Larkin/Larkin | 9/16

AV | Big Issues
1. | Deliverables & Milestones

Have been through many Impl - depersonalize decision making | 1) Connect pymt to deliverable my sign off
2) Regr analysis & detailed design
Not clearly spelled out - kind of spelled out
Making connection

2. | MITA → still unknowns
New fed proc.
3. | Potential that MMIS K not familiar w/ IME

- Some of the work he does is for GHS
- Gold team - Noridian RFP

Proposal #1 - FT on this
No work w/ other IME
Would get approval on other

Under #3 up to 3/4 time but still drop conflicts

Ref to elec doc mgt

Not familiar w/ IME
ensure upfront knowledge
of mgt same as every
other place -
build in time for understand
in reqr phase

How different - not
fiscal agent - sys must
support many bus
functions mgd by others

- IME - very good perf metrics
but level of tolerance not
acceptable for sys impl
- Maybe perf metrics aren't
real world

- Culture = level of trust?
- Business as usual may
have 2 B ramped up
- Have seen IME vendors
struggle w/ ops reqrs in
proposals

AV - fair observation

Sign off on detailed reqr
documentation / matrix
tool based on checklist

MADE IN U.S.A. LEVENGER 800-544-0880

IEEE standard for artifacts

A in eligibility environment
2 major projects - how to
ensure benefit & success
↕
Coordinating too much takes
longer
Some off sched (will be)
Contingency planning
Exchange (HBE) a priority

Understand regs & able
to comm at a pretty low level

Governance & Guiding Princip

Big difference in IA
really try to take care
of these people

Jackie / Bizik

3 Big Issues

1 Comm w/in groups

States interests looked after - understand & comm. Understand where each Roi is

Daily Scrums
15-20 minutes daily

Wkly & monthly rpting per RFP fits nicely w/ Daily Scrum agenda

2 HCR - could Δ could be repealed - understand federal movement - take advantage of funding today

What we will do will benefit either way

3 MITA 3.0

Overall manage effec to maximize benefit from $$

MADE IN U.S.A.
LEVENGER 800-544-0880

Yorkin / Bright

as PM for state
definition of when to
elevate - understand
culture & governance
expert

error on side of consent
inform more often than
not - DL - dimension
of proj - informal comm.
or develop shared
history

IME - understanding
& culture
build informal relationship
talk w/ people, create
relation ships, under-
stand individuals &
role in larger

Assets - strength
in shared knowledge

Aimee proj - sound
technical but also
ensure locals work
for users
breaking ground
Much ill defined

Business model

Brent on-site 100%

Bill on site FT
75% of time

MMIS/IEP
* HBE & HIN

Risks & Benefits

Shared knowledge
Complimentary skill
sets
Important that
all done well

Building informal
relationship

Communicate

Understanding our
priorities

Mging alignment of
those working w/ state
knowing each contract
(above *) will be 10-15° off

MADE IN U.S.A. LEVENGER 800-544-0880

Dealing w/ bottlenecks

That's why this RFP issued also - 2 of them to share ideas & decisions w/in escalation protocol

GES

Key issues / Strategies

1) So many projects → Risk
this proj - highly visible
local & natl
cost of proj

- select very solid vendors
MMIS / POS

make sure they can deliver

- constant communication
all they way around

obstacles inevitable
need to be able to pull
back on track

? No decision making
part of key leadership
team

- issues & risk mgt
protocol

MADE IN U.S.A. LEVENGER 800-544-0880

- state side & vendor side understanding
- have been through a full eligibility sys impl
- knowledge of IME & MITA alignment
- understanding of directors vision

Exper contribute vs detract leadership. decisive strong team player & team builder
- different for each team

DDI process -
move team to proactive vs reactive - give them their confidence
forced integration

Part of role is to acclimate
1) Structure
2) Collaboration - w/ Watchdog
3) lay out & evolve expectations

① Communication
② & Must be able & willing
to make decision

- have both elig & MMIS exper

③ On top of problems

- Scope creep -

Change Control Board

< helps mg hurdles w/ lowball vendors

- No Surprises -
Re SCRAPPING project

MADE IN U.S.A. LEVENGER 800-544-0880

MMIS Project Director RFP 9/16/11

Bill Larkin

Q1 Bullets of key issues for procurement

what strategies

what do you bring

- definition of deliverables tied to pmt
  knows proj director need to signoff
- there isn't 1 detail design doc, there are
  contractor will sep. bus process / will be sep tas
  the connection of all to see if del. met
  becomes very complex on keeping up w/
  where true milestones done.
- CMS enforcement to level MMTA not defined
  feds design review of detail design
  new fed procedure, will be complicator
- contractor not been in CME, they will
  have to do cultural alignment

need to be defined up front in contract

what do you bring -

been thru alot of implementation, very fam
w/ risks & strategies for mmis

opp to build in mech to depersonalize decisio
making

clear criteria, makes harder for contrac
to point fingers

Bill Larkin

has been in oversight RFP long time
can avail for full time
- has retainer w/ GHS assisted w/ propose
has worked on IA RFP
has worked on Noridian
- benefit knows RFP very well

2 retainer contracts w/ current IME vendors

Proposal - Bill full time
would do this full time
any other work not related to IME vendor or w/ our approval

Proposal 3 - sub contract w/ Bill B
but then Bill then avail up to 3/4 time
would drop any potential conflicts of interest

Jean. how address vendor not fam. w/ IME
these system RFP touches all parts of IME
like Elec doc. mgmt
most critical system
best way to mitigate - recognize up front
ensure vendor doesn't have vanity to know it
incumbent hasn't been thru Medicaid transitio
before

Bill Laurin

example - observations about the operation measures not being sufficient for describing actual business

PM measures too high level to ensure... we have to have level of trust but can't give pass to keep sched.

Configuration mgmt
looking for oper. proc. doesn't have discipline to a conf. mgmt process version control etc.
RFP has conf. mgmt req.
Proj Mgmt resp.
that is so important need to do now...
get in place now so there going forward

standards for what artifacts need to contain

@2
What about doing elig + MMIS at same time
if try to do too much in changing overlaps it will take longer than doing independently
part of risk planning - some of sept detail get off sched

Bill Larkin

prioritization is going to be major
must build parts to support exchange as priority
job of proj director to keep balance
can get too tightly down that
proj director must figure out
MMIS might have to move out date need to discuss
need those discussions at time contract negotiation & as part contract ext process

~~can be~~ he can help people understand that b/c bcm around
large role educ & comm. to make work
needs auth or backing of exec sponsors to
when all else fails these are guide princ to guide decisions
proj make big diff in governance, Proj. director in middle b/c vendor & state
doing HBE
app to work on all those things here
wants to do more than other things

Tom Mologianes 9/6/11 (1)

key issues for this implementation
what strategies
what do you bring

- array of projects
lots of risk
MMIS has most visability - national
lots will be watching
large cost, bigger than elig.
1. ensure select solid vendor is key
many claim to have product
that is 1st hurdle - pick someone who can deliver
2. constantly in comm. w/ all vendors
part of role of proj director - ensure that is
huge priority, believe that can cause proj to
fail
3. very good decisionmaker, need auth to
make decisions
4 need well defined quality plan
5. rigid issues + risk mgmt protocol
need issues or risk tracking tool
6. really need to document document document

Why tom
been involved w/ IME almost since inception

been both State empl + vendor
give perspective to resolve issues

involved in complete dev cycle in GA - QA mgr
thru whole lifecycle

bring historic knowledge, but thinks has good
sense of where we are trying to go
this last piece for true MMA alignment
has been resp. for 2 RFPs to procure 7
contracts
business + systems
very clear idea of what we want to see
atmosphere open communication
bring leadership, dec. maker, team player + team
builder
had to engage w/ all units in CME start up
how - continue charm,
get buy-in, can have to be direct
depends on team, need to be sens to that
need to assess where team is thru process
how assess skills, what do they need
to be successful
CME diff. - why
mult. vendors working as one, that diff.

Tom M.

forced integration
competitive env.
need to find what motivates

role to acclimate new vendors to model
give orientation
emphasize the collaboration we are cohesive unit
laying out expectations
'show them'

(2) Elig / Mems
Comm.
need steering comm that can make decisions
What causes delays is lack decision making
role would be instrumental in that process to support
decision making
have exp w/ elig + Mems brings a lot
elig won't be foreign concept
- key comm.
- decision making
- problems being proactive, planning long term
would like to assist div proj. on elig, mentor
etc.

Tom M

(4)

how help decision making?
- change control board - could combat across projects

assign chair
software changes
scope creep, adding things - those are big decisions
allow to see that across
make quick informed decisions, not blind siloed decisions
see that as Wendy/JV, Mary Lody, Randy C
Sally T Ann
majority of these changes cost $
& cause sched creep.
this prevents under bid - low ball &
then nickle dime you thru proj.
we have very solid RFP
need 1/2 DA mtgs. but there will be things we forgot etc.

we struggle w/ time - you have to make self available

bm M

'I don't do failure'

if managing project - you will know when you have problems

fallout is testing - testing can be death

it is correctable

even if look good - don't know till test

this person's role is to be strong & tell us we have a huge problem

you do have to scrap projects sometimes that shouldn't be surprise

decision making process

gather facts

proj level decisions - proj director should have auth to make - day to day

have to use judgement, not nagging us every 5 min.

eg Maximus example

Larkin | Bizik - MMCS proj director ①

same first? as Bill
key issues for this impl.
what strategies
what do you bring

1. communication/coord., ensure rep. state ensure
state interest comes first
constantly know where contractors are
2. worked for AHCCCS, worked on exchange
'daily scrum' - 15-20 min daily w/ key people
HCR could change, repeal, etc. need to understand
what happening at Fed level
MITA 3.0 could result in changes
all boils back to communication, managing expect.
Bill - try to get all parties so there is a
common understanding, common set goals/obj.
as things come up view thru goals - no matter
lowest level will know object. see alignment

what is decision making process?
issues decided at what level
get all info to make decision
funding impacts go up, newspaper test

Larkin/Bizik

need informal relationships + comm. so info moves freely

proj. pick up speed, issues have history need very high level of comm. w/ state

can finish each others sentences

knowing - all knowing anticipating reactions + ripple effec

style - not stuck in corner, out + about

best skills interpersonal

learn quickly, emphasis on relationships

Bill - Brent/Bill team each bring strengths.

he can come up quicker b/c of Bill

'directorate' job - not best to spend time on admin tasks, can bring it in

shouldn't be doing that

not commit for, but in position to bring

so director focused on the right thing

great ability - "conduit b/c IT + business"

exp w/ IME like functions

example of building PA call center

(2) describe Bill/Brent workload split

plan to split role

Bret relocate w/ family to DSM + be onsite 100% of time

Carolyn 11:28 (2) 7/6/11

Bill will be here full time for up 75% of the days
peak periods where both there full time
esp. proj. initiation
then less where not all the time
will be here for key mtgs etc.

in AR - Bill was key staff person for steering comm., there to admin Exec St. comm
has DHS, DPH, county ops + insurance
met 3 times only

(2) doing elig + MMIS at same time
don't think one person can do everything you need - so need more
~~imp. that you bri~~
always risk who you contract w/ - who can trust, who can get job done
key selection
trust
want partners transparent
building informal relationships
understand our priorities
communicate

Larkin/Bizik

ripple impacts huge impacts other proj.

importance of daily scrum

QA, IV+V PIT - state team can act as a whole

not if but when something is going to go wrong 'be proactive as possible, but need to react

avoid bottleneck + ~~lost~~ break barriers to get moving again

we so ~~business~~ busy - state how dual come up w/ escalation process

'red phone' email - eg.

Blarken

• alignment of plan, accountability, payment ##

all should be addressed at the time of contract negotiations

Key Issue: For Project Director
• Milestones must be approved..
① project - • all are piece mealed
② Mita required even though all rules aren't finished yet -

Not a lot of time for a learning curve if the successful bidder has not been involved w/ IME before

Bill has been involved in • IME
• System procurement processes (can be depersonalized through the contracting process)

Other Bill relationships in past and or current

Gold Health Systems → Both likely bidders for MMIS
Meridian RFP

Would work w/ this full time - would sever any relationships that would be a potential conflict

Performance metrics
Culture may be a risk:
** High standards + very collegial relationship MAY = a level of tolerance that does not serve us well in development / implementation of a new system

address through solid configuration management
• operational requirements - need to be written/ tracked/ documented using date of release date of change etc...

• IEEE requirements good... (Review Them)

2 major projects at the same time

① If you try to coordinate too much it will take MUCH longer than doing them separately
② chances are better than 50% that things timelines / milestones will be off track

build the parts that support the Exchange first
" " " " Medicaid needs second
" " " " are other eligibility needs are met

new CMS requirements

Project Director can make ~~be~~ a huge difference in the State ability to make the very best decisions

Brent and Bill Hankin

Project Director must make sure the State needs are always looked after

① Communication — Issue

knowing exactly where we are at all times w/ all vendors — Solution

daily "scrums" — strategy

② Adapting to potential changes in ACA

know what's going on at the Federal level

③ MITA 3.0 will bring changes

→ must set a common vision / understanding between executive sponsor, vendors, end users, other stakeholders (i.e. legislature, governor's office, etc...)

- Decision making process - what gets bumped up, what decisions get made on the ground?
  - → make decisions at the lowest level possible
  - → goes back to common vision and governance structure
- How would you approach learning about IME? — informal and informal communication and relationship building

← Call Center experience -

← MMEE project - Brent provided the conduit between the business and IT -

- all very centered on the "operations side" in his presentation

* Discussed the break-out of roles between Bill and Brent on this project

Several large projects going on at the same time

← important to have a team given all the complexities of all the [illegible]

projects on the ground - Each/all of these projects are risky to the others.
- → trust
- → transparency
- → relationships w/ vendors
- → communication
- → escalation process

daily scrums w/ state team over MMIS IES QA IV&V

← how do you deal w/ the bottlenecks?

Tom

catastrophic failure

Key Issues
Strategies
Why are you the best fit

With everything going on there are HUGE risks

This will have high visibility

- Where do we see this role ~~[illegible]~~ in terms of decision making.
- Select the very best candidate / vendor for MMIS
- In constant communication w/ ALL others parties
- Decisive decision maker
- Well defined quality of work process / tracking
- Rigid issues and risk management system - have to document, document, document...
- Tom has been involved w/ IME since its inception. Has been both a State staff and vendor
- Has been involved in a complete eligibility system replacement
- Knows the history and knows where Iowa wants to go in the technology piece for IME
- Strong team builder, 7 units operational and on time and on budgets
- Each team develops differently. Different model at IME — Vendors working as one — forced integration / forced to participate
- If the vendor selected has no IME knowledge - Tom would accelerate
- Tom ~~Does~~ have eligibility knowledge as well MMIS experience (Can play as support for elig. project director)
- Change control board conversation (could be the interface piece between projects - make decisions based on committee recommendations gathers, organizes, analyses, makes recommendations)
  - → Resolves low-balling in the beginning and then getting "scope creeped" into more and more $$ expenditures

day to day ddi
project level decisions → Project director

up the chain it goes → $$, severe slippage without remedy