action Plan for all outstanding activities	0.2 wks	Fri 6/4/10	Mon 6/7/10	34
56	Review Corrective Action Plan	0.2 wks	Mon 6/7/10	Tue 6/8/10	55
57	Approve Corrective Action Plan	0.2 wks	Tue 6/8/10	Wed 6/9/10	56
58	**Project Control Activities**	**8.3 wks**	**Mon 5/3/10**	**Wed 6/30/10**	
59	**Prepare and Submit Weekly Progress Report**	**7.9 wks**	**Wed 5/5/10**	**Wed 6/30/10**	
69	Monitor Operational Readiness Preparations	4.8 wks	Mon 5/3/10	Fri 6/4/10	
70	**Requirements Gathering**	**4.8 wks**	**Fri 5/28/10**	**Wed 6/30/10**	
71	**Data Analytics Requirements**	**4.8 wks**	**Fri 5/28/10**	**Wed 6/30/10**	
72	Gather and Document all IME Technical and Operational Data Analytics Requirements	2 wks	Fri 5/28/10	Thu 6/10/10	
73	Submit Data Analytics Requirements for Review	0.2 wks	Fri 6/11/10	Fri 6/11/10	72
74	Review Data Analytics Requirements Document	2 wks	Mon 6/14/10	Fri 6/25/10	73
75	Make any changes required and resubmit for review	0.6 wks	Mon 6/28/10	Wed 6/30/10	74
76	**MILESTONE: Comprehensive Data Analytics Requirements Documents Approved**	**0 wks**	**Wed 6/30/10**	**Wed 6/30/10**	**75**
77	**Data Analytics Project Plans**	**2.8 wks**	**Fri 6/11/10**	**Wed 6/30/10**	
78	Prepare Data Analytics Project Plans required for interoperability with IME data systems	1 wk	Fri 6/11/10	Thu 6/17/10	72
79	Submit Data Analytics Project Plans for Review	0.2 wks	Fri 6/18/10	Fri 6/18/10	78
80	Review Data Analytics Project Plans	1 wk	Mon 6/21/10	Fri 6/25/10	79
81	Make any changes required and resubmit for review	0.6 wks	Mon 6/28/10	Wed 6/30/10	80
82	**MILESTONE: Comprehensive Data Analytics Project Plans Approved**	**0 wks**	**Wed 6/30/10**	**Wed 6/30/10**	**81**
83	**MILESTONE: Interface Operations Checklist Matrix Completed**	**0 wks**	**Wed 6/30/10**	**Wed 6/30/10**	**81**
84	**Data Analytics Tools Preparations**	**4 wks**	**Mon 5/3/10**	**Mon 5/31/10**	
85	**Prepare for Installation, Configuration and Operations**	**4 wks**	**Mon 5/3/10**	**Mon 5/31/10**	
86	Procure Server(s)/Server Setup	4 wks	Mon 5/3/10	Mon 5/31/10	
87	**MILESTONE: Obtain Written IME Sign-off to begin transition**	**0 wks**	**Fri 6/4/10**	**Fri 6/4/10**	**69**
88	**Operational Readiness**	**3.6 wks**	**Mon 6/7/10**	**Wed 6/30/10**	
89	**Execute and Complete Operational Readiness Checklist**	**3.6 wks**	**Mon 6/7/10**	**Wed 6/30/10**	
90	Track and Respond to all problem conditions reported	3.6 wks	Mon 6/7/10	Wed 6/30/10	87



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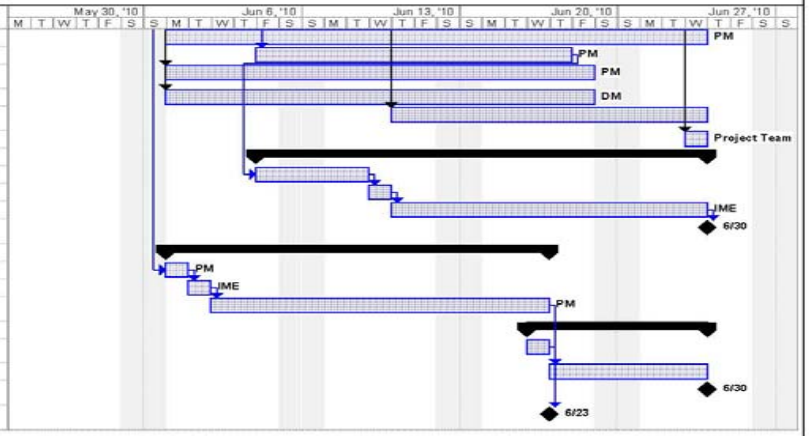
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

TRANSITION PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Transition Phase

ID		Task Name	Duration	Start	Finish	Predecessors
91		Monitor Operational Readiness Preparations	3.6 wks	Mon 6/7/10	Wed 6/30/10	87
92		Finalize Operations Documentation	2 wks	Fri 6/11/10	Thu 6/24/10	72
93		Establish Interfaces to other component contractors as necessary	3 wks	Mon 6/7/10	Fri 6/25/10	87
94		Finalize Interfaces	3 wks	Mon 6/7/10	Fri 6/25/10	87
95		Submit reports, dashboards, queries, and other outputs (as available) required by IME	2 wks	Thu 6/17/10	Wed 6/30/10	87
96		Occupy Permanent Space in IME Facilities	0.2 wks	Wed 6/30/10	Wed 6/30/10	87
97		**Operations Schedule**	**2.8 wks**	**Fri 6/11/10**	**Wed 6/30/10**	
98		Develop Operations Schedule	0.8 wks	Fri 6/11/10	Tue 6/15/10	92FS-10 days
99		Submit Operations Schedule for Approval	0.2 wks	Wed 6/16/10	Wed 6/16/10	98
100		Review Operations Schedule	2 wks	Thu 6/17/10	Wed 6/30/10	99
101		**MILESTONE: Obtain Operations Schedule Approval**	**0 wks**	**Wed 6/30/10**	**Wed 6/30/10**	**100**
102		**Corrective Action Plan**	**2.6 wks**	**Mon 6/7/10**	**Wed 6/23/10**	
103		Prepare and Submit Corrective Action Plan	0.2 wks	Mon 6/7/10	Mon 6/7/10	90FS-18 days
104		Review and Approve Corrective Action Plan	0.2 wks	Tue 6/8/10	Tue 6/8/10	103
105		Implement Corrective Action Plan for any problems identified	2.2 wks	Wed 6/9/10	Wed 6/23/10	104
106		**Training**	**1.2 wks**	**Wed 6/23/10**	**Wed 6/30/10**	
107		Complete All Training and Submit Training Report for Approval	0.2 wks	Wed 6/23/10	Wed 6/23/10	
108		Review Training Report	1 wk	Thu 6/24/10	Wed 6/30/10	107
109		**MILESTONE: Obtain Training Report Approval**	**0 wks**	**Wed 6/30/10**	**Wed 6/30/10**	
110		**MILESTONE: Obtain written approval from the Department to start operations.**	**0 wks**	**Wed 6/23/10**	**Wed 6/23/10**	**105**



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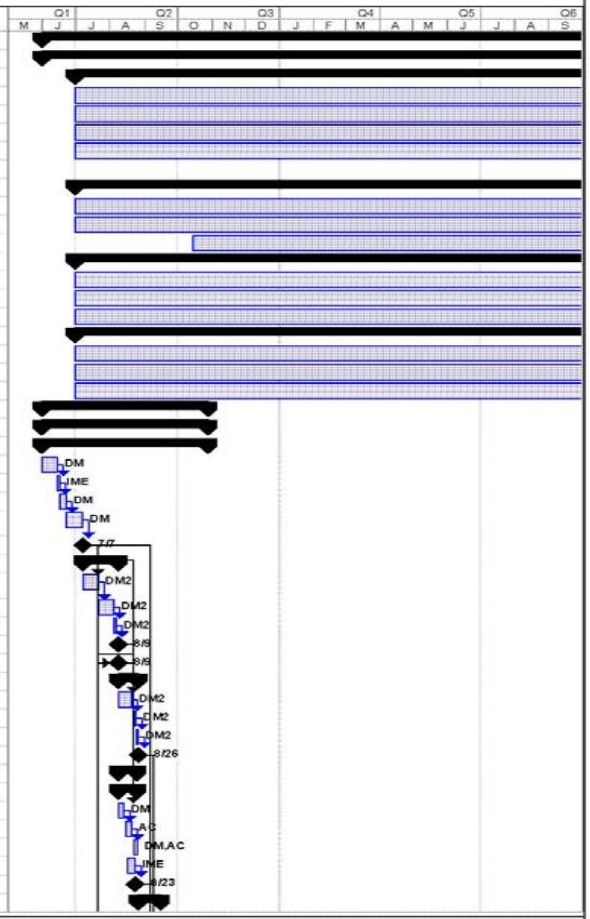
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

OPERATIONS PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Operations Phase

ID	Task Name	Duration	Start	Finish	Resource Names	Predecessors
1	**IME Program Integrity Project**	**40 mons**	**Tue 6/1/10**	**Fri 6/28/13**		
2	**Operations Phase**	**40 mons**	**Tue 6/1/10**	**Fri 6/28/13**		
3	**Surveillance and Utilization Review Services (SURS)**	**38.9 mons**	**Thu 7/1/10**	**Fri 6/28/13**		
4	Profiling and Data Mining	37.9 mons	Thu 7/1/10	Fri 5/31/13	AC	
5	Reviews	38.9 mons	Thu 7/1/10	Fri 6/28/13	SUR SME	
6	Case Follow-Up and Reporting	38.9 mons	Thu 7/1/10	Fri 6/28/13	SUR SME	
7	Appeals	38.9 mons	Thu 7/1/10	Fri 6/28/13	SUR SME	
8	Performance Standard Reviews	19.45 mons	Tue 1/3/12	Fri 6/28/13	SUR SME,IME	
9	**Medical Necessity Reviews**	**38.9 mons**	**Thu 7/1/10**	**Fri 6/28/13**		
10	Perform Monthly Sampling	37.9 mons	Thu 7/1/10	Fri 5/31/13	MN SME	
11	Conduct Reviews	38.9 mons	Thu 7/1/10	Fri 6/28/13	MN SME	
12	Develop and submit quarterly reports	35.2 mons	Fri 10/15/10	Fri 6/28/13	MN SME	
13	**Medicaid Value Management (MVM) Program**	**38.9 mons**	**Thu 7/1/10**	**Fri 6/28/13**		
14	Develop quality and performance measures	37.9 mons	Thu 7/1/10	Fri 5/31/13	MVM SME	
15	Identify and implement projects	37.9 mons	Thu 7/1/10	Fri 5/31/13	MVM SME	
16	Prepare Monthly MVM Reports	38.9 mons	Thu 7/1/10	Fri 6/28/13	MVM SME	
17	**Investigation**	**38.9 mons**	**Thu 7/1/10**	**Fri 6/28/13**		
18	Perform Investigations based on Research and Referrals	38.9 mons	Thu 7/1/10	Fri 6/28/13	INV SME	
19	Provide Status Report	38.9 mons	Thu 7/1/10	Fri 6/28/13	INV SME	
20	Develop Data Mining Protocols	37.9 mons	Thu 7/1/10	Fri 5/31/13	INV SME	
21	**Data Analytics**	**5.3 mons**	**Tue 6/1/10**	**Thu 10/28/10**		
22	**DataProbe Implementation**	**5.3 mons**	**Tue 6/1/10**	**Thu 10/28/10**		
23	**Develop the DataProbe Database Model and Dashboards**	**5.3 mons**	**Tue 6/1/10**	**Thu 10/28/10**		
24	Develop initial Data Model	0.5 mons	Tue 6/1/10	Mon 6/14/10	DM	
25	Review the Data Model	0.1 mons	Tue 6/15/10	Wed 6/16/10	IME	24
26	Revise the Data Model, as needed	0.2 mons	Thu 6/17/10	Tue 6/22/10	DM	25
27	Determine data to be converted and loaded to DataProbe	0.5 mons	Wed 6/23/10	Wed 7/7/10	DM	26
28	**MILESTONE: Sign-off Database Model**	**0 mons**	**Wed 7/7/10**	**Wed 7/7/10**		**27**
29	**Define DataProbe Transformation Logic**	**1.1 mons**	**Thu 7/8/10**	**Mon 8/9/10**		
30	Develop Transformation Design Workbook (TDW) Specifications	0.5 mons	Thu 7/8/10	Wed 7/21/10	DM2	28
31	Create TDWs	0.5 mons	Thu 7/22/10	Wed 8/4/10	DM2	30
32	Submit TDWs for internal review	0.1 mons	Thu 8/5/10	Fri 8/6/10	DM2	31
33	Revise TDWs as needed	0 mons	Mon 8/9/10	Mon 8/9/10	DM2	32
34	**MILESTONE: Transformation Design complete**	**0 mons**	**Mon 8/9/10**	**Mon 8/9/10**		**33**
35	**Develop DataProbe Transformation Scripts**	**0.7 mons**	**Mon 8/9/10**	**Thu 8/26/10**		
36	Code/Test transformation programs	0.5 mons	Mon 8/9/10	Fri 8/20/10	DM2	34
37	Submit scripts for internal review	0.1 mons	Mon 8/23/10	Tue 8/24/10	DM2	36
38	Revise scripts as needed	0.1 mons	Wed 8/25/10	Thu 8/26/10	DM2	37
39	**MILESTONE: DP Conversion Scripts Complete**	**0 mons**	**Thu 8/26/10**	**Thu 8/26/10**		**38**
40	**DataProbe Testing**	**0.65 mons**	**Mon 8/9/10**	**Wed 8/25/10**		
41	**Develop Test Plans**	**0.65 mons**	**Mon 8/9/10**	**Wed 8/25/10**		
42	Draft the Data Management Test Plan	0.25 mons	Mon 8/9/10	Fri 8/13/10	DM	29
43	Draft the Analytic Test Plan	0.25 mons	Mon 8/16/10	Fri 8/20/10	AC	42
44	Revise Test Plan as needed	0.15 mons	Mon 8/23/10	Wed 8/25/10	DM,AC	43
45	Draft State Test Plan	0.25 mons	Tue 8/17/10	Mon 8/23/10	IME	
46	**MILESTONE: Test Plan Complete**	**0 mons**	**Mon 8/23/10**	**Mon 8/23/10**		**45**
47	**DataProbe Database Development**	**0.65 mons**	**Fri 8/27/10**	**Wed 9/15/10**		



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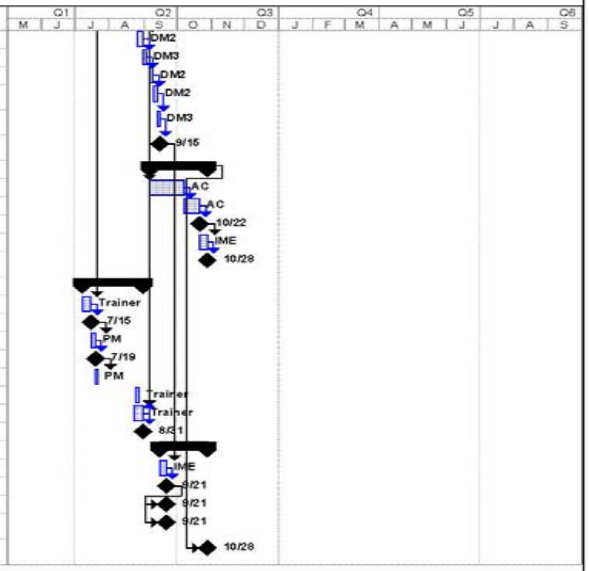
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

OPERATIONS PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Operations Phase

ID	Task Name	Duration	Start	Finish	Resource Names	Predecessors
48	Load Data	0.15 mons	Fri 8/27/10	Tue 8/31/10	DM2	39
49	Test Data	0.15 mons	Wed 9/1/10	Fri 9/3/10	DM3	48
50	Load Lookup Tables	0.15 mons	Tue 9/7/10	Thu 9/9/10	DM2	49
51	Identify and Document Database and Load Anomalies	0.1 mons	Fri 9/10/10	Mon 9/13/10	DM2	50
52	Correct Database and Load Anomalies and Unit Test	0.1 mons	Tue 9/14/10	Wed 9/15/10	DM3	51
53	**MILESTONE: DataProbe Database Development Complete**	**0 mons**	**Wed 9/15/10**	**Wed 9/15/10**		**52**
54	**DataProbe Dashboard and Reporting**	**1.9 mons**	**Tue 9/7/10**	**Thu 10/28/10**		
55	Develop Dashboards and Reports	1.15 mons	Tue 9/7/10	Thu 10/7/10	AC	28
56	Dashboard and Report Testing	0.5 mons	Fri 10/8/10	Thu 10/21/10	AC	55
57	Submit Dashboards and Reports for Review	0 mons	Fri 10/22/10	Fri 10/22/10	AC	56
58	Review Dashboards and Reports	0.25 mons	Fri 10/22/10	Thu 10/28/10	IME	57
59	**MILESTONE: Dashboards and Reports Complete**	**0 mons**	**Thu 10/28/10**	**Thu 10/28/10**		**58**
60	**Standard DataProbe Training**	**1.95 mons**	**Thu 7/8/10**	**Tue 8/31/10**		
61	Compile Training Materials	0.3 mons	Thu 7/8/10	Thu 7/15/10	Trainer	28
62	Confirm/Identify users	0 mons	Thu 7/15/10	Thu 7/15/10	PM	61
63	Invite Participants for all Sessions	0.1 mons	Fri 7/16/10	Mon 7/19/10	PM	62
64	Reserve Training Room for all sessions	0 mons	Mon 7/19/10	Mon 7/19/10	PM	63
65	Establish security and user IDs	0.1 mons	Tue 7/20/10	Wed 7/21/10	PM	64
66	Setup Training Room as needed	0.15 mons	Wed 8/25/10	Fri 8/27/10	Trainer	67FS-5 days
67	Conduct End User DataProbe Training	0.3 mons	Tue 8/24/10	Tue 8/31/10	Trainer	46
68	**MILESTONE: DataProbe Training Complete**	**0 mons**	**Tue 8/31/10**	**Tue 8/31/10**		**67**
69	**State Testing - DataProbe**	**1.55 mons**	**Thu 9/16/10**	**Thu 10/28/10**		
70	Perform State Testing	0.2 mons	Thu 9/16/10	Tue 9/21/10	IME	53
71	**MILESTONE: Sign-off State Testing**	**0 mons**	**Tue 9/21/10**	**Tue 9/21/10**		**70**
72	**MILESTONE: Production DSS Base Approved**	**0 mons**	**Tue 9/21/10**	**Tue 9/21/10**		**71**
73	**MILESTONE: DataProbe System Released for Production**	**0 mons**	**Tue 9/21/10**	**Tue 9/21/10**		**71**
74	**MILESTONE: Deliver Production DataProbe Dashboards and Reports**	**0 mons**	**Thu 10/28/10**	**Thu 10/28/10**		**54**



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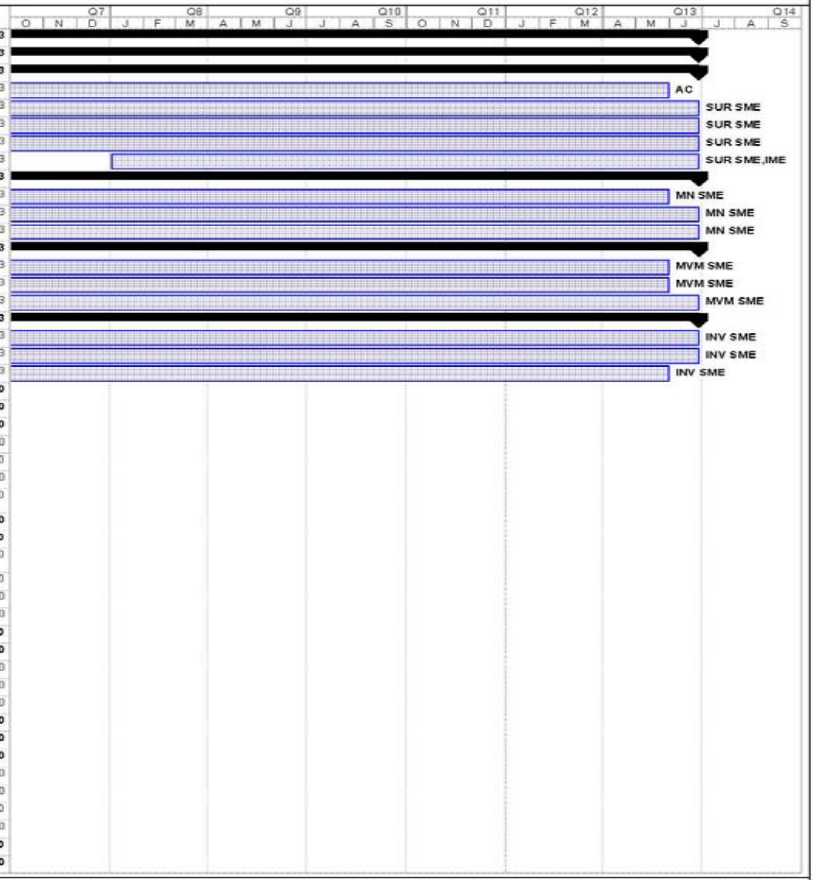
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

OPERATIONS PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Operations Phase

ID	Task Name	Duration	Start	Finish
1	**IME Program Integrity Project**	**40 mons**	**Tue 6/1/10**	**Fri 6/28/13**
2	**Operations Phase**	**40 mons**	**Tue 6/1/10**	**Fri 6/28/13**
3	**Surveillance and Utilization Review Services (SURS)**	**38.9 mons**	**Thu 7/1/10**	**Fri 6/28/13**
4	Profiling and Data Mining	37.9 mons	Thu 7/1/10	Fri 5/31/13
5	Reviews	38.9 mons	Thu 7/1/10	Fri 6/28/13
6	Case Follow-Up and Reporting	38.9 mons	Thu 7/1/10	Fri 6/28/13
7	Appeals	38.9 mons	Thu 7/1/10	Fri 6/28/13
8	Performance Standard Reviews	19.45 mons	Tue 1/3/12	Fri 6/28/13
9	**Medical Necessity Reviews**	**38.9 mons**	**Thu 7/1/10**	**Fri 6/28/13**
10	Perform Monthly Sampling	37.9 mons	Thu 7/1/10	Fri 5/31/13
11	Conduct Reviews	38.9 mons	Thu 7/1/10	Fri 6/28/13
12	Develop and submit quarterly reports	35.2 mons	Fri 10/15/10	Fri 6/28/13
13	**Medicaid Value Management (MVM) Program**	**38.9 mons**	**Thu 7/1/10**	**Fri 6/28/13**
14	Develop quality and performance measures	37.9 mons	Thu 7/1/10	Fri 5/31/13
15	Identify and implement projects	37.9 mons	Thu 7/1/10	Fri 5/31/13
16	Prepare Monthly MVM Reports	38.9 mons	Thu 7/1/10	Fri 6/28/13
17	**Investigation**	**38.9 mons**	**Thu 7/1/10**	**Fri 6/28/13**
18	Perform Investigations based on Research and Referrals	38.9 mons	Thu 7/1/10	Fri 6/28/13
19	Provide Status Report	38.9 mons	Thu 7/1/10	Fri 6/28/13
20	Develop Data Mining Protocols	37.9 mons	Thu 7/1/10	Fri 5/31/13
21	**Data Analytics**	**5.3 mons**	**Tue 6/1/10**	**Thu 10/28/10**
22	**DataProbe Implementation**	**5.3 mons**	**Tue 6/1/10**	**Thu 10/28/10**
23	**Develop the DataProbe Database Model and Dashboards**	**5.3 mons**	**Tue 6/1/10**	**Thu 10/28/10**
24	Develop initial Data Model	0.5 mons	Tue 6/1/10	Mon 6/14/10
25	Review the Data Model	0.1 mons	Tue 6/15/10	Wed 6/16/10
26	Revise the Data Model, as needed	0.2 mons	Thu 6/17/10	Tue 6/22/10
27	Determine data to be converted and loaded to DataProbe	0.5 mons	Wed 6/23/10	Wed 7/7/10
28	**MILESTONE: Sign-off Database Model**	**0 mons**	**Wed 7/7/10**	**Wed 7/7/10**
29	**Define DataProbe Transformation Logic**	**1.1 mons**	**Thu 7/8/10**	**Mon 8/9/10**
30	Develop Transformation Design Workbook (TDW) Specifications	0.5 mons	Thu 7/8/10	Wed 7/21/10
31	Create TDWs	0.5 mons	Thu 7/22/10	Wed 8/4/10
32	Submit TDWs for internal review	0.1 mons	Thu 8/5/10	Fri 8/6/10
33	Revise TDWs as needed	0 mons	Mon 8/9/10	Mon 8/9/10
34	**MILESTONE: Transformation Design complete**	**0 mons**	**Mon 8/9/10**	**Mon 8/9/10**
35	**Develop DataProbe Transformation Scripts**	**0.7 mons**	**Mon 8/9/10**	**Thu 8/26/10**
36	Code/Test transformation programs	0.5 mons	Mon 8/9/10	Fri 8/20/10
37	Submit scripts for internal review	0.1 mons	Mon 8/23/10	Tue 8/24/10
38	Revise scripts as needed	0.1 mons	Wed 8/25/10	Thu 8/26/10
39	**MILESTONE: DP Conversion Scripts Complete**	**0 mons**	**Thu 8/26/10**	**Thu 8/26/10**
40	**DataProbe Testing**	**0.65 mons**	**Mon 8/9/10**	**Wed 8/25/10**
41	**Develop Test Plans**	**0.65 mons**	**Mon 8/9/10**	**Wed 8/25/10**
42	Draft the Data Management Test Plan	0.25 mons	Mon 8/9/10	Fri 8/13/10
43	Draft the Analytic Test Plan	0.25 mons	Mon 8/16/10	Fri 8/20/10
44	Revise Test Plan as needed	0.15 mons	Mon 8/23/10	Wed 8/25/10
45	Draft State Test Plan	0.25 mons	Tue 8/17/10	Mon 8/23/10
46	**MILESTONE: Test Plan Complete**	**0 mons**	**Mon 8/23/10**	**Mon 8/23/10**
47	**DataProbe Database Development**	**0.65 mons**	**Fri 8/27/10**	**Wed 9/15/10**



Project: IME Program Integrity Project
Date: Fri 12/18/09

Task | Progress | Summary | External Tasks | Split
Split | Milestone | Project Summary | External MileTask

Fri 12/18/09 Page 3

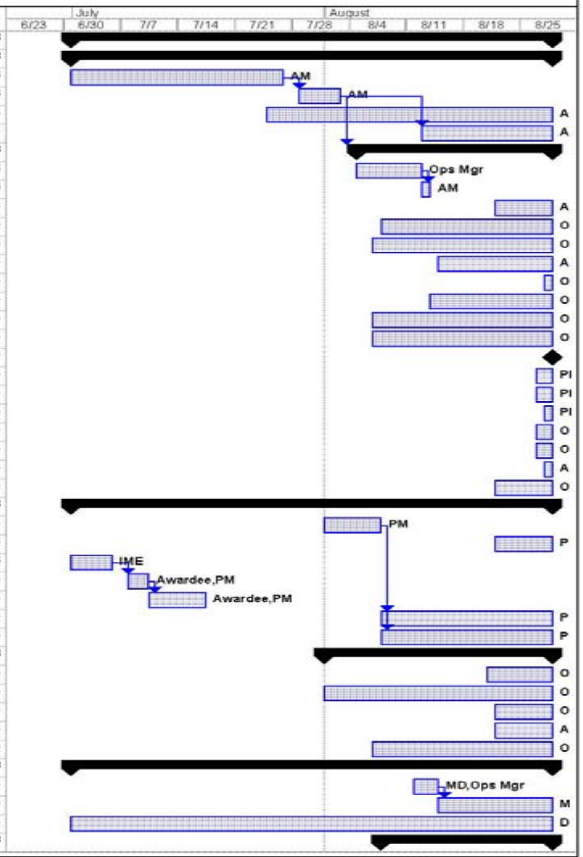
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

TURNOVER PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Turnover Phase

ID		Task Name	Duration	Start	Finish
1		**IME Program Integrity Project**	**8.6 wks**	**Mon 7/1/13**	**Wed 8/28/13**
2			**8.6 wks**	**Mon 7/1/13**	**Wed 8/28/13**
3		Prepare Turnover Plan & Turnover Staff List	4 wks	Mon 7/1/13	Fri 7/26/13
4		Submit Turnover Plan for Review	1 wk	Mon 7/29/13	Fri 8/2/13
5		Schedule meetings with State and new Contractor	5 wks	Thu 7/25/13	Wed 8/28/13
6		Meet with new Contractor for Turnover	2.4 wks	Tue 8/13/13	Wed 8/28/13
7		**SURS Turnover**	**3.6 wks**	**Mon 8/5/13**	**Wed 8/28/13**
8		List current inventories, correspondence, outstanding issues, and other operations documentation	1.2 wks	Mon 8/5/13	Mon 8/12/13
9		Submit information to the Department or its agent	0.2 wks	Tue 8/13/13	Tue 8/13/13
10		Schedule education for new contractor on SURS Database, SURS reviews, Recoupments, and Reports	1 wk	Thu 8/22/13	Wed 8/28/13
11		Suspend responses to State requests	3 wks	Thu 8/8/13	Wed 8/28/13
12		Respond to non-State requests if extensive research is not required	3.2 wks	Wed 8/7/13	Wed 8/28/13
13		Suspend response to non-State requests if extensive research is required	2 wks	Thu 8/15/13	Wed 8/28/13
14		Provide new contractor with a list of suspended requests	0.2 wks	Wed 8/28/13	Wed 8/28/13
15		Discontinue research for new potential audits	2.2 wks	Wed 8/14/13	Wed 8/28/13
16		Discontinue conducting on-site reviews	3.2 wks	Wed 8/7/13	Wed 8/28/13
17		Complete outstanding reviews and develop open cases to reasonable completion status	3.2 wks	Wed 8/7/13	Wed 8/28/13
18		Provide open case status report to the new contractor and the IME Program Integrity Director	0 wks	Wed 8/28/13	Wed 8/28/13
19		Provide inventory of pending adjustments to Core contractor	0.4 wks	Tue 8/27/13	Wed 8/28/13
20		Provide incoming contractor with list of uncollectable reviews and date to be transferred to R&C	0.4 wks	Tue 8/27/13	Wed 8/28/13
21		Provide incoming contractor with an inventory of pending recoupments	0.2 wks	Wed 8/28/13	Wed 8/28/13
22		Provide IME with inventory of open hearing and appeal cases	0.4 wks	Tue 8/27/13	Wed 8/28/13
23		Provide IME with inventory of cases referred to MFCU	0.4 wks	Tue 8/27/13	Wed 8/28/13
24		Provide new contractor with list of reports due within the first 15 days	0.2 wks	Wed 8/28/13	Wed 8/28/13
25		Provide written summary of open cases and prepare turnover of paper and electronic files	1 wk	Thu 8/22/13	Wed 8/28/13
26		**Data Analytic Turnover**	**8.6 wks**	**Mon 7/1/13**	**Wed 8/28/13**
27		Provide reports of current data analysis, current projects	1 wk	Thu 8/1/13	Wed 8/7/13
28		Provide list of reports, report run schedule, and distribution list	1 wk	Thu 8/22/13	Wed 8/28/13
29		Provide access to pertinent documentation delivered to IME	1 wk	Mon 7/1/13	Fri 7/5/13
30		Meet with IME Program Integrity Director, Core contract staff, and new contractor re: interfaces	0.5 wks	Mon 7/8/13	Wed 7/10/13
31		Partner to schedule formal transition of responsibilities and information	1 wk	Wed 7/10/13	Wed 7/17/13
32		Suspend additional data analyses for new potential audits	3 wks	Thu 8/8/13	Wed 8/28/13
33		Suspend predictive modeling for new projects	3 wks	Thu 8/8/13	Wed 8/28/13
34		**Medical Necessity Turnover**	**4 wks**	**Thu 8/1/13**	**Wed 8/28/13**
35		List current inventories, correspondence, outstanding issues, and other operations documents	1.2 wks	Wed 8/21/13	Wed 8/28/13
36		Suspend additional sampling for review selection	4 wks	Thu 8/1/13	Wed 8/28/13
37		Provide written summary and inventory of open cases and status report	1 wk	Thu 8/22/13	Wed 8/28/13
38		Meet with IME Program Integrity Director and new contractor to educate on procedures	1 wk	Thu 8/22/13	Wed 8/28/13
39		Complete outstanding reviews and develop open cases to reasonable completion status	3.2 wks	Wed 8/7/13	Wed 8/28/13
40		**MVM Turnover**	**8.6 wks**	**Mon 7/1/13**	**Wed 8/28/13**
41		List current projects, status, and develop final reports on all project activities	0.6 wks	Mon 8/12/13	Wed 8/14/13
42		Meet with MVM project team and new contractor to assure efficient turnover of projects	2 wks	Thu 8/15/13	Wed 8/28/13
43		Suspend development of new projects	8.6 wks	Mon 7/1/13	Wed 8/28/13
44		**Investigations Turnover**	**3 wks**	**Thu 8/8/13**	**Wed 8/28/13**



Project: IME Program Integrity Project
Date: Mon 12/28/09

Task | Progress | Summary | External Tasks | Split
Split | Milestone | Project Summary | External MileTask

Mon 12/28/09 Page 1

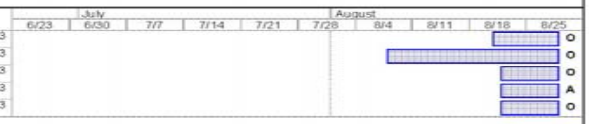
Health Care Excel and Thomson Reuters

Program Integrity Project Plan

TURNOVER PHASE

Health Care Excel/Thomson Reuters IME Program Integrity Project Plan
Turnover Phase

ID		Task Name	Duration	Start	Finish
45		List current inventories, correspondence, outstanding issues, and other operations documents	1.2 wks	Wed 8/21/13	Wed 8/28/13
46		Suspend preliminary reviews of referrals	3 wks	Thu 8/8/13	Wed 8/28/13
47		Provide written summary and inventory of open cases and status report	1 wk	Thu 8/22/13	Wed 8/28/13
48		Meet with IME Program Integrity Director and new contract to educate on procedures	1 wk	Thu 8/22/13	Wed 8/28/13
49		Complete outstanding preliminary reviews and meet with new contractor to discuss open cases	1 wk	Thu 8/22/13	Wed 8/28/13



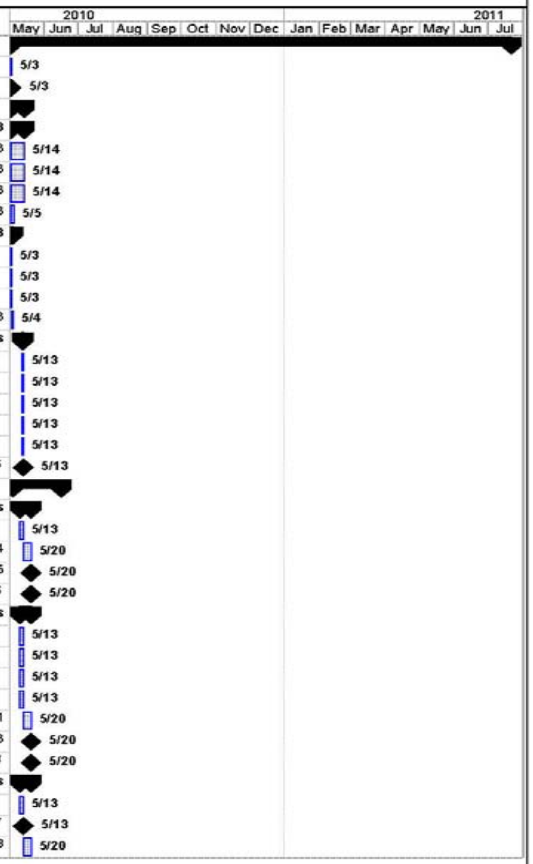
Project: IME Program Integrity Project
Date: Mon 12/28/09

Task | Progress | Summary | External Tasks | Split
Split | Milestone | Project Summary | External MileTask

Mon 12/28/09 Page 2

IME Program Integrity Project Plan
Advantage Suite Project Schedule

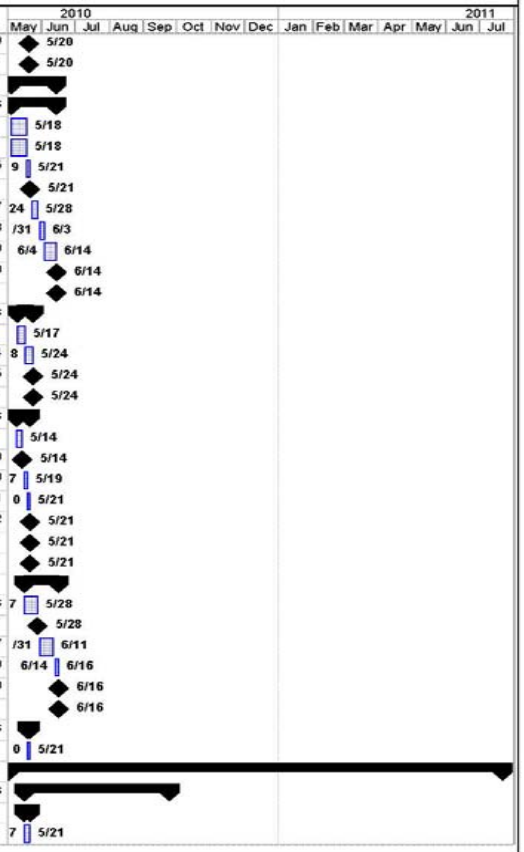
ID	Task Name	Duration	Start	Finish	Predecessors
1	**Iowa Medicaid Enterprise AdvantageSuite Implementation**	**319.5 days**	**Mon 5/3/10**	**Fri 7/22/11**	
2	***Milestone: Start of Data Model Work***	***1 day***	***Mon 5/3/10***	***Mon 5/3/10***	
3	***Milestone: Contract Start Date***	***0 days***	***Mon 5/3/10***	***Mon 5/3/10***	
4	**Perform Initiation Tasks**	**10 days**	**Mon 5/3/10**	**Fri 5/14/10**	
5	**Set Up Project Administration**	**10 days**	**Mon 5/3/10**	**Fri 5/14/10**	3
6	Establish Electronic Repository for the project	10 days	Mon 5/3/10	Fri 5/14/10	3
7	Develop project overview materials	10 days	Mon 5/3/10	Fri 5/14/10	3
8	Evaluate staffing needs and project team assignments	10 days	Mon 5/3/10	Fri 5/14/10	3
9	Prepare project administration documents	3 days	Mon 5/3/10	Wed 5/5/10	3
10	**Plan Kickoff Meeting**	**2 days**	**Mon 5/3/10**	**Tue 5/4/10**	3
11	Plan project kickoff meetings with IME	1 day	Mon 5/3/10	Mon 5/3/10	
12	Identify the Executive Sponsor	1 day	Mon 5/3/10	Mon 5/3/10	
13	Reserve facilities for Kickoff Meetings	1 day	Mon 5/3/10	Mon 5/3/10	
14	Invite attendees to Kickoff Meetings	1 day	Tue 5/4/10	Tue 5/4/10	13
15	**Conduct Kickoff Meeting**	**1 day**	**Thu 5/13/10**	**Thu 5/13/10**	**10FS+6 days**
16	Project scope & timeline overview	1 day	Thu 5/13/10	Thu 5/13/10	
17	Operational and technical requirements overview	1 day	Thu 5/13/10	Thu 5/13/10	
18	Identify data sources for extracts	1 day	Thu 5/13/10	Thu 5/13/10	
19	Requirements analysis overview	1 day	Thu 5/13/10	Thu 5/13/10	
20	Critical Success Factors and Key Risks	1 day	Thu 5/13/10	Thu 5/13/10	
21	***Milestone: Kickoff Meeting Complete***	***0 days***	***Thu 5/13/10***	***Thu 5/13/10***	***15***
22	**Perform Planning Tasks**	**31 days**	**Wed 5/5/10**	**Wed 6/16/10**	
23	**Develop Communication Plan**	**8 days**	**Tue 5/11/10**	**Thu 5/20/10**	**11FS+5 days**
24	Develop Draft Communication Plan	3 days	Tue 5/11/10	Thu 5/13/10	
25	Review Communication Plan with IME & revise as needed	5 days	Fri 5/14/10	Thu 5/20/10	24
26	Informal approval by IME	0 days	Thu 5/20/10	Thu 5/20/10	25
27	***Milestone: Communication Plan Approved***	***0 days***	***Thu 5/20/10***	***Thu 5/20/10***	***26***
28	**Develop Draft Control Processes**	**8 days**	**Tue 5/11/10**	**Thu 5/20/10**	**11FS+5 days**
29	Schedule Periodic Project Team Meetings	3 days	Tue 5/11/10	Thu 5/13/10	
30	Document Change Management Process	3 days	Tue 5/11/10	Thu 5/13/10	
31	Identify Status Reporting content incl. action items, issues, risks	3 days	Tue 5/11/10	Thu 5/13/10	
32	Identify Quality Control (DI, test plans, etc.)	3 days	Tue 5/11/10	Thu 5/13/10	
33	Review Control Processes with IME & revise as needed	5 days	Fri 5/14/10	Thu 5/20/10	32,29,30,31
34	Informal approval by IME	0 days	Thu 5/20/10	Thu 5/20/10	33
35	***Milestone: Control Processes Approved***	***0 days***	***Thu 5/20/10***	***Thu 5/20/10***	***34***
36	**Develop Document Management Plan**	**8 days**	**Tue 5/11/10**	**Thu 5/20/10**	**11FS+5 days**
37	Develop Draft Document Management Plan	3 days	Tue 5/11/10	Thu 5/13/10	
38	*Milestone: Submit DRAFT Document Management Plan to IME*	*0 days*	*Thu 5/13/10*	*Thu 5/13/10*	*37*
39	Review Document Management Plan with IME & revise as need	5 days	Fri 5/14/10	Thu 5/20/10	38



Proprietary 1

IME Program Integrity Project Plan
Advantage Suite Project Schedule

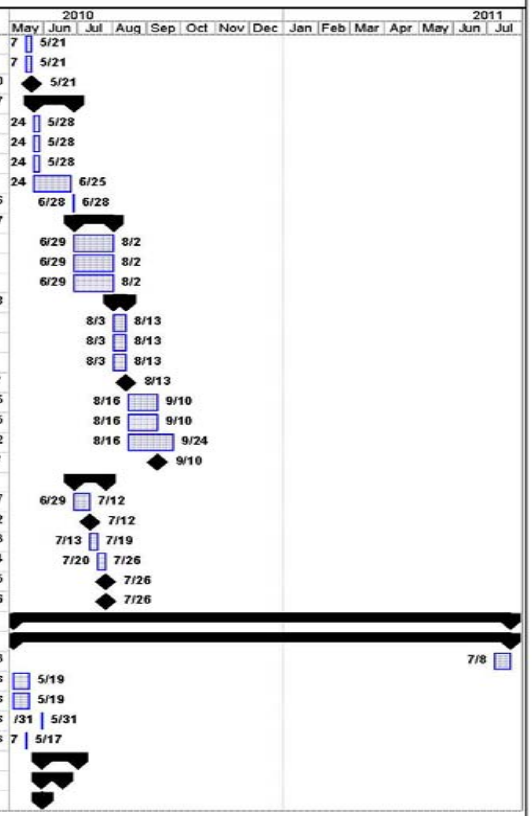
ID	Task Name	Duration	Start	Finish	Predecessors
40	Informal approval by IME	0 days	Thu 5/20/10	Thu 5/20/10	39
41	***Milestone: Document Management Plan Approved***	***0 days***	***Thu 5/20/10***	***Thu 5/20/10***	***36***
42	**Create Project Work Plan**	**29 days**	**Wed 5/5/10**	**Mon 6/14/10**	
43	**Develop Draft Project Work Plan**	**29 days**	**Wed 5/5/10**	**Mon 6/14/10**	**3FS+2 days**
44	Confirm Scope, Critical Success Factors, Assumptions	10 days	Wed 5/5/10	Tue 5/18/10	
45	Incorporate ETL Plan into Final Project Work Plan	10 days	Wed 5/5/10	Tue 5/18/10	
46	Review Project Plan in detail with Thomson Team	3 days	Wed 5/19/10	Fri 5/21/10	45
47	*Milestone: Thomson submits Project Work Plan to IME*	*0 days*	*Fri 5/21/10*	*Fri 5/21/10*	*46*
48	Review Project Work Plan with IME	5 days	Mon 5/24/10	Fri 5/28/10	47
49	Revise Project Work Plan	4 days	Mon 5/31/10	Thu 6/3/10	48
50	Review changes to Project Work Plan with IME	7 days	Fri 6/4/10	Mon 6/14/10	49
51	Formal Sign-off on Project Work Plan	0 days	Mon 6/14/10	Mon 6/14/10	49FF,50
52	***Milestone: Project Work Plan Complete***	***0 days***	***Mon 6/14/10***	***Mon 6/14/10***	***51***
53	**Define Project Deliverables**	**10 days**	**Tue 5/11/10**	**Mon 5/24/10**	**11FS+5 days**
54	Develop Draft Deliverables Plan	5 days	Tue 5/11/10	Mon 5/17/10	
55	Review Deliverables Plan with IME and revise as needed	5 days	Tue 5/18/10	Mon 5/24/10	54
56	Informal approval by IME	0 days	Mon 5/24/10	Mon 5/24/10	55
57	***Milestone: Deliverables Plan Approved***	***0 days***	***Mon 5/24/10***	***Mon 5/24/10***	***56***
58	**Thomson & State Staffing Requirements**	**10 days**	**Mon 5/10/10**	**Fri 5/21/10**	**3FS+5 days**
59	Draft Staffing Plans	5 days	Mon 5/10/10	Fri 5/14/10	
60	*Milestone: Submit Staffing Plan to IME*	0 days	Fri 5/14/10	Fri 5/14/10	59
61	Review the Staffing Plans	3 days	Mon 5/17/10	Wed 5/19/10	60
62	Revise Staffing Plans, as needed	2 days	Thu 5/20/10	Fri 5/21/10	61
63	Formal approval of the Staffing Plan	0 days	Fri 5/21/10	Fri 5/21/10	62
64	***Milestone: Dedicated Staffing Plan Approved***	***0 days***	***Fri 5/21/10***	***Fri 5/21/10***	***63***
65	***Milestone: Required Staffing Levels in Place***	***0 days***	***Fri 5/21/10***	***Fri 5/21/10***	***64***
66	**Data Conversion/Downloading Plan**	**23 days**	**Mon 5/17/10**	**Wed 6/16/10**	
67	Develop Data Conversion/Downloading Plan	10 days	Mon 5/17/10	Fri 5/28/10	3FS+10 days
68	*Milestone: Submit Conversion/Downloading Plan to IME*	*0 days*	*Fri 5/28/10*	*Fri 5/28/10*	*67*
69	Review the Data Conversion/Downloading Plan	10 days	Mon 5/31/10	Fri 6/11/10	67
70	Revise Data Conversion/Downloading Plan, as needed	3 days	Mon 6/14/10	Wed 6/16/10	69
71	Formal approval by IME of the Conversion and Download Plan	0 days	Wed 6/16/10	Wed 6/16/10	67,70
72	*Milestone: Data Conversion/Downloading Plan delivered to IME*	*0 days*	*Wed 6/16/10*	*Wed 6/16/10*	*71*
73	**Other Planning and Preparation Tasks**	**2 days**	**Thu 5/20/10**	**Fri 5/21/10**	**15FS+4 days**
74	Joint evaluation of Project Risks	2 days	Thu 5/20/10	Fri 5/21/10	
75	**Perform Execution Tasks**	**319.5 days**	**Mon 5/3/10**	**Fri 7/22/11**	
76	**Technical Environment**	**95 days**	**Mon 5/17/10**	**Fri 9/24/10**	**3SS+10 days**
77	**Assesstechnical environment**	**5 days**	**Mon 5/17/10**	**Fri 5/21/10**	
78	Determine connectivity needs (e.g., Citrix)	5 days	Mon 5/17/10	Fri 5/21/10	



Proprietary 2

IME Program Integrity Project Plan
Advantage Suite Project Schedule

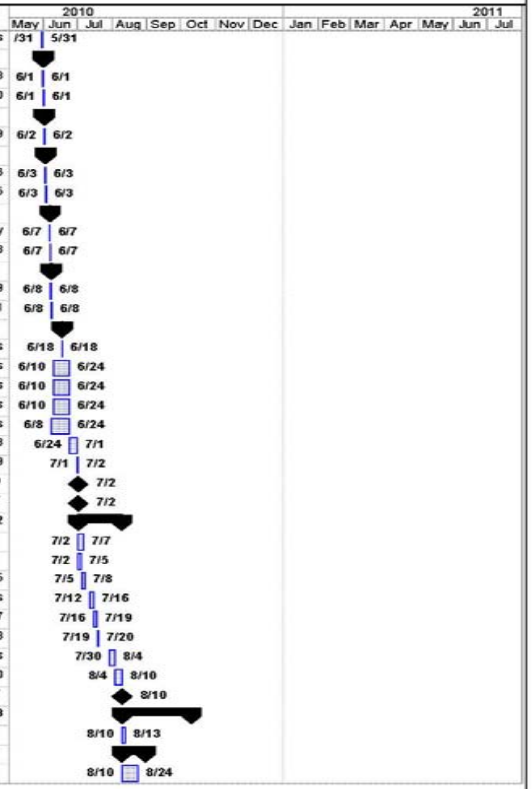
ID	Task Name	Duration	Start	Finish	Predecessors
79	Identify & document hardware needs	5 days	Mon 5/17/10	Fri 5/21/10	
80	Identify and document software & license needs	5 days	Mon 5/17/10	Fri 5/21/10	
81	*Milestone: Technical Environment Assessment Complete*	0 days	Fri 5/21/10	Fri 5/21/10	77,78,79,80
82	**Obtain final quotes for hardware procurement**	**26 days**	**Mon 5/24/10**	**Mon 6/28/10**	**77**
83	Advantage Suite	5 days	Mon 5/24/10	Fri 5/28/10	
84	Citrix Server(s)	5 days	Mon 5/24/10	Fri 5/28/10	
85	Cognos	5 days	Mon 5/24/10	Fri 5/28/10	
86	Prepare purchase orders and obtain internal approval	25 days	Mon 5/24/10	Fri 6/25/10	
87	Submit purchase orders for hardware and software	1 day	Mon 6/28/10	Mon 6/28/10	86
88	**Procure Hardware, Software, & Licenses**	**25 days**	**Tue 6/29/10**	**Mon 8/2/10**	**87**
89	Citrix	25 days	Tue 6/29/10	Mon 8/2/10	
90	Advantage Suite	25 days	Tue 6/29/10	Mon 8/2/10	
91	Cognos	25 days	Tue 6/29/10	Mon 8/2/10	
92	**Install & Test Production Hardware & Software**	**9 days**	**Tue 8/3/10**	**Fri 8/13/10**	**88**
93	Citrix	9 days	Tue 8/3/10	Fri 8/13/10	
94	Advantage Suite	9 days	Tue 8/3/10	Fri 8/13/10	
95	3rd party tools	9 days	Tue 8/3/10	Fri 8/13/10	
96	***Milestone: Installation of System (Hardware & Software) Cor***	***0 days***	***Fri 8/13/10***	***Fri 8/13/10***	**92**
97	Create network infrastructure & validate connectivity	20 days	Mon 8/16/10	Fri 9/10/10	95
98	Discuss uptime standards with Operations	20 days	Mon 8/16/10	Fri 9/10/10	95
99	Plan for Security Views and Row Level Security Database	30 days	Mon 8/16/10	Fri 9/24/10	92
100	***Milestone: Software, Hardware, Licenses, & Connectivity Co***	***0 days***	***Fri 9/10/10***	***Fri 9/10/10***	***77,82,88,92,97,98***
101	**Disaster Recovery**	**20 days**	**Tue 6/29/10**	**Mon 7/26/10**	
102	Draft the Disaster Recovery Plan	10 days	Tue 6/29/10	Mon 7/12/10	87
103	***Milestone: Submit Disaster Recovery Plan to IME***	**0 days**	**Mon 7/12/10**	**Mon 7/12/10**	**102**
104	Review the Disaster Recovery Plan	5 days	Tue 7/13/10	Mon 7/19/10	103
105	Revise Disaster Recovery Plan, as needed	5 days	Tue 7/20/10	Mon 7/26/10	104
106	Formal approval by IME of the Disaster Recovery Plan	0 days	Mon 7/26/10	Mon 7/26/10	105
107	***Milestone: Disaster Recovery Plan***	**0 days**	**Mon 7/26/10**	**Mon 7/26/10**	**106**
108	**Requirements Validation, including Data Summit Sessions**	**316.5 days**	**Thu 5/6/10**	**Fri 7/22/11**	
109	**Preliminary Requirements Analysis**	**316.5 days**	**Thu 5/6/10**	**Fri 7/22/11**	
110	Repopulate Requirements Matrix from RFP and Contract	10 days	Fri 7/8/11	Fri 7/22/11	3
111	Gather available reporting requirements & samples	10 days	Thu 5/6/10	Wed 5/19/10	3FS+3 days
112	Create DRAFT materials for Requirements Gathering Sessi	10 days	Thu 5/6/10	Wed 5/19/10	3FS+3 days
113	Invite Participants and supply them with Background information	1 day	Mon 5/31/10	Mon 5/31/10	3FS+20 days
114	Reserve Room(s)	1 day	Mon 5/17/10	Mon 5/17/10	3FS+10 days
115	**Conduct Requirements Analysis sessions**	**24.5 days**	**Mon 5/31/10**	**Fri 7/2/10**	
116	**User Requirements Sessions**	**14.5 days**	**Mon 5/31/10**	**Fri 6/18/10**	
117	**Day 1**	**1 day**	**Mon 5/31/10**	**Mon 5/31/10**	



Proprietary 3

IME Program Integrity Project Plan
Advantage Suite Project Schedule

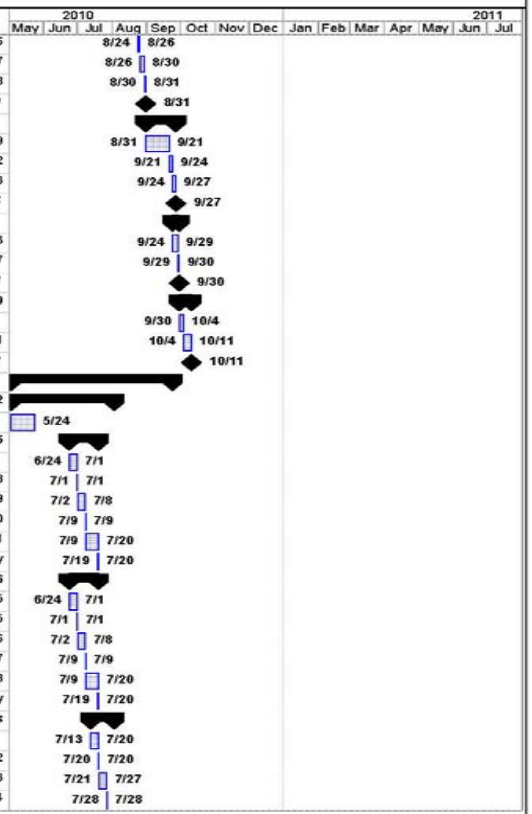
ID	Task Name	Duration	Start	Finish	Predecessors
118	General Session	1 day	Mon 5/31/10	Mon 5/31/10	3FS+20 days
119	**Day 2**	**1 day**	**Tue 6/1/10**	**Tue 6/1/10**	
120	Provider and Eligibility Needs	4 hrs	Tue 6/1/10	Tue 6/1/10	118
121	Hospitals, Physicians and Pharmacies	4 hrs	Tue 6/1/10	Tue 6/1/10	120
122	**Day 3**	**1 day**	**Wed 6/2/10**	**Wed 6/2/10**	
123	Program Integrity	1 day	Wed 6/2/10	Wed 6/2/10	119
124	**Day 4**	**1 day**	**Thu 6/3/10**	**Thu 6/3/10**	
125	Managed Care	4 hrs	Thu 6/3/10	Thu 6/3/10	123
126	Other Topics	4 hrs	Thu 6/3/10	Thu 6/3/10	125
127	**Day 5**	**1 day**	Mon 6/7/10	**Mon 6/7/10**	
128	Waiver/Disease Management Programs	4 hrs	Mon 6/7/10	Mon 6/7/10	126FS+1 day
129	EIS Requirements	4 hrs	Mon 6/7/10	Mon 6/7/10	128
130	**Day 6**	**1 day**	**Tue 6/8/10**	**Tue 6/8/10**	
131	Financial Reconciliation	4 hrs	Tue 6/8/10	Tue 6/8/10	129
132	Fiscal Planning and Analysis	4 hrs	Tue 6/8/10	Tue 6/8/10	131
133	**Day 7**	**0.5 days**	**Fri 6/18/10**	**Fri 6/18/10**	
134	Specific Issues	4 hrs	Fri 6/18/10	Fri 6/18/10	132FS+7 days
135	Capture new analytical requirements	10 days	Thu 6/10/10	Thu 6/24/10	116FF+4 days
136	Perform gap analysis between new analytical requirements	10 days	Thu 6/10/10	Thu 6/24/10	116FF+4 days
137	Capture new custom field requirements	10 days	Thu 6/10/10	Thu 6/24/10	116FF+4 days
138	Update Requirements Document and Traceability Matrix	12 days	Tue 6/8/10	Thu 6/24/10	116FF+4 days
139	Review requirements with IME and revise as needed	5 days	Thu 6/24/10	Thu 7/1/10	138
140	Approve Requirements document	1 day	Thu 7/1/10	Fri 7/2/10	139
141	***Milestone: Formal acceptance of Requirements Document***	***0 days***	***Fri 7/2/10***	***Fri 7/2/10***	***140***
142	***Milestone: Requirements gathering and analysis completed***	***0 days***	***Fri 7/2/10***	***Fri 7/2/10***	***141***
143	**Conduct Data Summit with Data Suppliers**	**27 days**	**Fri 7/2/10**	**Tue 8/10/10**	**3FS+35 days,142**
144	Update the Project Plan, as needed	3 days	Fri 7/2/10	Wed 7/7/10	
145	Request data layouts, models, & dictionaries from Data Sup	1 day	Fri 7/2/10	Mon 7/5/10	
146	Send data layouts, models, & dictionaries	3 days	Mon 7/5/10	Thu 7/8/10	145
147	Prepare for Data Summit, incl. std. data model for Data Sup	4 days	Mon 7/12/10	Fri 7/16/10	145FS+5 days
148	Review Data Summit info with IME	1 day	Fri 7/16/10	Mon 7/19/10	147
149	Distribute Data Summit information to Data Suppliers	1 day	Mon 7/19/10	Tue 7/20/10	148
150	Data Summit Sessions	3 days	Fri 7/30/10	Wed 8/4/10	149FS+8 days
151	Document & distribute Data Summit notes	4 days	Wed 8/4/10	Tue 8/10/10	150
152	***Milestone: Data Summit Sessions Complete***	***0 days***	***Tue 8/10/10***	***Tue 8/10/10***	***151***
153	**Data Delivery**	**44 days**	**Tue 8/10/10**	**Mon 10/11/10**	**143**
154	Perform research & respond to Data Summit action items	3 days	Tue 8/10/10	Fri 8/13/10	
155	**Data Investigation (DI) Data**	**15 days**	**Tue 8/10/10**	**Tue 8/31/10**	
156	Develop and send test data layout	10 days	Tue 8/10/10	Tue 8/24/10	



Proprietary 4

IME Program Integrity Project Plan
Advantage Suite Project Schedule

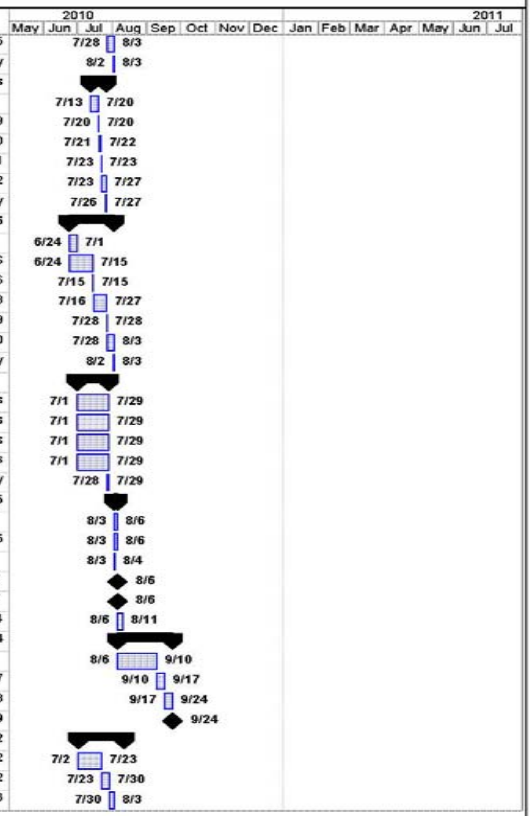
ID	Task Name	Duration	Start	Finish	Predecessors
157	Review test data layout & inform DS	2 days	Tue 8/24/10	Thu 8/26/10	156
158	Make changes to data layout if needed	2 days	Thu 8/26/10	Mon 8/30/10	157
159	Send DI test data	1 day	Mon 8/30/10	Tue 8/31/10	158
160	***Milestone: Data Investigation Test Data Sent***	***0 days***	***Tue 8/31/10***	***Tue 8/31/10***	***159***
161	**Run Data Investigation**	**19 days**	**Tue 8/31/10**	**Mon 9/27/10**	
162	Perform Data Investigation	15 days	Tue 8/31/10	Tue 9/21/10	159
163	Write and send Data Investigation report	3 days	Tue 9/21/10	Fri 9/24/10	162
164	Review Data Investigation report with IME	1 day	Fri 9/24/10	Mon 9/27/10	163
165	***Milestone: Data Investigation Complete***	***0 days***	***Mon 9/27/10***	***Mon 9/27/10***	***164***
166	**Prepare & Send SIT Data**	**4 days**	**Fri 9/24/10**	**Thu 9/30/10**	
167	Make changes to data layout if needed	3 days	Fri 9/24/10	Wed 9/29/10	163
168	Send SIT test data	1 day	Wed 9/29/10	Thu 9/30/10	167
169	***Milestone: SIT Test Data Sent***	***0 days***	***Thu 9/30/10***	***Thu 9/30/10***	***168***
170	**Pepare & Send Production Data**	**7 days**	**Thu 9/30/10**	**Mon 10/11/10**	**169**
171	Make data changes if needed	2 days	Thu 9/30/10	Mon 10/4/10	
172	Send Production data	5 days	Mon 10/4/10	Mon 10/11/10	171
173	***Milestone: Production Data Sent***	***0 days***	***Mon 10/11/10***	***Mon 10/11/10***	***172***
174	**Design for Advantage Suite**	**103.5 days**	**Tue 5/4/10**	**Fri 9/24/10**	
175	**Create Integrated Data Model**	**65.5 days**	**Tue 5/4/10**	**Tue 8/3/10**	**2**
176	Generate Provisional Data Model in Data Model Manager	15 days	Tue 5/4/10	Mon 5/24/10	
177	**Eligibility - DM1**	**18 days**	**Thu 6/24/10**	**Tue 7/20/10**	**3,136**
178	Create Combined Eligibility Spreadsheet	5 days	Thu 6/24/10	Thu 7/1/10	
179	Eligibility Walk-through with Thomson Staff	4 hrs	Thu 7/1/10	Thu 7/1/10	178
180	Revise Eligibility Spreadsheet, as needed	5 days	Fri 7/2/10	Thu 7/8/10	179
181	Repeat Eligibility Walk-through with Thomson Staff	4 hrs	Fri 7/9/10	Fri 7/9/10	180
182	Update the Provisional Data Model	7 days	Fri 7/9/10	Tue 7/20/10	181
183	Perform TH Data Model Review	1 day	Mon 7/19/10	Tue 7/20/10	177FS-1 day
184	**Provider- DM2**	**18 days**	**Thu 6/24/10**	**Tue 7/20/10**	**3,136**
185	Create Provider Spreadsheet	5 days	Thu 6/24/10	Thu 7/1/10	15
186	Provider Walk-through with Thomson Staff	4 hrs	Thu 7/1/10	Thu 7/1/10	185
187	Revise Provider Spreadsheet, as needed	5 days	Fri 7/2/10	Thu 7/8/10	186
188	Repeat Provider Walk-through with Thomson Staff	4 hrs	Fri 7/9/10	Fri 7/9/10	187
189	Update the Provisional Data Model	7 days	Fri 7/9/10	Tue 7/20/10	188
190	Perform TH Data Model Review	1 day	Mon 7/19/10	Tue 7/20/10	184FS-1 day
191	**Drug Claims - DM2**	**15 days**	**Tue 7/13/10**	**Tue 8/3/10**	**184FS-5 days**
192	Create Drug Claims Spreadsheet	5 days	Tue 7/13/10	Tue 7/20/10	
193	Drug Claims Walk-through with Thomson Staff	4 hrs	Tue 7/20/10	Tue 7/20/10	192
194	Revise Drug Claims Spreadsheet, as needed	5 days	Wed 7/21/10	Tue 7/27/10	193
195	Repeat Drug Claims Walk-through with Thomson Staff	4 hrs	Wed 7/28/10	Wed 7/28/10	194



Proprietary 5

IME Program Integrity Project Plan
Advantage Suite Project Schedule

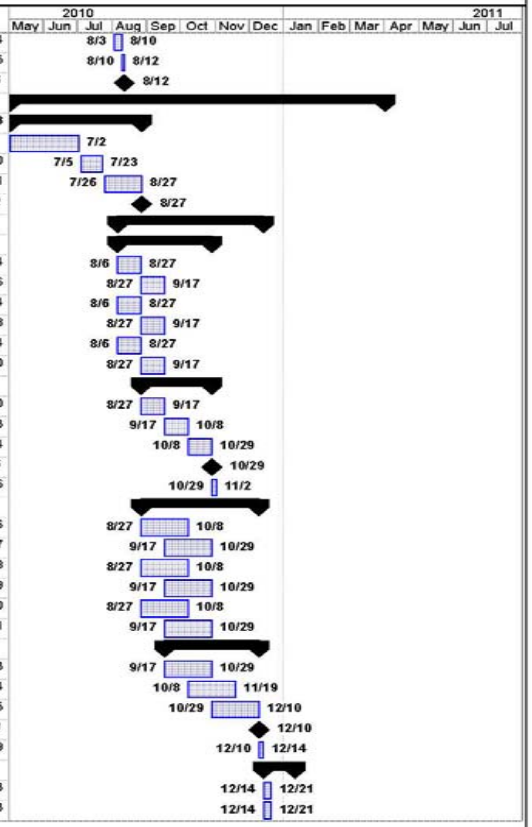
ID	Task Name	Duration	Start	Finish	Predecessors
196	Update the Provisional Data Model	4 days	Wed 7/28/10	Tue 8/3/10	195
197	Perform TH Data Model Review	1 day	Mon 8/2/10	Tue 8/3/10	191FS-1 day
198	**Medical (Professional and Facility) Claims - DM1**	**10 days**	**Tue 7/13/10**	**Tue 7/27/10**	**177FS-5 days**
199	Create Medical Claims Spreadsheet	5 days	Tue 7/13/10	Tue 7/20/10	
200	Medical Claims Walk-through with Thomson Staff	4 hrs	Tue 7/20/10	Tue 7/20/10	199
201	Revise Medical Claims Spreadsheet, as needed	2 days	Wed 7/21/10	Thu 7/22/10	200
202	Repeat Medical Claims Walk-through with Thomson St	4 hrs	Fri 7/23/10	Fri 7/23/10	201
203	Update the Medical Data Model	2 days	Fri 7/23/10	Tue 7/27/10	202
204	Perform TH Data Model Review	1 day	Mon 7/26/10	Tue 7/27/10	198FS-1 day
205	**Financial Transactions - DM3**	**28 days**	**Thu 6/24/10**	**Tue 8/3/10**	**3,136**
206	Create Financial Transactions Spreadsheet	5 days	Thu 6/24/10	Thu 7/1/10	
207	Closely investigate Medicaid Financials	15 days	Thu 6/24/10	Thu 7/15/10	206SS
208	Financial Transactions Walk-through with Thomson St	4 hrs	Thu 7/15/10	Thu 7/15/10	207,206
209	Revise Financial Transactions Spreadsheet, as neede	8 days	Fri 7/16/10	Tue 7/27/10	208
210	Repeat Financial Transactions Walk-through with Thon	4 hrs	Wed 7/28/10	Wed 7/28/10	209
211	Update the Provisional Data Model	4 days	Wed 7/28/10	Tue 8/3/10	210
212	Perform TH Data Model Review	1 day	Mon 8/2/10	Tue 8/3/10	205FS-1 day
213	**Additional Modeling Design Tasks**	**20 days**	**Thu 7/1/10**	**Thu 7/29/10**	
214	Admissions Model	20 days	Thu 7/1/10	Thu 7/29/10	206SS+5 days
215	DCGs Model	20 days	Thu 7/1/10	Thu 7/29/10	206SS+5 days
216	Denied Claims Model	20 days	Thu 7/1/10	Thu 7/29/10	206SS+5 days
217	Episodes Modes	20 days	Thu 7/1/10	Thu 7/29/10	206SS+5 days
218	Perform TH Data Model Review	1 day	Wed 7/28/10	Thu 7/29/10	213FS-1 day
219	**Review Data Model with IME**	**3 days**	**Tue 8/3/10**	**Fri 8/6/10**	**175**
220	Review of each Data Type	3 days	Tue 8/3/10	Fri 8/6/10	
221	Review of Lookups and Data Mappings	3 days	Tue 8/3/10	Fri 8/6/10	175
222	Approve Data Model	1 day	Tue 8/3/10	Wed 8/4/10	
223	***Milestone: Formal Approval of Data Model***	***0 days***	***Fri 8/6/10***	***Fri 8/6/10***	***221***
224	***Milestone: Advantage Suite data model design completed***	***0 days***	***Fri 8/6/10***	***Fri 8/6/10***	***221***
225	Update the Project Plan, as needed	3 days	Fri 8/6/10	Wed 8/11/10	224
226	**Advantage Suite Reports**	**35 days**	**Fri 8/6/10**	**Fri 9/24/10**	**224**
227	Design modifications to AS portfolio reports, if any, to accor	25 days	Fri 8/6/10	Fri 9/10/10	
228	Review modifications to reports with IME	5 days	Fri 9/10/10	Fri 9/17/10	227
229	Revise modifications to Advantage Suite reports, as needed	5 days	Fri 9/17/10	Fri 9/24/10	228
230	***Milestone: Formal approval by IME of Modifications to AS R***	**0 days**	**Fri 9/24/10**	**Fri 9/24/10**	**229**
231	**Design for Cognos Custom Dashboards and Management R**	**29 days**	**Fri 7/2/10**	**Thu 8/12/10**	**142**
232	Review Options for Custom and Non-custom Components	15 days	Fri 7/2/10	Fri 7/23/10	142
233	Review Custom and Non-custom Dashboard/Mgmt Reportir	5 days	Fri 7/23/10	Fri 7/30/10	232
234	Revise Dashboard and Management Report Designs, as ne	2 days	Fri 7/30/10	Tue 8/3/10	233



Proprietary 6

IME Program Integrity Project Plan
Advantage Suite Project Schedule

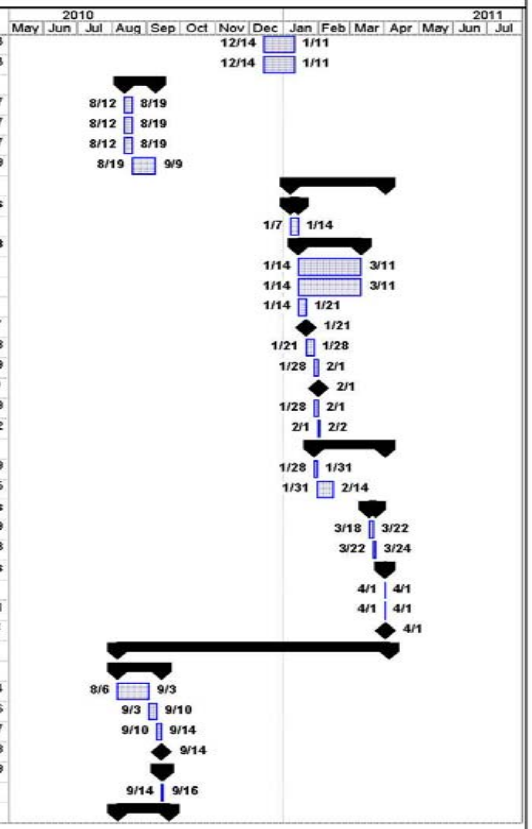
ID	Task Name	Duration	Start	Finish	Predecessors
235	Formal approval by IME of the Cognos Dashboards/Mgmt F	5 days	Tue 8/3/10	Tue 8/10/10	234
236	Incorporate Custom Dashboards/Mgmt Report Determinati	2 days	Tue 8/10/10	Thu 8/12/10	235
237	*Milestone: Custom Dashboards/Mgmt Reports Designed*	*0 days*	*Thu 8/12/10*	*Thu 8/12/10*	*236*
238	**Development**	**240 days**	**Mon 5/3/10**	**Fri 4/1/11**	
239	**Develop Dashboards and Management Reports**	**85 days**	**Mon 5/3/10**	**Fri 8/27/10**	3
240	Define Internal Thomson Dashboard/Report requirements	45 days	Mon 5/3/10	Fri 7/2/10	
241	Design Thomson's Dashboard/Reporting Specifications	15 days	Mon 7/5/10	Fri 7/23/10	240
242	Code and Unit Test Dashboards and Mangement Reports	25 days	Mon 7/26/10	Fri 8/27/10	241
243	*Milestone: Cognos Dashboard/Management Report Develop*	*0 days*	*Fri 8/27/10*	*Fri 8/27/10*	*242*
244	**Advantage Suite Data Transformation**	**92 days**	**Fri 8/6/10**	**Tue 12/14/10**	
245	**Create Integrated Model Transformation Design Workbc**	**60 days**	**Fri 8/6/10**	**Fri 10/29/10**	
246	Eligibility	15 days	Fri 8/6/10	Fri 8/27/10	224
247	Provider	15 days	Fri 8/27/10	Fri 9/17/10	246
248	Drug Claims	15 days	Fri 8/6/10	Fri 8/27/10	224
249	Professional Claims	15 days	Fri 8/27/10	Fri 9/17/10	248
250	Facility Claims	15 days	Fri 8/6/10	Fri 8/27/10	224
251	Financial Transactions	15 days	Fri 8/27/10	Fri 9/17/10	250
252	**Denied Claims**	**45 days**	**Fri 8/27/10**	**Fri 10/29/10**	
253	Facility	15 days	Fri 8/27/10	Fri 9/17/10	250
254	Professional	15 days	Fri 9/17/10	Fri 10/8/10	253
255	Drug	15 days	Fri 10/8/10	Fri 10/29/10	254
256	*Milestone: TDW's Completed*	*0 days*	*Fri 10/29/10*	*Fri 10/29/10*	*245*
257	**Update the Project Plan, as needed**	2 days	Fri 10/29/10	Tue 11/2/10	256
258	**Create & Unit Test Integrated Model ETL Modules**	**75 days**	**Fri 8/27/10**	**Fri 12/10/10**	
259	Eligibility	30 days	Fri 8/27/10	Fri 10/8/10	246
260	Provider	30 days	Fri 9/17/10	Fri 10/29/10	247
261	Drug Claims	30 days	Fri 8/27/10	Fri 10/8/10	248
262	Professional Claims	30 days	Fri 9/17/10	Fri 10/29/10	249
263	Facility Claims	30 days	Fri 8/27/10	Fri 10/8/10	250
264	Financial Transactions	30 days	Fri 9/17/10	Fri 10/29/10	251
265	**Denied Claims**	**60 days**	**Fri 9/17/10**	**Fri 12/10/10**	
266	Facility	30 days	Fri 9/17/10	Fri 10/29/10	253
267	Professional	30 days	Fri 10/8/10	Fri 11/19/10	254
268	Drug	30 days	Fri 10/29/10	Fri 12/10/10	255
269	*Milestone: ETL Completed*	*0 days*	*Fri 12/10/10*	*Fri 12/10/10*	*258*
270	Update the Project Plan, as needed	2 days	Fri 12/10/10	Tue 12/14/10	269
271	**Advantage Suite Report Modifications**	**20 days**	**Tue 12/14/10**	**Tue 1/11/11**	
272	Define and implement Favorites Folders for User Groups	5 days	Tue 12/14/10	Tue 12/21/10	323
273	Validate that MarketScan is implemented	5 days	Tue 12/14/10	Tue 12/21/10	323



Proprietary 7

IME Program Integrity Project Plan
Advantage Suite Project Schedule

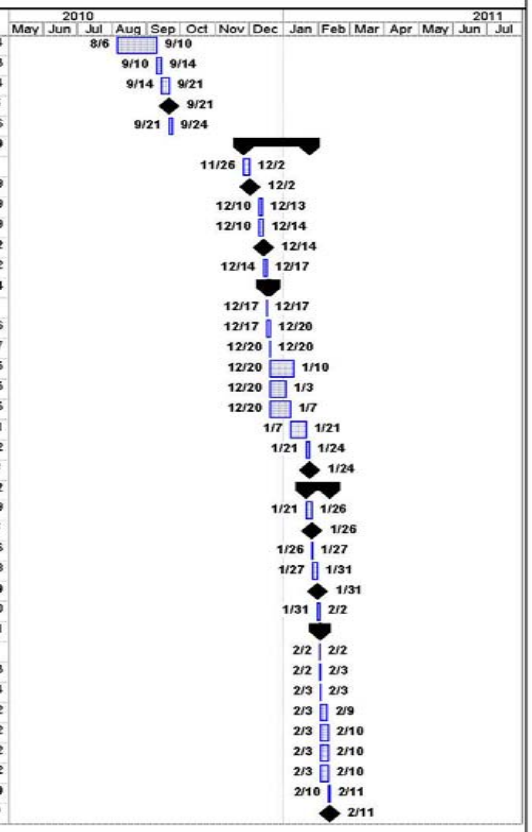
ID	Task Name	Duration	Start	Finish	Predecessors
274	Create Custom Measures, as needed	20 days	Tue 12/14/10	Tue 1/11/11	323
275	Advantage Suite Report Migration and Modification	20 days	Tue 12/14/10	Tue 1/11/11	323
276	**Dashboard/Mgmt Report Data Development**	**20 days**	**Thu 8/12/10**	**Thu 9/9/10**	
277	Customize Advantage Suite extract subset	5 days	Thu 8/12/10	Thu 8/19/10	237
278	Configure application security views	5 days	Thu 8/12/10	Thu 8/19/10	237
279	Implement permissions	5 days	Thu 8/12/10	Thu 8/19/10	237
280	Modify viewing dimensions and report components	15 days	Thu 8/19/10	Thu 9/9/10	279
281	**Training Planning and Delivery**	**60.5 days**	**Fri 1/7/11**	**Fri 4/1/11**	
282	**Develop Training Plan**	**5 days**	**Fri 1/7/11**	**Fri 1/14/11**	**430FS-70 days**
283	Develop Training Plan	5 days	Fri 1/7/11	Fri 1/14/11	
284	**Develop Classroom Materials**	**40 days**	**Fri 1/14/11**	**Fri 3/11/11**	**283**
285	Develop Advantage Suite Materials	40 days	Fri 1/14/11	Fri 3/11/11	
286	Develop Dashboard Reporting Materials	40 days	Fri 1/14/11	Fri 3/11/11	
287	Deliver TH Advantage Suite & Dashboard Documentat	5 days	Fri 1/14/11	Fri 1/21/11	
288	***Milestone: Training Materials and User Manuals Submit***	***0 days***	***Fri 1/21/11***	***Fri 1/21/11***	***287***
289	Review Training Plan and Materials with IME	5 days	Fri 1/21/11	Fri 1/28/11	288
290	Adjust Training Plan and Materials, as needed	2 days	Fri 1/28/11	Tue 2/1/11	289
291	***Milestone: Formal approval by IME of the Training Mate***	***0 days***	***Tue 2/1/11***	***Tue 2/1/11***	***290***
292	Finalize training schedule	2 days	Fri 1/28/11	Tue 2/1/11	289
293	Reserve Training Facilities	1 day	Tue 2/1/11	Wed 2/2/11	292
294	**User Training**	**45.5 days**	**Fri 1/28/11**	**Fri 4/1/11**	
295	Invite Participants for all Sessions	1 day	Fri 1/28/11	Mon 1/31/11	289
296	Prepare for training sessions	10 days	Mon 1/31/11	Mon 2/14/11	295
297	**Conduct Advantage Suite training sessions - speci**	**4 days**	**Fri 3/18/11**	**Thu 3/24/11**	**296,430FS-20 days**
298	Advantage Suite Session - TR and HCE Users	2 days	Fri 3/18/11	Tue 3/22/11	0 days,295,296,289
299	Advantage Suite Session - IME Users	2 days	Tue 3/22/11	Thu 3/24/11	298
300	**Conduct Dashboards/Report training sessions - sp**	**0.5 days**	**Fri 4/1/11**	**Fri 4/1/11**	**297,430FS-10 days**
301	Dashboards/Mangement Reports - TR and HCE	2 hrs	Fri 4/1/11	Fri 4/1/11	
302	Dashboards/Management Repors - IME Users	2 hrs	Fri 4/1/11	Fri 4/1/11	301
303	*Milestone: User Training completed*	*0 days*	*Fri 4/1/11*	*Fri 4/1/11*	*294*
304	**Testing**	**172 days**	**Fri 8/6/10**	**Tue 4/5/11**	
305	**Thomson Test Plan**	**27 days**	**Fri 8/6/10**	**Tue 9/14/10**	
306	Develop detailed Thomson test plan	20 days	Fri 8/6/10	Fri 9/3/10	224
307	Review Thomson Test Plan with IME	5 days	Fri 9/3/10	Fri 9/10/10	306
308	Revise Thomson Test Plan, as needed	2 days	Fri 9/10/10	Tue 9/14/10	307
309	Formal approval by IME of the Detailed Thomson Test Plan	0 days	Tue 9/14/10	Tue 9/14/10	308
310	*Milestone: Detailed Thomson Test Plan Approved*	2 days	Tue 9/14/10	Thu 9/16/10	309
311	Update the Project Plan, as needed	2 days	Tue 9/14/10	Thu 9/16/10	
312	**IME User Test Plan**	**32 days**	**Fri 8/6/10**	**Tue 9/21/10**	



Proprietary 8

IME Program Integrity Project Plan
Advantage Suite Project Schedule

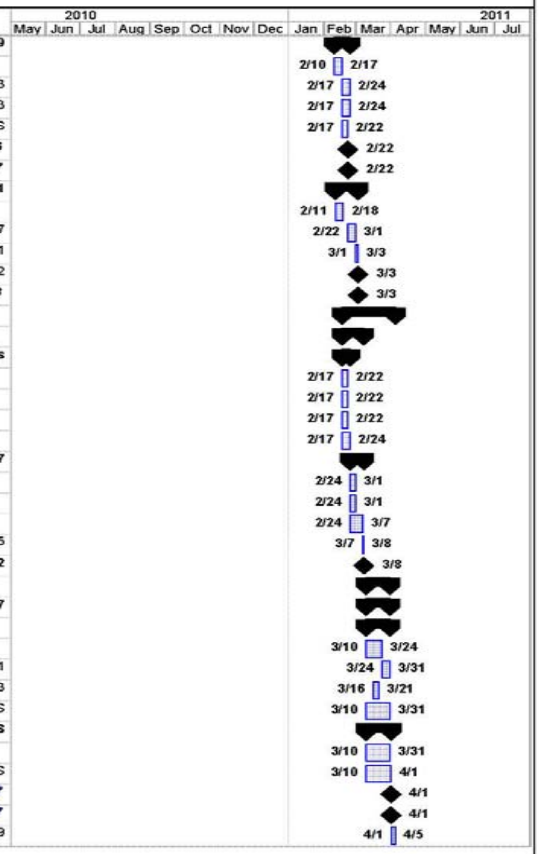
ID	Task Name	Duration	Start	Finish	Predecessors
313	Develop User Test Plan, including Scenarios	25 days	Fri 8/6/10	Fri 9/10/10	224
314	Review User Test Plan, as needed	2 days	Fri 9/10/10	Tue 9/14/10	313
315	Adjust User Test Plan, as needed	5 days	Tue 9/14/10	Tue 9/21/10	314
316	*Milestone: User Test Plan complete*	*0 days*	*Tue 9/21/10*	*Tue 9/21/10*	*315*
317	Schedule Testing Room	3 days	Tue 9/21/10	Fri 9/24/10	316
318	**Advantage Suite System Integration Test 1 (SIT1)**	**41 days**	**Fri 11/26/10**	**Mon 1/24/11**	**269FS-10 days,169**
319	Prepare data for SIT1	4 days	Fri 11/26/10	Thu 12/2/10	
320	*Milestone: Extracted data for SIT1 is ready*	0 days	Thu 12/2/10	Thu 12/2/10	319
321	Migrate Data Model	1 day	Fri 12/10/10	Mon 12/13/10	269
322	Run through ETL programs	2 days	Fri 12/10/10	Tue 12/14/10	269
323	***Milestone: Converted Data Ready for Testing***	**0 days**	**Tue 12/14/10**	**Tue 12/14/10**	**322**
324	Load and build Advantage Suite tables	3 days	Tue 12/14/10	Fri 12/17/10	322
325	**Run Aggregates**	**1 day**	**Fri 12/17/10**	**Mon 12/20/10**	**324**
326	Admissions	1 hr	Fri 12/17/10	Fri 12/17/10	
327	Episodes	6 hrs	Fri 12/17/10	Mon 12/20/10	326
328	DCG's	1 hr	Mon 12/20/10	Mon 12/20/10	327
329	Test the results of the SIT1 Build	15 days	Mon 12/20/10	Mon 1/10/11	325
330	Review Dimensions to see if splitting is appropriate	10 days	Mon 12/20/10	Mon 1/3/11	325
331	Identify and implement program changes	14 days	Mon 12/20/10	Fri 1/7/11	325
332	Unit test program changes	10 days	Fri 1/7/11	Fri 1/21/11	331
333	Document test results	1 day	Fri 1/21/11	Mon 1/24/11	332
334	***Milestone: SIT1 Complete***	***0 days***	***Mon 1/24/11***	***Mon 1/24/11***	***!9,330,331,332,333***
335	**Advantage Suite System Integration Test 2 (SIT2)**	**15 days**	**Fri 1/21/11**	**Fri 2/11/11**	**332**
336	Prepare data for SIT2	3 days	Fri 1/21/11	Wed 1/26/11	331FS-3 days,169
337	*Milestone: Extracted data for SIT2 is ready*	*0 days*	*Wed 1/26/11*	*Wed 1/26/11*	*336*
338	Migrate Data Model	1 day	Wed 1/26/11	Thu 1/27/11	336
339	Run through ETL programs	2 days	Thu 1/27/11	Mon 1/31/11	338
340	***Milestone: Converted Data Ready for Testing***	**0 days**	**Mon 1/31/11**	**Mon 1/31/11**	**339**
341	Load and build Advantage Suite tables	2 days	Mon 1/31/11	Wed 2/2/11	340
342	**Run Aggregates**	**1 day**	**Wed 2/2/11**	**Thu 2/3/11**	**341**
343	Admissions	1 hr	Wed 2/2/11	Wed 2/2/11	
344	Episodes	6 hrs	Wed 2/2/11	Thu 2/3/11	343
345	DCG's	1 hr	Thu 2/3/11	Thu 2/3/11	344
346	Test the results of the SIT2 Build	3.75 days	Thu 2/3/11	Wed 2/9/11	342
347	Review Dimensions to see if splitting is appropriate	5 days	Thu 2/3/11	Thu 2/10/11	342
348	Identify and implement program changes	5 days	Thu 2/3/11	Thu 2/10/11	342
349	Unit test program changes	5 days	Thu 2/3/11	Thu 2/10/11	342
350	**Document test results**	**1 day**	**Thu 2/10/11**	**Fri 2/11/11**	**349**
351	***Milestone: SIT2 Complete***	***0 days***	***Fri 2/11/11***	***Fri 2/11/11***	***350***



Proprietary 9

IME Program Integrity Project Plan
Advantage Suite Project Schedule

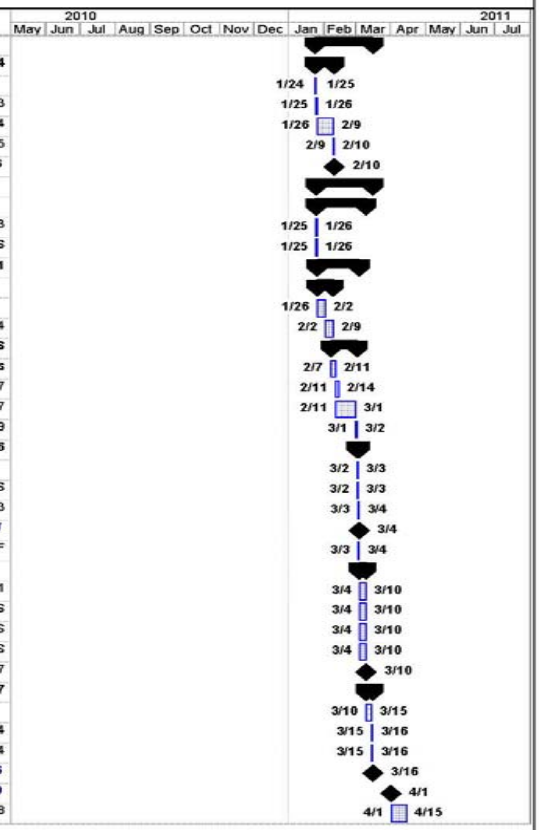
ID	Task Name	Duration	Start	Finish	Predecessors
352	**Cognos Dashboards/Management Reports SIT2 Test - Thom**	**10 days**	**Thu 2/10/11**	**Thu 2/24/11**	**349**
353	Build Dashboards/Reports	5 days	Thu 2/10/11	Thu 2/17/11	
354	Test results of Dashboard/Reports Build	5 days	Thu 2/17/11	Thu 2/24/11	353
355	Identify and implement program changes	5 days	Thu 2/17/11	Thu 2/24/11	353
356	Unit test program changes	3 days	Thu 2/17/11	Tue 2/22/11	355SS
357	***Milestone: Dashboard/Mangement Reporting SIT2 Complete***	***0 days***	***Tue 2/22/11***	***Tue 2/22/11***	***356***
358	***Milestone: Test set of Dashboards/Reports, Charts & Graph***	***0 days***	***Tue 2/22/11***	***Tue 2/22/11***	***357***
359	**Corrective Action Plan**	**14 days**	**Fri 2/11/11**	**Thu 3/3/11**	**351**
360	Create Corrective Action Plan	5 days	Fri 2/11/11	Fri 2/18/11	
361	Review Corrective Action Plan with IME	5 days	Tue 2/22/11	Tue 3/1/11	360,357
362	Revise Corrective Action Plan, as needed	2 days	Tue 3/1/11	Thu 3/3/11	361
363	Formal approval by IME of the Corrective Action Plan	0 days	Thu 3/3/11	Thu 3/3/11	362
364	***Milestone: Corrective Action Plan Complete***	***0 days***	***Thu 3/3/11***	***Thu 3/3/11***	***363***
365	**Advantage Suite User Test**	**33 days**	**Thu 2/17/11**	**Tue 4/5/11**	
366	**Operational Readiness Test**	**13 days**	**Thu 2/17/11**	**Tue 3/8/11**	
367	**Operational Readiness Setup**	**5 days**	**Thu 2/17/11**	**Thu 2/24/11**	**378FS-30 days**
368	Complete final setup of user and training workstati	3 days	Thu 2/17/11	Tue 2/22/11	
369	Assign user login IDs	3 days	Thu 2/17/11	Tue 2/22/11	
370	Set security views	3 days	Thu 2/17/11	Tue 2/22/11	
371	Train Core Users for Operational Readiness Testi	5 days	Thu 2/17/11	Thu 2/24/11	
372	**Operational Readiness Testing**	**8 days**	**Thu 2/24/11**	**Tue 3/8/11**	**367**
373	Test network communications / logins	3 days	Thu 2/24/11	Tue 3/1/11	
374	Test security views	3 days	Thu 2/24/11	Tue 3/1/11	
375	Run any additional Operational Readiness Tests	7 days	Thu 2/24/11	Mon 3/7/11	
376	Approve Operational Readiness	1 day	Mon 3/7/11	Tue 3/8/11	373,374,375
377	***Milestone: Operational Readiness Test Complete***	**0 days**	**Tue 3/8/11**	**Tue 3/8/11**	**372**
378	**User Testing**	**15 days**	**Thu 3/10/11**	**Thu 3/31/11**	
379	**Execute User Test Plan**	**15 days**	**Thu 3/10/11**	**Thu 3/31/11**	**417**
380	**Decision Analyst Testing - IME**	**15 days**	**Thu 3/10/11**	**Thu 3/31/11**	
381	All Access to All Testers	10 days	Thu 3/10/11	Thu 3/24/11	
382	Set Security Access Levels	5 days	Thu 3/24/11	Thu 3/31/11	381
383	Dashboard Testing - IME	3 days	Wed 3/16/11	Mon 3/21/11	423
384	Hold Daily Testing Review Sessions	15 days	Thu 3/10/11	Thu 3/31/11	380SS
385	**User Test Modifications**	**16 days**	**Thu 3/10/11**	**Fri 4/1/11**	**381SS**
386	Identify and implement program changes	15 days	Thu 3/10/11	Thu 3/31/11	
387	Unit test program changes	16 days	Thu 3/10/11	Fri 4/1/11	386SS
388	***Milestone: Advantage Suite User Testing Completed***	***0 days***	***Fri 4/1/11***	***Fri 4/1/11***	***387***
389	***Milestone: Dashboard/Mgmt Reporting User Testing Co***	***0 days***	***Fri 4/1/11***	***Fri 4/1/11***	***387***
390	Update the Project Plan, as needed	2 days	Fri 4/1/11	Tue 4/5/11	389



Proprietary 10

IME Program Integrity Project Plan
Advantage Suite Project Schedule

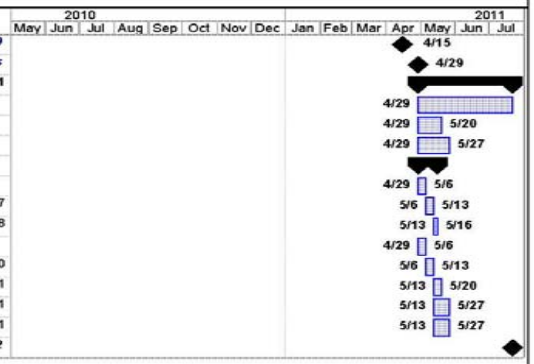
ID	Task Name	Duration	Start	Finish	Predecessors
391	**Implementation**	**37 days**	**Mon 1/24/11**	**Wed 3/16/11**	
392	**UAT/Production Build Preparation**	**13 days**	**Mon 1/24/11**	**Thu 2/10/11**	**334**
393	Create Preliminary Data Acquisition Schedule	1 day	Mon 1/24/11	Tue 1/25/11	
394	Conduct build planning meeting	1 day	Tue 1/25/11	Wed 1/26/11	393
395	Receive & validate data extracts	10 days	Wed 1/26/11	Wed 2/9/11	170,394
396	Authorize continuing with the Production Build	1 day	Wed 2/9/11	Thu 2/10/11	395
397	***Milestone: Extracted data for the Production Build is ready***	***0 days***	***Thu 2/10/11***	***Thu 2/10/11***	***396***
398	**Production Build**	**36 days**	**Tue 1/25/11**	**Wed 3/16/11**	
399	**Advantage Suite Build - Assumes 36 months of history**	**32 days**	**Tue 1/25/11**	**Thu 3/10/11**	
400	Contact Data Acquisition Team to have resources aval	1 day	Tue 1/25/11	Wed 1/26/11	393
401	Migrate Data Model	1 day	Tue 1/25/11	Wed 1/26/11	394SS
402	**Production Build Process**	**27 days**	**Wed 1/26/11**	**Fri 3/4/11**	**401**
403	**Run through ETL programs and validate result**	**10 days**	**Wed 1/26/11**	**Wed 2/9/11**	
404	Data Cluster 1	5 days	Wed 1/26/11	Wed 2/2/11	
405	Data Cluster 2	5 days	Wed 2/2/11	Wed 2/9/11	404
406	**Load and build Advantage Suite tables**	**17 days**	**Mon 2/7/11**	**Wed 3/2/11**	**403SS**
407	Data Cluster 1 - Update with Claims	4 days	Mon 2/7/11	Fri 2/11/11	404FS+3 days
408	Review Cluster 1 Build	1 day	Fri 2/11/11	Mon 2/14/11	407
409	Data Cluster 2 - Update with Claims	12 days	Fri 2/11/11	Tue 3/1/11	407
410	Review Cluster 2 Build	1 day	Tue 3/1/11	Wed 3/2/11	409
411	**Run Aggregates and Age/Sex Adjustments**	**2 days**	**Wed 3/2/11**	**Fri 3/4/11**	**406**
412	Admissions	1 day	Wed 3/2/11	Thu 3/3/11	
413	DCGs	1 day	Wed 3/2/11	Thu 3/3/11	412SS
414	Episodes	1 day	Thu 3/3/11	Fri 3/4/11	413
415	***Milestone: Advantage Suite Production Build (***	***0 days***	***Fri 3/4/11***	***Fri 3/4/11***	***411***
416	Set Temp Space	1 day	Thu 3/3/11	Fri 3/4/11	414FF
417	**Validate Production Build**	**4 days**	**Fri 3/4/11**	**Thu 3/10/11**	
418	Run reports	4 days	Fri 3/4/11	Thu 3/10/11	411
419	Reconcile production counts and table distribution	4 days	Fri 3/4/11	Thu 3/10/11	420SS
420	Execute system test plan	4 days	Fri 3/4/11	Thu 3/10/11	418SS
421	Execute analytic test plan	4 days	Fri 3/4/11	Thu 3/10/11	418SS
422	Milestone: Production Validation Successful	0 days	Thu 3/10/11	Thu 3/10/11	417
423	**Cognos Dashboard Production Build**	**4 days**	**Thu 3/10/11**	**Wed 3/16/11**	**417**
424	Build Dashboards	3 days	Thu 3/10/11	Tue 3/15/11	
425	Run reports	1 day	Tue 3/15/11	Wed 3/16/11	424
426	Execute Dashboard test plan	1 day	Tue 3/15/11	Wed 3/16/11	424
427	***Milestone: Cognos Dashboard/Reporting Production Bu***	***0 days***	***Wed 3/16/11***	***Wed 3/16/11***	***415,426***
428	***Milestone: Implementation Phase Completed***	***0 days***	***Fri 4/1/11***	***Fri 4/1/11***	***388,389***
429	Produce First Month of Dashboards and Management Reports	10 days	Fri 4/1/11	Fri 4/15/11	428



Proprietary 11

IME Program Integrity Project Plan
Advantage Suite Project Schedule

ID		Task Name	Duration	Start	Finish	Predecessors
430		*Milestone: Formal acceptance by IME of the System*	*0 days*	*Fri 4/15/11*	*Fri 4/15/11*	*!7,415,388,389,429*
431		*Milestone: Obtain Formal CMS System Approval*	*0 days*	*Fri 4/29/11*	*Fri 4/29/11*	*430FS+10 days*
432		**Closing (Post Project Tasks)**	**60 days**	**Fri 4/29/11**	**Fri 7/22/11**	**431**
433		Complete Training	60 days	Fri 4/29/11	Fri 7/22/11	
434		Provide Technical Documentation	15 days	Fri 4/29/11	Fri 5/20/11	
435		Provide Key Facts	20 days	Fri 4/29/11	Fri 5/27/11	
436		**Corrective Action Plan**	**11 days**	**Fri 4/29/11**	**Mon 5/16/11**	
437		Write Corrective Action Plan	5 days	Fri 4/29/11	Fri 5/6/11	
438		Review & edit Corrective Action Plan	5 days	Fri 5/6/11	Fri 5/13/11	437
439		Approve Corrective Action Plan	1 day	Fri 5/13/11	Mon 5/16/11	438
440		Conduct lessons learned session	5 days	Fri 4/29/11	Fri 5/6/11	
441		Document & deliver lessons learned	5 days	Fri 5/6/11	Fri 5/13/11	440
442		Write and deliver Project Summary	5 days	Fri 5/13/11	Fri 5/20/11	441
443		Perform administrative tasks	10 days	Fri 5/13/11	Fri 5/27/11	441
444		Update Historical Archives	10 days	Fri 5/13/11	Fri 5/27/11	441
445		*Milestone: Project Closure Tasks Complete*	*0 days*	*Fri 7/22/11*	*Fri 7/22/11*	*432*



Proprietary 12