Project Sponsor:	Gay Munyon	Project Manager:	Angela Ramsey
Status Report Period:	*July 1, 2018 – September 30, 2018*		

I - PROJECT STATUS OVERVIEW

A. Overview of project progress during reporting period:

Over the past year, the Agency, in collaboration with the Strategic Enterprise Advisory Services Vendor (SEAS Vendor), developed the over-arching vision, goals, strategic plan, and technical standards for the project. The strategic plan considers how to transform and advance the organization's capabilities to meet the needs of providers and recipients. During the strategic visioning session, the executive team recognized this project is an opportunity to change how the Agency works and position to provide "Better health care for all Floridians". The Agency must transform its business processes and technology to meet this goal. Thus, executives determined this project should broaden its focus to a program leveraging the Medicaid infrastructure to improve Agency operations and build better connections to other data sources and programs. Consequently, the SEAS Vendor and the Agency have established a Strategic Project Portfolio Management Plan to focus on the business needs the Agency must address.

The project name was recently changed to reflect the Agency's vision to transform the delivery of Medicaid services. The Medicaid Enterprise System (MES) Procurement Project was re-named the Florida Health Care Connections (FX) Program. Please note the D3A submitted by the Agency refers to "FHX" which is the same as FX.

SEAS Initial Deliverables (SEAS Master Project Schedule (MPS))
The Agency approved the following SEAS deliverables:
- As of 9/28/2018, all 17 of the SEAS Vendor's initial deliverables have been approved

The substantive, project work in the SEAS MPS has been completed and the SEAS Vendor will seek Agency approval to archive this schedule.

Integration Services / Integration Platform (IS/IP) Project
Agency and SEAS Vendor completed the development of the IS/IP ITN. The ITN is now routing through the Agency and CMS.

Enterprise Data Warehouse (EDW) Project
- Agency and SEAS Vendor completed the review and elaboration of the EDW Requirements and the SEAS Vendor is working to compile the requirements to include in the EDW ITN

- SEAS Vendor began working on Draft 2 of the ITN Scope of Services

Federal Certification
- Agency began working on Iteration 2 of the State Section of the Federal Certification Checklist

SEAS Task Orders
- The Agency approved Task Order SEAS002 for the SEAS Vendor's work from July – September 2018 (FY 2018-19) on July 9, 2018

- The Agency approved Task order SEAS003, v.1, for the SEAS vendor's work from October – June 2018 (FY 2018-19) on September 28, 2018

B. SPI & CPI *Provide SPI and CPI for Current + Last 3 Reporting Periods*

	Past Reporting Period	Past Reporting Period	Last Reporting Period	**Current Reporting Period**
Date	*June 29, 2018*	*July 27, 2018*	*August 31, 2018*	*September 28, 2018*
Project Schedule Performance Index (SPI)				
SEAS MPS	*0.98*	*0.98*	*0.98*	*0.98*
EDW Schedule	*Not baselined*	*0.94*	*0.88*	*0.9*
IS/IP Schedule	*Not baselined*	*Not baselined*	*1.0*	*1.01*
Project Cost Performance Index (CPI)				
SEAS MPS	*0.91*	*0.92*	*0.92*	*0.92*
EDW Schedule	*Not baselined*	*1.01*	*1.13*	*1.1*
IS/IP Schedule	*Not baselined*	*Not baselined*	*1.0*	*1.25*
Explanation of SPI or CPI Variance / Trend	Overall the projects remain within tolerance for schedule and budget with some tasks lagging or late.			

C. Overall Status

	Yes	No	Explain:
Is the project on schedule? **If no, explain why and what corrective action(s) are planned to bring the project back on schedule**			The Agency and the SEAS Vendor are starting to define and organize the FX Program. As of this report, only the SEAS, EDW, and IS/IP Projects have been chartered and have baselined schedules. SEAS Project - The Initial Deliverables defined in the SEAS Contract are complete, thus the SEAS Vendor will seek to archive the SEAS Master Project Schedule. IS/IP Project - Original estimates for the development of the IS/IP ITN were ambitious and had to be revisited. A revised schedule was baselined on August 31. The project is currently performing to plan. EDW Project – The EDW Project Team is currently compiling requirements to include in the ITN, determining the approach to implementing the EDW, and drafting the Scope of Services. Requirements are currently running behind schedule. The Project Team is pursuing opportunities to get ahead on other tasks. The Project Team is evaluating whether to rebaseline the EDW schedule to account for changes made to the schedule after baselining, specifically: the addition of tasks, correction of some predecessor/successor relationships, and increasing the duration of certain tasks. Some tasks were added, and durations were extended to reflect task and duration decisions made when developing the IS/IP schedule. This created a more realistic schedule for both procurements.
Will the project complete on schedule?			The FX Program is not defined at this time. Projects and subprograms will be authorized by Governance via the portfolio management process.
Is the project currently within budget? **If no, explain why and what corrective action(s) are planned to bring the project back within**	X		All projects are currently within budget.

budget			
Will the project remain within budget?	X		All projects are currently expected to remain within budget.
Were any scope changes proposed or approved during this reporting period?		X	No scope changes were proposed or approved during the reporting period.
Have any risks or issues impacted the project during the reporting period?		X	Issue #14, Extended Review Cycles for IS/IP ITN, was closed during the reporting period. See Section 3.A. of this report for details regarding Issue #14.

2 – PROJECT PROGRESS

A. Project Milestones & Deliverables Accepted, in Progress or Planned for this Reporting Period
List major milestones and deliverables that are in progress, accepted, or scheduled for acceptance during this reporting period and the next. Also list major milestones and deliverables that occurred but were not scheduled during the reporting period. Identify the status of each line item and explain any actual or anticipated variance greater than 10% in planned vs. actual dates

D M T	Deliverable / Milestone / Task & Description	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date *(completed)*	Status *(C=Completed IP= In Progress F=Future)*	Variance Explanation / Comment
SEAS Master Project Schedule							
T	AHCA Final Review of Strategic Project Portfolio Management Plan: No. S-4	6/11/18	7/2/18	6/12/18	7/2/18	C	
D	Strategic Project Portfolio Plan: No. S-4 Approved	7/31/18	7/31/18	7/3/18		IP	Strategic Project Portfolio Plan will be approved by the executive governance process, and as of 7/27/18 scheduled to be discussed by projects governance on 8/1/18
T	AHCA Final Review of MITA State Self-Assessment and Update Process: No. P-1	7/5/18	7/16/18	7/2/18	7/13/18	C	
D	Revised MITA State Self-Assessment and Update Process: No. P-1 Approved	7/16/18	7/16/18	7/13/18	7/13/18	C	
M	Submit Enterprise Data Security Plan: No. T-8 to AHCA for Formal Review	7/24/18	7/24/18	7/24/18	7/24/18	C	
T	AHCA Review of Enterprise Data Security Plan: No. T-8	7/24/18	8/13/18	7/24/18	8/15/18	C	
M	Submit Technical Architecture Documentation: No. T-5 to AHCA for Formal Review	7/2/18	7/2/18	7/2/18	7/2/18	C	
T	AHCA Review of Technical Architecture Documentation: No. T-5	7/3/18	7/23/18	7/3/18	7/20/18	C	

A. Project Milestones & Deliverables Accepted, in Progress or Planned for this Reporting Period

List major milestones and deliverables that are in progress, accepted, or scheduled for acceptance during this reporting period and the next. Also list major milestones and deliverables that occurred but were not scheduled during the reporting period. Identify the status of each line item and explain any actual or anticipated variance greater than 10% in planned vs. actual dates

D M T	Deliverable / Milestone / Task & Description	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date *(completed)*	Status *(C=Completed IP= In Progress F=Future)*	Variance Explanation / Comment
T	Update Technical Architecture Documentation: No. T-5 Based on AHCA Review	7/24/18	8/3/18	7/23/18	8/3/18	C	
D	Strategic Project Portfolio Plan: No. S-4 Approved	7/31/18	7/31/18	7/3/18	8/20/18	C	Strategic Project Portfolio Plan was approved through the executive governance process; due to multiple levels of discussion and approval, and governance committee schedule, the plan was approved on 8/20/18.
M	Design and Implementation Management Standards Approved No. T-7	8/8/18	8/8/18	8/17/18	8/17/18	C	Additional revisions were required to obtain approval, requiring one more review and update cycle; approved 8/17/2018
T	AHCA Review of Enterprise Data Security Plan: No. T-8	7/25/18	8/14/18	7/25/18	8/15/18	C	An additional day was required to incorporate all reviewers' comments.
T	Update Enterprise Data Security Plan Based on AHCA Review: No. T-8	8/16/18	8/29/18	8/16/18	8/30/18	C	
T	AHCA Final Review of Enterprise Data Security Plan: No. T-8	8/30/18	9/6/18	8/30/18	9/7/18	C	
T	Update Technical Architecture Documentation: No. T-5 Based on AHCA Review	7/24/18	8/3/18	7/23/18	8/3/18	C	
M	Technical Architecture Documentation: No. T-5 Approved	8/13/18	8/13/18	8/10/18	8/10/18	C	
M	Enterprise Data Security Plan: No. T-8 Approved	9/6/18	9/6/18	9/7/18	9/7/18	C	Delay associated with iterative review and edits impacted this milestone date.
IS/IP Schedule							
M	Submit updated IS/IP ITN Draft to AHCA for final review	7/31/18	7/31/18	8/4/18	8/4/18	C	Additional internal review of document performed given the large number of comments
M	Final Draft - Full IS/IP ITN Package Complete	9/18/18	9/18/18	9/19/18	9/19/18	C	Took an extra day to finalize draft.
T	Submit Final IS/IP ITN Package to CMS	9/20/18	9/20/18	9/20/18	9/20/18	C	

A. Project Milestones & Deliverables Accepted, in Progress or Planned for this Reporting Period

List major milestones and deliverables that are in progress, accepted, or scheduled for acceptance during this reporting period and the next. Also list major milestones and deliverables that occurred but were not scheduled during the reporting period. Identify the status of each line item and explain any actual or anticipated variance greater than 10% in planned vs. actual dates

D M T	Deliverable / Milestone / Task & Description	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date (completed)	Status (C=Completed IP= In Progress F=Future)	Variance Explanation / Comment
T	Routing and Posting of the IS/IP ITN	9/17/18	11/29/18	9/17/18		IP	
M	Posting of IS/IP ITN Completed	11/29/18	11/29/18			F	
EDW Schedule							
M	Develop EDW PPU for CMS Completed	7/25/18	7/25/18	7/25/18	7/25/28	C	
M	Conduct EDW Business Requirement Interviews Completed	7/25/18	7/25/18	7/25/18	7/25/18	C	
M	Draft 1 – Shell of EDW ITN Scope of Services Cycle Completed	7/30/18	7/30/18	7/24/18	7/24/18	C	
M	Develop User Stories, Personas, and Procurement-level EDW Requirements Completed	8/10/18	8/10/18	8/10/18	8/10/18	C	
M	AHCA Approves EDW Project Management Plan	9/4/18	9/4/18			F	A new approach to plan development was agreed upon. The change resulted in a slippage of start date from 8/16/18 as reported last month, but plenty of slack in the schedule to accommodate. Currently being reviewed.
T	EDW Requirements Workshops: Business and Technical	9/24/18	9/25/18			F	
M	AHCA Approves EDW Project Management Plan	9/4/18	9/4/18	9/6/18	9/6/18	C	The team invested time to come up with a strategic approach to meeting CMS' reuse requirement for the EDW Project.
T	EDW Requirements Workshops: Business and Technical	9/24/18	9/25/18			F	The team is considering an alternate approach.
M	Gather EDW Requirements Completed	9/10/18	9/10/18			F	The team is holding additional meetings to confirm the EDW implementation approach.
T	Develop ITN Package	6/12/18	12/10/18	6/12/18		IP	
M	Develop EDW ITN Package Completed	12/10/18	12/10/18			F	

B. Scope Changes this Reporting Period

List any changes from the original project objectives and deliverables that impact the project schedule or budget. Items listed should be all scope changes identified during this reporting period, including those that may impact the project in later reporting periods

Scope Change Description	Cost Impact	Schedule Impact	Status / Variance Explanation / Comment
None during the reporting period.			

3 - PROJECT SPEND PLAN

Attach the Excel project spending plan and complete this section for the current reporting period and planned for the next reporting period.

A. Identify Major Project Costs Incurred this Reporting Period

Expense Description	Budgeted Expenditure	Actual Expenditure	Explanation

4 – PROJECT ISSUES / RISKS

A. Project Issues

List all issues identified, open, occurring, or closed within this reporting period.

Project	Issue Description	Status (Open/ Closed)	Project Impact (H, M, L) and Description of Impact	Resolution Approach	Resolution Date	Owner
IS/IP	Issue #14: Extended Review Cycles for IS/IP ITN	Closed	High	The original Project Schedule approved three (3) review cycles, with a date of 4/16/2018 for the final approval date. A fourth review cycle was added after workshopping with the Agency (Program Office and Procurement Office), SEAS Vendor, and IV&V. While the team planned for the fourth draft to be the final draft, approximately 200 comments have been received from reviewers, and the review cycle has not yet been closed (the planned date for closing the review cycle was 8/16/2018). Additionally, the Agency Procurement Office required a significantly changed approach to how the ITN addresses Liquidated Damages and Financial Consequences. These changes added development time that was not anticipated.	9/6/2018	AHCA FHX Project Director

B. Project Risks
List all risks identified, open, occurring, or closed within the reporting period.

Project	Risk Description	Status (Open/ Closed)	Project Impact (H, M, L) and Description of Impact	Mitigation Strategy	Mitigation Status	Owner
This table includes only those risks with exposure scores greater than or equal to 15.						
All	Risk #31: Uncoordinated cross agency systems procurement (Operational): Complexity and cost of multiple systems undergoing transformations in the Medicaid Enterprise creates an undesirable impact to stakeholder groups.	Open	High	1) Conduct meetings with the agencies to discuss governance 2) Develop a Communication Plan to provide transparency within sister Agencies 3) Establish Governance Committee for Medicaid Enterprise Agencies	Stable	SEAS Director
All	Risk #32: Uncoordinated cross agency systems procurement (Technical): Complexity and cost of multiple systems undergoing transformations in the Medicaid Enterprise creates an undesirable impact on cost, schedule, and scope of active systems procurements and projects	Open	High	1) Conduct meetings with the agencies to discuss governance 2) Develop a Communication Plan to provide transparency within sister Agencies 3) Establish Governance Committee for Medicaid Enterprise Agencies	Stable	SEAS Director
All	Risk #33: Coordinated Cross Agency Systems Procurement (Positive Risk): Positive risk (opportunity) that the Agency can take advantage of cost savings and synergies by combining procurements	Open	High	1) Conduct meetings with the agencies to discuss governance 2) Develop a Communication Plan to provide transparency within sister Agencies 3) Establish Governance Committee for Medicaid Enterprise Agencies	Stable	SEAS Director
All	Risk #37: Election Results Impact MES Program Sponsorship: Transition to new Governor may result in changes at the Agency Executive level and impact the MES Program Sponsorship	Open	High	1. Develop comprehensive documentation of project activities that includes forecasted related activities that will provide a firm foundation for new management to rely on. 2. Encourage "mid-level" managers to champion project by including them in variety of activities.	Stable	AHCA FX Project Director

Project	Risk Description	Status (Open/ Closed)	Project Impact (H, M, L) and Description of Impact	Mitigation Strategy	Mitigation Status	Owner
EDW IS/IP	Risk #44: Accelerate Procurement Schedule: There's an opportunity to achieve or accelerate the Procurement Schedule by proactively managing expectations and work.	Open	High	To exploit this risk (opportunity), the Project Manager will proactively manage the Procurement Project by working with the project team to prepare for upcoming work and assisting the project team in the creation of some work products. The Project Manager will work with the Project Sponsor and Project Directors to prepare ITN reviewers and approvers (e.g., AHCA Execs, IT, Legal, Budget, Procurement Office) to meet or beat scheduled review timeframes.	Stable	EDW and IS/IP Project Manager
EDW IS/IP	Risk #45: Poorly Defined Procurement Scope during Development	Open	High	To avoid this risk, the Procurement Project team will draft a recommended project scope--in line with the vision for the FX Transformation. Given the Agency-wide and statewide vision for FX Transformation, the proposed scope will require review and approval by Projects, Program, and Strategic Governance (possibly Executive Governance).	Stable	EDW and IS/IP Project Manager
EDW IS/IP	Risk #46: Poorly Defined Procurement Scope: Responses	Open	High	To avoid this risk, the Procurement Project team will draft a recommended project scope--in line with the vision for the FX Transformation. Given the Agency-wide and statewide vision for FX Transformation, the proposed scope will require review and approval by Projects, Program, and Strategic Governance (possibly Executive Governance).	Stable	EDW and IS/IP Project Manager
EDW IS/IP	Risk #47: Poorly Defined Procurement Scope: After Contract Award	Open	High	To avoid this risk, the Procurement Project team will draft a recommended project scope--in line with the vision for the FX Transformation. Given the Agency-wide and statewide vision for FX Transformation, the proposed scope will require review and approval by Projects, Program, and Strategic Governance (and possibly, Executive Governance).	Stable	EDW and IS/IP Project Manager

Project	Risk Description	Status (Open/ Closed)	Project Impact (H, M, L) and Description of Impact	Mitigation Strategy	Mitigation Status	Owner
EDW IS/IP	Risk #48: Procurement Protest	Open	High	The Procurement Team will work closely with AHCA's Procurement Office to develop the procurement in such a way to minimize the risk of protest. If an Intent to Protest or Protest is filed, the Agency will review and update the schedule as needed to support the project, and the Procurement Team will continue to work with the Procurement Office to provide information needed to support the Intent to Protest or Protest.	Stable	EDW and IS/IP Project Manger
IS/IP	Risk #49: Financial Consequence Language in the ITN	Closed	High	This risk was raised for IS/IP; however, it applies to all procurement projects. The Procurement Office drafted language to address these items and has routed to Legal. There is no current estimate for when this language will be approved or amended. If the ITN has been approved by the Program Office prior to Legal approving this language, there may be further delays in posting the ITN.	Accept	IS/IP Project Manager
EDW IS/IP	Risk #50: Extended Review Cycles for ITN: If the review cycles for procurements are extended beyond what was originally planned, then project schedule will be negatively impacted and posting of the ITN may be delayed.	Open	High	To mitigate this risk, the Project Manager will work with the Procurement Lead early in the project to establish a detailed review process that will work for the procurement project. Examples may include establishing a small number of reviewers, assigning SME to work on certain sections, a phased review approach, locking sections that received no comments or have been prior approved, etc. The Procurement Team will work together to establish this review process and stick to the number of iterations/review cycles established in the project schedule.	Stable	EDW and IS/IP Project Manager

Project	Risk Description	Status (Open/ Closed)	Project Impact (H, M, L) and Description of Impact	Mitigation Strategy	Mitigation Status	Owner
All	Risk #51: Project Schedule Performance Index (SPI) and Performance Index (CPI) May Exceed Acceptable Thresholds	Open	High	If this risk is triggered and becomes an issue, then the team will accept the impact to the schedule and budget. Work will be re-planned and cost and schedule impact analyses will be performed and reviewed with the Project Sponsor, Directors, and Governance.	New	FX Program Manager

5 - PROJECT SUMMARY

A. Project Scope Statement

The Florida Health Care Connections (FX) project proposes to implement a new enterprise system using a phased approach. The project will replace the current functions of the Florida Medicaid Management Information System (FMMIS) and other Agency systems based on the CMS conditions and standards to ultimately transition to an interoperable and unified FX where individual processes, modules, systems, and sub-systems work together to support Agency programs, including Florida Medicaid. The FX program is intended to leverage the Medicaid infrastructure to improve the overall Agency operations and build better connections to other data sources and programs. This approach is intended to provide the most efficient and cost-effective, long-term solution for Medicaid service delivery in Florida, while complying with federal regulations, achieving federal certification, and obtaining enhanced federal funding.

B. Business Objectives

Ensure that procurements proceed in a timely manner.

Produce solicitation documents that will encourage free and open competition.

Identify the best, federally-certifiable solutions designed to operate in a managed care system, instead of a solely fee-for-service system.

Improve the quality of data analytics and reporting for program management.

Expand automated processes, with a focus on communications, workflow, and electronic records.

Deploy innovative solutions allowing for efficient and rapid response to ongoing industry and federal mandates.

Create a Single Source of Truth (SSOT) across the FX through data normalization, elimination of complex interfaces prone to data redundancy, information delays, and data incompatibility issues, and establish the required architecture and standards for further modular development.

Develop agility in processes, organizations, and systems by developing the FX governance structure, developing an enhanced testing capability, developing an enterprise-level, integrated change management process, and developing enhanced system documentation tools.

Optimize Federal Financial Participation (FFP) to maximize impact of State of Florida funding through Federal match.

Integrate provider and recipient eligibility and demographic information across FX and inter-Agency systems.

C. Benefits

Avoid high cost associated with consultant vendor payments for procurement development and continued costs for legacy systems, specifically the FMMIS and DSS, when there are significant delays in the procurement process.

Competition allows the state to benefit from lower costs and better value solutions from vendors.

Federal certification allows the state to receive enhanced federal funding for the implementation and operations of FX systems, saving Florida funds.

The new FX system functions will have a managed care centric solutions for future budget forecasting and rate setting activities.

Enhance the Agency's ability to use data to manage the Medicaid program and other Agency functions.

Automation creates more efficient and effective work results and tends to decrease the overall cost of doing business.

The IT world is changing rapidly. The FX must be in a position to take advantage of advances in emerging technology and adapt to industry and federal mandates to take full advantage of more effective and efficient business processes.

System interfaces through the exchange of data files become more complex and costlier as the number of systems and applications increase. A SSOT will improve data integrity, security, analytics, accessibility, and reporting.

Improvement in transparency, communications, and processes to facilitate success in projects, and development of decisions based on strategic alignment.

Optimizing FFP allows the Agency to meet the strategic goals of the FX within cost constraints.

Agencies that leverage and reuse each other's systems facilitate near real-time data access and sharing without duplication across systems.