Draft Documents

RFP §3.2.4

In accordance with RFP 3.2.4, CNSI includes the required draft documents in the following order:

- **Work Plan**: Team CNSI provides a comprehensive draft Work Plan for the Iowa EHR MIPP Administrative Tool project, which includes our Project Management Plan, the Work Breakdown Structure (WBS) for the implementation, and the Microsoft Project Plan showing tasks for the life of the contract. Our comprehensive draft Work Plan provides the approaches, methodologies, processes, and procedures we have employed successfully in previous eMIPP implementations for the states of Washington and Michigan. We have refined these tools and repeatable processes by applying lessons learned from one project to the next. Team CNSI uses the Work Plan to guide our actions throughout the project.
- **Training Plan**: In the Training Plan, we describe our instructional design methodology and provide an eMIPP training plan tailored to the needs of the Agency. The training plan is structured to present a class overview, a breakdown of activities for each eMIPP class session, and a summary of instructor preparation tasks. Team CNSI staff have used this training approach to provide Medicaid training for the state of Washington numerous times and will bring this proven approach to our eMIPP training for the Agency.
- **Project Timeline**: Team CNSI presents the draft Project Timeline as a summary Gantt chart that shows the entire project at a high level. We also include detailed Gantt charts for the initial eMIPP implementation and for each subsequent year of operations, providing the Agency with a time-scaled view of the project.
- **Screen Shots**: Team CNSI presents our eMIPP solution screens arranged in four functional areas to provide the reader some context for review. At the core of eMIPP's user screens is a simple but flexible presentation tool. Both Provider and State screens have "slide decks" that are made up of "cards" used to navigate throughout the registration packet. Using the slide deck approach provides simple, intuitive navigation that can be extended quickly and easily to accommodate new functionality. Additional functionality adds more "cards' to the slide deck.
- **Sample Reports**: eMIPP online reports provide the Agency with tremendous flexibility to view as much or as little EHR MIPP data as desired through the use of filters. Users may download report data into Microsoft Excel for further analysis. Team CNSI also presents a series of summary MU graphic metrics, in real time and a monthly dashboard of eMIPP performance statistics in this section.

Draft Work Plan

Team CNSI's approach and methodology will ensure the success of the Agency's Electronic Health Record (EHR) Medicaid Incentive Payment Program (MIPP). Team CNSI's planning methodology contains a set of integrated processes for performing project work focused on the Agency's satisfaction. Our control structure governs how we will plan, execute, control, track, and close out the tasks and activities described in our draft Project Work Plan. Our project management methodology is based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK), combined with our MMIS and EHR MIPP implementation experience and lessons learned. Our project management methodology establishes the processes, templates, checklists, schedules, metrics, and milestones necessary to provide the "guard rails" for monitoring the work of all of our project team. We establish a project performance environment that is poised for success. We will use our project management discipline to integrate and control the execution of Iowa's EHR MIPP implementation to ensure that the operational system fully meets the Agency's business needs.

Our methodology blends the structure and discipline of PMBOK processes with the Capability Maturity Model Integration (CMMI) for organizational maturity. CMMI level 2 and 3 processes form the fabric of Team CNSI's iVision360™ software development life cycle (SDLC). Our iVision360 SDLC is specifically customized for the Medicaid market. iVision360 represents a unique blend of the waterfall methodology, iterative agile development, and rapid prototyping, resulting in a project environment that is uniquely tuned for rapid implementation of the eMIPP product for the Agency.

Team CNSI's eMIPP is in full production operation in the States of Michigan and Washington. We have a proven project management methodology and practical implementation and operations experience in supporting EHR Medicaid Incentive Programs.

Adding to the Team CNSI advantage, our team member, Noridian, has extensive experience working with the Iowa Medicaid program and detailed knowledge of the existing interfaces and workflows supporting the current legacy MMIS and the current EHR software solution. Noridian's knowledge of the current EHR MIPP system and data will enable us to rapidly conduct data conversion.

Team CNSI's Work Plan consists of a narrative Project Management Plan (PMP) that describes our overall project management approach and a Project Schedule. The PMP is derived and tailored from Team CNSI's standard project management plans and processes. The Work Plan will be reviewed and finalized with the Agency upon contract award. The approved version of the Work Plan will form a baseline from which Team CNSI will monitor our performance.

In the remainder of this section Team CNSI has provided:

1. The draft Project Management Plan
2. The draft Project Schedule

Note also that the draft Project Schedule is discussed further in the Draft Project Timeline section in Tab 4 of our proposal.

The draft Project Management Plan will be used to direct efforts for the initial deployment of eMIPP. The processes outlined in this draft will become a part of the Operations Support Plan as we transition to operations support. The Operations Support Plan will be developed prior to deployment and will be used to manage the ongoing operation of eMIPP for the life of the contract.

eMIPP Administration and Provider Support
Draft Project Management Plan
for
Iowa Electronic Health Records

Prepared for:
Iowa Department of Human Services
100 Army Post Road
Des Moines, Iowa 50315

Prepared by:
CNSI
6465 Millennium Drive
Lansing, Michigan 48917

eMIPP-PMP-01-01
December 1, 2011

eMIPP Administration and Provider Support
Project Management Plan
for
Iowa Electronic Health Records

eMIPP-PMP-01-01
December 1, 2011

Approved by:

Agency Project Manager (Date)	**Team CNSI Project Manager (Date)**

Revision History

Revision Level	Date	Description	Change Summary
eMIPP-PMP-01-01	9/26/2011	Initial Draft Submitted with Proposal	

Contents

Revision History ..... **TBD**

Section 1 - Preface ..... **TBD**

1.1 Summary ..... **TBD**
1.2 Structure ..... **TBD**
1.3 Audience ..... **TBD**

Section 2 – Scope ..... **TBD**

2.1 Project Schedule ..... **TBD**
2.2 Deliverables ..... **TBD**
2.3 Project Milestones ..... **TBD**

Section 3 - Project Organization ..... **TBD**

3.1 Project Team Contacts ..... **TBD**
3.2 Project Team Roles and Responsibilities ..... **TBD**

Section 4 - Overview of Project Management Approach ..... **TBD**

4.1 Monthly Status Reports ..... **TBD**
4.2 Other Status Reports ..... **TBD**
4.3 Schedule Development and Tracking ..... **TBD**
4.4 Issues Management ..... **TBD**
4.5 Risk Management ..... **TBD**
4.5.1 Identification of Potential Risks ..... TBD
4.5.2 Plan for Risk Mitigation ..... TBD
4.6 Communications Management ..... **TBD**
4.7 Resource Management ..... **TBD**
4.8 Schedule/Time Management ..... **TBD**
4.9 Quality Management ..... **TBD**
4.10 Project Integration ..... **TBD**

Section 5 – Project Schedule ..... **TBD**

Section 1 - Preface

1.1 Summary

The purpose of the Project Management Plan (PMP) is to provide the overall guidance and framework for the Iowa Electronic Health Records (EHR) Medicaid Incentive Payment Program (MIPP). The PMP will be a living document that will be approved during the startup of the project after Team CNSI has an opportunity to collaborate with Agency staff.

1.2 Structure

This document outlines our management methodology and approaches. This document contains five sections:

- **Section 1 - Preface:** This section provides an overview of the content and structure of the document.
- **Section 2 – Scope**: This section provides the work breakdown structure for the project and lists key deliverables, artifacts, and milestones.
- **Section 3 - Project Organization**: This section provides organization charts, contact information, and roles and responsibilities for the project organization
- **Section 4 – Overview of Project Management Approach**: This section describes Team CNSI's project management approach.
- **Section 5 – Project Schedule**: This section provides a detail (draft) task list produced from the Microsoft Project schedule for the project.

1.3 Audience

This section is intended for the staff, managers, and stakeholders from the Agency and the CNSI team assigned to the project.

Section 2 – Scope

The scope of the Iowa EHR MIPP project is to configure Team CNSI's eMIPP product to support Iowa's EHR MIPP beginning in second quarter of 2012 with supporting operations continuing through October 30, 2021. Figure 1 shows the high level work breakdown structure (WBS) for this effort.

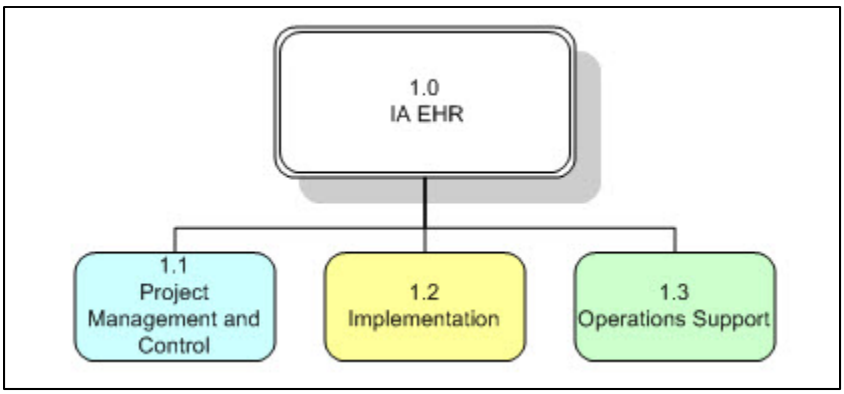


Figure 1. Iowa eMIPP Implementation and Support High Level WBS

In Figures 2 through 4, we further decompose the high level WBS. The WBS structure illustrated in these figures corresponds to the draft Project Schedule presented in Section 5 of this plan.

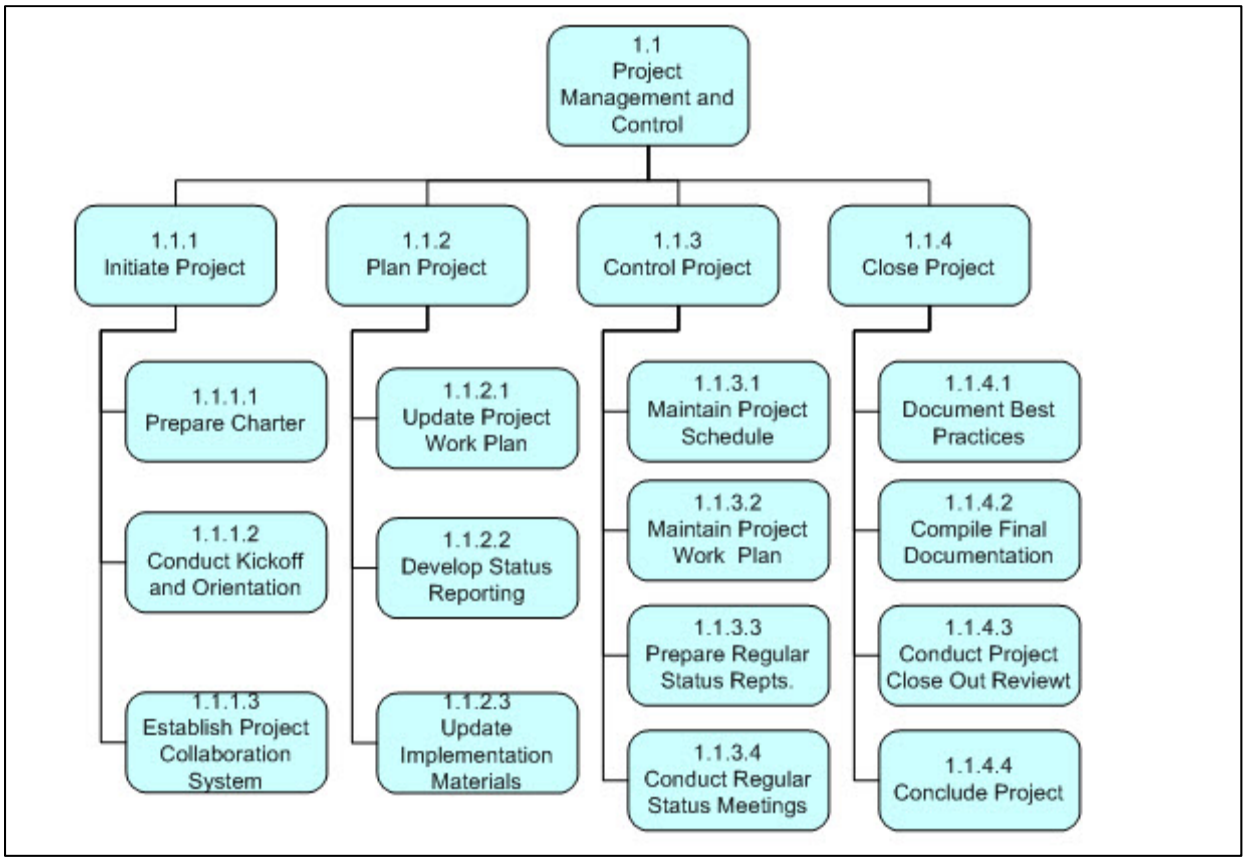


Figure 2. Details of Our Project Management and Control WBS

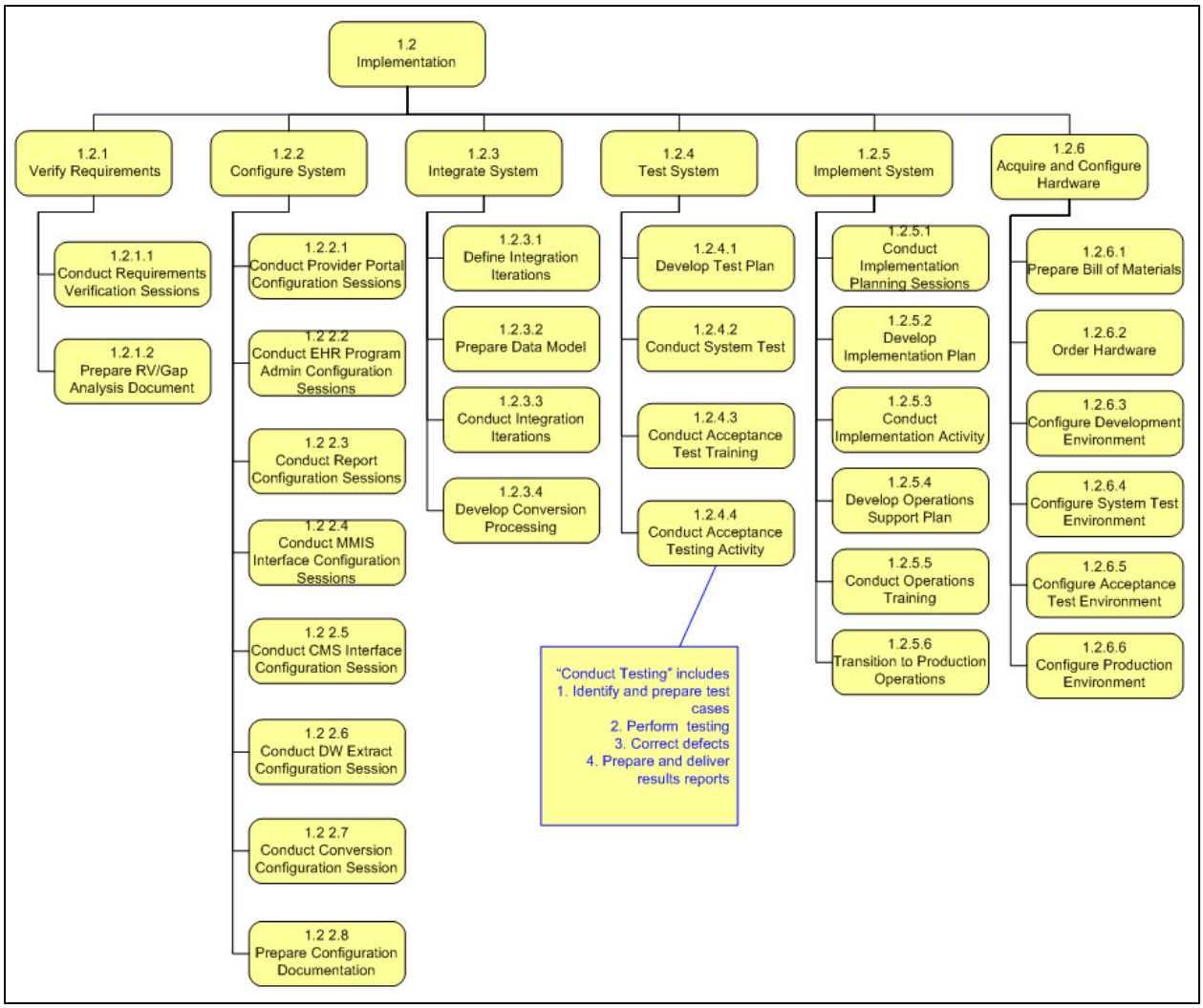


Figure 3. Details of our Implementation WBS

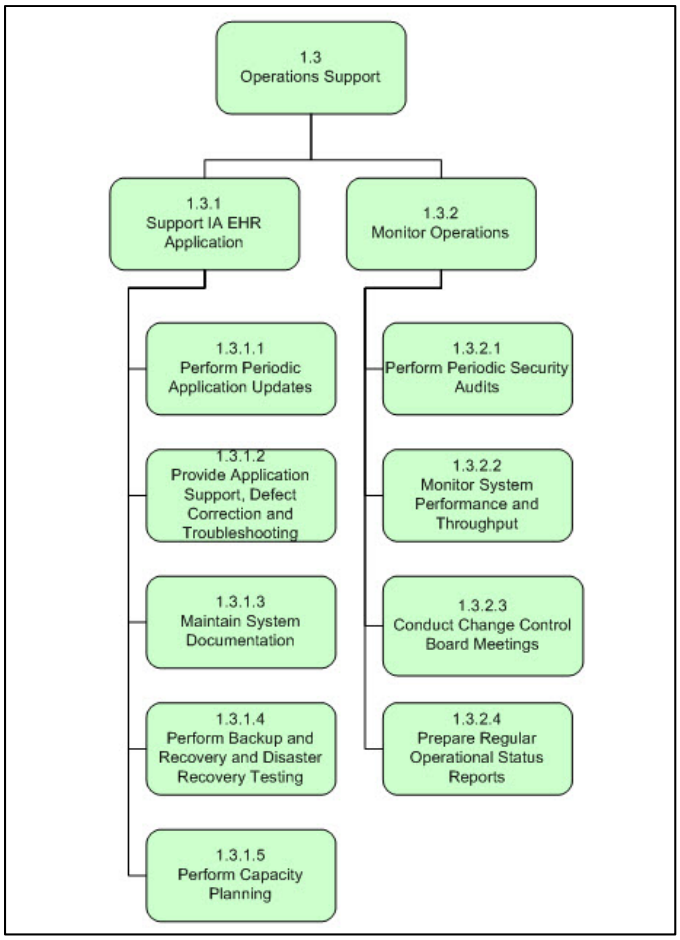


Figure 4.Details of our Operations Support WBS

2.1 Project Schedule

Team CNSI's Project Manager will develop and maintain project schedules as needed to support assigned tasks using Microsoft Project. The schedule will be reviewed and approved by the Agency prior to commencement of effort related to assigned tasks. The project schedule will be baselined for performance measurement as outlined in Section 4.9 Quality Management in this document.

2.2 Deliverables and Artifacts

Team CNSI plans to develop the deliverables and artifacts shown in Table 1. Deliverables require State review and signoff. Artifacts are standard work products produced through Team CNSI's project management methodology.

Table 1.Planned Project Deliverables Summary

#	Name	Owner	Schedule	Type
1	Project Implementation Materials to include: • Updated Project	CNSI PM	Within 15 Days of award. Corresponds to Deliverable #8 in Scope of Work: Provide project implementation	Deliverable

#	Name	Owner	Schedule	Type
	Work Plan • Updated Training Plan • Updated Project Timeline • Updated Screen Shot Inventory • Updated Report Inventory		planning materials.	
2	Project Schedule Updates	CNSI PM Project Team Members	Weekly through the completion of the initial implementation every Thursday	Artifact
3	Project Status Reports	CNSI PM	Weekly through the completion of the initial implementation every Thursday	Artifact
4	Project Work Plan Updates	CNSI PM Project Team Members	Monthly through the completion of the initial implementation the last Wednesday of the Month	Artifact
5	Requirements Validation and Gap Analysis Report	Project Team Members	December 2011	Artifact
6	Updated Configuration Design Documentation	Project Team Members	The eMIPP design documentation (Detailed Design Specification Documents (DSDDs)) will be used as a basis for the configuration sessions and will be updated and approved during the sessions. This deliverable is the combined DSDD documentation produced following the last configuration session (January 2012) The DSDDs become a part of the system documentation package and are updated as needed as a result of the release management process.	Artifact
7	Test Plan	CNSI Project Manager	December 2011	Artifact
8	System Test Results Report	Project Team Members	February 2012	Artifact
9	Implementation Plan	CNSI Project Manager	March 2012	Artifact
10	Disaster Recovery Test	CNSI Project	Prior to implementation (March 2012)	Artifact

#	Name	Owner	Schedule	Type
	Results	Manager	and then annually, in October for the life of the contract.	
11	Operations Support Plan	CNSI Project Manager	January 2012	Artifact
12	eMIPP Production Deployment	CNSI Project Manager	April 2012 (Software deliverable) Corresponds to Deliverables #1, #2, #4, #5, #6, and #11 in Scope of Work: • Provide Web Portal • Provide EHR Program administrative tools and services • Receive EHR incentive payment information from MMIS • Interfaces to the CMS National Level Repository • Provide requested data extracts for the Agency's Data Warehouse • Confirm, at all times, the solution meets MITA standards for SOA and interoperability	Deliverable
13	Operations Status Report	CNSI Project Manager	Monthly beginning on the 5th business day following the end of the month.	Artifact
14	Annual Security Audit Results	CNSI Project Manager	Yearly, in August, beginning in 2012 and continuing for the life of the contract	Artifact
15	Annual Capacity Planning Results	CNSI Project Manager	Yearly, in December, beginning in 2012 and continuing for the life of the contract	Artifact
16	Application Updates	CNSI Project Manage	Beginning in October 2012, twice yearly in October and April for the life of the contract	Artifact
17	Meeting Leadership and Minutes	Project Team Members	As defined by assigned task; minutes provided within 2 business days of meeting	Artifact
18	Provide Reports during Operations	Technical Lead	As defined in Operations Support Plan. Corresponds to Deliverable #3 and #12 in Scope of Work: • Provide Reports • Provide necessary monthly reports	Deliverable
19	Application Support and Updates to eMIPP software	Technical Lead	As defined in Operations Support Plan. Corresponds to Deliverables #7, 9, and 10 in Scope of Work:	Deliverable

#	Name	Owner	Schedule	Type
			• Provide Application support for the life of the contract • Provide all available updates to the software as they are released • Confirm, at all times, adequate security and operational standards to protect all information	

2.3 Project Milestones

Each assigned task will undergo a standard set of milestones as defined in Table 2. Additional milestones may be added depending on the future needs of the project.

Table 2.Project Milestones

Milestone	Description	Delivery Date
Task Start	Official start of the task	As assigned by the Agency
Updated Implementation Materials	As defined in the Agency's Request for Proposal • Updated Project Work Plan • Updated Training Plan • Updated Project Timeline • Updated Screen Shot Inventory • Updated Report Inventory	Within 15 days of contract assignment
Configuration Complete	Upon submission of the revised DSDD documentation	January 3, 2012
Integration Complete	Upon completion of any software configuration changes needed for IA EHR	February 14, 2012
Testing Complete	Conclusion of Acceptance Testing	March 27, 2012
Initial deployment of Iowa eMIPP	Following successful production deployment	April 2, 2012

Section 3 - Project Organization

Figure 5 provides a graphical depiction of Team CNSI's high level project organization for implementation.

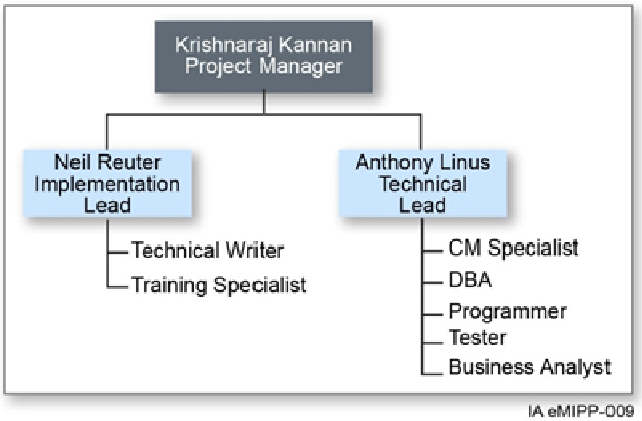


Figure 5. Team CNSI Project Organization Chart (Implementation)

Figure 6 provides a graphical depiction of the Agency's project organization structure.

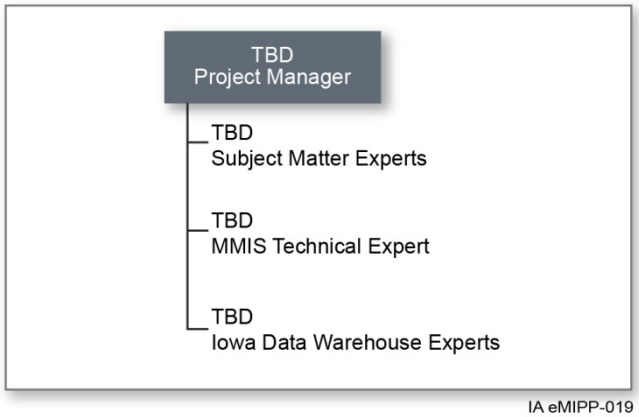


Figure 6. (Draft) Iowa Project Organization Chart

3.1 Project Team Contacts

Table 3. Project Contact List identifies project team contacts. Note, the project team contact information will be completed during project startup. Agency personnel names will be added to the team contact list on project initiation.

Table 3. Project Contact List

Name	Org	Role	Telephone	Email
Krishnaraj Kannan	CNSI	eMIPP Project Manager	(301) 944-2030	kannank@cns-inc.com
Neil Reuter	Noridian	Implementation Lead	TBD	TBD
Anthony Linus	CNSI	Technical Lead	(240) 399-2451	linusa@cns-inc.com
TBD	Iowa EHR MIPP	EHR MIPP Project Manager	TBD	TBD
TBD	Iowa EHR MIPP	Subject Matter Experts	TBD	TBD
TBD	Iowa MMIS	Technical Expert	TBD	TBD
TBD	Iowa DW	DW Expert	TBD	TBD

3.2 Project Team Roles and Responsibilities

The resource matrix show in Table 4 summarizes the resources needed to support the Iowa implementation of eMIPP.

Table 4.Project Team Roles and Responsibilities

Organization	Classification	Project & Quality Assurance	Implementation	Operations Support
Team CNSI	Project Manager	X	X	X
	Technical Lead	X	X	X
	Implementation Lead	X	X	X
	Business Analyst		X	X
	Programmer		X	X
	Tester		X	X
	Database Administrator		X	X
	Configuration Management Specialist		X	X
	Technical Writer	X	X	X
	Training Specialist			X
	NOC Specialist			X
Agency	Project Manager	X	X	X
	EHR MIPP Subject Matter	X	X	X

Organization	Classification	Project & Quality Assurance	Implementation	Operations Support
	Experts			
	Iowa MMIS Technical Experts	X	X	X
	Iowa DW Technical Experts	X	X	X

The roles and responsibilities of the project team are shown in Table 5 and in Table 6. Table 5 outlines Team CNSI roles and responsibilities and Table 6 outlines the Agency' roles and responsibilities.

Table 5.Team CNSI Project Team Roles and Responsibilities

Role	Responsibilities	Responsible Individual
Project Manager	**Implementation Responsibilities** • Status Reporting - gathering, consolidating, reviewing, publishing, review / QA • Integration / Coordination - coordinates communications, puts people together through identification of trends in metrics, issues in status reports, etc. • Governance - facilitates establishment and on-going operation of governance teams • Communication - issues communications to the state (deliverables, status reports, letters) and obtains signatures • Facilitate Risk Management Process • Facilitate Issue Resolution Management Process • Facilitate Change Management Process • MS Project Plan Analysis and Maintenance • Financial management and reporting • Facilities Scheduling • Manages Subcontracts Management Process • Deliverables Management	Krishnaraj Kannan
Technical Lead	**Implementation Responsibilities** • Oversee requirements validation and implementation design sessions • Oversee and manage the functional implementation of the system • Review and establish system architecture • Ensure external systems are integrated with the eMIPP • Perform functional integration reviews and check points	Anthony Linus

Role	Responsibilities	Responsible Individual
	• Coordinate testing activities • Coordinate with development team located in Gaithersburg, MD • Coordinates with interfacing system management including CMS and the State Medicaid and payment systems • Direct tester in identifying business test cases	
Implementation Lead	**Implementation Responsibilities** • Prepare Implementation Plan • Conduct implementation planning and roll out the system • Support conversion activities • Prepare training materials • Conduct training and knowledge transfer related reporting	Neil Reuter
Programmer	• Performs configuration and development activities including planning, coding, and unit testing specific assignments • Conducts data conversion of year 1 data • Develop data model changes	TBD
Tester	• Under the direction of the Technical Lead, prepares system and regression test plans and scripts, performs system and regression testing activities, documents defects and results of system and regression tests	TBD
Business Analyst	• Conducts Requirements Validation and Integration Sessions and updates • Maintains eMIPP design documentation • Updates and maintains user manual	TBD
Database Administrator	• Maintains the eMIPP data model and database structures • Monitors database performance • Establishes database schemas for testing and production	TBD
Configuration Management Specialist	• Manages migration and promotion of release through the development, system test, and acceptance test and production environments • Maintains configuration control	TBD
Technical Writer	• Prepares deliverables and artifacts to support implementation and operations activity	TBD
Training Specialist	• Maintains Training Plan and conducts training activities	TBD

Table 6.Agency Roles and Responsibilities

Role	Responsibilities	Responsible Individual
Project Manager	**Implementation Responsibilities** • Coordinates review and approval of deliverables and artifacts; obtains signatures for formal deliverables • Directs Agency staff assigned to the project; provides coordination with other State organizations needed to support the project • Integration / Coordination - coordinates communications, puts people together through identification of trends in metrics, issues in status reports, etc. • Governance - facilitates establishment and ongoing operation of governance teams • Facilitate Risk Management Process • Facilitate Issue Resolution Management Process • Facilitate Change Management Process • Primary interface with Agency for all matters relating to contract • Facilitates full integration and collaboration of all project teams	TBD
EHR MIPP Subject Matter Experts	**Implementation Responsibilities** • Provide knowledge and expertise of Iowa's EHR MIPP • Participate in requirements validation (RV) sessions to facilitate full understanding of Agency requirements; provide nominal approval of RV documentation prior to submission to Agency PM • Participate in integration design sessions; review design documentation; ensure Agency requirements are incorporated into the design documents where necessary • Participate in formal training sessions • Participate in acceptance testing including development of acceptance test cases, execution, and documentation of acceptance test cases.	TBD
Iowa MMIS Technical Expert	• Provide knowledge, expertise, and specific technical details regarding the interfaces for provider data and payment information • Provide knowledge, expertise, and specific technical details regarding the EHR MIPP data to be converted from the MMIS • Coordinate testing activity between eMIPP team and Iowa MMIS	TBD
Iowa DW Expert	• Provide knowledge, expertise, and specific technical details regarding the data warehouse extracts to support EHR MIPP in the Iowa data warehouse system • Coordinate testing activity between the eMIPP team and the Iowa DW Team	TBD

Section 4 - Overview of Project Management Approach

This section provides an overview of our project management approach and describes Team CNSI's management philosophy and our vision for a successful implementation of the project. Team CNSI's proposed project management approach is based on the following key tenets:

- Well defined processes based on CMM level 2/3, ITIL v3 service management processes, and Project Management Body of Knowledge (PMBOK)
- Quantitative management under an approved Quality Control Plan (QCP)
- Clear roles and responsibilities
- Open communications and continual collaboration

Team CNSI's project management plans documented performance standards and project schedules are the baselines against which we measure actual progress against planned progress. This is done on a timely and regular basis so we can take necessary corrective actions immediately. Our project management process involves regularly gathering data on project performance and comparing it with the planned performance. This process will occur throughout the project as tasks are assigned. This project management plan is a living document across project life-cycle, updated as required to reflect any change driven by Agency, requirements, technology evolution, or lessons learned to be applied as part of our continuous process improvement. PMP updates will be provided to the Agency on a monthly basis throughout initial implementation of eMIPP. After implementation, the project management plan will be updated as needed as a result of changes dictated through the Operations Support Plan.

4.1 Monthly Status Reports

Team CNSI will provide Monthly Status Reports to the Agency as paper documents and also electronically. They will also be uploaded to the Project Collaboration System. The Monthly Status Reports will contain the following:

- General status
- Challenges and mitigation plans to address challenges (both risks and issues)
- Assigned task critical path discussion
- Deliverable summary
- Activities completed/accomplishments for the reporting period
- Upcoming deliverable, milestone, or critical activities
- Significant accomplishments
- Upcoming activities for next reporting period
- Performance rating – Red, Yellow, and Green indicators for the overall team performance, cost, schedule, resources, quality, and customer satisfaction

4.2 Other Status Reports

As requested by the Agency, other status reports will be provided on an ad hoc basis to report progress on assigned tasks.

4.3 Schedule Development and Tracking

Team CNSI will develop and maintain a complete baseline project schedule, to be reviewed weekly or as the Agency indicates. During the startup of assigned tasks, Team CNSI will review and update the high level tasks and milestones based on the Agency's input. These items will form the basis of the project

schedule for the assigned task, thereby forming the critical path. Team CNSI will hold a peer review, whereby stakeholders have an opportunity for final plan and schedule input and/or changes. Once these are incorporated, Team CNSI will baseline the schedule in Microsoft Project, incorporating it into the task definition, and begin tracking and reporting progress against the baseline in accordance with Agency requirements. In the event of approved major changes to the assigned tasks, Team CNSI will incorporate the schedule changes and then re-baseline the project.

The CNSI Project Manager will review the schedule weekly and report any deviations from the project schedule that may affect the major milestone delivery dates on a monthly basis. Progress against the schedule will be provided in the monthly status reports. Any potential impact on the major milestone delivery dates deviations will be reported via email.

4.4 Issues Management

Team CNSI will maintain an issues log to keep track of all the issues that arise during the project period. Each issue will be identified by:

1) An issue ID
2) A brief description
3) Priority (High, Medium, Low)
4) Person assigned for resolution
5) Date opened
6) Target date for resolution
7) Date closed

The process for issue management consists of the following steps:

1) Identify and prioritize the issue
2) Develop alternate solutions
3) Select and implement solution
4) Monitor and close the issue

The CNSI Project Manager (PM) will confer with the Agency PM on a weekly basis to identify, track, and resolve issues. An issues log will be maintained on the Project Portal and the issues will be discussed with the Agency PM on a weekly basis or as defined by the Agency during project startup. Each issue will be assigned to an owner with closure schedule and project impacts identified. The two project managers will jointly track the issues on behalf of their respective organizations.

4.5 Risk Management

4.5.1 Identification of Potential Risks

An essential aspect of project management is controlling the inherent risks of a project. Risks arise from uncertainty surrounding project decisions and outcomes. Risks differ from problems or issues because a risk refers to the future potential for adverse outcome or loss, whereas problems or issues reflect conditions that exist in a project at the present time.

Risks may become critical issues, if they are not addressed effectively. Risk management then is the process of identifying, analyzing, and addressing project risks proactively. The goal of risk management is to maximize the positive impacts while minimizing the negative impacts associated with project risk.

This project's policy of understanding and managing risk ensures that effective tradeoffs are made between the positive and negative effects of risk.

The Team CNSI PM will:

- Identify initial risks, classify, and prioritize risks
- Maintain a risk log
- Assess probability and impact of risks
- Ensure that risks are documented in the project portal and that the documentation is current
- Identify risks requiring a Risk Response Plan (contingency plans, mitigation strategies, and avoidance strategies)
- Approve Risk Response Plans
- Monitor risks and progress on their associated Risk Response Plan
- Report to Agency PM risks requiring oversight to appropriate entities
- Approve closure of risks

4.5.2 Plan for Risk Mitigation

As risks are identified, they will be assigned a risk probability (Low - [1], Medium - [3], High – [5]) and an Impact (Low - [1], Medium - [3], High – [5]). The probability and impact will be multiplied to provide a rating or index for the risk. All risks will be assigned an owner who will develop a risk mitigation plan. As the mitigation plan is implemented, the status will be monitored. Risk status will be reported in the monthly project status report submitted to the Agency. Risks will also be reviewed at the project status meetings.

4.6 Communications Management

Team CNSI's communications strategy is two-fold: 1) continuous knowledge sharing within Team CNSI and the Agency, and 2) managing stakeholder expectations. Team CNSI will create a knowledge base for information sharing on all things related to this task, to include documented processes, code library, and lessons learned. In addition, knowledge sharing of innovations and improved solutions will be showcased, as appropriate; to assist the Agency in process improvement and technical innovations. Team CNSI will, as appropriate opportunities arise, introduce best practices and technology innovations. In addition, Team CNSI is committed to facilitating open communications among the members of the project team, both Agency staff and Team CNSI. Promoting customer service relationships will help in maintaining long-term Agency satisfaction with Team CNSI's services.

4.7 Resource Management

Team CNSI has historically attracted and retained top technical talent. We are adept at managing distributed teams and maintaining ongoing person-to-person relationships with our clients and employees. Team CNSI values its employees and maintains a people-centric culture, which enables the successful recruitment and retention of highly skilled individuals in the extremely competitive IT field. Team CNSI's retention rate average for last three years is more than 90%. We have proven our retention approach on each contract and are able to hire and retain talented technical staff throughout the contract. Team CNSI rewards outstanding performance and motivates employees towards continuous improvement to provide quality service to our clients. In addition, we also provide continuous coaching, opportunities for training and skill enhancement, and individual and team recognition of a job well done, all major factors in nurturing long-term motivation and dedication to the success of Team CNSI's effort.

4.8 Schedule/Time Management

As part of the risk and change management approach, special attention may need to be given to schedule/time management. Team CNSI's Project Manager will manage personnel and requisite skill sets to ensure optimal use of time and resources. Time management includes managing to the critical path, or the set of activities which will require the greatest use of resources (both time and personnel). By managing the critical path, the project manager is able to anticipate resource needs, allowing movement of additional personnel to achieve the required goal in the allotted time.

4.9 Quality Management

Team CNSI's Quality Control Plan (QCP) underlines our commitment to quality in measuring, evaluating, and improving process and product performance that is consistent with our proposed technical approach. The QCP identifies the quality assurance (QA) activities and programming efforts required to support this project. It identifies, establishes, tracks, and assesses the performance measures and metrics to support this task and ensure achievement of the program objectives stated in the SOW. It also ensures that the QA and project activities are focused on adding value to the Agency's strategic objectives and missions.

Overall Approach

Team CNSI's QA approach is based upon industry standard project management practices, IEEE standards, and our system engineering practices. Team CNSI believes that basic management doctrines are the basis for project success via Total Quality Management (TQM). We have accumulated these doctrines over a decade of providing IT services, implementing systems, and providing innovative solutions and consistently delivered Quality products that ensure total customer satisfaction. For the Agency, Team CNSI will accomplish this through a clear sense of mission, shared values, leadership commitment, customer partnering, and process ownership.

Our QA approach establishes our quality management standard processes and describes how we will employ performance measurements to achieve the project's objectives, requirements, and expectations. It ensures that a systematic process is followed to measure, evaluate, control, and report important elements of the products and services delivered and the processes used; assess customer satisfaction; manage and contain risk; and enhance and affect systematic process and performance improvements. More importantly, however, Team CNSI focuses on the QA activity results, not on the process itself. These results verify and validate the delivery of Team CNSI's high level of performance. As part of our QC approach, our Project Manager, working closely with Agency managers, will finalize the activities that will be performed on each task. He will have overall responsibility for all quality-related aspects of our project reporting and deliverable requirements.

In addition, if desired and approved by the Agency, CNSI's corporate QA Engineer will assist the Project Manager by independently scheduling audits and activities, coordinating the audits with the Team CNSI project team, and performing audits and reviews as directed by the Project Manager. Team CNSI's Project Manager will be responsible for ensuring that data is collected to monitor overall performance and to guide for the performance improvements. The consistent and focused efforts of the QA process will ensure that all quality-related issues are properly identified, reported, tracked, and acted upon to achieve excellent service delivery on this contract.

Team CNSI's approach to monitoring, evaluating, and reporting on performance focuses on the fundamentals: Implement and conduct QA activities during task execution, deliverable reviews, and feedback from Agency stakeholders.

4.10 Project Integration

For implementing this project, the Team CNSI Project Manager will draw upon several organizational components within CNSI for infrastructure support. These components include:

- Our team member, Noridian
- CNSI Center of Excellence
- Corporate Quality Assurance
- Contracts Administration
- Project Controls
- CNSI Strategy Office

At the start of the project, the Team CNSI PM will coordinate with the managers of these support organizations in identifying the resources needed from each component and develop an action plan to get the resources and level of support needed at the desired time. Team CNSI has standard processes for identifying and acquiring shared infrastructure resources.

The CNSI PM will work closely with the Agency for coordinating meetings and document reviews.

Section 5 – Project Schedule

In the following pages Team CNSI presents the (draft) schedule for the Iowa EHR MIPP Administration Tool implementation. The WBS used to develop the schedule is shown in Section 2 of this document in Figure 1 through Figure 4.

Figure 7 shows a high level timeline for the overall project. Please refer to the Draft Project Timeline in Tab 4 of our proposal for more of Team CNSI's response to the Timeline component of the Implementation Materials.

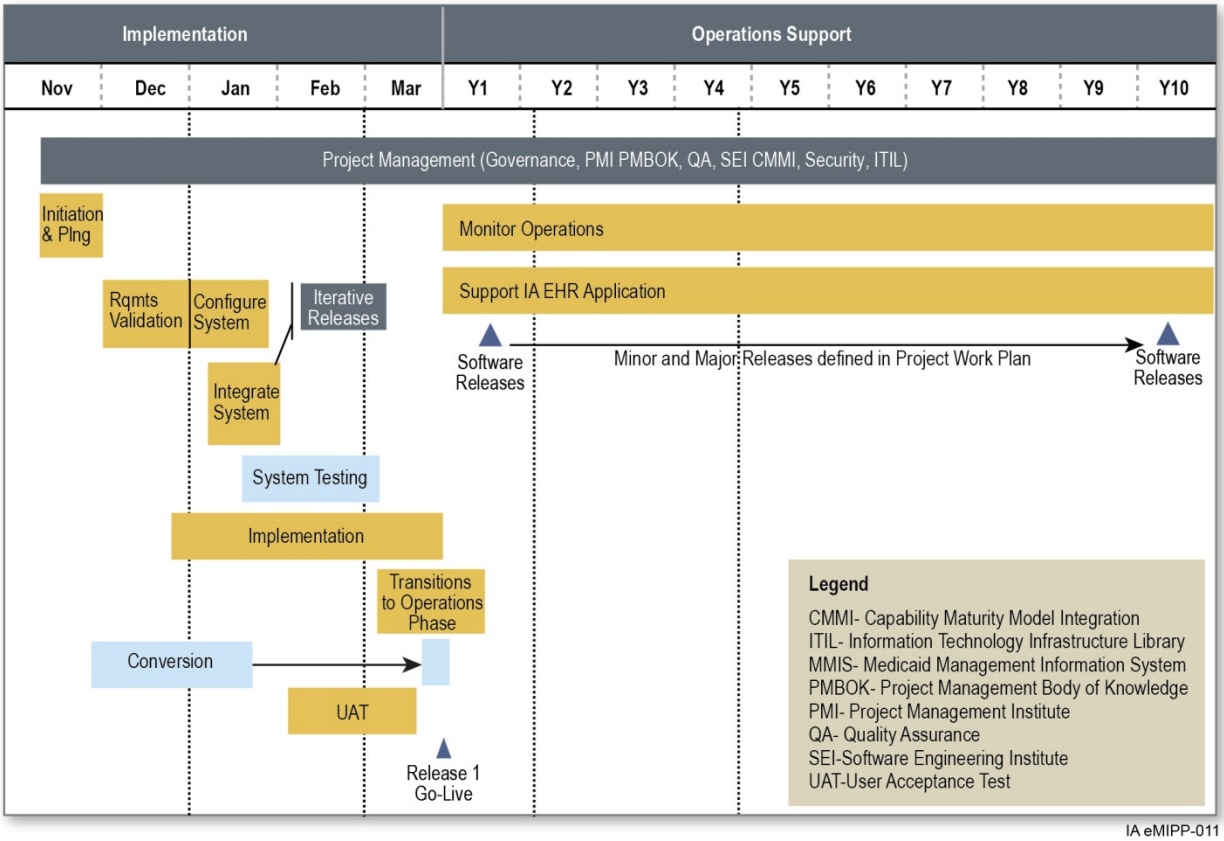


Figure 7.High Level Gantt Chart for Iowa eMIPP Implementation

Throughout this (draft) schedule, Team CNSI collapsed repeating tasks and provided comments to describe the repetition cycle at the summary task level.

Team CNSI used the following color scheme to help the Agency more easily identify the task hierarchy.

WBS	Description
1	**Work Breakdown Structure Level 1**
1.1	***Work Breakdown Structure Level 2***
1.1.1	**Work Breakdown Structure Level 3**
1.1.1.1	*Work Breakdown Structure Level 4*
1.1.1.1.1	Work Breakdown Structure Level 5 (Post-Go-Live Releases Summary Task only)
1.1.1.1.1 and 1.1.1.1.1.1	All other level 5 and 6 Work Breakdown Structure elements
Any	**Milestone**
Any	**Notes regarding summary tasks**

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
1	**1**	**IA EHR**	**2504 days**	**12/1/2011**	**10/29/2021**		
2	***1.1***	***Project and Management and Control***	***105 days***	***12/1/2011***	***4/26/2012***		
3	**1.1.1**	**Initiate Project**	**6.5 days**	**12/1/2011**	**12/9/2011**		
4	*1.1.1.1*	*Prepare Charter*	*4 days*	*12/1/2011*	*12/6/2011*		
5	1.1.1.1.1	Develop Charter Content	3 days	12/1/2011	12/5/2011		6
6	1.1.1.1.2	Submit Charter Artifact to State	1 day	12/6/2011	12/6/2011	5	10
7	*1.1.1.2*	*Conduct Kickoff and Orientation*	*6.5 days*	*12/1/2011*	*12/9/2011*		
8	1.1.1.2.1	Schedule Kickoff/Orientation Meeting	0.5 days	12/1/2011	12/1/2011		9
9	1.1.1.2.2	Develop Kickoff/Orientation Content	2 days	12/1/2011	12/5/2011	8	10
10	1.1.1.2.3	Review Kickoff/Orientation Content With State	1 day	12/7/2011	12/7/2011	9,6	11
11	1.1.1.2.4	Update Kickoff/Orientation Content Per State Comment	1 day	12/8/2011	12/8/2011	10	12
12	1.1.1.2.5	Hold Kickoff/Orientation Meeting	0.5 days	12/9/2011	12/9/2011	11	17FF,149
13	*1.1.1.4*	*Establish Project Collaboration System*	*6.5 days*	*12/1/2011*	*12/9/2011*		
14	1.1.1.4.1	Set Up Iowa EHR Instance of As-One	1 day	12/1/2011	12/1/2011		15,16
15	1.1.1.4.2	Set Up Iowa EHR As-One User Profiles	3 days	12/2/2011	12/6/2011	14	17
16	1.1.1.4.3	Set Up Iowa As-One Folders	1 day	12/2/2011	12/2/2011	14	17

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
17	1.1.1.3.4	Conduct IA EHR As-One Training	1 day	12/8/2011	12/9/2011	15,16,12FF	
18	**1.1.2**	**Plan Project**	**18 days**	**12/1/2011**	**12/27/2011**		
19	*1.1.2.1*	*Update Project Work Plan*	*14 days*	*12/1/2011*	*12/20/2011*		
20	1.1.2.1.1	Revise Project Schedule	6 days	12/1/2011	12/8/2011		
21	1.1.2.1.1.1	Revise Draft WBS	2 days	12/1/2011	12/2/2011		22
22	1.1.2.1.1.2	Revise Schedule Content	3 days	12/5/2011	12/7/2011	21	23
23	1.1.2.1.1.3	Peer Review Schedule	1 day	12/8/2011	12/8/2011	22	
24	1.1.2.1.2	Adapt CNSI Model Project Management Plan	5 days	12/1/2011	12/7/2011		
25	1.1.2.1.2.1	Develop Governance Model	5 days	12/1/2011	12/7/2011		35FF
26	1.1.2.1.2.2	Adapt Change Management Plan	2 days	12/1/2011	12/2/2011		
27	1.1.2.1.2.3	Adapt Schedule Management Plan	2 days	12/1/2011	12/2/2011		
28	1.1.2.1.2.4	Adapt Risk Management Plan	2 days	12/1/2011	12/2/2011		
29	1.1.2.1.2.5	Adapt Issue Management Plan	2 days	12/1/2011	12/2/2011		35FF
30	1.1.2.1.2.6	Adapt Staffing Management Plan	2 days	12/1/2011	12/2/2011		
31	1.1.2.1.2.7	Adapt Quality Management Plan	3 days	12/1/2011	12/5/2011		35FF
32	1.1.2.1.2.8	Adapt Security Management Plan	5 days	12/1/2011	12/7/2011		35FF
33	1.1.2.1.2.9	Adapt Communication Management Plan	5 days	12/1/2011	12/7/2011		35FF
34	1.1.2.1.3	Compile Updated Work Plan	12 days	12/5/2011	12/20/2011		
35	1.1.2.1.3.1	Prepare Updated Work Plan Document	3 days	12/5/2011	12/7/2011	25FF,29FF,31FF,32FF,33FF	36

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
36	1.1.2.1.3.2	Peer Review Updated Work Plan Document	1 day	12/8/2011	12/8/2011	35	37
37	1.1.2.1.3.3	Submit Updated Work Plan Document for State Approval	1 day	12/9/2011	12/9/2011	36	38
38	1.1.2.1.3.4	State Review Updated Work Plan Document	5 days	12/12/2011	12/16/2011	37	39,69
39	1.1.2.1.3.5	Revise Updated Work Plan Document Per State Comment	1 day	12/19/2011	12/19/2011	38	40
40	1.1.2.1.3.6	State Approval Updated Work Plan Document	1 day	12/20/2011	12/20/2011	39	92
41	*1.1.2.3*	*Develop Status Reporting*	*12 days*	*12/1/2011*	*12/16/2011*		
42	1.1.2.2.1	Develop IA EHR Status Reporting Content Model	3 days	12/1/2011	12/5/2011		43
43	1.1.2.2.2	Peer Review IA EHR Status Reporting Content Model	1 day	12/6/2011	12/6/2011	42	44
44	1.1.2.2.3	Submit IA EHR Status Reporting Content Model for State Approval	1 day	12/7/2011	12/7/2011	43	45
45	1.1.2.2.4	State Review IA EHR Status Reporting Content Model	5 days	12/8/2011	12/14/2011	44	46
46	1.1.2.2.5	Update IA EHR Status Reporting Content Model Per State Comment	1 day	12/15/2011	12/15/2011	45	47
47	1.1.2.2.6	State Approval IA EHR Status Reporting Content Model	1 day	12/16/2011	12/16/2011	46	
48	*1.1.2.4*	*Update Implementation Materials*	*18 days*	*12/1/2011*	*12/27/2011*		
49	1.1.2.3.1	Update Training Plan	18 days	12/1/2011	12/27/2011		

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
50	1.1.2.3.1.1	Revise IA EHR Training Plan Content	9 days	12/1/2011	12/13/2011		51
51	1.1.2.3.1.2	Peer Review IA EHR Training Plan	1 day	12/14/2011	12/14/2011	50	52
52	1.1.2.3.1.3	Submit IA EHR Training Plan for State Approval	1 day	12/15/2011	12/15/2011	51	53,69
53	1.1.2.3.1.4	State Review IA EHR Training Plan	1 day	12/16/2011	12/16/2011	52	54
54	1.1.2.3.1.5	Update IA EHR Training Plan Per State Comment	5 days	12/19/2011	12/23/2011	53	55
55	1.1.2.3.1.6	State Approval IA EHR Training Plan	1 day	12/27/2011	12/27/2011	54	211
56	1.1.2.3.2	Update Timeline	7 days	12/1/2011	12/9/2011		
57	1.1.2.3.2.1	Revise IA EHR Timeline Content	1 day	12/1/2011	12/1/2011		58
58	1.1.2.3.2.2	Peer Review IA EHR Timeline	1 day	12/2/2011	12/2/2011	57	59
59	1.1.2.3.2.3	Submit IA EHR Timeline for State Approval	1 day	12/5/2011	12/5/2011	58	60,69
60	1.1.2.3.2.4	State Review IA EHR Timeline	2 days	12/6/2011	12/7/2011	59	61
61	1.1.2.3.2.5	Update IA EHR Timeline Per State Comment	1 day	12/8/2011	12/8/2011	60	62
62	1.1.2.3.2.6	State Approval IA EHR Timeline	1 day	12/9/2011	12/9/2011	61	
63	1.1.2.3.3	Update Application Screenshots	6 days	12/1/2011	12/8/2011		
64	1.1.2.3.3.1	Update Application Screenshot Inventory	5 days	12/1/2011	12/7/2011		65
65	1.1.2.3.3.2	Submit Application Screenshot Inventory	1 day	12/8/2011	12/8/2011	64	69
66	1.1.2.3.4	Update Sample Reports	6 days	12/1/2011	12/8/2011		

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
67	1.1.2.3.4.1	Update Application Report Inventory	5 days	12/1/2011	12/7/2011		68
68	1.1.2.3.4.2	Submit Application Report Inventory	1 day	12/8/2011	12/8/2011	67	69
69	*1.1.2.4*	*Implementation Planning Materials Complete*	*0 days*	*12/16/2011*	*12/16/2011*	*68,65,59,52,38*	
70	**1.1.3**	**Control Project**	**104 days**	**12/2/2011**	**4/26/2012**		
71	*1.1.3.1*	*Maintain Project Schedule*	*95 days*	*12/15/2011*	*4/26/2012*		
72	1.1.3.1.1	Maintain Project Schedule 1	1 day	12/15/2011	12/15/2011	Repeats Weekly 12/15/11 to 4/26/12	
92	*1.1.3.2*	*Maintain Work Plan*	*86 days*	*12/28/2011*	*4/25/2012*	*40*	
93	1.1.3.2.1	Maintain Work Plan 1	1 day	12/28/2011	12/28/2011	Repeats Monthly 12/28/11 to 4/25/12	
98	*1.1.3.3*	*Prepare Regular Status Report*	*100 days*	*12/2/2011*	*4/20/2012*		
99	1.1.3.3.1	Prepare Regular Status Report 1	1 day	12/2/2011	12/2/2011	Repeats Weekly 12/2/11 to 4/20/12	
120	*1.1.3.4*	*Conduct Regular Status Meeting*	*95 days*	*12/13/2011*	*4/24/2012*		
121	1.1.3.4.1	Conduct Regular Status Meeting 1	1 day	12/13/2011	12/13/2011	Repeats Weekly 12/13/11 through 4/24/12	
141	**1.1.4**	**Close Project**	**16 days**	**4/1/2012**	**4/20/2012**	**292**	
142	*1.1.4.1*	*Document Best Practices*	*5 days*	*4/1/2012*	*4/5/2012*		*143*
143	*1.1.4.2*	*Compile Final System Documentation*	*10 days*	*4/6/2012*	*4/19/2012*	*142*	*144*
144	*1.1.4.3*	*Conduct Project Closeout Review*	*1 day*	*4/20/2012*	*4/20/2012*	*143*	*145*
145	*1.1.4.4*	*Conclude Project Formally*	*0 days*	*4/20/2012*	*4/20/2012*	*144*	
146	***1.2***	***Implementation***	***85 days***	***12/1/2011***	***3/31/2012***		
147	**1.2.1**	**Verify Requirements**	**7 days**	**12/9/2011**	**12/20/2011**		

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
148	*1.2.1.1*	*Conduct Requirements Verification Sessions*	*3.5 days*	*12/9/2011*	*12/14/2011*		*153*
149	1.2.1.1.1	Load Requirements to Traceability Repository	0.5 days	12/9/2011	12/9/2011	12	150
150	1.2.1.1.2	Conduct Functional Requirements Verification Sessions	1 day	12/12/2011	12/12/2011	149	151
151	1.2.1.1.3	Conduct Conversion Requirements Verification Sessions	1 day	12/13/2011	12/13/2011	150	152
152	1.2.1.1.4	Conduct Interface Requirements Verification Sessions	1 day	12/14/2011	12/14/2011	151	
153	*1.2.1.2*	*Prepare Requirements Verification (RV)/Gap Analysis Document*	*3.5 days*	*12/15/2011*	*12/20/2011*	*148*	
154	1.2.1.2.1	Develop RV/Gap Analysis Content	2 days	12/15/2011	12/16/2011		155
155	1.2.1.2.2	Peer Review RV/Gap Analysis	1 day	12/19/2011	12/19/2011	154	156,160,173
156	1.2.1.2.3	Submit RV/Gap Analysis for Artifact	0.5 days	12/20/2011	12/20/2011	155	
157	1.2.1.2.4	Update Requirements Traceability Repository	1 day	12/15/2011	12/15/2011		
158	**1.2.2**	**Configure System**	**9.5 days**	**12/20/2011**	**1/4/2012**		
159	*1.2.2.1*	*Conduct Provider Portal Configuration Sessions*	*2 days*	*12/20/2011*	*12/21/2011*		
160	1.2.2.1.1	Conduct eMIPP Standard Provider Functions (Eligibility and Enrollment) Session	0.5 days	12/20/2011	12/20/2011	155	161
161	1.2.2.1.2	Conduct Grievance and	0.5 days	12/20/2011	12/20/2011	160	162

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
		Appeal Session					
162	1.2.2.1.3	Conduct Meaningful Use (MU) Stage 1 Objectives Core/Menu Session	0.5 days	12/21/2011	12/21/2011	161	163
163	1.2.2.1.4	Conduct MU Stage 1 Clinical Quality Measures (CQM) Core/Menu Session	0.5 days	12/21/2011	12/21/2011	162	165
164	*1.2.2.2*	*Conduct EHR Program Admin Configuration Sessions*	*2 days*	*12/22/2011*	*12/23/2011*		
165	1.2.2.2.1	eMIPP Standard Admin Functions (Eligibility Determination and Payment) Session	0.5 days	12/22/2011	12/22/2011	163	166
166	1.2.2.2.2	Multi-Year Administration Functionality Session	0.5 days	12/22/2011	12/22/2011	165	167
167	1.2.2.2.3	MU Validation and Determination Session	0.5 days	12/23/2011	12/23/2011	166	168
168	1.2.2.2.4	Hospital Calculation Functionality Session	0.5 days	12/23/2011	12/23/2011	167	170
169	*1.2.2.3*	*Conduct Report Configuration Sessions*	*3 days*	*12/27/2011*	*12/29/2011*		
170	1.2.2.3.1	On Demand Reports Session	2 days	12/27/2011	12/28/2011	168	171
171	1.2.2.3.2	Graph and Dashboard Session	1 day	12/29/2011	12/29/2011	170	180
172	*1.2.2.4*	*Conduct MMIS Interface Configuration Sessions*	*5 days*	*12/20/2011*	*12/27/2011*		*176*
173	1.2.2.4.1	MMIS Provider Data Interface Session	1 day	12/20/2011	12/20/2011	155	174
174	1.2.2.4.2	Claims (Gross Adjustments) Interface Session	1 day	12/21/2011	12/21/2011	173	175
175	1.2.2.4.3	Financials/Payment Interface	3 days	12/22/2011	12/27/2011	174	

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
		Session					
176	*1.2.2.5*	*Conduct CMS Interface Configuration Session*	*1 day*	*12/28/2011*	*12/28/2011*	*172*	*177*
177	*1.2.2.6*	*Conduct DW Extract Configuration Session*	*1 day*	*12/29/2011*	*12/29/2011*	*176*	*178,183,184*
178	*1.2.2.7*	*Conduct Conversion Configuration Session*	*1 day*	*12/30/2011*	*12/30/2011*	*177*	*189,180*
179	*1.2.2.8*	*Prepare Configuration Documentation*	*1.5 days*	*1/3/2012*	*1/4/2012*		
180	1.2.2.8.1	Submit Configuration DSDDs Artifact	0.5 days	1/3/2012	1/3/2012	178,171	181,202
181	1.2.2.8.2	Update Requirements Traceability Repository	1 day	1/3/2012	1/4/2012	180	
182	**1.2.3**	**Integrate System**	**31 days**	**12/30/2011**	**2/14/2012**		
183	*1.2.3.1*	*Define Integration Iterations*	*1 day*	*12/30/2011*	*12/30/2011*	*177*	*186*
184	*1.2.3.2*	*Prepare Data Model*	*1 day*	*12/30/2011*	*12/30/2011*	*177*	
185	*1.2.3.3*	*Conduct Integration Iterations*	*30 days*	*1/3/2012*	*2/14/2012*		
186	1.2.3.3.1	Integration Iteration 1	10 days	1/3/2012	1/17/2012	183,279	187,203
187	1.2.3.3.2	Integration Iteration 2	10 days	1/18/2012	1/31/2012	186	188
188	1.2.3.3.3	Integration Iteration 3	10 days	2/1/2012	2/14/2012	187	256
189	*1.2.3.4*	*Develop Conversion Processes*	*13 days*	*1/3/2012*	*1/20/2012*	*178*	
190	1.2.3.4.1	Prepare mapping documents	2 days	1/3/2012	1/4/2012		191
191	1.2.3.4.2	Verify mapping documents with State	2 days	1/5/2012	1/6/2012	190	193
192	1.2.3.4.3	Test and Validate Conversion	9 days	1/9/2012	1/20/2012		
193	1.2.3.4.3.1	Test and Validate Cycle 1	3 days	1/9/2012	1/11/2012	191	194
194	1.2.3.4.3.2	Test and Validate Cycle 2	3 days	1/12/2012	1/17/2012	193	195
195	1.2.3.4.3.3	Test and Validate Cycle 3	3 days	1/18/2012	1/20/2012	194	
196	**1.2.4**	**Test System**	**81 days**	**12/1/2011**	**3/27/2012**		

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
197	*1.2.4.1*	*Develop Test Plan*	*7 days*	*12/1/2011*	*12/9/2011*		
198	1.2.4.1.1	Develop Test Plan Content	5 days	12/1/2011	12/7/2011		199
199	1.2.4.1.2	Peer Review Test Plan	1 day	12/8/2011	12/8/2011	198	200
200	1.2.4.1.3	Submit Test Plan Artifact	1 day	12/9/2011	12/9/2011	199	
201	*1.2.4.2*	*Conduct System Test*	*44.5 days*	*1/3/2012*	*3/6/2012*		
202	1.2.4.2.1	Prepare System Test Cases	9 days	1/3/2012	1/17/2012	180	203
203	1.2.4.2.2	System Test Iteration 1	10 days	1/18/2012	1/31/2012	186,202,283	211,204,219,206SS
204	1.2.4.2.3	System Test Iteration 2	10 days	2/1/2012	2/14/2012	203	205,208,213
205	1.2.4.2.4	System Test Iteration 3	10 days	2/15/2012	2/28/2012	204	
206	1.2.4.2.5	Report and retest defects	35 days	1/18/2012	3/6/2012	203SS	
207	1.2.4.2.6	Prepare System Test Results Report	4 days	2/15/2012	2/20/2012		
208	1.2.4.2.6.1	Develop Test Results Report Content	2 days	2/15/2012	2/16/2012	204	209
209	1.2.4.2.6.2	Peer Review Test Results Report	1 day	2/17/2012	2/17/2012	208	210
210	1.2.4.2.6.3	Submit Test Results Report Artifiact	1 day	2/20/2012	2/20/2012	209	
211	*1.2.4.3*	*Conduct Acceptance Test Training (Execute Training Plan)*	*3 days*	*2/1/2012*	*2/3/2012*	*203,55*	
212	*1.2.4.4*	*Conduct Acceptance Testing Activity*	*30 days*	*2/15/2012*	*3/27/2012*		
213	1.2.4.4.1	Acceptance Test Iteration 1	10 days	2/15/2012	2/28/2012	204,287	214
214	1.2.4.4.2	Acceptance Test Iteration 2	10 days	2/29/2012	3/13/2012	213	215
215	1.2.4.4.3	Acceptance Test Iteration 3	10 days	3/14/2012	3/27/2012	214	216
216	*1.2.4.5*	*Testing Complete for Initial*	*0 days*	*3/27/2012*	*3/27/2012*	*215*	

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
		Implementation					
217	**1.2.5**	**Implement System**	**44 days**	**2/1/2012**	**3/31/2012**		
218	*1.2.5.1*	*Conduct Implementation Planning Sessions*	*26 days*	*2/1/2012*	*3/7/2012*		
219	1.2.5.1.1	Identify Key Participants	1 day	2/1/2012	2/1/2012	203	220
220	1.2.5.1.2	Schedule Implementation Planning Sessions	0.5 days	2/2/2012	2/2/2012	219	221
221	1.2.5.1.3	Prepare Draft Implementation Checklist	2 days	2/2/2012	2/6/2012	220	222
222	1.2.5.1.4	Prepare Draft Final Implementation Calendar	2 days	2/6/2012	2/8/2012	221	223
223	1.2.5.1.5	Configure Backup and Recovery and Disaster Recovery Plan	2 days	2/8/2012	2/10/2012	222	246
224	1.2.5.1.6	Implementation Planning Sessions	16 days	2/15/2012	3/7/2012		
225	1.2.5.1.6.1	Implementation Planning Session 1	1 day	2/15/2012	2/15/2012		226
226	1.2.5.1.6.2	Implementation Planning Session 2	1 day	2/20/2012	2/20/2012	225	227
227	1.2.5.1.6.3	Implementation Planning Session 3	1 day	2/21/2012	2/21/2012	226	228
228	1.2.5.1.6.4	Implementation Planning Session 4	1 day	2/22/2012	2/22/2012	227	229
229	1.2.5.1.6.5	Implementation Planning Session 5	1 day	2/27/2012	2/27/2012	228	230
230	1.2.5.1.6.6	Implementation Planning Session 6	1 day	2/28/2012	2/28/2012	229	231
231	1.2.5.1.6.7	Implementation Planning Session 7	1 day	2/29/2012	2/29/2012	230	232

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
232	1.2.5.1.6.8	Implementation Planning Session 8	1 day	3/5/2012	3/5/2012	231	233
233	1.2.5.1.6.9	Implementation Planning Session 9	1 day	3/6/2012	3/6/2012	232	234
234	1.2.5.1.6.10	Implementation Planning Session 10	1 day	3/7/2012	3/7/2012	233	236FF
235	*1.2.5.2*	*Develop Implementation Plan*	*15 days*	*3/1/2012*	*3/21/2012*		
236	1.2.5.2.1	Develop Implementation Plan Content	5 days	3/1/2012	3/7/2012	234FF	237
237	1.2.5.2.2	Peer Review Implementation Plan	1 day	3/8/2012	3/8/2012	236	238
238	1.2.5.2.3	Submit Implementation Plan Artifact	1 day	3/9/2012	3/9/2012	237	239
239	1.2.5.2.4	State Review Implementation Plan	5 days	3/12/2012	3/16/2012	238	240
240	1.2.5.2.5	Update Implementation Plan Per State Comment	2 days	3/19/2012	3/20/2012	239	241
241	1.2.5.2.6	State Approval Implementation Plan	1 day	3/21/2012	3/21/2012	240	243
242	*1.2.5.3*	*Conduct Implementation Activity*	*35.5 days*	*2/10/2012*	*3/30/2012*		
243	1.2.5.3.1	Perform Final Conversion Activities	5 days	3/22/2012	3/28/2012	241	249,244
244	*1.2.5.3.2*	*Implementation Go/No-Go Checkpoint Gate 1*	*0 days*	*3/28/2012*	*3/28/2012*	*243*	*252,253,254,271FS+2 days,272FS+2 days*
245	1.2.5.3.3	Conduct Disaster Recovery Test	6 days	2/10/2012	2/20/2012		
246	1.2.5.3.3.1	Execute Test	2 days	2/10/2012	2/14/2012	223	247
247	1.2.5.3.3.2	Document Test Results	2 days	2/14/2012	2/16/2012	246	248

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
248	1.2.5.3.3.3	Update Recovery Plan	2 days	2/16/2012	2/20/2012	247	
249	1.2.5.3.4	Conduct Smoke Testing	2 days	3/29/2012	3/30/2012	243	
250	*1.2.5.3.5*	*Implementation Go/No-Go Checkpoint Gate 2*	*0 days*	*3/29/2012*	*3/29/2012*	*252,253,254*	
251	1.2.5.3.6	Execute Cutover Plan	1 day	3/29/2012	3/29/2012		
252	1.2.5.3.6.1	Start New Interfaces	1 day	3/29/2012	3/29/2012	244	250
253	1.2.5.3.6.2	Enable Provider Portal	1 day	3/29/2012	3/29/2012	244	250
254	1.2.5.3.6.3	Switch CMS Interface Connections	1 day	3/29/2012	3/29/2012	244	250
255	*1.2.5.4*	*Develop Operations Support Plan*	*27 days*	*2/15/2012*	*3/22/2012*		
256	1.2.5.4.1	Identify Operational Support Processes Required	5 days	2/15/2012	2/21/2012	188	257
257	1.2.5.4.2	Configure Online Trouble Report System (OTRS) for IA EHR	2 days	2/22/2012	2/23/2012	256	258
258	1.2.5.4.3	Establish Change Control Board (CCB)	5 days	2/24/2012	3/1/2012	257	259
259	1.2.5.4.4	Provide CCB Orientation	1 day	3/2/2012	3/2/2012	258	261
260	1.2.5.4.5	Prepare Operations Support Plan	14 days	3/5/2012	3/22/2012		
261	1.2.5.4.5.1	Develop Operations Support Plan Content	5 days	3/5/2012	3/9/2012	259	262
262	1.2.5.4.5.2	Peer Review Operations Support Plan	1 day	3/12/2012	3/12/2012	261	263
263	1.2.5.4.5.3	Submit Operations Support Plan for State Approval	1 day	3/13/2012	3/13/2012	262	264
264	1.2.5.4.5.4	State Review Operations Support Plan	5 days	3/14/2012	3/20/2012	263	265

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
265	1.2.5.4.5.5	Update Operations Support Plan Per State Comment	1 day	3/21/2012	3/21/2012	264	266
266	1.2.5.4.5.6	State Approval Operations Support Plan	1 day	3/22/2012	3/22/2012	265	268,269
267	*1.2.5.5*	*Conduct Operations Training*	*1 day*	*3/23/2012*	*3/23/2012*		
268	1.2.5.5.1	Conduct OTRS Training	1 day	3/23/2012	3/23/2012	266	
269	1.2.5.5.2	Conduct Operational Support Procedures Training	1 day	3/23/2012	3/23/2012	266	
270	*1.2.5.6*	*Transition to Production Operations*	*1 day*	*3/31/2012*	*3/31/2012*		
271	1.2.5.6.1	Activate Operational Procedures	1 day	3/31/2012	3/31/2012	244FS+2 days	292FF
272	1.2.5.6.2	Activate NOC	1 day	3/31/2012	3/31/2012	244FS+2 days	292FF
273	**1.2.6**	**Acquire and Configure Hardware**	**85 days**	**12/1/2011**	**3/31/2012**		
274	*1.2.6.1*	*Prepare Bill of Materials*	*3 days*	*12/1/2011*	*12/5/2011*		*275*
275	*1.2.6.2*	*Order Hardware*	*1 day*	*12/6/2011*	*12/6/2011*	*274*	*277FS+10 days,281FS+15 days,285FS+20 days,289FS+25 days*
276	*1.2.6.3*	*Configure Development Environment*	*6 days*	*12/21/2011*	*12/29/2011*		
277	1.2.6.3.1	Load Applications	3 days	12/21/2011	12/23/2011	275FS+10 days	278
278	1.2.6.3.2	Load Database	2 days	12/27/2011	12/28/2011	277	279
279	1.2.6.3.3	Configure Enterprise Service Bus	1 day	12/29/2011	12/29/2011	278	186

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
280	*1.2.6.4*	*Configure System Test Environment*	*6 days*	*12/29/2011*	*1/6/2012*		
281	1.2.6.4.1	Load Applications	3 days	12/29/2011	1/3/2012	275FS+15 days	282
282	1.2.6.4.2	Load Database	2 days	1/4/2012	1/5/2012	281	283
283	1.2.6.4.3	Configure Enterprise Service Bus	1 day	1/6/2012	1/6/2012	282	203
284	*1.2.6.5*	*Configure Acceptance Test Environment*	*6 days*	*1/6/2012*	*1/13/2012*		
285	1.2.6.5.1	Load Applications	3 days	1/6/2012	1/10/2012	275FS+20 days	286
286	1.2.6.5.2	Load Database	2 days	1/11/2012	1/12/2012	285	287
287	1.2.6.5.3	Configure Enterprise Service Bus	1 day	1/13/2012	1/13/2012	286	213
288	*1.2.6.6*	*Configure Production Environment*	*6 days*	*1/13/2012*	*1/23/2012*		
289	1.2.6.6.1	Load Applications	3 days	1/13/2012	1/18/2012	275FS+25 days	290
290	1.2.6.6.2	Load Database	2 days	1/19/2012	1/20/2012	289	291
291	1.2.6.6.3	Configure Enterprise Service Bus	1 day	1/23/2012	1/23/2012	290	
292	*1.2.6.7*	*Iowa eMIPP Operational*	*0 days*	*3/31/2012*	*3/31/2012*	*271FF,272FF*	*297FS+45 days,141*
293	***1.3***	***Operations Support***	***2415 days***	***4/5/2012***	***10/29/2021***		
294	**1.3.1**	**Support IA EHR Application**	**2410 days**	**4/12/2012**	**10/29/2021**		
295	*1.3.1.1*	*Perform Periodic Application Updates*	*2371 days*	*6/4/2012*	*10/26/2021*		
296	1.3.1.1.1	Minor Release (2012)	124 days	6/4/2012	11/29/2012	-	-
297	1.3.1.1.1.1	Review Approved Enhancements Requests and	5 days	6/4/2012	6/8/2012	292FS+45 days	298

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
		Defect Reports (CCB)					
298	1.3.1.1.1.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	6/11/2012	6/11/2012	297	299
299	1.3.1.1.1.3	Build Release Content Package	1 day	6/12/2012	6/12/2012	298	300
300	1.3.1.1.1.4	Verify Requirements	10 days	6/13/2012	6/26/2012	299	301
301	1.3.1.1.1.5	Design Enhancements and Defect Corrections	10 days	6/27/2012	7/11/2012	300	302
302	1.3.1.1.1.6	Update Design Documentation	5 days	7/12/2012	7/18/2012	301	303
303	1.3.1.1.1.7	Update Requirements Traceability	1 day	7/19/2012	7/19/2012	302	304
304	1.3.1.1.1.8	Perform Technical Design Activity	5 days	7/20/2012	7/26/2012	303	305
305	1.3.1.1.1.9	Develop Release Software	20 days	7/27/2012	8/23/2012	304	306
306	1.3.1.1.1.10	Update Training Materials	3 days	8/24/2012	8/28/2012	305	307
307	1.3.1.1.1.11	Perform System Testing	15 days	8/29/2012	9/19/2012	306	308
308	1.3.1.1.1.12	Conduct Training	1 day	9/20/2012	9/20/2012	307	309
309	1.3.1.1.1.13	Update System and Operational Documentation	1 day	9/21/2012	9/21/2012	308	310
310	1.3.1.1.1.14	Perform Acceptance Testing	10 days	9/24/2012	10/5/2012	309	311FF
311	1.3.1.1.1.15	Release Approved for Production Implementation	1 day	10/5/2012	10/5/2012	310FF	312FS+1 day
312	*1.3.1.1.1.16*	*Minor Release 2012 in Production*	*0 days*	*10/8/2012*	*10/8/2012*	*311FS+1 day*	*316,313*
313	1.3.1.1.1.17	Perform Stability Monitoring	30 days	10/9/2012	11/20/2012	312	314
314	1.3.1.1.1.18	Perform Release Closure	5 days	11/21/2012	11/29/2012	313	

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
315	1.3.1.1.2	Major Release (2013 EHR MU Stage 2)	149 days	10/9/2012	5/13/2013	-	-
316	1.3.1.1.2.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	10/9/2012	10/15/2012	312	317
317	1.3.1.1.2.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	10/16/2012	10/16/2012	316	318
318	1.3.1.1.2.3	Build Release Content Package	1 day	10/17/2012	10/17/2012	317	319
319	1.3.1.1.2.4	Verify Requirements	15 days	10/18/2012	11/7/2012	318	320
320	1.3.1.1.2.5	Design Enhancements and Defect Corrections	15 days	11/8/2012	12/3/2012	319	321
321	1.3.1.1.2.6	Update Design Documentation	5 days	12/4/2012	12/10/2012	320	322
322	1.3.1.1.2.7	Update Requirements Traceability	1 day	12/11/2012	12/11/2012	321	323
323	1.3.1.1.2.8	Perform Technical Design Activity	5 days	12/12/2012	12/18/2012	322	324
324	1.3.1.1.2.9	Develop Release Software	25 days	12/19/2012	1/25/2013	323	325
325	1.3.1.1.2.10	Update Training Materials	3 days	1/28/2013	1/30/2013	324	326
326	1.3.1.1.2.11	Perform System Testing	20 days	1/31/2013	2/27/2013	325	327
327	1.3.1.1.2.12	Conduct Training	1 day	2/28/2013	2/28/2013	326	328
328	1.3.1.1.2.13	Update System and Operational Documentation	1 day	3/1/2013	3/1/2013	327	329
329	1.3.1.1.2.14	Perform Acceptance Testing	15 days	3/4/2013	3/22/2013	328	330FF
330	1.3.1.1.2.15	Release Approved for Production Implementation	1 day	3/22/2013	3/22/2013	329FF	331FS+1 day

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
331	*1.3.1.1.2.16*	*Major Release 2013EHR MU Stage 2 - Year 3 in Production*	*0 days*	*3/25/2013*	*3/25/2013*	*330FS+1 day*	*332,335FS+52 days*
332	1.3.1.1.2.17	Perform Stability Monitoring	30 days	3/26/2013	5/6/2013	331	333
333	1.3.1.1.2.18	Perform Release Closure	5 days	5/7/2013	5/13/2013	332	
334	1.3.1.1.3	Minor Release (2013)	125 days	6/7/2013	12/5/2013	-	-
335	1.3.1.1.3.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	6/7/2013	6/13/2013	331FS+52 days	336
336	1.3.1.1.3.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	6/14/2013	6/14/2013	335	337
337	1.3.1.1.3.3	Build Release Content Package	1 day	6/17/2013	6/17/2013	336	338
338	1.3.1.1.3.4	Verify Requirements	10 days	6/18/2013	7/1/2013	337	339
339	1.3.1.1.3.5	Design Enhancements and Defect Corrections	10 days	7/2/2013	7/16/2013	338	340
340	1.3.1.1.3.6	Update Design Documentation	5 days	7/17/2013	7/23/2013	339	341
341	1.3.1.1.3.7	Update Requirements Traceability	1 day	7/24/2013	7/24/2013	340	342
342	1.3.1.1.3.8	Perform Technical Design Activity	5 days	7/25/2013	7/31/2013	341	343
343	1.3.1.1.3.9	Develop Release Software	20 days	8/1/2013	8/28/2013	342	344
344	1.3.1.1.3.10	Update Training Materials	3 days	8/29/2013	9/3/2013	343	345
345	1.3.1.1.3.11	Perform System Testing	15 days	9/4/2013	9/24/2013	344	346
346	1.3.1.1.3.12	Conduct Training	1 day	9/25/2013	9/25/2013	345	347
347	1.3.1.1.3.13	Update System and Operational Documentation	1 day	9/26/2013	9/26/2013	346	348
348	1.3.1.1.3.14	Perform Acceptance Testing	10 days	9/27/2013	10/10/2013	347	349

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
349	1.3.1.1.3.15	Release Approved for Production Implementation	1 day	10/11/2013	10/11/2013	348	350FS+1 day
350	*1.3.1.1.3.16*	*Minor Release 2013 in Production*	*0 days*	*10/14/2013*	*10/14/2013*	*349FS+1 day*	*353,351*
351	1.3.1.1.3.17	Perform Stability Monitoring	30 days	10/15/2013	11/26/2013	350	352
352	1.3.1.1.3.18	Perform Release Closure	5 days	11/27/2013	12/5/2013	351	
353	1.3.1.1.4	Major Release (2014 EHR MU Stage 3)	164 days	10/15/2013	6/10/2014	350	-
354	1.3.1.1.4.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	10/15/2013	10/21/2013		355
355	1.3.1.1.4.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	10/22/2013	10/22/2013	354	356
356	1.3.1.1.4.3	Build Release Content Package	1 day	10/23/2013	10/23/2013	355	357
357	1.3.1.1.4.4	Verify Requirements	15 days	10/24/2013	11/14/2013	356	358
358	1.3.1.1.4.5	Design Enhancements and Defect Corrections	20 days	11/15/2013	12/16/2013	357	359
359	1.3.1.1.4.6	Update Design Documentation	5 days	12/17/2013	12/23/2013	358	360
360	1.3.1.1.4.7	Update Requirements Traceability	1 day	12/24/2013	12/24/2013	359	361
361	1.3.1.1.4.8	Perform Technical Design Activity	5 days	12/26/2013	1/2/2014	360	362
362	1.3.1.1.4.9	Develop Release Software	25 days	1/3/2014	2/7/2014	361	363
363	1.3.1.1.4.10	Update Training Materials	3 days	2/10/2014	2/12/2014	362	364
364	1.3.1.1.4.11	Perform System Testing	25 days	2/13/2014	3/19/2014	363	365
365	1.3.1.1.4.12	Conduct Training	1 day	3/20/2014	3/20/2014	364	366

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
366	1.3.1.1.4.13	Update System and Operational Documentation	1 day	3/21/2014	3/21/2014	365	367
367	1.3.1.1.4.14	Perform Acceptance Testing	19 days	3/24/2014	4/17/2014	366	368
368	1.3.1.1.4.15	Release Approved for Production Implementation	1 day	4/18/2014	4/18/2014	367	369FS+1 day
369	*1.3.1.1.4.16*	*Major Release (2014 EHR MU Stage 3) in Production*	*0 days*	*4/21/2014*	*4/21/2014*	*368FS+1 day*	*370,373FS+43 days*
370	1.3.1.1.4.17	Perform Stability Monitoring	30 days	4/22/2014	6/3/2014	369	371
371	1.3.1.1.4.18	Perform Release Closure	5 days	6/4/2014	6/10/2014	370	
372	1.3.1.1.5	Minor Release (2014)	124 days	6/23/2014	12/18/2014	-	-
373	1.3.1.1.5.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	6/23/2014	6/27/2014	369FS+43 days	374
374	1.3.1.1.5.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	6/30/2014	6/30/2014	373	375
375	1.3.1.1.5.3	Build Release Content Package	1 day	7/1/2014	7/1/2014	374	376
376	1.3.1.1.5.4	Verify Requirements	10 days	7/2/2014	7/16/2014	375	377
377	1.3.1.1.5.5	Design Enhancements and Defect Corrections	10 days	7/17/2014	7/30/2014	376	378
378	1.3.1.1.5.6	Update Design Documentation	5 days	7/31/2014	8/6/2014	377	379
379	1.3.1.1.5.7	Update Requirements Traceability	1 day	8/7/2014	8/7/2014	378	380
380	1.3.1.1.5.8	Perform Technical Design Activity	5 days	8/8/2014	8/14/2014	379	381
381	1.3.1.1.5.9	Develop Release Software	20 days	8/15/2014	9/12/2014	380	382
382	1.3.1.1.5.10	Update Training Materials	3 days	9/15/2014	9/17/2014	381	383

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
383	1.3.1.1.5.11	Perform System Testing	15 days	9/18/2014	10/8/2014	382	384
384	1.3.1.1.5.12	Conduct Training	1 day	10/9/2014	10/9/2014	383	385
385	1.3.1.1.5.13	Update System and Operational Documentation	1 day	10/10/2014	10/10/2014	384	386
386	1.3.1.1.5.14	Perform Acceptance Testing	10 days	10/13/2014	10/24/2014	385	387FF
387	1.3.1.1.5.15	Release Approved for Production Implementation	1 day	10/24/2014	10/24/2014	386FF	388FS+1 day,392FS+40 days
388	*1.3.1.1.5.16*	*Minor Release 2014 in Production*	*0 days*	*10/27/2014*	*10/27/2014*	*387FS+1 day*	*389*
389	1.3.1.1.5.17	Perform Stability Monitoring	30 days	10/28/2014	12/11/2014	388	390
390	1.3.1.1.5.18	Perform Release Closure	5 days	12/12/2014	12/18/2014	389	
391	1.3.1.1.6	Minor Release (2015-1)	120 days	12/26/2014	6/16/2015	-	-
392	1.3.1.1.6.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	12/26/2014	1/2/2015	387FS+40 days	393
393	1.3.1.1.6.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	1/5/2015	1/5/2015	392	394
394	1.3.1.1.6.3	Build Release Content Package	1 day	1/6/2015	1/6/2015	393	395
395	1.3.1.1.6.4	Verify Requirements	10 days	1/7/2015	1/21/2015	394	396
396	1.3.1.1.6.5	Design Enhancements and Defect Corrections	10 days	1/22/2015	2/4/2015	395	397
397	1.3.1.1.6.6	Update Design Documentation	5 days	2/5/2015	2/11/2015	396	398
398	1.3.1.1.6.7	Update Requirements Traceability	1 day	2/12/2015	2/12/2015	397	399
399	1.3.1.1.6.8	Perform Technical Design	5 days	2/13/2015	2/19/2015	398	400

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
		Activity					
400	1.3.1.1.6.9	Develop Release Software	15 days	2/20/2015	3/12/2015	399	401
401	1.3.1.1.6.10	Update Training Materials	3 days	3/13/2015	3/17/2015	400	402
402	1.3.1.1.6.11	Perform System Testing	15 days	3/18/2015	4/7/2015	401	403
403	1.3.1.1.6.12	Conduct Training	1 day	4/8/2015	4/8/2015	402	404
404	1.3.1.1.6.13	Update System and Operational Documentation	1 day	4/9/2015	4/9/2015	403	405
405	1.3.1.1.6.14	Perform Acceptance Testing	10 days	4/10/2015	4/23/2015	404	406
406	1.3.1.1.6.15	Release Approved for Production Implementation	1 day	4/24/2015	4/24/2015	405	407FS+1 day,411FS+28 days
407	*1.3.1.1.6.16*	*Minor Release 2015-1 in Production*	*0 days*	*4/27/2015*	*4/27/2015*	*406FS+1 day*	*408*
408	1.3.1.1.6.17	Perform Stability Monitoring	30 days	4/28/2015	6/9/2015	407	409
409	1.3.1.1.6.18	Perform Release Closure	5 days	6/10/2015	6/16/2015	408	
410	1.3.1.1.7	Minor Release (2015-2)	125 days	6/5/2015	12/3/2015	-	-
411	1.3.1.1.7.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	6/5/2015	6/11/2015	406FS+28 days	412
412	1.3.1.1.7.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	6/12/2015	6/12/2015	411	413
413	1.3.1.1.7.3	Build Release Content Package	1 day	6/15/2015	6/15/2015	412	414
414	1.3.1.1.7.4	Verify Requirements	10 days	6/16/2015	6/29/2015	413	415
415	1.3.1.1.7.5	Design Enhancements and Defect Corrections	10 days	6/30/2015	7/14/2015	414	416
416	1.3.1.1.7.6	Update Design Documentation	5 days	7/15/2015	7/21/2015	415	417

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
417	1.3.1.1.7.7	Update Requirements Traceability	1 day	7/22/2015	7/22/2015	416	418
418	1.3.1.1.7.8	Perform Technical Design Activity	5 days	7/23/2015	7/29/2015	417	419
419	1.3.1.1.7.9	Develop Release Software	20 days	7/30/2015	8/26/2015	418	420
420	1.3.1.1.7.10	Update Training Materials	3 days	8/27/2015	8/31/2015	419	421
421	1.3.1.1.7.11	Perform System Testing	15 days	9/1/2015	9/22/2015	420	422
422	1.3.1.1.7.12	Conduct Training	1 day	9/23/2015	9/23/2015	421	423
423	1.3.1.1.7.13	Update System and Operational Documentation	1 day	9/24/2015	9/24/2015	422	424
424	1.3.1.1.7.14	Perform Acceptance Testing	10 days	9/25/2015	10/8/2015	423	425
425	1.3.1.1.7.15	Release Approved for Production Implementation	1 day	10/9/2015	10/9/2015	424	426FS+1 day
426	*1.3.1.1.7.16*	*Minor Release 2015-2 in Production*	*0 days*	*10/12/2015*	*10/12/2015*	*425FS+1 day*	*427,430FS+45 days*
427	1.3.1.1.7.17	Perform Stability Monitoring	30 days	10/13/2015	11/24/2015	426	428
428	1.3.1.1.7.18	Perform Release Closure	5 days	11/25/2015	12/3/2015	427	
429	1.3.1.1.8	Minor Release (2016-1)	124 days	12/18/2015	6/14/2016	-	-
430	1.3.1.1.8.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	12/18/2015	12/24/2015	426FS+45 days	431
431	1.3.1.1.8.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	12/28/2015	12/28/2015	430	432
432	1.3.1.1.8.3	Build Release Content Package	1 day	12/29/2015	12/29/2015	431	433
433	1.3.1.1.8.4	Verify Requirements	10 days	12/30/2015	1/13/2016	432	434
434	1.3.1.1.8.5	Design Enhancements and Defect Corrections	10 days	1/14/2016	1/28/2016	433	435

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
435	1.3.1.1.8.6	Update Design Documentation	5 days	1/29/2016	2/4/2016	434	436
436	1.3.1.1.8.7	Update Requirements Traceability	1 day	2/5/2016	2/5/2016	435	437
437	1.3.1.1.8.8	Perform Technical Design Activity	5 days	2/8/2016	2/12/2016	436	438
438	1.3.1.1.8.9	Develop Release Software	20 days	2/15/2016	3/11/2016	437	439
439	1.3.1.1.8.10	Update Training Materials	3 days	3/14/2016	3/16/2016	438	440
440	1.3.1.1.8.11	Perform System Testing	15 days	3/17/2016	4/6/2016	439	441
441	1.3.1.1.8.12	Conduct Training	1 day	4/7/2016	4/7/2016	440	442
442	1.3.1.1.8.13	Update System and Operational Documentation	1 day	4/8/2016	4/8/2016	441	443
443	1.3.1.1.8.14	Perform Acceptance Testing	10 days	4/11/2016	4/22/2016	442	444FF
444	1.3.1.1.8.15	Release Approved for Production Implementation	1 day	4/22/2016	4/22/2016	443FF	445FS+1 day
445	*1.3.1.1.8.16*	*Minor Release 2016-1 in Production*	*0 days*	*4/25/2016*	*4/25/2016*	*444FS+1 day*	*446,449FS+23 days*
446	1.3.1.1.8.17	Perform Stability Monitoring	30 days	4/26/2016	6/7/2016	445	447
447	1.3.1.1.8.18	Perform Release Closure	5 days	6/8/2016	6/14/2016	446	
448	1.3.1.1.9	Minor Release (2016-2)	124 days	5/27/2016	11/22/2016	_	_
449	1.3.1.1.9.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	5/27/2016	6/3/2016	445FS+23 days	450
450	1.3.1.1.9.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	6/6/2016	6/6/2016	449	451
451	1.3.1.1.9.3	Build Release Content Package	1 day	6/7/2016	6/7/2016	450	452
452	1.3.1.1.9.4	Verify Requirements	10 days	6/8/2016	6/21/2016	451	453

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
453	1.3.1.1.9.5	Design Enhancements and Defect Corrections	10 days	6/22/2016	7/6/2016	452	454
454	1.3.1.1.9.6	Update Design Documentation	5 days	7/7/2016	7/13/2016	453	455
455	1.3.1.1.9.7	Update Requirements Traceability	1 day	7/14/2016	7/14/2016	454	456
456	1.3.1.1.9.8	Perform Technical Design Activity	5 days	7/15/2016	7/21/2016	455	457
457	1.3.1.1.9.9	Develop Release Software	20 days	7/22/2016	8/18/2016	456	458
458	1.3.1.1.9.10	Update Training Materials	3 days	8/19/2016	8/23/2016	457	459
459	1.3.1.1.9.11	Perform System Testing	15 days	8/24/2016	9/14/2016	458	460
460	1.3.1.1.9.12	Conduct Training	1 day	9/15/2016	9/15/2016	459	461
461	1.3.1.1.9.13	Update System and Operational Documentation	1 day	9/16/2016	9/16/2016	460	462
462	1.3.1.1.9.14	Perform Acceptance Testing	10 days	9/19/2016	9/30/2016	461	463FF
463	1.3.1.1.9.15	Release Approved for Production Implementation	1 day	9/30/2016	9/30/2016	462FF	464FS+1 day
464	*1.3.1.1.9.16*	*Minor Release 2016-2 in Production*	*0 days*	*10/3/2016*	*10/3/2016*	*463FS+1 day*	*465,468FS+50 days*
465	1.3.1.1.9.17	Perform Stability Monitoring	30 days	10/4/2016	11/15/2016	464	466
466	1.3.1.1.9.18	Perform Release Closure	5 days	11/16/2016	11/22/2016	465	
467	1.3.1.1.10	Minor Release (2017-1)	124 days	12/16/2016	6/13/2017	-	-
468	1.3.1.1.10.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	12/16/2016	12/22/2016	464FS+50 days	469
469	1.3.1.1.10.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	12/23/2016	12/23/2016	468	470
470	1.3.1.1.10.3	Build Release Content	1 day	12/27/2016	12/27/2016	469	471

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
		Package					
471	1.3.1.1.10.4	Verify Requirements	10 days	12/28/2016	1/11/2017	470	472
472	1.3.1.1.10.5	Design Enhancements and Defect Corrections	10 days	1/12/2017	1/26/2017	471	473
473	1.3.1.1.10.6	Update Design Documentation	5 days	1/27/2017	2/2/2017	472	474
474	1.3.1.1.10.7	Update Requirements Traceability	1 day	2/3/2017	2/3/2017	473	475
475	1.3.1.1.10.8	Perform Technical Design Activity	5 days	2/6/2017	2/10/2017	474	476
476	1.3.1.1.10.9	Develop Release Software	20 days	2/13/2017	3/10/2017	475	477
477	1.3.1.1.10.10	Update Training Materials	3 days	3/13/2017	3/15/2017	476	478
478	1.3.1.1.10.11	Perform System Testing	15 days	3/16/2017	4/5/2017	477	479
479	1.3.1.1.10.12	Conduct Training	1 day	4/6/2017	4/6/2017	478	480
480	1.3.1.1.10.13	Update System and Operational Documentation	1 day	4/7/2017	4/7/2017	479	481
481	1.3.1.1.10.14	Perform Acceptance Testing	10 days	4/10/2017	4/21/2017	480	482FF
482	1.3.1.1.10.15	Release Approved for Production Implementation	1 day	4/21/2017	4/21/2017	481FF	483FS+1 day
483	*1.3.1.1.10.16*	*Minor Release 2017-1 in Production*	*0 days*	*4/24/2017*	*4/24/2017*	*482FS+1 day*	*484,487FS+28 days*
484	1.3.1.1.10.17	Perform Stability Monitoring	30 days	4/25/2017	6/6/2017	483	485
485	1.3.1.1.10.18	Perform Release Closure	5 days	6/7/2017	6/13/2017	484	
486	1.3.1.1.11	Minor Release (2017-2)	124 days	6/5/2017	11/30/2017	_	_
487	1.3.1.1.11.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	6/5/2017	6/9/2017	483FS+28 days	488
488	1.3.1.1.11.2	Prioritize Enhancement and Defect Reports Per Release	1 day	6/12/2017	6/12/2017	487	489

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
		Budget (CCB)					
489	1.3.1.1.11.3	Build Release Content Package	1 day	6/13/2017	6/13/2017	488	490
490	1.3.1.1.11.4	Verify Requirements	10 days	6/14/2017	6/27/2017	489	491
491	1.3.1.1.11.5	Design Enhancements and Defect Corrections	10 days	6/28/2017	7/12/2017	490	492
492	1.3.1.1.11.6	Update Design Documentation	5 days	7/13/2017	7/19/2017	491	493
493	1.3.1.1.11.7	Update Requirements Traceability	1 day	7/20/2017	7/20/2017	492	494
494	1.3.1.1.11.8	Perform Technical Design Activity	5 days	7/21/2017	7/27/2017	493	495
495	1.3.1.1.11.9	Develop Release Software	20 days	7/28/2017	8/24/2017	494	496
496	1.3.1.1.11.10	Update Training Materials	3 days	8/25/2017	8/29/2017	495	497
497	1.3.1.1.11.11	Perform System Testing	15 days	8/30/2017	9/20/2017	496	498
498	1.3.1.1.11.12	Conduct Training	1 day	9/21/2017	9/21/2017	497	499
499	1.3.1.1.11.13	Update System and Operational Documentation	1 day	9/22/2017	9/22/2017	498	500
500	1.3.1.1.11.14	Perform Acceptance Testing	10 days	9/25/2017	10/6/2017	499	501FF
501	1.3.1.1.11.15	Release Approved for Production Implementation	1 day	10/6/2017	10/6/2017	500FF	502FS+1 day
502	*1.3.1.1.11.16*	*Minor Release 2017-2 in Production*	*0 days*	*10/9/2017*	*10/9/2017*	*501FS+1 day*	*506FS+45 days,503*
503	1.3.1.1.11.17	Perform Stability Monitoring	30 days	10/10/2017	11/21/2017	502	504
504	1.3.1.1.11.18	Perform Release Closure	5 days	11/22/2017	11/30/2017	503	
505	1.3.1.1.12	Minor Release (2018-1)	124 days	12/15/2017	6/12/2018	_	_

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
506	1.3.1.1.12.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	12/15/2017	12/21/2017	502FS+45 days	507
507	1.3.1.1.12.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	12/22/2017	12/22/2017	506	508
508	1.3.1.1.12.3	Build Release Content Package	1 day	12/26/2017	12/26/2017	507	509
509	1.3.1.1.12.4	Verify Requirements	10 days	12/27/2017	1/10/2018	508	510
510	1.3.1.1.12.5	Design Enhancements and Defect Corrections	10 days	1/11/2018	1/25/2018	509	511
511	1.3.1.1.12.6	Update Design Documentation	5 days	1/26/2018	2/1/2018	510	512
512	1.3.1.1.12.7	Update Requirements Traceability	1 day	2/2/2018	2/2/2018	511	513
513	1.3.1.1.12.8	Perform Technical Design Activity	5 days	2/5/2018	2/9/2018	512	514
514	1.3.1.1.12.9	Develop Release Software	20 days	2/12/2018	3/9/2018	513	515
515	1.3.1.1.12.10	Update Training Materials	3 days	3/12/2018	3/14/2018	514	516
516	1.3.1.1.12.11	Perform System Testing	15 days	3/15/2018	4/4/2018	515	517
517	1.3.1.1.12.12	Conduct Training	1 day	4/5/2018	4/5/2018	516	518
518	1.3.1.1.12.13	Update System and Operational Documentation	1 day	4/6/2018	4/6/2018	517	519
519	1.3.1.1.12.14	Perform Acceptance Testing	10 days	4/9/2018	4/20/2018	518	520FF
520	1.3.1.1.12.15	Release Approved for Production Implementation	1 day	4/20/2018	4/20/2018	519FF	521FS+1 day
521	*1.3.1.1.12.16*	*Minor Release 2018-1 in Production*	*0 days*	*4/23/2018*	*4/23/2018*	*520FS+1 day*	*522,525FS+28 days*
522	1.3.1.1.12.17	Perform Stability Monitoring	30 days	4/24/2018	6/5/2018	521	523

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
523	1.3.1.1.12.18	Perform Release Closure	5 days	6/6/2018	6/12/2018	522	
524	1.3.1.1.13	Minor Release (2018 2)	124 days	6/4/2018	11/29/2018		
525	1.3.1.1.13.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	6/4/2018	6/8/2018	521FS+28 days	526
526	1.3.1.1.13.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	6/11/2018	6/11/2018	525	527
527	1.3.1.1.13.3	Build Release Content Package	1 day	6/12/2018	6/12/2018	526	528
528	1.3.1.1.13.4	Verify Requirements	10 days	6/13/2018	6/26/2018	527	529
529	1.3.1.1.13.5	Design Enhancements and Defect Corrections	10 days	6/27/2018	7/11/2018	528	530
530	1.3.1.1.13.6	Update Design Documentation	5 days	7/12/2018	7/18/2018	529	531
531	1.3.1.1.13.7	Update Requirements Traceability	1 day	7/19/2018	7/19/2018	530	532
532	1.3.1.1.13.8	Perform Technical Design Activity	5 days	7/20/2018	7/26/2018	531	533
533	1.3.1.1.13.9	Develop Release Software	20 days	7/27/2018	8/23/2018	532	534
534	1.3.1.1.13.10	Update Training Materials	3 days	8/24/2018	8/28/2018	533	535
535	1.3.1.1.13.11	Perform System Testing	15 days	8/29/2018	9/19/2018	534	536
536	1.3.1.1.13.12	Conduct Training	1 day	9/20/2018	9/20/2018	535	537
537	1.3.1.1.13.13	Update System and Operational Documentation	1 day	9/21/2018	9/21/2018	536	538
538	1.3.1.1.13.14	Perform Acceptance Testing	10 days	9/24/2018	10/5/2018	537	539FF
539	1.3.1.1.13.15	Release Approved for Production Implementation	1 day	10/5/2018	10/5/2018	538FF	540FS+1 day,544FS+45 days

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
540	*1.3.1.1.13.16*	*Minor Release 2018-2 in Production*	*0 days*	*10/8/2018*	*10/8/2018*	*539FS+1 day*	*541*
541	1.3.1.1.13.17	Perform Stability Monitoring	30 days	10/9/2018	11/20/2018	540	542
542	1.3.1.1.13.18	Perform Release Closure	5 days	11/21/2018	11/29/2018	541	
543	1.3.1.1.14	Minor Release (2019-1)	125 days	12/13/2018	6/11/2019	-	-
544	1.3.1.1.14.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	12/13/2018	12/19/2018	539FS+45 days	545
545	1.3.1.1.14.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	12/20/2018	12/20/2018	544	546
546	1.3.1.1.14.3	Build Release Content Package	1 day	12/21/2018	12/21/2018	545	547
547	1.3.1.1.14.4	Verify Requirements	10 days	12/24/2018	1/8/2019	546	548
548	1.3.1.1.14.5	Design Enhancements and Defect Corrections	10 days	1/9/2019	1/23/2019	547	549
549	1.3.1.1.14.6	Update Design Documentation	5 days	1/24/2019	1/30/2019	548	550
550	1.3.1.1.14.7	Update Requirements Traceability	1 day	1/31/2019	1/31/2019	549	551
551	1.3.1.1.14.8	Perform Technical Design Activity	5 days	2/1/2019	2/7/2019	550	552
552	1.3.1.1.14.9	Develop Release Software	20 days	2/8/2019	3/7/2019	551	553
553	1.3.1.1.14.10	Update Training Materials	3 days	3/8/2019	3/12/2019	552	554
554	1.3.1.1.14.11	Perform System Testing	15 days	3/13/2019	4/2/2019	553	555
555	1.3.1.1.14.12	Conduct Training	1 day	4/3/2019	4/3/2019	554	556
556	1.3.1.1.14.13	Update System and Operational Documentation	1 day	4/4/2019	4/4/2019	555	557
557	1.3.1.1.14.14	Perform Acceptance Testing	10 days	4/5/2019	4/18/2019	556	558

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
558	1.3.1.1.14.15	Release Approved for Production Implementation	1 day	4/19/2019	4/19/2019	557	559FS+1 day
559	*1.3.1.1.14.16*	*Minor Release 2019-1 in Production*	*0 days*	*4/22/2019*	*4/22/2019*	*558FS+1 day*	*560,563FS+28 days*
560	1.3.1.1.14.17	Perform Stability Monitoring	30 days	4/23/2019	6/4/2019	559	561
561	1.3.1.1.14.18	Perform Release Closure	5 days	6/5/2019	6/11/2019	560	
562	1.3.1.1.15	Minor Release (2019-2)	124 days	6/3/2019	11/26/2019	-	-
563	1.3.1.1.15.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	6/3/2019	6/7/2019	559FS+28 days	564
564	1.3.1.1.15.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	6/10/2019	6/10/2019	563	565
565	1.3.1.1.15.3	Build Release Content Package	1 day	6/11/2019	6/11/2019	564	566
566	1.3.1.1.15.4	Verify Requirements	10 days	6/12/2019	6/25/2019	565	567
567	1.3.1.1.15.5	Design Enhancements and Defect Corrections	10 days	6/26/2019	7/10/2019	566	568
568	1.3.1.1.15.6	Update Design Documentation	5 days	7/11/2019	7/17/2019	567	569
569	1.3.1.1.15.7	Update Requirements Traceability	1 day	7/18/2019	7/18/2019	568	570
570	1.3.1.1.15.8	Perform Technical Design Activity	5 days	7/19/2019	7/25/2019	569	571
571	1.3.1.1.15.9	Develop Release Software	20 days	7/26/2019	8/22/2019	570	572
572	1.3.1.1.15.10	Update Training Materials	3 days	8/23/2019	8/27/2019	571	573
573	1.3.1.1.15.11	Perform System Testing	15 days	8/28/2019	9/18/2019	572	574
574	1.3.1.1.15.12	Conduct Training	1 day	9/19/2019	9/19/2019	573	575
575	1.3.1.1.15.13	Update System and	1 day	9/20/2019	9/20/2019	574	576

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
		Operational Documentation					
576	1.3.1.1.15.14	Perform Acceptance Testing	10 days	9/23/2019	10/4/2019	575	577FF
577	1.3.1.1.15.15	Release Approved for Production Implementation	1 day	10/4/2019	10/4/2019	576FF	578FS+1 day
578	*1.3.1.1.15.16*	*Minor Release 2019-1 in Production*	*0 days*	*10/7/2019*	*10/7/2019*	*577FS+1 day*	*579,582FS+47 days*
579	1.3.1.1.15.17	Perform Stability Monitoring	30 days	10/8/2019	11/19/2019	578	580
580	1.3.1.1.15.18	Perform Release Closure	5 days	11/20/2019	11/26/2019	579	
581	1.3.1.1.16	Minor Release (2020-1)	124 days	12/13/2019	6/9/2020	-	-
582	1.3.1.1.16.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	12/13/2019	12/19/2019	578FS+47 days	583
583	1.3.1.1.16.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	12/20/2019	12/20/2019	582	584
584	1.3.1.1.16.3	Build Release Content Package	1 day	12/23/2019	12/23/2019	583	585
585	1.3.1.1.16.4	Verify Requirements	10 days	12/24/2019	1/8/2020	584	586
586	1.3.1.1.16.5	Design Enhancements and Defect Corrections	10 days	1/9/2020	1/23/2020	585	587
587	1.3.1.1.16.6	Update Design Documentation	5 days	1/24/2020	1/30/2020	586	588
588	1.3.1.1.16.7	Update Requirements Traceability	1 day	1/31/2020	1/31/2020	587	589
589	1.3.1.1.16.8	Perform Technical Design Activity	5 days	2/3/2020	2/7/2020	588	590
590	1.3.1.1.16.9	Develop Release Software	20 days	2/10/2020	3/6/2020	589	591
591	1.3.1.1.16.10	Update Training Materials	3 days	3/9/2020	3/11/2020	590	592
592	1.3.1.1.16.11	Perform System Testing	15 days	3/12/2020	4/1/2020	591	593

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
593	1.3.1.1.16.12	Conduct Training	1 day	4/2/2020	4/2/2020	592	594
594	1.3.1.1.16.13	Update System and Operational Documentation	1 day	4/3/2020	4/3/2020	593	595
595	1.3.1.1.16.14	Perform Acceptance Testing	10 days	4/6/2020	4/17/2020	594	596FF
596	1.3.1.1.16.15	Release Approved for Production Implementation	1 day	4/17/2020	4/17/2020	595FF	597FS+1 day
597	*1.3.1.1.16.16*	*Minor Release 2020-1 in Production*	*0 days*	*4/20/2020*	*4/20/2020*	*596FS+1 day*	*598,601FS+28 days*
598	1.3.1.1.16.17	Perform Stability Monitoring	30 days	4/21/2020	6/2/2020	597	599
599	1.3.1.1.16.18	Perform Release Closure	5 days	6/3/2020	6/9/2020	598	
600	1.3.1.1.17	Minor Release (2020-2)	124 days	6/1/2020	11/24/2020	-	-
601	1.3.1.1.17.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	6/1/2020	6/5/2020	597FS+28 days	602
602	1.3.1.1.17.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	6/8/2020	6/8/2020	601	603
603	1.3.1.1.17.3	Build Release Content Package	1 day	6/9/2020	6/9/2020	602	604
604	1.3.1.1.17.4	Verify Requirements	10 days	6/10/2020	6/23/2020	603	605
605	1.3.1.1.17.5	Design Enhancements and Defect Corrections	10 days	6/24/2020	7/8/2020	604	606
606	1.3.1.1.17.6	Update Design Documentation	5 days	7/9/2020	7/15/2020	605	607
607	1.3.1.1.17.7	Update Requirements Traceability	1 day	7/16/2020	7/16/2020	606	608
608	1.3.1.1.17.8	Perform Technical Design Activity	5 days	7/17/2020	7/23/2020	607	609
609	1.3.1.1.17.9	Develop Release Software	20 days	7/24/2020	8/20/2020	608	610

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
610	1.3.1.1.17.10	Update Training Materials	3 days	8/21/2020	8/25/2020	609	611
611	1.3.1.1.17.11	Perform System Testing	15 days	8/26/2020	9/16/2020	610	612
612	1.3.1.1.17.12	Conduct Training	1 day	9/17/2020	9/17/2020	611	613
613	1.3.1.1.17.13	Update System and Operational Documentation	1 day	9/18/2020	9/18/2020	612	614
614	1.3.1.1.17.14	Perform Acceptance Testing	10 days	9/21/2020	10/2/2020	613	615FF
615	1.3.1.1.17.15	Release Approved for Production Implementation	1 day	10/2/2020	10/2/2020	614FF	616FS+1 day
616	*1.3.1.1.17.16*	*Minor Release 2020-2 in Production*	*0 days*	*10/5/2020*	*10/5/2020*	*615FS+1 day*	*617,620FS+50 days*
617	1.3.1.1.17.17	Perform Stability Monitoring	30 days	10/6/2020	11/17/2020	616	618
618	1.3.1.1.17.18	Perform Release Closure	5 days	11/18/2020	11/24/2020	617	
619	1.3.1.1.18	Minor Release (2021-1)	124 days	12/18/2020	6/15/2021	-	-
620	1.3.1.1.18.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	12/18/2020	12/24/2020	616FS+50 days	621
621	1.3.1.1.18.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	12/28/2020	12/28/2020	620	622
622	1.3.1.1.18.3	Build Release Content Package	1 day	12/29/2020	12/29/2020	621	623
623	1.3.1.1.18.4	Verify Requirements	10 days	12/30/2020	1/13/2021	622	624
624	1.3.1.1.18.5	Design Enhancements and Defect Corrections	10 days	1/14/2021	1/28/2021	623	625
625	1.3.1.1.18.6	Update Design Documentation	5 days	1/29/2021	2/4/2021	624	626
626	1.3.1.1.18.7	Update Requirements Traceability	1 day	2/5/2021	2/5/2021	625	627
627	1.3.1.1.18.8	Perform Technical Design	5 days	2/8/2021	2/12/2021	626	628

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
		Activity					
628	1.3.1.1.18.9	Develop Release Software	20 days	2/15/2021	3/12/2021	627	629
629	1.3.1.1.18.10	Update Training Materials	3 days	3/15/2021	3/17/2021	628	630
630	1.3.1.1.18.11	Perform System Testing	15 days	3/18/2021	4/7/2021	629	631
631	1.3.1.1.18.12	Conduct Training	1 day	4/8/2021	4/8/2021	630	632
632	1.3.1.1.18.13	Update System and Operational Documentation	1 day	4/9/2021	4/9/2021	631	633
633	1.3.1.1.18.14	Perform Acceptance Testing	10 days	4/12/2021	4/23/2021	632	634FF
634	1.3.1.1.18.15	Release Approved for Production Implementation	1 day	4/23/2021	4/23/2021	633FF	635FS+1 day
635	*1.3.1.1.18.16*	*Minor Release 2021-1 in Production*	*0 days*	*4/26/2021*	*4/26/2021*	*634FS+1 day*	*636,639FS+28 days*
636	1.3.1.1.18.17	Perform Stability Monitoring	30 days	4/27/2021	6/8/2021	635	637
637	1.3.1.1.18.18	Perform Release Closure	5 days	6/9/2021	6/15/2021	636	
638	1.3.1.1.19	Minor Release (2021-2)	100 days	6/7/2021	10/26/2021	-	-
639	1.3.1.1.19.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	6/7/2021	6/11/2021	635FS+28 days	640
640	1.3.1.1.19.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	6/14/2021	6/14/2021	639	641
641	1.3.1.1.19.3	Build Release Content Package	1 day	6/15/2021	6/15/2021	640	642
642	1.3.1.1.19.4	Verify Requirements	5 days	6/16/2021	6/22/2021	641	643
643	1.3.1.1.19.5	Design Enhancements and Defect Corrections	5 days	6/23/2021	6/29/2021	642	644
644	1.3.1.1.19.6	Update Design Documentation	5 days	6/30/2021	7/7/2021	643	645
645	1.3.1.1.19.7	Update Requirements	1 day	7/8/2021	7/8/2021	644	646

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
		Traceability					
646	1.3.1.1.19.8	Perform Technical Design Activity	5 days	7/9/2021	7/15/2021	645	647
647	1.3.1.1.19.9	Develop Release Software	10 days	7/16/2021	7/29/2021	646	648
648	1.3.1.1.19.10	Update Training Materials	3 days	7/30/2021	8/3/2021	647	649
649	1.3.1.1.19.11	Perform System Testing	10 days	8/4/2021	8/17/2021	648	650
650	1.3.1.1.19.12	Conduct Training	1 day	8/18/2021	8/18/2021	649	651
651	1.3.1.1.19.13	Update System and Operational Documentation	1 day	8/19/2021	8/19/2021	650	652
652	1.3.1.1.19.14	Perform Acceptance Testing	10 days	8/20/2021	9/2/2021	651	653
653	1.3.1.1.19.15	Release Approved for Production Implementation	1 day	9/3/2021	9/3/2021	652	654FS+1 day
654	*1.3.1.1.19.16*	*Minor Release 2021-2 in Production*	*0 days*	*9/7/2021*	*9/7/2021*	*653FS+1 day*	*655*
655	1.3.1.1.19.17	Perform Stability Monitoring	30 days	9/8/2021	10/19/2021	654	656
656	1.3.1.1.19.18	Perform Release Closure	5 days	10/20/2021	10/26/2021	655	
657	*1.3.1.2*	*Provide Application Support, Defect Correction and Troubleshooting*	*2410 days*	*4/12/2012*	*10/29/2021*	*This task includes the daily customer support activity including responding to problem reports, answering questions, etc. This is an ongoing, daily activity throughout the life of the contract*	
668	*1.3.1.3*	*Maintain System Documentation*	*2410 days*	*4/12/2012*	*10/29/2021*	*This task includes maintenance of the Operations Support Plan and any technical system documentation necessary to manage the operation. It does not include maintenance of the design documents which is done in conjunction with the releases.*	
679	*1.3.1.4*	*Perform Backup/Recovery & Disaster Recovery Testing*	*2281 days*	*10/4/2012*	*10/20/2021*	*This task supports annual DR testing*	

ID	WBS	Name	Duration	Start Date	Finish Date	Predecessors	Successors
690	*1.3.1.5*	*Perform Capacity Planning*	*2036 days*	*12/3/2012*	*12/29/2020*	*This task supports annual capacity review and planning every December throughout the life of the contract.*	
700	**1.3.2**	**Monitor Operations**	**2415 days**	**4/5/2012**	**10/29/2021**		
701	*1.3.2.1*	*Perform Periodic Security Audit*	*2281 days*	*8/1/2012*	*8/17/2021*	*This task supports annual security reviews every August throughout the life of the contract.*	
712	*1.3.2.2*	*Monitor System Performance and Throughput*	*2387 days*	*5/15/2012*	*10/29/2021*	*This task supports daily operations management to ensure that the system is meeting agreed upon Service Level Agreements and throughput thresholds*	
827	*1.3.2.3*	*Conduct Change Control Board Meetings*	*2395 days*	*4/5/2012*	*10/1/2021*	Change Control Board (CCB) Meetings will begin on 4/5/2012 during stabilization. The CCB will hold weekly meeting through the end of 2012 and then move to lest frequent schedule. Beginning in 2013, CCB Meetings will move to a monthly schedule. More or less frequent meetings will be scheduled at the Agency's request.	
975	*1.3.2.4*	*Prepare and Publish Monthly Operations Status Reports*	*2375 days*	*5/7/2012*	*10/5/2021*	*Monthly Operations Status Reports will be prepared beginning 5/7/2012 and will continue for the life of the contract.*	

Training Plan

Team CNSI understands the Agency's need to have an application that fully supports its Electronic Health Records (EHR) Medicaid Incentive Payment Program (MIPP). In this section of our response we present a brief discussion of our experience and approach to delivering the necessary training.

Team CNSI's eMIPP product is fully operational in the states of Washington and Michigan. CNSI has successfully developed and delivered comprehensive Medicaid training programs the State of Washington's Department of Health. We have both the subject matter expertise and the professional training experiences necessary to support the Agency's training needs.

CNSI's system development methodology, iVision 360, provides a core set of activities and tasks that are fully aligned with the five-phase instructional design model recommended by the American Society for Training and Development (ASTD). As shown in Figure 70, the five steps of the model are: Analysis, Design, Development, Implementation, and Evaluation. The model is commonly referred to as the "ADDIE" method.

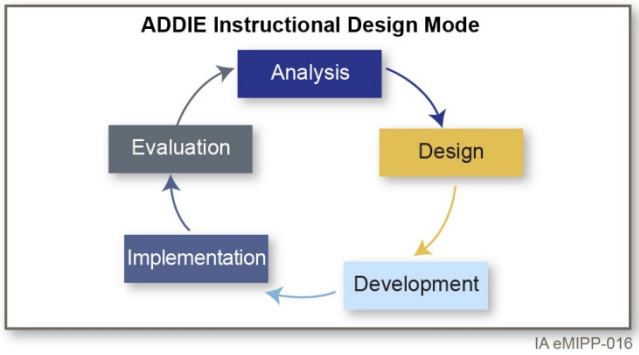


Figure 70. ADDIE Instructional Design.

Through our prior implementations, we have refined the training approach and later in this section we present a draft of our eMIPP solution training plan. On contract award, Team CNSI's implementation lead will review the draft training plan with the Agency project manager and make any necessary adjustments before presenting for Agency approval.

Team CNSI's previous experience allows us to present a training plan that takes into account the different types of Agency staff roles that will use eMIPP. We present a staged series of three training sessions, moving from the basics to the administrative functions. Combining the three sessions, the total training time is less than one day. Most users would require no more than four hours of training. Our training plan also outlines the preparation and follow-up activities responsibilities for the Team CNSI training specialist. The preparation and follow-up times are based on CNSI's actual experiences.

Training is a key activity planned to occur immediately before the user Acceptance Testing (UAT) activities begin. By placing training before UAT, users will have the opportunity to practice what they have learned in near real-world UAT conditions.

Agency staff will also require minimal training to understand the operational support procedures that will be used after eMIPP is implemented in production. Team CNSI prepares the operations support documents during the Implementation Planning activities in advance of production deployment. Operations support documents are typically delivered via an online support portal. Figure 71 shows a mock up of how the operations support portal might appear.

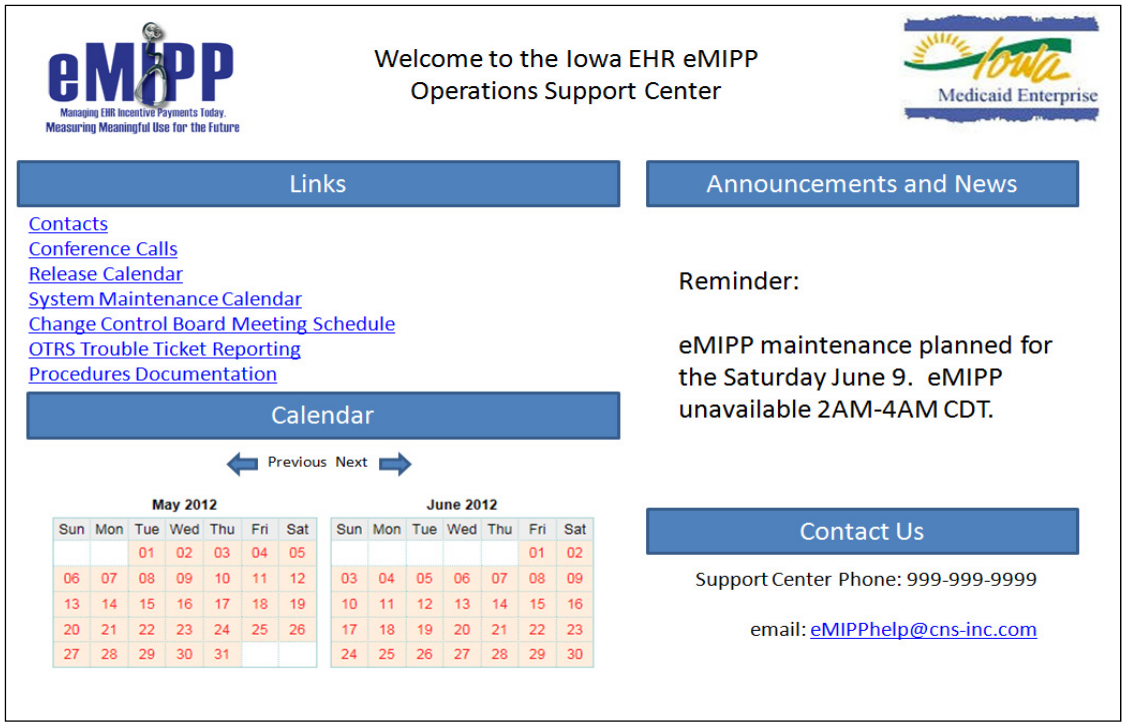


Figure 71. Mock Up of Operations Support Center Web Page.

Training necessary to use the operations support processes is planned one week prior to production deployment.

eMIPP Training Plan

On the following pages we present Team CNSI's eMIPP Training Plan.

eMIPP Administration and Provider Support
Training Plan
for
Iowa Electronic Health Records

Prepared for:
Iowa Department of Human Services
100 Army Post Road
Des Moines, Iowa 50315

Prepared by:
CNSI
6465 Millennium Drive
Lansing, Michigan 48917

eMIPP-TP-01-01
December 1, 2011

eMIPP Administration and Provider Support
Training Plan
For
Iowa Electronic Health Records

eMIPP-TP-01-01
December 1, 2011

Approved by:

IME Project Manager (Date)	**CNSI Project Manager (Date)**

Revision History

Revision Level	Date	Description	Change Summary
eMIPP-TP-01-01	12/01/11	Initial Document	

Contents

Revision History ..... **TBD**

Section 1 - Preface ..... **TBD**

1.1 Summary ..... **TBD**
1.2 Structure ..... **TBD**

Section 2 – Class Overview ..... **TBD**

Section 3 – eMIPP Training Sessions ..... **TBD**
3.1 Session 1 - eMIPP Demonstration and Basic Navigation ..... **TBD**
3.2 Session 2 - eMIPP Advanced eMIPP Navigation ..... **TBD**
3.3 Session 3 - eMIPP Administrative and Reporting Options ..... **TBD**

Section 4 – Instructor Preparation ..... **TBD**

Section 1 - Preface

1.1 Summary

The purpose of this Training Plan is to provide training necessary to give eMIPP users the knowledge required to use the application and to provide support to providers who are using the system. This Training Plan covers the essentials of system navigation and performance of administrative functions within the system. It provides the training necessary for the Agency to use the system and to support providers using the system.

The suggested participant audience for this class is the Agency staff members who administer the Iowa Electronic Health Record Medicaid Incentive Payment Program.

- Staff assigned to review EHR provider registrations for eligibility determination
- Staff assigned to approve registrations for eligibility determination
- Staff viewing eMIPP registration and information
- Provider outreach and support staff who will conduct training for or assist providers who register for the program using eMIPP

This is a living document. Following eMIPP production deployment, this training plan will be reviewed and additional training will be developed and conducted when necessary.

1.2 Structure

This document outlines the training necessary to use the eMIPP system during Acceptance Testing and subsequent operations. This document contains four sections:

- **Section 1 – Preface**: This section provides an overview of the material presented in the document.
- **Section 2 – Class Overview**: This section presents a high level summary of the training sessions and the intended training goals.
- **Section 3 – eMIPP Training Sessions**: This section provides details for each of the three sessions planned for eMIPP training. Details include the time required for the session and a step-by-step breakdown of the class activities.
- **Section 4 – Instructor Preparation**: This section provides a summary timeline of the activities necessary for the Team CNSI training specialist to prepare to deliver the training.

Section 2 – Class Overview

This section of the Training Plan covers the activities and processes for the eMIPP Administration and Provider Support training class. The class will be conducted as an instructor-led, hands-on workshop. The content of the training session will be captured and recorded so that it can be reused as needed following the initial presentation.

Training is intended to be delivered over the course of three sessions, two two-hour sessions and one three-hour session. Following each instructor–led session, the participants will complete hands-on exercises designed to assess their learning.

A training evaluation survey is distributed immediately after the conclusion of the training session. Participants have three days to complete this evaluation. This survey provides feedback to the instructor and training specialist about the participants' experience. This information is used to update curriculum, adjust class structure, and improve practice activities for the transfer of knowledge and skills.

The three sessions are:

- Session 1 – eMIPP Demonstration and Basic Navigation (2 Hours)
- Session 2 – Advanced eMIPP Navigation (2 Hours)
- Session 3 –eMIPP Administrative and Reporting Options (3 Hours)

This class is designed to ensure that participants are able to successfully:

- Log in to and out of eMIPP
- Show Providers how to navigate the system for registration and tracking activities
- View and validate federal information (CMS/NLR)
- Access and review registrations and payments
- Understand the eMIPP workflow and status of registrations and payments
- Make approval and denial eligibility determinations
- Access and view historical eligibility, registration, and payment information
- Access and view first year registrant and multi-year registrant to understand the differences between adoption, implementation, or upgrade (AIU) and Stage 1 meaningful use in eMIPP
- Make alternative rejection and rework eligibility determinations
- View and process grievance and appeal requests
- Perform document uploads in support of eligibility determinations
- Request on-demand report
- Access and view summary administrative information

Section 3 – eMIPP Training Sessions

3.1 Session 1 - eMIPP Demonstration and Basic Navigation

Goal: This session provides instruction in eMIPP basic navigation. Upon completion of this class, the participant will be able to do all of the activities listed below without assistance.

- Log in to and out of eMIPP
- Show providers how to navigate the system for registration and tracking activities
- Direct providers to an online tutorial
- Access and review registrations and payments
- Understand the eMIPP workflow and status of registrations and payments

Audience: All staff interacting with eMIPP should attend this session. Per the Agency's RFP, this is expected to be approximately seven people. The participants will include:

- Staff assigned to review EHR provider registrations for eligibility determination
- Staff assigned to approve registrations for eligibility determination
- Staff viewing eMIPP registration and information
- Staff assigned to administer Iowa's Electronic Health Records (EHR) Medicaid Incentive Payment Program (MIPP)
- Provider outreach and support staff who will assist providers registering for the program using eMIPP

Prerequisites: Participants are assumed to have general knowledge of EHR Medicaid Incentive Payments and related federal processes. This is the first session of the series. There are no prerequisite classes or sessions.

Required Materials: The instructor will require the following materials for Session 1:

- Access to a training room equipped with computers for the trainees to use
- High-speed Internet access able to access CNSI secured websites for the trainer and the participants
- Projection system
- eMIPP Training – Session 1 PowerPoint Deck
- Participant handouts
- Participant evaluation forms

Activities: The planned time for this session is two hours. The following outlines the activities planned for this session:

1) Class Welcome and Introductions (5 minutes): The instructor will introduce him/herself and engage the participants in a brief self-introduction activity.
2) Agenda (5 Minutes): The instructor will outline the agenda and goals for the session.

3) Demonstration (45 Minutes). The instructor will provide a demonstration of eMIPP illustrating the following topics.
   a) How to log in to and out of eMIPP as an Agency user and Provider user
   b) Search for and select specific providers
   c) Navigate the system for registration and tracking activities
   d) Features to view and validate federal information (CMS/NLR)
   e) Features to enter, view, and review eligibility information
   f) Features to review summary information in order to make an eligibility determination
   g) Features to select and view payment details
4) Participant Activity (45 minutes)
   a) Participants will invoke and view the provider online tutorial.
   b) Participants will log into a test version of eMIPP as an Agency user and inquire for specific provider's registration. The Participants will review the registration and make an approval or denial decision based on the handout provided. Participants will then inquire about an eMIPP payment and identify the status and amount of the pending payment. Following this, they will log out of eMIPP.
   c) Participants will log into a test version of eMIPP as a provider per the handout. They will view the workflow and identify the status of the provider's registration. They will log out and then log in as a second provider and identify the status of a payment per the handout.
5) Participant Questions (10 minutes)
   a) The participants will have the opportunity to ask questions regarding the material presented in the class.
   b) The instructor will log any questions that cannot be answered immediately.
   c) Answers to all of the questions will be sent to the participants via email within business days following the session.
6) Conclusion (5 minutes)
   a) The instructor will briefly recap the major learning points covered in the class.
   b) The instructor will distribute the evaluation form and provide instructions on how the evaluation should be returned along with the timeframe.
   c) The instructor will thank the participants for their participation and provide contact information for any questions that may arise following completion of the class.

Any time remaining will be used for additional questions and answers and participant practice.

3.2 Session 2 - eMIPP Advanced eMIPP Navigation

Goal: This session provides instruction in eMIPP advanced navigation. Upon completion of this class, the participant will be able to do all of the activities listed below without assistance.

- Access and view historical eligibility, registration, and payment information (2)
- Access and view first year registrant and multi-year registrant to understand the differences between adoption, implementation, or upgrade (AIU) and Stage 1 meaningful use in eMIPP (2)
- Make alternative rejection and rework eligibility determinations (2)

Audience: Staff members assigned to make eligibility determinations and administer Iowa's EHR MIPP. Per the Agency's RFP, this is expected to be approximately seven people.

Prerequisites: Participants should have completed Session 1 of this series.

Required Materials: The instructor will require the following materials for Session 2:

- Access to a training room equipped with computers for the trainees to use
- High-speed Internet access able to access CNSI secured websites for the trainer and the participants
- Projection system
- eMIPP Training – Session 2 PowerPoint Deck
- Participant handouts
- Participant evaluation forms

Activities: The planned time for this session is two hours. The following outlines the activities planned for this session:

1) Agenda (5 Minutes): The instructor will outline the agenda and goals for the session.
2) Demonstration (45 Minutes): The instructor will provide a demonstration of eMIPP illustrating the following topics.
    a) How to access and review payment summary information
    b) How to access eligibility, registration, and payment information for prior years' participation
    c) Eligibility Determination actions:
        i) How and when to reject a registration
        ii) How and when to rework a registration
3) Participant Activity (45 minutes)
    a) Participants will log into a test version of eMIPP as an Agency user and inquire for specific provider's registration. Participants will then inquire about an eMIPP payment and view the summary payment information. They will then navigate to the eMIPP home screen.
    b) Participants will search for and inquire for a multi-year participant provider. Participants will review prior years' registration information.
    c) Participants will view first year registrant and multi-year registrant to understand the differences between adoption, implementation, or upgrade (AIU) and Stage 1 meaningful use in eMIPP.

d) Participants will access a provider's record where the registration status requires a "reject" decision. Participants will review the registration to understand when rejection is the correct action and they will apply the "reject" decision.

e) Participants will access a provider's record where the registration status requires a "rework" decision. Participants will review the registration to understand when rework is the correct action and they will apply the "rework" decision.

f) Participants will log out of eMIPP.

4) Participant Questions (10 minutes)

a) The participants will have the opportunity to ask questions regarding the material presented in the class.

b) The instructor will log any questions that cannot be answered immediately.

c) Answers to all of the questions will be sent to the participants via email within business days following the session.

5) Conclusion (5 minutes)

a) The instructor will briefly recap the major learning points covered in the class.

b) The instructor will distribute the evaluation form and provide instructions on how the evaluation should be returned along with the timeframe.

c) The instructor will thank the participants for their participation and provide contact information for any questions that may arise following completion of the class.

Any time remaining will be used for additional questions and answers and participant practice.

3.3 Session 3 - eMIPP Administrative and Reporting Options

Goal: This session provides instruction in eMIPP administrative and reporting functions. Upon completion of this class, the participant will be able to do all of the activities listed below without assistance.

- View and process grievance and appeal requests and perform document uploads in support of eligibility determinations
- Request on-demand reports
  - List Participating Providers
  - Payment Summary
  - Provider Attestation
- Access and view summary administrative information
  - Meaningful Use
  - Operations Monthly Dashboard

Audience: Staff members assigned to make eligibility determinations or administer the Iowa EHR MIPP. Per the Agency's RFP, this is expected to be approximately seven people.

Prerequisites: Participants should have completed Sessions 1 and 2 of this series.

Required Materials: The instructor will require the following materials for Session 3:

- Access to a training room equipped with computers for the trainees to use
- High-speed Internet access able to access CNSI secured websites for the trainer and the participants
- Projection system
- eMIPP Training – Session 3 PowerPoint Deck
- Participant handouts
- Participant evaluation forms

Activities: The planned time for this session is three hours. The following outlines the activities planned for this session:

1) Agenda (5 Minutes): The instructor will outline the agenda and goals for the session.
2) Demonstration (45 Minutes): The instructor will provide a demonstration of eMIPP illustrating the following topics.
    a) Grievance and Appeals
        i) How to initiate and view grievance and appeal actions
        ii) How and where to document the status of a grievance and appeal action
        iii) How to upload supporting documentation for grievance and appeal actions
    b) eMIPP On-Demand Reports
        i) How to access eMIPP on-demand reporting
        ii) How to create on-demand reports including parameter selections
        iii) How to interpret on-demand reports
    c) Access and view summary administrative information
        i) Meaningful Use
        ii) Operations Monthly Dashboard
3) Participant Activity (90 minutes)
    a) Grievance and Appeals
        i) How to initiate and view grievance and appeal actions
        ii) How and where to review and document the status of a grievance and appeal action
        iii) How to upload supporting documentation for grievance and appeal actions
    b) Participants will log into a test version of eMIPP as a provider and navigate to the provider grievance and appeals component of eMIPP where the participant will initiate a new grievance and appeal action. The participants will enter the detail of the grievance and select the

appropriate reason code. The participants will then upload a supporting document. After creating the grievance the user will navigate to the eMIPP provider portal screen and view the grievance. The participant will log out of eMIPP.

c) Participants will log into a test version of eMIPP as an Agency user and navigate to the State user grievance and appeals list page of eMIPP where the participant will select a grievance and appeal action to review. The participants will view the details including supporting documentation. Participants will enter a resolution status, select the appropriate reason code, and enter comments. The participants will then upload a supporting documentation and navigate to the eMIPP home page.

d) Participants will navigate to the administrative reporting selection page of eMIPP. Participant will select on-demand reports.

   i) The participant will create and view a "Participating Provider List Report" by filtering on CMS/NLR registration ID start and end dates, CMS NLR-provider type, and registration status.

   ii) The participant will create and view a "Payment Summary Report" by filtering on Program Year and Participant Type. The participant will review the report.

   iii) The participant will create and view a "Provider Attestation Report" by entering the provider's CMS/NLR registration ID and Program Year.

e) Participants will navigate to the administrative reporting selection page of eMIPP. Participant will select Meaningful Use Summary Information. Participants will review the MU summary graphs. Participants will save and download the MU summary information and graphs in Excel format.

f) Participants will navigate to the administrative reporting selection page of eMIPP. Participant will select Operations Dashboard Report. Participants will select the Operations Dashboard report for the current period. Participants will save and download the Operations Dashboard in Excel format.

g) Participants will log out of eMIPP.

4) Participant Questions (10 minutes)

   a) The participants will have the opportunity to ask questions regarding the material presented in the class.

   b) The instructor will log any questions that cannot be answered immediately.

   c) Answers to all of the questions will be sent to the participants via email within business days following the session.

5) Conclusion (5 minutes)

   a) The instructor will briefly recap the major learning points covered in the class.

   b) The instructor will distribute the evaluation form and provide instructions on how the evaluation should be returned along with the timeframe.

c) The instructor will thank the participants for their participation and provide contact information for any questions that may arise following completion of the class.

Any time remaining will be used for additional questions and answers and participant practice.

Section 4 – Instructor Preparation

The three sessions described in Section 3 – eMIPP Training Sessions will require a total of 27 hours of instructor preparation and follow-up time. Activities needed for the session(s) are listed in the table below.

Instructor Preparation/Follow-Up Activities				
Description		**Type**	**Required for this Session**	**Estimated Time**
Identify number and location of sessions		One-time	Yes	1 Hour
Reserve training room/facility		One-time/ Session	Yes	1 Hour
Enroll participants		One-time/ Session	N/A – Participants are predefined	
Prepare/Update Instructor Guidelines		One-time	N/A	
Update Slide Decks		One-time	Yes	4 Hours
Prepare participant materials	pre-work	One time	N/A	
	handouts	One time	Yes	1 Hour
	exercises	One time	Yes	2 Hours
	quick reference cards	One time	N/A	
	evaluation sheets	One time	Yes	1 Hour
Print or distribute Participant materials	pre-work	One time /Session	N/A	
	handouts	One time /Session	Yes	¼ Hour
	exercises	One time /Session	N/A	
	quick reference cards	One time /Session	N/A	
	evaluation sheets	One time /Session	Yes	¼ Hour
Prepare test data		One time /Session	Yes	2 Hours/Session
Prepare training room		One time /Session	Yes	1 Hour
Deliver training session		One time	Yes – Three	2 Hours

Instructor Preparation/Follow-Up Activities			
Description	**Type**	**Required for this Session**	**Estimated Time**
	/Session	Sessions	2 Hours 3 Hours
Reset training room	One time /Session	Yes	1 Hour
Review/log evaluation forms or surveys	One time /Session	Yes	1.5 Hours
Follow-up on parking lot items	One time /Session	Yes	4 Hours
Total Preparation and Follow-Up			**27 Hours**

Draft Project Timeline

In this section, Team CNSI provides the general timeline for the Iowa Electronic Health Records (EHR) Medicaid Incentive Payment Administrative Tool project. The timeline aligns with the overall project work breakdown structure (WBS) – shown in proposal Tab 4 - Draft Documents, Work Plan – to the Work Plan. The timeline is presented as a series of 11 graphics segments beginning with an overview of the contract period. Detail timelines are provided for the initial implementation and each year of operation for the life of the contract.

Figure 72 shows the high level summary of all contract activity. Team CNSI begins work on the project in advance of actual contract execution. During this pre-contract phase we orient our team to the contract and to the specifics contained in the Agency's RFP and our proposal response. Team member, Noridian, will leverage its understanding of the Iowa MMIS and Data Warehouse to give the CNSI team members a cultural awareness of the Agency's program and how it will interact with eMIPP. Our team will arrive prepared to start work immediately on December 1.

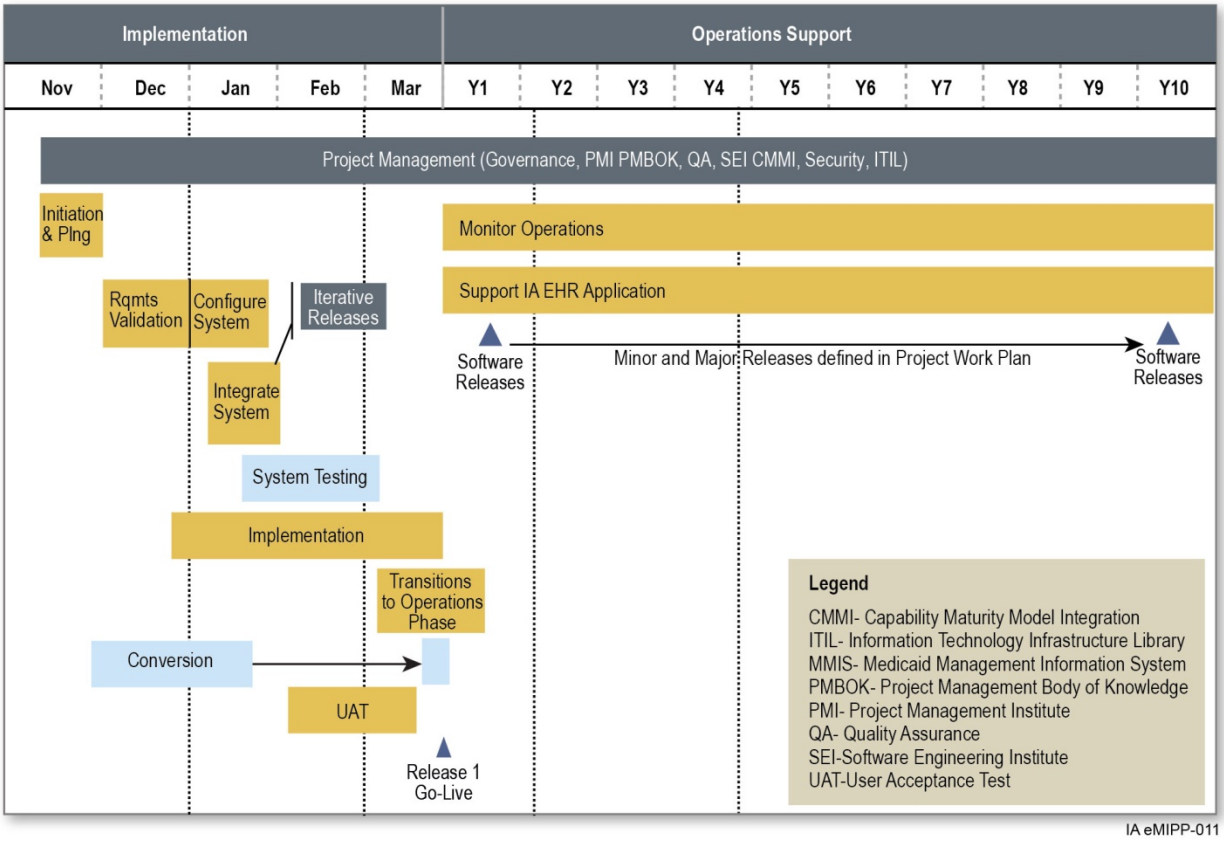


Figure 72. Overview Timeline for Iowa EHR MIPP.

During December 2011, Team CNSI's focus will be on initiating and establishing the project, developing relationships with the Agency team members, and demonstrating the eMIPP application to the Agency as a part of the Requirements Verification process. During December, the processes for team collaboration, communication, and status reporting will be initiated. Team CNSI will also load the Agency's requirements into our requirements traceability tool. The Agency's requirements will be tracked throughout the life of the contract. By the end of December the combined Agency and Team CNSI team (the joint team) members will have arrived at a common understanding of the Agency's requirements and eMIPP's capabilities, as well as having a solid start on identifying the Agency-specific configuration

concerns. Typically, during this timeframe the Agency will provide information such as the specific wording required for letters, logo required, and the details for signature blocks and report headers and footers. Other activities completed during December include the finalization of the Implementation Materials (Deliverable #8) which include the Training Plan and Team CNSI's Test Plan artifact describing our approach to the system and user acceptance testing (UAT) phases that precede implementation.

During January 2012, the joint team will complete discussion of configuration and work will begin on conversion, interfaces, and extracts. The technical work required to configure eMIPP will begin in January. Team CNSI uses an agile iterative approach to the technical configuration and integration activity based on 10-day iterations. As soon the first integration iteration completes, the system test process begins. This pattern continues through the month of January. On a parallel path, the technical work needed for Agency-specific interfaces and extracts begins.

During February 2012, Team CNSI completes the final iteration of the technical integration work and system testing is completed. Similar to the iterative approach used for technical integration, Team CNSI will begin releasing the eMIPP system to the Agency users for UAT iteratively as soon as a system testing is complete. Before the first iteration of UAT begins, Team CNSI plans to conduct the eMIPP training outlined in the draft Training Plan included in Tab 4 of our proposal. Our response to Software Updates, also in Tab 4, contains a more complete description of our testing methodology and process. Team CNSI will also prepare the System Test Results artifact for the Agency. This artifact describes the test cases and results for all system testing conducted. The Agency's requirements are traced through to the test cases to ensure 100% coverage during system testing. Detail implementation planning also begins during February.

During March 2012 UAT will be completed, implementation planning will be completed, operational support documentation will be prepared and the eMIPP system will be implemented over the weekend of March 31, 2011.

During April 2012 the eMIPP implementation project will be formally closed and Team CNSI and the Agency will transition to ongoing operations. To ensure that the eMIPP remains current, Team CNSI plans two formal releases a year beginning in October of 2012. Releases are planned for October and April through 2020 and April and September for the final year of the contract.

On the following pages, Team CNSI provides graphical views of the project schedule presented in the Draft Work Plan section of Tab 4. We provide a summary Gantt chart followed by detailed Gantt charts leading up to initial eMIPP implementation and for each subsequent year of operations. For the operations phase we provide two Gantt charts for each calendar year, one for Application Maintenance (Agency Deliverable #9) and one for Operations Support (Agency Deliverables #'s 7, 10, 11, and 12).

Figure 73 shows the summary timeline for the Iowa EHR MIPP contract. The timeline aligns with the overall project work breakdown structure.

ID	WBS	Task Name	Duration	Start	Finish
1	1	IA EHR	2504 days	Thu 12/1/11	Fri 10/29/21
2	1.1	Project and Management and Control	105 days	Thu 12/1/11	Thu 4/26/12
3	1.1.1	Initiate Project	6.5 days	Thu 12/1/11	Fri 12/9/11
18	1.1.2	Plan Project	18 days	Thu 12/1/11	Tue 12/27/11
70	1.1.3	Control Project	104 days	Fri 12/2/11	Thu 4/26/12
141	1.1.4	Close Project	16 days	Sun 4/1/12	Fri 4/20/12
146	1.2	Implementation	85 days	Thu 12/1/11	Sat 3/31/12
147	1.2.1	Verify Requirements	7 days	Fri 12/9/11	Tue 12/20/11
158	1.2.2	Configure System	9.5 days	Tue 12/20/11	Wed 1/4/12
182	1.2.3	Integrate System	31 days	Fri 12/30/11	Tue 2/14/12
196	1.2.4	Test System	81 days	Thu 12/1/11	Tue 3/27/12
217	1.2.5	Implement System	44 days	Wed 2/1/12	Sat 3/31/12
273	1.2.6	Acquire and Configure Hardware	85 days	Thu 12/1/11	Sat 3/31/12
292	1.2.6.7	Iowa eMIPP Operational	0 days	Sat 3/31/12	Sat 3/31/12
293	1.3	Operations Support	2415 days	Thu 4/5/12	Fri 10/29/21
294	1.3.1	Support IA EHR Application	2410 days	Thu 4/12/12	Fri 10/29/21
700	1.3.2	Monitor Operations	2415 days	Thu 4/5/12	Fri 10/29/21

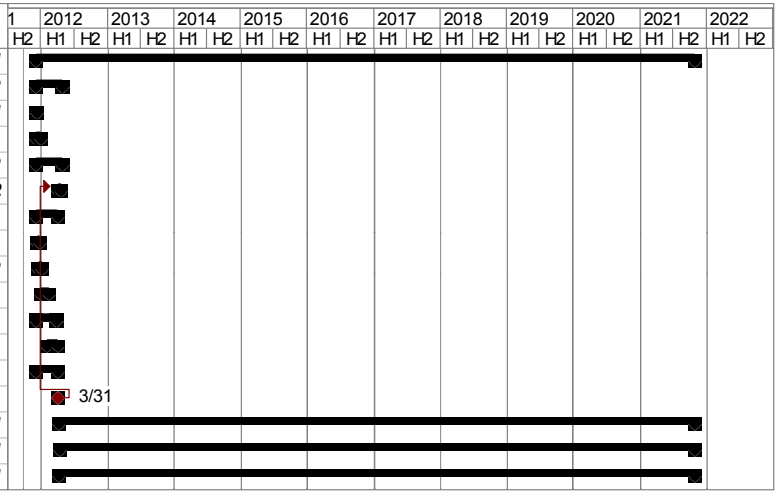
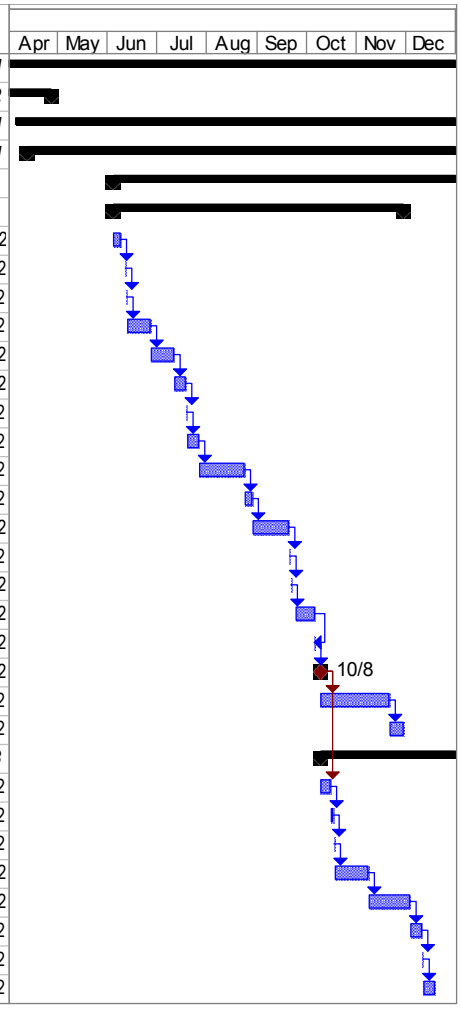


Figure 73. Project Timeline – Contract Summary Years 2011-2021.

Figure 74 shows the initial months of the project effort beginning with the start date of December 1, 2011 and continuing through the initial implementation of eMIPP for Iowa. This timeline ends with the go-live date of April 2, 2012. Gantt Chart activity is shown down to level 4 of the WBS.

ID	WBS	Task Name	Duration	Start	Finish
1	***1***	***IA EHR***	***2504 days***	***Thu 12/1/11***	***Fri 10/29/21***
2	***1.1***	***Project and Management and Control***	***105 days***	***Thu 12/1/11***	***Thu 4/26/12***
293	***1.3***	***Operations Support***	***2415 days***	***Thu 4/5/12***	***Fri 10/29/21***
294	***1.3.1***	***Support IA EHR Application***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
295	***1.3.1.1***	***Perform Periodic Application Updates***	***2371 days***	***Mon 6/4/12***	***Tue 10/26/21***
296	***1.3.1.1.1***	***Minor Release (2012)***	***124 days***	***Mon 6/4/12***	***Thu 11/29/12***
297	1.3.1.1.1.1	Review Approved Enhancements Requests and Defect Reports (CCI	5 days	Mon 6/4/12	Fri 6/8/12
298	1.3.1.1.1.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCE	1 day	Mon 6/11/12	Mon 6/11/12
299	1.3.1.1.1.3	Build Release Content Package	1 day	Tue 6/12/12	Tue 6/12/12
300	1.3.1.1.1.4	Verify Requirements	10 days	Wed 6/13/12	Tue 6/26/12
301	1.3.1.1.1.5	Design Enhancements and Defect Corrections	10 days	Wed 6/27/12	Wed 7/11/12
302	1.3.1.1.1.6	Update Design Documentation	5 days	Thu 7/12/12	Wed 7/18/12
303	1.3.1.1.1.7	Update Requirements Traceability	1 day	Thu 7/19/12	Thu 7/19/12
304	1.3.1.1.1.8	Perform Technical Design Activity	5 days	Fri 7/20/12	Thu 7/26/12
305	1.3.1.1.1.9	Develop Release Software	20 days	Fri 7/27/12	Thu 8/23/12
306	1.3.1.1.1.10	Update Training Materials	3 days	Fri 8/24/12	Tue 8/28/12
307	1.3.1.1.1.11	Perform System Testing	15 days	Wed 8/29/12	Wed 9/19/12
308	1.3.1.1.1.12	Conduct Training	1 day	Thu 9/20/12	Thu 9/20/12
309	1.3.1.1.1.13	Update System and Operational Documentation	1 day	Fri 9/21/12	Fri 9/21/12
310	1.3.1.1.1.14	Perform Acceptance Testing	10 days	Mon 9/24/12	Fri 10/5/12
311	1.3.1.1.1.15	Release Approved for Production Implementation	1 day	Fri 10/5/12	Fri 10/5/12
312	1.3.1.1.1.16	Minor Release 2012 in Production	0 days	Mon 10/8/12	Mon 10/8/12
313	1.3.1.1.1.17	Perform Stability Monitoring	30 days	Tue 10/9/12	Tue 11/20/12
314	1.3.1.1.1.18	Perform Release Closure	5 days	Wed 11/21/12	Thu 11/29/12
315	***1.3.1.1.2***	***Major Release (2013 EHR MU Stage 2)***	***149 days***	***Tue 10/9/12***	***Mon 5/13/13***
316	1.3.1.1.2.1	Review Approved Enhancements Requests and Defect Reports (CCI	5 days	Tue 10/9/12	Mon 10/15/12
317	1.3.1.1.2.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCE	1 day	Tue 10/16/12	Tue 10/16/12
318	1.3.1.1.2.3	Build Release Content Package	1 day	Wed 10/17/12	Wed 10/17/12
319	1.3.1.1.2.4	Verify Requirements	15 days	Thu 10/18/12	Wed 11/7/12
320	1.3.1.1.2.5	Design Enhancements and Defect Corrections	15 days	Thu 11/8/12	Mon 12/3/12
321	1.3.1.1.2.6	Update Design Documentation	5 days	Tue 12/4/12	Mon 12/10/12
322	1.3.1.1.2.7	Update Requirements Traceability	1 day	Tue 12/11/12	Tue 12/11/12
323	1.3.1.1.2.8	Perform Technical Design Activity	5 days	Wed 12/12/12	Tue 12/18/12



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141	1.1.4	Close Project	16 days	Sun 4/1/12	Fri 4/20/12
146	1.2	Implementation	85 days	Thu 12/1/11	Sat 3/31/12
147	1.2.1	Verify Requirements	7 days	Fri 12/9/11	Tue 12/20/11
148	1.2.1.1	Conduct Requirements Verification Sess	3.5 days	Fri 12/9/11	Wed 12/14/11
153	1.2.1.2	Prepare Requirements Verification (RV)	3.5 days	Thu 12/15/11	Tue 12/20/11
158	1.2.2	Configure System	9.5 days	Tue 12/20/11	Wed 1/4/12
159	1.2.2.1	Conduct Provider Portal Configuration	2 days	Tue 12/20/11	Wed 12/21/11
164	1.2.2.2	Conduct EHR Program Admin Configur	2 days	Thu 12/22/11	Fri 12/23/11
169	1.2.2.3	Conduct Report Configuration Sessions	3 days	Tue 12/27/11	Thu 12/29/11
172	1.2.2.4	Conduct MMIS Interface Configuration S	5 days	Tue 12/20/11	Tue 12/27/11
176	1.2.2.5	Conduct CMS Interface Configuration Sessio	1 day	Wed 12/28/11	Wed 12/28/11
177	1.2.2.6	Conduct DW Extract Configuration Session	1 day	Thu 12/29/11	Thu 12/29/11
178	1.2.2.7	Conduct Conversion Configuration Session	1 day	Fri 12/30/11	Fri 12/30/11
179	1.2.2.8	Prepare Configuration Documentation	1.5 days	Tue 1/3/12	Wed 1/4/12
182	1.2.3	Integrate System	31 days	Fri 12/30/11	Tue 2/14/12
183	1.2.3.1	Define Integration Iterations	1 day	Fri 12/30/11	Fri 12/30/11
184	1.2.3.2	Prepare Data Model	1 day	Fri 12/30/11	Fri 12/30/11
185	1.2.3.3	Conduct Integration Iterations	30 days	Tue 1/3/12	Tue 2/14/12
189	1.2.3.4	Develop Conversion Processes	13 days	Tue 1/3/12	Fri 1/20/12
196	1.2.4	Test System	81 days	Thu 12/1/11	Tue 3/27/12
197	1.2.4.1	Develop Test Plan	7 days	Thu 12/1/11	Fri 12/9/11
201	1.2.4.2	Conduct System Test	44.5 days	Tue 1/3/12	Tue 3/6/12
211	1.2.4.3	Conduct Acceptance Test Training (Execute	3 days	Wed 2/1/12	Fri 2/3/12
212	1.2.4.4	Conduct Acceptance Testing Activity	30 days	Wed 2/15/12	Tue 3/27/12
216	1.2.4.5	Testing Complete for Initial Implementation	0 days	Tue 3/27/12	Tue 3/27/12
217	1.2.5	Implement System	44 days	Wed 2/1/12	Sat 3/31/12
218	1.2.5.1	Conduct Implementation Planning Sess	26 days	Wed 2/1/12	Wed 3/7/12
235	1.2.5.2	Develop Implementation Plan	15 days	Thu 3/1/12	Wed 3/21/12
242	1.2.5.3	Conduct Implementation Activity	35.5 days	Fri 2/10/12	Fri 3/30/12
255	1.2.5.4	Develop Operations Support Plan	27 days	Wed 2/15/12	Thu 3/22/12
267	1.2.5.5	Conduct Operations Training	1 day	Fri 3/23/12	Fri 3/23/12
270	1.2.5.6	Transition to Production Operations	1 day	Sat 3/31/12	Sat 3/31/12
273	1.2.6	Acquire and Configure Hardware	85 days	Thu 12/1/11	Sat 3/31/12
274	1.2.6.1	Prepare Bill of Materials	3 days	Thu 12/1/11	Mon 12/5/11
275	1.2.6.2	Order Hardware	1 day	Tue 12/6/11	Tue 12/6/11
276	1.2.6.3	Configure Development Environment	6 days	Wed 12/21/11	Thu 12/29/11
280	1.2.6.4	Configure System Test Environment	6 days	Thu 12/29/11	Fri 1/6/12
284	1.2.6.5	Configure Acceptance Test Environmen	6 days	Fri 1/6/12	Fri 1/13/12
288	1.2.6.6	Configure Production Environment	6 days	Fri 1/13/12	Mon 1/23/12
292	1.2.6.7	Iowa eMIPP Operational	0 days	Sat 3/31/12	Sat 3/31/12

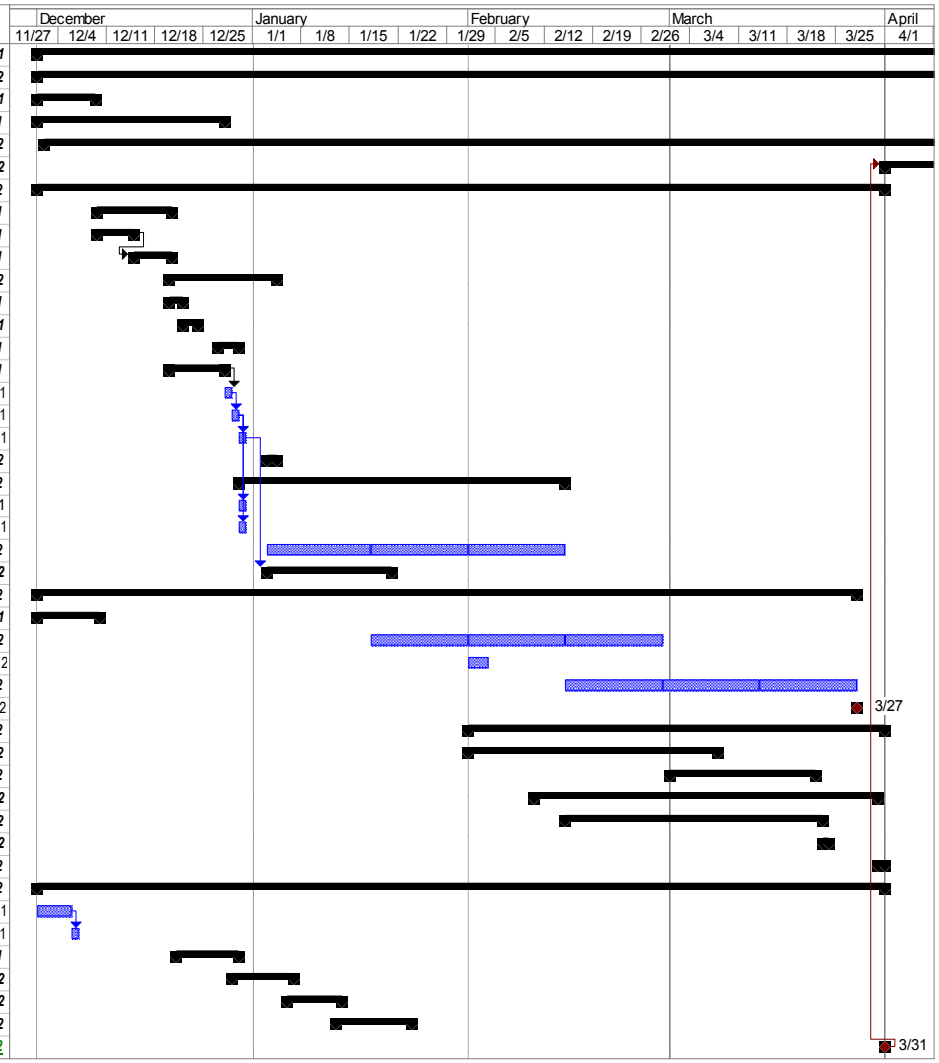


Figure 74. Project Initiation Implementation Timeline (2011-2112).

The next two figures summarize the planned activity for the remainder of 2012. Figure 75 shows the planned application maintenance activities and Figure 76 shows other regular operations maintenance activities. Note that the work necessary to implement Stage 2 meaningful use is planned to begin in October 2012.

ID	WBS	Task Name	Duration	Start	Finish
1	***1***	***IA EHR***	***2504 days***	***Thu 12/1/11***	***Fri 10/29/21***
2	***1.1***	***Project and Management and Control***	***105 days***	***Thu 12/1/11***	***Thu 4/26/12***
293	***1.3***	***Operations Support***	***2415 days***	***Thu 4/5/12***	***Fri 10/29/21***
294	***1.3.1***	***Support IA EHR Application***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
295	***1.3.1.1***	***Perform Periodic Application Updates***	***2371 days***	***Mon 6/4/12***	***Tue 10/26/21***
296	***1.3.1.1.1***	***Minor Release (2012)***	***124 days***	***Mon 6/4/12***	***Thu 11/29/12***
297	1.3.1.1.1.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	Mon 6/4/12	Fri 6/8/12
298	1.3.1.1.1.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	Mon 6/11/12	Mon 6/11/12
299	1.3.1.1.1.3	Build Release Content Package	1 day	Tue 6/12/12	Tue 6/12/12
300	1.3.1.1.1.4	Verify Requirements	10 days	Wed 6/13/12	Tue 6/26/12
301	1.3.1.1.1.5	Design Enhancements and Defect Corrections	10 days	Wed 6/27/12	Wed 7/11/12
302	1.3.1.1.1.6	Update Design Documentation	5 days	Thu 7/12/12	Wed 7/18/12
303	1.3.1.1.1.7	Update Requirements Traceability	1 day	Thu 7/19/12	Thu 7/19/12
304	1.3.1.1.1.8	Perform Technical Design Activity	5 days	Fri 7/20/12	Thu 7/26/12
305	1.3.1.1.1.9	Develop Release Software	20 days	Fri 7/27/12	Thu 8/23/12
306	1.3.1.1.1.10	Update Training Materials	3 days	Fri 8/24/12	Tue 8/28/12
307	1.3.1.1.1.11	Perform System Testing	15 days	Wed 8/29/12	Wed 9/19/12
308	1.3.1.1.1.12	Conduct Training	1 day	Thu 9/20/12	Thu 9/20/12
309	1.3.1.1.1.13	Update System and Operational Documentation	1 day	Fri 9/21/12	Fri 9/21/12
310	1.3.1.1.1.14	Perform Acceptance Testing	10 days	Mon 9/24/12	Fri 10/5/12
311	1.3.1.1.1.15	Release Approved for Production Implementation	1 day	Fri 10/5/12	Fri 10/5/12
312	1.3.1.1.1.16	Minor Release 2012 in Production	0 days	Mon 10/8/12	Mon 10/8/12
313	1.3.1.1.1.17	Perform Stability Monitoring	30 days	Tue 10/9/12	Tue 11/20/12
314	1.3.1.1.1.18	Perform Release Closure	5 days	Wed 11/21/12	Thu 11/29/12
315	***1.3.1.1.2***	***Major Release (2013 EHR MU Stage 2)***	***149 days***	***Tue 10/9/12***	***Mon 5/13/13***
316	1.3.1.1.2.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	Tue 10/9/12	Mon 10/15/12
317	1.3.1.1.2.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	Tue 10/16/12	Tue 10/16/12
318	1.3.1.1.2.3	Build Release Content Package	1 day	Wed 10/17/12	Wed 10/17/12
319	1.3.1.1.2.4	Verify Requirements	15 days	Thu 10/18/12	Wed 11/7/12
320	1.3.1.1.2.5	Design Enhancements and Defect Corrections	15 days	Thu 11/8/12	Mon 12/3/12
321	1.3.1.1.2.6	Update Design Documentation	5 days	Tue 12/4/12	Mon 12/10/12
322	1.3.1.1.2.7	Update Requirements Traceability	1 day	Tue 12/11/12	Tue 12/11/12
323	1.3.1.1.2.8	Perform Technical Design Activity	5 days	Wed 12/12/12	Tue 12/18/12

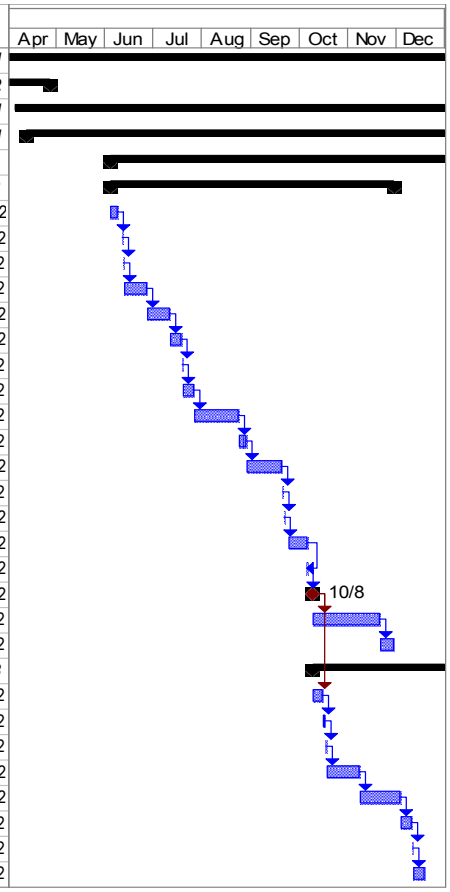


Figure 75. 2012 Post-Go-Live Application Maintenance Activity.

ID	WBS	Task Name	Duration	Start	Finish
657	***1.3.1.2***	***Provide Application Support, Defect Correction and Troubleshooting***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
668	***1.3.1.3***	***Maintain System Documentation***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
669	1.3.1.3.1	Maintain System Documentation Year 1	181 days	Thu 4/12/12	Mon 12/31/12
679	***1.3.1.4***	***Perform Backup/Recovery & Disaster Recovery Testing***	***2281 days***	***Thu 10/4/12***	***Wed 10/20/21***
680	1.3.1.4.1	Perform Backup/Recovery & Disaster Recovery Testing 1	10 days	Thu 10/4/12	Wed 10/17/12
690	***1.3.1.5***	***Perform Capacity Planning***	***2036 days***	***Mon 12/3/12***	***Tue 12/29/20***
691	1.3.1.5.1	Perform Capacity Planning 1	20 days	Mon 12/3/12	Mon 12/31/12
700	***1.3.2***	***Monitor Operations***	***2415 days***	***Thu 4/5/12***	***Fri 10/29/21***
701	***1.3.2.1***	***Perform Periodic Security Audit***	***2281 days***	***Wed 8/1/12***	***Tue 8/17/21***
702	1.3.2.1.1	Perform Periodic Security Audit 1	10 days	Wed 8/1/12	Tue 8/14/12
712	***1.3.2.2***	***Monitor System Performance and Throughput***	***2387 days***	***Tue 5/15/12***	***Fri 10/29/21***
827	***1.3.2.3***	***Conduct Change Control Board Meetings***	***2395 days***	***Thu 4/5/12***	***Fri 10/1/21***
828	***1.3.2.3.1***	***Conduct 2012 Change Control Board (CCB) Meetings***	***184 days***	***Thu 4/5/12***	***Thu 12/27/12***
975	***1.3.2.4***	***Prepare and Publish Monthly Operations Status Reports***	***2375 days***	***Mon 5/7/12***	***Tue 10/5/21***
976	1.3.2.4.1	Prepare and Publish Monthly Operations Status Reports 1	1 day	Mon 5/7/12	Mon 5/7/12
977	1.3.2.4.2	Prepare and Publish Monthly Operations Status Reports 2	1 day	Tue 6/5/12	Tue 6/5/12
978	1.3.2.4.3	Prepare and Publish Monthly Operations Status Reports 3	1 day	Thu 7/5/12	Thu 7/5/12
979	1.3.2.4.4	Prepare and Publish Monthly Operations Status Reports 4	1 day	Mon 8/6/12	Mon 8/6/12
980	1.3.2.4.5	Prepare and Publish Monthly Operations Status Reports 5	1 day	Wed 9/5/12	Wed 9/5/12
981	1.3.2.4.6	Prepare and Publish Monthly Operations Status Reports 6	1 day	Fri 10/5/12	Fri 10/5/12
982	1.3.2.4.7	Prepare and Publish Monthly Operations Status Reports 7	1 day	Mon 11/5/12	Mon 11/5/12
983	1.3.2.4.8	Prepare and Publish Monthly Operations Status Reports 8	1 day	Wed 12/5/12	Wed 12/5/12

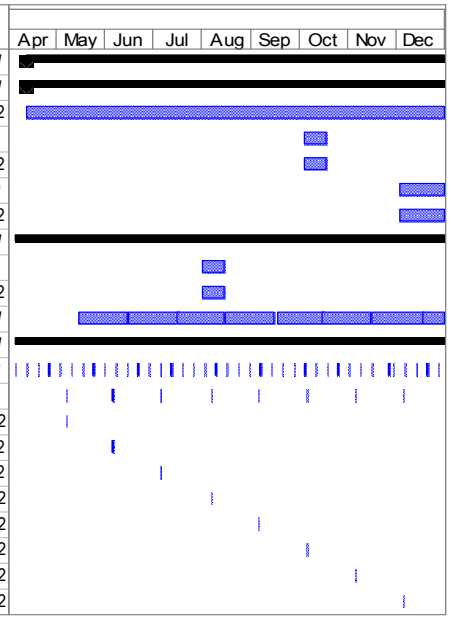


Figure 76. 2012 Routine Operations Support Activity.

The next two figures summarize the planned activity for 2013. Figure 77 shows the planned application maintenance activities and Figure 78 shows other regular operations maintenance activities. The timeline shows the implementation of meaningful use Stage 2 in April 2013. Note that the work necessary to implement Stage 3 meaningful use is planned to begin in October 2013.

ID	WBS	Task Name	Duration	Start	Finish
1	***1***	***IA EHR***	***2504 days***	***Thu 12/1/11***	***Fri 10/29/21***
293	***1.3***	***Operations Support***	***2415 days***	***Thu 4/5/12***	***Fri 10/29/21***
294	***1.3.1***	***Support IA EHR Application***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
295	***1.3.1.1***	***Perform Periodic Application Updates***	***2371 days***	***Mon 6/4/12***	***Tue 10/26/21***
315	***1.3.1.1.2***	***Major Release (2013 EHR MU Stage 2)***	***149 days***	***Tue 10/9/12***	***Mon 5/13/13***
325	1.3.1.1.2.10	Update Training Materials	3 days	Mon 1/28/13	Wed 1/30/13
326	1.3.1.1.2.11	Perform System Testing	20 days	Thu 1/31/13	Wed 2/27/13
327	1.3.1.1.2.12	Conduct Training	1 day	Thu 2/28/13	Thu 2/28/13
328	1.3.1.1.2.13	Update System and Operational Documentation	1 day	Fri 3/1/13	Fri 3/1/13
329	1.3.1.1.2.14	Perform Acceptance Testing	15 days	Mon 3/4/13	Fri 3/22/13
330	1.3.1.1.2.15	Release Approved for Production Implementation	1 day	Fri 3/22/13	Fri 3/22/13
331	1.3.1.1.2.16	Major Release 2013EHR MU Stage 2 - Year 3 in Production	0 days	Mon 3/25/13	Mon 3/25/13
332	1.3.1.1.2.17	Perform Stability Monitoring	30 days	Tue 3/26/13	Mon 5/6/13
333	1.3.1.1.2.18	Perform Release Closure	5 days	Tue 5/7/13	Mon 5/13/13
334	***1.3.1.1.3***	***Minor Release (2013)***	***125 days***	***Fri 6/7/13***	***Thu 12/5/13***
335	1.3.1.1.3.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	Fri 6/7/13	Thu 6/13/13
336	1.3.1.1.3.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	Fri 6/14/13	Fri 6/14/13
337	1.3.1.1.3.3	Build Release Content Package	1 day	Mon 6/17/13	Mon 6/17/13
338	1.3.1.1.3.4	Verify Requirements	10 days	Tue 6/18/13	Mon 7/1/13
339	1.3.1.1.3.5	Design Enhancements and Defect Corrections	10 days	Tue 7/2/13	Tue 7/16/13
340	1.3.1.1.3.6	Update Design Documentation	5 days	Wed 7/17/13	Tue 7/23/13
341	1.3.1.1.3.7	Update Requirements Traceability	1 day	Wed 7/24/13	Wed 7/24/13
342	1.3.1.1.3.8	Perform Technical Design Activity	5 days	Thu 7/25/13	Wed 7/31/13
343	1.3.1.1.3.9	Develop Release Software	20 days	Thu 8/1/13	Wed 8/28/13
344	1.3.1.1.3.10	Update Training Materials	3 days	Thu 8/29/13	Tue 9/3/13
345	1.3.1.1.3.11	Perform System Testing	15 days	Wed 9/4/13	Tue 9/24/13
346	1.3.1.1.3.12	Conduct Training	1 day	Wed 9/25/13	Wed 9/25/13
347	1.3.1.1.3.13	Update System and Operational Documentation	1 day	Thu 9/26/13	Thu 9/26/13
348	1.3.1.1.3.14	Perform Acceptance Testing	10 days	Fri 9/27/13	Thu 10/10/13
349	1.3.1.1.3.15	Release Approved for Production Implementation	1 day	Fri 10/11/13	Fri 10/11/13
350	1.3.1.1.3.16	Minor Release 2013 in Production	0 days	Mon 10/14/13	Mon 10/14/13
351	1.3.1.1.3.17	Perform Stability Monitoring	30 days	Tue 10/15/13	Tue 11/26/13
352	1.3.1.1.3.18	Perform Release Closure	5 days	Wed 11/27/13	Thu 12/5/13
353	***1.3.1.1.4***	***Major Release (2014 EHR MU Stage 3)***	***164 days***	***Tue 10/15/13***	***Tue 6/10/14***
354	1.3.1.1.4.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	Tue 10/15/13	Mon 10/21/13
355	1.3.1.1.4.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	Tue 10/22/13	Tue 10/22/13
356	1.3.1.1.4.3	Build Release Content Package	1 day	Wed 10/23/13	Wed 10/23/13
357	1.3.1.1.4.4	Verify Requirements	15 days	Thu 10/24/13	Thu 11/14/13
358	1.3.1.1.4.5	Design Enhancements and Defect Corrections	20 days	Fri 11/15/13	Mon 12/16/13
359	1.3.1.1.4.6	Update Design Documentation	5 days	Tue 12/17/13	Mon 12/23/13
360	1.3.1.1.4.7	Update Requirements Traceability	1 day	Tue 12/24/13	Tue 12/24/13

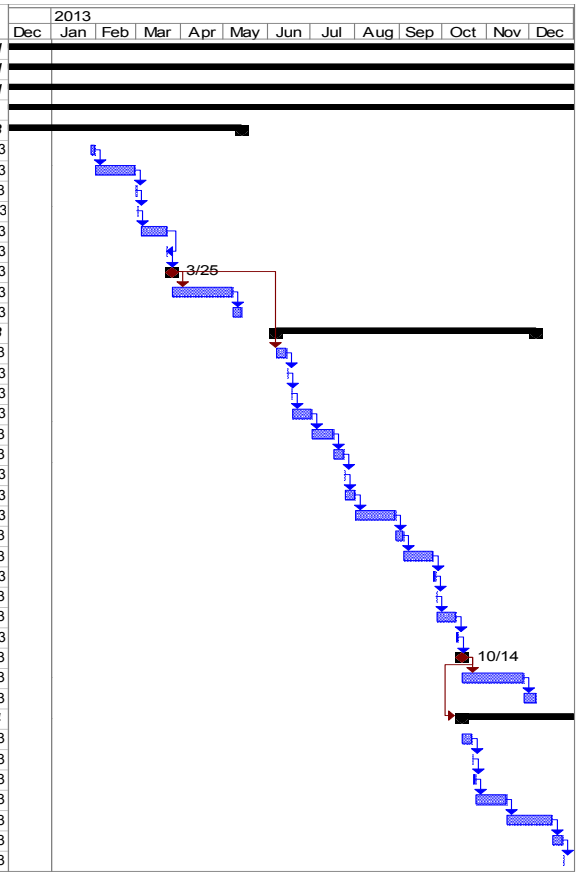


Figure 77. 2013 Planned Operations Support.

Beginning with the figure below Monthly Status Reporting has been compressed to single lines on the timeline.

ID	WBS	Task Name	Duration	Start	Finish
657	***1.3.1.2***	***Provide Application Support, Defect Correction and Troubleshooting***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
668	***1.3.1.3***	***Maintain System Documentation***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
670	1.3.1.3.2	Maintain System Documentation Year 2	252 days	Wed 1/2/13	Tue 12/31/13
679	***1.3.1.4***	***Perform Backup/Recovery & Disaster Recovery Testing***	***2281 days***	***Thu 10/4/12***	***Wed 10/20/21***
681	1.3.1.4.2	Perform Backup/Recovery & Disaster Recovery Testing 2	10 days	Thu 10/3/13	Wed 10/16/13
690	***1.3.1.5***	***Perform Capacity Planning***	***2036 days***	***Mon 12/3/12***	***Tue 12/29/20***
692	1.3.1.5.2	Perform Capacity Planning 2	20 days	Mon 12/2/13	Mon 12/30/13
700	***1.3.2***	***Monitor Operations***	***2415 days***	***Thu 4/5/12***	***Fri 10/29/21***
701	***1.3.2.1***	***Perform Periodic Security Audit***	***2281 days***	***Wed 8/1/12***	***Tue 8/17/21***
703	1.3.2.1.2	Perform Periodic Security Audit 2	10 days	Wed 8/7/13	Tue 8/20/13
712	***1.3.2.2***	***Monitor System Performance and Throughput***	***2387 days***	***Tue 5/15/12***	***Fri 10/29/21***
827	***1.3.2.3***	***Conduct Change Control Board Meetings***	***2395 days***	***Thu 4/5/12***	***Fri 10/1/21***
868	***1.3.2.3.2***	***Conduct CCB Meetings 2013-2021***	***2209 days***	***Wed 1/2/13***	***Fri 10/1/21***
975	***1.3.2.4***	***Prepare and Publish Monthly Operations Status Reports***	***2375 days***	***Mon 5/7/12***	***Tue 10/5/21***

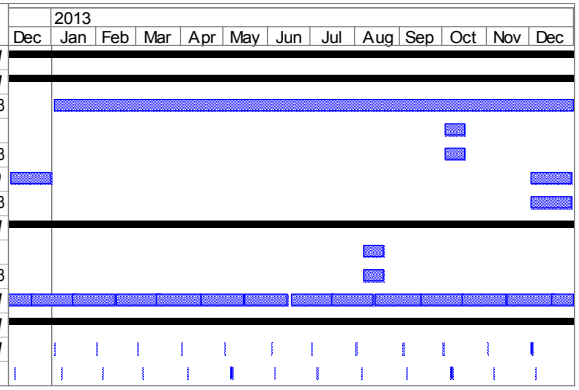


Figure 78. 2013 Routine Operations Support Activity.

The next two figures summarize the planned activity for 2014. Figure 79 shows the planned application maintenance activities and Figure 80 shows other regular operations maintenance activities. The timeline shows the implementation of meaningful use Stage 3 in April 2014.

ID	WBS	Task Name	Duration	Start	Finish
1	***1***	***IA EHR***	***2504 days***	***Thu 12/1/11***	***Fri 10/29/21***
293	***1.3***	***Operations Support***	***2415 days***	***Thu 4/5/12***	***Fri 10/29/21***
294	***1.3.1***	***Support IA EHR Application***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
295	***1.3.1.1***	***Perform Periodic Application Updates***	***2371 days***	***Mon 6/4/12***	***Tue 10/26/21***
353	***1.3.1.1.4***	***Major Release (2014 EHR MU Stage 3)***	***164 days***	***Tue 10/15/13***	***Tue 6/10/14***
362	1.3.1.1.4.9	Develop Release Software	25 days	Fri 1/3/14	Fri 2/7/14
363	1.3.1.1.4.10	Update Training Materials	3 days	Mon 2/10/14	Wed 2/12/14
364	1.3.1.1.4.11	Perform System Testing	25 days	Thu 2/13/14	Wed 3/19/14
365	1.3.1.1.4.12	Conduct Training	1 day	Thu 3/20/14	Thu 3/20/14
366	1.3.1.1.4.13	Update System and Operational Documentation	1 day	Fri 3/21/14	Fri 3/21/14
367	1.3.1.1.4.14	Perform Acceptance Testing	19 days	Mon 3/24/14	Thu 4/17/14
368	1.3.1.1.4.15	Release Approved for Production Implementation	1 day	Fri 4/18/14	Fri 4/18/14
369	1.3.1.1.4.16	Major Release (2014 EHR MU Stage 3) in Production	0 days	Mon 4/21/14	Mon 4/21/14
370	1.3.1.1.4.17	Perform Stability Monitoring	30 days	Tue 4/22/14	Tue 6/3/14
371	1.3.1.1.4.18	Perform Release Closure	5 days	Wed 6/4/14	Tue 6/10/14
372	***1.3.1.1.5***	***Minor Release (2014)***	***124 days***	***Mon 6/23/14***	***Thu 12/18/14***
373	1.3.1.1.5.1	Review Approved Enhancements Requests and Defect Reports (CCB)	5 days	Mon 6/23/14	Fri 6/27/14
374	1.3.1.1.5.2	Prioritize Enhancement and Defect Reports Per Release Budget (CCB)	1 day	Mon 6/30/14	Mon 6/30/14
375	1.3.1.1.5.3	Build Release Content Package	1 day	Tue 7/1/14	Tue 7/1/14
376	1.3.1.1.5.4	Verify Requirements	10 days	Wed 7/2/14	Wed 7/16/14
377	1.3.1.1.5.5	Design Enhancements and Defect Corrections	10 days	Thu 7/17/14	Wed 7/30/14
378	1.3.1.1.5.6	Update Design Documentation	5 days	Thu 7/31/14	Wed 8/6/14
379	1.3.1.1.5.7	Update Requirements Traceability	1 day	Thu 8/7/14	Thu 8/7/14
380	1.3.1.1.5.8	Perform Technical Design Activity	5 days	Fri 8/8/14	Thu 8/14/14
381	1.3.1.1.5.9	Develop Release Software	20 days	Fri 8/15/14	Fri 9/12/14
382	1.3.1.1.5.10	Update Training Materials	3 days	Mon 9/15/14	Wed 9/17/14
383	1.3.1.1.5.11	Perform System Testing	15 days	Thu 9/18/14	Wed 10/8/14
384	1.3.1.1.5.12	Conduct Training	1 day	Thu 10/9/14	Thu 10/9/14
385	1.3.1.1.5.13	Update System and Operational Documentation	1 day	Fri 10/10/14	Fri 10/10/14
386	1.3.1.1.5.14	Perform Acceptance Testing	10 days	Mon 10/13/14	Fri 10/24/14
387	1.3.1.1.5.15	Release Approved for Production Implementation	1 day	Fri 10/24/14	Fri 10/24/14
388	1.3.1.1.5.16	Minor Release 2014 in Production	0 days	Mon 10/27/14	Mon 10/27/14
389	1.3.1.1.5.17	Perform Stability Monitoring	30 days	Tue 10/28/14	Thu 12/11/14
390	1.3.1.1.5.18	Perform Release Closure	5 days	Fri 12/12/14	Thu 12/18/14

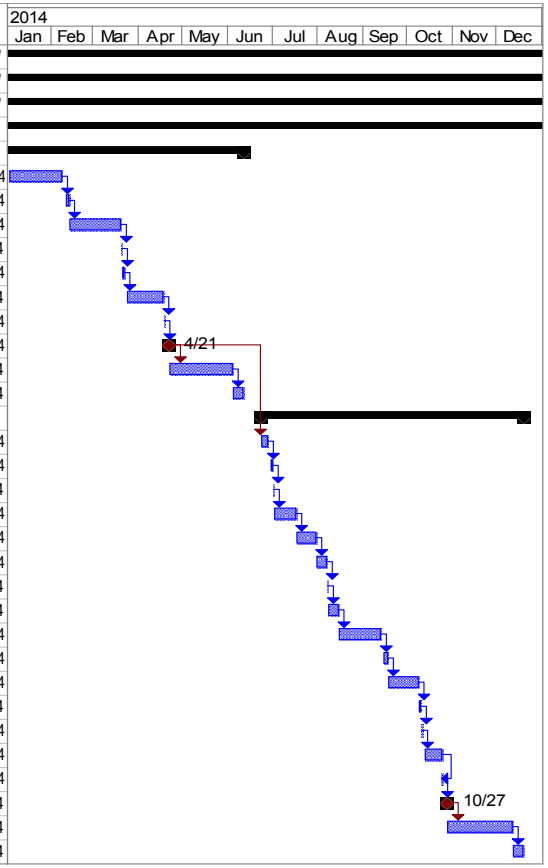


Figure 79. 2014 Planned Application Maintenance.

ID	WBS	Task Name	Duration	Start	Finish
657	***1.3.1.2***	***Provide Application Support, Defect Correction and Troubleshooting***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
668	***1.3.1.3***	***Maintain System Documentation***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
671	1.3.1.3.3	Maintain System Documentation Year 3	252 days	Thu 1/2/14	Wed 12/31/14
679	***1.3.1.4***	***Perform Backup/Recovery & Disaster Recovery Testing***	***2281 days***	***Thu 10/4/12***	***Wed 10/20/21***
682	1.3.1.4.3	Perform Backup/Recovery & Disaster Recovery Testing 3	10 days	Thu 10/2/14	Wed 10/15/14
690	***1.3.1.5***	***Perform Capacity Planning***	***2036 days***	***Mon 12/3/12***	***Tue 12/29/20***
693	1.3.1.5.3	Perform Capacity Planning 3	20 days	Mon 12/1/14	Mon 12/29/14
700	***1.3.2***	***Monitor Operations***	***2415 days***	***Thu 4/5/12***	***Fri 10/29/21***
701	***1.3.2.1***	***Perform Periodic Security Audit***	***2281 days***	***Wed 8/1/12***	***Tue 8/17/21***
704	1.3.2.1.3	Perform Periodic Security Audit 3	10 days	Wed 8/6/14	Tue 8/19/14
712	***1.3.2.2***	***Monitor System Performance and Throughput***	***2387 days***	***Tue 5/15/12***	***Fri 10/29/21***
827	***1.3.2.3***	***Conduct Change Control Board Meetings***	***2395 days***	***Thu 4/5/12***	***Fri 10/1/21***
868	***1.3.2.3.2***	***Conduct CCB Meetings 2013-2021***	***2209 days***	***Wed 1/2/13***	***Fri 10/1/21***
975	***1.3.2.4***	***Prepare and Publish Monthly Operations Status Reports***	***2375 days***	***Mon 5/7/12***	***Tue 10/5/21***

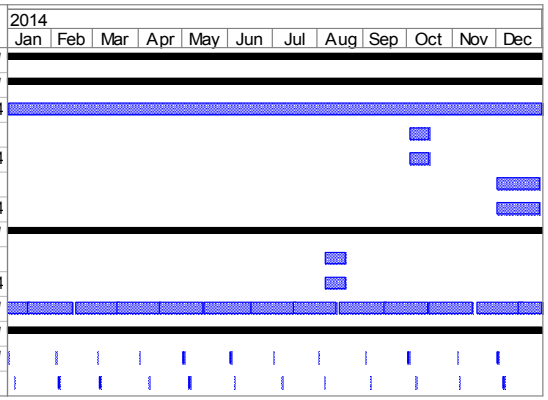


Figure 80. 2014 Routine Operations Support Activity

In years 2015 through 2021, Team CNSI will continue to follow the pattern of activity shown in the preceding figures. Two application software releases are planned for each calendar year with deployment to production occurring in April and October of each year up to and including 2021. The other ongoing operations activities also follow the pattern presented in the preceding figures.

In Figure 81, Team CNSI provides a summary of the releases planned for years 2015 through 2021.

ID	WBS	Task Name	Duration	Start	Finish
1	1	IA EHR	2504 days	Thu 12/1/11	Fri 10/29/21
293	1.3	Operations Support	2415 days	Thu 4/5/12	Fri 10/29/21
294	1.3.1	Support IA EHR Application	2410 days	Thu 4/12/12	Fri 10/29/21
295	1.3.1.1	Perform Periodic Application Updates	2371 days	Mon 6/4/12	Tue 10/26/21
391	1.3.1.1.6	Minor Release (2015-1)	120 days	Fri 12/26/14	Tue 6/16/15
407	1.3.1.1.6.16	Minor Release 2015-1 in Production	0 days	Mon 4/27/15	Mon 4/27/15
410	1.3.1.1.7	Minor Release (2015-2)	125 days	Fri 6/5/15	Thu 12/3/15
426	1.3.1.1.7.16	Minor Release 2015-2 in Production	0 days	Mon 10/12/15	Mon 10/12/15
429	1.3.1.1.8	Minor Release (2016-1)	124 days	Fri 12/18/15	Tue 6/14/16
445	1.3.1.1.8.16	Minor Release 2016-1 in Production	0 days	Mon 4/25/16	Mon 4/25/16
448	1.3.1.1.9	Minor Release (2016-2)	124 days	Fri 5/27/16	Tue 11/22/16
464	1.3.1.1.9.16	Minor Release 2016-2 in Production	0 days	Mon 10/3/16	Mon 10/3/16
467	1.3.1.1.10	Minor Release (2017-1)	124 days	Fri 12/16/16	Tue 6/13/17
483	1.3.1.1.10.16	Minor Release 2017-1 in Production	0 days	Mon 4/24/17	Mon 4/24/17
486	1.3.1.1.11	Minor Release (2017-2)	124 days	Mon 6/5/17	Thu 11/30/17
502	1.3.1.1.11.16	Minor Release 2017-2 in Production	0 days	Mon 10/9/17	Mon 10/9/17
505	1.3.1.1.12	Minor Release (2018-1)	124 days	Fri 12/15/17	Tue 6/12/18
521	1.3.1.1.12.16	Minor Release 2018-1 in Production	0 days	Mon 4/23/18	Mon 4/23/18
524	1.3.1.1.13	Minor Release (2018 2)	124 days	Mon 6/4/18	Thu 11/29/18
540	1.3.1.1.13.16	Minor Release 2018-2 in Production	0 days	Mon 10/8/18	Mon 10/8/18
543	1.3.1.1.14	Minor Release (2019-1)	125 days	Thu 12/13/18	Tue 6/11/19
559	1.3.1.1.14.16	Minor Release 2019-1 in Production	0 days	Mon 4/22/19	Mon 4/22/19
562	1.3.1.1.15	Minor Release (2019-2)	124 days	Mon 6/3/19	Tue 11/26/19
578	1.3.1.1.15.16	Minor Release 2019-1 in Production	0 days	Mon 10/7/19	Mon 10/7/19
581	1.3.1.1.16	Minor Release (2020-1)	124 days	Fri 12/13/19	Tue 6/9/20
597	1.3.1.1.16.16	Minor Release 2020-1 in Production	0 days	Mon 4/20/20	Mon 4/20/20
600	1.3.1.1.17	Minor Release (2020-2)	124 days	Mon 6/1/20	Tue 11/24/20
616	1.3.1.1.17.16	Minor Release 2020-2 in Production	0 days	Mon 10/5/20	Mon 10/5/20
619	1.3.1.1.18	Minor Release (2021-1)	124 days	Fri 12/18/20	Tue 6/15/21
635	1.3.1.1.18.16	Minor Release 2021-1 in Production	0 days	Mon 4/26/21	Mon 4/26/21
638	1.3.1.1.19	Minor Release (2021-2)	100 days	Mon 6/7/21	Tue 10/26/21
654	1.3.1.1.19.16	Minor Release 2021-2 in Production	0 days	Tue 9/7/21	Tue 9/7/21

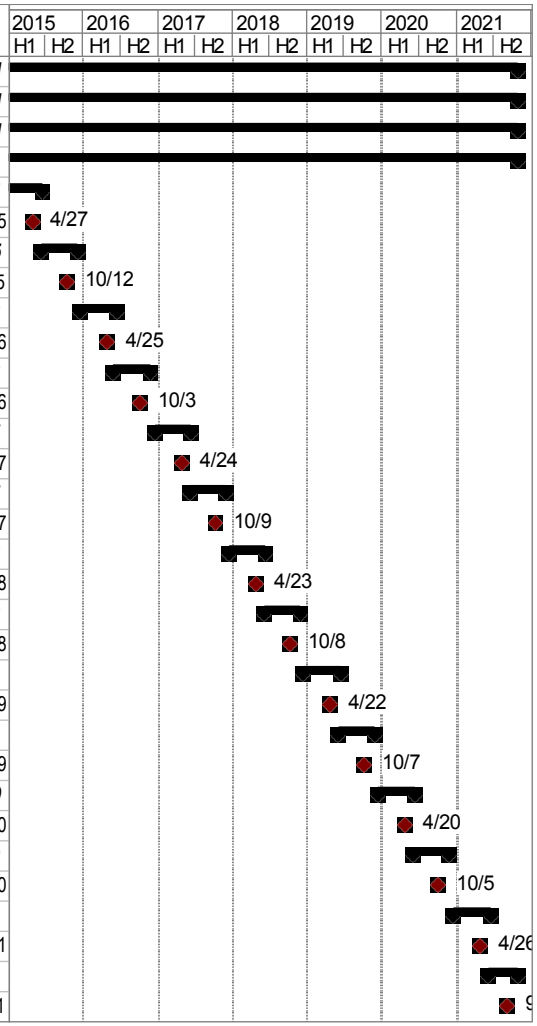


Figure 81. 2014 2015-2021 Planned Application Maintenance Summary Timeline.

In Figure 82 and Figure 83 we present a summarized view of the planned routine operations support activities for years 2015 through 2021.

ID	WBS	Task Name	Duration	Start	Finish
1	***1***	***IA EHR***	***2504 days***	***Thu 12/1/11***	***Fri 10/29/21***
293	***1.3***	***Operations Support***	***2415 days***	***Thu 4/5/12***	***Fri 10/29/21***
294	***1.3.1***	***Support IA EHR Application***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
295	***1.3.1.1***	***Perform Periodic Application Updates***	***2371 days***	***Mon 6/4/12***	***Tue 10/26/21***
657	***1.3.1.2***	***Provide Application Support, Defect Correction and***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
668	***1.3.1.3***	***Maintain System Documentation***	***2410 days***	***Thu 4/12/12***	***Fri 10/29/21***
672	1.3.1.3.4	Maintain System Documentation Year 4	252 days	Fri 1/2/15	Thu 12/31/15
673	1.3.1.3.5	Maintain System Documentation Year 5	252 days	Mon 1/4/16	Fri 12/30/16
674	1.3.1.3.6	Maintain System Documentation Year 6	251 days	Tue 1/3/17	Fri 12/29/17
675	1.3.1.3.7	Maintain System Documentation Year 7	252 days	Tue 1/2/18	Mon 12/31/18
676	1.3.1.3.8	Maintain System Documentation Year 8	254 days	Wed 1/2/19	Tue 12/31/19
677	1.3.1.3.9	Maintain System Documentation Year 9	253 days	Thu 1/2/20	Thu 12/31/20
678	1.3.1.3.10	Maintain System Documentation Year 10	200 days	Wed 1/20/21	Fri 10/29/21
679	***1.3.1.4***	***Perform Backup/Recovery & Disaster Recovery Testi***	***2281 days***	***Thu 10/4/12***	***Wed 10/20/21***
683	1.3.1.4.4	Perform Backup/Recovery & Disaster Recovery Testi	10 days	Thu 10/1/15	Wed 10/14/15
684	1.3.1.4.5	Perform Backup/Recovery & Disaster Recovery Testi	10 days	Thu 10/6/16	Wed 10/19/16
685	1.3.1.4.6	Perform Backup/Recovery & Disaster Recovery Testi	10 days	Thu 10/5/17	Wed 10/18/17
686	1.3.1.4.7	Perform Backup/Recovery & Disaster Recovery Testi	10 days	Thu 10/4/18	Wed 10/17/18
687	1.3.1.4.8	Perform Backup/Recovery & Disaster Recovery Testi	10 days	Thu 10/3/19	Wed 10/16/19
688	1.3.1.4.9	Perform Backup/Recovery & Disaster Recovery Testi	10 days	Thu 10/1/20	Wed 10/14/20
689	1.3.1.4.10	Perform Backup/Recovery & Disaster Recovery Testi	10 days	Thu 10/7/21	Wed 10/20/21

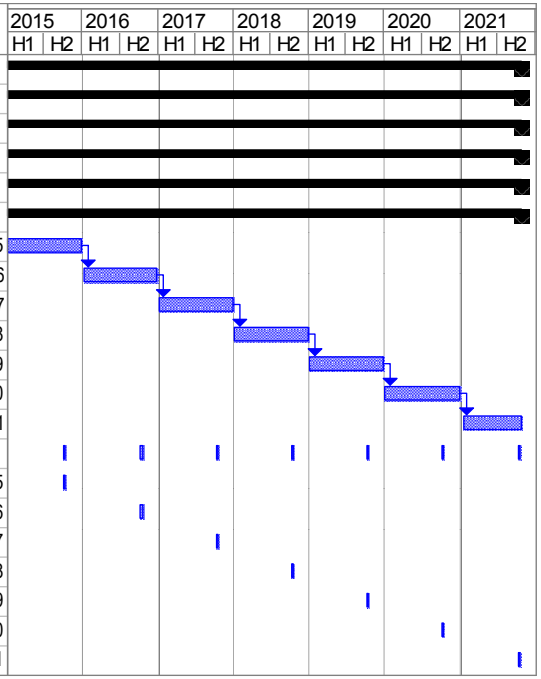


Figure 82. 2015-2021 Routine Operations Support Activity Summary Page 1 of 2.

ID	WBS	Task Name	Duration	Start	Finish
690	***1.3.1.5***	***Perform Capacity Planning***	***2036 days***	***Mon 12/3/12***	***Tue 12/29/20***
694	1.3.1.5.4	Perform Capacity Planning 4	20 days	Tue 12/1/15	Tue 12/29/15
695	1.3.1.5.5	Perform Capacity Planning 5	20 days	Thu 12/1/16	Thu 12/29/16
696	1.3.1.5.6	Perform Capacity Planning 6	20 days	Fri 12/1/17	Fri 12/29/17
697	1.3.1.5.7	Perform Capacity Planning 7	20 days	Mon 12/3/18	Mon 12/31/18
698	1.3.1.5.8	Perform Capacity Planning 8	20 days	Mon 12/2/19	Mon 12/30/19
699	1.3.1.5.9	Perform Capacity Planning 9	20 days	Tue 12/1/20	Tue 12/29/20
700	***1.3.2***	***Monitor Operations***	***2415 days***	***Thu 4/5/12***	***Fri 10/29/21***
701	***1.3.2.1***	***Perform Periodic Security Audit***	***2281 days***	***Wed 8/1/12***	***Tue 8/17/21***
705	1.3.2.1.4	Perform Periodic Security Audit 4	10 days	Wed 8/5/15	Tue 8/18/15
706	1.3.2.1.5	Perform Periodic Security Audit 5	10 days	Wed 8/3/16	Tue 8/16/16
707	1.3.2.1.6	Perform Periodic Security Audit 6	10 days	Wed 8/2/17	Tue 8/15/17
708	1.3.2.1.7	Perform Periodic Security Audit 7	10 days	Wed 8/1/18	Tue 8/14/18
709	1.3.2.1.8	Perform Periodic Security Audit 8	10 days	Wed 8/7/19	Tue 8/20/19
710	1.3.2.1.9	Perform Periodic Security Audit 9	10 days	Wed 8/5/20	Tue 8/18/20
711	1.3.2.1.10	Perform Periodic Security Audit 10	10 days	Wed 8/4/21	Tue 8/17/21
712	***1.3.2.2***	***Monitor System Performance and Throughput***	***2387 days***	***Tue 5/15/12***	***Fri 10/29/21***
827	***1.3.2.3***	***Conduct Change Control Board Meetings***	***2395 days***	***Thu 4/5/12***	***Fri 10/1/21***
868	***1.3.2.3.2***	***Conduct CCB Meetings 2013-2021***	***2209 days***	***Wed 1/2/13***	***Fri 10/1/21***
975	***1.3.2.4***	***Prepare and Publish Monthly Operations Status Repo***	***2375 days***	***Mon 5/7/12***	***Tue 10/5/21***

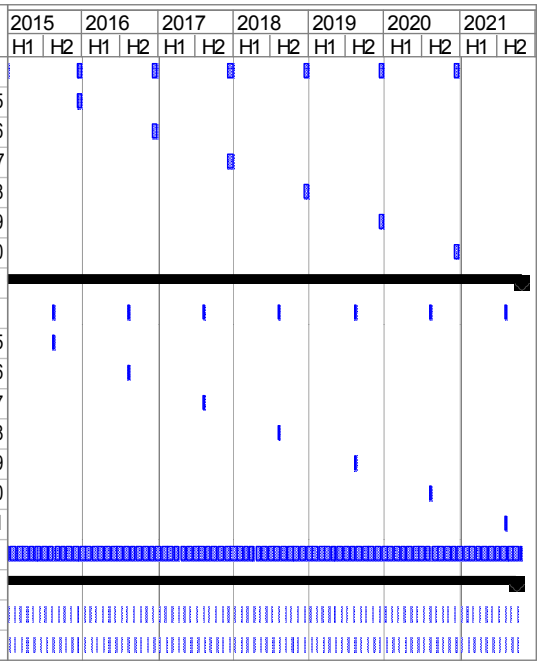


Figure 83. 2015 - 2021 Routine Operations Support Activity Summary Page 2 of 2.

Screen Shots

eMIPP's screens map to the administrative functions in Iowa's EHR MIPP. Figure 84 below provides a high level view of these functions.

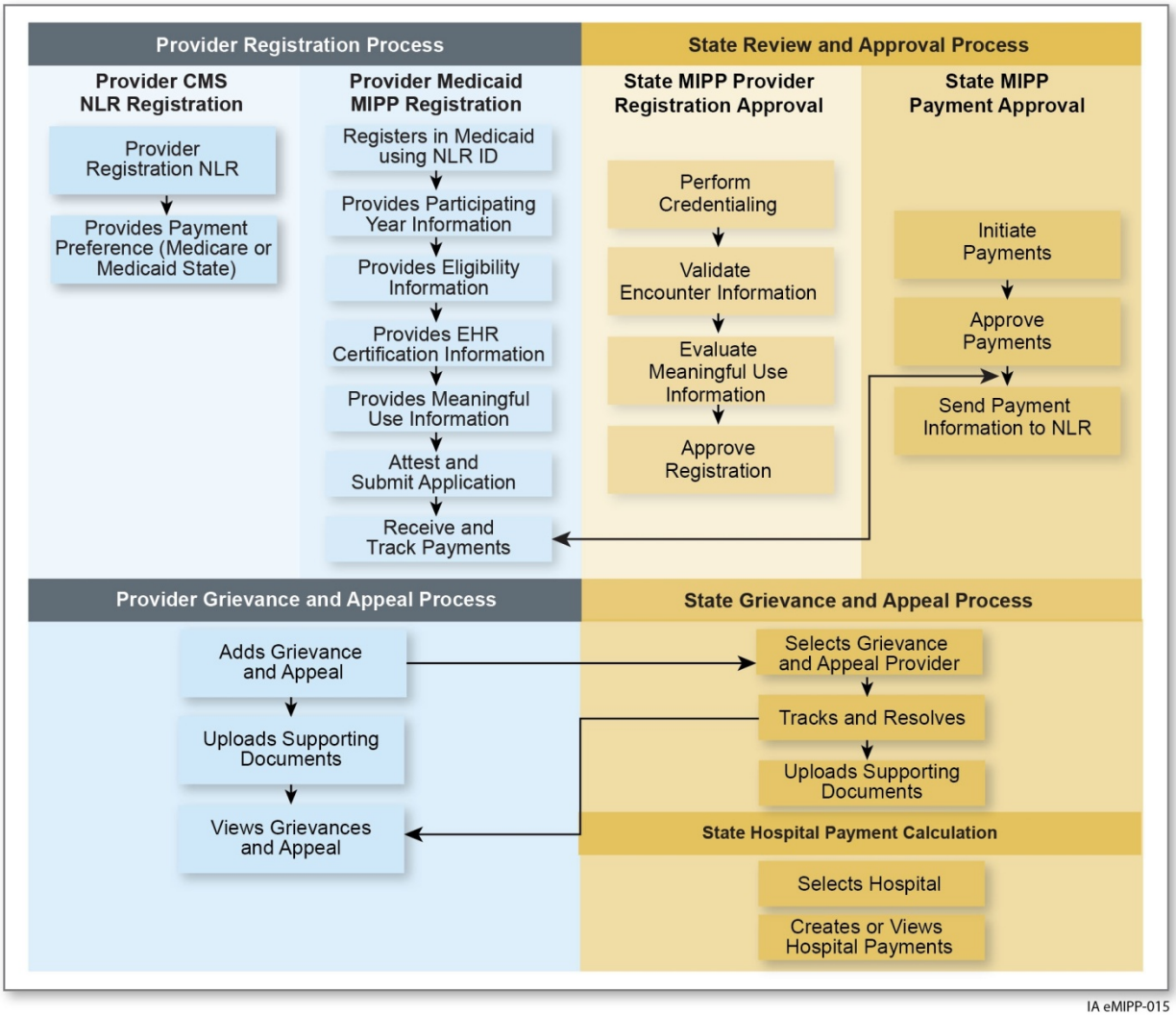


Figure 84. eMIPP Processes. This graphic shows eMIPP processes in four functional areas. The screen does not show state administrative services.

Team CNSI arranges the screens in the following four functional areas:

- Provider Registration Process
- State Review and Approval Process
- Provider and State Grievance and Appeal
- State Automated Hospital Payment Calculation

Provider Registration Process

The following screens depict the flow a provider follows through the registration process after a successful login.

Step-1: Figure 85 displays the provider portal page where the user can Register or Track the registration.

Figure 85 Provider Portal. Initial screen used to navigate among provider functions in eMIPP.

Step2: To Register, the provider clicks on the Start button to display the CMS Registration ID validation and search page as shown in Figure 86.

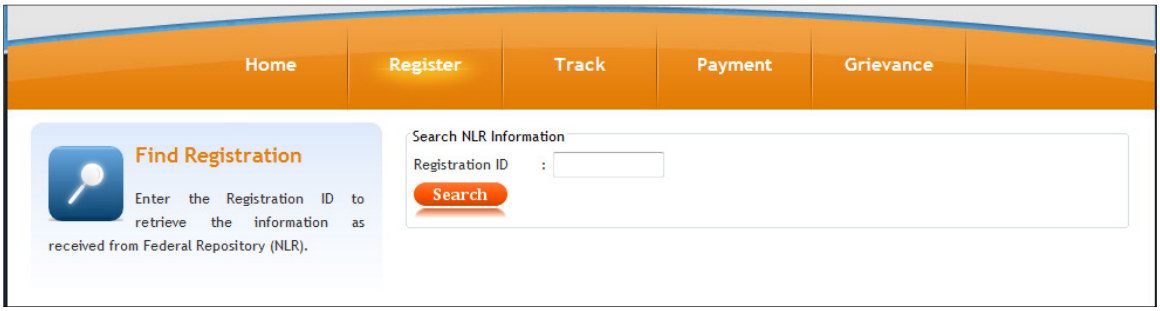


Figure 86. Provider Registration Search page. Provider screen that authenticates the user's access to a valid CMS Registration ID.

If the user submits an invalid registration ID the following error message is displayed as shown in Figure 87. This error message is typical of the eMIPP application in format and style.

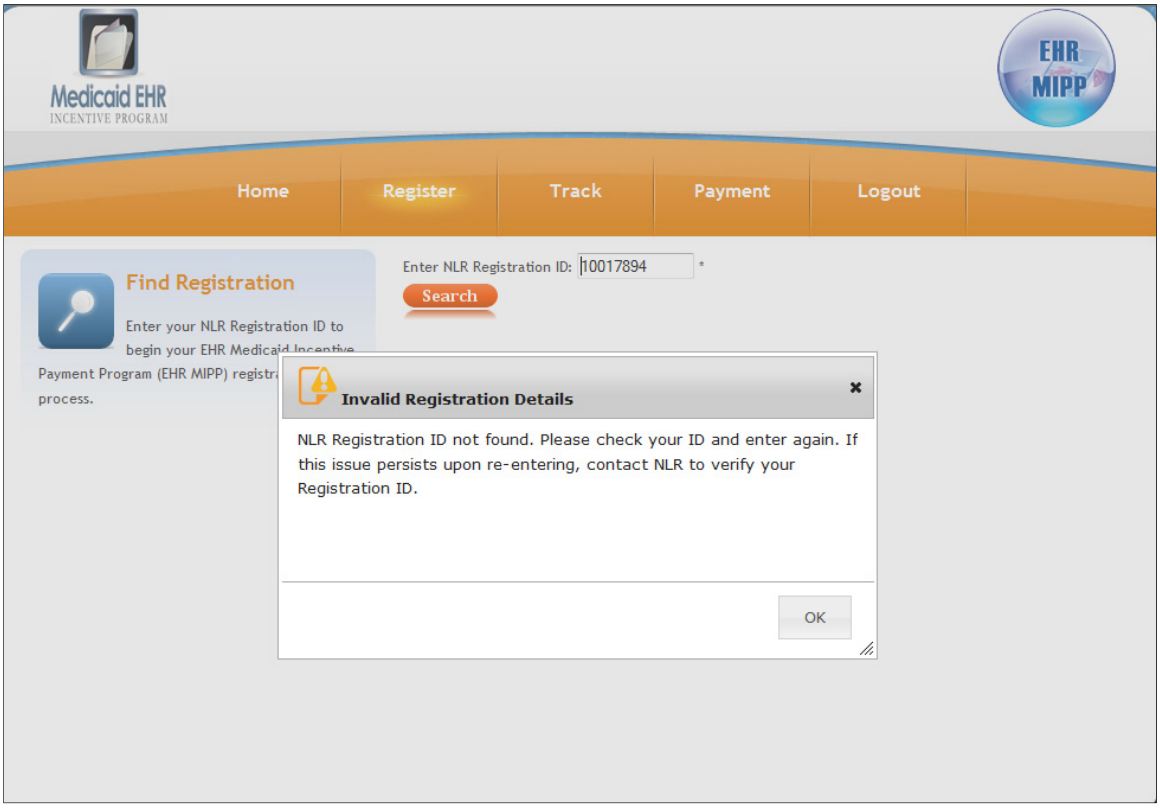


Figure 87. eMIPP Invalid CMS Registration ID. This screen shows the provider error message if the CMS-NLR Registration ID is not found.

Step3: Provider enters the Registration ID (received from CMS-NLR) and clicks the search button, if a match is found eMIPP displays the registration page with the first card of the slide deck displayed as shown in Figure 88.

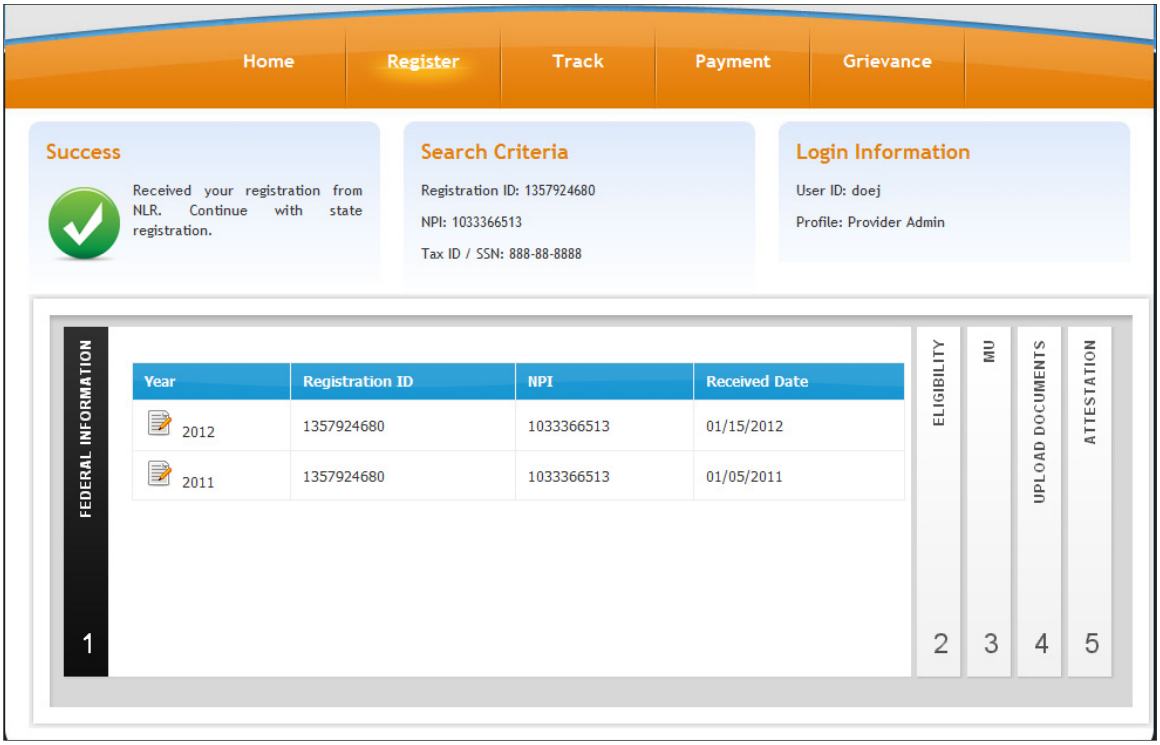


Figure 88. Provider Registration and Attestation. Card #1 Federal Information Deck

Step 4: The provider clicks on the icon for this year, 2012, and the system displays "Federal Information" as shown in Figure 89. Each row is a participating year for this provider.

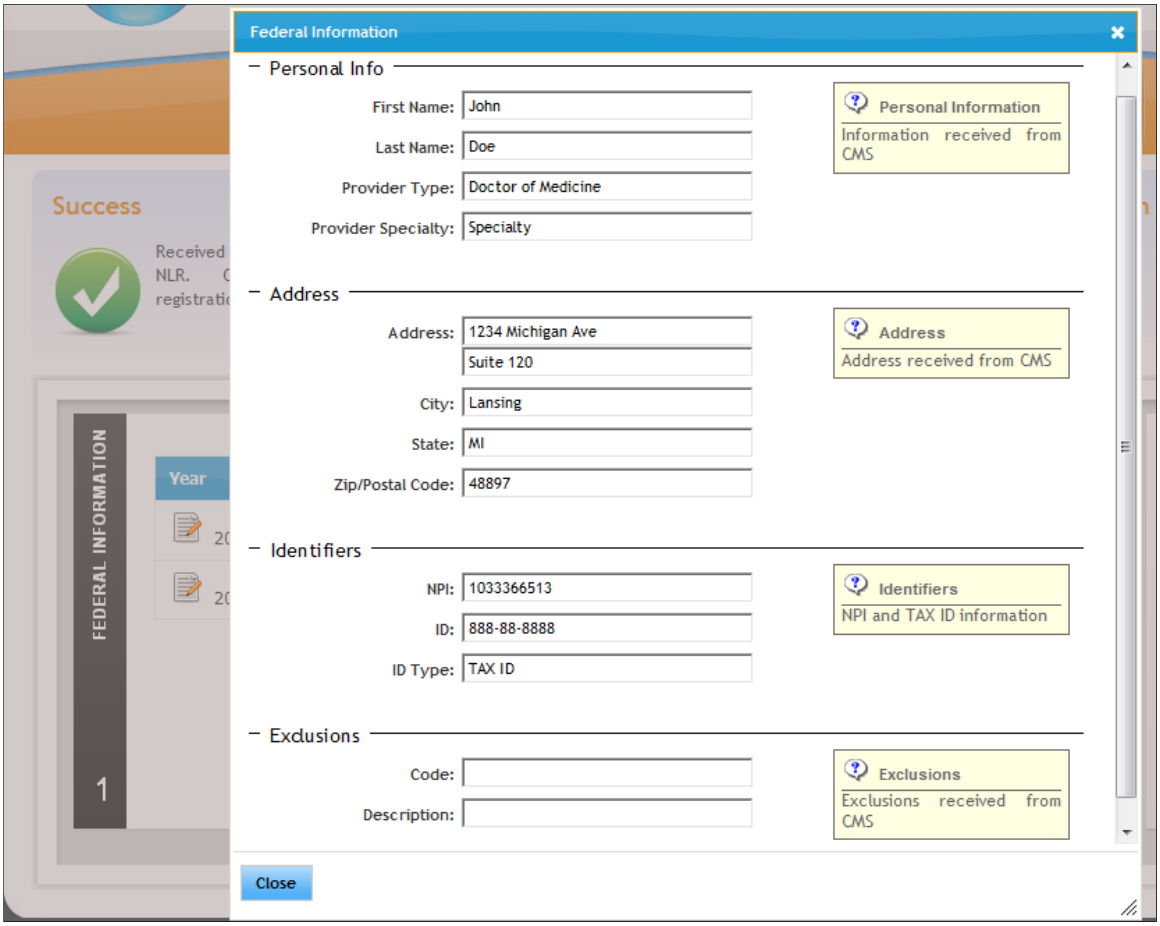


Figure 89. Provider Registration and Attestation Pop-up. EP CMS/NLR information for provider to validate.

Step 5: The provider validates the CMS-NLR information then clicks on to Card #2 ELIGIBILITY (Figure 90). Note since this is a new registration no summary information is displayed in the row for this year.

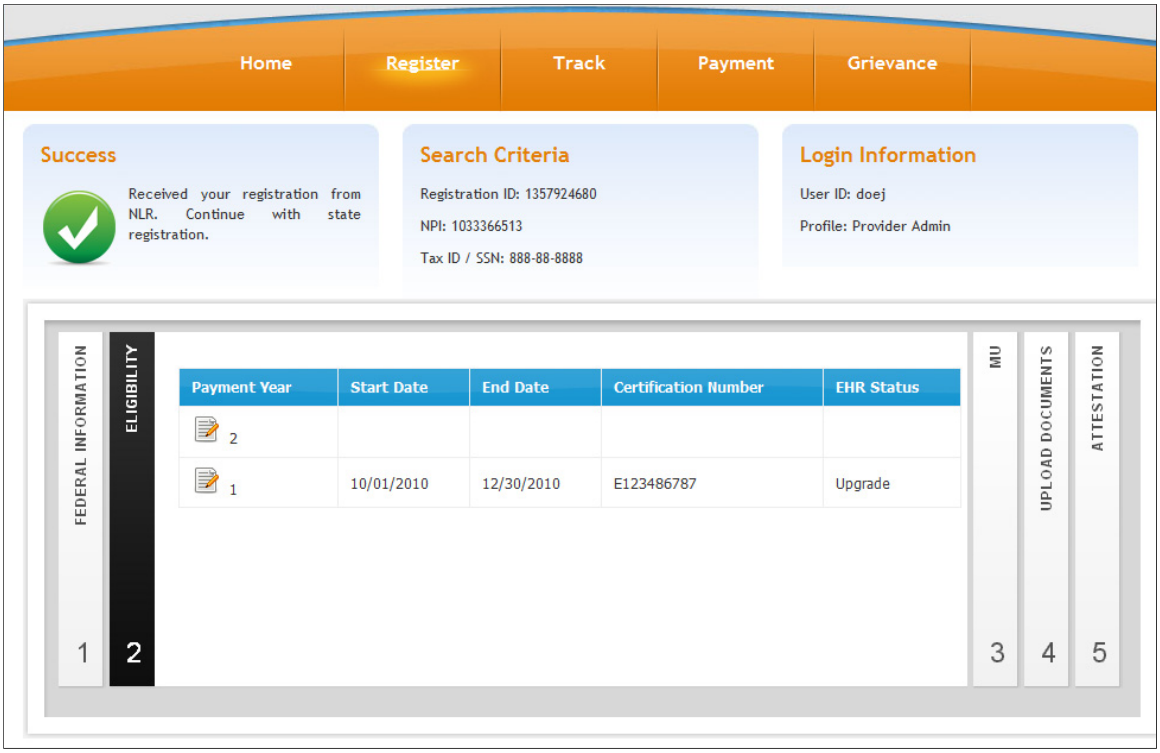


Figure 90. Provider Registration and Attestation. Card #2 ELIGIBILITY list of current and prior eligibility data.

Step 6: The provider selects the current year and eMIPP displays the Provider Registration and Attestation Pop up screen (Figure 91).

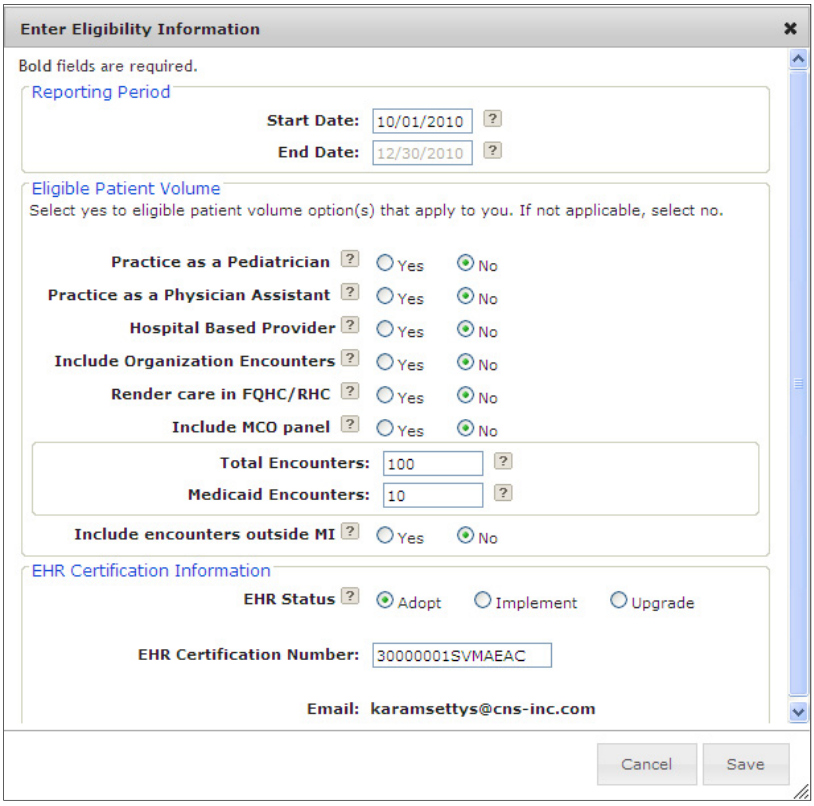


Figure 91. Provider Registration and Attestation Pop-up – EP Enter Eligibility Information requires provider entry of eligibility information.

The provider completes the information in the Provider Registration and Attestation pop-up:

- The Medicaid Volume Reporting Period Start Date.
- All Eligible Patient Volume questions (Clicks on radio buttons, yes or no).
- The system prompts the provider for additional qualifying information if any of the following were answered "yes."
    - Hospital Based Providers
    - Physician Assistants
    - FQHC/Rural Health Clinic Providers
    - Out of State Encounters

  Note: If the provider is hospital based, not able to certify an approved role as a physician assistant or indicates that their practice is not predominantly in a FQHC or RHC setting, the system tells the provider that he is not eligible and does not allow the provider to proceed.
- The system prompts the provider to enter encounter data for all possible encounter volume combinations selected. There are approximately 14 possible combinations that a provider may select.
- The provider selects Adopt, Implement, or Upgrade (first participation year only).

- The provider enters the ONC EHR Software certificate #, if this is the provider's first year. Note: The provider may enter a new ONC certification number.

When the provider clicks the "Save" button eMIPP checks that all required fields are provided, then conducts several "sanity" checks, for example is numerator less than denominator. eMIPP does not permit a provider to save his eligibility information until all required information is provided.

EH providers see the pop-up displayed in Figure 92. Required data for this screen may vary depending on state business processes.

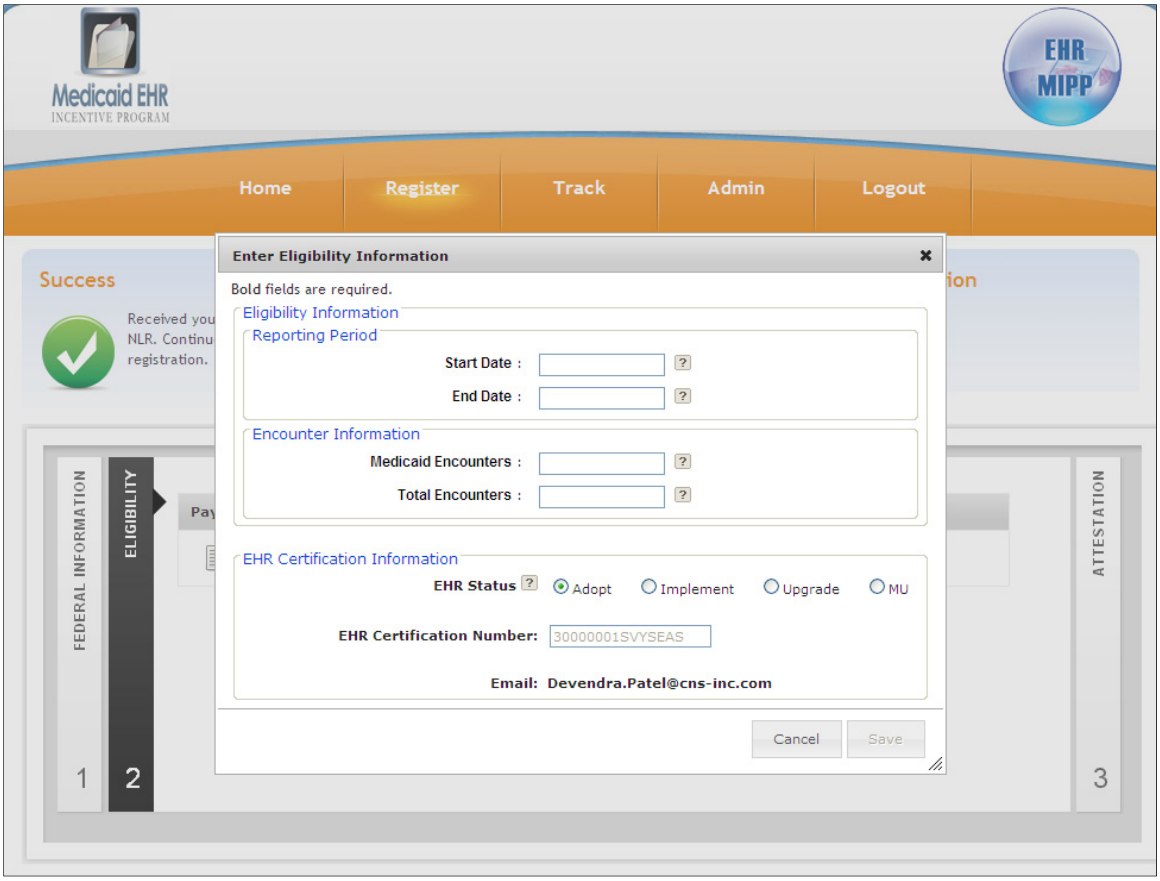


Figure 92. Provider Registration and Attestation Pop-up. Required hospital eligibility information, reporting period, and encounter information does not apply to children's hospitals.

Step 7: The provider moves to Card #3, MU and selects the associated year as shown in Figure 93. For the current year summary information is blank until completed.

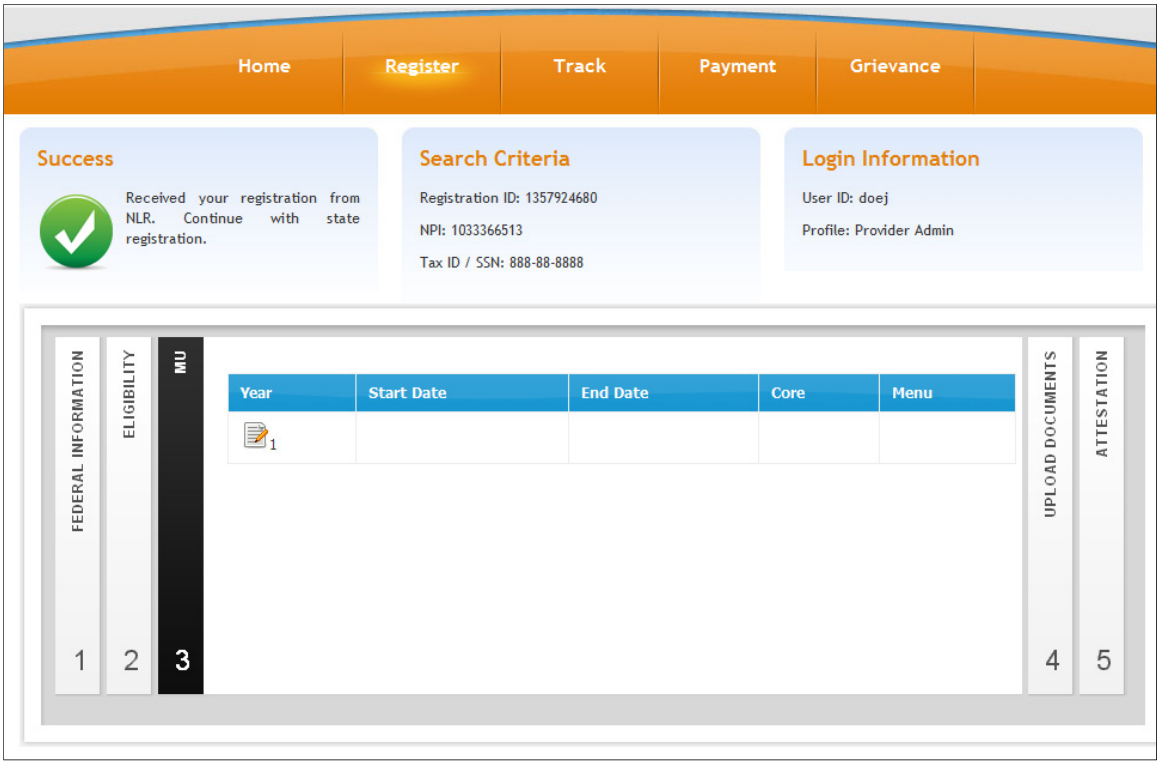


Figure 93. Provider Registration and Attestation. Card # 3 MU lists current and prior years MU data.

Step 8: eMIPP displays the MU-Overview screen (Figure 94) with required and optional data. The provider has the option to download an MU template, fill it in, and upload any or all MU-Objective and MU-CQM data.

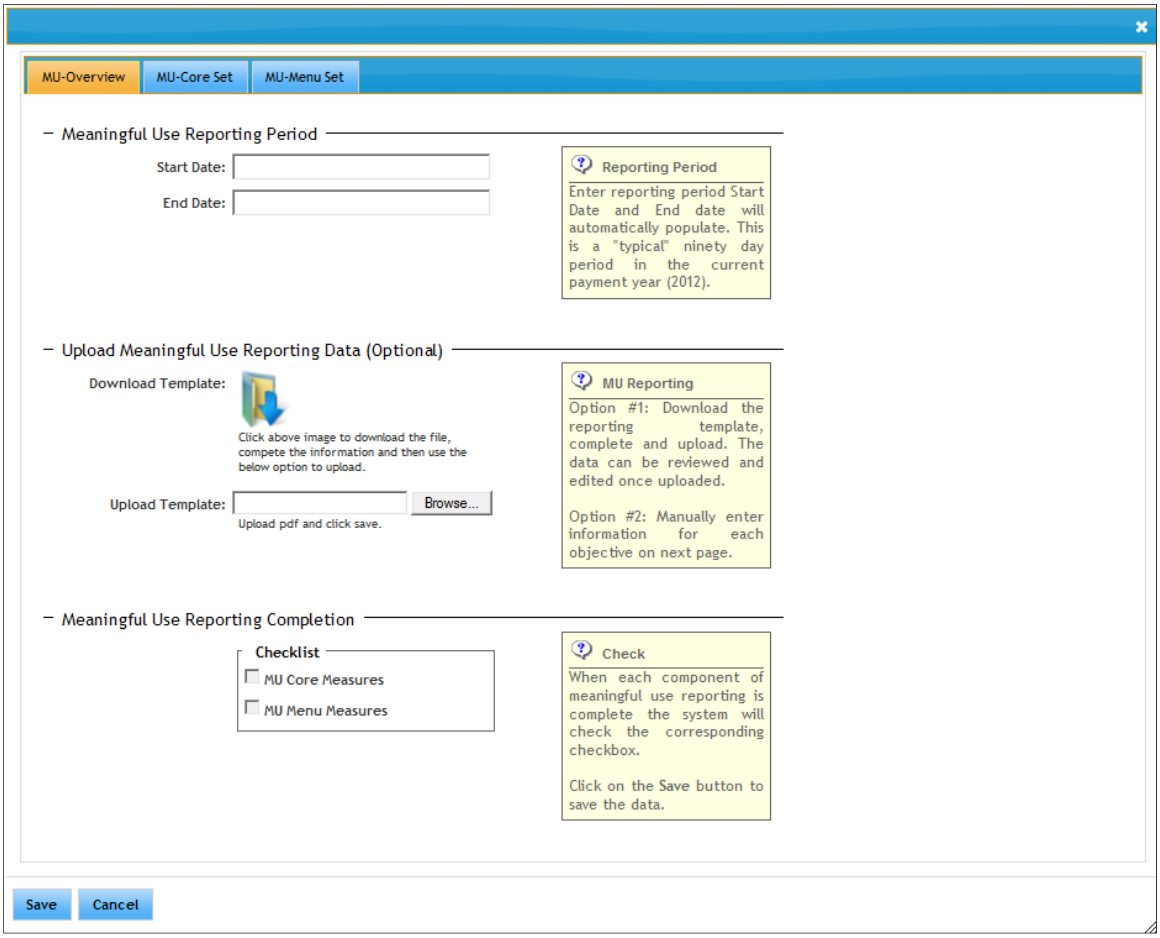


Figure 94. Provider Registration and Attestation Pop-up. MU Overview where a provider enters MU reporting dates (Stage 1, first year only), has the option to upload MU responses, and is shown current MU completion status.

Step 9: If the provider uploaded his MU-Objective and MU-CQM data, eMIPP will display the data on each of the associated screens. If not, the provider will select one of the tabs for the MU and fill in the information for each objective or measure. eMIPP tracks and displays the provider's progress.

Every MU Objective and MU- Clinical Quality Measure has one of three response formats to enter information. They are:

1. Binary (Yes/No) responses
2. Percentage Compliance (numerator and denominator) responses
3. Multiple percentage compliance (multiple numerators, single denominator) responses.

Figure 95 presents MU-Core set Objective 1: Computerized Provider Order Entry (CPOE) measure. This Objective is a percentage compliance format.

The screen tells the provider what the objective is, what the measure is and the required threshold to meet this objective and, if applicable, under what circumstances the objective can be excluded.

The provider indicates whether the exclusion applies, using the online and contextual help box to know what supporting data is required. The provider enters numerator and denominator values, again using the online and contextual help box to know the definition of each required data element.

eMIPP guides the provider through this process for each MU-Core and Menu objective, selecting a subset of Menu objectives to respond to. The provider then repeat the process for each CQM-Core and Menu measure.

EPs and EHs follow the same process, some measures and the total number of measures varies between the two.

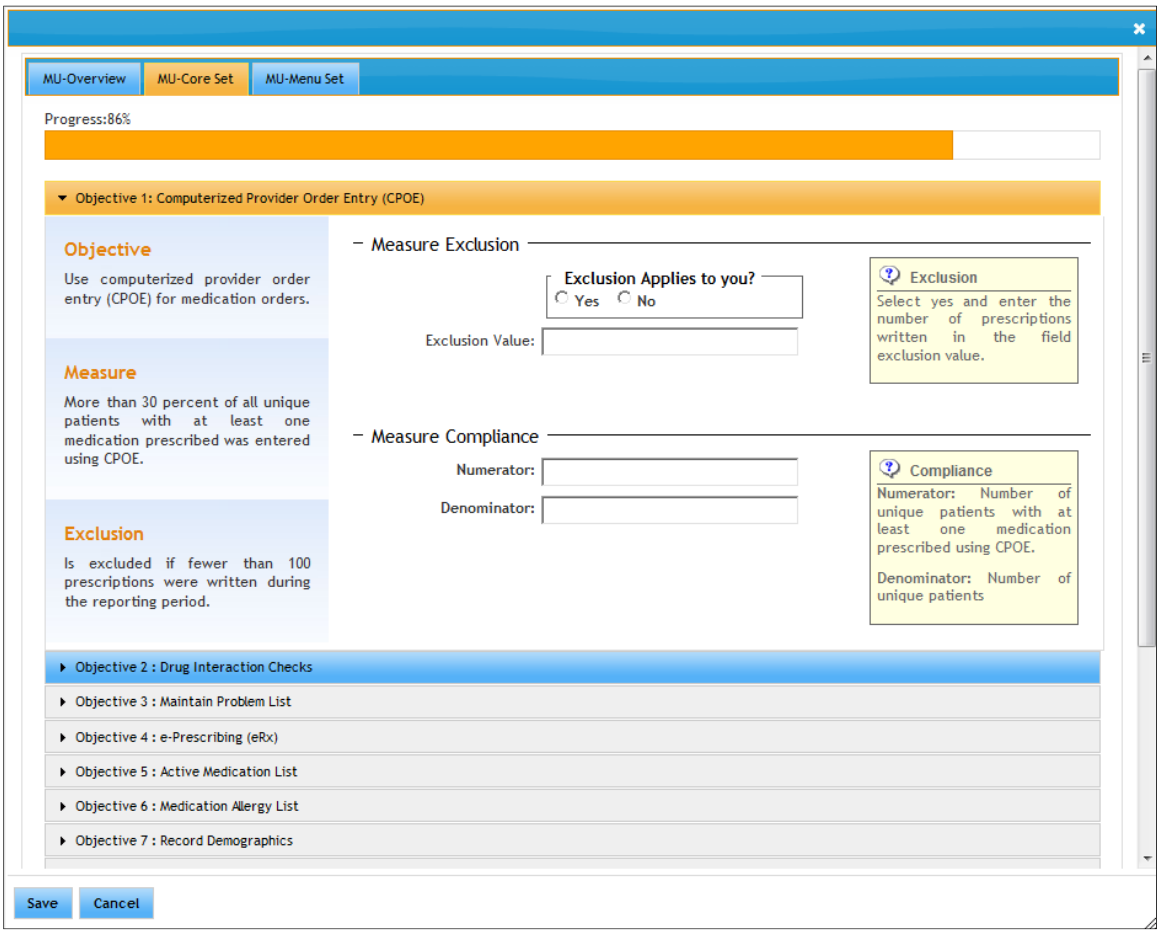


Figure 95. Provider Registration and Attestation Pop-up. MU Core/Menu entry and provider review screen.

Step 10: If applicable, the provider chooses Card #4 UPLOAD DOCUMENTS as shown in Figure 96.

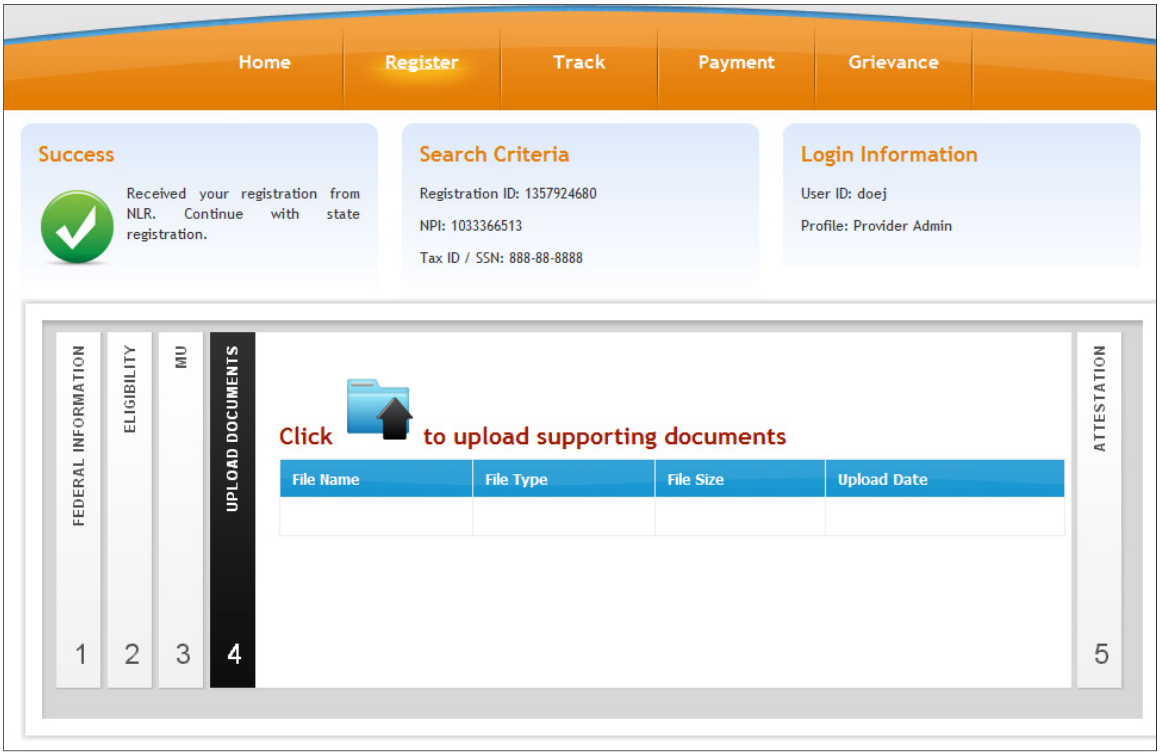


Figure 96. Provider Registration and Attestation – Card #4 Upload Documents functionality for any required or optional supporting documents.

To upload a document the provider clicks on the upload folder icon and eMIPP displays the document upload pop-up as shown in Figure 97. Providers and state workers are able to view and save any uploaded document. Each document will have a row on the list portion of the page.

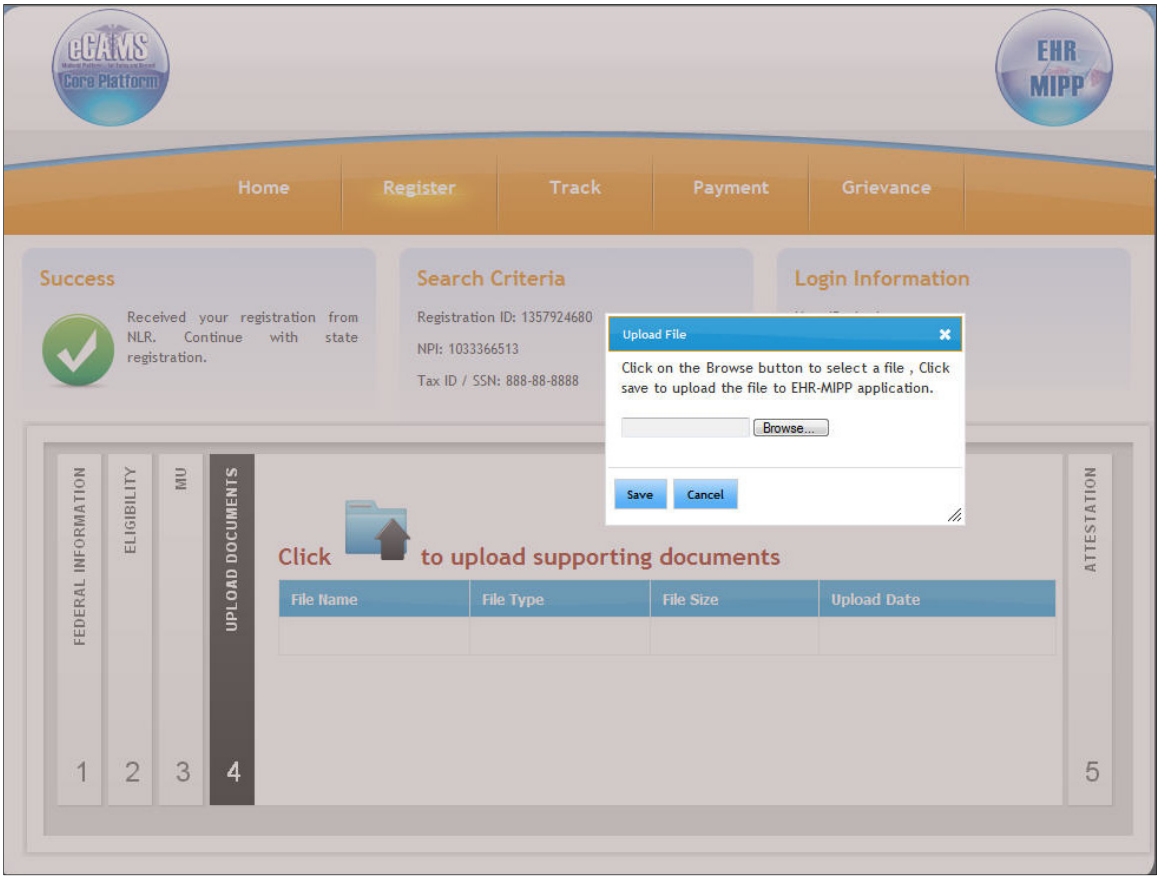


Figure 97, eMIPP Provider Document Upload File Pop-Up. User identifies the location of the document to be uploaded on a local network.

Step 11: When all required information is completed, the provider may attest to the truthfulness of the submitted information and other program requirements, electronically sign the registration, and submit it for state review. (See Figure 98.) The provider can download and review the attestation document.

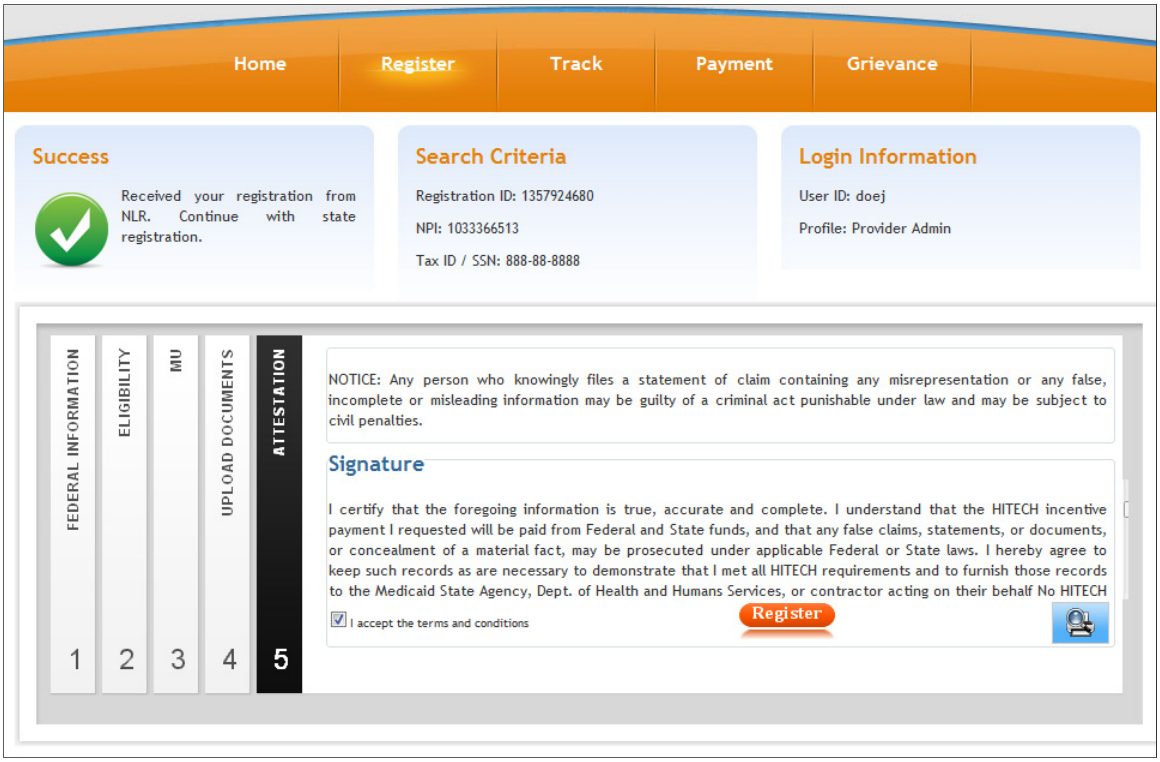


Figure 98. Provider Registration and Attestation. Card #5 Attestation is where the provider reads and electronically attests to the truthfulness of the information provided.

Step 12: When the provider submits the registration eMIPP checks the data, and if accepted returns the provider to the provider portal with a registration confirmation as shown in Figure 99.

Figure 99. Provider Portal Confirmation. After a registration is submitted and accepted for review eMIPP displays the provider portal with the provider's registration confirmation information.

After submitting the registration for state eligibility determination the provider can click on the "Track" button on the provider portal. eMIPP then displays the provider view of the workflow tracking tool, with a slide deck containing all the information the provider validated or entered.

Figure 100 displays the status of the provider registration and allows the provider to review all submitted information. The workflow status is integrated with eMIPP's workflow engine, ***Activiti***.

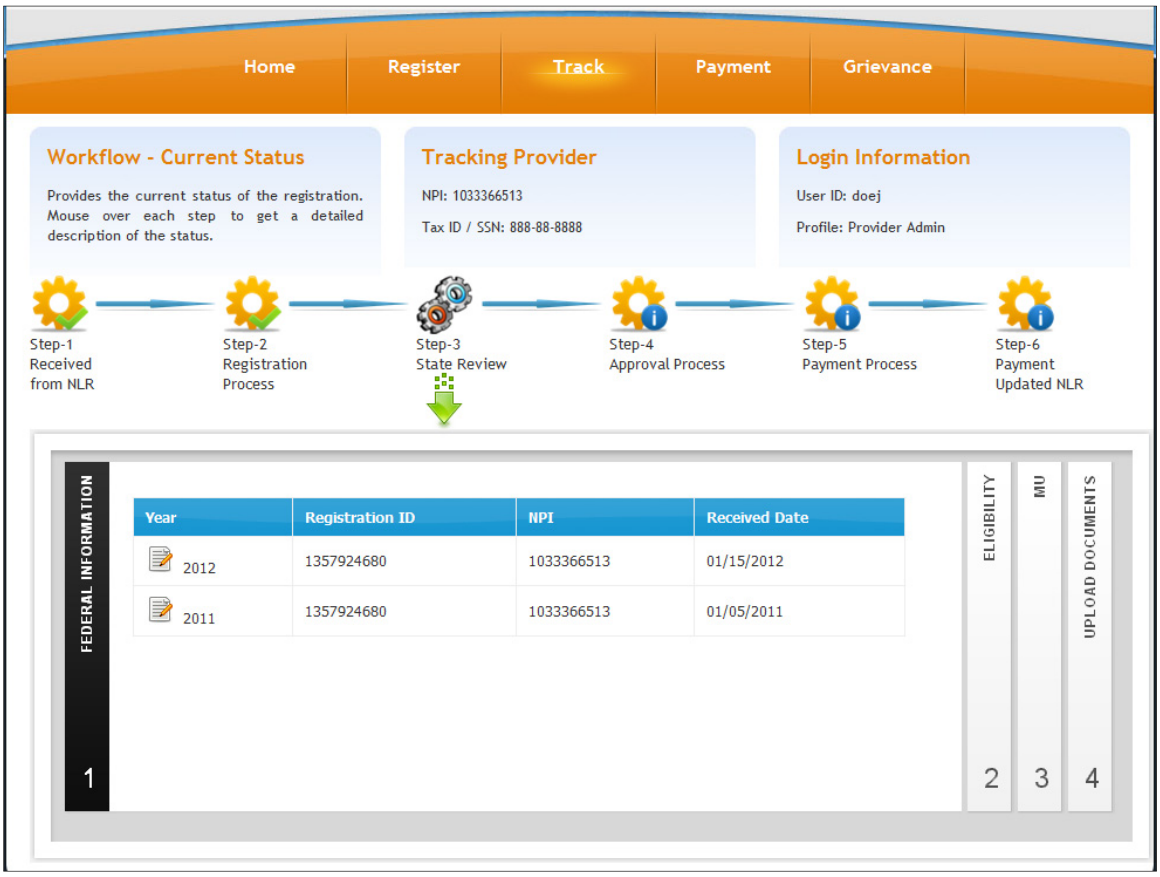


Figure 100. Track Registration.

The workflow gears on the Track Registration screen display a visual status for the provider.

Status	Workflow Symbols
The workflow step is completed	Gear and Check-Mark with final short description
The current workflow step	Two gears and down arrow with in progress short description
The workflow step has not begun	Gear and "i" marker with initial short description

On the Track Registration screen, when Step 4, Registration Status, is complete eMIPP will indicate whether the registration is approved or denied.

Payment Status, step 5 will indicate when the payment is "in process".

Payment Status, step 6 will indicate when the incentive payment is "Paid" and when CMS/NLR has been notified of the payment (D-17 batch file).

State Review and Approval Process

State user access and rights are determined by the user profile:

EHR Administrator	View Only, all registrations in any status.
EHR Reviewer or Administrator	View, edit (non provider data only), submit for approval, deny and reject.
EHR Approver	Same rights as EHR Reviewer, plus final eligibility approval.
Super Administrator	MMIS profile, assumed to be system wide. This profile has the same rights as an EHR Administrator.

When a state user opens the eMIPP application the user will initially see the State user portal, Figure 101.

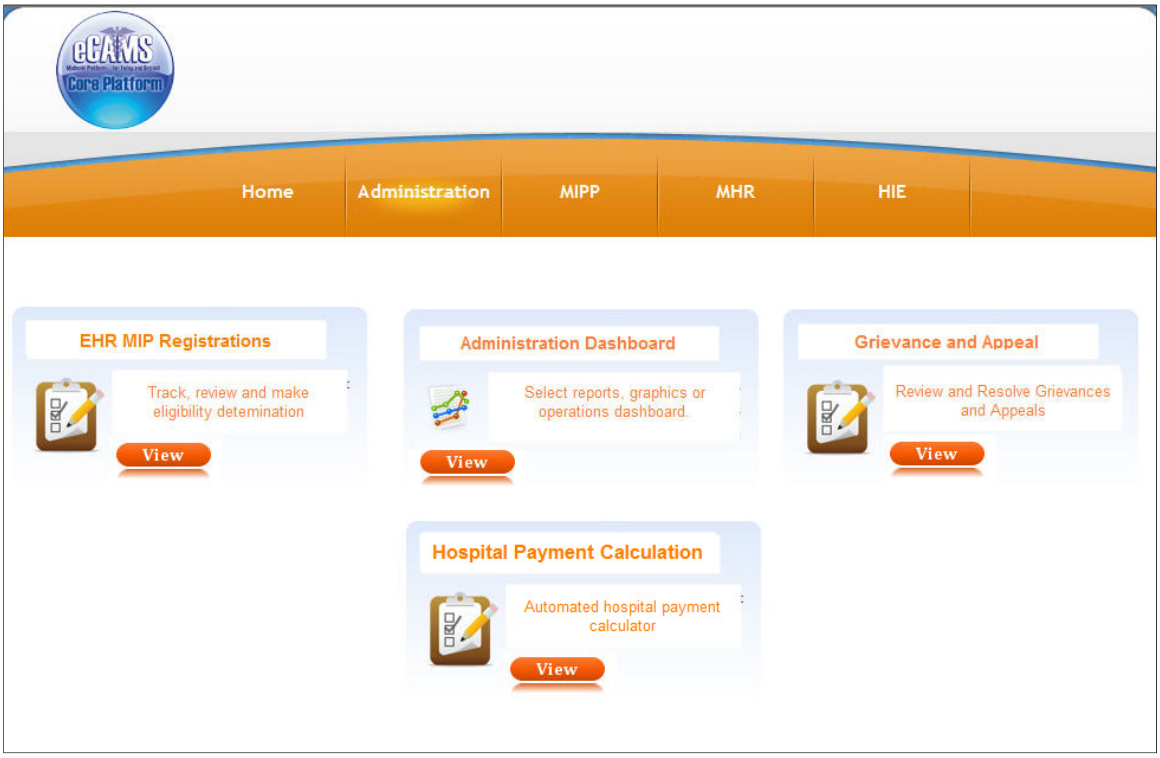


Figure 101. State User Portal. This screen allows the user to navigate among the various state user eMIPP components.

When a user wants to access a particular registration, to view, review research history, or make an eligibility determination the user clicks on the View button under "EHR MIP Registrations." eMIPP displays the Track Registration screen, Figure 102.

The lower half of the screen is a list page of registrations showing provider identifying information and the current status of the registration (#1). If the user wants to search for a particular registration or groups of registrations the user clicks on the magnifying glass icon in the lower left corner (#2) to access the search function.

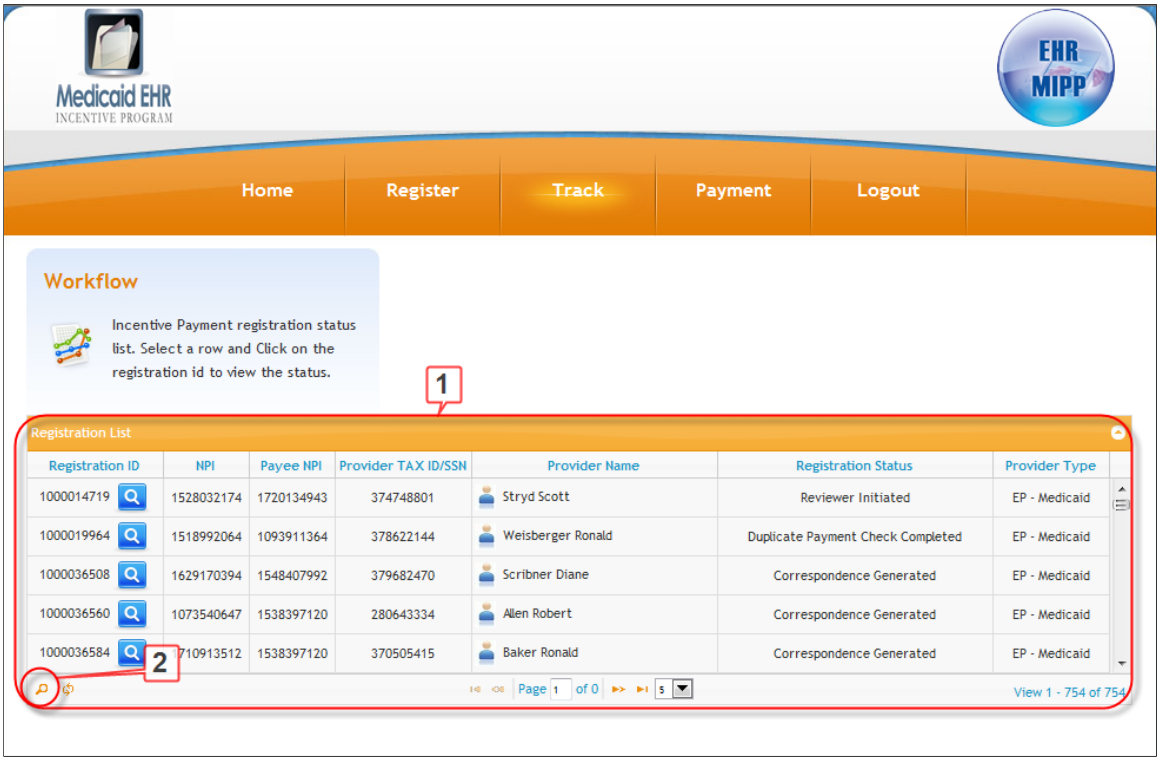


Figure 102. eMIPP State User Track Registration List. This screen displays all registrations received from CMS-NLR.

To view, or "work" a registration, the user clicks on the blue icon on the row of the selected registration. The system displays the workflow page for that provider and opens the slide deck to Card #3, REVIEW. Figure 103 shows the state user workflow for the selected provider. The workflow symbols and processes are identical in the state user view.

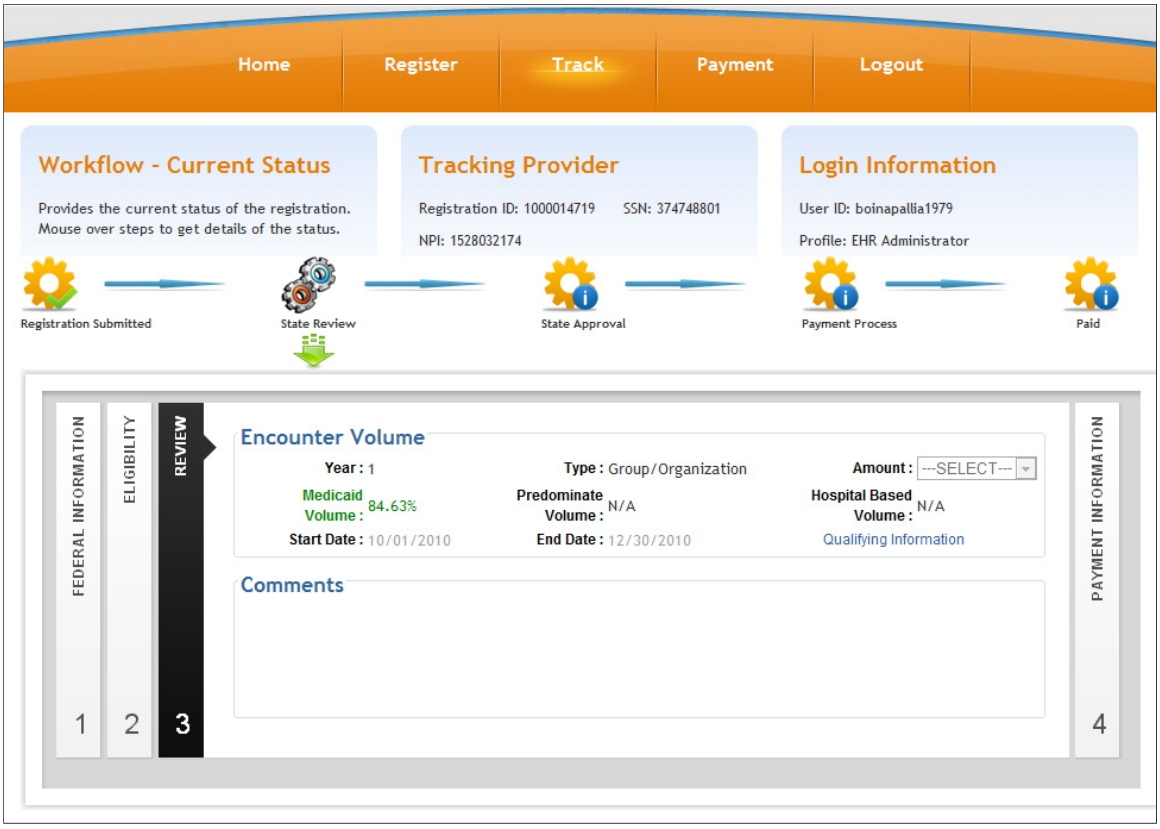


Figure 103. eMIPP State User Workflow EP. State User workflow defaults to Card #3 REVIEW.

Depending on the user's profile and the provider type, the user will see different action options and different review data. In the previous screen, the user has logged on as an EHR Administrator. This profile has "view only" rights. In Figure 104 the user with a profile of Administrator has logged in and has "view," "edit," "reject," "deny" and "submit" rights. This user has these eligibility determination options available on the bottom of the review card.

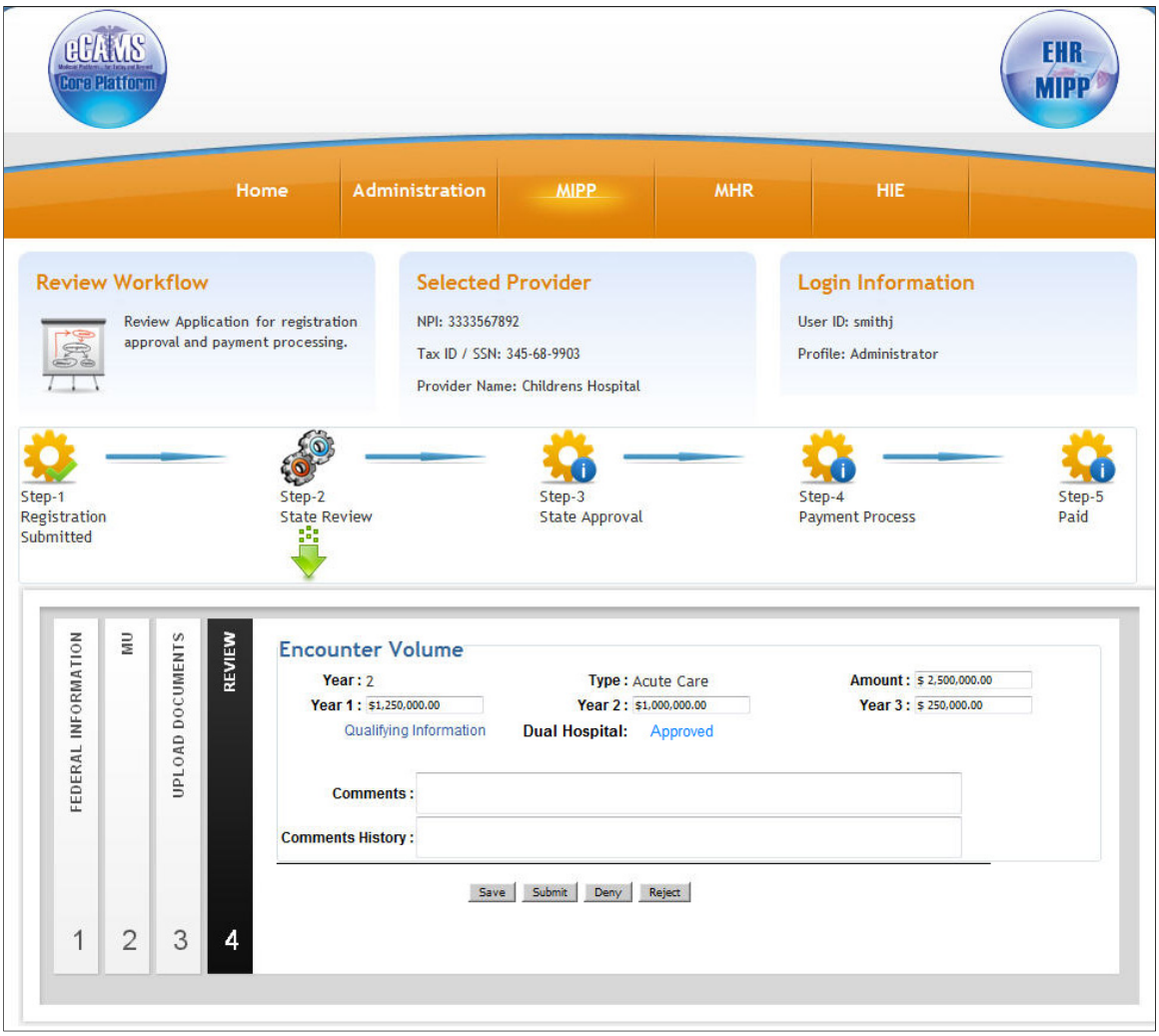


Figure 104. eMIPP Dual Hospital Medicare Attestation and Meaningful Use Status. Profile of user allows the user to submit for approval, deny or reject the registration. A rejection sends the registration back to the provider for additional information and prompts an email to the provider.

The previous screen is for a dual eligible hospital. The field "Dual Hospital" shows status of "Approved," which means that a C-5 Medicare Attestation has been received and was approved by Medicare for this hospital.

If a user attempts to "submit" or, in the case of an approver, "approve" a registration, eMIPP checks the current provider MMIS status. If the provider is inactive for any reason, an error message is displayed indicating the Provider subsystem problem as shown in Figure 105.

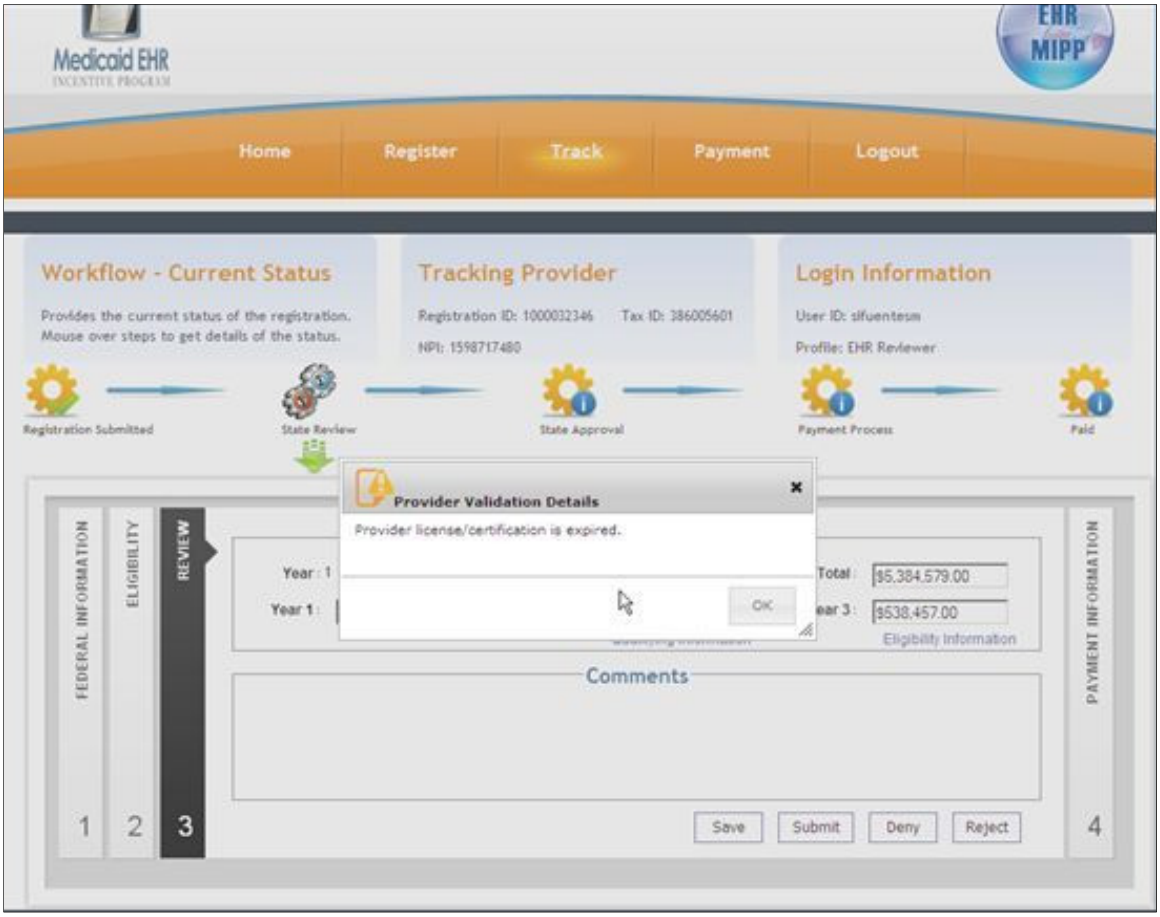


Figure 105. State User Error Message for Ineligible Provider Status. The screen shows that this provider's license or certification has expired since the registration was initiated by the provider.

When a state user makes an eligibility determination, a pop up screen requires that the user select a reason code for the action (usually defined by and sent to CMS) and add notes to document the action. The notes are not available to providers. If the registration is approved eMIPP immediately creates a "D-16 Request" transaction for the D-16 batch file that is sent to CMS daily. The request transaction includes the approved payment amount. CMS checks that this payment is less than or equal to the allowed amount, confirms that no other state has already paid the provider this year, and that the provider status is still "active" (e.g., no current sanctions and provider's death has not been recorded). CMS then generates a "D-16 Response" transaction approving or denying the provider for the proposed payment amount. If the "D-16 Response" approves payment eMIPP prepares a record of required payment information to be sent to Iowa's MMIS on the next cycle. eMIPP does not make the payment, Iowa's MMIS will, subject to all current rules and securities regarding payment, including 1099 data. After payment is confirmed by Iowa's MMIS, eMIPP will provide summary information in the eMIPP module for state and provider review in the card called "PAYMENT INFORMATION." Simultaneously eMIPP creates a "D-7" transaction that is sent to CMS with the payment information.

Prior to making an eligibility determination the state user may navigate among all the cards in the slide deck. These are the same cards the provider reviewed: Federal Information, Eligibility, MU and Payment. One additional card, "Review," is available on the registration slide deck for state users. The review card is the default card displayed when a state user selects a registration to work on.

State users view of summary payment information for each provider is shown in Figure 106.

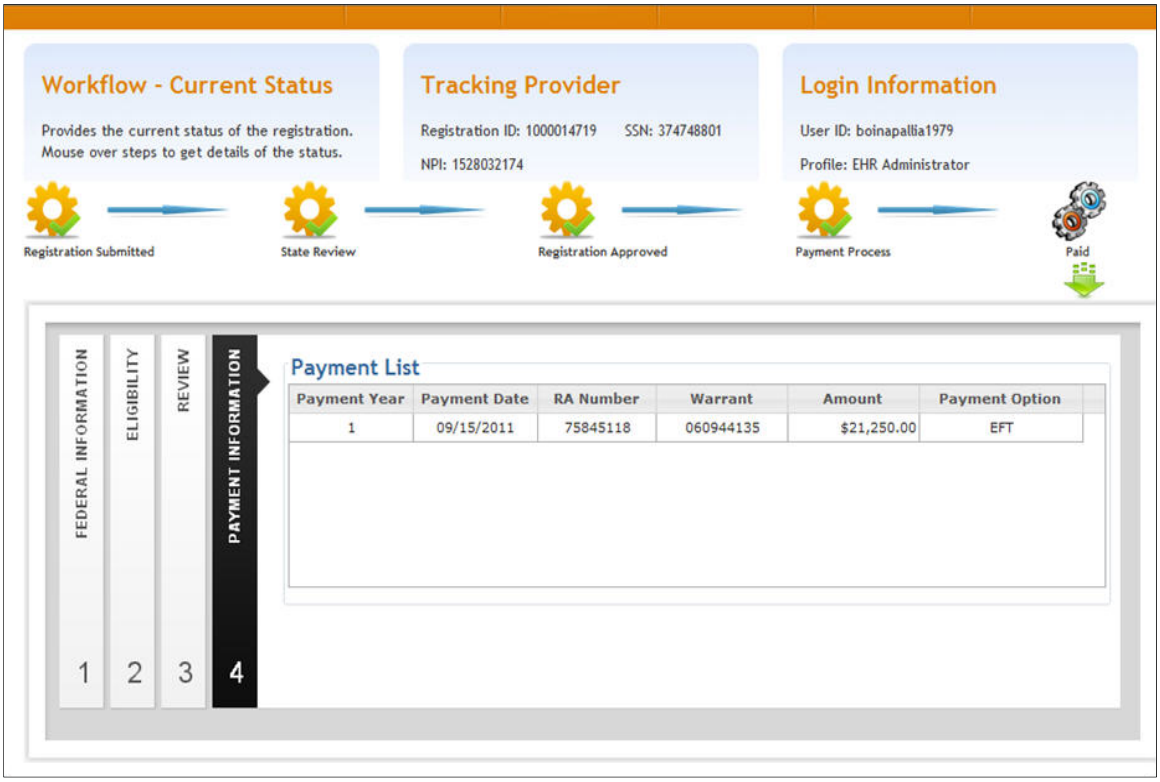
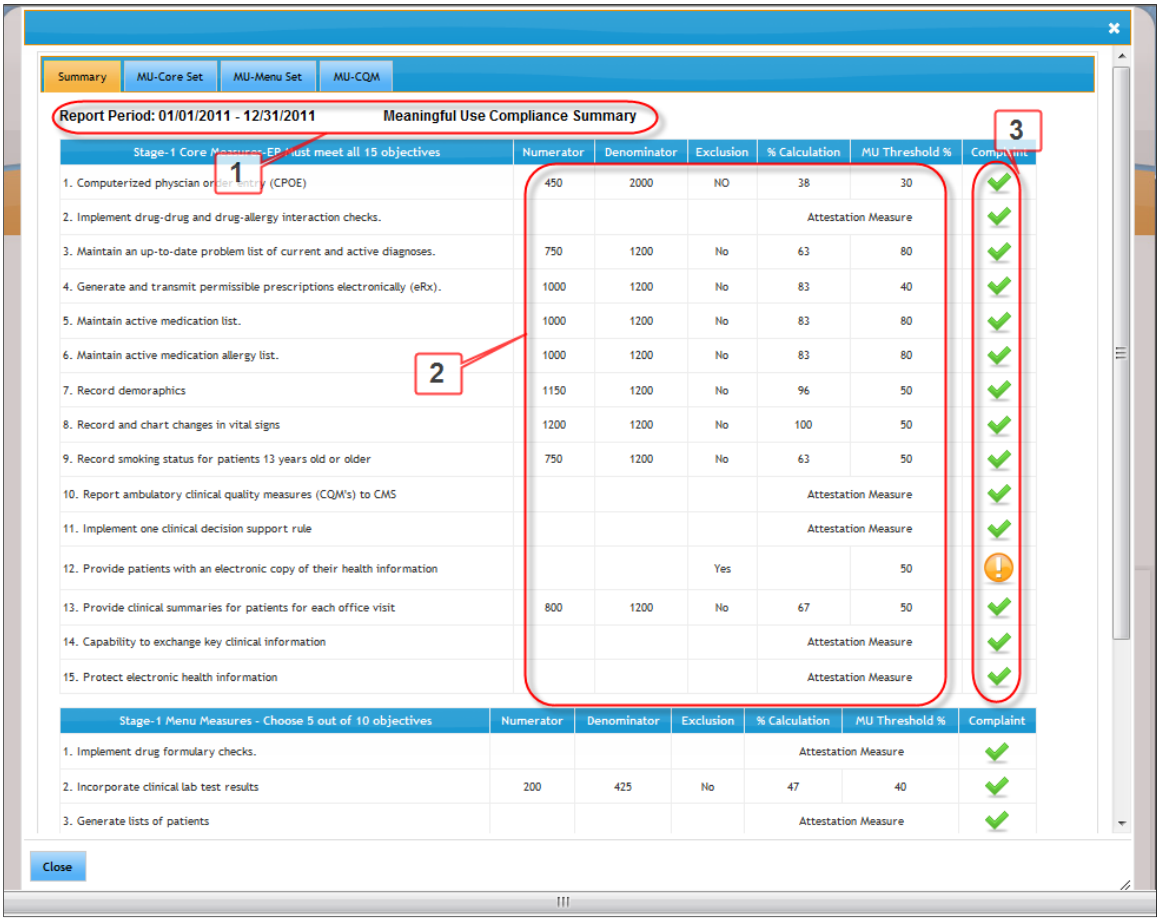


Figure 106. eMIPP State User View Payment Summary. This screen summary information for every payment made to a provider.

State review of MU data is shown on the MU summary information screen. The Summary screen (Figure 107) shows state users the eMIPP calculated results for each objective. The meaningful use reporting period is shown (#1). The provider's data is shown for each objective, the required threshold percentage, and the provider's calculated percentage (#3). eMIPP then identifies whether the threshold is met or not with a green or red check mark and indicates when a measure needs additional review with a "!" (#4).



Stage-1 Core Measures-EP Must meet all 15 objectives	Numerator	Denominator	Exclusion	% Calculation	MU Threshold %	Complaint
1. Computerized physcian order entry (CPOE)	450	2000	NO	38	30	✓
2. Implement drug-drug and drug-allergy interaction checks.				Attestation Measure		✓
3. Maintain an up-to-date problem list of current and active diagnoses.	750	1200	No	63	80	✓
4. Generate and transmit permissible prescriptions electronically (eRx).	1000	1200	No	83	40	✓
5. Maintain active medication list.	1000	1200	No	83	80	✓
6. Maintain active medication allergy list.	1000	1200	No	83	80	✓
7. Record demoraphics	1150	1200	No	96	50	✓
8. Record and chart changes in vital signs	1200	1200	No	100	50	✓
9. Record smoking status for patients 13 years old or older	750	1200	No	63	50	✓
10. Report ambulatory clinical quality measures (CQM's) to CMS				Attestation Measure		✓
11. Implement one clinical decision support rule				Attestation Measure		✓
12. Provide patients with an electronic copy of their health information			Yes		50	!
13. Provide clinical summaries for patients for each office visit	800	1200	No	67	50	✓
14. Capability to exchange key clinical information				Attestation Measure		✓
15. Protect electronic health information				Attestation Measure		✓

Stage-1 Menu Measures - Choose 5 out of 10 objectives	Numerator	Denominator	Exclusion	% Calculation	MU Threshold %	Complaint
1. Implement drug formulary checks.				Attestation Measure		✓
2. Incorporate clinical lab test results	200	425	No	47	40	✓
3. Generate lists of patients				Attestation Measure		✓

Figure 107. eMIPP State User MU Summary Information. Users are guided by the eMIPP application to focus on measure responses that require additional review and any measures that did not meet CMS standards.

State users have the option of accessing administrative information from the state user home portal by clicking on the view button in the "Administration" area. The user Administration Dashboard is then displayed as presented in Figure 108.

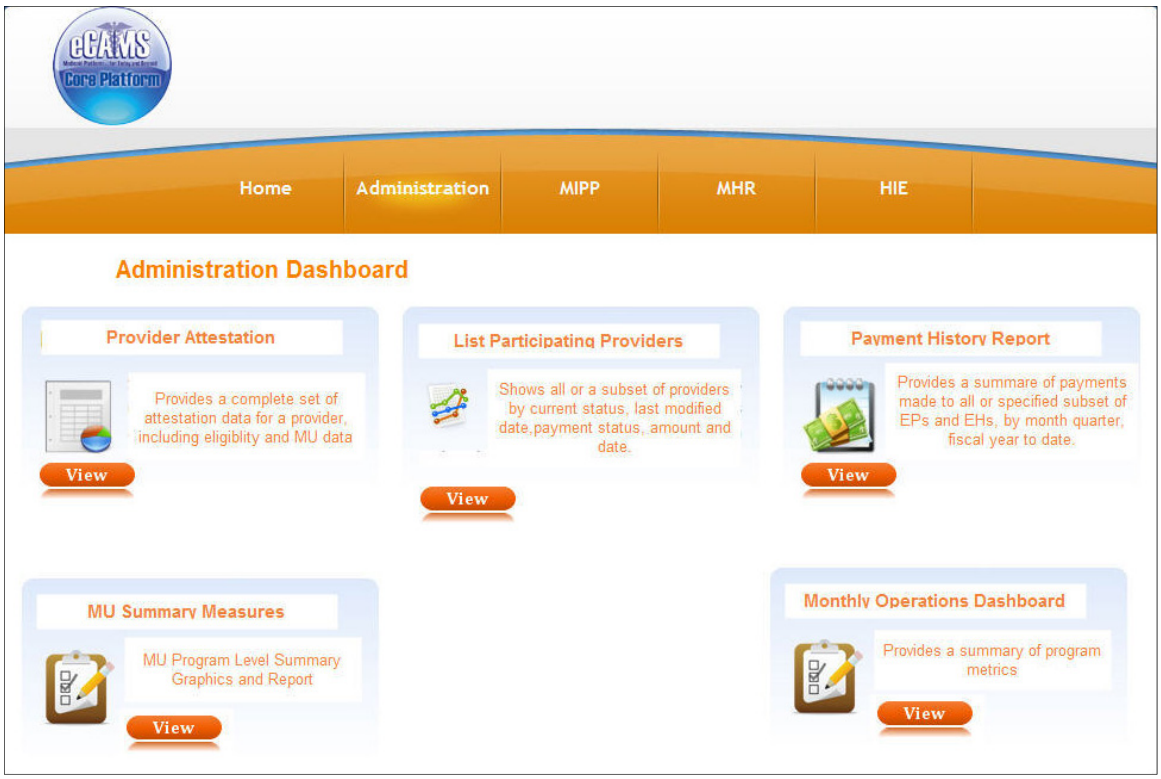


Figure 108. eMIPP State User Administration Dashboard. This screen allows the user to access on-demand reports, MU summary measures, and the operations dashboard.

See the Tab 4 – Draft Documents, Sample Reports for detailed views of these artifacts.

Grievance and Appeal

To initiate an appeal the provider chooses "Track/Submit Grievance or Appeal" on the Provider Home Screen, Figure 109.

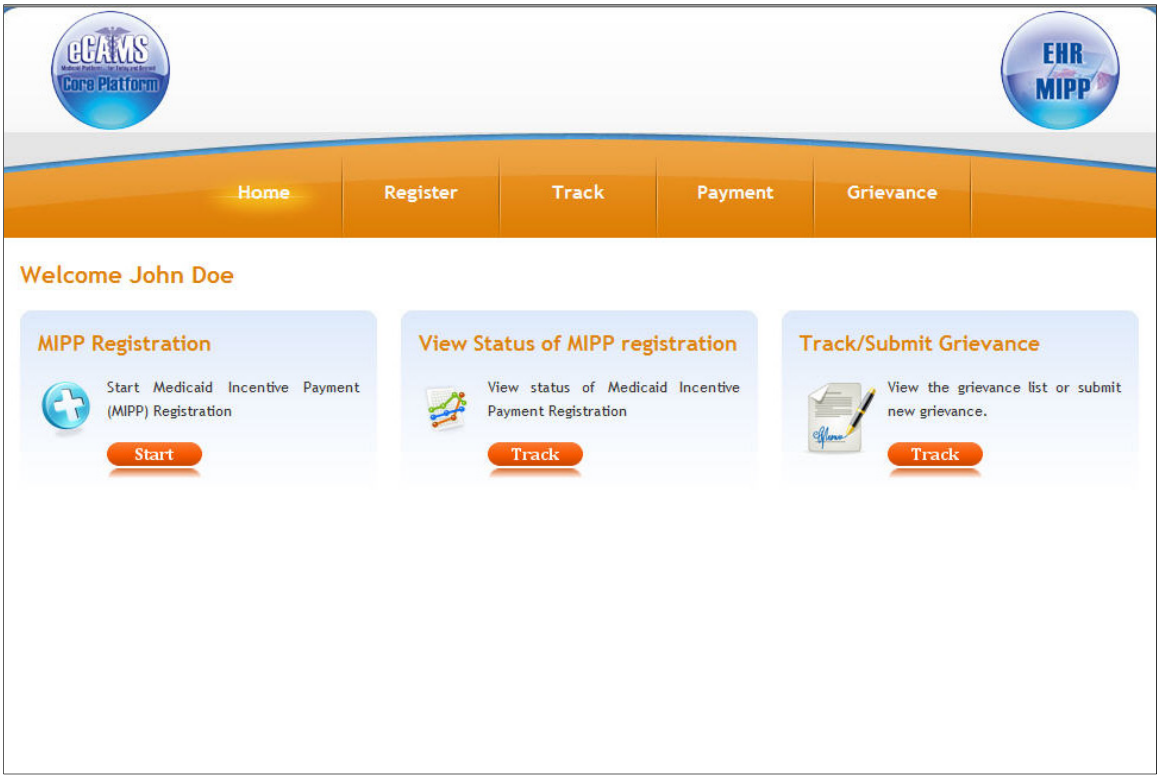


Figure 109. Provider portal. This screen allows providers to select grievance and appeals to initiate and view grievances and appeals.

Then the provider enters the relevant information shown in Figure 110, with the system pre-populating relevant information.

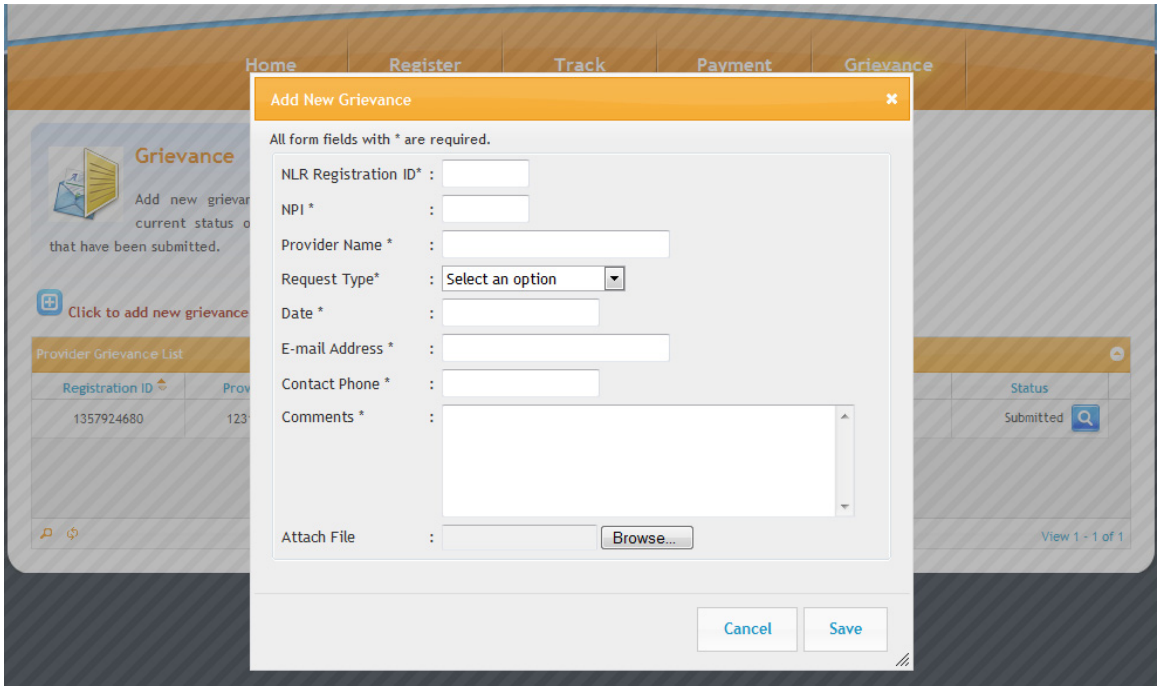


Figure 110. eMIPP Add Grievance or Appeal. This screen allows providers to input details of their grievance or appeal and upload supporting documents.

Grievance and appeals are identified in the workflow as a new work process. After a provider has initiated a grievance the state user will see it in a list page when the user accesses grievance and appeals from the state user's portal page (Figure 111).

Figure 111. State User Portal. This screen allows the user to navigate among the various state user eMIPP components.

eMIPP displays the grievance and appeal list page shown in Figure 112. The state user then selects the specific grievance and appeal to review, resolve, add comments, or upload documents.

Figure 112. State User Grievance List. Default view is by status: Submitted, In Process, and Resolved.

When the state user selects a grievance to view eMIPP displays Figure 113. This screen gives the state user a summary of the grievance and appeal. Provider identifying information (#1) provides Program Integrity staff identification information without navigating to other screens. The details of the grievance and current status are shown in the grievance section (#2). Comments enters by the provider are displayed (#3). State workers may enter comments, not visible to the provider (#4). State workers may upload documentation (#5).

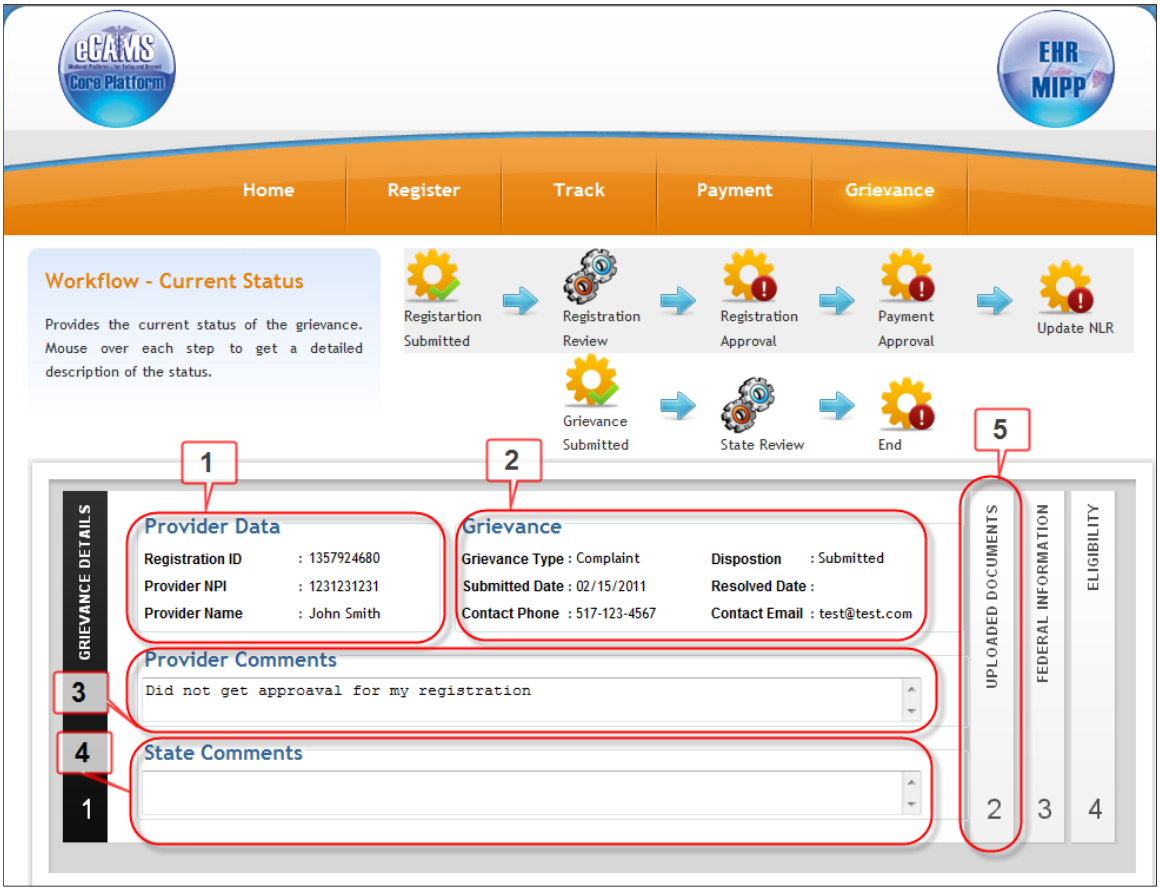


Figure 113. eMIPP Grievance and Appeal State User Tracking and Documentation.

Automated Hospital Calculation

State users access hospital payment functionality from the state user portal by clicking on the View button in the "Hospital Payment Calculation" area on the screen. eMIPP then displays a list page of all of Iowa's EHR MIP hospitals for state users to access the hospital payment calculator and information for every hospital registered at the federal level. If a calculation is revised the status will indicate "Revised" and the date of the revision. See Figure 114, Hospital Payment Information List page.

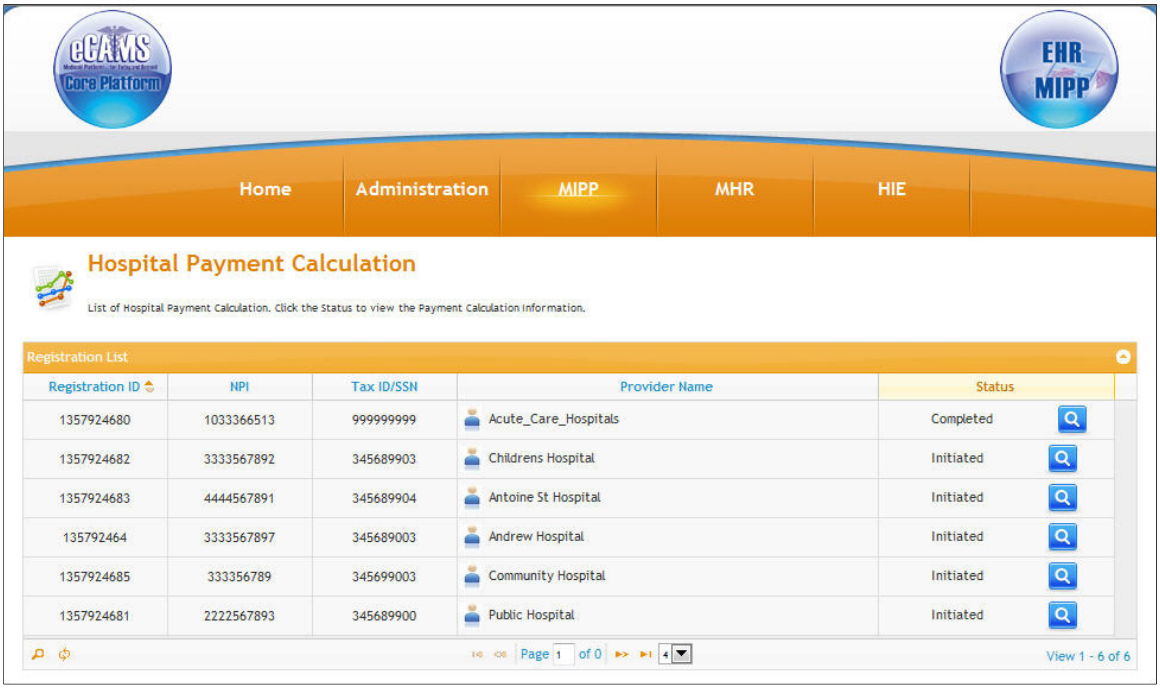


Figure 114. Hospital Payment Information List Page.

Figure 115 shows the hospital calculation screen. In the Column "Year 1" the user inputs Total Number of Discharges, Annual Growth Rate, Estimated FFS Medicaid Bed Days, Estimated MCO Medicaid Bed Days, Estimated Total Number of Bed Days, Estimated Total Hospital Charges, Estimated Total Charity Care, and Discharges. eMIPP calculates and shows the total EHR Amount and the annual EHR payments. In addition, eMIPP's hospital calculator displays the EHR Medicaid Share, the total EHR Medicaid Share, and the Medicaid Share factor.

Enter Hospital Payment Calculation

Bold fields are required.

Hospital Payment Calculation

	Year 1	Year 2	Year 3	Year 4
Percentage paid each year	50	20	20	10
Medicaid Share	0.668571			
Total number of discharges	100			
Average annual rate of growth	100			
Estimated number of Medicaid FFS bed days	100			
Estimated number of Medicaid MCO bed days	100			
Estimated total number of bed days	100			
Estimated total hospital charges	100			
Estimated total charity care	100			
Base Amount	2000000			
Discharges	1500	1537.5	1575.938	1615.336
Transaction Factor	1	0.75	0.50	0.25
EHR Amount	$2,070,200.00	$1,558,275.00	$1,042,693.80	$523,316.80
EHR Medicaid Share	$1,736,441.22	$694,576.49	$694,576.49	$347,288.24
Total EHR Medicaid Share	$3,472,882.43			
Total EHR Amount	$5,194,485.60			

Cancel Submit

Figure 115. Hospital Payment Calculation Screen. This screen allows users to input six variables, eMIPP then calculates the total and annual payment amounts. Note, the number of years that payments will be made and the percentage paid is configurable by the state.

eMIPP stores the calculation by provider by date. If the calculation needs to be revised for any reason, such as changes in the base year cost report, the system will display the last calculation and allow the user to edit any of the input fields.

Sample Reports

Team CNSI presents three in-production eMIPP reports that are available on demand:

- List Participating Providers
- Hospital Attestation Summary
- Payment Summary

Team CNSI also provides the Online Meaningful Use summary page and an operations dashboard. Both of these screens provide data in real time that is often relegated to report data.

Each of these artifacts is navigated to from the eMIPP "Administration Dashboard." See Figure 116, below.

Figure 116. eMIPP State User Administration Dashboard. This screen allows the user to access on-demand reports, MU summary measures, and the operations dashboard.

eMIPP On Demand In-Production Reports

List Participating Providers. The List Participating Providers report (Figure 117) is an on demand report that displays provider status and payment information for every provider, for every payment year.

Users may refine report parameters to produce specific subsets. Users can choose among:

- CMS registration date (B-6 Receipt date)
- Provider type, EP, EH, and specific types
- Workflow status and/or registration status
- Payment year

Report Date: 07/29/2011 10:39:04 AM

List Participating Providers Report

Page: 57

Provider Type: EP, EH
Workflow Status: Denied, In-Process, In-Review, Payment Check
Registration Status: Approver Initiated, Correspondence Generated, Duplicate Payment Check Completed, Duplicate Payment Check Initiated, Loading Complete, NLR Notified of Registration, Provider Initiated, Provider Submission Complete, Registration Denied, Reviewer Initiated, Reviewer Submitted
NLR Registration Transaction Start Date: 01/01/2011
NLR Registration Transaction End Date: 07/29/2011

Provider Type	Workflow Status	Registration Status	Registration ID	Provider Name	NPI	NLR Registration Date	Payment Year	Last Modified Date	Paid Date	Payment Amount	Payment Type	Expected Payment Amount
EP	Payment Check	Duplicate Payment Check Completed	1000024302	Mary B. Seger	1518998772	02/24/2011	1	07/15/2011		$0.00		$0.00
EP	Payment Check	Duplicate Payment Check Completed	1000024311	Yuan Li Zhang	1790920999	02/24/2011	1	07/15/2011		$0.00		$0.00
EP	Payment Check	Duplicate Payment Check Completed	1000029621	David K Klee	1497763809	02/18/2011	1	07/15/2011		$0.00		$0.00
EP	Payment Check	Duplicate Payment Check Completed	1000030338	Sarah Jo Pasia	1336122282	02/19/2011	1	07/15/2011		$0.00		$0.00
EP	Payment Check	Duplicate Payment Check Completed	1000031191	Ann Patrice Sheehan	1639177983	02/23/2011	1	07/15/2011		$0.00		$0.00
EP	Payment Check	Duplicate Payment Check Completed	1000044352	Jay W Eastman	1730172925	03/29/2011	1	07/15/2011		$0.00		$0.00
EP	Payment Check	Duplicate Payment Check Completed	1000055856	robert edward schall	1598708638	04/28/2011	1	07/15/2011		$0.00		$0.00
EP	Payment Check	Duplicate Payment Check Initiated	1000005705	Steven John Wisniewski	1104851658	02/24/2011	1	07/15/2011		$0.00		$0.00
Total Number of Participants, EP and EH			745									

CHAMPS - Report

MDCH

Figure 117. List Participating Providers Report. This report shows the registration summary information generated by eMIPP.

Hospital Attestation Summary. The report is on demand and hospital specific. The user selects a hospital with a Medicare attestation available when ordering the report.

The Hospital Attestation Report (Figure 118) is in two sections. Section 1 provides identifying and Medicare registration status information. Section 2 provides one row for each Meaningful Use Objective and Clinical Quality Measure including exclusions submitted to Medicare.

This report will be revised by Team CNSI during configuration and integration in collaboration with Agency staff to be used for both EP and EH Medicaid attestations for MU Stage 1 reporting.

Report Date: 07/29/2011 10:41:35 AM **Hospital Attestation Report** MDCH Page: 1

Section 1

Attestation Date	Confirmation Number	NPI	CCN	Attest ID	Att Determination	Att Reason	Program Year	Cancel Number	Cancel Date	EHR RPT Start Date	EHR RPT End Date	PYMNT_YEAR

Section 2

Cat Description	Cat Comp Determination	Objective Number	Objective Name	Obj Comp Determination	Measure Deferred Indicator	Measure Comp Determination	Cal Percentage Nmbr	Boolean Measure Value	Numerator	Denominator	Exc Code	Descr	Start Date	End Date

Figure 118. Hospital Attestation Summary Report. This report displays all attestation and MU information for dually eligible hospitals.

Payment Summary. The Payment Summary (Figure 119) displays all incentive payments made by the Agency by provider type by fiscal year. The report summarizes payments by month, quarter, fiscal year to date, and total since program inception.

Each column is also tallied, meaning that the user will see totals by month, quarter, fiscal year to date, and program to date for all selected provider types.

The Payment to Date Fiscal Report is an on demand report; any authorized user can create this report and use filters to select a subset of providers. This report can be generated for a provider type, an individual provider, or for all providers.

Report Date: 08/31/2011 1:00:50 PM

Paid to Date Fiscal Report

Page: 1

Provider Type	October	November	December	1st Quarter	Jan	Feb	March	2nd Quarter	April	May	June	3rd Quarter	July	August	September	4th Quarter
EP	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1,041,250.00	$212,500.00	$0.00	$1,253,750.00
Combined Total	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$1,041,250.00**	**$212,500.00**	**$0.00**	**$1,253,750.00**

CHAMPS - Report

MDCH

Figure 119. Payment Summary Report. Total Payments by Month, Quarter, Fiscal Year to Date, and Since the EHR MIP program began.

eMIPP Online Meaningful Use Summary Report

The online graphs shown in Figure 120 provide a snapshot of four summary displays of meaningful use aggregate data. Clockwise, the graphs show the top five MU-Core measures that providers exclude and the associated percentages, the top five MU-Menu measure exclusions, the MU-Core top six measures that did not meet the measurement requirements, and the top six MU-Menu selections by providers.

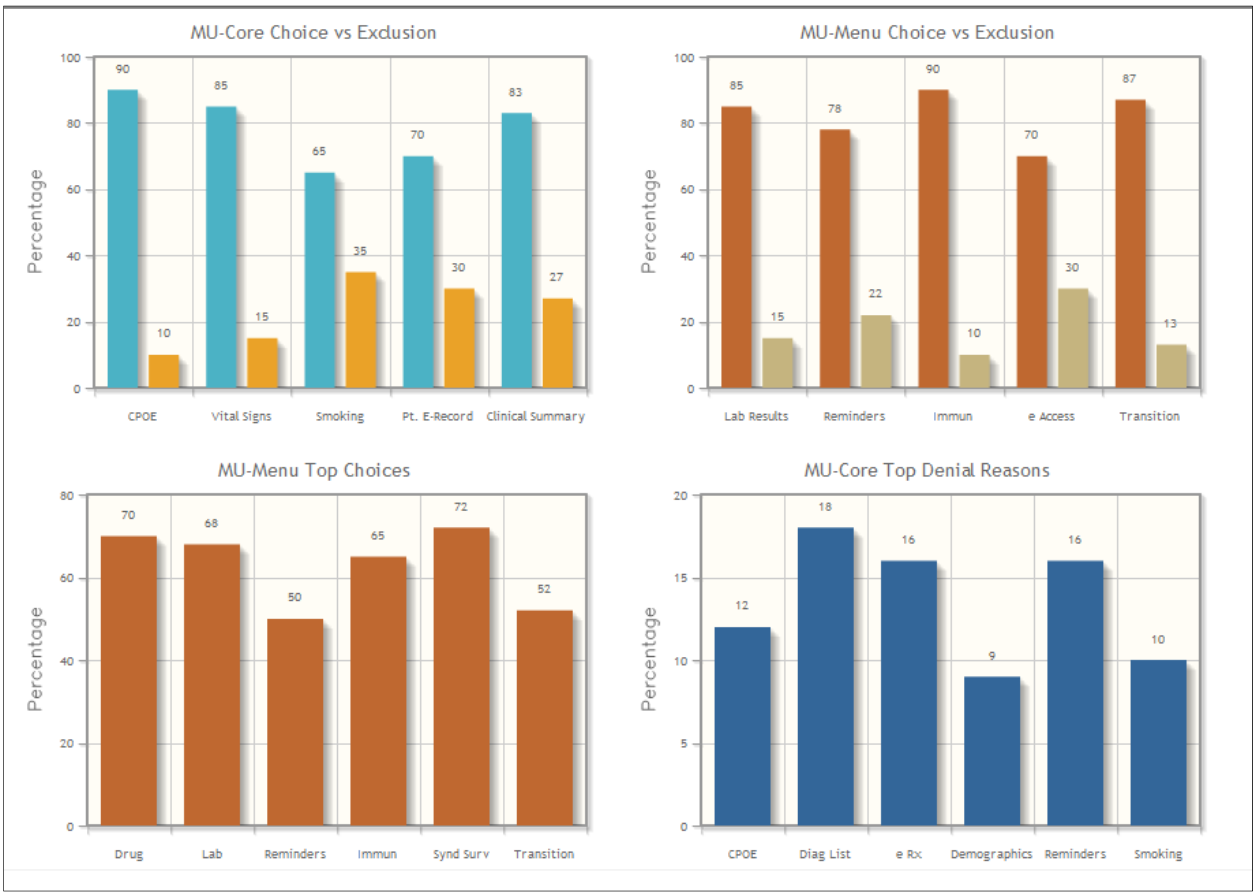


Figure 120. Aggregate Meaningful Use Report. Showing summary of provider exclusions, menu choices and top denial reasons.

eMIPP Sample Operations Dashboard

Team CNSI has a robust approach to monitoring and reporting and will provide reports that address downtime, system issues with resolutions, and summary of user logins.

Figure 121 is the eMIPP monthly summary status report with details on internal operations. It includes status on the CMS interfaces processed, the counts of users that have logged in, the incidents that have been reported, etc. This information is displayed in the eMIPP Operational Dashboard.

Iowa Medicaid Enterprise

Generated for: 09/06/2011
Distributed on: 09/16/2011

Internal Operational Dash Board

Registrations

Source	Physician	PA	ORG	Hospital Based	Acute Hos.	Cancer	Children's	Total Registrations	Overall Applications
In Process	12	3	6	0	1	0	0	22	
Submitted	12	16	5	0	0	0	0	33	94
Approved	14	1	5	0	1	0	0	21	Paid
Denied	2	2	2	0	0	0	0	6	6
Rejected	0	0	1	0	0	0	0	1	Denied
Paid	45	12	36	0	1	0	0	94	205
Payment Error	0	0	0	0	0	0	0	0	Received
Total	85	34	55	0	3	0	0	177	

Interfaces

	Success	Fail	No Run	In Process	Pending
B-6	6	-	1	-	-
	Daily B-6 not received 1 day due to holiday				
B-7	6	-	1	-	-
	Daily B-6 not received 1 day due to holiday				
D16(Request)	6	-	1	-	-
	Daily B-6 not received 1 day due to holiday				
D16(Response)	6	-	1	-	-
C-5	5	-	1	-	1
D-17	5	-	1	1	-

Technical

	State	Providers	Call Center
Unique Logins	2	112	
Concurrent Users	6		6
Response in <4 sec.	97.8%		
Web Services	Total Transactions		120
	Response in <2 sec.		99.81%

Unique Logins: 8 AM to 5:30 PM; All Others: 12 AM to 11:59 PM

Support Metrics

Total: 4	Urgent	High	Medium	Low
Tickets Filed	2	0	2	0

Figure 121. eMIPP Operations Dashboard. This is a monthly dashboard of eMIPP statistics.