



Vermont Enterprise Program Bi-Weekly Status Report

October 9, 2013

For Quality Assurance status, please see separate QA Status Report



Executive Summary

Project Status:

G	Schedule	<ul style="list-style-type: none"> ➤ IE-HSEP: Gartner continues to support the IE procurement through the extended contracting timelines as needed. ➤ HBE/IE/HSE QA: Gartner is supporting the finalization of some of the outstanding deliverable reviews ➤ Medicaid: <ul style="list-style-type: none"> ➤ Core: Workstream workshops are in planning. Initial workstream lead scheduled for 10/15 ➤ PBM: The RFP is in comprehensive review by the PBM team ➤ Care Mgmt/CCI: Team is reviewing requirements and developing RFP outline ➤ Non-functional: The GSD approach has been confirmed with comments from John Hunt
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Y		
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G	Scope	<ul style="list-style-type: none"> ➤ Medicaid: The team has received approach direction from Mark on Duals language for the RFPs and continues to incorporate this
G	Risks / Mitigation	<ul style="list-style-type: none"> ➤ No critical risks at this time other than those noted
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed
G		<ul style="list-style-type: none"> ➤ Medicaid: The State is finalizing the project team structure; State resources have expressed concern with their ability to support project tasks due to timing

Legend:

- ✓ *Complete*
- *Ongoing/In-progress*
- *Risk / Issue needs attention*
- *Risk / Issue*

Executive Summary (Approved Revised Gartner Scope of Work)

■ Procurement Assistance

- BAFO and Contract Negotiations Support

■ Quality Assurance Oversight

- QA Deliverable Review Assessment Reports
- Quarterly Project Health Check Reports (Three Quarterly Health Checks After the Baseline During QA 18 Month Work Stream)
- Test Validation

■ Medicaid

- ✓ Core – MMIS work stream priorities
- Core – Procurement Strategy
- CCI – Document Functional Requirements
- PBM – Document Functional Requirements
- Core/Expedited – Document Non-Functional Requirements

Additional Project Tasks:

- ✓ • Creation of IE RFP Amendment
- ✓ • Support of HBE Oracle Contract Negotiations
- ✓ • Review of HBE Procurement Alternatives
- ✓ • Establishment of the Proposal Evaluation Structure and Identification of Proposal Review Team
- • ACCESS Integration Support
- • IE Integration Support
- • PMO Strategy Support



Project Timeline

Gartner Work streams	Aug	Sep	Oct	Nov	Dec
Procurement Assistance Workstream					
Integrated Eligibility:					
Provide Contract negotiations support as requested					
QA / IV&V					
Conduct Ongoing Health Checks					
HBE					
Conduct DED / Key Deliverable Reviews					
Validate Test Results					
Milestone Reviews					
Quarterly Health Check					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review	TBD				
Conduct DED / Key Deliverable Reviews	TBD				
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CCI / CM					
PBM					
Core Non-Functional Requirements					
Core Functional Requirements					

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Oct 14	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Workstream Lead Meeting • Medicaid Expedited <ul style="list-style-type: none"> • CCI – TBD • PBM – State/CMS Review Support • Medicaid Non-Func Req – TBD 	<ul style="list-style-type: none"> • Martin • Erika • Garland • Mike L • Mona
Oct 21	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Workstream Business Process Meetings • Medicaid Expedited <ul style="list-style-type: none"> • CCI – TBD • PBM – State/CMS Review Support • Medicaid Non-Func Req – TBD 	<ul style="list-style-type: none"> • Martin • Erika • Alistair • Kevin • Mike L • Garland • Min • Mona
Oct 28	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – TBD • Medicaid Expedited <ul style="list-style-type: none"> • CCI – TBD • PBM – TBD • Medicaid Non-Func Req – TBD 	<ul style="list-style-type: none"> • Martin • Erika • Garland • Mike L • Mona
Nov 4	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Functional Requirements Review (tent) • Medicaid Expedited <ul style="list-style-type: none"> • CCI – State/CMS Review Support • PBM – TBD • Medicaid Non-Func Req – TBD 	<ul style="list-style-type: none"> • Martin • Erika • Kevin • Garland • Mike L • Mona

** Gartner onsite presence will be updated as needed to fill
4 program / project needs



Engagement: 330007970

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Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Integrated GSD feedback in NFRs and other project artifacts, and is pending formal submission
 - Held Scoping Overview session for Core MMIS work streams
 - Continued to prepare initial set of Core MMIS requirements by workstream from existing sources
- CM/CCI
 - Incorporated feedback from Care Management stakeholders on Functional Requirements
 - Completed draft Care Management RFP
 - Conducted walk-through of draft RFP
- PBM
 - Held Functional Requirements document review sessions
 - Received and incorporated comments on Functional Requirements drafts
 - Submitted full RFP draft and all Templates except M (Cost Workbook)

■ IE Procurement Assistance

- Provided procurement support as requested by the State business and technical stakeholders

Planned Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Develop materials for Workstream Lead discussion
 - Facilitate Workstream Lead discussion (scheduled for 10/15)
 - Develop materials for Workstream Business Process Review Sessions (tent w/c 10/21)
 - Facilitate Business Process Review Sessions
- CM/CCI
 - Review Gartner questions to Functional Requirement feedback
 - Facilitate Non-Functional Requirements workshop
 - Incorporate VCCI input on draft RFP
 - Complete draft RFP templates and submit to Care Management stakeholders for review
 - Gather Procurement Library documents
- PBM
 - Complete Template M and finalize reference documents
 - Submit finalized RFP to Business Office for review
 - Support RFP finalization as needed

■ IE Procurement Assistance

- Provide additional support for ACCESS Remediation and IE Procurement as needed

Open Actions List

Open Action Items	Owner	Status	Tgt Date

Medicaid IT Operations Discovery – Requested Documents (Not Received)

Document Title / Description	Requested From	Date Requested
Gould's response to the SSDC RFP	Nancy Hogue	10/8
Net Cost Reporting information from RFI responses	Scott Brown	10/8
States survey information about Managing Drugs in the Medical Benefit	Nancy Hogue	10/8
Appeals process from letters	Jennifer Egelhof	10/7
Documentation of data fields in Catamaran including: Provider Manual, Payer Sheet, and RX Track Data Dictionary	Stacey Baker	9/12
Current Staffing Model of VCCI	Eileen Girling	10/9
Blueprint diagram, which shows how VCCI is integrated	Eileen Girling	10/9
ACO backup documents	Eileen Girling	10/9
VCCI documents for inclusion in RFP Procurement Library	Eileen Girling	10/9



Vermont Enterprise Program Bi-Weekly Status Report

October 23, 2013

For Quality Assurance status, please see separate QA Status Report



Executive Summary

Project Status:

G	Schedule	<ul style="list-style-type: none"> ➤ IE-HSEP: Gartner continues to support the IE procurement through the extended contracting timelines as needed. ➤ HBE/IE/HSE QA: Gartner is supporting the finalization of some of the outstanding deliverable reviews ➤ Medicaid: <ul style="list-style-type: none"> ➤ Core: Workstream business process workshops are in process ➤ PBM: The RFP is in comprehensive review by the PBM team, and being prepared for internal State review. ➤ Care Mgmt: VCCI is reviewing non-functional requirements and Gartner is further developing the RFP and RFP Templates ➤ Non-functional: The GSD approach has been confirmed with comments from John Hunt
G		
G		
Y		
G		
G	Scope	<ul style="list-style-type: none"> ➤ Medicaid: There have been no scope changes in this period
G	Risks / Mitigation	<ul style="list-style-type: none"> ➤ No critical risks at this time other than those noted
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed ➤ Medicaid: The State has finalized the project team structure; State resources have expressed concern with their ability to support project tasks due to timing
Y		<ul style="list-style-type: none"> ➤ Gartner has requested updated project management documents from Scott Brown to harmonize understanding of the communications structure and the updated roles and responsibilities of the overall team
Y		

Legend:

- ✓ Complete
- Ongoing/In-progress
- Risk / Issue needs attention
- Risk / Issue

Executive Summary (Approved Revised Gartner Scope of Work)

■ Procurement Assistance

- BAFO and Contract Negotiations Support

■ Quality Assurance Oversight

- QA Deliverable Review Assessment Reports
- Milestone Reports
- Quarterly Project Health Check Reports (Three Quarterly Health Checks After the Baseline During QA 18 Month Work Stream)
- Test Validation

■ Medicaid

- ✓ Core – MMIS work stream priorities
- Core – Workstream Business Process Validation
- CM – Develop RFP Package
- PBM – Finalize RFP and Support Internal State Review

Additional Project Tasks:

- ✓ • Creation of IE RFP Amendment
- ✓ • Support of HBE Oracle Contract Negotiations
- ✓ • Review of HBE Procurement Alternatives
- ✓ • Establishment of the Proposal Evaluation Structure and Identification of Proposal Review Team
- • ACCESS Remediation Support
- • IE Integration Support
- • PMO Strategy Support



Project Timeline

Gartner Work streams	Aug	Sep	Oct	Nov	Dec
Procurement Assistance Workstream					
Integrated Eligibility:					
Provide Contract negotiations support as requested					
QA / IV&V					
Conduct Ongoing Health Checks					
HBE					
Conduct DED / Key Deliverable Reviews					
Validate Test Results					
Milestone Reviews					
Quarterly Health Check					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review	TBD				
Conduct DED / Key Deliverable Reviews	TBD				
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CCI / CM					Reviews, Procurement Support
PBM					Reviews, Procurement Support
Core Non-Functional Requirements					
Core Functional Requirements					

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Oct 28	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Workstream Workshops • Medicaid Expedited <ul style="list-style-type: none"> • CM – TBD • PBM –State/CMS Review Support • Medicaid Non-Func Req – TBD 	<ul style="list-style-type: none"> • Martin • Kevin • Garland • Richard • Mike L • Min
Nov 4	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Functional Requirements Review (tent) • Medicaid Expedited <ul style="list-style-type: none"> • CM – State/CMS Review Support • PBM –State/CMS Review Support • Medicaid Non-Func Req – TBD 	<ul style="list-style-type: none"> • Martin • Erika • Garland • Mike L • Mona • Min
Nov 11	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Functional Requirements Review (tent) • Medicaid Expedited <ul style="list-style-type: none"> • CM– State/CMS Review Support • PBM –State/CMS Review Support • Medicaid Non-Func Req – TBD 	<ul style="list-style-type: none"> • Martin • Erika • Garland • Mike L • Min
Nov 18	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Functional Requirements Review (tent) • Medicaid Expedited <ul style="list-style-type: none"> • CM – State/CMS Review Support • PBM – Procurement Support • Medicaid Non-Func Req – TBD 	<ul style="list-style-type: none"> • Martin • Erika • Kevin • Garland • Mike L • Mona • Min

** Gartner onsite presence will be updated as needed to fill
4 program / project needs

Gartner

Engagement: 330007970

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Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Developed materials for Workstream Lead and Workstream Business Process Validation discussions
 - Facilitated Workstream Lead discussions
 - Facilitated Member Services Workstream Business Process Validation discussions – Member Management, Provider Management
- CM
 - Facilitated Non-Functional Requirements workshop on 10/10
 - Provided draft Non-Functional Requirements Tracing Matrix to State's Technical Team and VCCI on 10/14
 - Conducted working session with the VCCI team on 10/16 to discuss outstanding tasks and action items, review subset of functional requirement comments and agree on their disposition
 - Incorporated feedback on Functional Requirements
 - Continued to work on draft RFP document and corresponding templates
- PBM
 - Submitted finalized documents for Business Office Review
 - Completed Template M and finalized reference documents
 - Supported RFP review and finalization as needed

■ IE Procurement Assistance

- Provided additional support for ACCESS Remediation and IE Procurement as needed

Planned Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Facilitate Data Analytics, Operations and Finance Workstream Business Process Validation discussions
 - Compile requirements from State of Vermont and external sources
 - Schedule and conduct Business Requirements Review workshops
- CM
 - Submit updated Functional Requirements Tracing Matrix, inclusive of Vendor Service requirements, to VCCI for review and feedback by 10/24
 - Revise draft nonfunctional requirement traceability matrix with input from the State
 - Determine procurement library documents in coordination with the VCCI team
 - Complete draft RFP and Templates and submit draft RFP package to Care Management stakeholders for review by 10/31
 - Support RFP finalization as needed
- PBM
 - Submit finalized RFP to Business Office for internal review
 - Support RFP finalization as needed

■ IE Procurement Assistance

- Provide additional support for ACCESS Remediation and IE Procurement as needed

Open Actions List

Open Action Items	Owner	Status	Tgt Date
Medicaid – Update Medicaid Operations Solution Procurement Project Communications Plan and submit to Gartner	Scott Brown	Open	10/25
Medicaid – Update Medicaid Operations Solution Procurement Project Organization Chart including associated roles and responsibilities of each role/person/group listed, names of the people fulfilling these roles and submit to Gartner	Scott Brown	Open	10/25
Medicaid – Copy Martin, Erika, and Kevin on the weekly MMIS project status update that is submitted to the PMO	Scott Brown	Ongoing	10/25
Medicaid – Decision on inclusion of MITA business processes initially determined as not addressed by the Core MMIS solution	Scott Brown	Open	10/22
Medicaid – Provide discussion on State staffing model for overall project	Gartner	Open	10/25
Medicaid – Follow up with AGs office regarding the scope of the Fair Hearing process in the MMIS scope	Scott Brown	Open	10/30

Requested Documents (Not Received)

Document Title / Description	Requested From	Date Requested
Medicaid – Several documents supporting the Business Office and DVHA’s financial processes	Scott Brown	8/22 9/26 10/20
Medicaid – Documentation of data fields in Catamaran including: Provider Manual, Payer Sheet, and RX Track Data Dictionary	Stacey Baker	9/12
Medicaid – Supporting Materials for Provider Management	Collected by Scott Brown	10/22



Vermont Enterprise Program Bi-Weekly Status Report

November 6, 2013

For Quality Assurance status, please see separate QA Status Report



Executive Summary

Project Status:

G	Schedule	<ul style="list-style-type: none"> ➤ IE-HSEP: Gartner continues to support the IE procurement through the extended contracting timelines as needed. ➤ HBE/IE/HSE QA: Gartner is supporting the finalization of some of the outstanding deliverable reviews ➤ Medicaid Operations Solutions Procurement: <ul style="list-style-type: none"> ➤ Core: Workstream business process validation workshops are in process ➤ PBM: The RFP is in comprehensive review by the PBM team, and being prepared for internal State review. ➤ Care Mgmt: Gartner has submitted the draft RFP package to State for review ➤ Non-functional: The GSD approach has been confirmed with comments from John Hunt
G		
G		
Y		
G		
G		
G	Scope	<ul style="list-style-type: none"> ➤ There have been no scope changes in this period
G	Risks / Mitigation	<ul style="list-style-type: none"> ➤ No critical risks at this time other than those noted
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed
G		<ul style="list-style-type: none"> ➤ Medicaid Operations Solutions Procurement: The State has finalized the project team structure; State resources have expressed concern with their ability to support project tasks due to timing
Y		

Legend:

- ✓ *Complete*
- *Ongoing/In-progress*
- *Risk / Issue needs attention*
- *Risk / Issue*

Executive Summary (Approved Revised Gartner Scope of Work)

■ Procurement Assistance

- BAFO and Contract Negotiations Support

■ Quality Assurance Oversight

- QA Deliverable Review Assessment Reports
- Milestone Reports
- Quarterly Project Health Check Reports (Three Quarterly Health Checks After the Baseline During QA 18 Month Work Stream)
- ✓ Test Validation

■ Medicaid

- ✓ Core – MMIS work stream priorities
- Core – Workstream Business Process Validation
- CM – Draft RFP Package Submitted
- PBM – Finalize RFP and Support Internal State Review

Additional Project Tasks:

- ✓ • Creation of IE RFP Amendment
- ✓ • Support of HBE Oracle Contract Negotiations
- ✓ • Review of HBE Procurement Alternatives
- ✓ • Establishment of the Proposal Evaluation Structure and Identification of Proposal Review Team
- • ACCESS Remediation Support
- • IE Integration Support
- • PMO Strategy Support



Project Timeline

Gartner Work streams	Aug	Sep	Oct	Nov	Dec
Procurement Assistance Workstream					
Integrated Eligibility:					
Provide Contract negotiations support as requested					
QA / IV&V					
Conduct Ongoing Health Checks					
HBE					
Conduct DED / Key Deliverable Reviews					
Validate Test Results					
Milestone Reviews					
Quarterly Health Check					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review	TBD				
Conduct DED / Key Deliverable Reviews	TBD				
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
ECM CM					Reviews, Procurement Support
PBM					Reviews, Procurement Support
Core Non-Functional Requirements					
Core Functional Requirements					

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Nov 11	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Functional Requirements Documentation • Medicaid Expedited <ul style="list-style-type: none"> • CM – State/CMS Review Support • PBM – State/CMS Review Support 	<ul style="list-style-type: none"> • Garland • Mike L • Min
Nov 18	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Functional Requirements Documentation • Medicaid Expedited <ul style="list-style-type: none"> • CM – State/CMS Review Support • PBM – Procurement Support 	<ul style="list-style-type: none"> • Martin • Kevin • Garland • Mike L • Min
Nov 25	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Functional Requirements Review (tent) • Medicaid Expedited <ul style="list-style-type: none"> • CM – State/CMS Review Support • PBM – Procurement Support 	<ul style="list-style-type: none"> • Martin • Erika • Kevin • Garland • Mike L • Mona • Min
Dec 2	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Func Reqs – Functional Requirements Review (tent) • Medicaid Expedited <ul style="list-style-type: none"> • CM – State/CMS Review Support • PBM – Procurement Support 	<ul style="list-style-type: none"> • Martin • Erika • Kevin • Garland • Mike L • Mona • Min

** Gartner onsite presence will be updated as needed to fill
4 program / project needs



Engagement: 330007970

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Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Facilitated Member Management Workstream Business Process Validation discussion on 10/23
 - Facilitated Financial Management Business Process Validation discussions on 10/29 and 10/30
 - Facilitated Operations Management Business Process Validation discussions on 10/29 and 10/30
 - Facilitated Data Analytics Workstream Business Process Validation discussion on 11/5
 - Documents received from State stakeholders, none further expected
- CM
 - Submitted draft RFP package to State on 11/5/2013
 - Facilitated Functional Requirements review with CM Stakeholder group
- PBM
 - Submitted finalized documents for Business Office Review
 - Completed Template I and finalized reference documents
 - Supported RFP review and finalization as needed

■ IE Procurement Assistance

- Supported assessment of go forward position regarding contracting and award to current vendor

Planned Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Compile requirements from State of Vermont and external sources
 - Conduct additional Business Process Validation sessions as required
 - Support AHS to address outstanding issues (e.g. bundled payments and implications of payment reform) as required
 - Schedule and conduct Business Requirements Review workshops
- CM
 - Determine Procurement Library documents
 - Support RFP finalization as needed
 - Update To-Be Use Cases to reflect current Care Management functional requirements
- PBM
 - Submit finalized RFP to Business Office for internal review
 - Support RFP finalization as needed

■ IE Procurement Assistance

- None planned

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
Schedule a meeting with Rob Lowe to gain an understanding of captured Medicaid business processes	Scott Brown	Open	10/18
Determine what is in scope for this procurement in regards to a Call Center	Scott Brown and Lori Collins	Open	10/25
Update Medicaid Operations Solution Procurement Communications Plan and submit to Gartner	Scott Brown	Open	10/25
Update Medicaid Operations Solution Procurement Project Organization Chart including associated roles and responsibilities of each role/person/group listed, names of the people fulfilling these roles, and submit to Gartner	Scott Brown	Open	10/25
Follow up with AGs office regarding the scope of the Fair Hearing processes in the MMIS scope	Scott Brown	Open	10/30
Provide categorized Business Process Validation Workshop parking lot / issues list to AHS	Gartner	Open	11/7
Address AHS / SoV items on the Business Process Validation Workshop	Core Medicaid Operations Solution Procurement Team	Open	TBD
Schedule meeting with Kara Sutor and others to discuss questions related to Bundled payments re: prior authorization referrals for services	Samantha Haley	Initial discussion held 11/5	11/7

Requested Documents still outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
Several documents supporting the Business Office and DVHA's financial processes	Scott Brown	8/22 9/26 10/20
Documentation of data fields in Catamaran including: Provider Manual, Payer Sheet, and RX Track Data Dictionary	Stacey Baker	9/12
Supporting Materials for Provider Management	Collected by Scott Brown	10/22
Supporting Materials for Member Management	Collected by Scott Brown	10/23
Supporting Materials for Financial Management	Collected by Scott Brown	10/22
Supporting Materials for Member Management	Collected by Scott Brown	10/23
Materials collected during MES RFP development effort of 2010	Michael Hall	10/29



Vermont Enterprise Program Bi-Weekly Status Report

November 20, 2013

For Quality Assurance status, please see separate QA Status Report



Executive Summary

Project Status:

      	<p>Schedule</p>	<ul style="list-style-type: none"> ➤ IE-HSEP: Gartner has concluded its support of the IE procurement ➤ HBE/QA: Gartner has concluded its support of QA activities as needed ➤ HSE/IE QA: Gartner will initiate support of QA activities once a contract has been signed and the project initiated ➤ Medicaid Operations Solutions Procurement: <ul style="list-style-type: none"> ➤ Core: Revising business processes based on feedback, and developing draft functional and non-functional requirements ➤ PBM: The RFP is in internal State review. ➤ Care Mgmt: The RFP package is in internal State review
	<p>Scope</p>	<ul style="list-style-type: none"> ➤ There has been no scope change in this period
	<p>Risks / Mitigation</p>	<ul style="list-style-type: none"> ➤ No critical risks at this time other than those noted
	<p>Resources</p>	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Legend:

- ✓ *Complete*
- *Ongoing/In-progress*
- *Risk / Issue needs attention*
- *Risk / Issue*

Executive Summary (Approved Revised Gartner Scope of Work)

- IE HSEP Procurement Assistance – Complete

- Medicaid Operations Solution Procurement
 - Core – Functional Requirements Development
 - CM – Support Internal State Review
 - PBM –Support Internal State Review

- Additional Out of scope tasks
 - Support for executive to determine direction of CGI and IE/HSEP contracting
 - Support with creation of a Vendor Management Capability



Project Timeline

Gartner Work streams	Aug	Sep	Oct	Nov	Dec
Procurement Assistance Workstream					
Integrated Eligibility:					
Provide Contract negotiations support as requested					
QA / IV&V					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review	TBD				
Conduct DED / Key Deliverable Reviews	TBD				
Quarterly Health Check					TBD
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CM				Reviews,	Procurement Support
PBM				Reviews,	Procurement Support
Core Non-Functional Requirements					
Core Functional Requirements					

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Nov 25 Thanksgiving	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Reqs – Functional Requirements Review • Medicaid Expedited <ul style="list-style-type: none"> • CM – State/CMS Review Support • PBM – Procurement Support 	<ul style="list-style-type: none"> • Frank • Martin
Dec 2	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Reqs – Functional Requirements Review • Medicaid Expedited <ul style="list-style-type: none"> • CM – State/CMS Review Support • PBM – Procurement Support 	<ul style="list-style-type: none"> • Martin • Erika • Kevin • Garland • Rich • Mona
Dec 9	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Reqs – Functional Requirements Review • Medicaid Expedited <ul style="list-style-type: none"> • CM – Support RFP Release • PBM – Procurement Support 	<ul style="list-style-type: none"> • Martin • Erika • Kevin • Garland • Rich • Mona
Dec 16	<ul style="list-style-type: none"> • IE Contract Negotiations Support • Medicaid Core Reqs – Non-Functional Requirements Sessions • Medicaid Expedited <ul style="list-style-type: none"> • CM – State/CMS Review Support • PBM – Procurement Support 	<ul style="list-style-type: none"> • Martin • Alistair • Kevin • Garland • Mona

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Attended Bundled Services & Authorization meeting (11/5)
 - Facilitated Contractor Management meeting (11/6)
 - Attended Payment Reform meeting (11/7)
 - Facilitated Care Management cross-departmental meeting (11/7)
- CM
 - Submitted draft RFP package to State (11/5)
 - Facilitated Functional Requirements review with CM Stakeholder group (11/6)
- PBM
 - Submitted finalized documents for Business Office Review
 - Completed Template M
 - Supported RFP review and finalization as needed

■ IE Procurement Assistance

- Supported assessment of go forward position regarding contracting and award to current vendor

Planned Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Revise business process documentation based on workstream feedback
 - Complete functional requirements from State of Vermont and external sources
 - Submit functional requirements for review
 - Begin functional requirements validation sessions
 - Support definition of strategy and direction for Call Center services and functions as it relates to the Core MMIS procurement
 - Support definition of strategy and direction for Single Payer as it relates to the Core MMIS procurement
- CM
 - Support RFP reviews as needed
 - Receive stakeholder feedback on RFP package by 11/22 and finalize RFP for AG review
- PBM
 - Support RFP reviews and finalization as needed

■ IE Procurement Assistance

- None planned

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
Medicaid: Schedule a meeting with Rob Lowe to gain an understanding of captured Medicaid business processes	Scott Brown	Open	10/18
Medicaid: Determine what is in scope for this procurement in regards to a Call Center. Facilitate internal discussions with all stakeholders to determine scope and functional and service requirements.	Scott Brown and Lori Collins	Open	12/13
Medicaid: Update Medicaid Operations Solution Procurement Communications Plan and submit to Gartner	Scott Brown	Open	10/25
Medicaid: Update Medicaid Operations Solution Procurement Project Organization Chart including associated roles and responsibilities of each role/person/group listed, names of the people fulfilling these roles, and submit to Gartner	Scott Brown	Open	10/25
Medicaid: Address AHS / SoV items on the Business Process Validation Workshop parking lot / issues list	Samantha Haley	Open	TBD

Requested Documents still outstanding

Document Title / Description	Requested From	Date Requested
State's consent language (from HIE PM) for consideration in Care Management RFP	Scott Brown/Larry Sandage	11/6
Federal statutes (e.g., Part C Consent for CIS) for consideration in Care Management RFP	Scott Brown	11/6
Documentation of data fields in Catamaran including: Provider Manual, Payer Sheet, and RX Track Data Dictionary	Stacey Baker	9/12



Vermont Enterprise Program Bi-Weekly Status Report

December 4, 2013



Executive Summary

Project Status:

G	Schedule	<ul style="list-style-type: none"> ➤ IE-HSEP: Gartner continues to support the IE procurement through the extended contracting timelines as needed. ➤ HBE/IE/HSE QA: Supporting QA activities as needed ➤ Medicaid Operations Solutions Procurement: <ul style="list-style-type: none"> ➤ Core: Facilitating Functional Requirements Review sessions ➤ PBM: The RFP is in internal State review. ➤ Care Mgmt: The RFP package is being updated by Gartner based on internal State review
G		
G		
Y		
G	Scope	<ul style="list-style-type: none"> ➤ There has been no scope change in this period
G	Risks / Mitigation	<ul style="list-style-type: none"> ➤ No critical risks at this time other than those noted
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Executive Summary (Approved Revised Gartner Scope of Work)

Legend:
✓ *Complete*
● *Ongoing/In-progress*
● *Risk / Issue needs attention*
● *Risk / Issue*

■ Medicaid

- Core – Functional Requirements Development
- Core – Non-Functional Requirements Development
- CM – Support Internal State Review
- PBM –Support Internal State Review

Additional Project Tasks:

- ✓ • Creation of IE RFP Amendment
- ✓ • Support of HBE Oracle Contract Negotiations
- ✓ • Review of HBE Procurement Alternatives
- ✓ • Establishment of the Proposal Evaluation Structure and Identification of Proposal Review Team
- ✓ • ACCESS Remediation Support
- ✓ • IE Integration Support
- • PMO Strategy Support

Project Timeline



Gartner Work streams	Aug	Sep	Oct	Nov	Dec
Procurement Assistance Workstream					
Integrated Eligibility:					
Provide Contract negotiations support as requested					
QA / IV&V					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review	TBD				
Conduct DED / Key Deliverable Reviews	TBD				
Quarterly Health Check					TBD
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CM				Reviews,	Procurement Support
PBM				Reviews,	Procurement Support
Core Non-Functional Requirements					
Core Functional Requirements					

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Dec 9	<ul style="list-style-type: none"> • Medicaid Core Reqs – Functional Requirements Review • Medicaid Expedited <ul style="list-style-type: none"> • CM – Support RFP Release • PBM – RFP Finalization 	<ul style="list-style-type: none"> • Martin • Erika • Kevin • Garland • Mona
Dec 16	<ul style="list-style-type: none"> • Medicaid Core Reqs – Non-Functional Requirements Sessions • Medicaid Expedited <ul style="list-style-type: none"> • CM – State/CMS Review Support • PBM – Procurement Support/Evaluation process documentation 	<ul style="list-style-type: none"> • Martin • Alistair • Kevin • Garland • Mona
Dec 23	Holiday Week – Limited On-Site Presence	<ul style="list-style-type: none"> • As-Needed
Dec 30	Holiday Week – Limited On-Site Presence	<ul style="list-style-type: none"> • As-Needed

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Revised business process documentation based on work stream feedback
 - Completed generating functional requirements from State of Vermont and external sources
 - Conducted Data Analytics functional requirements validation session (12/3)
- Care Management (CM)
 - Supported RFP reviews and finalization
 - Received stakeholder feedback on RFP (11/22)
 - Held internal Care Management RFP status meeting on 12/3
- Pharmacy Benefits Management (PBM)
 - Supported RFP reviews and finalization processes

■ IE Procurement Assistance

- Supported assessment of go forward position regarding contracting and award to current vendor

Planned Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Conduct Member Management functional requirements validation session (12/4)
 - Conduct Operations functional requirements validation session (12/5)
 - Conduct Financial Management functional requirements validation sessions (12/10 and 12/12)
 - Conduct Provider Management functional requirements validation session (12/11)
 - Conduct Non-Functional requirements validation sessions (12/17 and 12/18)
 - Conduct General Requirements Make-up session (TBD)
- CM
 - Submit updated RFP package for State / Business Office / CMS review (12/6)
 - Support RFP reviews and finalization as needed
- PBM
 - Support RFP reviews and finalization as needed
 - Develop evaluation framework and process
 - Develop oral presentation agenda and structure
 - Identify Evaluation Team and Conduct Training

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
Medicaid: Schedule a meeting with Rob Lowe to gain an understanding of captured Medicaid business processes	Scott Brown	Open	10/18
Medicaid: Update Medicaid Operations Solution Procurement Communications Plan and submit to Gartner	Scott Brown	Open	10/25
Medicaid: Update Medicaid Operations Solution Procurement Project Organization Chart including associated roles and responsibilities of each role/person/group listed, names of the people fulfilling these roles, and submit to Gartner	Scott Brown	Open	10/25
Medicaid: Address AHS / SoV items on the Business Process Validation Workshop parking lot / issues list	Samantha Haley	Open	TBD
Medicaid: Develop HIPP and VPHARM processes for requirements development	Samantha Haley	Open	11/28

Requested Documents Still Outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
Medicaid: Federal statutes (e.g., Part C Consent for CIS) for consideration in Care Management RFP	Scott Brown	11/6
Medicaid: Documentation of data fields in Catamaran – Provider Manual and Payer Sheet	Stacey Baker	9/12
Medicaid: Materials collected during MES RFP development effort of 2010	Michael Hall	10/29
Medicaid: Financial process documentation, including: <ul style="list-style-type: none"> • HP's Process Documentation (Leanne Miles) • Agency of Education fund management information • List of desired financial reports (Heidi Hall) • List of representative incentive programs 	Carrie Hathaway	10/29 and 10/30
Medicaid: Member process documentation, including: <ul style="list-style-type: none"> • Policy documentation about rules for assigning someone to a program • Program category information, including Moderate Rules • Letters and other regular outgoing communications 	Judy Jamieson	10/23
Medicaid: Provider process documentation, including: <ul style="list-style-type: none"> • Interfaces with other licensing and/or registry agencies • Program Manual and Certification Standards for all programs (have DVHA only) • DMH Billing Manuals • Letters and other regular outgoing communications 	Bill Clark	10/22



Vermont Enterprise Program Bi-Weekly Status Report

December 18, 2013



Executive Summary

Project Status:

	Schedule	<ul style="list-style-type: none">➤ HBE/IE/HSE QA: Supporting QA activities as needed➤ Medicaid Operations Solutions Procurement:<ul style="list-style-type: none">➤ Core: Gartner is revising Functional Requirements based on feedback received during review sessions; revising NFRs for review; and drafting the RFP document and templates➤ PBM: The RFP has been released; Gartner is preparing evaluation collateral➤ Care Mgmt: The RFP package is being reviewed by State
		
		
		
	Scope	<ul style="list-style-type: none">➤ There has been no scope change in this period
	Risks / Mitigation	<ul style="list-style-type: none">➤ No critical risks at this time other than those noted
	Resources	<ul style="list-style-type: none">➤ Gartner resources are engaged as needed

Executive Summary (Approved Revised Gartner Scope of Work)

Legend:
✓ *Complete*
● *Ongoing/In-progress*
● *Risk / Issue needs attention*
● *Risk / Issue*

■ Medicaid

- Core – Functional Requirements Development; Non-Functional Requirements Development; RFP document and templates creation
- CM – Support Internal State Review
- PBM – Create Evaluation Process, Criteria and Scoring Templates

Additional Project Tasks:

- ✓ • Creation of IE RFP Amendment
- ✓ • Support of HBE Oracle Contract Negotiations
- ✓ • Review of HBE Procurement Alternatives
- ✓ • Establishment of the Proposal Evaluation Structure and Identification of Proposal Review Team
- ✓ • ACCESS Remediation Support
- ✓ • IE Integration Support
- • PMO Strategy Support



We are here

Project Timeline

Gartner Work streams	Dec	Jan	Feb	Mar	Apr
QA / IV&V					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review					
Conduct DED / Key Deliverable Reviews					
Quarterly Health Check					
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CM	Reviews, Procurement Support				
PBM	Reviews, Procurement Support				
Core Non-Functional Requirements					
Core Functional Requirements					
Core RFP			Reviews, Procurement Support		

- Changes/updates to previous timeline are reflected in yellow



Engagement: 330007970

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Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Dec 23	Holiday Week – Limited On-Site Presence	<ul style="list-style-type: none"> • As-Needed
Dec 30	Holiday Week – Limited On-Site Presence	<ul style="list-style-type: none"> • As-Needed
Jan 6	<ul style="list-style-type: none"> • Medicaid Core Reqs – State RFP Review Support • Medicaid Expedited <ul style="list-style-type: none"> • CM – Procurement Support • PBM – Procurement Support / Vendor’s Conference Support 	<ul style="list-style-type: none"> • Frank • Martin • Kevin • Garland
Jan 13	<ul style="list-style-type: none"> • Medicaid Core Reqs – State RFP Review Support • CM – Procurement Support • PBM – Procurement Support 	<ul style="list-style-type: none"> • Martin • Mike Leitch

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Conducted Functional Requirements Validation Sessions for:
 - Member Services (12/4)
 - Operations (12/5)
 - Financial Management (12/10 and 12/12)
 - Provider Management (12/11)
 - Conducted Non-Functional Requirements Workshop (12/17)
- Care Management (CM)
 - Supported RFP reviews and finalization
 - Submitted revised RFP package to State on 12/6
 - Submitted revised RFP, Template N, and Template O to State on 12/16
- Pharmacy Benefits Management (PBM)
 - Supported RFP reviews and finalization processes

■ IE Procurement Assistance

- Supported assessment of go forward position regarding contracting and award to current vendor

Planned Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Update Business Processes and Functional Requirements based on feedback
 - Complete RFP and RFP templates for State review
 - Update Non-Functional Requirements Traceability Matrix and send to State on 12/19
- CM
 - Support RFP reviews and finalization as needed
 - Develop evaluation framework and process
- PBM
 - Develop evaluation framework and process
 - Develop Vendor Orals presentation agenda and structure
 - Support identification of Proposal Review Team and conduct Evaluation Training

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
Medicaid: Schedule a meeting with Rob Lowe to gain an understanding of captured Medicaid business processes	Scott Brown	Open	10/18
Medicaid: Update Medicaid Operations Solution Procurement Communications Plan and submit to Gartner	Scott Brown	Open	10/25
Medicaid: Update Medicaid Operations Solution Procurement Project Organization Chart including associated roles and responsibilities of each role/person/group listed, names of the people fulfilling these roles, and submit to Gartner	Scott Brown	Open	10/25
Medicaid: Address AHS / SoV items on the Business Process Validation Workshop parking lot / issues list	Samantha Haley	Open	TBD
Medicaid/PBM: Coordinate Amendment to PBM RFP Template B to remove cost information.	Scott Brown	Open	12/19
Medicaid: Provide Call Center requirements for inclusion in the MMIS RFP	Scott Brown	Open	1/15/14

Requested Documents Still Outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
Medicaid: Financial process documentation, including: <ul style="list-style-type: none"> • HP's Process Documentation (Leanne Miles) 	Carrie Hathaway	10/29 and 10/30
Medicaid: Member process documentation, including: <ul style="list-style-type: none"> • Policy documentation about rules for assigning someone to a program • Letters and other regular outgoing communications 	Judy Jamieson	10/23
Medicaid: Provider process documentation, including: <ul style="list-style-type: none"> • Interfaces with other licensing and/or registry agencies • Program Manual and Certification Standards for all programs (have DVHA only) • DMH Billing Manuals • Letters and other regular outgoing communications 	Bill Clark	10/22



Vermont Enterprise Program Bi-Weekly Status Report

January 3, 2014



Executive Summary

Project Status:

<p>G</p> <p>G</p> <p>G</p> <p>G</p>	<p>Schedule</p>	<ul style="list-style-type: none"> ➤ HBE/IE/HSE QA: Supporting QA activities as needed ➤ Medicaid Operations Solutions Procurement: <ul style="list-style-type: none"> ➤ Core: Gartner is revising Functional Requirements based on feedback received during review sessions; revising NFRs for review; and drafting the RFP document and templates ➤ PBM: The RFP has been released; Gartner is reviewing vendor questions, preparing for the bidders conference and preparing evaluation collateral ➤ Care Mgmt: The RFP package is being reviewed by State
<p>G</p>	<p>Scope</p>	<ul style="list-style-type: none"> ➤ There has been no scope change in this period
<p>Y</p> <p>Y</p>	<p>Risks / Mitigation</p>	<ul style="list-style-type: none"> ➤ The critical path for the release of the MMIS RFP is dependent on key State decisions and development of other requirements and sections (e.g. Call Center requirements) – see Actions slides for additional details ➤ Core Non-Functional Requirements have not been sent to the State pending feedback from the Care Management RFP review per State request
<p>G</p>	<p>Resources</p>	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Executive Summary (Approved Revised Gartner Scope of Work)

Legend:
✓ *Complete*
● *Ongoing/In-progress*
● *Risk / Issue needs attention*
● *Risk / Issue*

■ Medicaid

- Core – Functional Requirements Development; Non-Functional Requirements Development; RFP document and response templates creation
- CM – Support Internal State Review
- PBM – Draft responses to Vendor Q&A; Support Bidders Conference; Create evaluation materials, criteria and scoring templates

Additional Project Tasks:

- ✓ • Creation of IE RFP Amendment
- ✓ • Support of HBE Oracle Contract Negotiations
- ✓ • Review of HBE Procurement Alternatives
- ✓ • Establishment of the Proposal Evaluation Structure and Identification of Proposal Review Team
- ✓ • ACCESS Remediation Support
- ✓ • IE Integration Support
- • PMO Strategy Support



Project Timeline

Gartner Work streams	Dec	Jan	Feb	Mar	Apr
QA / IV&V					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review					
Conduct DED / Key Deliverable Reviews					
Quarterly Health Check					
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CM	Reviews, Procurement Support				
PBM	Reviews, Procurement Support				
Core Non-Functional Requirements					
Core Functional Requirements					
Core RFP			Reviews, Procurement Support		

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Jan 6	<ul style="list-style-type: none"> • Medicaid Core Reqs – State RFP Review Support • Medicaid Expedited <ul style="list-style-type: none"> • CM – Procurement Support • PBM –Bidder’s Conference Support 	<ul style="list-style-type: none"> • Frank • Martin • Kevin • Min
Jan 13	<ul style="list-style-type: none"> • Medicaid Core Reqs – State RFP Review Support • CM – Procurement Support • PBM – Procurement Support 	<ul style="list-style-type: none"> • Martin
Jan 20	<ul style="list-style-type: none"> • Medicaid Core Reqs – State RFP Review Support • Medicaid Expedited <ul style="list-style-type: none"> • CM – Procurement Support • PBM – Procurement Support 	<ul style="list-style-type: none"> • Martin • Kevin • Garland • Min
Jan 27	<ul style="list-style-type: none"> • Medicaid Core Reqs – State RFP Review Support • Medicaid Expedited <ul style="list-style-type: none"> • CM – Procurement Support • PBM – Procurement Support 	<ul style="list-style-type: none"> • Martin • Garland • Min

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Continued drafting all MMIS RFP sections and templates
 - Prepared NFRs for State review, distribution is pending State input from the Care Management RFP
- Care Management (CM)
 - Supported RFP reviews and finalization processes
 - Submitted revised RFP package to State on 1/2/2014
- Pharmacy Benefits Management (PBM)
 - Supported RFP reviews and finalization processes
 - Drafted responses for PBM RFP Vendor questions
 - Drafted materials for the evaluation training and process
 - Drafted materials for the bidders conference

■ Supported Executive Steering Committee with

- Clarity regarding the overall Health and Human Services Enterprise Program and Platform
- Action plan for strengthening the PMO organizational structure, staffing, tools, and processes including specific actions to enhance vendor management activities
- Developing approach and RFP for third party assessment of HSE Program initial roll-out to identify lessons learned and recommendations to identify and mitigate risks and improve overall project management activities
- Review and provide high level recommendations for the revised IE / HSE Platform RFP

Planned Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Continue drafting all MMIS RFP sections and templates
 - Complete NFRs for State review (pending State input from the Care Management RFP)
 - Complete RFP and RFP templates for State review
- CM
 - Support RFP reviews and finalization as needed
 - Develop evaluation framework and process
- PBM
 - Attend and provide in-person support of bidders conference
 - Develop evaluation framework and process
 - Develop Vendor Orals presentation agenda and structure
 - Support identification of Proposal Review Team and conduct Evaluation Training

■ Supporting Executive Steering Committee with

- Review and insight regarding potential revisions to the IE / HSE Platform procurement
- Next steps for moving forward with PMO enhancement plans and Third Party Lessons Learned Assessment

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
Medicaid: Update Medicaid Operations Solution Procurement Communications Plan and submit to Gartner	Scott Brown	Open	10/25/13
Medicaid: Update Medicaid Operations Solution Procurement Project Organization Chart including associated roles and responsibilities of each role/person/group listed, names of the people fulfilling these roles, and submit to Gartner	Scott Brown	Open	10/25/13
Medicaid: Address AHS / SoV items on the Business Process Validation Workshop parking lot / issues list (see following slide)	Samantha Haley	Open	TBD
Medicaid: Provide Call Center requirements for inclusion in the MMIS RFP	Scott Brown	Open	1/15/14

Core MMIS RFP Parking Lot Items (High Priority Items)

- The most critical and intensive items to address for the Core MMIS RFP include:
 - Provide decision on which programs are included in the scope of the MMIS RFP (e.g. TEDS, SATIS, EPSDT etc.)
 - Including Parking Lot Items DA.2, 5, 7; FM.26, 28, 31; PM.1; OM.19
 - Develop a vision and strategy for Call Center for AHS and clarify what is in and what is not in scope for the MMIS RFP and the associated requirements
 - Including Parking Lot Item OM.34
 - Provide direction regarding whether Grievances and Appeals are to be included in scope of the RFP
 - Including Parking Lot Items MM.2; FM.24

Requested Documents Still Outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
Medicaid: Financial process documentation, including: <ul style="list-style-type: none">• HP's Process Documentation (Leanne Miles)	Carrie Hathaway	10/29 and 10/30



Vermont Enterprise Program Bi-Weekly Status Report

January 15, 2014



Executive Summary

Project Status:

   	<p>Schedule</p>	<ul style="list-style-type: none"> ➤ HBE/IE/HSE QA: Supporting QA activities as needed ➤ Medicaid Operations Solutions Procurement: <ul style="list-style-type: none"> ➤ Core: Gartner is drafting the RFP document and templates for initial review ➤ PBM: The RFP has been released and vendor questions have been addressed; preparing evaluation collateral ➤ Care Mgmt: The RFP package is being reviewed by State
	<p>Scope</p>	<ul style="list-style-type: none"> ➤ The start date of the MITA SS-A will be further discussed to ensure State/Gartner resource availability for the effort
	<p>Risks / Mitigation</p>	<ul style="list-style-type: none"> ➤ The critical path for the release of the MMIS RFP is dependent on key State decisions and development of other requirements and sections – see Actions slides for additional details
	<p>Resources</p>	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Executive Summary (Approved Revised Gartner Scope of Work)

Legend:

- ✓ *Complete*
- *Ongoing/In-progress*
- *Risk / Issue needs attention*
- *Risk / Issue*

■ Medicaid

- Core –RFP document and response templates creation
- CM – Support State / CMS Review
- PBM – Create evaluation materials, criteria and scoring templates

Additional Project Tasks:

- ✓ • Creation of IE RFP Amendment
- ✓ • Support of HBE Oracle Contract Negotiations
- ✓ • Review of HBE Procurement Alternatives
- ✓ • Establishment of the Proposal Evaluation Structure and Identification of Proposal Review Team
- ✓ • ACCESS Remediation Support
- ✓ • IE Integration Support
- • PMO Strategy Support



Project Timeline

Gartner Work streams	Dec	Jan	Feb	Mar	Apr
QA / IV&V					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review					
Conduct DED / Key Deliverable Reviews					
Quarterly Health Check					
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CM	Reviews, Procurement Support				
PBM	Reviews, Procurement Support				
Core Non-Functional Requirements					
Core Functional Requirements					
Core RFP			Reviews, Procurement Support		

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Jan 20	<ul style="list-style-type: none"> • Medicaid Core Reqs – State RFP Review Support • Medicaid Expedited <ul style="list-style-type: none"> • CM – Procurement Support • PBM – Procurement Support • PMO Support 	<ul style="list-style-type: none"> • Frank • Erika • Kevin • Mike L • Garland
Jan 27	<ul style="list-style-type: none"> • Medicaid Core Reqs – State RFP Review Support • Medicaid Expedited <ul style="list-style-type: none"> • CM – Procurement Support • PBM – Procurement Support, Evaluation Training • PMO Support 	<ul style="list-style-type: none"> • Martin • Mike L • Garland
Feb 3	<ul style="list-style-type: none"> • Medicaid Core Reqs – State RFP Review Support • Medicaid Expedited <ul style="list-style-type: none"> • CM – Procurement Support • PBM – Procurement Support • PMO Support 	<ul style="list-style-type: none"> • Kevin • Mike L • Garland
Feb 10	<ul style="list-style-type: none"> • Medicaid Core Reqs – State RFP Review Support • Medicaid Expedited <ul style="list-style-type: none"> • CM – Procurement Support • PBM – Procurement Support • PMO Support 	<ul style="list-style-type: none"> • Martin • Mike L • Garland

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Continued drafting all MMIS RFP sections and templates
 - Submitted NFRs for State review
 - Conducted Global Make-Up Session for DCF on 1/9
 - Continued to progress through resolution of Parking Lot items required prior to MMIS team RFP review and/or final State and CMS review
 - Discussed proposed PBM evaluation process with Kate Jones, including applicability to CM and Core RFPs
- Care Management (CM)
 - Supported RFP reviews and finalization processes
- Pharmacy Benefits Management (PBM)
 - Attended and provided in-person support of bidders conference on 1/7 and conference follow-up
 - Drafted materials for the evaluation training and process

■ Supported Executive Steering Committee with

- Review and insight regarding potential revisions to the IE / HSE Platform procurement
- Next steps for moving forward with PMO enhancement plans and Third Party Lessons Learned Assessment

Planned Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Complete RFP and RFP templates for State review
 - Continue to progress through resolution of Parking Lot items required prior to MMIS team RFP review and/or final State and CMS review
- CM
 - Support RFP reviews and finalization as needed
 - Develop evaluation framework and process
- PBM
 - Discuss evaluation process, PRT and weighting criteria with PBM leadership
 - Support identification of Proposal Review Team and conduct evaluation training
 - Attend and provide in-person support of bid opening
 - Develop Vendor Orals presentation agenda and structure

■ Supporting Executive Steering Committee with

- Review and insight regarding potential revisions to the IE / HSE Platform procurement
- Next steps for moving forward with PMO enhancement plans and Third Party Lessons Learned Assessment

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
Medicaid: Update Medicaid Operations Solution Procurement Communications Plan and submit to Gartner	Scott Brown	Open	10/25/13
Medicaid: Update Medicaid Operations Solution Procurement Project Organization Chart including associated roles and responsibilities of each role/person/group listed, names of the people fulfilling these roles, and submit to Gartner	Scott Brown	Open	10/25/13
Medicaid: Address AHS / SoV items on the Business Process Validation Workshop parking lot / issues list (see highlighted issues on following slide)	Samantha Haley	Open	TBD

Core MMIS RFP Parking Lot Items (High Priority Items)

- The most critical and intensive items to address for the Core MMIS RFP include:
 - Provide decision on which programs are included in the scope of the MMIS RFP (e.g. TEDS, SATIS, EPSDT etc.)
 - Including Parking Lot Items DA.2, 5, 7; FM.26, 28, 31; PM.1; OM.19
 - Provide direction regarding whether Grievances and Appeals are to be included in scope of the RFP
 - Including Parking Lot Items MM.2; FM.24

Requested Documents Still Outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
Medicaid: Financial process documentation, including: <ul style="list-style-type: none">• HP's Process Documentation (Leanne Miles)	Carrie Hathaway	10/29 and 10/30
Medicaid: Send DCF business process mapping	Sherri May	1/9



Vermont Enterprise Program Bi-Weekly Status Report

January 29, 2014



Executive Summary

Project Status:

<p>G</p> <p>G</p> <p>G</p> <p>G</p>	<p>Schedule</p>	<ul style="list-style-type: none"> ➤ HBE/IE/HSE QA: Supporting QA activities as needed ➤ Medicaid Operations Solutions Procurement: <ul style="list-style-type: none"> ➤ Core: The draft RFP and templates (round 1) is being reviewed by State work streams. The currently established procurement schedule is dependent on receipt of all comments in the comments form by 1/31 ➤ PBM: The RFP has been released and vendor questions have been addressed; preparing evaluation collateral ➤ Care Mgmt: The RFP package is being reviewed by State / CMS
<p>G</p>	<p>Scope</p>	<ul style="list-style-type: none"> ➤ Medicaid: The start date of the MITA SS-A will be further discussed to ensure State/Gartner resource availability for the effort
<p>Y</p> <p>Y</p> <p>Y</p>	<p>Risks / Issues</p>	<ul style="list-style-type: none"> ➤ Medicaid: The critical path for the release of the MMIS RFP is dependent on key State decisions and development of other requirements and sections – see Actions slides for additional details ➤ Medicaid: In the absence of a communication plan, the project relies on verbal agreement of communication mechanisms. These are not being used, causing significant miscommunications between the project team and Gartner. ➤ Medicaid: The call center scope and requirements were assigned to be delivered by the State Project Manager on November. They continue to be outstanding. The State is now confident that they will deliver requirements and language by 2/7/14
<p>G</p> <p>Y</p> <p>Y</p>	<p>Resources</p>	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed ➤ Medicaid: The Medicaid SPOC has stated that he will no longer provide logistical support for Gartner. Gartner will seek a new SPOC with Lori Collins ➤ Medicaid: The State is resourced constrained for tasks such as proposal review – the State should immediately address availability in preparation for increasingly resource-intensive tasks including PBM DDI, CM DDI and MMIS DDI



Executive Summary (Approved Revised Gartner Scope of Work)

Legend:
✓ *Complete*
● *Ongoing/In-progress*
● *Risk / Issue needs attention*
● *Risk / Issue*

■ Medicaid

- Core –RFP document and response templates creation
- CM – Support State / CMS Review
- PBM – Create evaluation materials, criteria and scoring templates

Additional Project Tasks:

- ✓ • Creation of IE RFP Amendment
- ✓ • Support of HBE Oracle Contract Negotiations
- ✓ • Review of HBE Procurement Alternatives
- ✓ • Establishment of the Proposal Evaluation Structure and Identification of Proposal Review Team
- ✓ • ACCESS Remediation Support
- ✓ • IE Integration Support
- • PMO Strategy Support



Project Timeline

Gartner Work streams	Dec	Jan	Feb	Mar	Apr
QA / IV&V					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review	TBD				
Conduct DED / Key Deliverable Reviews	TBD				
Quarterly Health Check	TBD				
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CM	Reviews, Procurement Support				
PBM	Reviews, Procurement Support				
Core RFP		Reviews, Procurement Support			

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Feb 3	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review Support • CM – Procurement Support • PBM – Procurement Support – Proposal Evaluation Support • PMO Support 	<ul style="list-style-type: none"> • Kevin • Garland • Mike
Feb 10	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review Support • CM – Procurement Support • PBM – Procurement Support – Proposal Evaluation Support • PMO Support 	<ul style="list-style-type: none"> • Martin • Kevin • Garland • Mike
Feb 17	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review Support • CM – Procurement Support • PBM – Procurement Support – Proposal Evaluation Support • PMO Support 	<ul style="list-style-type: none"> • Martin • Garland • Mike
Feb 24	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review Support • CM – Procurement Support • PBM – Procurement Support – Proposal Evaluation Support • PMO Support 	<ul style="list-style-type: none"> • Martin • Garland

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Clarified scope and progress of HSE Platform
 - Completed drafting all MMIS RFP sections and templates
 - Submitted RFP for first round of State review (1/21)
 - Continued to progress through resolution of Parking Lot items required prior to MMIS team RFP review and/or final State and CMS review
- Care Management (CM)
 - Supported RFP reviews and finalization processes
 - Submitted updated RFP and Templates A, E, F, I and O to State (1/22)
- Pharmacy Benefits Management (PBM)
 - Discussed proposed PBM evaluation process with Kate Jones, including applicability to CM and Core RFPs
 - Facilitated PBM leadership PRT alignment discussion, including criteria weighting and PRT roster/chair
 - Drafted individual and group PBM scoring templates

■ Supported Executive Steering Committee with

- Review and insight regarding potential revisions to the IE / HSE Platform procurement
- Next steps for moving forward with PMO enhancement plans and Third Party Lessons Learned Assessment

Planned Activities

■ Medicaid Operations Solutions Procurement

– Core MMIS / multi-workstream activities

- Receive feedback from State review (1/31)
- Edit RFP and templates in preparation for second round of State review
- Work with Larson and Collins to obtain direction from the ESC regarding the number of independent contracts that will be negotiated coming out of the RFP (i.e. will it continue to specify the need for a single prime contractor)
- Assess the options and changes that would be required if direction was provided to allow vendors to quote on portions of the MMIS RFP

– CM

- Support RFP reviews and finalization as needed
- Develop evaluation framework and process

– PBM

- Conduct PRT evaluation training
- Attend and provide in-person support of bid opening
- Support PRT evaluation process
- Develop Vendor Orals presentation agenda and structure

■ Supporting Executive Steering Committee with

- Review and insight regarding potential revisions to the IE / HSE Platform procurement
- Next steps for moving forward with PMO enhancement plans and Third Party **Readiness Assessment**

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
Medicaid: Update Medicaid Operations Solution Procurement Communications Plan and submit to Gartner	Scott Brown	Open	10/25/13
Medicaid: Update Medicaid Operations Solution Procurement Project Organization Chart including associated roles and responsibilities of each role/person/group listed, names of the people fulfilling these roles, and submit to Gartner	Scott Brown	Open	10/25/13
Medicaid: Address AHS / SoV items on the Business Process Validation Workshop parking lot / issues list (see highlighted issues on following slide)	Samantha Haley	Open	TBD
Medicaid: Provide updated scope call center description based on discussion during Gartner status meeting 1/23	Scott Brown	Open	1/24/14
Medicaid: Confirm PBM proposal review details – criteria weighting, PRT members and chair, etc.	Alexia Venafrá	Open	1/29/14
Medicaid: Notify State participants of Alexia as Care Management PM and primary PM contact for PBM	Scott Brown	Open	1/27/14
Medicaid: Confirm with Stephanie Beck that eligibility appeals and grievances are within the IE scope	Samantha Haley	Open	1/29/14
Medicaid: Modify Core MMIS requirements and narrative to include member covered services appeals and grievances	Gartner	Open	1/29/14

Open Actions for Medicaid Operation Solution Procurement (Con't)

Open Action Items	Owner	Status	Tgt Date
Medicaid: Confirm language for RFP for integration and functionality for 5 first-phase systems: MSR, SADIS, TEDS, SAMS, and SSMIS	Samantha Haley	Open	1/30/14
Medicaid: Provide updated scope statement based on Lori's input	Scott Brown	Open	1/24/14
Medicaid: Provide feedback on the current RFP call center language that specifies the gaps that will need to be filled by the call center workgroup	Lori Collins	Open	TBD
Medicaid: Identify Gartner role in Call Center requirements gathering	Lori Collins Martin Geffen	Open	TBD
Medicaid: Provide call center language and requirements for insertion in the RFP	Scott Brown	Open	2/7/14

Core MMIS RFP Parking Lot Items (High Priority Items)

- The most critical and intensive items to address for the Core MMIS RFP include:
 - Provide decision on which systems are included in the scope of the MMIS RFP – The four outstanding systems to decide on are **TEDS, SATIS, SAMS, SSMIS**
 - Including Parking Lot Item P.5 (and others)
 - Provide the outcome of the call center workgroup discussions – requirements and language for RFP insertion
 - Including Parking Lot Items OM.34; TL.37
 - Provide final list of contracts that will be documented as vendors the new vendor will need to work with
 - Including Parking Lot Items TL.6
 - Make final determination of documented scope of data to be available for analytics and reporting
 - Requires outcome of P.5

Requested Documents Still Outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
Medicaid: Financial process documentation, including: <ul style="list-style-type: none">• HP's Process Documentation (Leanne Miles)	Carrie Hathaway	10/29 and 10/30
Medicaid: Send DCF business process mapping	Sherri May	1/9



Vermont Enterprise Program Bi-Weekly Status Report

February 12, 2014



Executive Summary

G	Schedule	<ul style="list-style-type: none"> ➤ IE / HSE QA: Supporting QA activities as needed ➤ Medicaid Operations Solutions Procurement: <ul style="list-style-type: none"> ➤ Core: The State has provided feedback and providing clarifications to submitted comments. Gartner is updating the RFP and Templates to reflect the State feedback and clarifications. Feedback was received until 2/10, and 30+ clarifications are still outstanding to inform Gartner’s revisions. Documents for round 2 reviews will be submitted 5 working days after these clarifications are completed. ➤ PBM: 2 of 4 responses have been evaluated. Gartner is facilitating team scoring discussions. ➤ Care Mgmt: The RFP package has been approved by CMS and is pending final State approval for release. Gartner is supporting Alexia in establishing the PRT and is preparing for PRT workshops/training.
Y		
G		
G		
R	Scope	<ul style="list-style-type: none"> ➤ Medicaid: Additional discussions to modify Care Management and MMIS scope regarding Spend Down, Grievance and Appeal, and the use of Social Media are being facilitated by MMIS project managers. Gartner expects that any changes to the RFP arising from these discussions will be applied by the State reviewers during the next review cycle. ➤ Medicaid: Recent IE status reports show that there will likely be duplicative functionality between IE and Core. The State should carefully review scope changes between projects, and the processes for making these decisions. Known conflicts include: <ul style="list-style-type: none"> ➤ Member Spend-Down: Language from the MMIS procurement was sent to the IE team. A recent IE status report shows that they will include functionality duplicative of the MMIS functionality ➤ Grievance and Appeal: The State provided direction to include eligibility G&A in the MMIS without agreement from IE leadership. A recent status report shows that both systems now include this in scope
Y		
Y		

Executive Summary (Cont'd)

Y	Risks / Issues	<ul style="list-style-type: none"> ➤ Medicaid: The critical path for the release of the MMIS RFP is dependent on key State decisions and development of other requirements and sections – see Actions slides for additional details
Y		<ul style="list-style-type: none"> ➤ Medicaid: The Round 2 (MMIS Steering Committee) review was expected to begin Feb 7th, but due to outstanding State action items and agreed upon time for Gartner to incorporate changes, this review will start, at the earliest, on Feb 25th. With this schedule, the RFP will not be submitted until at least March 14 and could take up to 60 days for approval. The State should not expect to issue the RFP prior to mid-May.
R		<ul style="list-style-type: none"> ➤ Medicaid: Foundational project management artifacts for the MMIS project have not been developed or maintained. This absence is causing confusion and conflict among project stakeholders. This is creating some churn now, but will present increasingly large risks as each of the three Medicaid DDIs begin. Key artifacts that are missing or are inadequate include a detailed scope statements, a communications plan, team roster including roles and responsibilities, project schedule, and a risk and issues log
Y		<ul style="list-style-type: none"> ➤ Medicaid: The State has decided to allow vendors to bid independently on separate areas, resulting in the possibility of multiple contracts, and a hybrid solution created by the State. Gartner highlighted the risk during evaluation, during contracting, and for ongoing vendor management. The State acknowledged this and has accepted that risk in order to potentially obtain a broader set of innovative solutions
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed
Y		<ul style="list-style-type: none"> ➤ Medicaid: Gartner is currently interacting with one State resource for general scheduling, another resource for functional and policy issues relating to MMIS, and another resource for functional and policy issues for Call Center. The resources are overlapping their roles and this is creating a lack of clarity and rework
Y		<ul style="list-style-type: none"> ➤ Medicaid: The State is resourced constrained for tasks such as proposal review – the State should immediately address availability in preparation for increasingly resource-intensive tasks including PBM DDI, Care Management proposal evaluation and DDI, and MMIS proposal evaluation and DDI



Project Timeline

Gartner Work streams	Dec	Jan	Feb	Mar	Apr
QA / IV&V					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review	TBD				
Conduct DED / Key Deliverable Reviews	TBD				
Quarterly Health Check	TBD				
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CM	Reviews, Procurement Support				
PBM	Reviews, Procurement Support				
Core RFP		Reviews, Procurement Support			

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Feb 17	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review Support • CM – Procurement Support • PBM – Procurement Support – Proposal Evaluation Support • PMO Support 	<ul style="list-style-type: none"> • Martin • Garland • Mike
Feb 24	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review Support • CM – Procurement Support • PBM – Procurement Support – Orals/Reference Checks • PMO Support 	<ul style="list-style-type: none"> • Kevin • Erika • Garland • Mike
March 3	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review Support • CM – Procurement Support • PBM – Procurement Support – Finalize Award Decision • PMO Support 	<ul style="list-style-type: none"> • Martin • Garland • Mike
March 10	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review Support • CM – Procurement Support • PBM – Procurement Support • PMO Support 	<ul style="list-style-type: none"> • Martin • Kevin • Garland • Mike

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Collected and organized comments and edits from Round 1 reviewers
 - Continued to progress through resolution of Review List and Parking Lot items required prior to MMIS team RFP review and/or final State and CMS review
 - Reviewed the Procurement Strategy deliverable and revised to include feedback from the State
 - Reviewed with project sponsors, key issues regarding a multi-vendor response and the desire to entertain innovative solutions, developed detailed approach, and began work on restructuring the RFP package.
 - Discussed and provided new Contact Center workstream PM with a framework of the language and requirements needed for the Contact Center revisions
 - Collaborated with the new Contact Center workstream PM to incorporate and decide on division of responsibilities between MMIS and Contact Center vendors
- Care Management (CM)
 - Supported RFP finalization processes
- Pharmacy Benefits Management (PBM)
 - Conducted the PRT evaluation training
 - Supported PRT bid opening evaluation process
 - Facilitated the first two PRT team scoring evaluation sessions

Planned Activities

■ Medicaid Operations Solutions Procurement

– Core MMIS / multi-workstream activities

- Finalize all State RFP/Template feedback and Parking Lot items (revised target of 2/13)
- Edit RFP and templates in preparation for second round of State review
- Work with State to close outstanding parking lot items (revised target of 2/13)
- Submit RFP package for sequential review by Core MMIS Steering Committee members, and parallel review by Robin Lunge

– Care Management (CM)

- Support RFP finalization and release as needed
- Develop evaluation framework and processes,
- Develop PRT leadership and training materials

– Pharmacy Benefits Management (PBM)

- Facilitate the last two PRT team scoring evaluation sessions
- Support preparation and running of vendor Orals / demonstrations as needed
- Support award decision finalization as needed

■ Supporting Executive Steering Committee with

- ~~Review and insight regarding potential revisions to the IE / HSE Platform procurement~~ *** ask Frank
– I don't think we are doing anything here
- Next steps for moving forward with PMO enhancement plans and Third Party Readiness Assessment *** ask Frank , also what about the Risk Review?

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
Medicaid: Update Medicaid Operations Solution Procurement Communications Plan and submit to Gartner	Scott Brown	Open	10/25/13
Medicaid: Update Medicaid Operations Solution Procurement Project Organization Chart including associated roles and responsibilities of each role/person/group listed, names of the people fulfilling these roles, and submit to Gartner	Scott Brown	Open	10/25/13
Medicaid: Address AHS / SoV items on the Parking Lot / Feedback list	Samantha Haley Scott Brown	Open	2/13/14
Medicaid: Provide updated scope call center description based on discussion during Gartner status meeting 1/23	Scott Brown	Closed	1/24/14
Medicaid: Provide updated scope statement based on Lori's input	Scott Brown	Closed	1/24/14

These latter two items are no longer relevant. They will be removed from the next status report. The issue was addressed through a series of meeting and communications among the Executive Sponsors (Mark Larson and Lori Collins, and Gartner Leadership (Frank Petrus and Martin Geffen)

Requested Documents Still Outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
Medicaid: Financial process documentation, including: <ul style="list-style-type: none"> • HP's Process Documentation (Leanne Miles) 	Carrie Hathaway	10/29 and 10/30
Medicaid: Send DCF business process mapping	Sherri May	1/9

These documents were never received from the State. The team has proceeded adequately without the documents. This item will be removed from the next status report.

Vermont Enterprise Program Bi-Weekly Status Report

February 26, 2014



Executive Summary

G	Schedule	<ul style="list-style-type: none"> ➤ IE / HSE QA: Supporting QA activities as needed ➤ Medicaid Operations Solutions Procurement: <ul style="list-style-type: none"> ➤ Core: The State has provided feedback on the RFP and continues to provide clarifications to submitted comments. Gartner is updating the RFP and Templates to reflect the State feedback and clarifications. Documents for round 2 reviews will be submitted 5 working days after these clarifications are completed. ➤ PBM: Response evaluation has been completed. Gartner is assisting with Orals preparation. ➤ Care Mgmt: The RFP has been posted. Gartner is assisting with evaluation preparations including evaluation approach, Proposal Review Team selection, and evaluation process
Y		
G		
G		
G	Scope	<ul style="list-style-type: none"> ➤ Medicaid: The Medicaid team is preparing additional project management tools to assist with management and communication of scope ➤ Medicaid: Duplicative scope between IE and MMIS has been identified and the two teams have developed an approach to manage the identified overlap
G		

Executive Summary (Cont' d)

Y	Risks / Issues	<ul style="list-style-type: none"> ➤ Medicaid: The critical path for the release of the MMIS RFP is dependent on key State decisions and development of other requirements and sections – see Actions slides for additional details
Y		<ul style="list-style-type: none"> ➤ Medicaid: The Round 2 (MMIS Steering Committee) review was expected to begin Feb 7th, but due to outstanding State action items and agreed upon time for Gartner to incorporate changes, this review will start, at the earliest, on March 7th. With this schedule, the RFP will not be submitted to State leadership or CMS until at least March 21st and could take up to 60 days for approval. The State should not expect to issue the RFP prior to mid- to late May.
Y		<ul style="list-style-type: none"> ➤ Medicaid: The Medicaid team has identified critical gaps in project management tools that are not currently being effectively used, and understand the impact that not having or using these tools causes, and will cause during DDI. The team is in the process of updating/developing the artifacts, and establishing processes to use and report on these capabilities
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed
Y		<ul style="list-style-type: none"> ➤ Medicaid: The Medicaid team, as part of the project management tool set, will provide communications plans that describe the interactions between teams and partners.
Y		<ul style="list-style-type: none"> ➤ Medicaid: The State is resource constrained for tasks such as proposal review – the State should immediately address availability in preparation for increasingly resource-intensive tasks including PBM DDI, Care Management proposal evaluation and DDI, and MMIS proposal evaluation and DDI. This risk is not being addressed or mitigated at a rate that appears appropriate for the timing of upcoming activities



Project Timeline

Gartner Work streams	Dec	Jan	Feb	Mar	Apr
QA / IV&V					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review	TBD				
Conduct DED / Key Deliverable Reviews	TBD				
Quarterly Health Check	TBD				
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CM	Reviews, Procurement Support				
PBM	Reviews, Procurement Support				
Core RFP		Reviews, Procurement Support			

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
March 3	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • CM – Preparation for RFP response and evaluation activities • PBM – Procurement Support – Finalize Award Decision • PMO Support 	<ul style="list-style-type: none"> • Garland • Mike
March 10	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • CM – Preparation for RFP response and evaluation activities • PBM – Contract Negotiation Support • PMO Support 	<ul style="list-style-type: none"> • Frank • Martin • Kevin • Garland • Mike • Erika
March 17	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • CM – Preparation for RFP response and evaluation activities • PBM – Contract Negotiation Support • PMO Support 	<ul style="list-style-type: none"> • Martin • Garland • Mike
March 24	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • CM – Preparation for RFP response and evaluation activities • PBM – Contract Negotiation Support • PMO Support 	<ul style="list-style-type: none"> • Martin • Kevin • Garland • Mike

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

– Core MMIS / multi-workstream activities

- Continued to collect, organize and address comments and edits from Round 1 reviewers
- Continued to progress through resolution of Review List and Parking Lot items required prior to MMIS team RFP review and/or final State and CMS review
- Reviewed the Procurement Strategy deliverable and revised to include feedback from the State (will submit in concert with updated scope)
- Collaborated with the Contact Center workstream PM to incorporate and decide on division of responsibilities between MMIS and Contact Center vendors
- Updated RFP document and templates to allow for multiple prime vendors, and incorporated Contact Center requirements and language

– Care Management (CM)

- Supported RFP finalization processes
- Prepared and discussed with the State the roles and responsibilities of the PRT members
- Discussed the process for vendor evaluation with the CM PM

– Pharmacy Benefits Management (PBM)

- Completed facilitation of PRT meetings
- Supported PRT cost proposal opening and evaluation process
- Reviewed and prepared questions for Vendor Orals

■ PMO Quality Assurance

- Updated Security Assessment Review based on State feedback submitted (2/26)

Planned Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Finalize all State RFP/Template feedback and Parking Lot items (revised target of 2/28)
 - Work with State to close outstanding parking lot items (revised target of 2/28)
 - Edit RFP and templates in preparation for second round of State review (revised target of 3/7)
 - Submit RFP package for review (revised target of 3/7) in the following order:
 - Samantha Haley
 - Concurrent review by Michael Hall, Deb Austin, Joe Liscinsky, Lori Collins, Robin Lunge
 - MMIS Steering Committee Group Review and Edits incorporating any outstanding changes
 - Finalization of RFP (date TBD)
- Care Management (CM)
 - Continue developing and discussion of evaluation framework and processes
 - Finalize and present PRT leadership materials
 - Prepare to support Vendor Q&A
- Pharmacy Benefits Management (PBM)
 - Support preparation and running of vendor Orals
 - Support award decision finalization as needed

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
<p>(updated) Medicaid: Update Medicaid Operations Solution Procurement Project Project Management artifacts including:</p> <ul style="list-style-type: none"> • Org chart with names/roles • Roles and responsibilities associated with each role/person/group listed • Communications plan • Scoping statements including definitions between the three Medicaid procurements, and division/overlap • Issues and risk log (for Medicaid and/or integrated with HSE) • Other PM tools as agreed upon with the State and HSE 	Scott Brown	Open	3/7/14
<p>Medicaid: Address AHS / SoV items on the Parking Lot / Feedback list</p>	Samantha Haley Scott Brown	Open	2/13/14

Requested Documents Still Outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
N/A		
N/A		



Vermont Enterprise Program Bi-Weekly Status Report

March 12, 2014



Executive Summary

G G G G	Schedule	<ul style="list-style-type: none">➤ IE / HSE QA: Supporting QA activities as needed➤ Medicaid Operations Solutions Procurement:<ul style="list-style-type: none">➤ Core: The RFP has been submitted to the State for Round 2 review. Gartner is providing as-needed support for reviews and group sessions➤ PBM: A preferred vendor has been selected and contract negotiations will begin shortly➤ Care Mgmt: LOIs and Vendor questions have been received. Gartner is supporting answering questions and preparing for the vendor conference➤ Medicaid MITA State Self-Assessment: Workstream planning has begun. Initial stakeholder meetings are being scheduled
G	Scope	<ul style="list-style-type: none">➤ Medicaid: The Medicaid team is preparing additional project management tools to assist with management and communication of scope

Executive Summary (Cont' d)

Y	Risks / Issues	<ul style="list-style-type: none"> ➤ Medicaid: The Round 2 (MMIS Steering Committee) review was expected to begin Feb 7th, but due to outstanding State action items and agreed upon time for Gartner to incorporate changes, this review will start, at the earliest, on March 7th. With this schedule, the RFP will not be submitted to State leadership or CMS until at least March 21st and could take up to 60 days for approval. The State should not expect to issue the RFP prior to mid- to late May. This issue is being actively managed by State and Gartner teams.
G Y Y	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed ➤ Medicaid: The State is resource constrained for tasks such as proposal review – the State should immediately address availability in preparation for increasingly resource-intensive tasks including PBM DDI, Care Management proposal evaluation and DDI, and MMIS proposal evaluation and DDI. This risk is not being addressed or mitigated at a rate that appears appropriate for the timing of upcoming activities ➤ Medicaid: The State appropriate concerned about the availability for SME support of the State Self-Assessment. Despite the best effort planning for the task and upfront efforts by Gartner and the Core SSA team to minimize SME density, resource constraints are still a concern.



Project Timeline

Gartner Work streams	Dec	Jan	Feb	Mar	Apr
QA / IV&V					
IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review	TBD				
Conduct DED / Key Deliverable Reviews	TBD				
Quarterly Health Check	TBD				
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CM	Reviews, Procurement Support				
PBM	Reviews, Procurement Support				
Core RFP		Reviews, Procurement Support			

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
March 17	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • PBM – Contract Negotiation Support • MITA SSA – Planning • PMO Support • CGI Vendor Readiness Assessment 	<ul style="list-style-type: none"> • Kevin • Mike • Hamid
March 24	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • CM – Vendor conference support • PBM – Contract Negotiation Support • MITA SSA – Planning • PMO Support • CGI Vendor Readiness Assessment 	<ul style="list-style-type: none"> • Frank • Garland • Mike
March 31	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • PBM – Contract Negotiation Support • MITA SSA – Orientation • PMO Support • CGI Vendor Readiness Assessment 	<ul style="list-style-type: none"> • Martin • Kevin • Garland • Mike
April 6	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • PBM – Contract Negotiation Support • PMO Support 	<ul style="list-style-type: none"> • Martin • Garland • Mike

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Received last comments from Contact Center and Round 1 reviews
 - Completed edits of the Core RFP and templates
 - Submitted the RFP and templates to the State for Round 2 review
- Care Management (CM)
 - Supported RFP finalization processes
 - Prepared and discussed with the State the roles and responsibilities of the PRT members
 - Discussed the process for vendor evaluation with the CM PM
- Pharmacy Benefits Management (PBM)
 - Prepared supporting materials for Vendor Orals
 - Supported Vendor Orals
 - Facilitated the final vendor selection meeting
 - Supported development of internal vendor recommendation communication
- MITA SS-A
 - Held initial planning meeting with Core SS-A team

■ PMO Quality Assurance

- N/A

Planned Activities

- **Medicaid Operations Solutions Procurement**
 - Core MMIS / multi-workstream activities
 - Support Round 2
 - Care Management (CM)
 - Provide suggested answers to vendor questions submitted on 3/10
 - Provide support for vendor conference
 - Pharmacy Benefits Management (PBM)
 - Support contract negotiations as needed
 - MITA SS-A
 - Continue planning with the State Core team
 - Hold Orientation session for workstream SMEs
- **Quality Assurance**
 - Initiate planning for Readiness Assessment tasks

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
<p>(updated) Medicaid: Update Medicaid Operations Solution Procurement Project Project Management artifacts including:</p> <ul style="list-style-type: none"> • Org chart with names/roles • Roles and responsibilities associated with each role/person/group listed • Communications plan • Scoping statements including definitions between the three Medicaid procurements, and division/overlap • Issues and risk log (for Medicaid and/or integrated with HSE) • Other PM tools as agreed upon with the State and HSE 	Scott Brown	Open	3/7/14
<p>Medicaid: Provide list of SMEs and confirmation of schedule for SS-A activities</p>	Michael Hall	Open	3/14/14

Requested Documents Still Outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
N/A		



Vermont Enterprise Program Bi-Weekly Status Report

March 28, 2014



Executive Summary

G	Schedule	<ul style="list-style-type: none"> ➤ IE / HSE QA: Supporting QA activities as needed ➤ Medicaid Operations Solutions Procurement: <ul style="list-style-type: none"> ➤ Core: The RFP has been submitted to the State for Round 2 review. Gartner is providing as-needed support for reviews and group sessions ➤ PBM: A preferred vendor has been selected and contract negotiations have begun ➤ Care Mgmt: Vendor Q&A has been completed and the Vendor conference completed. The PRT is being finalized and the processes for review are in discussion ➤ Medicaid MITA State Self-Assessment: The workstream Orientation session will be conducted this week and State review of Gartner strawmen artifacts will start April 2nd.
G		
G		
G		
G		
G		
G	Scope	<ul style="list-style-type: none"> ➤ Medicaid: The Medicaid team is preparing additional project management tools to assist with management and communication of scope
Y	Risks / Issues	<ul style="list-style-type: none"> ➤ Medicaid: Scheduling processes within the SS-A workstream currently require multiple invitations to be managed by the State and Gartner, causing the potential for confusion from any changes in the invite, as has happened in the past with the State. It is strongly suggested that a single invitation be managed by the State PM and this has been suggested to the State team on multiple occasions.
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed
Y		<ul style="list-style-type: none"> ➤ Medicaid: The State is resource constrained for tasks such as proposal review – the State should immediately address availability in preparation for increasingly resource-intensive tasks including PBM DDI, Care Management proposal evaluation and DDI, and MMIS proposal evaluation and DDI. This risk is not being addressed or mitigated at a rate that appears appropriate for the timing of upcoming activities
Y		<ul style="list-style-type: none"> ➤ Medicaid: The State appropriate concerned about the availability for SME support of the State Self-Assessment. Despite the best effort planning for the task and upfront efforts by Gartner and the Core SSA team to minimize SME density, resource constraints are still a concern.



Project Timeline

Gartner Work streams	Dec	Jan	Feb	Mar	Apr
QA / IV&V					
HBE / IE / HSEP / EAF					
Identify Key Deliverables and Milestones for Review	TBD				
Conduct DED / Key Deliverable Reviews	TBD				
Quarterly Health Check	TBD				
Vendor Readiness Assessment					
Medicaid Enterprise Solution Procurement:					
Expedited Streams (Functional and Non-Functional)					
CM	Reviews, Procurement Support				
PBM	Reviews, Procurement Support				
Core RFP			Reviews, Procurement Support		

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Project / Program Onsite Activities	Gartner Onsite Staff Plan**
March 31	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • PBM – Contract Negotiation Support • MITA SSA – Orientation • Care Management – Score Sheet Finalization • PMO Support • CGI Vendor Readiness Assessment 	<ul style="list-style-type: none"> • Martin • Erika • Kevin • Garland • Mike
April 6	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • PBM – Contract Negotiation Support • PMO Support • CGI Vendor Readiness Assessment 	<ul style="list-style-type: none"> • Martin • Garland • Mike
April 13	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • PBM – Contract Negotiation Support • MITA SSA – Business Architecture Analysis • PMO Support 	<ul style="list-style-type: none"> • Martin • Kevin • Garland • Mike
April 20	<ul style="list-style-type: none"> • Medicaid • Core – State RFP Review/Finalization Support • PBM – Contract Negotiation Support • MITA SSA – Business Architecture Analysis • PMO Support 	<ul style="list-style-type: none"> • Martin • Kevin • Mike

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Received last comments from Contact Center and Round 1 reviews
 - Completed edits of the Core RFP and templates
 - Submitted the RFP and templates to the State for Round 2 review
- Care Management (CM)
 - Supported answering vendor questions to the RFP. Answers posted on 3/25.
 - Prepared for the Vendor Conference scheduled for 3/27
 - Prepared and discussed with the State the roles and responsibilities of the PRT members
 - Discussed the process for vendor evaluation with the CM PM
- Pharmacy Benefits Management (PBM)
 - Completed Procurement Analysis Report
- MITA SS-A
 - Held initial planning meeting with Core SS-A team
 - Scheduled Orientation Meeting and Workstream Workshops

Planned Activities

- **Medicaid Operations Solutions Procurement**
 - Core MMIS / multi-workstream activities
 - Support Round 2
 - Care Management (CM)
 - Provide suggested answers to vendor questions submitted on 3/10
 - Provide support for vendor conference
 - Pharmacy Benefits Management (PBM)
 - Support contract negotiations, as needed
 - MITA SS-A
 - Continue planning with the State Core team
 - Hold Orientation session for workstream SMEs
- **Quality Assurance**
 - Vendor Readiness Assessment

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
<p>(updated) Medicaid: Update Medicaid Operations Solution Procurement Project Project Management artifacts including:</p> <ul style="list-style-type: none"> • Org chart with names/roles • Roles and responsibilities associated with each role/person/group listed • Communications plan • Scoping statements including definitions between the three Medicaid procurements, and division/overlap • Issues and risk log (for Medicaid and/or integrated with HSE) • Other PM tools as agreed upon with the State and HSE 	Scott Brown	Open	3/7/14

Requested Documents Still Outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
N/A		



Vermont Enterprise Program Bi-Weekly Status Report

April 11, 2014



Executive Summary

<p>G G G G G G G G G G G</p>	<p>Schedule</p>	<ul style="list-style-type: none"> ➤ HSE Quality Assurance: Providing QA support activities – these include: <ul style="list-style-type: none"> ➤ HSE PMO / VHC QA: Providing QA oversight for VHC and the HSE PMO ➤ HSE PMO and Vendor Management Enhancements: Initial planning in progress ➤ QA/IV&V Procurement Support: Initial meeting is scheduled for 4/15 to lay foundation for Program QA roles supporting the establishment of HSE PMO baseline Standards and Requirements for All HSE PMO QA activities and supporting the development of RFPs for IE/HSE Platform/ACCESS Retirement and Medicaid Operations procurements ➤ BD LLAP: Gartner is providing weekly updates and is on track to present a final deliverable by the first week of May ➤ VHC R2 Readiness Assessment: Gartner is preparing to deliver the draft assessment as scheduled ➤ IE/HSE Platform Proposal Evaluation Support: Initial planning in progress ➤ Medicaid Operations Solutions Procurement: <ul style="list-style-type: none"> ➤ Core: The RFP has been submitted to the State for Round 2 review. Gartner is providing as-needed support for reviews and group sessions. The schedule has slipped by 8 months from initial plan in 2013 but this is actively managed by the project team ➤ PBM: A preferred vendor has been selected and contract negotiations have begun ➤ Care Mgmt: The State is preparing for proposal submission and evaluations ➤ Medicaid MITA State Self-Assessment: The Workstream teams are reviewing the strawmen documentation provided. Feedback is expected this week and validation sessions start 4/17. Feedback schedules have changed without input from the business lead or Gartner which may impact the ability to adequately prepare for validation sessions.
<p>Y</p>	<p>Scope</p>	<ul style="list-style-type: none"> ➤ Medicaid: The Medicaid team is preparing additional project management tools to assist with management and communication of scope. Given the progress with all procurement, this task should be expedited and immediately communicated to all State and vendor partners

Executive Summary

Y	Risks / Issues	➤ Medicaid: Scheduling decisions have been made without discussion of the key stakeholders (including Gartner) which impact the ability to prepare for workshops. All scheduling decisions should include impacted key stakeholders
G Y	Resources	➤ Gartner resources are engaged as needed ➤ Medicaid: The State is appropriately concerned about the availability for SME support of the State Self-Assessment. Despite the best effort planning for the task and upfront efforts by Gartner and the Core SSA team to minimize SME density, resource constraints are still a concern as evidenced by the lack of feedback for the first workstream – Operations – by the due date.



Project Timeline

Gartner Work streams	Apr	May	Jun	Jul	Aug
QA / IV&V					
HBE R2					
Conduct DED / Key Deliverable Reviews					
HSE QA reviews					
Quarterly Health Check	TBD				
Lessons Learned Action Plan					
Vendor Readiness Assessment					
HSE QA Roles Definition					
IE and MMIS IV&V RFP Requirements Development					
Medicaid Enterprise Solution Procurement:					
PBM	Reviews, Procurement Support				
CM	Reviews, Procurement Support				
Core	Reviews, Procurement Support				
SSA					
Integrated Eligibility					
IE Proposal Evaluation Support					

- Changes/updates to previous timeline are reflected in yellow



Engagement: 330007970

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Gartner Anticipated Onsite Activities and Schedule

Week	Planned Project / Program Onsite Activities	Gartner Onsite Staff Plan**
April 14	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • LLAP – Response Team Weekly Check-In • QA Redefinition – Business Imperatives Meeting • VHC R2 IV&V – As Needed • PMO Enhancements – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review / Finalization Support • MITA SSA – Business Validation Sessions • Care Management – TBD 	<ul style="list-style-type: none"> • Frank • Kevin • Garland • Mike
April 21	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • LLAP – Response Team Weekly Check-In • VHC R2 IV&V – As Needed • PMO Enhancements – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • MITA SSA – Business Validation Sessions • PMO Support – As needed 	<ul style="list-style-type: none"> • Martin • Kevin • Mike
April 28	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • LLAP – Response Team Weekly Check-In • VHC R2 IV&V – As Needed • PMO Enhancements – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • MITA SSA – Technical/Information Architecture Workshops • Care Mgmt – PRT Training, Bid Opening, Proposal Evaluation Support • PMO Support – As Needed 	<ul style="list-style-type: none"> • Erika • Alistair • Mike • Joy
May 6	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • LLAP – Response Team Weekly Check-In (If needed) • VHC R2 IV&V – As Needed • PMO Enhancements – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – Proposal Evaluation Support 	<ul style="list-style-type: none"> • Martin • Erika • Kevin • Mike • Garland

** Gartner onsite presence will be updated as needed to fill program / project needs

Completed Activities

■ Medicaid Operations Solutions Procurement

- Core MMIS / multi-workstream activities
 - Supported Round 2 Review Questions As Needed
 - Developed Cost Response Template for Discussion
- Care Management (CM)
 - Provided suggested answers to vendor questions submitted
 - Provided support for vendor conference
 - Provided advice and support on evaluation structure and scoring methodologies
- Pharmacy Benefits Management (PBM)
 - Supported Contract Negotiations as needed
- MITA SS-A
 - Developed and delivered MITA 3.0 process (modified to reflect Vermont practices and processes) reference material and scoring sheets with Strawman scores and artifacts
 - Facilitated MITA SS-A Orientation Session for participants (4/2)

■ Lessons Learned Action Plan

- Developed Action Plan Framework and solicited feedback from the Operations Steering Committee and Executive Committee
- Developed and presented suggested initiatives list to address BerryDunn independent recommendations

Planned Activities

- **Medicaid Operations Solutions Procurement**
 - Core MMIS / multi-workstream activities
 - Review and finalize changes made during Round 2 reviews
 - Prepare RFP package for AG, SOV Executive and CMS reviews
 - Care Management (CM)
 - Prepare PRT Training materials for PRT training session
 - Finalize Individual and Group Scoring Workbooks
 - Pharmacy Benefits Management (PBM)
 - Support contract negotiations, as needed
 - MITA SS-A
 - Receive, collate and analyze feedback from stakeholders
 - Prepare workstream business validation workshop materials
 - Facilitate workstream validation sessions
- **Lessons Learned Action Plan**
 - Provide Draft Action Plan for Response Team Review
- **VHC R2 Vendor Readiness Assessment**
 - Deliver draft and final deliverables for State review
- **HSE PMO and Vendor Management Enhancements**
 - Facilitate QA Business Imperatives workshop for all HSE workstreams

Open Actions for Medicaid Operation Solution Procurement

Open Action Items	Owner	Status	Tgt Date
<p>Medicaid: Update Medicaid Operations Solution Procurement Project Project Management artifacts including:</p> <ul style="list-style-type: none"> • Org chart with names/roles • Roles and responsibilities associated with each role/person/group listed • Communications plan • Scoping statements including definitions between the three Medicaid procurements, and division/overlap • Issues and risk log (for Medicaid and/or integrated with HSE) • Other PM tools as agreed upon with the State and HSE 	Scott Brown	Open	3/7/14

Requested Documents Still Outstanding (Not Received)

Document Title / Description	Requested From	Date Requested
N/A		



Vermont Enterprise Program Bi-Weekly Status Report

April 25, 2014

REVISED May 22, 2014



Dashboard – Medicaid Operations Solution Procurements and MITA SS-A

G	Schedule	<ul style="list-style-type: none"> ➤ Core: The RFP has been submitted to the State for Round 3 (final) review. Gartner is providing as-needed support. The schedule has slipped by 8 months from initial plan in 2013 but this is actively managed by the project team. Additional schedule risks are being actively managed by project leadership
G		<ul style="list-style-type: none"> ➤ PBM: Contract negotiations are progressing. Gartner continues to be prepared to provide advisory services in support of this effort as requested
G		<ul style="list-style-type: none"> ➤ Care Mgmt: The State is preparing for PRT training, proposal submission and evaluations. Gartner is supporting preparations for this, and will support evaluations as needed
Y		<ul style="list-style-type: none"> ➤ SS-A: Business Architecture sessions are completed except for Plan Management. Technical and Information sessions with vendors are scheduled for the next two weeks. State scheduling issues and requests for additional sessions will impact planned schedule
Y	Scope	<ul style="list-style-type: none"> ➤ SSA: The State has requested additional review cycles for work products beyond the original plan which will impact schedules. Gartner will support the request and adjust workstream schedules by one week as needed
Y	Risks / Issues	<ul style="list-style-type: none"> ➤ SSA: Significant State scheduling and project management issues continue throughout the workstream – scheduling and communications are not effective causing extreme compression in the time available to develop work products and the ability to deliver the level of work product quality that the State has come to expect. If these issues continue, the continuing need to schedule additional meetings, and the resulting dissatisfaction from stakeholders will be further exacerbated.
Y	Resources	<ul style="list-style-type: none"> ➤ SSA: Gartner has engaged additional resources to absorb some of the schedule slippage from State scheduling difficulties
Y		<ul style="list-style-type: none"> ➤ SSA: State resources continue to express concern about their availability to support the effort due to other competing priorities

Dashboard – Medicaid Operations Solution Procurements and MITA SS-A (Cont'd)

Completed Activities

- PBM:
 - Provided contracting advisory support as needed
- Care Management:
 - Submitted updated PRT Training and Evaluation Scoring sheets
- Core RFP:
 - Additional feedback incorporated in RFP and Templates
 - Draft Cost Template submitted, reviewed with State, and finalized
 - Complete RFP package version 3 submitted to State for third review (AHS and State executives)
- SS-A:
 - 7 of 8 business architecture validation meetings completed

Planned Activities

- PBM:
 - Provide contracting advisory support as needed
- Care Management:
 - Facilitate PRT Training session
 - Provide on-site support for proposal opening
 - Provide on-site and remote support for evaluation process
- Core RFP:
 - Support MMIS team in alignment meeting with HSE Business Process effort stakeholders
 - Facilitate orientation session with Round 3 reviewers
- SSA:
 - Five technical session scheduled for the next two weeks
 - Refine and update business architecture artifacts

Dashboard – Quality Assurance Activities

   	Schedule	<ul style="list-style-type: none"> ➤ Quality Assurance Oversight: Foundational meetings on the QA approach in Vermont continue to occur ➤ HSE PMO and Vendor Management Enhancements: Initial planning in progress ➤ QA/IV&V Procurement Support: Initial meeting is scheduled for 4/15 to lay foundation for Program QA roles supporting the establishment of HSE PMO baseline Standards and Requirements for All HSE PMO QA activities and supporting the development of RFPs for IE/HSE Platform/ACCESS Retirement and Medicaid Operations procurements ➤ VHC R2 Readiness Assessment: Gartner has delivered the draft assessment and is awaiting feedback for finalization
	Scope	<ul style="list-style-type: none"> ➤ No significant issues
	Risks / Issues	<ul style="list-style-type: none"> ➤ No significant issues
	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Completed Activities:

- Completion of VHC R2 Readiness Assessment interviews
- VHC R2 Readiness Assessment Draft report submitted to State
- Supported QA discussions to define QA structures in Vermont
- Collection of QA activities, artifacts and processes in support of QA Oversight activities
- Ongoing support of PMO activities

Planned Activities:

- Support further definition of the QA activities in Vermont and the plan for the support and procurement of supporting activities
- Finalization of the VHC R2 Readiness Assessment report
- Ongoing support of PMO activities



Engagement: 330007970

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Dashboard – HSE PMO Support

 Schedule	➤ BerryDunn Lessons Learned Action Plan: Activities are on track for final deliverable the w/c 4/28, as planned
 Scope	➤ No significant concerns
 Risks / Issues	➤ No significant risks or issues
 Resources	➤ Gartner resources are engaged as needed

Completed Activities:

- Submitted draft BD LLAP Report for State review
- Supported weekly BD LLAP Response Team Touchpoints

Planned Activities:

- Submit final BD LLAP
- Support adoption and

Dashboard – IE Procurement Evaluation Support

 Schedule	➤ In discussion with project sponsors and leads
 Scope	➤ In discussion with project sponsors and leads
 Risks / Issues	➤ In discussion with project sponsors and leads
 Resources	➤ In discussion with project sponsors and leads



Project Timeline

Gartner Work streams	Apr	May	Jun	Jul	Aug
QA / IV&V					
VHC R2					
Conduct DED / Key Deliverable Reviews					
HSE QA reviews					
Quarterly Health Check	TBD				
VHC R2 Vendor Readiness Assessment					
HSE QA Roles Definition					
IE and MMIS IV&V RFP Requirements Development	TBD				
HSE PMO Support					
Lessons Learned Action Plan					
Medicaid Enterprise Solution Procurements					
PBM	Reviews, Procurement Support				
CM	Reviews, Procurement Support				
Core	Reviews, Procurement Support				
SSA					
Integrated Eligibility					
IE Proposal Evaluation Support					

- Changes/updates to previous timeline are reflected in yellow



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Gartner Anticipated Onsite Activities and Schedule

Week	Planned Project / Program Onsite Activities	Gartner Onsite Staff Plan**
April 28	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • LLAP – Response Team Weekly Check-In (or by phone) • VHC R2 IV&V – As Needed • PMO Enhancements – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • MITA SSA – Technical/Information Architecture Workshops • Care Mgmt – PRT Training, Bid Opening, Proposal Evaluation Support • PMO Support – As Needed 	<ul style="list-style-type: none"> • Erika • Alistair • Mike • Joy
May 6	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Enhancements – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – Proposal Evaluation Support • SSA – HP Technical Make-up Session 	<ul style="list-style-type: none"> • Martin • Erika • Kevin • Mike • Garland
May 13	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Enhancements – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – Proposal Evaluation Support • PMO Support – As Needed 	<ul style="list-style-type: none"> • Erika • Mike • Garland
May 20	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Enhancements – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – Proposal Evaluation Support • SSA – Plan Management Session 	<ul style="list-style-type: none"> • Frank • Martin • Erika • Kevin • Mike • Garland



Vermont Enterprise Program Bi-Weekly Status Report

May 9, 2014



Dashboard – Medicaid Operations Solution Procurements and MITA SS-A

G	Schedule	<ul style="list-style-type: none"> ➤ Core: Comments from Round 3 review are being collected and processed. Gartner will assist with finalization for CMS and State AG review
G		<ul style="list-style-type: none"> ➤ PBM: Contract negotiations are progressing. Gartner continues to be prepared to provide advisory services in support of this effort as requested
G		<ul style="list-style-type: none"> ➤ Care Mgmt: The State received 4 bids and is in the process of evaluating the proposals
G		<ul style="list-style-type: none"> ➤ SS-A: Technical/Information Architecture As-Is sessions are nearly completed. To-Be session is schedule. Further meetings are being finalized.
G	Scope	<ul style="list-style-type: none"> ➤ Minimal risks or issues
G	Risks / Issues	<ul style="list-style-type: none"> ➤ Care Mgmt: Issues with completeness and applicability of proposals may cause vendor selection issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Dashboard – Medicaid Operations Solution Procurements and MITA SS-A (Cont'd)

Completed Activities

- PBM:
 - Provided contracting advisory support as needed (none requested)
- Care Management:
 - Facilitated PRT Training session
 - Provided on-site support for proposal opening
 - Provided on-site and remote support for evaluation process
 - Drafted high-level assessment of Vendor offering with observations and analysis
- Core RFP:
 - Facilitated orientation session with Round 3 reviewers
 - Discussed Medicaid operations in the context of enterprise business re-engineering efforts
- SS-A:
 - All Business Architecture sessions completed
 - All Technical As-Is sessions completed

Planned Activities

- PBM:
 - Provide contracting advisory support as needed
- Care Management:
 - Provide on-site and remote support for evaluation process
- Core RFP:
 - Support revisions from Round 3 review
- SSA:
 - Facilitate Technical To-Be session
 - Revise and submit finalized Business and Technical session materials

Dashboard – Quality Assurance Activities

   	Schedule	<ul style="list-style-type: none"> ➤ Quality Assurance Oversight: Foundational meetings on the QA approach in Vermont continue to occur ➤ HSE PMO and Vendor Management Enhancements: Initial planning in progress ➤ QA/IV&V Procurement Support: Foundational decisions are in the process of being made, and the approach for QA/IV&V is being codified including establishment of HSE PMO baseline Standards and Requirements for All HSE PMO QA activities and supporting the development of RFPs for IE/HSE Platform/ACCESS Retirement and Medicaid Operations procurements
	Scope	<ul style="list-style-type: none"> ➤ No significant issues
	Risks / Issues	<ul style="list-style-type: none"> ➤ No significant issues
	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Completed Activities:

- Collection of QA activities, artifacts and processes in support of QA Oversight activities
- Facilitated QA/IV&V RFP development kickoff meeting 5/9
- Finalization of the VHC R2 Readiness Assessment report

Planned Activities:

- Support further definition of the QA activities in Vermont and the plan for the support and procurement of supporting activities
- Ongoing support of PMO activities

Dashboard – HSE PMO Support

G	Schedule	➤ BerryDunn Lessons Learned Action Plan: Final report was delivered 5/1 with Exec Committee approval expected 5/9.
G	Scope	➤ No significant concerns
G	Risks / Issues	➤ No significant risks or issues
G	Resources	➤ Gartner resources are engaged as needed

Completed Activities:

- BD LLAP: Submitted final BD LLAP Report
- BD LLAP: Supported socialization of report to Exec Comm 5/2

Planned Activities:

- Support discussion and approval of report by Exec Comm 5/9

Dashboard – IE Procurement Evaluation Support

 Schedule	➤ In discussion with project sponsors and leads
 Scope	➤ In discussion with project sponsors and leads
 Risks / Issues	➤ In discussion with project sponsors and leads
 Resources	➤ In discussion with project sponsors and leads

Completed Activities:

- Provided support for the first Vendor Conference
- Provided support for additional Q&A round

Planned Activities:

- Provide support for second Vendor Conference



Project Timeline

Gartner Work streams	Apr	May	Jun	Jul	Aug
QA / IV&V					
VHC R2					
Conduct DED / Key Deliverable Reviews					
HSE QA reviews					
Quarterly Health Check	TBD				
VHC R2 Vendor Readiness Assessment					
HSE QA Roles Definition					
IE and MMIS IV&V RFP Requirements Development	TBD				
HSE PMO Support					
Lessons Learned Action Plan					
Medicaid Enterprise Solution Procurements					
PBM	Reviews, Procurement Support				
CM	Reviews, Procurement Support				
Core	Reviews, Procurement Support				
SSA					
Integrated Eligibility					
IE Proposal Evaluation Support					

- Changes/updates to previous timeline are reflected in yellow



Engagement: 330007970

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Gartner Anticipated Onsite Activities and Schedule

Week	Planned Project / Program Onsite Activities	Gartner Onsite Staff Plan**
May 12	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Support – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – Proposal Evaluation Support 	<ul style="list-style-type: none"> • Mike • Garland
May 19	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Support – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – Proposal Evaluation Support • SSA – Technical To-Be Session / Plan Management 	<ul style="list-style-type: none"> • Frank • Martin • Erika • Kevin • Mike • Garland
May 26 Memorial Day	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Support – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – Proposal Evaluation Support • SSA – Roadmap Session(s) 	<ul style="list-style-type: none"> • Erika • Kevin • Mike • Garland
June 2	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Support – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – Proposal Evaluation Support • SSA – Executive Briefing 	<ul style="list-style-type: none"> • Frank • Martin • Erika • Mike • Garland

** Gartner onsite presence will be updated as needed to fill program / project needs



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Vermont Enterprise Program Bi-Weekly Status Report

May 23, 2014



Dashboard – Medicaid Operations Solution Procurements and MITA SS-A

G	Schedule	<ul style="list-style-type: none"> ➤ Core: The RFP has been submitted to CMS, AG and the DVHA BO for review and approval; Additional preparations for RFP release, vendor Q&A, and evaluations have begun
G		<ul style="list-style-type: none"> ➤ PBM: A contract has been signed and DDI activities have begun. Gartner's involvement in this workstream is complete and will be removed from this report
G		<ul style="list-style-type: none"> ➤ Care Mgmt: Evaluations will be completed next week and the PRT is progressing with next steps in preparation for Vendor Orals. Gartner is providing guidance and assistance as requested
G		<ul style="list-style-type: none"> ➤ SS-A: All As-Is and To-Be validation sessions are complete. Gartner is preparing final As-Is and To-Be documentation and is developing roadmap workshop materials for 6/10 workshop
G	Scope	<ul style="list-style-type: none"> ➤ Minimal risks or issues
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No new significant risks or issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Dashboard – Medicaid Operations Solution Procurements and MITA SS-A (Cont'd)

Completed Activities

- Care Management:
 - Provide on-site and remote support for evaluation process
- Core RFP:
 - Supported revisions to RFP from Round 3 review
 - Supported submission of RFP to DII, DVHA BO, CMS for final review and acceptance
 - Conducted Situation Review for the Core MMIS RFP to identify potential risks and mitigation strategies
- SSA:
 - Facilitated Technical To-Be session
 - Revised and submitted finalized Business and Technical session materials for completed validation workshops (additional materials pending)
 - Worked with stakeholders to collect supporting documentation

Planned Activities

- Care Management:
 - Provide on-site and remote support for orals and final selection process
 - Prepare for Vendor Orals / Demos
- Core RFP:
 - Discuss key risks and issues for the MMIS procurement
 - Prepare final RFP supporting materials in preparation for release – Procurement Library, final schedule
 - Accept and revise RFP based on comments from DII, BO, CMS
 - Review the Situation Review with MMIS leadership and team
- SSA:
 - Submit Roadmap Workshop materials for review (6/5)
 - Facilitate Roadmap Workshop (6/10)
 - Revise and submit the remainder of the finalized Business and Technical session materials

Dashboard – Quality Assurance Activities

G	Schedule	<ul style="list-style-type: none"> ➤ Quality Assurance Oversight: Foundational meetings on the QA approach in Vermont continue to occur ➤ Quarterly Health Check Reports – Schedule is TBD
G	Scope	<ul style="list-style-type: none"> ➤ No significant concerns
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No significant risks or issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Completed Activities:

- Collection of QA activities, artifacts and processes in support of QA Oversight activities
- Completion of Risk Identification and Review and Proposed Risk Mitigation efforts documentation
- Reviewed VHC R2 D-22 Training Materials

Planned Activities:

- Support further definition of the QA activities in Vermont and the plan for the support and procurement of supporting activities
- Finalize schedule for VHC R2/P2 User Acceptance Testing review and IV&V attestation
- VHC R2 key deliverable reviews



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Dashboard – HSE PMO Support

 Schedule	➤ HSE PMO and Vendor Management Enhancements: Planning in progress
 Scope	➤ No significant concerns
 Risks / Issues	➤ No significant risks or issues
 Resources	➤ Gartner resources are engaged as needed

Completed Activities:

- Review of training materials and participation in Change Management training
- Drafted Vendor Management Guide outline
- Participation in Execution Team twice-weekly meeting

Planned Activities:

- Review of Risk and Schedule Management modules of PM-101 program
- Participation in Risk Management training
- Continued development of Vendor Management Guide
- Participation in Execution Team twice-weekly meeting
- Ongoing support of PMO activities

Dashboard – QA / IV&V Procurement Support

Y	Schedule	➤ The QA / IV&V RFP has taken longer to initiate than planned. Work will continue as close to planned schedule as possible
G	Scope	➤ The QA / IV&V RFP approach has been revised and approved by the Program Director.
Y	Risks / Issues	➤ Scope has been revised to eliminate iterative approach to the development of the QA / IV&V and to have Gartner develop Section 2 RFP Content and upon completion be reviewed by the Sate. This may have the risk of significant rework of the RFP Content and delay the finalization and issuance of the RFP
G	Resources	➤ Gartner resources are engaged as needed

Completed Activities:

- Facilitated QA/IV&V RFP development kickoff meeting 5/9
- Additional discussions with PMO leadership regarding the scope and approach of the QA / IV&V RFPs completed
- Revised SOW submitted based on agreed revised scope and approach

Planned Activities:

- Development of scope and RFP Response Templates
- Development of RFP Section 2 for IE and Medicaid QA / IV&V Procurements
- Provide technical assistance to State lead person on completion of other Sections of the two QA / IV&V RFPs



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Dashboard – IE Procurement Evaluation Support

Y	Schedule	➤ Initial planning has been started. Additional discussions will continue the w/c 5/26. Concerns have been raised about the procurement timeline which may impact the anticipated evaluation timeline
G	Scope	➤ No significant risks / issues
Y	Risks / Issues	➤ Gartner raised concerns regarding significant risks going forward with the current IE Proposal Submission Due Date of June 5th. There are several key decisions needing to be made regarding the shared services environment and mandated and preferred components reuse – as well as the IE Systems Integrator’s role in Access Retirement. This information is required, we believe, by the vendor community to ensure they develop a proposal that can be evaluated to identify the best value option for the State. It would be prudent to inform the vendor community that the State is preparing additional information to support the procurement effort and that a new submission date will be set once the additional information is provided to them as part of this procurement effort.
G	Resources	➤ Resources are engaged as needed

Completed Activities:

- Provided support for the Vendor Conference
- Held initial work planning discussions with the 2 project managers

Planned Activities:

- Revise evaluation materials based on project updates
- Hold discussion with project leadership about the evaluation process, which will be based on the previous evaluation process (5/28 tent)
- Revise RFP scoring templates and PRT materials
- Facilitate (with State) PRT training immediately before bid opening
- Additionally prepare for bid opening and evaluation process



Project Timeline

Gartner Work streams	Apr	May	Jun	Jul	Aug
QA / IV&V					
VHC R2					
Conduct DED / Key Deliverable Reviews					
HSE QA reviews					
Quarterly Health Check	TBD				
HSE QA Roles Definition					
IE and MMIS IV&V RFP Requirements Development					
HSE PMO Support					
TBD					
Medicaid Enterprise Solution Procurements					
CM	Reviews, Procurement Support				
Core	Reviews, Procurement Support				
SSA					
Integrated Eligibility					
IE Proposal Evaluation Support					

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Planned Project / Program Onsite Activities	Gartner Onsite Staff Plan**
May 26 Memorial Day	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Support – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – Proposal Evaluation Support • SSA – N/A • IE RFP Support – As Needed 	<ul style="list-style-type: none"> • Erika • Kevin • Mike • Garland
June 2	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Support – As Needed • Medicaid <ul style="list-style-type: none"> • Core – RFP Finalization Support • Care Mgmt – Vendor Selection Support / State Vendor Cost Proposals Review • SSA – N/A • IE RFP Support – PRT Training 	<ul style="list-style-type: none"> • Frank • Martin • Erika • Garland
June 9	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Support – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review / Finalization Support • Care Mgmt – Vendor Selection Support • SSA – Roadmap Workshop • IE RFP Support – Evaluation Support 	<ul style="list-style-type: none"> • Erika • Kevin • Mike • Garland
June 16	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • PMO Support – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – Vendor Orals Support • SSA – Executive Briefing • IE RFP Support – Evaluation Support 	<ul style="list-style-type: none"> • Frank • Martin • Erika • Kevin • Mike • Garland

** Gartner onsite presence will be updated as needed to fill program / project needs



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Vermont Enterprise Program Bi-Weekly Status Report

June 6, 2014



Dashboard – Medicaid Operations Solution Procurements and MITA SS-A

G	Schedule	<ul style="list-style-type: none"> ➤ Core: The RFP has been submitted to CMS, AG and the DVHA BO for review and approval; Additional preparations for RFP release, vendor Q&A, and evaluations have begun
G		<ul style="list-style-type: none"> ➤ Care Mgmt: Evaluations have been completed and the PRT is determining next steps. Gartner is providing guidance and assistance as requested
G		<ul style="list-style-type: none"> ➤ SS-A: All validation sessions are complete. SSA Roadmap materials have been submitted for review and the Roadmap Workshop is scheduled for 6/10
G	Scope	<ul style="list-style-type: none"> ➤ Minimal risks or issues
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No new significant risks or issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Dashboard – Medicaid Operations Solution Procurements and MITA SS-A (Cont'd)

Completed Activities

- Care Management:
 - Submitted vendor clarification questions for Vendor Orals
 - Submitted vendor scenarios for demonstrations during Vendor Orals
 - Provided on-site and remote support for evaluation process
- Core RFP:
 - Prepared for and supported call with Dave Guiney from CMS Regional Office
 - Submitted Situation Review for the Core MMIS RFP to identify potential risks and mitigation strategies
 - Supported RFP discussion on MMIS Universal Coverage contingency planning
- SSA:
 - Facilitated Technical To-Be session
 - Developed and submitted Roadmap Workshop materials for pre-workshop review
 - Consolidated all as-is and to-be data into SS-A Access tool for
 - Began development of final SS-A report

Planned Activities

- Care Management:
 - Awaiting for guidance from the State regarding the next steps for the CM procurement.
 - Participate in debrief meeting with the State to discuss potential go forward decision
- Core RFP:
 - Support review process as needed
 - Support preparations for RFP release and procurement period
- SSA:
 - Facilitate Roadmap Workshop (6/10)
 - Submit Executive Briefing materials (6/12)
 - Facilitate Executive Briefing (6/17)
 - Continue to finalize Access tool for submission to State (target date TBD)
 - Prepare to submit final SSA report to State

Dashboard – Quality Assurance and IV&V Activities*

G	Schedule	<ul style="list-style-type: none"> ➤ Quality Assurance Oversight: Foundational meetings on the QA approach in Vermont continue to occur ➤ Quarterly Health Check Reports: Scheduled for July/August
G	Scope	<ul style="list-style-type: none"> ➤ No significant concerns
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No significant risks or issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

* See [VHC Release 2: Risk and Issue Report](#) at the end of this document for additional content

Completed Activities:

- Collection of QA activities, artifacts and processes in support of QA Oversight activities
- Observation of VHC R2 UAT testing and test report review

Planned Activities:

- Support further definition of the QA activities in Vermont and the plan for the support and procurement of supporting activities
- Finalize schedule for VHC R2/P2-P3 User Acceptance Testing review and IV&V attestation
- Attend UAT test sessions and validate appropriate test procedure and reporting of test results
- VHC R2 key deliverable reviews



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Dashboard – HSE PMO Support

⊘	Schedule	➤ Gartner’s involvement in these activities is on hold pending contract approval
	Scope	—
	Risks / Issues	
	Resources	

Completed Activities:

- Review of Change Management training materials and participation in Risk Management training
- Participation in Execution Team meeting

Planned Activities:

- TBD - on hold pending contract approval

Dashboard – QA / IV&V Procurement Support

G	Schedule	➤ The schedule for the RFP sections has been agreed, and next steps are being planned
G	Scope	➤ The QA / IV&V RFP approach has been revised and approved by the Program Director.
Y	Risks / Issues	➤ Finalization of the RFP will require coordination between the PMO team and Gartner. The PMO will be responsible for the overall completion of the RFPs for review and submission
G	Resources	➤ Gartner resources are engaged as needed

Completed Activities:

- Continued development of assigned sections of the RFP

Planned Activities:

- Continued development of assigned sections of the RFP
- Handoff meeting with PMO team (date TBD)



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Dashboard – IE Procurement Evaluation Support

⊘	Schedule	➤ Gartner’s involvement in these activities is on hold pending contract approval
	Scope	
	Risks / Issues	
	Resources	

Completed Activities:

- Held initial scope and schedule discussions with Beth Rowley, Don Pierson and Tom Papp to discuss process and content needed for the evaluation process
- Sent Medicaid Confidentiality Statement used for Care Management procurement for leverage by the IE evaluation team

Planned Activities:

- TBD



Project Timeline

Gartner Work streams	Apr	May	Jun	Jul	Aug
QA / IV&V					
VHC R2					
Conduct DED / Key Deliverable Reviews					
HSE QA reviews					
Quarterly Health Check	TBD				
HSE QA Roles Definition					
IE and MMIS IV&V RFP Requirements Development					
HSE PMO Support					
TBD					
Medicaid Enterprise Solution Procurements					
CM	Reviews, Procurement Support				
Core	Reviews, Procurement Support				
SSA					
Integrated Eligibility					
IE Proposal Evaluation Support					

- Changes/updates to previous timeline are reflected in yellow



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Gartner Anticipated Onsite Activities and Schedule

Week	Planned Project / Program Onsite Activities	Gartner Onsite Staff Plan**
June 9	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • QA/IV&V RFPs – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review / Finalization Support • Care Mgmt – Vendor Selection Support • SSA – Roadmap Workshop 	<ul style="list-style-type: none"> • Kevin • Mike • Garland • Joy • Alistair
June 16	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • QA/IV&V RFPs – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • Care Mgmt – TBD • SSA – Executive Briefing 	<ul style="list-style-type: none"> • Frank • Martin • Erika • Kevin • Mike • Garland
June 23	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • QA/IV&V RFPs – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review / Finalization Support • Care Mgm – TBD • SSA – Roadmap Workshop 	<ul style="list-style-type: none"> • Erika • Mike • Garland
June 30	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • QA/IV&V RFPs – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review/Finalization Support • SSA – Executive Briefing 	<ul style="list-style-type: none"> • Mike • Garland

** Gartner onsite presence will be updated as needed to fill program / project needs



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VHC Release 2

Risk and Issue Report



Issues / Risks

VHC Release 2

Issue	Recommended Actions	State of Vermont Response
<p>User Acceptance Testing</p> <ul style="list-style-type: none"> • Simultaneous System Integration Testing (SIT) and User Acceptance Testing (UAT) is ongoing – utilizing the same test environment. Observation of test sessions reveals multiple unexpected results and system issues • A high percentage of test cases are reported as Pass in SIT while UAT testing results in multiple failures. It is questionable whether report of success in SIT are accurate or reflect a strict adherence to test discipline • Full, end-to-end user tests are not being performed – often due to external, carrier issues. Individual functionality is tested which does not reflect the user experience <p>Issue Level: HIGH Impact: High</p>	<ul style="list-style-type: none"> • Continue to refine contingency plans addressing potential risks to VHC – both business and technology resulting from defects in untested functionality • Require full, user-performed, end-to-end testing prior to system acceptance – including integration with payment and carrier systems • Update the Test Plan to include full regression testing of existing functionality and full test cycle for all later releases. Include full, standard test cycle with defined expected results prior to subsequent release go/no-go decisions 	<p>Response pending</p>

<p>HIGH Medium Low</p>	<ul style="list-style-type: none"> - Definite material impact on project success if this area is not addressed immediately - Potential material impact on project success that needs to be addressed proactively - No immediate action required. Continue to monitor risk/issue
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Vermont Enterprise Program Bi-Weekly Status Report

June 20, 2014



Dashboard – Medicaid Operations Solution Procurements and MITA SS-A

G	Schedule	<ul style="list-style-type: none"> ➤ Core: The RFP is pending CMS approval; Additional preparations for RFP release, vendor Q&A, and evaluations have begun
G		<ul style="list-style-type: none"> ➤ Care Mgmt: CM team is revising the RFP for reissuance. Gartner is providing facilitation and revisions for requirements and RFP artifacts
G		<ul style="list-style-type: none"> ➤ SS-A: All sessions are complete. All feedback has been received. Gartner is preparing final documentation and tools for final submission
Y	Scope	<ul style="list-style-type: none"> ➤ Procurement timelines continue to be highly constrained, and will continue to create challenges for procurement successes – Care Management has a restated timeline for re-release that is still expected to be a challenge for vendors to meet; Core MMIS has a challenging timeline and CMS approval is causing additional schedule slippage
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No new significant risks or issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Dashboard – Medicaid Operations Solution Procurements and MITA SS-A (Cont'd)

Completed Activities

- Care Management:
 - Submitted vendor clarification questions for Vendor Orals
 - Submitted vendor scenarios for demonstrations during Vendor Orals
 - Provided on-site and remote support for evaluation process
 - Facilitated two days of functional requirements validation sessions with Program stakeholders across the enterprise
 - Participated in Care Management Lessons Learned exercise with PRT
 - Participated in Care Management Lessons Learned briefing with Executive Sponsor
- Core RFP:
 - Participated in CM Lessons Learned exercise for applicability to the Core procurement
 - Met with new Contract Manager to brief on status and plan for next steps
 - Received and discussed feedback from Core review stakeholders
- SSA:
 - Submitted preview materials for Roadmap workshop
 - Incorporated feedback from preview materials and submitted workshop materials
 - Facilitated Roadmap workshop
 - Incorporated feedback from workshop and submitted finalized materials
 - Submitted preview materials for Executive Briefing
 - Incorporated feedback from preview materials and submitted workshop materials
 - Facilitated Executive Briefing

Planned Activities

- Care Management:
 - Revise RFP for RFP resubmission
 - Incorporate the additional requirements into revised RFP functional requirements template
- Core RFP:
 - Support review process as needed
 - Support preparations for RFP release and procurement period
- SSA:
 - Submit all finalized documentation (deliverable)

Dashboard – Quality Assurance and IV&V Activities*

G	Schedule	<ul style="list-style-type: none"> ➤ Quality Assurance Oversight: Foundational meetings on the QA approach in Vermont continue to occur ➤ Quarterly Health Check Reports: TBD
G	Scope	<ul style="list-style-type: none"> ➤ No significant concerns
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No significant risks or issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

* See [VHC Release 2: Risk and Issue Report](#) at the end of this document for additional content

Completed Activities:

- Collection of QA activities, artifacts and processes in support of QA Oversight activities
- Observation of VHC R2 SIT testing and test report review

Planned Activities:

- Support further definition of the QA activities in Vermont and the plan for the support and procurement of supporting activities
- Finalize schedule for VHC R2/P2-P3 User Acceptance Testing review and IV&V attestation
- Attend SIT/UAT test sessions and validate appropriate test procedure and reporting of test results
- VHC R2 key deliverable reviews



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Dashboard – HSE PMO Support

⊘	Schedule	➤ Gartner’s involvement in these activities is on hold pending contract approval
	Scope	—
	Risks / Issues	
	Resources	

Completed Activities:

- Review of Schedule Management training materials and participation in training
- Participation in Execution Team meetings

Planned Activities:

- TBD - on hold pending contract approval

Dashboard – QA / IV&V Procurement Support

G	Schedule	➤ Initial session have been conducted. Revisions and finalization of assigned sections and templates scheduled to be submitted by 6/27
G	Scope	➤ No changes to scope
Y	Risks / Issues	➤ Finalization of the RFP will require coordination between the PMO team and Gartner. The PMO will be responsible for the overall completion of the RFPs for review and submission
G	Resources	➤ Gartner resources are engaged as needed

Completed Activities:

- Draft sections completed and submitted to State
- Multiple touchpoints with State SPOCs (Kiarsis; Mosher)
- Facilitated RFP handoff to State owners
- Facilitated RFP review with project teams (IE, MMIS)

Planned Activities:

- State to submit requested edits to Gartner sections by EOD 6/24
- Gartner to submit finalized sections and response templates to State by 6/30 (assuming a manageable number of comments by that date, and no additional clarifications needed) (deliverable)



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Dashboard – IE Procurement Evaluation Support

Y	Schedule	<ul style="list-style-type: none"> ➤ Gartner has been approved to re-engage with project team for evaluation support. Schedule to proceed is highly constrained – State has advised that the first evaluation will proceed prior to full PRT training. Gartner will provide support during the first week by providing staged deliverables and activities as requested.
Y	Scope	<ul style="list-style-type: none"> ➤ Revised cost and scope have been agreed to, but formal signoff has not been received
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No additional risks/issues are known at this time
Y	Resources	<ul style="list-style-type: none"> ➤ Due to the work stop, Gartner has reallocated resources to other workstreams. Due to the compressed timeframe to re-engage, Gartner is re-arranging support for workstreams and project to provide appropriate coverage for workstream activities ➤ At end-of-day 6/20, Gartner had not received the first proposal to review minimum mandatory requirements

Completed Activities:

- Received verbal approval to continue work (6/18)
- Received email approving continuing work (6/19)
- Participated in workstream scheduling planning (6/19)

Planned Activities:

- Provide evaluation materials per agreed schedule:
 - Rules of Engagement (6/23)
 - Individual Workbooks (6/26)
- Review Minimum Mandatories of first proposal by EOD 6/23 (if sent to Gartner by EOD 6/20)



Project Timeline

Gartner Work streams	Apr	May	Jun	Jul	Aug
QA / IV&V					
VHC R2					
Conduct DED / Key Deliverable Reviews					
HSE QA reviews					
Quarterly Health Check	TBD				
HSE QA Roles Definition					
IE and MMIS IV&V RFP Requirements Development					
HSE PMO Support					
TBD					
Medicaid Enterprise Solution Procurements					
CM	Reviews, Procurement Support				
Core	Reviews, Procurement Support				
SSA					
Integrated Eligibility					
IE Proposal Evaluation Support					

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Planned Project / Program Onsite Activities	Gartner Onsite Staff Plan**
June 23	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review / Finalization Support • Care Mgm – RFP edits and revision support • IE Support <ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Erika • Mike • Garland
June 30	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review / Finalization Support • Care Mgm – RFP edits and revision support • IE Support <ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Mike • Garland
July 7	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review / Finalization Support • Care Mgm – TBD • Care Mgm – RFP edits and revision support • IE Support <ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Erika • Kevin • Garland
July 14	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Medicaid <ul style="list-style-type: none"> • Core – State RFP Review / Finalization Support • Care Mgm – RFP edits and revision support • IE Support <ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Mike • Garland

** Gartner onsite presence will be updated as needed to fill program / project needs



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VHC Release 2

Risk and Issue Report



Issues / Risks

VHC Release 2

Issue	Recommended Actions	State of Vermont Response
<p>User Acceptance Testing</p> <ul style="list-style-type: none"> • Simultaneous System Integration Testing (SIT) and User Acceptance Testing (UAT) is ongoing – utilizing the same test environment. Observation of test sessions reveals multiple unexpected results and system issues • A high percentage of test cases are reported as Pass in SIT while UAT testing results in multiple failures. It is questionable whether report of success in SIT are accurate or reflect a strict adherence to test discipline • Full, end-to-end user tests are not being performed – often due to external, carrier issues. Individual functionality is tested which does not reflect the user experience • Approved Test Plan not being followed and deviations not reviewed/approved <p>Issue Level: HIGH Impact: High</p>	<ul style="list-style-type: none"> • Continue to refine contingency plans addressing potential risks to VHC – both business and technology resulting from defects in untested functionality • Require full, user-performed, end-to-end testing prior to system acceptance – including integration with payment and carrier systems • Update the Test Plan to include full regression testing of existing functionality and full test cycle for all later releases. Include full, standard test cycle with defined expected results prior to subsequent release go/no-go decisions 	<p>Request for IV&V onsite observation and review of DDI test process</p>

<p>HIGH Medium Low</p>	<ul style="list-style-type: none"> - Definite material impact on project success if this area is not addressed immediately - Potential material impact on project success that needs to be addressed proactively - No immediate action required. Continue to monitor risk/issue
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Vermont Enterprise Program Bi-Weekly Status Report

July 3, 2014



Dashboard – Medicaid Operations Solution Procurements and MITA SS-A

G	Schedule	<ul style="list-style-type: none"> ➤ Core: The RFP has been finalized, approved and posted. Gartner is supporting preparations for Vendor Briefings, written Q&As and the Vendor Conference
G		<ul style="list-style-type: none"> ➤ Care Mgmt: The Care Management RFP has been revised, approved (no re-approvals needed) and is expected to be posted this week. Gartner has and is providing revision support
G		<ul style="list-style-type: none"> ➤ SS-A: Gartner is preparing final documentation and tools for final submission
G	Scope	<ul style="list-style-type: none"> ➤ No significant new issues
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No new significant risks or issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Dashboard – Medicaid Operations Solution Procurements and MITA SS-A (Cont'd)

Completed Activities

- Care Management:
 - Revised and submitted RFP language and templates for State finalization
- Core RFP:
 - Performed final revision of RFP package
 - Final RFP package delivered to State
 - Supported State finalization, posting and quality checks
 - Supported initial vendor queries on Bonding Language in Template B
 - Delivered DRAFT Vendor Briefing decks for three sessions
 - Supported planning for Vendor Briefing sessions
- SSA:
 - Continued editing Access tool and final documents for submission to the State

Planned Activities

- Care Management:
 - Support posting of RFP
 - Support evaluation of vendor questions as needed
 - Prepare for Vendor Conference
- Core RFP:
 - Continue evaluation of vendor questions as needed
 - Support preparations and attend vendor briefings
 - Prepare for Vendor Conference
- SSA:
 - Submit all finalized documentation (deliverable)

Dashboard – Quality Assurance and IV&V Activities*

G	Schedule	<ul style="list-style-type: none"> ➤ Quality Assurance Oversight: Activities will be restarted due to the contract execution ➤ Quarterly Health Check Reports: TBD
G	Scope	<ul style="list-style-type: none"> ➤ No significant concerns
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No significant risks or issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

* See [VHC Release 2: Risk and Issue Report](#) at the end of this document for additional content

Completed Activities:

- Collection of QA activities, artifacts and processes in support of QA Oversight activities
- Observation of VHC R2 SIT and performance testing and test report review

Planned Activities:

- Support further definition of the QA activities in Vermont and the plan for the support and procurement of supporting activities
- Finalize schedule for VHC R2/P2-P3 User Acceptance Testing review and IV&V attestation
- Attend SIT/UAT test sessions and validate appropriate test procedure and reporting of test results
- VHC R2 key deliverable reviews



Engagement: 330007970

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Dashboard – HSE PMO Support

 Schedule	➤ Pending contract approval, this schedule will be revisited
 Scope	
 Risks / Issues	
 Resources	

Completed Activities:

- Participation in Execution Team meetings

Planned Activities:

- Participation in Execution Team meetings

Dashboard – QA / IV&V Procurement Support

G	Schedule	<ul style="list-style-type: none"> ➤ All deliverables have been completed and submitted. No additional activities are expected at this time. This workstream will be removed from the next status report
G	Scope	<ul style="list-style-type: none"> ➤ No changes to scope
Y	Risks / Issues	<ul style="list-style-type: none"> ➤ The review timeframe is very short. To accommodate the 10 day review timeframe, we have limited the review and scoring activities for each proposal to 2 days which is a very tight schedule. Assumption is there are four proposals to review. This is less than half the time allotted for recent efforts such as the IE Solution. <ul style="list-style-type: none"> ➤ You can reduce the risks of schedule delays by using a “divide and conquer” approach when assigning sections to scorers/reviewers. ➤ However, it is critical to have enough coverage by the right stakeholders to thoroughly evaluate each section of the RFP.
Y		<ul style="list-style-type: none"> ➤ There are no “Orals” on the schedule. While orals are not required, they do provide the opportunity for clarifying questions and a dialogue with potential Vendors. In the training materials, we have caveated references to orals with “(if conducted)”.
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Completed Activities:

- Provided technical assistance support to SoV RFP writer with the organization and structure of the RFP
- Revised RFP packages based on feedback received as of 6/27
- Submitted finalized sections of both RFPs and templates including:
 - QA / IV&V Scope, Tasks and Deliverables Matrix and Related RFP Narrative
 - QA / IV&V Proposal Response Templates
- Submitted both PRT Training packages including:
 - Proposal Evaluation Framework, Structure, Process and Materials

Planned Activities:

- None – Gartner activities have been completed.



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Dashboard – IE Procurement Evaluation Support

Y	Schedule	<ul style="list-style-type: none"> ➤ The evaluation schedule, and therefore Gartner’s workstream schedule has been modified to provide an effective approach to evaluation. Gartner has, and will continue to, provide onsite and offsite support of the evaluation process
Y	Scope	<ul style="list-style-type: none"> ➤ Revised cost and scope have been agreed to, but formal signoff has not been received
G	Risks / Issues	<ul style="list-style-type: none"> ➤ Concerns have been identified around the responses requested from vendors in specific areas that were “greyed out” This may impact the ability to equally evaluate bids. The State is considering alternatives to mitigate this concern ➤ Versioning issues have been identified on several documents, which has caused issues for Gartner and the State. This may cause further impacts to the evaluation process and Gartner’s ability to support the process
G	Resources	<ul style="list-style-type: none"> ➤ Gartner is staffing the evaluation process as needed

Completed Activities:

- Received and reviewed the minimum mandatory responses from vendors for compliance
- Submitted a review of the minimum mandatory qualifications to the PRT Chair and Project Manager
- Submitted materials for, and facilitated the PRT Training
- Submitted several iterations of evaluation materials
- Attended and supported the first group bid evaluation session

Planned Activities:

- Continue to provide as-needed support for evaluation process
- Collect and organize questions needed for vendor Orals
- Prepare for short-list discussions and Orals preparations



Project Timeline

Gartner Work streams	Apr	May	Jun	Jul	Aug
QA / IV&V					
VHC R2					
Conduct DED / Key Deliverable Reviews					
HSE QA reviews					
Quarterly Health Check	TBD				
IE and MMIS IV&V RFP Requirements Development					
HSE PMO Support					
TBD					
Medicaid Enterprise Solution Procurements					
CM	Reviews, Procurement Support				
Core	Reviews, Procurement Support				
SSA					
Integrated Eligibility					
IE Proposal Evaluation Support					

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Planned Project / Program Onsite Activities	Gartner Onsite Staff Plan**
July 7	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support and Vendor Briefings • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • Evaluation Process Support 	<ul style="list-style-type: none"> • Erika • Kevin • Garland • Alistair
July 14	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support and Vendor Briefings • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • Evaluation Process Support 	<ul style="list-style-type: none"> • Kevin • Mike • Garland
July 21	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • Evaluation Process Support 	<ul style="list-style-type: none"> • Erika • Mike • Garland • Alistair
July 28	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • Evaluation Process Support 	<ul style="list-style-type: none"> • Kevin • Mike • Garland

** Gartner onsite presence will be updated as needed to fill program / project needs



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VHC Release 2

Risk and Issue Report



Issues / Risks

VHC Release 2

Issue	Recommended Actions	State of Vermont Response
<p>User Acceptance Testing</p> <ul style="list-style-type: none"> • Simultaneous System Integration Testing (SIT) and User Acceptance Testing (UAT) is ongoing – utilizing the same test environment. Observation of test sessions reveals multiple unexpected results and system issues • A high percentage of test cases are reported as Pass in SIT while UAT testing results in multiple failures. It is questionable whether report of success in SIT are accurate or reflect a strict adherence to test discipline • Full, end-to-end user tests are not being performed – often due to external, carrier issues. Individual functionality is tested which does not reflect the user experience • Approved Test Plan not being followed and deviations not reviewed/approved <p>Issue Level: HIGH Impact: High</p>	<ul style="list-style-type: none"> • Continue to refine contingency plans addressing potential risks to VHC – both business and technology resulting from defects in untested functionality • Require full, user-performed, end-to-end testing prior to system acceptance – including integration with payment and carrier systems • Update the Test Plan to include full regression testing of existing functionality and full test cycle for all later releases. Include full, standard test cycle with defined expected results prior to subsequent release go/no-go decisions 	<p>Request for IV&V onsite observation and review of DDI test process. Site visit occurred 7/1 – with report pending.</p>

<p>HIGH Medium Low</p>	<ul style="list-style-type: none"> - Definite material impact on project success if this area is not addressed immediately - Potential material impact on project success that needs to be addressed proactively - No immediate action required. Continue to monitor risk/issue
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Vermont Enterprise Program Bi-Weekly Status Report

July 18, 2014



Dashboard – Medicaid Operations Solution Procurements and MITA SS-A

<p>G</p> <p>G</p> <p>G</p>	<p>Schedule</p>	<ul style="list-style-type: none"> ➤ Core: The RFP has been finalized, approved and posted. Gartner is supporting preparations for Vendor Briefings, written Q&As and the Vendor Conference ➤ Care Mgmt: The Care Management RFP has been revised, approved and was posted on Friday 7/11/14. Gartner has provided revision support and is preparing to provide evaluation support ➤ SS-A: The final SS-A report and supporting data has been submitted to the State
<p>G</p>	<p>Scope</p>	<ul style="list-style-type: none"> ➤ No significant new issues
<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>	<p>Risks / Issues</p>	<ul style="list-style-type: none"> ➤ The eBPM project managers have expressed to the MMIS teams that outcomes of the eBPM project may preclude or affect the ability for both Core and Care to select and contract with vendors, thereby impacting timelines. The Medicaid and eBPM teams should have additional conversations to determine the actual impact of the initiative on the procurement schedule ➤ The eBPM project managers have not yet determined the density needed from Medicaid SMEs. As the SMEs have spend a considerable amount of time developing Busiesss Process Analysis documents for IE, Care Mgmt and Core MMIS, these should be reviewed by the eBPM team prior to developing staffing requests ➤ The eBPM project managers and other team members have requested the Functional and Non-Functional Requirements from the Core and Care Management procurements to inform the eBPM effort. The most appropriate resource for review is the future-state Business Process Analysis documents that are part of the procurements that were developed - the eBPM team should start their review based on the extensive work that State SMEs have already develop to limit the re-work required for that initiative ➤ The Core MMIS and Care Management have identified overlap in the procurement schedules – resources may not be able to support both procurements concurrently – Gartner is assisting with the development of a resource plan for both projects to mitigate this expected issue
<p>G</p>	<p>Resources</p>	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Dashboard – Medicaid Operations Solution Procurements and MITA SS-A (Cont'd)

Completed Activities

- Care Management:
 - Finalized and submitted RFP language and templates for State posting
- Core RFP:
 - Supported three Vendor Briefing phone calls
 - Supported discussion of initial questions submitted by vendors
 - Developed initial Vendor Conference materials
 - Facilitated discussions on proposal evaluation schedule and process
 - Developed initial scoring matrix and PRT scoring assignments for review
 - Drafted initial PRT Training materials
- SSA:
 - Submitted final documents for review and approval:
 - SS-A Final Report (deliverable)
 - MITA Tracking Tool (MS Access database)
 - MITA Tracking Tool Documentation

Planned Activities

- Care Management:
 - Support evaluation of vendor questions as needed
 - Prepare for Vendor Conference
- Core RFP:
 - Continue evaluation of vendor questions as needed
 - Prepare for Vendor Conference
 - Prepare for PRT Training
 - Continue development and facilitation of agreement on evaluation process, tools and teams
- SSA:
 - Support acceptance process of submitted deliverables

Dashboard – Quality Assurance and IV&V Activities*

G	Schedule	<ul style="list-style-type: none"> ➤ Ongoing Quality Assurance Oversight and Reporting ➤ 8/15 Quarterly Health Check Report
G	Scope	<ul style="list-style-type: none"> ➤ No significant concerns
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No significant risks or issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Completed Activities:

- Collection of QA activities, artifacts and processes in support of QA Oversight activities
- Review of VHC Key Deliverables
- Participated in VHC-CMS weekly call

Planned Activities:

- Support further definition of the QA activities in Vermont and the plan for the support and procurement of supporting activities
- Monthly QA Summary Report to Exec Committee
- Report on visit to CGI testing facility
- Kick off Quarterly Health Check process
- Finalize schedule for VHC R2/P2-P3 User Acceptance Testing review and IV&V attestation
- Attend SIT/UAT test sessions and validate appropriate test procedure and reporting of test results
- VHC R2 key deliverable reviews

* See VHC Release 2: Risk and Issue Report at the end of this document for additional content

Dashboard – HSE PMO Support

	Schedule	➤ Ongoing support of PMO
	Scope	➤ No significant concerns
	Risks / Issues	➤ No significant risks or issues
	Resources	➤ Gartner resources are engaged as needed

Completed Activities:

- Participation in Execution Team meetings
- Participation in BD Lessons Learned team
- PMO Staffing Discussion

Planned Activities:

- Participation in Execution Team meetings
- Participation in BD Lessons Learned team
- PMO Staffing Allocation Recommendation
- Development of HSE Quality Strategy and Plan

Dashboard – IE Procurement Evaluation Support

G	Schedule	➤ Evaluations and Gartner’s support of those are progressing as planned. PRT will start planning for vendor reference checks and orals to stay on the planned schedule
G	Scope	➤ No issues
G	Risks / Issues	➤ No new significant risks or issues
G	Resources	➤ Gartner is staffing the evaluation process as needed

Completed Activities:

- Attended and provided on-site support for evaluations of vendors #1 and #2
- Performed analysis and supported discussion of submitted minimum mandatory qualifications discussions
- Supported discussion of T’s and C’s requested exceptions

Planned Activities:

- Attend and provide on-site support for evaluations of vendors #3 and #4
- Collect and organize questions needed for vendor Orals
- Prepare for short-list discussions and Orals preparations



Project Timeline

Gartner Workstreams	Jul	Aug	Sep	Oct	Nov	Dec
QA / IV&V						
VHC R2						
Conduct DED / Key Deliverable Review						
Test Review and Attestation						
Bi-Weekly QA Report						
Monthly QA Report						
Monthly HSE Exec QA Summary						
Quarterly Health Check Report						
HSE PMO Support						
Process Development and Support						
Medicaid Enterprise Solution Procurements						
CM						
Core						
Integrated Eligibility						
IE Proposal Evaluation Support						

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Planned Project / Program Onsite Activities	Gartner Onsite Staff Plan**
July 21	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • Evaluation Process Support 	<ul style="list-style-type: none"> • Alistair • Garland • Mike
July 28	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • Evaluation Process Support 	<ul style="list-style-type: none"> • Alistair • Frank • Garland • Kevin • Mike
Aug 4	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Quarterly Health Check • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support / Vendor Conference • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Garland • Martin • Mike
Aug 11	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Quarterly Health Check • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Garland • Kevin • Mike

** Gartner onsite presence will be updated as needed to fill program / project needs



Engagement: 330007970

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VHC Release 2

Risk and Issue Report



Issues / Risks

VHC Release 2

Issue	Recommended Actions	State of Vermont Response
<p>User Acceptance Testing</p> <ul style="list-style-type: none"> • Simultaneous System Integration Testing (SIT) and User Acceptance Testing (UAT) is ongoing – utilizing the same test environment. Observation of test sessions reveals multiple unexpected results and system issues • A high percentage of test cases are reported as Pass in SIT while UAT testing results in multiple failures. It is questionable whether report of success in SIT are accurate or reflect a strict adherence to test discipline • Full, end-to-end user tests are not being performed – often due to external, carrier issues. Individual functionality is tested which does not reflect the user experience • Approved Test Plan not being followed and deviations not reviewed/approved <p>Issue Level: HIGH Impact: High</p>	<ul style="list-style-type: none"> • Continue to refine contingency plans addressing potential risks to VHC – both business and technology resulting from defects in untested functionality • Require full, user-performed, end-to-end testing prior to system acceptance – including integration with payment and carrier systems • Update the Test Plan to include full regression testing of existing functionality and full test cycle for all later releases. Include full, standard test cycle with defined expected results prior to subsequent release go/no-go decisions 	<p>Request for additional IV&V onsite observation and review of DDI test process. Site visit to be scheduled based on revised test cycle.</p>

<p>HIGH Medium Low</p>	<ul style="list-style-type: none"> - Definite material impact on project success if this area is not addressed immediately - Potential material impact on project success that needs to be addressed proactively - No immediate action required. Continue to monitor risk/issue
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Issues / Risks

VHC Release 2

Risk	Recommended Actions	State of Vermont Response
<p>Package 3 Scope & Schedule</p> <ul style="list-style-type: none"> • Scope for Package 3 of VHC Release 2 has yet to be agreed. Scheduling of resources, both on the CGI and State teams, is therefore not complete. A significant risk of resource availability exists. • Continued delay on release scope approval increases the risk of project timelines being compressed – reducing the available time for testing and defect resolution. <p>Risk Level: HIGH Probability: High Impact: High</p>	<ul style="list-style-type: none"> • Continue to refine contingency plans addressing potential risks to VHC – both business and technology – resulting from absence of critical functionality • The State should review the P3 schedule to ensure full test cycles are maintained and that any development schedule slippage does not affect the duration, density, or effectiveness of planned testing 	<p>Pending</p>

<p>HIGH Medium Low</p>	<ul style="list-style-type: none"> - Definite material impact on project success if this area is not addressed immediately - Potential material impact on project success that needs to be addressed proactively - No immediate action required. Continue to monitor risk/issue
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Vermont Enterprise Program Bi-Weekly Status Report

August 1, 2014



Dashboard – Medicaid Operations Solution Procurements and MITA SS-A

  	Schedule	<ul style="list-style-type: none"> ➤ Core: Gartner is supporting preparations for the Vendor Conference, written Q&As and the Bid Opening ➤ Care Mgmt: Gartner providing written Q&A support and is preparing to provide evaluation support ➤ SS-A: All tasks are complete. This will be removed from future status reports
	Scope	<ul style="list-style-type: none"> ➤ No significant new issues
  	Risks / Issues	<ul style="list-style-type: none"> ➤ The eBPM project managers have expressed to the MMIS teams that outcomes of the eBPM project may preclude or affect the ability for both Core and Care to select and contract with vendors, thereby impacting timelines. The Medicaid and eBPM teams should have additional conversations to determine the actual impact of the initiative on the procurement schedule ➤ The eBPM project managers have not yet determined the density needed from Medicaid SMEs. As the SMEs have spend a considerable amount of time developing Busienss Process Analysis documents for IE, Care Mgmt and Core MMIS, these should be reviewed by the eBPM team prior to developing staffing requests ➤ The Core MMIS and Care Management have identified overlap in the procurement schedules – resources may not be able to support both procurements concurrently – Gartner is assisting with the development of a resource plan for both projects to mitigate this expected issue
	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Dashboard – Medicaid Operations Solution Procurements and MITA SS-A (Cont'd)

Completed Activities

- Care Management:
 - Participated in developing written Q&A responses
- Core RFP:
 - Triaged Q&A responses
 - Provided suggested responses on 288 vendor questions
 - Developed initial Vendor Conference materials
 - Facilitated discussions and revisions of the Vendor Conference Materials
- SSA:
 - Provided CMS-prepared version of final deliverable
 - Supported final revisions of CMS SS-A submission
 - Supported discussion of MITA SS-A tracking tool

Planned Activities

- Care Management:
 - Prepare for Vendor Conference
 - Prepare for Bid Opening and Evaluation
- Core RFP:
 - Continue evaluation of vendor questions as needed
 - Provide remote and on-site support for Vendor Conference
 - Provide suggested written responses for vendor questions from Vendor Conference
 - Prepare for PRT Training
 - Continue development and facilitation of agreement on evaluation process, tools and teams
- SSA:
 - N/A – all tasks complete

Dashboard – Quality Assurance and IV&V Activities*

G	Schedule	<ul style="list-style-type: none"> ➤ Ongoing Quality Assurance Oversight and Reporting ➤ 8/29 Quarterly Health Check Report
G	Scope	<ul style="list-style-type: none"> ➤ No significant concerns
G	Risks / Issues	<ul style="list-style-type: none"> ➤ No significant risks or issues
G	Resources	<ul style="list-style-type: none"> ➤ Gartner resources are engaged as needed

Completed Activities:

- Collection of QA activities, artifacts and processes in support of QA Oversight activities
- Review of VHC Key Deliverables
- Participated in VHC-CMS weekly Blueprint testing call

Planned Activities:

- Support further definition of the QA activities in Vermont and the plan for the support and procurement of supporting activities
- Report on visit to CGI testing facility
- Kick off Quarterly Health Check process
- Finalize schedule for VHC Medicaid CHIP Testing review and IV&V attestation
- Attend SIT/UAT test sessions and validate appropriate test procedure and reporting of test results
- VHC R2 key deliverable reviews

* See [VHC Release 2: Risk and Issue Report](#) at the end of this document for additional content

Dashboard – HSE PMO Support

 Schedule	➤ Ongoing support of PMO
 Scope	➤ No significant concerns
 Risks / Issues	➤ No significant risks or issues
 Resources	➤ Gartner resources are engaged as needed

Completed Activities:

- Participation in Execution Team meetings
- Participation in BD Lessons Learned team
- PMO Staffing Discussion
- Development of Vendor Management Plan

Planned Activities:

- Participation in Execution Team meetings
- Participation in BD Lessons Learned team
- Development of HSE Quality Strategy and Plan
- Development of Vendor Management Plan
- Quarterly Program Health Check

Dashboard – IE Procurement Evaluation Support

G	Schedule	➤ Technical Proposal Evaluations are complete. Cost Proposal review is ongoing. Architectural Reviews are pending. Invitations for Orals have been sent. Orals agenda and final question list will be finalized by 8/7
G	Scope	➤ No issues
G	Risks / Issues	➤ No new significant risks or issues
G	Resources	➤ Gartner is staffing the evaluation process as needed

Completed Activities:

- Attended and provided on-site support for evaluations of vendors #3 and #4
- Provided evaluation of Program alignment for all 4 vendors, and analysis of evaluation process to date
- Facilitated discussions for the development of vendor competitive field (i.e. short list)
- Supported discussion of Orals agenda and invitation
- Supported discussion of project management process, artifacts and schedule

Planned Activities:

- Provide suggested Vendor Orals agenda
- Revise Vendor Orals exercise and evaluation sheets
- Prepare for Vendor Orals

Project Timeline



Gartner Workstreams	Jul	Aug	Sep	Oct	Nov	Dec
QA / IV&V						
VHC R2						
Conduct DED / Key Deliverable Review						
Test Review and Attestation						
Bi-Weekly QA Report						
Monthly QA Report						
Monthly HSE Exec QA Summary						
Quarterly Health Check Report						
HSE PMO Support						
Process Development and Support						
Medicaid Enterprise Solution Procurements						
CM						
Core						
Integrated Eligibility						
IE Proposal Evaluation Support						

- Changes/updates to previous timeline are reflected in yellow



Gartner Anticipated Onsite Activities and Schedule

Week	Planned Project / Program Onsite Activities	Gartner Onsite Staff Plan**
Aug 4	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Quarterly Health Check • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support / Vendor Conference • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • Continue Cost Discussions and Orals Preparations 	<ul style="list-style-type: none"> • Garland • Martin • Mike • Hamid
Aug 11	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Quarterly Health Check • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support • Care Mgmt – Vendor Conference • IE Support <ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Erika • Garland • Mike
Aug 18	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Quarterly Health Check • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Garland • Martin
Aug 25	<ul style="list-style-type: none"> • PMO/QA <ul style="list-style-type: none"> • VHC R2 IV&V – As Needed • Quarterly Health Check • Medicaid <ul style="list-style-type: none"> • Core – Procurement Process Support • Care Mgmt – Procurement Process Support • IE Support <ul style="list-style-type: none"> • Vendor Orals 	<ul style="list-style-type: none"> • Frank • Alistair • Kevin • Mike • Garland

** Gartner onsite presence will be updated as needed to fill program / project needs



Engagement: 330007970

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HSE Program / VHC Release 2

Risk and Issue Report



Issues / Risks

VHC Release 2

Issue	Recommended Actions	State of Vermont Response
<p>User Acceptance Testing</p> <ul style="list-style-type: none"> • Simultaneous Testing of remediated defects and User Acceptance Testing (UAT) is ongoing – utilizing the same test environment. Observation of test sessions reveals multiple unexpected results and system issues • A high percentage of test cases are reported as Pass in SIT while UAT testing results in multiple failures. The lack data refresh in the test environment makes true test duplication impossible • Full, end-to-end user tests are not being performed – often due to external, carrier issues. Individual functionality is tested which does not reflect the user experience • Approved Test Plan not being followed and deviations not reviewed/approved <p>Issue Level: HIGH Impact: High</p>	<ul style="list-style-type: none"> • Continue to refine contingency plans addressing potential risks to VHC – both business and technology resulting from defects in untested functionality • Require full, user-performed, end-to-end testing prior to system acceptance – including integration with payment and carrier systems • Update the Test Plan to include full regression testing of existing functionality and full test cycle for all later releases. Include full, standard test cycle with defined expected results prior to subsequent release go/no-go decisions 	<p>Request for additional IV&V onsite observation and review of DDI test process. Site visit to be scheduled based on revised test cycle.</p> <p>Addition of vendor resources to build UAT test cases and environment pending.</p> <p>End-to-end test plan being developed.</p>

HIGH	- Definite material impact on project success if this area is not addressed immediately
Medium	- Potential material impact on project success that needs to be addressed proactively
Low	- No immediate action required. Continue to monitor risk/issue



Issues / Risks

VHC Release 2

Risk	Recommended Actions	State of Vermont Response
<p>Package 3 Scope & Schedule</p> <ul style="list-style-type: none"> • Scope for Package 3 of VHC Release 2 has yet to be agreed. Scheduling of resources, both on the CGI and State teams, is therefore not complete. A significant risk of resource availability exists. • Continued delay on release scope approval increases the risk of project timelines being compressed – reducing the available time for testing and defect resolution. <p>Risk Level: HIGH Probability: High Impact: High</p>	<ul style="list-style-type: none"> • Continue to refine contingency plans addressing potential risks to VHC – both business and technology – resulting from absence of critical functionality • The State should review the P3 schedule to ensure full test cycles are maintained and that any development schedule slippage does not affect the duration, density, or effectiveness of planned testing 	

<p>HIGH Medium Low</p>	<ul style="list-style-type: none"> - Definite material impact on project success if this area is not addressed immediately - Potential material impact on project success that needs to be addressed proactively - No immediate action required. Continue to monitor risk/issue
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