



Effectively Managing the MMIS Through the Project Life Cycle

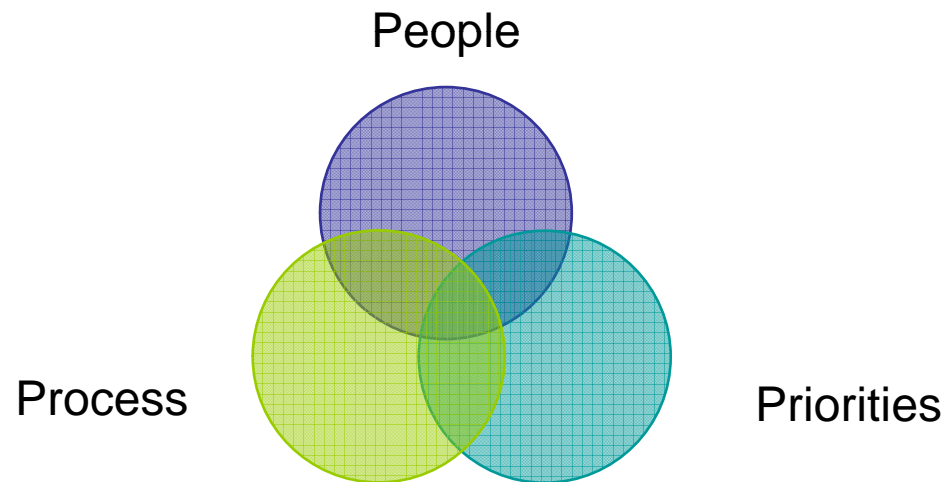
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9/17 - 11:00 OPS 27 Ryman Ballroom CF

Project Management Office

At it's most fundamental core, Project Management is the orchestration of action to achieve an activity that has a beginning and outcome and an ending.



Project Management Office Concept

Resources to be managed may be fixed such as

...time,

skilled staff...

and cost.

Other variables driving a project may include

work methods...

staff mix...

task definition and solution definition.

An effective PMO establishes a constant backpressure on daily aspects of detailed project management activities...

ensuring that requirements are met, and the agreed on results of the project keeping the focus of all participants, including, state staff, contractor staff.

Essential PMO Functions

Document management and control **over all system change and enhancement artifacts**

project tasks; action items...

problem reports; time reporting; automated approvals...

change orders; and deliverables;

Resource and Project Management

1. Tracking Hours and Hourly Technical Staff Utilization resources
2. Tracking Assignments and Priorities
3. Compliance Monitoring on Staffing levels by skill set(s)
4. Maintaining Priority and Ranking on Pending Projects.
5. Identify any need for additional resources over those currently available.

Essential PMO Functions

Configuration Management

protecting the outcome...

Risk Management

mitigating and managing threats to success...

Issue Resolution/Escalation

managing and accounting for elusive details.

Everything is a Project

PMO oversees all aspects of all projects that involve changes to the MMIS and contractor activities

The System Development Life Cycle

Define requirements	Perform Systems Integration Testing
Design Approaches	
Develop Technical Specifications for the selected design	Perform acceptance Test, including regression testing
Develop a Test Plan	Obtain approval of Acceptance Test
Perform Documentation Creation or Updates	Perform Beta Testing (not required for all changes)
Code and Unit Test	Migrate to Production environment
	Perform verification of successful implementation

Small Project

Project Charter

Project Status Reporting

**Scope Management – Work Breakdown Structure
(WBS)**

Time Management – Project Schedule

Technical Design Document *

Medium Project

Project Charter

Business Design Document *

Communications Management Plan

Project Status Reporting

Project Schedule

Requirements Analysis Document

Risk Management Plan

Scope Management – Work Breakdown Structure (WBS)

Staffing Management Plan

Stakeholder Analysis

Technical Design Document *

****maybe be combined***

Large Project

Project Charter

Requirements Analysis

Document

Business Design Document

Technical Design Document *

Change Management Plan

**Communications Management
Plan**

**Configuration Management
Plan**

Project Schedule

Conversion Plan

Disaster Recovery Plan
Note: Frequently Includes APD

Documentation Plan

Issue Resolution Plan

Project Status Reporting

Quality Management Plan

Risk Management Plan

**Scope Management – Work
Breakdown Structure (WBS)**

Staffing Management Plan

Stakeholder Analysis

**System and User Acceptance
Plan**

Training Plan

PMO Models

- **State Managed PMO Model**
- **Contractor Managed PMO Model**
- **OV&V PMO Model**

State Managed PMO

State has strong contract management oversight
State PMO a single point of contact or gateway between state Medicaid staff and contractor
State PMO uses established performance metrics and monitoring processes in place
State PMO has MMIS knowledgeable staff to validate contractor estimates and track development processes
State PMO has established change control processes in place
State PMO works with Medicaid staff and contractor to manage priorities and drive business decisions

Contractor works with the PMO to manage the change process

- Responds to requests that come from PMO**
- Maintains a work prioritization schedule consistent with PMO direction**
- Provides necessary artifacts to support/substantiate work effort**

Contractor has counterpart organization

- Provides status reporting and communications to state PMO**
- Ensures work effectiveness and QA**

Contractor Managed PMO

State establishes functional requirements for PMO
Change requests follow less formal channels to PMO
Change control is handled through contact signoffs and authorizations
Contractor and State use informal communications and lines of authority to define, develop and implement changes in a open cooperative manner.

Contractor manages the change process and provides effective communication and project management support to internal and state staff
SDLC processes are monitored and managed internally, with limited state approvals
Resource management and performance metrics are negotiated based on workload and mandates.
Prioritization and schedule are contractor managed
QA functions are internal to contractor

OV&V PMO Model

State has a defined contract management function but has limited staff and technical expertise
State wishes to ensure that contract processes are managed for both state and contractor
State needs to verify the artifacts and approach to ensure optimal resource utilization

OV&V provides admin support to state PMO
•Communications
•Requests
•Accounting
OV&V monitors processes
Tracks risks
Validate process and artifacts
OV&V verifies approach, and validates contractor estimates
Assists with user acceptance testing
recommends actions to reduce risk and costs

Contractor follows processes defined by State
Contractor follows change management pathway
Contractor manages technical resources
Contractor provides staging and communications
Contractor manages configuration and implements changes

Portfolio Management by PMO

Portfolio Resource Management and Reporting – The EPMO will provide comprehensive portfolio management and reporting of all Contractor resources and projects.

May be software supported...

“To ensure effective portfolio management and reporting, the Contractor shall utilize a DHCS approved Commercial-off-the-shelf (COTS) web based tool. “

Continuous Process Improvement

A mature PMO always pairs SLA performance metrics with customer satisfaction survey. This will tell you whether you have the right SLA.

A Contractor may be hitting all of the SLA levels yet have unhappy customers.

Thank You for Your Time Today

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“For Fox, a project is successful only when we exceed our customer’s expectations.”