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From Fractured to Functioning: Turning Around a State/Vendor Relationship for Maximum Success

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...In the Beginning

New Governor and administration

Changed roles and working relationships

Multiple stakeholders

Translator and MMIS operated by different entities

Federal NPI mandate requiring immediate action



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What We Were Doing... ... Or So We Thought

Remediate MMIS to accommodate NPI

Replace State of New Mexico's existing HIPAA translator

Develop new Trading Partner Management System



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Dysfunction Junction

Persistent technical issues

Missed deadlines

Communication breakdowns

Lack of trust

False sense that implementation was “just around the corner”



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Was It Really That Hard?

Project management was changed

Key subcontractor was fired and replaced with another vendor

Original design was simplified

Focus changed from finger-pointing to cooperative problem-solving



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If We'd Known Then What We Know Now ...

Ensure that each organization is capable of fulfilling its responsibilities

Avoid bleeding edge design unless you have flexibility with resources, time, or scope

Define clear requirements and deliverables



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How Many Times Have You Said This?

Contract on a fixed-price basis, not time-and-materials

Establish a strong project management office to keep multiple teams on-task and promote collaboration

Make sure there is clear, open and straight forward communication in place at the beginning of the project



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