Maryland Health Benefit Exchange:
Independent Verification and Validation (IV&V) Services
Public Summary

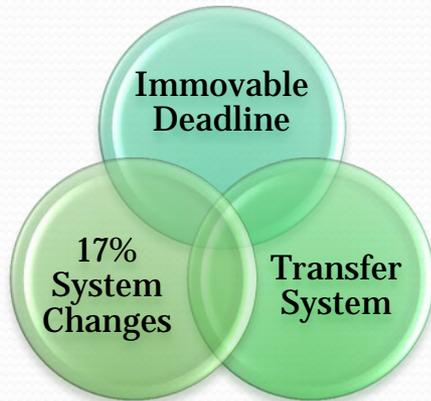## Angarai International

Monthly IV&V Report
Report Month: August 2014
Delivery Date: September 15, 2014

Summary of August Findings

Immovable Deadline

17% System Changes

Transfer System

1. The timelines are compressed and the deadlines are fixed, as they are mandated by 2015 Open Enrollment.
2. The system functions in Production today. Only a small percentage of the system (Deloitte Reports 17%) is being modified for changes required by the state of Maryland.
3. Program deliverables (CMS and system), training materials, marketing materials (website), project schedules, timelines, and task lists, and test cases / plans have been transferred from Connecticut to Maryland and serve as the basis for the system implementation documentation.

August Reporting Activities and Findings

- Because of the unique nature of the project – a transfer system only a small percentage of which is being modified for Open Enrollment 2015 – Angarai adjusted its IVV approach.

- Angarai placed it's attention to detail to the Project Management Office structures and oversight methodologies /techniques that the Maryland Health Benefit Exchange (MHBE) PMO had put into place.

- Angarai also evaluated vendor management, and vendor performance against the requirements.

August 2014 – Digging Deeper

For the August IV&V report, the objective was to dig deeper into the Project Management Controls identified as in place in July.

The Angarai team found the following.

Control	In Place	In Use	Effective	Adhering to Best Practices	IV&V Recommendation
Vendor Management / Program Governance	✔	✔	✔	✔	
Clear Lines of Authority	✔	✔	✔	✔	
Project Management Monitoring Controls	✔	✔	✔	✔	⭐
Program-wide Risk and Issue Management	✔	✔	✔	✔	
Standard Communication and Meetings	✔	✔	✔	✔	⭐
Management of Development / SDLC	✔	✔	✔	✔	
Organizational Change Management / Training	✔	✔	✔	✔	
Management of Critical Path Activities and Milestone Tracking	✔	✔	✔	✔	
Management of the Integrated Program Schedule	✔	✔	✔	✔	
Control and Oversight of Agreed-Upon Program Scope	✔	✔	✔	✔	
Test Planning and Defect Management	✔	✔	✔	✔	

IV&V Findings – August 2014

IV&V Finds:

The MHBE PMO is a mature organization.

The PMO has all controls in place and is utilizing them fully. Vendor oversight and performance and contract management is continuous and thorough. Project scope is monitored. Project schedules are constantly monitored. Progress is measured through iterative testing including interfaces and Federal testing. Chain of command is clear and decisions are documented.

MHBE PMO operation are according to Industry Standards

In Angarai's experience with large government projects, the MHBE PMO operations are aligned with what state and Federal agencies do.

Organizational and Business Process Change Management activities are key contributors to project success.

The MHBE PMO has dedicated considerable resources to OCM to support the new system so workers are trained and new processes are instituted to make their work more efficient.

Deloitte Staffing is on track.

The MHBE PMO had raised concerns about Deloitte staffing the project with people with CT experience. The PMO worked with Deloitte to correct. The Angarai team continues to monitor this.

Deloitte health plan Carrier Management is on track.

The MHBE PMO had raised concerns about Deloitte staffing the project with people with the needful EDI and 834 transaction experience. MHBE escalated concerns to the highest levels of Deloitte and worked with Deloitte to correct. The Angarai team continues to monitor this.

IV&V Findings – August 2014

IV&V Finds:

Xerox plan for the Production data center is robust and comprehensive.

The Xerox data center will run the HBX system with real-time monitoring, disaster recovery, back-ups, and maintenance from the first day. The plans follow best practices for secure data centers and government projects.

CMS and MHBE communicate well and have good relations.

MHBE PMO and CMS meet regularly and MHBE reports project progress according to CMS schedules. CMS is supportive of MHBE and the project.

The MHBE PMO has dedicated resources to vendor management.

Contract management and monitoring vendor performance is very important to the success of this project. The MHBE PMO has specific staff assigned to assure vendors follow the requirements of their contracts.

Critical project milestones are constantly evaluated for dependencies and cross-team/ vendor impacts

The MHBE PMO has multiple meetings each week to track progress and make sure there are no impacts to the milestone dates. MHBE PMO organized daily meetings (7 days per week) to connect all the vendors and review progress on tasks.

Project Status communications are Frequent, thorough and timely.

Communications are consistent, thorough, and on time. Visibility into project progress and achievements is very important. The MHBE PMO has numerous meetings, reports, and briefings each month, and each week, stakeholders.

IV&V Recommendations – August 2014

Project Management Monitoring Controls

Angarai finds that the MHBE PMO has done a thorough job of putting project management controls in place but managing to them. The PMO has worked to organize its operations around the structures, align the organization with the various vendors, and enforce collaboration across all vendors and stakeholders.

Overall, the project is in good health. According to the Project Management Institute Body of Knowledge (PMBOK), these controls are effective to manage a complex initiative like the HBX

IV&V Recommends:

Angarai recommends that the MHBE PMO's Project Management Monitoring Controls may benefit from investment in an industry-recognized, top-tier Project / Portfolio Management (PPM) tool to consolidate and more easily manage ongoing activities.

Project Portfolio Management Process (PPM)

Gartner and Forrester issue annual evaluations of technology tools including PPM solutions. Following the implementation of the MD HBX system in November 2014, Angarai would be pleased to assist the MHBE PMO in researching, short-listing, and evaluating the benefits of such a tool.

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IV&V Recommendations – August 2014

Xerox and Deloitte do not always communicate effectively between teams.

Coordination between the infrastructure/hosting vendor (Xerox) and the System Integrator (Deloitte) is paramount to the installation of a stable and efficient system. Angarai has observed that Deloitte and Xerox do not always effectively communicate and there can be confusion on roles and responsibilities.

MHBE had previously identified this as an area of concern and worked with the two vendors to resolve:

- Coordinated and attended trips to the data center for Deloitte and to the Camp Hill development facility for Xerox to foster relationship building and cooperation and communication.
- Required a Deloitte resource to be assigned to be onsite at the Xerox data center to be the Deloitte liaison.
- Raised concerns with Deloitte of skills and coordination of the Deloitte infrastructure team. Deloitte identified consistent resources and hired a deployment manager.
- MHBE PMO instituted daily (7 days per week) check-in calls with the vendors.
- PMO also assigned a full-time resource to track and monitor the project task of these two vendors and the intersection of those tasks

IVV Recommends

Angarai recommends that the MHBE PMO formalize the roles and responsibilities in a RACI (responsible, accountable, consulted, informed) matrix, share with all vendors and monitor.

Thank you!