

MMIS Replacement Project



# MMIS Implementation

Lessons Learned

MMIS Replacement Project |



# Previous Project Issues – Vendor

- Cost/Schedule
  - Unrealistic project time frame
  - Insufficient on site presence
  - Inability to produce deliverables
  - Communications break downs
- Value
  - Poor scope management
  - Staff turnover

# Previous Project Issues – State

- Cost/Schedule
  - No control of vendor on deliverables schedule
  - Deliverables were not turned around in a timely manner
- Value
  - Governance was not involved until project degraded
  - Reactive management of project
  - Poor scope management

# PROJECT 2 ACTIONS

MMIS Replacement Project |



# Cost/Schedule Mitigation Vendor

- RFP/Contract
  - Increased time frame – 32 months
  - Required significant on site presence
  - Required CMMI certification
  - Required regular reporting
- Other Actions
  - Single repository for issues, action items, etc
  - Instant messaging tool

# Cost/Schedule Mitigation State

- Separate PMO
- PMO received business analysis training
- TAC members are augmenting PMO staff
- Timely and accurate reports
- Vanilla system – not recreating Legacy
- Regular status meetings
- Required a Sr TAC person with experience on multiple MMIS DDI's

# Value Mitigation Vendor

- Required state approval for replacement of all critical personnel
- Scope creep controlled jointly with the state

# Value Mitigation State

- Governance committee created from project inception
- Holistic Approach - All requirements (development, testing, operations, training, etc) included in discussions from day one
- RFP included a requirement for the vendor to provide cultural change management assistance
- Scope creep is controlled jointly with vendor

# Summary

- Proactive management
- Project Management best practices and defined methodology are adhered to
- Increased level of state and vendor interaction
- Increased on site presence of vendor
- Regular Sr management meeting to openly discuss issues